

JULY 2022

**SPECIAL REPORT**

**U.S. - CANADA  
TRADE:  
SECRET SAUCE**

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THE MAGAZINE FOR DEMAND-DRIVEN ENTERPRISES

**OUTSOURCED LOGISTICS:**

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**SUPREME SERVICE:  
TOP 10 3PL  
EXCELLENCE AWARDS**



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# InfoSNACKS

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION



## THE FASTEST FRONTIER

The Frontier supercomputer, introduced by the Department of Energy's Oak Ridge National Laboratory, packs a ridiculous 1.1 exaflops of computing power, making it the first such machine to reach exascale levels of performance. The Frontier has a threshold of one quintillion calculations per second.

Oak Ridge puts that in perspective: If each person on Earth completed one calculation per second, it would still take more than four years to accomplish what Frontier can do in one second.

—Ben Munson, Thomas Insights

## LIGHTENING THE LOAD

After experiencing a 100% driver turnover rate in 2021, Central Florida Transport (CFT) doubled its human resources department to more fully address driver needs. It also began offering retirement plans for the first time in its 30-year history. As a new perk for its truckers, the Florida carrier has hired a full-time driver's advocate who does everything from schedule healthcare appointments to help truckers manage their revenue, as well as get in touch with absent drivers.

—The Wall Street Journal

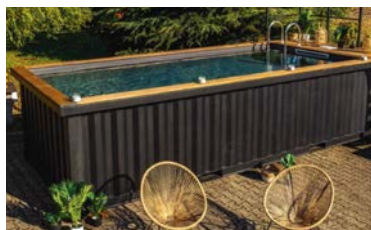
## I Double Dare You to Make a Return

Nearly six in 10 (58%) respondents to a Slickdeals survey say they are willing to do “nearly anything” to avoid returning items.

66% say they believe the worst part of the shopping experience is going through the return process.

67% hate returning items they previously purchased.

—Survey of 2,000 U.S. adults conducted by OnePoll for social shopping platform Slickdeals



## EVERYBODY INTO THE CONTAINER!

Calaak'Oncept, based in Geispolsheim, France, specializes in cargotecture — transforming cargo structures into products of architecture. In its portfolio are swimming pools carved in shipping containers. Customers can choose an above-ground or semi-buried pool, or even one raised on a cliff to afford a view of the landscape.

—designboom



## BON VOYAGE, CRUISE AMENITIES

Global supply chain issues are cited as the reason for temporarily adjusting Royal Caribbean Crown and Anchor Society members' amenities. For one, Royal Caribbean International told members that it is “currently out of stock for the Crown & Anchor preferred chosen wines.”

Supply chain shortages are affecting more than just wine preferences. Fruit truffles are no longer available as an elegant gift selection, and soda selections have also been changed slightly.

Guests with a sweet tooth will be glad to note that both the red velvet and vanilla cupcake selections remain available at press time.

—cruisehive

## US D&D? OMG!

- U.S. ports occupy the top five spots in a list of 60 ports ranked by highest to lowest demurrage & detention (D&D) charges across shipping lines.
- Despite increased U.S. regulatory scrutiny of D&D charges, shippers using the Port of New York now face **the highest D&D fees on the planet**. New York is followed by the ports of Long Beach, Los Angeles, Oakland, and Savannah in the rank list.
- All five ports were more than 2-3 times more expensive than Hong Kong in the 7th spot.

—Demurrage & Detention Benchmark 2022 report, Container xChange



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### NO MATTER HOW YOU SLICE IT, 3PLS DELIVER

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Two and a half years after the pandemic caused e-commerce to accelerate, packaging and shipping methods continue to evolve. There's a lot to unpack, but one thing is clear: The most comprehensive packaging solutions meld both technology and sustainability.



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When MJ Holding Company, LLC, the largest North American distributor of trading cards and novelties to retail stores, set out to build a new warehouse in 2019, it decided to augment its ability to ship directly to consumers. Boosting its e-commerce capabilities turned out to be a game changer.





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### PREPARING FOR THE NEXT SUPPLY CHAIN CRISIS

To make their supply chains more resilient, flexible, and robust in times of crisis, business leaders should be more proactive. The first step? Prioritize suppliers as well as their own procurement executives who own the corporate relationship with suppliers.

[bit.ly/procurement\\_is\\_key](https://bit.ly/procurement_is_key)



### ESTABLISHING RELATIONSHIPS WITH TRUCKLOAD CARRIERS

Shippers that have established strong relationships with carriers and brokers can achieve not only long-term strategic goals but also short-term objectives through regular collaboration and communication.

[bit.ly/relationships\\_for\\_the\\_long\\_haul](https://bit.ly/relationships_for_the_long_haul)



### 5 BENEFITS OF REMOTE COLLABORATION FOR LOGISTICS LEADERS

Logisticians benefit from remote collaboration because they can tap into a wider range of industry experts and connect more easily to end customers. Here are 5 advantages, from improved workflows to supply chain efficiencies.

[bit.ly/remote\\_collaboration\\_benefits](https://bit.ly/remote_collaboration_benefits)

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# CHECKING IN

## 3PLs Show Off-the-Chart Growth



Keith Biondo, Publisher

What accounts for the explosive growth of the 3PL sector this past year?

The results of our 2022 3PL market surveys—through the Top 10 3PL Excellence Awards voting and Top 100 3PL Providers questionnaires—are striking: 84% of 3PL respondents showed significant growth in gross sales year over year, with 90% reporting profits are up. Nearly 50% showed growth of 20% and some even higher.

Many 3PLs increased headcount and facilities to match that growth. One respondent recently increased headcount from 101 to more than 250; another 3PL grew from \$693 million to \$1.7 billion in sales.

This year-over-year increase is unprecedented, but it is not the entire story. The growth in the 3PL sector reflects the needs of shippers—both inbound and outbound—who are coping with many new challenges thrown their way. Some are managing disruptions and addressing difficult demands from their customers while luckier companies have to manage and scale their own growth. They both need logistics and supply chain solutions, and more of them.

In addition to serving shippers' needs, there are other underpinnings of that phenomenal growth. People working in the transport sector stick. Their titles and jobs may change; the companies they work for change, too. They sometimes switch from the shipper side to the provider side and vice-versa, but year after year transport professionals stay in the industry. They like what they do. Who can blame them? They work at jobs where the fruits of their labors are visible and vital.

Some say that solving logistics challenges is addictive, something I've heard in the past but hear more frequently now. Solutions are more complex. The stakes are higher for customers. The opportunity to drive customers' growth during transitional times, like now, is greater. Benefits are large and demonstrable.

What about the future? Deep thinkers foretell of a difficult 2023. If true, logistics providers must take their recent growth returns and invest it now to be ready if it happens. Many are doing that by investing in technology. Good.

But let's not forget those who stick and invest in workforce headcount where applicable as well as training for interns and new hires all the way up the chain to company leadership. For some that training consists of tweaks to supply chain management theory or demand-driven operations. Upgrading customer service skills and cross-functional training to enhance the inertia of a fully integrated operations team benefit all.

Perhaps those deep thinkers are wrong and 2023 and beyond will be smooth sailing. Whichever way it goes, one thing is certain: Transport pros will stick and continue to partner with their 3PLs to solve ever-evolving challenges.

*Keith Biondo*

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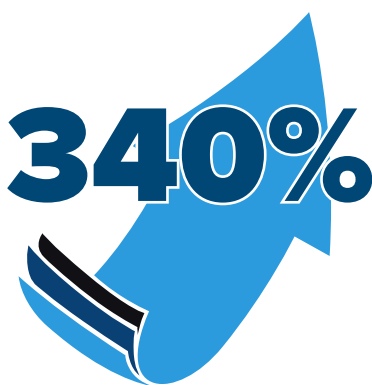
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## Has the pandemic accelerated logistics outsourcing? Why or why not?



**The use of third-party logistics has accelerated** since the pandemic, with new opportunities in last-mile e-commerce and carrier collaboration. We have seen tracked orders between network shippers and logistics service providers (LSPs) grow 340% year-over-year. As markets continue to rebalance, shippers still seek flexibility, resilience, and sustainability from LSP collaboration and innovation.

**-Tony Harris**  
SVP and Head of Marketing and Solutions, SAP Business Network

**YES. THE ORGANIZATIONS THAT RELY ON 3PLs** are reinforcing their commitment to outsourcing and concentrating on their core business competencies. 3PLs are investing in modernization efforts to position their clients for success in the marketplace, which is also helping attract new customers to outsourcing vendors.

**-John Wirthlin**  
Industry Principal, Manufacturing, Transportation and Logistics  
Zebra Technologies

### Supporting Supply Chain Pivots



**In today's unpredictable market, businesses need to be able to pivot without notice.** The problem? It takes time to hire and train new people. Plus, bringing staff onto payroll is a long-term commitment. Outsourcing gives companies the agility and flexibility they need to address unexpected challenges or seize new opportunities.

**-Gabriel T. Ruz Jr.**  
Chief Innovation Officer, Co-Founder, and Board Member  
Magaya

**Quick strategic pivots are critical** to navigating freight market volatility, and the pandemic was no exception. Many shippers leveraged 3PLs and 4PLs to harness efficient procurement functions and meet capacity demands. Those who have established successful partnerships will likely lean on these resources moving forward.

**-Travis Paeth**  
VP, Client Solutions, Arrive Logistics

**THE INCREASE IN LOGISTICS OUTSOURCING** is due to the continual shortage of drivers and increased consumer demand for deliveries. Outsourcing to a company with more drivers offers businesses flexibility and additional resources to recover when an internal driver is sick or unavailable.

**-Nancy Korayim**  
Founder & CEO  
MetroSpeedy

**ADVANCEMENTS IN TECHNOLOGY** have made outsourcing to a trusted network of professionals, especially to those that know your business and customers, easier and more cost effective than ever.

**-Patty MacIntyre**  
Lead Operations Coordinator, Mickey

**YES, ABSOLUTELY.** The pandemic catchphrase has been "capacity issues," which refers to multiple facets of the supply chain—including staffing, equipment, and business hours—reaching critical capacity. With shortages at every step, almost every company has been forced to reach beyond their comfort levels to rely on other logistics companies to assist and try to alleviate pressures.

Our company has been fortunate enough to fill in those missing pieces for many clients that have been hit hard, but even we are at a certain capacity that hinders our rate of growth.

**-Eric Vasquez**  
Owner, Veterans Logistics Group



## THE MOVEMENT TOWARD OUTSOURCING IS MIXED

and dependent on the organization, its capabilities, and desire to control its destiny. For businesses that have the capabilities and resources needed to insource, they are doing so. For other organizations, we're seeing a trend toward outsourcing to acquire the scale, skill, and flexibility needed to withstand the volatility of the market.

**-Matt Comte**

*Operations Transformation Practice  
Leader, PwC*

## SHIPPERS HAVE IMPROVED THE FLEXIBILITY AND RESILIENCY

of their supply chains. With shortages and capacity constraints becoming a daily issue, using a 3PL is the most effective solution. Instead of relying on their own assets, shippers are partnering with brokerages to provide the capacity needed.

**-Perry Falk**

*SVP, Carrier Operations  
Nolan Transportation Group*

## IN THE SHORT RUN, YES. IN THE LONG RUN? TO BE DECIDED.

Following the initial shock of COVID, companies increased their use of 3PLs to maintain supply by any means necessary—most even willing to take a hit financially. As supply chain issues prolong, however, and as the pressures of inflation mount, staffing up with internal logistics professionals is likely to be a more systematic and cost-effective response.

**-John Frechette**

*Director, Founder  
Sourced Economics*

**DRAMATICALLY INCREASED.** Prior to the pandemic, many companies didn't have a true understanding of their supply chain capacity and didn't know how inefficient their operations were. Problems stemming from manual processes, labor constraints, and ineffective systems were exacerbated, and companies turned to 3PLs for faster, more reliable, and less costly distribution.

**-Errol Gonzales**

*Account Executive  
Zethcon, A Made4net Company*

## E-Commerce Acceleration

### E-commerce growth has driven the outsourcing

of logistics. Retailers were limiting investment in the supply chain to focus on product and marketing so when growth spiked in 2020, there was not enough internal talent, process, or capacity. Using a 3PL supported growth while preserving customer experience and maintaining focus on product.

**-Laura Ritchey**

*EVP and COO, Radial*

**With the massive increase in e-commerce volume**, the expectation of consumers to immediately receive their goods has only grown. Small and mid-sized businesses simply cannot manage the logistics needed to match the speed that massive players like Amazon can, so they've increased their work with 3PLs.

**-Josh Dunham**

*Co-founder and CEO, Reveel*

### THE PANDEMIC ACCELERATED

**A NUMBER OF TRENDS**, including logistics outsourcing. Outsourcing allows shippers to control costs and to increase certainty. By aggregating the purchasing power of their customers, large logistics companies are able to use their scale to deliver better outcomes.

**-JJ Schickel**

*CEO, Omni Logistics*

**3PLs HAVE STEPPED IN** as flexible outsourcing partners, reducing costs and improving visibility and efficiency. Outsourcing logistics has helped companies focus on their core competencies.

**-Sunil Kardam**

*Analytics Head, Supply Chain and  
Logistics, Gramener*

**UNDOUBTEDLY.** The pandemic impacted the role of logistics professionals. As they've contended with major swings in demand, inventory, freight rates, and labor markets, the need for fast, flexible solutions and additional support was paramount.

Outsourcing has been a critical way to fill a gap—in people, technology, capacity, or expertise—quickly. And we've seen more customers looking for everything from forecasting and RFP management to TMS technology, on-site support, and fully outsourced solutions.

**-Ben Steffes**

*VP, CTM & Managed Services  
Coyote Logistics*

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## What's your best tip for retailers pivoting to direct-to-consumer fulfillment?

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**#ILGOODQUESTION**








[INSIGHT]

# DIALOG

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## WHERE DO YOU READ IL?



## Fast TAKE

### On retailers having excess inventory

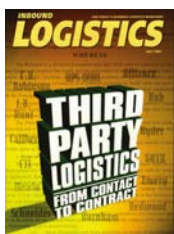
The “lifestyle shift” retailers have been reporting is disappointing. It was predictable that when things opened back up, there would be less making bread and more eating bread in a restaurant, for example.

While it wasn’t predictable *when* that shift would happen, retailers took a full-bore approach for pandemic habits until they saw evidence the behavior was shifting—and, for inventory management, that’s way too late. Now they have to deal with a pile-up of inventory.

Human psychology is still the biggest driver of supply chain: a tendency to project the current situation forward. Did the AI optimization that companies have supposedly invested in miss the behavior shifts? Or, did humans ignore and override those predictions?

—Nikki Baird  
VP of Strategy, Aptos

## 1990s THROWBACK



### Letter to Publisher Keith Biondo

*Inbound Logistics* first caught my attention while I was sitting in the lobby of a large appliance manufacturing

company in Louisville, Kentucky, in the mid-1990s. The magazine listed the top 100 third-party logistics companies of that year. I don’t believe your publication called these companies 3PLs at the time, but I think many of them were eventually considered as such.

Over the years, I saw more and more copies of your magazine in the lobbies of various types of businesses, from two-person small companies to the industry giants. I have found *Inbound Logistics* to be a knowledgeable source of cutting-edge business trends, IT developments, and amazing new business software programs.

To be included in your annual list of the Top 100 3PLs is considered an honor

for each of the many companies we have worked with over the years.

What a sense of pride you must have in creating and continuing this unique, well-written, polished, and professional publication. You have my admiration. Best wishes for your continued success.

—Tom Robertson  
President, A. Blair Enterprises, Inc.  
Via email July 13, 2022

## INSTAGRAM SHOUT OUTS



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# 10 TIPS

## Leveraging the Spot Market

When your contracted carrier can't meet your shipping needs, consider the spot market. Using one-time spot rates typically requires a commitment from the customer to ship within a specific time period. Spot pricing fluctuates depending on multiple factors, so shippers often don't have a lot of control over the spot market rates quoted. Here are 10 ways to make the spot market work for you.

### 1 DEVELOP STRONG CARRIER RELATIONSHIPS.

*Carrier lanes and markets fluctuate over time as their businesses evolve. Working with spot market carriers for exceptional shipping needs might yield a strategic carrier partner for the future.*

### 2 DRIVE DOWN TRANSPORT COSTS.

Spot market rates are driven by supply and demand. Consider using the spot market as a financial lever to reduce your transportation costs in down markets.

### 3 CREATE SUPPLEMENTAL CAPACITY.

When outbound shipment volume exceeds your dedicated carrier capacity, turn to the spot market to source additional truck capacity and keep your shipments moving.

### 4 UNDERSTAND THE SIZE OF THE PROJECT.

Not all shipment profiles are the same. As a shipper who may be sending a delivery to a job site or a one-off shipment, you may be able to source a better cost and carrier on the spot market rather than use your core carrier capacity.

### 5 SHIP FREIGHT CONSISTENTLY.

All shippers are not created equal. If your shipping profile is inconsistent and the destination of the next load is unknown until the time the order is placed, it is important to take advantage of the backhaul spot market rather than attempt to work within existing blanket contract rates.

### 6 KNOW MARKET CONDITIONS.

It is important for shippers to keep a pulse on transportation market conditions. Events such as weather, natural disasters, and produce seasons can cause disruptions in load-to-truck ratios. Strategically utilizing the spot market will allow you to successfully navigate these disruptions.



### 7 MAXIMIZE CARRIER BACKHAULS.

Carriers use backhaul freight as a strategic piece of their cost structure and relocation of trucks. Utilizing spot market backhaul demand increases your chances of your shipments moving below headhaul market prices.

### 8 UTILIZE DIFFERENT EQUIPMENT.

Most shippers send out shipments that have similar profiles and equipment needs. When there is an exception—such as an over-sized load or one that requires a flatbed when

all others require a van—then the spot market is the answer. Take advantage of all equipment types that are ready to move your load.

### 9 EXPEDITE SHIPMENTS TO MEET EXPECTATIONS.

There are times when a shipment needs to move within hours. There is no need to wait for a company driver to arrive later in the day or your dedicated carrier to tell you they don't have enough service hours left to deliver. The answer may be sourcing an expedited carrier on the spot market to meet delivery expectations.

### 10 ADJUST FOR DISTRIBUTION CENTER CONSTRAINTS.

*Dock door space for an additional drop trailer is never a sure thing. If the shipper's infrastructure prevents drop trailer usage, then exploring spot market live load carriers to haul the freight will prevent congestion and keep the dock flowing.*

SOURCE: BRIAN KARWISCH, VICE PRESIDENT-PROCUREMENT  
ODW LOGISTICS





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# WHAT'S THE WORD

## The Language of Logistics

### JIT vs. MRP vs. EOQ

These inventory management techniques are commonly used and selected based on a company's manufacturing operation and product mix:

**Just-In-Time Management (JIT)**, also known as the Toyota Production System (TPS), was developed by the Toyota Motor Corporation in the 1970s.

JIT allows companies to reduce the costs associated with storing and wasting excess inventory by putting processes in place to ensure that goods are received as close as possible to when they are actually needed for manufacturing.

This management process requires that goods are received and delivered accurately and precisely. Any miscalculation can have a ripple effect throughout the supply chain. For instance, a critical part or component that does not reach the manufacturer "just in time" can result in delays and losses.

**Materials Requirement Planning (MRP)**. The MRP inventory management method is a sales-forecast-dependent technique; the manufacturer must have precise data regarding sales records and predictions to facilitate accurate planning.

For example, an automobile manufacturer using the MRP system ensures that parts required for assembling cars are kept in stock based on forecasted sales demand. Inaccurate sales predictions can lead to erroneous inventory planning and can result in an inability to meet customer demands.

**Economic Order Quantity (EOQ)**. EOQ management systems calculate the number of supplies a company should add to its current inventory with each batch order. Companies that use the EOQ system try to forecast consumer demand while also holding an existing inventory of supplies.

EOQ aims to ensure the inventory is optimized per batch order, which minimizes the frequency of orders and the probability of over- or under-stocking.

Source: *Thomasnet.com*

### SAY WHAT?

## Load Balancing

To **load balance** inventory means to distribute inventory across a network of warehouses with the main purpose of positioning inventory closer to the end customer prior to purchase.

Retailers load balance inventory to reduce last-mile costs and ensure faster delivery. When leveraging a well-balanced network, it also allows for redundancy in their supply chain.

Merchants can outsource their fulfillment to a logistics partner that will load balance their inventory and fulfill both B2B and B2C omnichannel orders.

—MAGGIE BARNETT  
COO, ShipHero



## SUSTAINABILITY: COMING TO TERMS

1. **Sustainable business model.** A business model that prioritizes sustainability, assesses and addresses the enterprise's environmental impacts, is profitable, transparent, and supports social causes.
2. **Sustainable supply chain.** Each link in the chain from point A to point B produces the most negligible environmental impacts possible.
3. **Carbon offset.** To offset their greenhouse gas emissions, some organizations invest in reforestation or land reclamation.
4. **Carbon sequestration.** Capturing and storing atmospheric carbon dioxide. It is one method of reducing the amount of carbon dioxide in the atmosphere to reduce climate change.
5. **Circular economy.** In a traditional economy, we make a product, use it, and then dispose of it. In a circular economy, we make a product, use it, and then reuse it or its components.
6. **Conscious consumption.** Consumers practice conscious consumption by purchasing only recycled products or buying from companies with green and sustainable business practices.

—Michael Wilson, Vice President, Marketing, AFFLINK

### PLAN



## SUPPLY CHAIN OPTIONALITY

How a company deliberately and surgically eliminates single points of failure by building redundancies in its supply base, internal manufacturing and distribution facilities, transportation modes, and routes to market.

By creating optionality, companies ensure business continuity and product availability despite disruptions. With optionality, powered by technologies like digital twins and artificial intelligence, organizations reduce risk and improve resilience by testing scenarios and evaluating the impacts of their decisions.

—DR. MADHAV DURBHA, VP, Supply Chain Strategy, Coupa



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“ The Whiplash platform offered us this unique interface where we could see what was happening in the warehouse in real time. It made us really comfortable to make the switch because we knew that we didn’t need to be close by to monitor what was happening.”



**Eric Girouard**  
Founder and CEO  
Brunt Workwear

# Outdoor Retail



## KICKING UP SUSTAINABILITY

VF Corp.—parent company of several outdoor gear brands including The North Face and Timberland—has upped its commitment to supply chain sustainability.

David Quass, the company's new senior director of sustainability for EMEA, has signaled a greater commitment to environmentally friendly concepts such as regenerative agriculture and using recycled materials. The North Face and Timberland are leading the way on these efforts, he says, and will serve as benchmarks for VF's other brands.

VF Corp. needs to look beyond its own operations, invest in alternative materials to bring them to scale faster, and collaborate with competitors to drive progress on sustainability, Quass recently told *Vogue Business*.

In addition to reducing greenhouse gas emissions and addressing other general sustainability issues, the company aims to run all owned-and-operated facilities on renewable energy and to eliminate single-use plastic packaging by 2025.

And by 2030, Quass says, VF hopes to source 100% of its top nine materials from regenerative, responsible, recycled, or renewable sources.

## CHOPPY WATERS AHEAD

As goes Colorado, so goes the rest of the outdoor retail world. A recent article in *The Denver Post* illustrates how local outdoor gear retailers struggle to stock shelves and control costs due to supply chain woes; those challenges signal tough times for the rest of the country's outdoor recreation retailers as well.

The myriad economic and supply chain challenges facing retailers in all verticals also impact outdoor gear stores, bike shops, paddle-sport retailers, and their suppliers.

Retailers like Denver's Confluence Kayak & Ski contend with inventory shortages—though better than they were last year at this time—as well as economic concerns including inflation, the ripple effect of increased tariffs on goods imported from China, and a huge uptick in shipping costs, according to *The Denver Post*.

Bentgate Mountaineering reports significant price increases at its store in Golden, Colorado. "That's price increases from the manufacturers, and then price increases in what they are charging us, as well as setting prices for consumers," says John Weir, marketing manager for the company.

Josh Pecaric, founder of Denver-based Verus Kayaks, told the *Post* he is nearshoring his firm's supply chain from China to South Carolina in order to cut costs. Container shipping costs increased from \$2,800 to transport a 40-foot shipping container (which can hold 120 kayaks) three or four years ago to \$54,000 per container now.

"And, believe it or not, it costs only \$10 more to make a boat here than it does in China," Pecaric notes.

When it comes to inventory, port delays and previous COVID shutdowns at Chinese manufacturing sites have taken a toll on outdoor retailers. At Neptune Mountaineering in Boulder, footwear inventories are still lagging, and Denver-based Elevation Cycles and Peak Cycles in Golden report inventory is better for mountain bikes than road bikes.

Overall, with Colorado serving as the bellwether, the outdoor gear industry seems to be bracing for some rough terrain in the future.





# PATAGONIA FIGHTS PLASTIC

Leading outdoor and adventure wear brand Patagonia has long been a voice for environmental awareness and sustainability in its supply chain and product-sourcing efforts. The company's move away from virgin plastics began back in the early 1990s when it first began producing fleece clothing made from recycled plastic bottles.



Patagonia has spent the past two decades honing its supply chain sustainability strategies and maintaining a laser focus on reducing the use of plastics in its clothing. The company acknowledges that plastics are essential to building durable, high-performance clothing, but posits that plastics are accelerating the environmental crisis because they are produced from fossil fuels and contribute to pollution that piles up once that clothing has been tossed.



Among other various initiatives aimed at curtailing its virgin plastic use, Patagonia intends to make at least half of its synthetic materials using secondary waste streams by 2025.

In June 2022, the company released a documentary stemming from its advocacy, called *The Monster In Our Closet*, which looks at the clothing industry's plastics problem.

The film, available on YouTube, "uncovers the dangerous threads that connect the clothing industry to the oil and gas industry and what we can all do on the individual, business, and government levels to create the change that our planet needs," according to Patagonia.

Key points from the documentary provide valuable takeaways for the outdoor apparel industry and other clothing brands and retailers:

- **Our closets are filled with fossil fuels:** The UN estimates that 60% of clothing is made with plastic fibers that begin as crude oil, which is distilled into chemicals like ethylene, and then heated and transformed into fabrics like polyester and other products.
- **Plastics have staying power:** According to Patagonia, plastic persists in our environment indefinitely unless it has been incinerated or launched into space via satellite or spacecraft. Less than 10% of plastic in the United States is actually recycled, 16% is burned, and the rest piles up in landfills.
- **Every business can help:** Patagonia encourages other retailers to pitch in by sharing the names of many of its supply chain partners so other companies can invest in those secondary waste streams and amplify the effort. The company also recommends businesses take steps such as eliminating virgin petroleum sources from products, aligning with financial partners who are committed to a global energy transition, and supporting grassroots organizations whose communities are most impacted by the climate crisis.



# OUTDOOR RETAIL CHEERS OCEAN SHIPPING REFORM

Given the large percentage of imported goods that sit on outdoor retailers' store shelves and in e-commerce warehouses, it's not surprising that the National Sporting Goods Association (NSGA), along with the National Retail Federation (NRF) and the Retail Industry Leader's Association (RILA), have been outspoken about the need to update legislation around ocean shipping. Outdoor retailers and brands have much to gain from improvements in supply chain legislation, and they haven't been shy about advocating for it.

The House's approval of the Ocean Shipping Reform Act of 2022 (OSRA) is intended to allow the Federal Maritime Commission (FMC) authorities to better protect U.S. shippers, farmers, and manufacturers from unfair or unreasonable anticompetitive actions by foreign-owned ocean carriers. NSGA, NRF, and RILA praised the passing of the legislation as a positive win for the retail sector.

The bill was championed as key legislation to improve ocean shipping costs and conditions for retailers and to help fight against inflation. NSGA indicated its strong support for OSRA by signing a letter sent to Congress urging the bill's passage.

After the bill passed, NRF released an official statement: "Retailers depend on the global maritime transportation system to move goods through the supply chain every day and continue to face significant challenges, including unfair business practices by ocean carriers. Making OSRA federal law helps address longstanding systemic supply chain and port disruption issues that existed well before the pandemic by providing the Federal Maritime Commission with the additional authority it needs."

# LEADERSHIP

*Conversations with the Captains of Industry*

## The Music Man



**Phil Rich**

Senior Vice President &  
Chief Supply Chain Officer  
Sweetwater

Phil Rich brings strategy, patience, fundamentals, focus, positive feedback, corrective direction, and celebration of achievements to everything he does—from playing guitar to flying planes.

*by Merrill Douglas*

One way or another, Phil Rich was destined for a music career. His military service included nearly seven years as a guitarist and sound engineer in the Navy Band. Back in civilian life, he worked briefly as a studio engineer. When that didn't lead to a steady living, he took a job at a Guitar Center store in downtown Seattle. "That's where I was around all the things that I loved, the music gear and the people," says Rich. "That's where I wanted to be."

Rich still spends his days immersed in that world, now as senior vice president and chief supply chain officer at Sweetwater, a leading online retailer of musical instruments and professional audio equipment. Here's a window into his role.

**IL: How did an experience early in your career help to shape you as a leader?**

I'm a competitive guy, and in my early days in music retail, I'd get riled up about things from time to time. The person who hired me for my first job would smile and say, "Let's go talk to this customer together." He would always turn things around. I learned early on that you can have a positive attitude about even the most difficult things, because we're all just trying to do good things for our company and for other people.

**IL: What are the biggest day-to-day supply chain challenges you deal with at Sweetwater?**

Our daily challenge is customer demand for unique products that are brand-specific. People often want an exact model and color from an exact brand. Given the global supply chain challenges over the past few years, we have to work extra hard with the manufacturers to help them understand customer demand and get those products into our inventory. One complicating factor is that there's so much demand for the newest products in the market. It's like people lining up for the new car that was announced but nobody has yet.

**IL: How do you match your inventory to that customer demand?**

We've brought on some additional brands, in case there are opportunities for any substitutions. But the key is having access to a lot of breadth in all the brands, so we have as much of the assortment as possible. We used to keep three weeks' worth of safety stock, but now we keep 90 days. And when we plan our inventory, we program in longer lead times for our orders.



**IL: What longer-term supply chain challenges are you focused on?**

We keep an eye on the chip shortage, which has a huge effect on our industry. We work with companies to make decisions about what products they should manufacture given the limited number of chips they have.

The other big challenge is the cost of delivery to the customer's home. Like other e-commerce companies, we wrestle with delivery surcharges and rising fuel costs.

**IL: How would you describe your leadership style?**

I try to be warm with people, to give everybody at the company as much love as possible, but also to demand a lot from the team. We need to challenge people in two ways. Data and strategy are important, but people also need to develop the street smarts it takes to understand the competition and make the best decisions for our customers.

Teaching is also an important part of leadership. Every senior-level leader should teach something to someone every day: how to crunch a piece of data, how to solve a problem.

**IL: What are you doing that's new and interesting?**

Sweetwater is in the midst of opening a new 350,000-square-foot fulfillment center in the Phoenix area. This is the first time we've had an operation outside Fort Wayne, Indiana. We're setting up the new building to accommodate robotics and other technologies we haven't used before.

Once this second facility is up and running, we expect to be able to deliver any product to any location in the United States in about three days or less.

**IL: What's most fun about your job?**

Music is about bringing people together. It makes me feel good every day that we're helping people enjoy the power of music. Also, I love to build teams. I love teaching. I love seeing people progress through careers. Mentoring people and seeing how that changes the trajectory of their lives—that's the fun part.

**IL: Have you had a mentor?**

I've had several, but the one who comes to mind is Keith Brawley, who was vice president of merchandising for guitars and amps at Guitar Center when I was director of electric

## The Virtue of Losing Your Balance

"A lot of people say it's important to have balance in life," says Phil Rich. "I say to them, try having a little unbalance." Going all-in on a specific pursuit is the way to become great at something, he says.

"Trying to keep a balance can be somewhat like trying to make everyone happy; it just isn't realistic," Rich explains. "Achieving greatness requires putting your head down for long periods of time and focusing on one thing. Did Beethoven or Edison have a balanced life? I doubt it."

guitars. When I used to ask why our partner companies made certain decisions, he pointed out that every decision is made not by a faceless, nameless bureaucracy, but by an individual.

For the past 15 years, whenever I've had a concern about a decision, I would trace my way through a company until I got to that person. Every time I do that, I learn a lot.

**IL: You're an instrument-rated pilot. Tell us about that.**

I grew up with my father teaching missionaries how to troubleshoot and repair avionics, so I was always around small airplanes. My first year in the Navy, I was lucky enough to work on the flight deck on the USS Midway CV-41, an aircraft carrier. When I joined Sweetwater, Chuck Surack, our chairman and founder, had just purchased a flight school a few miles away. I decided to dive in and get my pilot's license.

Flying, like teaching, connects back to my professional career. Pilots need to follow checklists and processes but also need to think quickly and understand the aircraft from nose to tail.

**IL: How else do you spend your time outside work?**

I love to sharpen myself in as many ways as I can. For me, that means playing guitar, flying planes, and being the best leader, father, and husband I can be. Writing new music or playing someone else's is a favorite way to get my mind off work.

I'm also a high performance driver education instructor, which means I spend my weekends at tracks around the region teaching drivers how to get around the track faster.

All the time and practice I've put into being a better teacher has made me a better leader. Strategy, patience, fundamentals, focus, positive feedback, corrective direction, and celebration of achievements—those are just a few of the things from teaching that cross over into my work and life. ■

# READERPROFILE *as told to Karen Kroll*

## Magic CarParts Ride



**SHERRY LIU** is vice president, international supply chain with CarParts.com, an e-commerce provider of automotive parts and accessories that has delivered 50 million-plus parts over the past 25 years.

**RESPONSIBILITIES:** Sourcing, including partnering with merchandising to expand product assortments; working with the inventory planning and forecasting team to execute the company's buy plan; collaborating with CarParts.com's logistics partners and distribution center teams to deliver goods and ensure trade compliance.

**EXPERIENCE:** Senior director of purchasing, director of purchasing, product manager, assistant product manager, and buyer/inventory planner, all with CarParts.com.

**EDUCATION:** MBA, UCLA Anderson School of Management; B.A., International Relations and Affairs, National Chengchi University, Taiwan.

After I earned my bachelor's degree in Taiwan, I met a purchasing director with CarParts.com at a social event. She asked if I wanted to join her.

My education at that point had been in international relations, with a minor in business administration. My goal had been to become a diplomat, learn more languages—I speak Mandarin, Taiwanese and English—and then explore the world.

Although I didn't know much about auto parts or importing or exporting, the purchasing director gave me an opportunity and, along with other mentors, helped me learn. I started as an entry-level buyer working with vendors to ensure inventory was in stock.

As an immigrant from Taiwan, I've learned that coming from a different culture and knowing how to build

relationships with business leaders from varying backgrounds is one benefit I can leverage in my role. We are a global community.

My job now is to ensure the products we offer are ones I'd put on my own car. That means visiting factories to make sure the products are legitimate and of quality.

One approach that has helped me along the way, with both internal management and vendors, is really listening to other peoples' feedback.

As a buyer, I could take the path that the vendor or seller has to listen to me.

However, I want to hear the other party's concerns. This strategy has helped me form tight relationships with my vendors. They enjoy working together because they know their challenges are being heard. And we can work together to solve those challenges.

Plus, the relationships we've built have helped ensure access to inventory. Right now, inventory is king.

One of my proudest accomplishments has been working closely with the new management team at CarParts.com to transform our company, which was previously in financial distress. We

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*One attribute that's critical in supply chain and logistics is the ability to address the curveballs thrown at you day-to-day.*

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really had to figure out how to turn the company in the right direction. A big part of that was trying to rebuild vendors' trust in our new team and direction and persuading them to work with us. We've been able to do that and have produced nine consecutive quarters of growth.

As a female executive, balancing work and home can be challenging. I don't have a great strategy, but once I'm home, I try to put my phone down and focus. Then once my kids are in bed, my third shift starts, when I call overseas vendors.

One attribute that's critical in supply chain and logistics is the ability to address the curveballs thrown at you day-to-day. For instance, several years ago, I received notice that a container was dropped incorrectly, so it tilted toward the other containers on the truck, just as a storm was forecast. Once I knew about the situation, I dropped everything to quickly connect with the driver and make sure he could return to the distribution center to fix it.

One reason I enjoy the supply chain field is that there's always something new and challenging. It never gets boring. ■

## Sherry Liu Answers the Big Questions

### 1 If you could speed the development of one supply chain-disrupting technology, what would it be and why?

Especially in logistics, we try to bring visibility. Even with artificial intelligence prediction models, no one can really pinpoint when a container will be in and unloaded. If I had a magic wand, I'd bring end-to-end visibility and accuracy.

### 2 What are your words to live by?

A mentor shared with me the key to being the kind of leader your team wants to follow: as you progress and gain more responsibility, there will always be times you'll make mistakes. As a leader, when things go wrong, you take responsibility. You can discuss the problem with your team members, but you're accountable. But when things go well, it's your team that gets the credit.

### 3 If you could be granted one magic power, what would it be?

I would get 48 hours into each day.



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# SIMPLE

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# NOTED

## *The Supply Chain in Brief*

### > SEALED DEALS

- **CEVA Logistics**

signed a five-year, omnichannel logistics contract with **Sephora** in Brazil to provide logistics services for stores and e-commerce fulfillment. In addition, CEVA will provide climate-controlled infrastructure to meet Sephora's product requirements.



- Gummy candy brand **HARIBO** tapped **ODW Logistics** to help streamline distribution capabilities and scale operations. ODW now provides warehousing and logistics services for HARIBO's first North American manufacturing facility in Pleasant Prairie, Wisconsin.

- **Modular Assembly Innovations**, which provides manufacturing assembly solutions and other services to automakers such as Honda, partnered with **Coltrane Logistics** a preferred provider of transportation services, to increase efficiency and ensure on-time delivery to tier-one global automotive suppliers.

- **GEODIS** was appointed the Official Freight Carrier of the Rugby World Cup 2023 in France. In its agreement with the **France 2023 Organizing Committee**, GEODIS committed to providing bespoke logistics services with the target of having the lowest possible environmental impact.



- Eyewear retailer **Zenni** chose **Oracle's NetSuite** software solution to automate manual processes—including budgeting and reporting—across countries and subsidiaries, supporting global expansion and increasing supply chain efficiency.

### > GOOD WORKS

- Long Island, New York, hunger-relief organization Island Harvest Food Bank is the latest beneficiary of the community outreach support program run by **Transervice Logistics**, a provider of customized fleet maintenance and transportation solutions. Transervice recently donated 11 boxes of food and supplies to support the food bank's network of community-based nonprofit organizations.



- To help Taiwan, which was hard hit by the pandemic, global transportation specialist **Dimerco** delivered 165 pallets of COVID test kits via commercial air freight from Hong Kong. Dimerco consolidated the cargo into a single flight.

### > GREEN SEEDS

- **Penske Truck Leasing** added Orange EV electric terminal trucks across the United States. The vehicles are designed for trailer-handling operations in truck yards, warehousing and distribution centers, and container terminals, and can operate up to 24 hours on a single charge.



- **The City of Helsingborg**, home to Sweden's fifth-largest port, is launching the Helsingborg Declaration, a pact meant to be the logistics sector's equivalent to the Paris Agreement. Its mission is to make logistics climate-neutral by 2030.

### > RECOGNITION

- Fresh Freight, a full-service food transportation provider, picked **Dole Fresh Fruit** as the winner of its annual **Shipper of Choice Award**. The award recognizes partners that consistently operate at an efficient level to combat driver detention, provide accessible facilities, and display supply chain leadership.





## &gt; M &amp; A



■ **CSX Corp.** completed its acquisition of **Pan Am Railways**, a move that expands CSX's reach into the Northeast region of the United States.

■ E-commerce platform **Shopify** agreed on a \$2.1-billion price tag to acquire e-commerce fulfillment startup **Deliverr**. The acquisition, the largest in its history, enables Shopify to create an end-to-end logistics platform for merchants.

■ **Fox Logistics** acquired **Boxton**, an AI-enhanced freight automation platform, marking its expansion into air and ocean freight services.

■ Logistics provider **TA Services**, a division of PS Logistics, acquired **C2 Freight Resources**, a brokerage specializing in dry-van, flatbed, temperature-controlled, expedited, and less-than-truckload services.

■ **Descartes Systems Group** purchased **XPS Technologies**, a provider of e-commerce multi-carrier parcel shipping solutions.

## &gt; SHOVEL READY

■ **RealTruck**, an online truck parts and accessories retailer, added a new distribution center to serve West Coast customers. The 230,000-square-foot warehouse, which opened in April 2022, is twice the size of RealTruck facilities in Springfield, Missouri, and Jasper, Indiana. Designed for energy efficiency, the facility utilizes motion- and ambient-light-sensitive LED lighting, along with electric fork trucks.



■ **DHL Global Forwarding** broke ground on construction of a new, 53,000-square-foot facility at the Brisbane Airport in Australia. The company is investing \$12 million over 10 years in the new facility, which will increase its international cold chain services in Brisbane, helping to meet the fast-growing demand for perishables.

## &gt; UP THE CHAIN

• **SEKO Logistics** named **Kai Lincoln** its first-ever global VP of sustainability. Lincoln will oversee SEKO's goal to have all of its facilities and activities—including road linehaul and parcel final mile—reach carbon-neutral status by 2050. Lincoln joined SEKO in January 2014 as managing director of the company's omnichannel logistics.

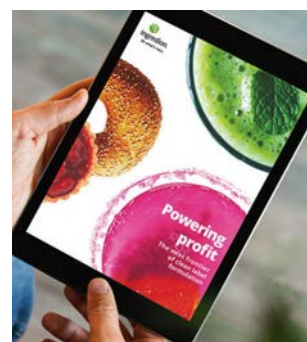


• **Sheetal Shah** was appointed senior vice president of supply chain and manufacturing at plant-based food company **Upside Foods**. Shah, a veteran of the plant-based industry, will lead Upside's commercialization efforts. He previously served as senior vice president of product and operations at Impossible Foods.

• Auto giant **Stellantis**, parent company of Chrysler, named **Marlo Vitous** senior vice president of purchasing and supply chain for North America. Vitous, who has been with the company since 1998, was most recently vice president of supply chain management.

• **Verusen**, a supply chain intelligence platform provider, expanded its leadership team by appointing **Ross Sonnabend** as senior vice president, head of product. Sonnabend will report directly to Verusen's CEO and lead the Verusen product team on design and innovation, strategy, and overall product vision. He comes to Verusen from RF Code, where he was senior vice president, product, strategy, and marketing.

• **Ingredion**, a multinational ingredient provider, named **Javier Echevarría** vice president and chief procurement officer. Echevarría will manage all aspects of the company's global procurement organization, including supply chain operations and strategic sourcing.



## NOTED

### > RECOGNITION



• The National Tank Truck Carriers recognized **Highway Transport** driver Thomas Frain as the **2021-2022 Professional Tank Truck Driver of the Year Grand Champion**. Frain, who has logged 2 million-plus accident-free miles, has racked up more

than 30 years of professional driving experience and has served as a tank truck driver for Highway Transport, a bulk chemical transportation provider, for seven years.

• Montgomery Logistics named **Roehl Transport** as its **2021 Carrier of the Year**. Roehl delivered 1,087 claim-free loads and totaled nearly 700,000 safe miles for the logistics firm in 2021. Criteria for the award include safety, on-time pick-up and delivery, shipment volume, communication, and customer service.

• LTL carrier **ABF Freight** won the **2021 Excellence in Cargo Claims and Loss Prevention Award – LTL Division** from the American Trucking Associations. ABF is the first nine-time winner of the award, and was recognized for outstanding performance and commitment to customers.

• **Averitt Express** was honored by Chevron Lubricants with the group's **2021 Highest Visibility Award** at the Chevron Carrier Summit in Houston. The award recognizes Averitt as the company's leading provider of tracking and tracing services, improving accuracy and communication.

• Frost & Sullivan selected **inVia Robotics**, a provider of e-commerce fulfillment automation systems, to receive its **2022 Technology**

**Innovation Goods-to-Person Robotics Award**. inVia's robotics-as-a-service (RaaS) model and workflow removes interdependencies between robots and people and subsequently boosts productivity.



### > UP THE CHAIN



• **McDonald's** named **Marion Gross** as executive vice president, global chief supply chain officer, effective September 1, 2022. Her career at the multinational fast food chain spans 29 years; Gross is currently chief supply chain officer of North America—responsible for executing the strategic direction of the McDonald's supply chain across the United States and Canada.

### > SEALED DEALS

• **WineDirect**, a wine industry fulfillment solution, selected **VARGO**, a provider of materials handling systems integration, warehouse execution software, and equipment solutions, to expand its fulfillment center and increase efficiencies. VARGO's updates doubled the processing capacity of WineDirect's fulfillment center, allowing for shorter order cycle times.



• **Levi Strauss** selected **TGW** to supply an automated fulfillment solution for its omnichannel operations as the denim brand consolidates its European fulfillment in one facility. TGW's automated goods-to-person order fulfillment system, FlashPick, handles fluctuating order structures. The software plans, monitors, and optimizes fulfillment processes.

### > M & A

■ **Made4net** acquired **Zethcon**, a WMS software company with a cloud-based platform designed for the 3PL market.

■ **Mark-It Express Logistics** bought **Clean Car Connexion**, a family-owned transportation company specializing in intermodal and overweight container loads.

■ **Echo Global Logistics** purchased **Roadtex Transportation Company**, bringing advanced temperature-controlled transportation solutions to its operations.



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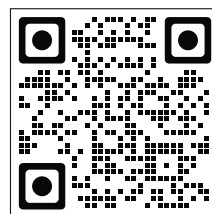


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# TAKEAWAYS

*Shaping the Future of the Global Supply Chain*



## DRIVING FOR DOLLARS

Demand for freight and for trained truck drivers are both on the rise this year. Has the pay for truckers followed suit?

Pay rankings website TruckDriversSalary.com calculates the new median pay at \$59,158 per year, based on data from more than 6.5 million salaries submitted from truckers online and on job boards.

Here is TruckDriversSalary.com's list of the top 10 highest-paying trucking companies for 2022:

GP Transco	\$90,000
Barr-Nunn	\$87,142
Walmart	\$87,013
Epes Transport	\$83,921
Hogan Transportation	\$83,876
Mercer Transportation	\$83,740
Grand Island Express	\$83,000
Artur Express	\$82,955
ATS Trucking	\$80,000
Brady Trucking	\$79,906

## What's Up With Wages?

With all the emphasis on the supply chain these days, it's not surprising that paychecks for supply chain professionals are on the rise. Supply chain salaries in the United States are up from 2020, with median total compensation pay increasing by 12% to \$96,000 (including additional compensation), finds the 2022 *Supply Chain Salary and Career Report* from the Association for Supply Chain Management.

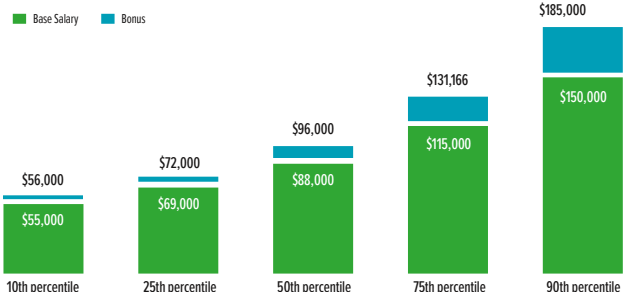
Other interesting trends include a narrowing of the pay gap for women and people of color and a smaller-than-might-be-expected impact from the Great Resignation trend.

Here's a breakdown of several key trends and stats from the report:

- **Salaries and compensation are up.** Respondents report an average 9% pay increase. Overall, compensation grew by an average of 12%. Total median compensation is just less than \$100,000.
- **The pay gap is narrowing.** Women younger than 40 earned more than men for the second year in a row. Women ages 40 to 49 narrowed the pay gap to 8% less than their male counterparts, from 15% in 2020. In addition, salaries have become more equitable for people of color at publicly traded companies, while the gap is wider at privately held companies.
- **PTO is on the rise.** Nearly half (48%) of supply chain professionals receive four weeks or more paid time off. Also 20% of respondents report that their company increased the number of paid holidays in the past year.
- **Workplace flexibility is prevalent.** Two-thirds of supply chain professionals work in a hybrid or permanent work-from-home setting, demonstrating that many supply chain professionals do not need to be on-site.
- **Workers are not resigning.** Supply chain professionals appear to change jobs less than people in other industries. In 2022, 14% of respondents found a new job—only a 1% increase over last year's data.
- **Career satisfaction is high.** Despite a volatile job market, career satisfaction remains consistent with data from previous years.

### THE PROOF IS IN THE PAYCHECK

Supply chain salaries are up from 2020, with median total compensation pay increasing by 12% to \$96,000 (including additional compensation). Overall, supply chain salaries range from \$56,000 to \$185,000 annually. Additional compensation includes cash bonuses, profit sharing, incentive pay and overtime pay.



Source: 2022 Supply Chain Salary and Career Report, Association for Supply Chain Management





# SUPERIOR SUPPLY CHAINS

Gartner has released its Global Supply Chain Top 25 list and this year's top spot goes to Cisco Systems for the third consecutive year. The firm was ranked tops largely as a result of its adaptability.

Each year, Gartner researches the supply chains of hundreds of companies and scores them using a mix of quantitative (financials, ESG) and qualitative (community opinion) data. The top performers offer valuable lessons in supply chain excellence, including the value of developing self-stabilizing supply chains and creating supply chain ecosystems.

"Cisco continues to adapt in various ways to the changing environment, and its supply chain moves in alignment," notes Mike Griswold, vice president team manager with the Gartner Supply Chain practice.

The Top 25 companies for 2022 are:

- 1 Cisco Systems
- 2 Schneider Electric
- 3 Colgate-Palmolive
- 4 Johnson & Johnson
- 5 PepsiCo
- 6 Pfizer
- 7 Intel
- 8 Nestlé
- 9 Lenovo
- 10 Microsoft
- 11 L'Oréal
- 12 The Coca-Cola Company
- 13 Nike
- 14 Walmart
- 15 HP Inc.
- 16 Diageo
- 17 Dell Technologies
- 18 Inditex
- 19 BMW
- 20 AbbVie
- 21 Siemens
- 22 AstraZeneca
- 23 General Mills
- 24 British American Tobacco
- 25 Alibaba

## TAKEAWAYS



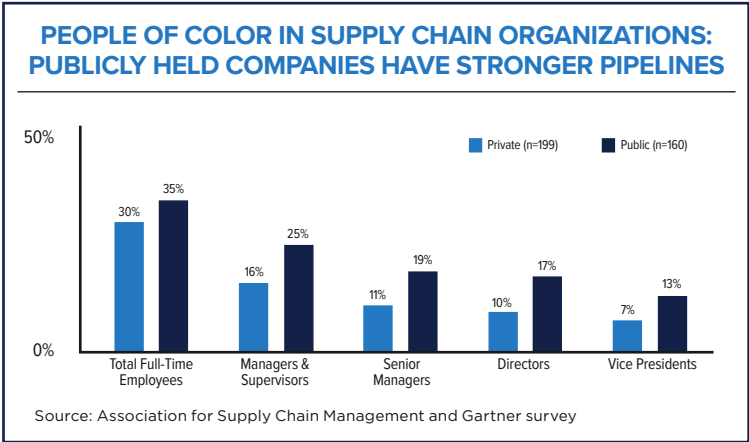
## Exploring DEI in SCM

Initiatives around diversity, equity, and inclusion (DEI) are gaining prominence across the business sphere in the United States. How does the supply chain sector compare?

The industry still has a way to go, finds a new survey examining diversity and inclusion efforts released by the Association for Supply Chain Management and Gartner. The DEI efforts are more apparent and widespread in large public companies as compared to smaller, privately held firms.

The survey of 384 supply chain professionals, conducted in December 2021 mostly in the United States, Canada, and Europe, includes the following results:

- People of color (PoC) make up 35% of the supply chain workforce in publicly held companies, with 13% serving as vice presidents.
- For professionals in privately held companies, only 7% of vice presidents are PoC.
- 40% of supply chain organizations are working on DEI projects or initiatives.
- 93% of respondents in large, global organizations report having DEI goals, compared to 27% of their peers in smaller organizations.
- Recruitment, learning and development, and employee engagement are the types of DEI initiatives most often seen in supply chain organizations. More than 75% of respondents have those initiatives in place.



## TAKEAWAYS

### 6 Tech Deployment Must-Do's

Being able to navigate unexpected disruption and stand out from the competition are two big abilities that saved many businesses during the pandemic shutdowns. The firms that were able to pull that off credit the victory to having the right supply chain technology in place. By contrast, the lack of strategically deployed tech solutions in supply chain operations have limited many companies' ability to thrive.

That's the gist of a new PwC report, which highlights missed opportunities to implement supply chain technology strategically and looks deeper into how companies are leveraging technology in the supply chain.

The report finds that four in five companies say they believe supply chain tech investments failed to deliver expected return on investment. That is largely because firms limit their success by taking an isolated approach, says Matt Comte, operations transformation practice leader for PwC. Instead, Comte recommends six actions companies can take to strategically deploy technology and drive business growth:

1. **Align with your company's overall strategic priorities.**

Comte prompts businesses to decide if they are spending on

technology just because it's available and may be useful, or if they are prepared to deploy tech for business transformation.

2. **Provide more supply chain visibility to other organizational functions.** This is crucial because of the heightened focus on supply chains due to recent disruptions. Determining which technologies can make operations more transparent is key.
3. **Scale individual tech successes and replicate.** Companies can garner greater value from their technologies by considering how to use one tech investment as a blueprint for more sweeping improvements elsewhere in the company.
4. **Account for current inflationary pressures and a volatile economy.** Consider how short-term investments in automation may help reduce recurring costs in the long term.
5. **Evaluate how AI can be implemented at each stage of the supply chain.** Determine if and how a focused investment in artificial intelligence (AI), intelligent data capture, or another technology could improve speed, efficiency, and/or resilience.
6. **Think long-term with investments.** Don't limit your company to technology that deals just with current disruptions and fights day-to-day battles.



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## SMALL BUSINESSES FACE BIG CHALLENGES

It's summer and that's when many small businesses look to see how they have fared during the first half of the business calendar and make plans and changes to shore up their remaining months of earning power.

The country's small businesses have already faced plenty of challenges in 2022, including supply chain issues, labor shortages, and international tensions, reports DHL Express' annual mid-year survey of U.S. small and mid-sized enterprises (SMEs). How are these challenges informing business planning and operations for the rest of the year?

Here are the key findings from the DHL Express survey, compiled from more than 4,000 responses:

**So long, COVID:** The pandemic is no longer a major concern for most businesses. Only 12% say they expect COVID-19 will be their biggest business challenge for the rest of 2022.

## TAKEAWAYS

**Supply chain challenges are here to stay:** A large majority (61%) say supply chain delays will be their biggest challenge for the rest of the year. That is an increase from the 54% who said supply chain delays were their biggest business challenge in 2021.

**Holiday planning overdrive:** A majority (65%) of respondents are planning earlier for the holidays this year because of expected supply chain delays.

**Desperately seeking talent:** In the 2021 survey, 50% of respondents said staffing was not a challenge. This year saw a drastic change; just 38% say they are not impacted by the talent shortage.

**Inflation impact:** Many SMEs with an international presence are feeling the pinch of inflation:

- 42% experienced changes in their international sales due to inflation.
- 26% have seen a decrease in international sales as a result of inflation.
- 16% have seen an increase in international sales as a result of inflation.
- 30% say they are unaffected by inflation.



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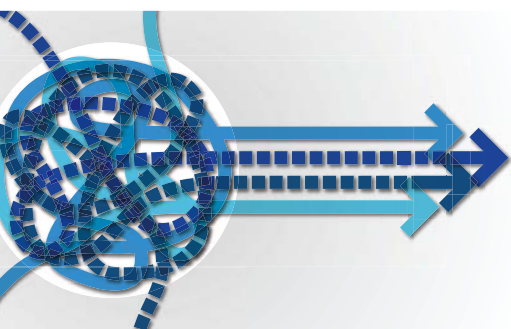
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# 5 Tips for Finding the Right Retail Consolidation Solution

**Using multiple vendors can leave you vulnerable to inefficiencies and higher transportation spend. Here's how to find the right consolidator for your business.**



**T**he planning and management that go into multivendor supply chains are an orchestration of many complex parts. The process for new and existing brands trying to get into big box retail requires close attention to detail, juggling multiple vendors, and managing numerous requirements for compliance.

Using multiple vendors can leave the shipper vulnerable to higher transportation spend, undependable delivery, and compromised customer relationships. It can be daunting.

The solution is letting an expert manage the process with a well-designed, customized retail consolidation program. Here are a few tips to help you find the right consolidator for your business.

## 1. Find the right transportation provider.

- Make sure the provider you are interviewing has a good track record and extensive experience in consolidation with major retailers.
- Is the provider currently working with any similar vendors or retailers? If they already have a good working relationship with some of the same contacts, this can be beneficial.

- Can they provide intermodal, truckload, LTL, managed solutions, cross-docking, and final mile solutions? Do they understand the required lead times for each? Be sure to ask what other value-added services are offered that can reduce overhead costs and turnaround times.

## 2. Harness the latest technology.

- Finding a provider that has the latest transportation and warehouse management systems, as well as onboard monitoring equipment for all their modes of transportation, is essential. Real-time visibility can help avoid problems, resulting in better vendor-, customer-, and carrier-relations by keeping everyone informed at all stages of the journey.
- New technology also helps avoid human error, including OS&Ds and unnecessary delays due to missing or unsigned paperwork.
- A top retail consolidator uses reporting and analytics to help forecast freight needs and monitor processes, as well as detect recurring issues for easy improvement.

## 3. Does the consolidator have a favorable compliance record?

On-time scheduling is one of the biggest hurdles for retail shippers. Meeting tight deadlines, following strict guidelines for appointment making, delivering, unloading and inspection require tenacious oversight. All these measures must be stringently executed and enforced to keep the wheels turning and costs

down. A sound and customizable retail consolidation program with managed solutions does just that.

## 4. Efficient use of capacity saves money.

Truckload shippers who end up paying for empty cargo space can benefit from a well-thought-out consolidation program. Less-than-truckload shipments and partial shipments are also prime targets for reaping the benefits of such a solution. Consolidation means better use of space in a trailer and less handling.

## 5. Strategic planning and execution are key.

Strategic planning, execution, and final on-time delivery are the ultimate goals of any retail consolidation plan. Doing so correctly can result in a more efficient order process, improved compliance metrics, and full end-to-end visibility that provides all stakeholders with great peace of mind.

These tips for finding a retail consolidation program can be the springboard for a more efficient, cost-effective, and scalable supply chain process.

—By Spencer Smith



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# Fast Expansion Into D2C: Top 3 Considerations for 3PLs to Attract New Business

**While the e-commerce boom is an ongoing opportunity for B2B companies, they face acute growing pains as they seek to meet B2C/D2C fulfillment demands.**

**M**ost providers go from worrying about bulk servicing thousands of units on palletized loads, to managing the throughput of multiple orders requiring additional touches for picking and packing.

Not all B2Bs are reacting with internal changes to their processes; many are aligning with more progressive 3PL order fulfillment companies instead. However, such a partnership can strain 3PL operations and models—because the pathway needs to be scalable, easily configured, API friendly, and robust to meet the fluctuating demands of multichannel fulfillment operations.

It's due to the new-style customer requirements being repeatedly introduced that are difficult to systemically accommodate and therefore hard to perform efficiently, while also maintaining proper inventory visibility and accuracy.

But most challenging is having to qualify internal limitations or present an unattractive price in order to cover the transactional cost to the 3PL.

It's about being able to satisfy a variety of customers with differing requirements, without incurring custom coding costs and delays for every new client. Basically, you need highly configurable software to scale and grow at a desired and cost-effective rate.

There is no way around implementing appropriate technology to be a competitive D2C fulfillment operation—and at the very foundation a functionally rich WMS will seamlessly manage the ever-changing demands of the e-commerce landscape.



Here are my top three WMS considerations for 3PLs looking to quickly expand into fast-paced D2C, but requiring maximum operational flexibility to save time, money, and resources.

## 1. Is it flexible and scalable?

Organically built solutions can accommodate all workflows within one software and implementation. Plus, you're in business to expand, so as operations ramp up, make sure the WMS is agile and adaptable enough to grow with you and can handle the unknown. It also needs to be flexible and seamless with any future integrations.

## 2. Is it easy to use and read?

A well-designed WMS should have a user-friendly interface and dashboard with clear directions, so that new workers can get up to speed quickly, while the real-time data it produces

should be easy to read, interpret, and act upon. IT-heavy systems can also necessitate expensive and unnecessary headcount diversification from other parts of the business.

## 3. Does it offer speed-to-value?

Leaner cloud-based solutions, like SnapFulfil, can be remotely implemented in just 45-60 days for rapid ROI. Minimal upfront support costs are built into the licenses, plus expenses are further restricted down the line because of advanced functionality and configurability.

This translates into bespoke 3PL features like tailored billing software, specific workflows and processes to meet individual customer needs, multiple picking/packing approaches to ensure the application can support efficient approaches in structuring and prioritizing work, plus an information-rich portal for enhanced visibility.

Clients benefit from tiered rates of charging and economies of scale and value, while traditionally manual tasks become fully automated, providing greater accuracy and transparency.

.....  
—By Brian Kirst



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# 6 Ways Shippers Can Add Confidence and Clarity to the RFP Process

The request-for-proposal process can be an opportunity for shippers to manage network costs and enable new business opportunities. Below are 6 tips for a successful RFP.

**F**or shippers, the RFP is an opportunity to manage network costs and enable new business opportunities. Analytics bring confidence and clarity to the process, ensuring you're diversifying your network to ensure dependable capacity at predictable rates. Here are 6 best practices for a successful RFP.



## 1. Conduct a historical performance analysis.

Plan ahead by looking to the past. Identify carrier performance patterns on key metrics like tender acceptance and on-time service. Isolate the lanes that need better optimization based on volume and importance to your network. This will inform the next steps for the RFP.

## 2. Set market benchmarks.

Calibrate target rates using benchmark analysis and rate ranges that will accommodate changes in volume throughout your annual cycle. Comparing existing incumbent rates to your market benchmarks will save time and money by carrying over incumbent lane awards that are already within acceptable range.

## 3. Leverage the power of forecasting.

Slice rate forecasts into monthly or quarterly projections for better accuracy. Review historic contract and spot rates when evaluating rates in carrier bids to improve your position in negotiations. Use forecasts to set realistic cost expectations

based on projected cost increases from capacity shortages, as well as periods of rate relief from a softening market.

## 4. Get specific with seasonal volumes.

An annual volume number omits vital information on surges and seasonality. Improve bid accuracy by including weekly or monthly numbers from historical analysis and forecasting. Call out abnormal volume spikes to avoid catching carriers by surprise. Provide ample details on the network's key lanes so carriers understand expectations up front and bid intelligently to offer accurate and enduring rates.

## 5. Align carriers with your capacity needs.

Identify transportation providers with capacity that aligns with your network's needs. Inviting a robust, diverse set of carriers to bid on your key lanes will help deepen your capacity coverage. To that end, building and maintaining a robust list of potential asset and non-asset transportation providers will help generate a robust set of bids to evaluate.

## 6. Develop an "ideal carrier profile."

Pre-qualify the right carriers in high-priority lanes by creating an ideal carrier profile that outlines the key traits of a carrier that can support your network requirements. Include details in the selection process such as contact information, certifications, fleet size, safety rating, and insurance coverage. For a deeper dive,

consider implementing analytics tools that show carriers' recent market activity to confirm they have capacity and interest in your lanes.

## Aiming for a Better RFP

Today's RFP process can be an opportunity to refine your network and give your team the confidence to navigate any shifting market conditions. Fully taking advantage of that opportunity requires deep insights into your network's performance compared to the broader market.

Partnering with a transportation data provider with a robust data set and clear market benchmarks is essential to approaching your RFP with confidence.

.....  
—By Bryan Peace



**About Bryan Peace:** As associate director of product marketing, Bryan Peace leads the positioning, messaging, and go-to-market initiatives for the DAT's shipper segment. Peace joined DAT in November 2020, bringing a decade of experience defining go-to-market strategies for cutting-edge analytics offerings. To learn more, visit [dat.com/knowledgebase](https://dat.com/knowledgebase)

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# Record Demand Seems to Be Easing. What Does It Mean? Understanding the Trucking Marketplace Today

**Understanding the realities of today's trucking marketplace means relying on timely data from high-quality sources, combined with an awareness of global circumstances and day-to-day insights from carriers, shippers, and brokers on the ground.**

**S**o many factors have influenced the transportation industry over the past few years—from COVID-19 “closing” the world, to hyper spending, to supply shortages, to interest rate and fuel price hikes, to political stress with China, and Putin’s war in Ukraine.

At Tucker, we keep the pulse of the market by consulting a few key sources and synthesizing the information we receive from several channels.

The Morgan Stanley Truckload Freight Index gives us the macro view of trucking. Their data shows that the beginning of 2022 brought an all-time high demand versus supply for dry van trucking.

Summer of 2022 feels a bit more balanced, where the pandemic squeeze may be starting to ease. But it is important to keep in mind that even so, relative demand remains the second or third highest ever.

Fuel prices are also making a tremendous impact on the market. Truckstop.com’s Market Demand Index for summer of 2022 shows truckload spot rates nearly keeping pace with those in 2021 due to soaring fuel costs, despite declining demand.

Carrier (and driver) numbers continue to explode, as reported by QualifiedCarriers.com and FMCSA (Federal Motor Carrier Safety Administration), showing the industry continues to expand, with small fleets (1-100 trucks) representing 70% of all drivers in the United States.

**Jeff Tucker is CEO of Tucker Company Worldwide, the oldest privately held freight broker in the United States. [www.tuckerco.com](http://www.tuckerco.com)**



The largest fleets have grown, but not at the pace of the smaller fleets. Since 2020, 117,000+ for-hire fleets were added to the nation’s total.

**But small fleets face headwinds.** On June 30, the U.S. Supreme Court cleared the way for California’s AB5 to take effect. California’s AB5 is the state’s attempt to unionize much of the trucking industry serving California and its ports. This will harm many thousands of small business owner-operators who serve California and raise rates.

**Freight buying strategy must consider** that capacity crises are arising frequently (with 3 in the past 7 years). Entirely asset-based models fail during every uptick. Build your resilient supply chain today, to mitigate the next capacity crisis, by balancing between carrier and broker awards. Now is the time for zeroing in on on-time performance.

**Measure and reward on-time performance and do not bid your whole**

**network.** Shoring up poorly performing lanes and deepening your provider relationships will help you perfect your on-time performance.

Quality metrics still have enormous room for improvement, industrywide.

A thorough understanding of today’s marketplace and the many factors that influence it can position you to make the right decisions for your business and your clientele.

—By Jeff Tucker



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# Overcoming Challenges and Increasing Supply Chain Efficiency with Rail Transloading

**Rail transload facilities allow shippers to realize supply chain benefits from a combination of rail and truck. Here's how to choose the right one.**

**F**inding optimal shipping modes and routes can help you substantially reduce shipping costs and improve the efficiency of your supply chain. Rail and truck are the most common shipping modes across land; however, truck driver shortages are a growing problem, and experts predict this challenge will continue beyond 2022.

So how can supply chain managers adapt to these challenges? One option may be utilizing rail transloading. Rail transload facilities play a vital role in many companies' shipping networks. These facilities allow shippers to realize benefits from a combination of rail and truck.

During transloading, the goods are often moved from railcar to truck or truck to railcar. Many different types of goods, including perishables, non-perishables, dry bulk, liquid bulk, chemicals, and more, can be accommodated. Transloading offers rail shippers access to customers who may not have rail delivery options.

## Selecting a Rail Transload Facility

Choosing the right rail transload facility generally involves three major factors: distance to receivers, available rail carriers that serve the facility, and the transloading facility equipment.

**Distance to receivers.** When comparing costs per ton mile by truck and rail, rail has the potential to cut costs in half. This means minimizing transportation by truck can dramatically reduce costs.

A good rule of thumb is to choose a transloading facility as close as possible to your primary receiver, as this normally yields the lowest cost. However, if a transloading facility closest to your primary



receiver brings you much farther away from your other receivers, more detailed calculations may be needed.

**Serving rail carriers.** Many transloading facilities are served by a single rail carrier. These facilities give shippers few options, which makes many shippers subject to captive rates. Other transload facilities offer shippers access to more than one line-haul rail carrier.

In some cases, it may be economical to move to an alternative transload facility, if it is possible to negotiate more competitive rail rates. Simply having alternative transloading location options may also serve as leverage when negotiating freight rates with your rail carriers.

As you consider transloading facilities in your area, take a closer look at rail carriers available. A relatively minor route shift can give you access to other rail carriers and more competitive rates, especially in congested areas.

**Transloading facility materials and equipment.** Bulk transfer terminals typically accommodate various dry and liquid commodities such as plastics, chemicals, fuels, food-grade products, minerals, aggregates, lumber, and municipal waste.

Safely and efficiently moving these materials to and from rail cars and trucks requires specialized equipment. It is important to ensure that your transloading facility can accommodate the products you're shipping, especially when working with hazardous materials.

Selecting the right transloading facility is an essential component to a cost-effective overall freight transportation strategy. This can help you negotiate competitive rail rates, get closer to your largest receivers, and protect your shipments with top-quality equipment and safety measures.

To compare transloading facilities in your area and locate new potential routes, RSI Logistics offers a free [Transloading Directory](#) that has details for transloading locations throughout North America.

.....  
—By Bob Tuchek



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# Situational Awareness in 3PL Warehousing

**Only with a warehouse management system (WMS) supporting the rapid onboarding of new customers can a 3PL expand its operations exponentially.**

**E**xactly how well prepared are you to do business?" is what I always ask 3PL providers. It's the question to ask first, last, and repeatedly throughout a conversation about WMS features. The warehouse is a "live" environment with immediate cause and effect ramifications for a person's actions.

From floor management to the C-suite, cultivating a culture of continuous improvement is the most important thing to impart. We're talking creating and then *nurturing* a mindset of due diligence—enabled by user-configurable process flows, functional benchmarking (to test performance), and real-time enterprise-wide visibility.

## High-Volume Operations with 200+ Picking Stations

Accuracy, accountability, and speed are the crucial factors in high-volume retail distribution pick-and-pack environments. For 30 years my company has focused on technology development and advisory services for warehouse environments.

The 3PLs we work with maintain 99.9% or better financial and statistical inventory accuracy, achieved through stringent receiving variance approval procedures, obsessive cycle counting, and utilization of UPC and RFID barcode scanning.

During WMS implementation and years later, as a company expands into new markets, new business models, and new customer expectations... we always circle back to the idea that situational awareness is the key. **You want to onboard system capabilities on an as-needed basis while removing human error from the equation?** First, understand how people impact



the warehouse and how the warehouse impacts people, in time and space. First, recognize the interdependence of critical operational components in the warehouse.

## Improving 3PL Customer Productivity and Competitiveness

The capacity to configure, reconfigure, and scale in response to evolving customer demands is a business advantage. A growth-oriented 3PL provider leverages multiple, interconnected sources of data for labor, inventory, orders, shipping, automation, and more. Customer service, management, executives, and client relations, in addition to operations, all play a critical role in an enterprise-wide solution to warehousing.

For example, an effective WMS provides detailed answers to inquiries, like "How is handling different (or more difficult) this time?" Critical information, such as the **precise cost and time investment** to fulfill an order, must be included in decision-making protocol.

3PLs both compete and work with large e-commerce outlets. Consequently, the WMS has to support multiple business models simultaneously. In response to the shift in recent years to direct-to-consumer (DTC) shipping, we routinely engineer fulfillment processes and procedures to

position a 3PL's partners to meet online consumers' immediate expectations. Orders are processed instantly, leaving the warehouse within hours—or as little as a few minutes—from when a transaction was first initiated, depending on order priorities.

## WMS Functionality, Not About Features

A WMS that serves as a common operating environment allows for the expansion of operations where it counts. Environments that demand uninterrupted functionality perform best within a common platform, because this is also where people perform at maximum efficiency and effectiveness.

Growth-oriented 3PL providers are thinking holistically, looking for that common thread rooted in a common application, from document management to ERP integration.

*In practical terms*, this means focusing on what you can control: the human element in warehousing. With the right information at the right time, what I like to call situational awareness, people can extend and then build new revenue channels and avoid unnecessary downtime.

—By Edward Troianello



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# Labor Shortages and their Effect on the Supply Chain

*Partnering with a forward-thinking 3PL like Taylored Services is crucial to getting your products in the hands of your customers as soon as possible.*

One of the most pressing issues disrupting the supply chain today are the ongoing labor challenges that have persisted since the beginning of the pandemic. The inability to find the correct candidates for job vacancies has perpetuated the greater need for hiring urgency within an already traditionally high-churn industry.

Finding the right candidate for a vacant position has not only become an industry wide issue, but has caused large disruptions to supply chain efficiency.

Business owners are now tasked with streamlining operations which includes lengthening workers shifts, servicing around the clock, and moving more volume daily with less workforce.

During this labor shortage, the average time it takes for containers to be picked from dray trucks has increased to a near all-time high. This can be attributed to driver shortages and the lack of container storage space across Southern California's industrial market. The backlog at major U.S. intermodal rail yards has drastically affected the long haul truck market. Costs have almost quadrupled for drayage as well as freight, pallets, and labor.

In the time since the height of the pandemic, the national labor shortage has raged on. An estimated 9.6 million American workers lost their jobs, but an estimated 3.5 million have resigned from their jobs in the past 3 years.

An estimated 30-40 million people will be retiring between now and 2025, which is also creating a talent gap. This leads to increased labor costs as well as higher turnover and longer onboarding periods. Supply chain workers are coming into the workforce without the technical skills they once had, which is leading employers to reimagine jobs for younger employees.



60% of supply chain jobs require skills that a mere 20% of the labor pool possesses, meaning traditional and long-term job titles and responsibilities are no longer applicable. It's important to rethink and allocate the correct tasks to a worker based on their skill set, not what the role would have traditionally been asked to do.

## HOW OUR AWARD-WINNING 3PL SERVICES CAN HELP YOUR BUSINESS

Partnering with a forward-thinking 3PL like Taylored Services is crucial to getting your products in the hands of your customers as soon as possible. Taylored Services has implemented a robust protection program to combat the labor shortage outside of increasing labor costs.

They've put into place bonus programs, referral incentives, increased advertising for careers, and joined physical job fairs in an attempt to increase staff and allow them to position themselves for these increasing shortages.

They have dedicated team members now available over an 11-hour period (to accommodate for East and West Coast operations) who are expertly trained in the latest communication technology, business and training rules, customized applications, and most importantly, your product.

Taylored is emphasizing the importance of weekly scheduled calls in

order to keep you updated on the daily operations of your business. Utilizing their Quarterly Business Report (QBR) will not only give you a breakdown of performance over the quarter but offer valuable insights that can improve your operation. They strive for efficiency. Taylored's team members are always looking for ways to help you optimize your operation and, of course, cut down your costs.

Taylored Services' yards continue to operate at full capacity with 24/7 access and their warehouses are operating 3 shifts with all efforts placed around reducing bottlenecks with internal processes. To address the constraints and to increase the placement of the labor force, Taylored has worked towards fast-tracking recruitment by shortening the recruitment process and reducing some standardized requirements for employment.

They are also increasing the temp to perm conversion to reduce the volatility with temporary employment. Permanent positions are key to the sustainability of the company and maintaining the high-level service that they value to our customers.

With a nationwide footprint of more than 4 million square feet, Taylored Services has the ability to service your needs wherever you are. The best choice you can make for your business is to work with a company that is staying ahead of these challenges and can offer the gold standard of customer support through difficult situations and circumstances.




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# The Role of Your 3PL in Dealing With Rapidly Rising Real Estate Costs

*As real estate prices rise, it's critical to look at the entire cost of operations, including drayage, outbound transportation, and labor in distribution network planning. Looking at costs in silos could lead to expensive mistakes.*

With warehouse vacancy rates at about 4% nationwide, space continues to be in short supply, and shippers must compete for it to ensure their business has the infrastructure it needs to succeed.

In the most desirable markets, demand outstrips current capacity, and the building process is too lengthy to alleviate the pressure in the short term.

An experienced third-party logistics provider with a background in real estate development can help guide decision-making as an organization develops its logistics strategy and network. Consider these critical factors before moving ahead.

## LOCATION

Pricing in the major metro areas is becoming prohibitive unless being in Los Angeles or the Northeast corridor is unavoidable for your operation. In that case, high rates are a cost of doing business.

If you have alternatives, consider outlying areas with inventory for lease or sites for build-to-suit projects. Work with your 3PL on a thorough analysis to understand whether the location in prime territory is actually necessary.

There are good reasons areas like Phoenix and Las Vegas are adding logistics space as quickly as possible. Lowering real estate costs could more than offset additional expenses created by things such as longer drayage lanes.

## NETWORK OPTIMIZATION

Look at all the factors that affect the operation, from port efficiency to drayage costs to labor costs. Moving to a lower



cost, less congested port operation could speed up throughput and cash flow by reducing stockouts.

Look at warehouse turnover and distances involved—it doesn't make sense to pay premium rates to store slow-moving or bulky goods in the metro area. It may make sense to have a satellite cross-dock operation to serve the local metro area and dray the majority of product to lower-cost warehouses to serve the rest of the network.

## TOTAL COST OF OPERATION

Consider real estate costs as only one aspect of the overall landscape. Other factors such as drayage costs and labor are part of the mix. The warehouse in a metro area near a major port means drayage hauls are short, but is the savings enough to offset rising rates?

Moving to a lower-cost location could require longer drayage distances, but the real estate costs are significantly

less. Drayage capacity is more flexible and scalable than the real estate footprint. The same formula works for labor costs. Non-metro rates will be more manageable.

The worst position to be in is scrambling for space at the last minute because your options narrow and the rates go higher.

Work with a 3PL that will analyze your logistics needs and strategies and develop a plan to optimize real estate as well as operations based on your company's unique circumstances.



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# ScottsMiracle-Gro: Getting the Right (Logistics) Players in Place for Its Big Game

Winning means shelves are stocked full of ScottsMiracle-Gro products right when spring arrives. Here's how ScottsMiracle-Gro improved delivery performance and logistics with a strategic partnership approach.

**L**ike football, many companies and their logistics operations have their own “Big Game”—a peak shipping season with make-or-break importance to their success. And like with every winning team, success only comes with a lot of preparation, hard work, and enhanced partnerships.

For ScottsMiracle-Gro, its critical time is the final lead-up to spring after a six-plus month build of inventory and getting their products delivered to key retailers all around the country. Winning means shelves are stocked full of ScottsMiracle-Gro products right when people around the country start thinking about their lawns and gardens as temperatures warm.

## PRIORITIZING SERVICE

ScottsMiracle-Gro has a strong history of high service expectations, but it always strives for more, especially as the market is forever evolving. So, back in October 2021, Tony Botos, ScottsMiracle-Gro director of logistics, began preparations for the company's 2022 spring season with a frank and honest review of what its lawn and garden distribution network could do better and drive its competitive advantage—world-class service.

Carrier performance management is a critical part of ensuring the season is a success. A service-focused mindset in logistics is driving on-time performance and high tender acceptance rates.



On the heels of two challenging years due to COVID and difficult freight market conditions in general, Botos saw an opportunity to make some enhancements. The time was right to reevaluate its logistics processes, including everything from its day-to-day operations, reporting and analytics, and ScottsMiracle-Gro's portfolio of carrier partners.

## FOCUSED PRIORITIES AND GOALS

After a lot of internal discussion and meetings with key partners, Botos and his team decided to prioritize some high-impact areas and focus on finding a smaller, tighter group of carrier partners. This included a new strategic partnership approach that eventually centered on a few key partners, one of them being Echo Global Logistics.

Not surprisingly, central to the initiative by ScottsMiracle-Gro, was utilizing technology as a key enabler. Looking to bring more visibility to

their shipping operation for quicker identification of problems and speed time to resolution, ScottsMiracle-Gro built a process to leverage data analytics using Tableau.

Each morning, for example, the logistics team is able to see actionable shipping information in real-time, including awarded volumes, routing guide positions, loads not picked up—all of which help to drive more productive solution-oriented action.

## THE RESULTS

The good news is that in 2022, ScottsMiracle-Gro has improved its delivery goals with the help of one of its strategic partners, Echo Global Logistics, amongst others.

“Leading into this year, Echo was already an established partner, but the greater connection we've made over the past eight months has helped us exceed our on-time delivery goal of 95%. Since March, Echo has been one of Scotts' main carriers,” said Botos. “We've become more aligned on core company values, which has proven itself valuable through better service performance all around.”

ScottsMiracle-Gro's competitive strength in-store includes always having products in stock. The simple expectation that their products will be available at the right time is the result of a lot of hard work, planning, and partnership.

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[INSIGHT]

# DC OPERATIONS

by *Jim Lawton*

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## AMRs Move Dock-to-Stock Metrics in the Right Direction

Manufacturers, 3PLs, distributors, and retailers are under pressure to get goods picked, packed, and shipped faster than ever. Here's the thing, though: it will be difficult to get orders out the door on time if raw materials or pass-through inventory aren't processed efficiently.

That's why any conversation about improving outbound processes—especially when exploring automation as a solution to fulfillment problems—has to look at increasing inbound logistics efficiencies. Fortunately, many decision-makers are starting to understand this.

### THE PUSH-PULL EFFECT

Warehouse and distribution center (DC) operators want to quickly get autonomous mobile robots (AMRs) online in their facilities to speed fulfillment and improve inventory throughput. Insufficient workers are available to meet demand, especially during peak periods, so operators need a flexible automation solution to augment the workforce.

Interestingly, it isn't always the final pick, pack, and ship processes that are bottlenecked by climbing order volumes, shrinking lead times, and labor stagnation. This issue is becoming even more apparent as AMRs are rolled out in outbound workflows. Workers

are most certainly walking less, which gives them time to pick and pack more orders and the ability to report significant efficiency and throughput gains. Despite this improvement however, fulfillment challenges remain.

This drives decision-makers to audit operations more holistically, revealing that receiving and replenishment workflows—which have yet to be similarly automated—are a root cause of inefficiency and quality errors. Workers struggle to get inbound materials and products put away or cross-docked because processes remain manual and laborious, even when forklifts and other machines are used.

The volume of inventory unloaded every day multiplies at record rates as customer demand balloons. So, even though workloads for inbound and outbound teams are equally affected by order surges, outbound teams perform better due to AMR support.

As a result, warehouse and DC operators realize that pushing teams to

get more products out the door must be balanced with pulling more AMRs into inbound environments. This equilibrium is key to improving the dock-to-stock cycle times needed to keep up with high-velocity outbound operations.

Warehouse and DC operators see growing value in autonomously transporting material and goods to the correct bin locations so there's a steady flow of inbound inventory to order fulfillment locations.

### BOOSTING PERFORMANCE

Flexible automation is a fairly new concept, especially to those who have used fixed automation for decades. On-demand automation solutions, such as cloud-based AMRs or robot-as-a-service (RaaS) offerings, are very different from the long-term, capex-intensive commitments required of most other automation platforms.

At its simplest, when dock-to-stock cycle time is optimized with AMRs, then follow-on picking, packing, and shipping workflows can be boosted to higher performance levels.

When the entire operation moves like a well-oiled machine, the result is happy and satisfied employees, shareholders, partners and customers. ■





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[INSIGHT]

# DISRUPTION MITIGATION

by Cory Lehman

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## 10 Ways KPIs Combat Disruptions

It's essential to measure performance to create a competitive advantage and prepare for unpredictable events. Therefore, I have put together my "10 commandments" of key performance indicators (KPIs) to mitigate supply chain disruptions.

**1. MAKE SURE KPIs ALIGN WITH OVERALL BUSINESS GOALS.** What are your specific goals? Are those goals limited by staff hours or company finances, for example? If a key performance indicator cannot be tied to a specific company initiative, it may not be worth tracking. In some cases, KPIs force an organization not just to measure how a strategy is performing but to decide what their approach is in the first place.

**2. KEEP TRACK OF KPIs.** Do company leaders agree that the KPI is important and must be tracked? If so, what tracking measures will you put in place? It is important to track and focus on improving specific KPIs, which allows management to make better decisions and helps your business gain competitive advantages.

**3. HAVE CLEAR KPI GOALS.** After the top leaders confirm which KPIs to track, now comes the fun part: getting to work! One way to ensure you monitor what you need to improve/solve is to have meaningful measures with precise intended results.

**4. INPUT QUALITY IS KEY.** There's nothing worse than creating a KPI and having everyone question the validity of the inputs. If the information has a high level

of variability, you are at risk of solving issues that aren't actual issues.

However, quality inputs—or KPIs that lead to creating values (examples are the amount, type, or quality of resources)—produce better outputs or goods and services that can be measured in quality and quantity.

**5. HAVE A CONSENSUS ON MEASUREMENTS.** A KPI needs to be measurable, but everyone should agree on the measurements. Are they financial? Based on customer feedback and experiences? If everyone agrees on the measures, the results or output cannot be questioned.

**6. HAVE A SET TARGET.** Set an attainable goal and ensure buy-in. Suggest SMART targets (Specific, Measurable, Attainable, Relevant, Time Based). The "A" is essential because it shows whether or not certain targets can be achieved. Use visuals to monitor progress for set targets.

**7. BE ACCOUNTABLE.** There should be one owner; if there's a team, there should be one team leader. Too many people involved can derail projects and waste time and resources. KPIs are not always successful, and that is OK. It is the lead's

job to present results; then the team collaboratively decides if the KPI is worth pursuing or not.

**8. ENGAGE EMPLOYEES.** If you are looking at "freight transport efficiency," you can establish a cross-functional team to create and monitor the KPI. If it's critical to the business, getting different opinions never hurts. Plus, it gives employees a sense of being essential and valuable in the company and helps them learn what drives other departments.

**9. BE ACCESSIBLE.** Results must be accessible to everyone, and preferably in a live format. If not, they should be published on a schedule. They should be mobile-friendly, with several visuals. If it's a high-level KPI, such as freight transport efficiency, make sure users can drill down to see how their specific piece of the puzzle affects the numbers. Should you drill down by logistics coordinator? Region? Carrier? Customer service rep?

**10. TIE IT ALL TOGETHER WITH AN EFFECTIVE OVERVIEW.** Balanced scorecards help businesses determine the financial, customer, internal business process and learning/growth perspectives.

Implementing KPIs that result in small changes at one layer of an organization can create a "butterfly effect" that leads to significant improvements in other layers, netting the benefits of decreased operating costs and a more robust bottom line. ■

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[INSIGHT]

## IT MATTERS

by Josh Berman

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# 5 Phases of Disruption Response

While supply chain problems appeared at first to be temporary ramifications of the pandemic, research now suggests that restoring previous supply chain functioning will take more than time. New solutions will have to be developed, and innovation in the tech space will have to be part of these solutions.

In a recent presentation, Palash Barandwaj, vice president, industries, for SpringML, an artificial intelligence (AI) solutions provider, identified five phases of supply chain disruption response and described use cases for cloud-hosted AI and machine learning (ML) technology in each.

These are the main takeaways from each section of the presentation.

**1. ADJUSTING OPERATIONS ON THE FACTORY FLOOR.** Supply centers can implement measures to improve supply-side efficiency as soon as a crisis occurs.

When the supply chain is disrupted, a bottleneck develops on the factory floor. AI and ML technology can't actually remove the backup of supply from the warehouse, but it can make managing the backup more efficient. Smart sensors on the factory floor can monitor fluctuating supply and demand and manage production while each fluctuates.

Virtual reality, augmented reality, and manufacturing release can also be used to simulate production scenarios, bring

in reinforced learning, and optimize specific processes. This solution also produces opportunities on the business side.

**2. REACTING TO DISRUPTION.** When it first occurs, disruption might look like a problem that needs to be solved immediately with bodies on the ground, but operational awareness is just as crucial in these scenarios. AI helps businesses bring visibility to shipment issues, as well as facilitate digital transformation and enable Internet of Things analytics to support what Barandwaj calls "the whole operation side."

In a complex supply chain, warehouse managers want to trace all the bottlenecks and collect data on inventories and returns. A robust analytics framework can do as much to combat disruption as any operational mechanism put into practice.

**3. RESPONDING TO CONSUMER DEMAND.** This requires looking at the overall supply chain ecosystem to identify gaps and shortages. With this data in place, AI can be implemented to develop a digital shelf.

Using the digital shelf, suppliers can

accurately estimate shelf capacity and track metrics like decline in capacity, availability of certain products, and freshness of different foods. AI sensors and Vision AI make it possible to monitor every aspect of inventory levels.

**4. ADDRESSING THE LABOR SHORTAGE.**

Suppliers should develop a more dynamic plan than setting up a help hotline and hiring a staffing company. Using AI, suppliers can develop a portal that identifies potential hires based on specific labor needs. They can target hiring based on labor shortages and needs in specific areas, not just overall numbers.

**5. PREPARING FOR THE NEXT CRISIS.** The current supply chain crisis is advanced, and will take time to fully resolve. This is all the more reason to better prepare now for the next crisis and do all that we can to reduce that time and lift as much as possible.

For Barandwaj, this means using AI to develop a "digital train" that can simulate real factory processes so warehouse managers can look at the data these processes generate and respond accordingly. Planning for a disruption, such as a water shortage, ahead of time using a digital train allows decision-makers to predict drought levels and assess the attendant level of risk.

Using reinforcement learning, supply-side professionals can prepare ahead to take the appropriate actions when problems of this kind occur again. ■

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[INSIGHT]

# GREENLANDSCAPE

by *Melissa Jordan*

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## Cut Carbon Emissions with Multi-Modal

The transportation industry is responsible for almost 30% of total U.S. greenhouse gas emissions, making it the largest contributor in the country. It's also one of the largest opportunities for improvement.

While many worry that going green might be expensive, sustainability and cost savings go hand in hand for shippers. Moving freight with a mix of modes that maximizes efficiency and minimizes empty miles can protect both the environment and the bottom line.

How can multi-modal shipping save money? If you regularly ship volumes less than 12 pallets or 28 linear feet of trailer space, several less-than-truckload (LTL) options can reduce your costs. And if you have some delivery date flexibility, you can also save by shipping intermodal. As long as you pack freight correctly and avoid accessorial charges, intermodal is cost-effective for lengthy hauls.

How can multi-modal shipping make you more sustainable? Businesses can reduce their environmental impact by building a strategy that takes advantage of underutilized capacity. There's plenty of it to go around: 15-25% of all trucks on the road in the United States are empty at any given time, and 36% of loaded trailers aren't full to capacity.

Converting from over-the-road to intermodal for long hauls and using box trucks or sprinter vans for final-mile deliveries are also eco-friendly options.

The typical box truck omits 30% less greenhouse gas than a tractor trailer if your shipment is fewer than 28 pallets. However, intermodal is the most environmentally friendly way to ship a full container, omitting roughly 30% less carbon emissions than a full truckload.

Shared truckload is an emerging method that allows suppliers to pair partial loads together using truckload carriers without the intricate LTL terminal structure, leading to a more sustainable solution.

### OPTIMIZING MODES

How do you get the most out of each mode? Factors like size, distance, urgency, and equipment will determine the right mode for you at any given time.

Full truckload is the most common choice for shipping 12 or more pallets. If you want to minimize transfers of fragile freight, meet strict delivery deadlines, or ship refrigerated or open deck, this is likely the mode for you.

Choose standard LTL to ship 1-6 pallets. It will be cost-effective and offer consistent capacity. Volume LTL is also an option for 6-12 pallets, but there's less available capacity.

Properly packing products is critical with LTL shipments to avoid damage incurred during loading and offloading. Also, familiarize yourself with the terminology involved in building an LTL shipment. Get your freight class right, or you could face heavy fees.

Box trucks and sprinter vans offer low emissions, and range and transit time flexibility, as drivers aren't subject to CDL hours-of-service regulations. However, volume and pricing surges are often felt more severely in the final-mile market these vehicles usually serve.

Know when and where to use intermodal. Timing can be less reliable when shipping intermodal, so it's often best for B2B freight rather than for goods consumers are waiting on. Block and brace freight correctly to avoid damage.

Ask for help. Keeping track of all carriers across every mode can be complex and time-consuming. Streamlining the process by working with a 3PL can help orchestrate your carrier network while unlocking efficiency and modal conversion opportunities.

Communication is key to build and execute your supply chain strategy. Your best ally is one who can speak all the languages necessary—truckload, LTL and intermodal.

With the right support, you can meet both your budget and sustainability goals through your supply chain operations. ■



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[INSIGHT]

# RETAILRETHINK

by Alex Dale

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## Competing in the Age of Instant Delivery

Much of the instant delivery attention is on startups spending heavily to acquire new customers, while grocery chains and big box retailers also compete for visibility in the space. The one thing they all have in common? Knowing that consumers desire convenience and want their online orders delivered within hours, if not minutes.

Serious challenges, however, stand between the click of a mouse and delivery to a door in 30 minutes. For companies to scale their operations for instant delivery—and turn a profit—success boils down to three key factors: efficient software, decentralized locations, and reliable labor for delivery.

### 1. SOFTWARE IS THE SOLUTION.

Efficient software allows organizations to have the level of control and oversight to handle the massive influx of order data.

The software must process that data precisely so that every item is picked and every order is delivered exactly as the customer has requested—crucial elements for traditional retailers competing in the rapid delivery space.

Today, most picking and order fulfillment in dark stores is done manually, so it is up to the software to process orders and provide pickers with correct order information as fast as possible. Prioritizing next day, same day, and urgent deliveries efficiently, without creating a backlog, is crucial to guaranteeing an instant delivery option.

**2. VALUABLE GEOGRAPHY AND STRATEGIC PROXIMITY.** Next, consider physical location. We all know it's easier to deliver products more quickly and efficiently if your location is closer to consumers. But micro-fulfillment centers are also becoming a popular option. These compact, automated facilities can enable a retailer to pick and process orders approximately 10 times faster than traditional manual, in-store methods.

Regardless of facility type, creating a network of decentralized locations is critical to competing in instant delivery. Still, trade-offs will be necessary to maximize speed. For example, consumers may not be able to choose from 30 brands of chips—instead, only the top 10 might be in stock at any one time, as they make up the majority of sales anyway.

Another necessary tradeoff comes when factoring in consumer goals. Brick-and-mortar retailers may be so focused on minimizing the time customers spend picking up or shopping for groceries, they drop the ball on customer service, and end up shorting some products from

an order. If a retailer is unable to include several products in an order to meet a promised pickup time, they didn't truly save the consumer time. Software is critical to manage these situations.

**3. A CLEAN LAST MILE.** Last-mile delivery is key to profitability, and a clean last mile relies heavily on readily available labor—couriers must be ready to pick up completed orders. However, retailers are still working through the best way to staff couriers, whether with their own employees or by contracting a third party.

Retailers also must monitor supply and demand in the labor market to ensure instant delivery at peak times if this is the promise to the consumer—something that is only possible by coordinating with automation software.

Consequences of poor labor management in peak times include over-promising and under-performing on delivery, and over-working the employees tasked with fulfillment. Retailers need the ability to manage labor capacity and consumer expectations during the busiest times—one more great instance of where software can help differentiate.

By focusing on software, location, and last-mile delivery, retailers can better compete in the space. And as more companies enter the market, the next differentiator will be who can best scale these operations efficiently and quickly to meet growing demand. ■



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[INSIGHT]

# SCRESILIENCY

*by Christina Ryan*

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## It's Time to Embrace Supply Chain Chaos

As someone who has worked in supply chain and logistics management for more than one decade, I find a duality in watching all the attention cast on our corner of the economy over the past year.

On one hand, it's nice to see society at large recognize the giant global operation behind making and delivering goods and acknowledge the millions of people and businesses who keep the supply chain moving every day.

This realization has only occurred, however, due to ongoing supply chain disruptions. A slew of unforeseen challenges has required time to address and fix, but the solutions being built will help establish a new, more effective, more resilient supply chain equipped to handle these types of hurdles in the future.

We must work toward building a more resilient supply chain, but in the meantime, we can only embrace the chaos.

### LOOKING TO LEADERS

For better or worse, the spotlight shines on us. Everyone from consumers to retailers to manufacturers and beyond will look to those of us in leadership positions within supply chain and logistics to navigate our way out of this maze.

Ocean, trucking, rail, and parcel delivery is maxed out. There's more demand for goods to be moved than there is capacity to move it. Warehousing and distribution space operates at two ends

of the spectrum. They're either full and can't accept any more freight for staging, or there is space available and an open call for new inventory. But inventory is often stuck in transit. On top of that, consumer demand hasn't slowed down.

Third-party logistics (3PL) providers have dealt with high rates and constrained transportation service, and little to no available capacity to keep up with demand. Trucking and ocean carriers are making up operating inefficiencies, and it's creating surges in costs for transportation services. Providers' costs for insurance coverage, wages, and equipment are also climbing and that's not likely to change either.

With all the nuances and obstacles staring down the logistics sector, our ability to adapt to change has certainly been tested. Variables lurk everywhere: the state of the economy, transportation capacity, labor and employment shifts, COVID variants, extreme weather, a ship stuck for weeks in a canal on the other side of the world. There's so much outside of our control.

So how do you gain control in an uncontrollable world? How can 3PLs and shippers steer through these variables?

If we're in a constant state of change, that we can't control or anticipate, we must embrace the disruptions, the delays, the challenges. By doing so, creative problem solving and collaboration come to the forefront. In turn, we develop stronger partnerships and better solutions for everyone.

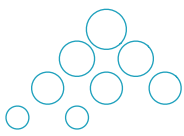
### BUILDING LONG-TERM PARTNERSHIPS

None of us are immune to today's growing list of challenges, so the goal should be to forge relationships that help us weather this storm and ultimately become long-term partnerships into (knock on wood) less chaotic years ahead.

To build those types of relationships—with customers, carriers, employees, or industry peers—we have to commit to the vision of collaboration, transparency, and open communication. If we go back to basics and embrace those three tenets, the tumult becomes more manageable.

We don't know what hurdles might be around the corner tomorrow, let alone in the coming months. So the more we can demonstrate a willingness to collaborate, to be transparent and to communicate effectively and often, the more successful we can be in leading our teams, our companies, and the industry as a whole.

It might not be an enjoyable ride the entire way through, but if we take it day by day and work together, we'll be in a much better place than where we started. ■



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[INSIGHT]

# REVERSE LOGISTICS

by Yuri Yushkov

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## Using AI for Critical Returns Management

In 2021, U.S. returns rose to \$761 billion annually, up 10.6% from the year before. And with that, retailers must consider AI-based automated returns solutions to manage the influx.

Artificial intelligence (AI) can tackle every aspect of returns processing, from shipping to disposition decisions to recommerce. It can also handle parts of the customer journey to prevent returns from occurring in the first place. AI is not a one-size-fits-all approach, but can be tailored to every organization.

AI disposition engines are one of the most crucial tools retailers can utilize in returns management. Retailers that employ this data-driven technology as early in the returns process as possible will see the most profound results.

AI disposition engines are applications that employees can use on desktops or handheld devices. They help workers make lightning-fast returns allocation decisions based on real-time data across millions of products.

In short, these applications move returns back into the supply chain as quickly as possible, in the most efficient way possible, at the highest recovery possible. They do this by analyzing a host of pertinent factors, including product condition, resale price, processing costs, number of touchpoints required, transportation fees, and storage requirements.

By simply scanning a product, AI disposition applications factor every returns management cost, telling workers precisely how to handle the product. Disposition paths include return to vendor, secondary marketplace listing, refurbishment, liquidation, parts harvesting, and recycling.

Disposition applications can help cut processing time by 75%, exponentially increasing their ability to recover higher profits from secondhand goods.

### VIRTUAL FITTING ROOMS

In 2021, online purchases grew by 61% YoY, and consumers returned \$218 billion of those orders. One main reason is that consumers struggle to make appropriate purchase decisions online because they lack access to critical information, like how an item will fit.

Images and descriptions are simply not enough, which is why consumers engage in widespread bracketing—buying more than one variation of the same item with the intent to return at least one.

Online shoppers say that 73% of their apparel returns are caused by their inability to try the clothes first. Yet only 7% have

used virtual fitting rooms. That leaves a significant opportunity for omnichannel brands to find partners or develop their own AI-based dressing rooms.

### RECOMMENDATION ENGINES

Before virtual fitting rooms, retailers could employ automated suggestions during the browsing phase of the shopping journey. Known as recommendation engines, these AI and machine learning tools instantly suggest products that align with the person's preferences. These engines work by building customer profiles using a mix of consumer feedback, purchase history, and returns patterns.

Intelligent chatbots are another piece of technology that is imperative for online stores. This AI-based tool uses natural language processing to conduct customer conversations. Intelligent bots can tap into product information databases, consumer profiles, and purchase history to answer questions and make informed product recommendations.

Retailers can walk through any department and instantly see how AI can optimize their returns management strategy. Investment in AI engines allows organizations to do more with fewer workers while reducing return rates, raising the bar on customer satisfaction, and driving more traffic to their omnichannel storefronts. It's a no-brainer—literally. ■





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[INSIGHT]

# POSTCOVID

*by Jeff White*

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## How Location Intelligence Improves Supply Chain Management

The effects of the pandemic have strained the global supply chain, resulting in manufacturing and shipping delays that impact nearly every business that receives goods or ships products. It's clear that supply chain management now requires an increasingly digitized strategy. That's why companies should use real-world data, like location intelligence, to enhance their supply chains.

Too often, supply chain managers are in the dark about where materials are coming from or who the end-tier suppliers are. Location intelligence can help increase visibility by revealing unknown locations in a company's supply chain.

Furthermore, with location intelligence, companies can measure foot traffic at supply chain locations, monitor for changes or anomalies, and mitigate any issues as soon as possible.

For example, if a retailer starts to see a sudden decline in foot traffic at a warehouse, it can immediately reach out to the warehouse manager to find out why this might be. If there is a confirmed issue at the warehouse, the retailer could begin adjusting its supply chain plans right away to mitigate the problem before it snowballs into a larger issue.

Beyond providing increased visibility into the supply chain network itself, location intelligence can also provide

greater insight into consumer behavior, trends, and demand.

Where people choose to spend their time and money illustrates what matters most to them. With location intelligence, businesses can understand where consumers go in the real world and learn more about their interests and preferences.

### ADJUSTING INVENTORY TO MEET DEMAND

Consumer interests differ across the country, so it's important for companies to understand the nuances of each city, state, or region. For instance, consumers in a rural region might be more interested in outdoor activities than those in a big city. With the insights gained from location analytics, retailers can pinpoint consumer interests like this and adjust their inventory accordingly.

Similarly, retailers can use location intelligence to see increases or decreases in foot traffic by store. By analyzing

movement trends, businesses can direct inventory to stores that are seeing a significant increase in traffic, ensuring that consumer demand is met. They can determine how to meet customer demand for the short term (60 to 90 days) or long term (12 to 24 months), or even map out a weekly operations process.

Lastly, location intelligence can provide richer insights into supply chain planning. The cookie taught us how to understand online behaviors; similarly we can understand offline behaviors through mobile movements.

Observing changes in consumer movement can help predict changes in consumer behavior. For example, if a restaurant sees declines in foot traffic over a few months, the owners can identify this shift, assess why this could be happening, and adjust various business strategies such as ordering less inventory over the next few months. With location intelligence, companies can more effectively manage risk, increase planning accuracy, and drive greater ROI.

The pandemic has upended the way companies manage their supply chains. With a data-driven approach, businesses can increase visibility, become more agile, and build a strong supply chain that can thrive in a post-pandemic world. ■

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[INSIGHT]

## SMARTMOVES

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# Why Company Culture Has Never Been More Important

The Great Resignation has shone a fresh spotlight on company culture and how it needs to evolve. A recent survey of 31,000 workers across the globe found that 41% of employees—almost half of the global workforce—are considering quitting their jobs. With so many valued employees considering a change, a standout company culture is critical to retain talent and outperform the competition.

In the supply chain sector, the impacts of labor constraints have never been greater. Employees are leaving their jobs to join companies that better suit their values and needs—and, because of the current climate, they have a number of organizations to choose from.

Amid this volatility, it's critical for organizations to protect and invest in their workforce. While the migration of employees is a concern for the supply chain sector, it is also an opportunity for employers to reflect on their company culture and to evolve how their business partners with employees to meet their intrinsic needs.

### **CULTURE IMPACTS HAPPINESS, HAPPINESS IMPACTS PRODUCTIVITY**

When company culture is lacking employees feel undervalued, which may be due to compensation, a sense that they did not belong, inflexibility that

does not match their lifestyle, or a lack of recognition for their work. In fact, 79% of employees that quit their jobs say that lack of appreciation was a major reason in their decision to leave.

In the supply chain, employees also face increasing pressure to ensure client satisfaction despite shortages and delays.

We've all heard the saying, "Do what makes you happy." This concept is true for the workplace as well. Happy workers were 13% more productive when happy, finds a Oxford University's Saïd Business School study. Creating a workplace and culture that prioritizes the employee experience is critical today.

To improve or change company culture, organizations need to take tangible steps forward.

**1. Identify and define what their culture is and articulate this to employees.** For example, if the goal is a culture of appreciation, then leaders

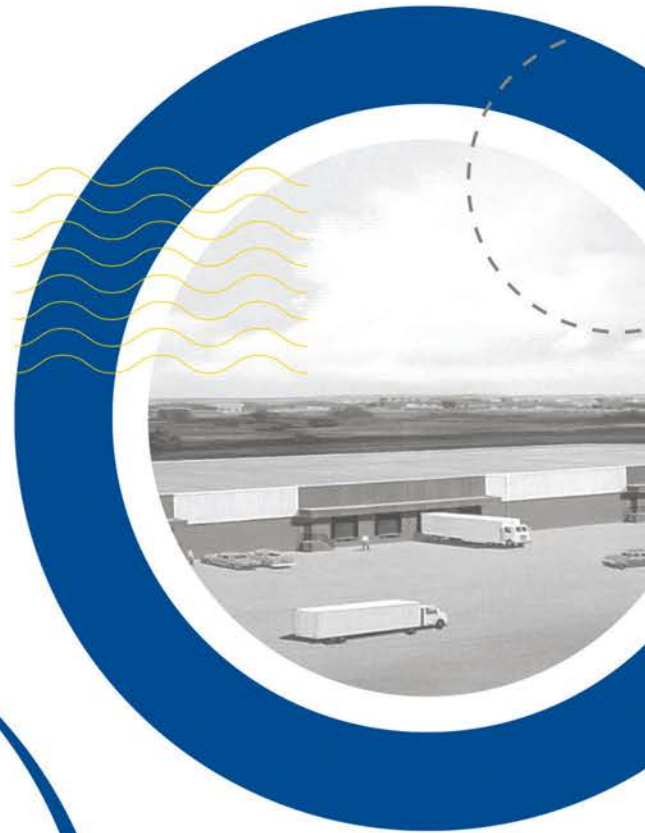
should show appreciation so people will be inspired to do so themselves.

**2. Leaders should reward behaviors that support the culture and course correct those that don't.** If employees don't see words and actions linked at their organization, then they won't believe in the organization's larger purpose and goals.

**3. Leaders should recognize that retaining talent goes beyond compensation and benefits.** Leaders should take time to build relationships with employees to fully understand their career goals and how they are contributing to the company. Giving employees a clear career path, such as from seasonal to full-time, helps them see a future at the organization and increase their loyalty.

### **OUTPERFORMING THE COMPETITION**

You can't build a strong company culture overnight but taking steps to improve it can transform organizations. The supply chain sector has a unique opportunity amid the Great Resignation to create companies that respect, value and inspire all employees. Organizations with strong cultures will outperform competitors in attracting talent, retaining employees, and meeting client needs. ■



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## SCSECURITY

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# Fighting Crime with AI

When companies think about supply chain security risks, a few things usually come to mind— theft of goods, defrauding lenders, and organized criminals working together to take their money and run. Fortunately, advanced technology is available to help companies not just catch but also prevent these crimes before they unfold.

The pandemic has exacerbated the risks of these crimes in the past two years. There has been an explosion of new risks and challenges as fraudsters and traffickers have become increasingly skilled at falsifying documents, submitting false insurance claims, and finding funding to carry out crimes wherever they can.

Organizations large and small are hard at work trying to root out crime across their systems. Unfortunately, with data growing at exponential rates, it has become an even more difficult task.

### THE DATA CHALLENGE

One of the greatest challenges? A lack of accuracy and context in data. With data disorganized, standing alone in siloes without context surrounding the individuals involved in carrying out crimes, criminals have become more sophisticated, flying under the radar and working around current monitoring systems.

The results range from still damaging but smaller crimes such as individual

insurance claim fraud, to the devastating effects of underground trading and trafficking across the world.

In a world where nefarious actors excel at carrying out crimes under the cover of poor financial crime detection systems, companies must find new ways to prevent these activities. Fortunately, AI has given organizations the tools to not just catch criminals, but to prevent crimes before they take place.

Few companies suffer from a lack of data. Instead, problems arise when that data lives in siloes, disconnected from crucial information that can help prevent fraud. AI takes a frustrating issue—massive amounts of disorganized data—and turns it into insight that is more accessible, valuable, and easy to use.

AI provides much-needed context and sheds light on patterns that may indicate fraud and instances of trafficking. For example, it was recently reported that Americans consume more than \$2 billion worth of seafood caught in illegal or unregulated waters each year. If technology had been implemented in a

way to monitor data across the different shipping carriers, fishing boats, ports and more, it may have been possible to see this nefarious activity as it was happening.

This implementation is not easy to achieve, but critical to disrupting criminal activity. Individual actions may not spell out anything harmful or insidious—but together in context, companies can quickly detect troubling patterns to track down and thwart bad actors.

### CONNECTING THE DOTS

Contextual intelligence in data is ultimately about connecting the dots between people and companies who need financing. AI has the power to bring in what once felt like insurmountable amounts of information and leverage that data, instead of leaving it in a disorganized, disconnected state, ideal for criminals to exploit.

If the world wants to make a difference and prevent these crimes from happening, organizations have to approach the supply chain and finance industry holistically, bringing together financial institutions, shipping companies, and law enforcement with a shared goal of catching criminals and ending illegal trade and trafficking.

With the right AI in place, companies can take a huge step forward to achieving just that. ■



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# SUPPLIERMGMT

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## Getting Value from Class C Suppliers

Smart purchasing departments focus on their Class A suppliers—the ones they use the most. However, many businesses spend a disproportionate amount of time and money on their larger group of Class C suppliers. Digitizing your supplier relationship management can flip this trend so that purchasing departments instead focus attention where it should be: on their high-value, Class A suppliers.

Most purchasing departments follow the common ABC supplier analysis, categorizing suppliers according to their strategic relevance. A Class A supplier buys in high volume and frequency, which is of high strategic value to the business. Inversely, a Class C supplier is rarely used and yet it costs businesses the most.

Every organization has a small proportion of top Class A suppliers, and a mid-range of Class B suppliers. A majority proportion may consist of lower value Class C suppliers, and yet it is this group of seldom-used suppliers that generate a disproportionate amount of effort per order.

### ONBOARDING TEETHING PROBLEMS

First, there is the cost of setting up supplier master data for storage in the Enterprise Resource Planning (ERP) system, regardless of the number of subsequent business transactions.

In terms of effort, the calculation is simple: the lower the number of invoices per supplier, the higher the

cost per invoice. So, it follows that the cost per invoice of a Class C supplier is significantly higher than a Class A or B supplier that invoices regularly.

Then there are the usual teething problems that come hand-in-hand with any new business relationship. It always takes a few orders and invoices firmly under the belt before queries and clarification requests slim down to a comfortable level, or even to zero.

This all makes the Class C suppliers prime candidates for digitization. Following these three steps to digitizing supplier relationship management can specifically improve efficiencies for purchase departments.

### 1. STANDARDIZE SUPPLIER ONBOARDING.

First, when creating a new entry for your ERP system, establish a uniform, standardized format for data entry. A web platform could also help. Suppliers could then simply enter their own information—on standardized forms with mandatory fields for completeness.

### 2. CENTRALIZE SUPPLIER

**COMMUNICATIONS.** Centralizing communications will help deal with the issue of multiple queries or requests for clarification at the beginning of a working relationship. A simple solution is a digital purchase file, which summarizes and displays all procurement-related data for purchasing and accounting alongside the relevant departments at your organization.

Another option is to set up a portal that digitally bundles all supplier communication.

### 3. DIGITIZE DOCUMENT EXCHANGE.

Businesses save when they move from paper to electronic invoices. Savings vary depending on whether the invoice is being received or sent, whether it is in digital format or simply has a machine-readable top-sheet, and whether associated processes are also digitized. These factors speed the process as they allow skipping multiple data entry and data extraction levels.

Further document digitization could include setting up a dedicated email address for incoming invoices. You could also provide a web portal for suppliers, with standardized steps for the various stages of purchase order, order confirmation, and shipping notification.

These three steps combine to increase processing speed, creating a win on both sides: suppliers get paid faster, while purchasing departments can focus on the strategically important Class A suppliers. ■

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[INSIGHT]

## VIEWPOINT

*by Keith J. Bucklew*

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# Steering the Future of Autonomous Vehicles

Autonomous vehicles could reshape the trucking industry, presenting a solution to improve safety and can be a freight mobility multiplier to support supply chain efficiency and reliability. But a patchwork of state laws creates a hindrance to implementing emerging technology.

Currently the United States has no federal guidelines for how autonomous trucking vehicles should operate. In the absence of uniform standards, the trucking industry should unite to encourage states to act jointly to create consistent regulations for the implementation of new technology.

In sports, a football team knows, regardless of where they play, that the field dimensions and game rules are the same, but that is not true for the trucking industry. It's as if Soldier Field in Chicago was twice as long as the field at SoFi Stadium in Los Angeles. That discrepancy would invite chaos.

With the absence of consistency, the freight technology playing field can be an operational quagmire. The trucking industry should speak as one voice to advocate for both federal and state uniform regulations.

### THE STATE OF AUTONOMOUS OPERATIONS

Technology to support autonomous operations of trucks is now a reality, with testing and pilot projects ongoing. These advancements could revolutionize the trucking industry through improved

safety, better fuel mileage and increased productivity. At a time when the industry is grappling with a severe lack of drivers, this edge could be a game-changer.

However, liability issues loom large in the path to implementation. Rising insurance costs already plague the industry, and increased technology and equipment costs are furthering the hike.

This issue is potentially exacerbated by state legislatures, each with well-intentioned regulatory actions. This game plan may likely manifest into a patchwork of de-harmonized requirements that render interstate freight movement challenging.

For example, one state may allow trucks with autonomous technology to operate at Level 5 (full automation without a driver in the cab) while an adjacent state may allow Level 4 (high automation but requires a driver to be in the driver's seat). A truck that is crossing a state line may need to adjust its technology automation level to comply with respective state regulations.

Incongruent regulations will stifle carriers trying to adopt new technologies. Standardized regulations would create

a common playing field and provide certainty to the trucking industry, which would be a catalyst to broader adoption of technologies—and their benefits.

### WHAT DOES IT MEAN?

So far, the private sector's appetite to implement technology for autonomous operation is moving faster than government entities' reactions to implement safety regulations. As legislation moves forward, the trucking industry should unite in its efforts to proactively communicate the benefits, lead discussions, and help guide federal and state regulatory actions.

The trucking industry must be in the driver's seat to steer the implementation of autonomous technology down the regulatory roadway. This technology can improve and solve safety and carrier operating costs, reduce the need for truck parking, and improve air quality in conjunction with alternative fuels. Interstate commerce is highly important, and technology—including autonomous vehicles—can be the catalyst to provide reliability and safety to industrial supply chains.

The transportation technology game has moved into the red zone but must get to the end zone to be effective. There is strong momentum, and soon it will be first and goal. We can all win if we establish one set of rules for everyone. ■

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[ INSIGHT ]

# LEAN SUPPLY CHAIN

by Paul A. Myerson

Instructor, Management and Decision Sciences, Monmouth University and author of books on Lean and the Supply Chain for McGraw-Hill, Pearson, and Productivity Press.  
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## Building The Smart Supply Chain

With more objects embedded with sensors, and better communication, decision-making and automation capabilities, traditional supply chains are becoming more intelligent. The new “smart” supply chain presents huge opportunities for reducing costs and improving efficiency.

Some refer to this concept as Supply Chain 4.0: the application of the Internet of Things (IoT), advanced robotics, and big data analytics (including artificial intelligence). Place sensors in everything, create networks everywhere, automate anything, and analyze everything to significantly improve performance and customer satisfaction.

Companies expect their supply chains to deliver more—to be responsive to demand and resilient to change, to optimize costs and do good for society. To achieve all this, supply chain leaders must reimagine their supply chains for tomorrow.

### FUTURE READY SUPPLY CHAINS

Future-ready supply chains are intelligent, self-driving networks of growth. They’re built on a foundation of digital, data, and artificial intelligence (AI) to provide visibility, agility, and new ways of working needed to create 360-degree value, enterprise-wide.

These intelligent supply networks deliver across three key priorities:

**Relevant**—agile and customer-centric, addressing demand changes cost-effectively.

**Resilient**—preparing for, mitigating, and responding to disruptions of all scales.

**Sustainable**—good for society and the planet, enhancing trust with all stakeholders.

### GET SMART

So how can we make it happen? By concentrating on five areas:

**1. Artificial Intelligence.** Transform data-driven decision-making across the supply chain using artificial intelligence, analytics, and intelligent automation. The most advanced companies understand that while cloud sets you up with next-level computing power and access to new kinds of data in the right quantity and quality, AI is the bridge to convert that data into business value.

**2. Cloud.** Change through custom cloud services and solutions that accelerate innovation, intelligence, and value across the supply chain.

**3. Ecosystem.** Navigate a complex partner ecosystem across the supply chain, accelerate digital transformation and enhance the digital core. The supply chain ecosystem refers to a network of interlinked companies—such as suppliers and distributors—that interact with each other, primarily complementing or supplying key components of the value propositions within their products or services.

**4. Industry X.0.** This term, coined by consultant Accenture, means to speed up operational efficiency and enterprise-wide growth by reimagining the way products, services, and experiences get designed and built in the age of digital disruption. Think in terms of how products are designed and engineered, sourced and supplied, manufactured, serviced, returned, and renewed.

**5. Sustainability.** Become responsible by building sustainable value chains that positively impact business, society, and the planet. To meet customer expectations and be truly sustainable, organizations must ensure responsible business practices internally and across their entire value chain.

By starting down this path now rather than waiting, the smart supply chain can help you manage day-to-day operations as well as handle global disruptions, visualize the full picture, and respond in real time.

Isn't that the “smart” thing to do? ■



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Delivering unmatched personalized service to our customers for over 65 years. We offer advanced, comprehensive solutions to optimize the entire supply chain and meet the demands and requirements of our customers.

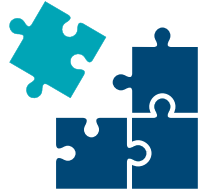


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## Supply Chain Challenge?

# SOLVED



# Masterful Moves: Overcoming Deadlines, Pressures, and the Pandemic

Holman Logistics provided its client with *Extraordinary Service* resulting in seamless execution for a warehouse move done in record time.

### THE CHALLENGE

Seeking to optimize its Northwest omnichannel supply chain operations and having outgrown its existing 204,000-square-foot distribution center, one Holman Logistics client needed a new facility. The major consumer lawn and garden products supplier needed a space that could better accommodate its growing omnichannel operations and updated picking processes—and it needed the new space fast.

While the typical timeline to find a building, negotiate and execute a lease, and move product is roughly 12 to 18 months, this move would have to be much shorter: In April 2020, the client made the decision not to renew its lease, which would terminate at the end of September. That gave Holman just five months to locate a new facility and execute the move, which included relocating 200 truckloads of product.

Adding to the complexity, the entire process was orchestrated during the COVID-19 pandemic, so operations leadership from the consumer lawn and garden products company were not able to evaluate the site in person and make sure the facility met their needs. Instead, the company would be relying entirely upon Holman Logistics to deliver truly extraordinary service, acting as its eyes and ears and hands by executing the process on the company's behalf.

One final wrinkle—the client wanted to find a location that would be more

cost-effective than its existing one, which was in an area where lease rates and taxes had increased greatly.

Holman Logistics was up to the task.



### THE SOLUTION

Holman used ESP, their proprietary process to provide *Extraordinary Service*. Using Holman operational expertise and Extraordinary Service Process, the client's operations team was able to examine the new facility and work seamlessly with Holman to accomplish the move.

To ensure flawless project execution, Holman Director of Operations Steve Stewart and Director of Continuous Improvement Don Hornsby worked closely together throughout the process. Hornsby acted as team lead on the project, tasked with overseeing everything from facility design and set up to proper installation of technology and hardware; management of vendors, permits, and service installations; meetings with the landlord and contractors; and transfer of products to the new DC, which was done in strategic phases over a defined 6-week period.

The Holman Extraordinary Service Process included:

- Maintaining constant communication via weekly phone/video/photo updates
- Suggesting process changes like setting up pick lanes based on velocity rather than volume in order to boost productivity
- Creating a detailed project plan to ensure air-tight deadlines
- Tapping into existing vendor relationships
- Using the Holman ground transportation team to maximize flexibility
- Expediting purchases of materials, equipment, and permits.

Ultimately, the move was completed on-time and under-budget, earning Holman a prestigious honor: the 2020 Partnership Award, given to the client's most valuable partner each year. For Holman, however, the move was simply a normal part of living up to its Brand Promise: *Extraordinary Service for Over a Century*.



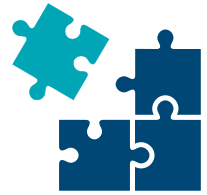
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**Extraordinary Service for  
Over a Century**

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## Supply Chain Challenge?

# SOLVED



# Responding to Capacity Needs in the Life Sciences and Pharmaceuticals Industry

With its latest warehouse expansion in Garner, North Carolina, MD Logistics is meeting the needs of life science and pharmaceutical companies seeking to secure warehousing space.

### THE CHALLENGE

In recent years, as the life sciences and pharmaceuticals industry has grown, it has also experienced a shortage of compliant, cGMP warehouse storage space, which was exacerbated by the pandemic.

Early out of stocks due to increased demand and subsequent long lead times on replenishment orders, created a need to keep more safety stock on hand to be better positioned to respond to changing supply chain demands.

The industry was also burdened when challenges within the global supply chain arose, due to the reliance on internationally sourced components and manufactured products. Frequent delays and shipping challenges created a desire in many companies to reshore manufacturing operations within their supply chain.

While this practice will certainly help cut down on delays, holding products in bulk comes with its own set of challenges. One being finding the available warehousing space to store these components, the second being sourcing a logistics provider with the appropriate storage environments available.

### THE SOLUTION

For some in the industry, the answer to the challenge of finding available space is to expand their operations and open new



warehouses. Meanwhile, others prefer to dedicate their space to manufacturing and outsource warehousing to a 3PL.

Working with a seasoned supply chain partner, who has experience in the industry, as well as growth and expansion initiatives, is key. These are some elements to consider:

- **Location.** In making the decision to expand, understanding where the greatest need is, geographically, is of the utmost importance.
- **Experience.** There are challenges that arise when expanding operations and opening new warehouses. Working with a team of professionals who has a proven track record with opening facilities and expanding into new regions is critical to the success of an outsourced partnership.
- **Support.** A robust project team with subject matter experts from both sides (client and 3PL) is required to guide the project to successful completion. Upfront agreement on

project scope, timelines, quality, and IT requirements, as well as a regular meeting cadence are all critical pieces to the success of an onboarding project.

Our team at MD Logistics has witnessed the struggle for those in the life sciences and pharmaceuticals industry to find available warehousing space for their products and components. We have heard from clients and contacts within the industry how severe this need is.

This need, coupled with our experience in scaling operations, has led to the expansion of our sixth warehouse in Garner, North Carolina. Garner is located within the Research Triangle Park, the nation's largest and leading science park, with more than 600 companies within the life sciences and pharmaceuticals industry calling this region home.

The addition of this warehouse will not only allow our team to respond to the needs of our existing clients, but also to needs within the greater industry, as well.

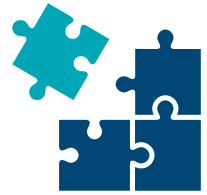


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## Supply Chain Challenge?

# SOLVED



# 3PL Outsourcing Beyond the Initial Goals

RedStone understands that cost savings are just a part of each client relationship; a 3PL must provide more if the relationship is to withstand the demands of an ever-changing supply chain.

### THE CHALLENGE

Outsourcing logistics operations to a 3PL isn't new. Unfortunately, disillusionment after a year or two isn't new either and can result in dissatisfaction. The experience of a RedStone Logistics client that manufactures and distributes outdoor recreational equipment across North America illustrates this challenge.

For Alan, the company's director of distribution and domestic logistics, his frustration was at a point that he knew he had to make a change. "We hired a 3PL to help us save money and ultimately to turn our supply chain into a competitive advantage. Early on, the savings were there, and the 3PL team did everything we told them to. But," he added, "why should we have to tell them what to do? They are supposed to be the experts."

"Our business was growing, and we were not sure that our 3PL was looking beyond cost savings to improve our supply chain as business expanded. What we really needed was a partner who would drive innovation and challenge our ideas if they weren't the best for our business."

Clients are looking for additional assistance and efficiencies, not just reduced costs. Some 3PLs, having worked hard to deliver on early promises, fall into an operating rhythm with current clients and then must turn their attention to meeting expectations of



**Growth industries such as recreational equipment require a 3PL partnership that looks beyond initial cost savings to improve supply chain efficiency and customer satisfaction.**

new clients that are coming onboard. Culturally, the two organizations may be focused on different priorities.

### THE SOLUTION

RedStone understands that cost savings are just a part of each client relationship; a 3PL must provide more if the relationship is to withstand the demands of an ever-changing supply chain. The RedStone answer was a solution designed specifically for the demands of the organization's industry and customer requirements.

"Many 3PL organizations rely on price alone to drive improvements, quickly running out of options to improve efficiencies after lower costs are no longer an option. RedStone solutions start with getting to know our clients—their challenges, systems, processes, people, and most importantly how they measure success—before we do anything else," commented Jim

Ritchie, president and CEO of RedStone Logistics.

RedStone focused its work for Alan on simplifying the entire supply chain from the beginning, not just on reducing the cost of shipping their products.

"We worked with Alan and his team to ensure we met their near-term requirements and anticipated changes in their supply chain," added Ritchie. "We invested in dedicated resources to meet the strategic direction of the

company, the needs of its customers, and the plan for how its supply chain should react to ever-changing logistics requirements."

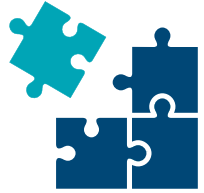
These specialized resources provided by RedStone reach into every corner of the business to drive continuous improvement, resulting in years of client satisfaction. Eliminating client disillusionment is a fundamental imperative for RedStone Logistics, creating client relationships that don't merely survive but thrive beyond the first year of cost savings.

**REDSTONE**  
LOGISTICS

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solutions@redstonelogistics.com  
888-733-5030  
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## Supply Chain Challenge?

# SOLVED



# That's the Spirit! Partnership Brings Supply Chain Visibility Into the Mix

Non-alcoholic spirit company, Lyre's, turned to SEKO to gain access and visibility into every part of their supply chain and root out inefficiencies. Here's how SEKO delivered.

### THE CHALLENGE

Operating in a rapidly expanding market, the Lyre's team found themselves leveraging multiple shipping channels across multiple states, leading to a very inefficient supply chain. Not only was it difficult for Lyre's to track operational and financial data, but due to their rapid growth, the company quickly outgrew their East Coast space.

In a race against time, Lyre's needed to find a new location within a matter of weeks.

The quick move shed light on the many operational inefficiencies the company faced due to their fragmented supply chain. Selling perishable products, Lyre's needed more cohesive systems in place for inventory management and shipment tracking.

Additionally, with part of Lyre's core team based in Australia, the juggling of multiple vendors within a supply chain that didn't accommodate global time zones resulted in a breakdown of communication, time wasted, and revenue lost.

### THE SOLUTION

SEKO's flexibility and capability to offer nationwide support allowed them to quickly take over and fix Lyre's fragmented supply chain.

Within a matter of days, SEKO delivered a proposal covering multiple states and distribution centers (DCs), enabling Lyre's to receive and distribute



products without having to worry about added costs.

SEKO also alleviated a significant amount of stress that came with managing multiple U.S. shipping channels by implementing MySEKO Harmony.

The leading edge, web-based software solution provided access and visibility to every part of Lyre's supply chain—helping the company increase efficiencies across the board including managing batch numbers, tracking progress of both international and domestic shipments, and organizing and completing their finances with ease.

To ensure alignment, SEKO trained Lyre's entire team on MySEKO Harmony; enabling the company to make better decisions quickly, regardless of time zones, to solidify their position in the U.S. market and focus on future growth. SEKO's quick action and accessibility

throughout the transition helped Lyre's achieve a **100% move-out score**.

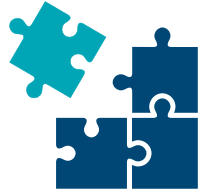
Since SEKO proved to be a trusted partner, Lyre's looked to the company for support beyond their logistics and warehousing needs; tapping into SEKO's network to outsource packaging within the United States. Impressed by their solutions-oriented mentality and emphasis on operating as an extension of the team, Lyre's continues to look to SEKO as a valued partner in the company's plan to expand their global footprint.



To learn more:  
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## Supply Chain Challenge?

# SOLVED



# Zuum Transportation Zooms Into High-Growth Mode with Valoroo's Help

When logistics platform provider Zuum Transportation experienced rapid growth, the company turned to Valoroo for its staffing needs. Valoroo provided qualified representatives who enabled rapid growth.

### THE CLIENT

Zuum connects shippers, brokers, carriers, and drivers on one logistics super platform. Zuum delivers shipments reliably at a lower cost for shippers and at a higher profit for carriers through efficient technology.

### THE CHALLENGE

Zuum was growing at a rapid rate, and the company was having difficulty hiring qualified individuals quickly enough to keep up with that growth. Zuum was faced with the following obstacles:

- Fast growth led to the need to grow staff quickly
- HR was having difficulty finding qualified staffing
- Local teams were stretched thin

Luckily, Zuum's HR department discovered Valoroo.

Valoroo helps third-party logistics companies and asset-based companies become more efficient by providing quality, highly educated individuals who are ready to assist with some of the more time-consuming tasks that our industry faces.

*Valoroo is a company that really cares about its people. That's a big reason we continue to grow with them.*

*—Jason Sensat, Senior Client Solutions Manager, Zuum*

Popular roles include track and trace, carrier sales, dispatch and load planning, third shift and weekend support, and customer service.

Each member of Valoroo's team in the Philippines is carefully hand-picked and team members are hardworking, highly skilled individuals with neutral accents. This allows for a seamless integration with existing local teams and processes.

### THE SOLUTION

Zuum was able to realize the following benefits with Valoroo's help:

- Hire reps with Valoroo
- Ensured continual coverage
- Freed up time for local teams

"Valoroo did such an amazing job finding staff quickly and always made sure the team was ready to go with industry experience. Our initial plan was to hire three outsourced reps. However, that number quickly grew after we had such success with the Valoroo reps," says Jason Sensat, senior client solutions manager with Zuum.



Headquartered in San Diego, California, Valoroo supports logistics companies by building and maintaining offshore teams. The firm recruits, hires, and trains representatives.

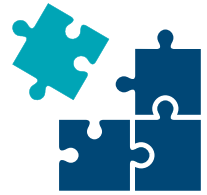


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## Supply Chain Challenge?

# SOLVED



# Transportation Solution Opens Doors to Eliminating Product Damages

Providing a transportation solution that delivers reliability and quality, Verst unlocks significant supply chain improvements for a \$2.7-billion global company that specializes in doorway security products.

### THE CHALLENGE

One of Verst's transportation customers, a \$2.7-billion global company with 30+ brands, specializes in security around the doorway with everything from residential and commercial locks, door closer and exit devices, and steel doors and frames.

The nature of their products—for example, steel door framing with long strips of formed metal—can lend itself to in-transit damage.

In fact, the LTL and cross docking aspects of the customer's transportation

network in the mid-2000s resulted in a high rate of product damages and related costs.

That is why in 2005, they turned to Verst. Today, Verst provides an efficient, proven transportation solution that matches the quality and dependability of all the customer's brands.

### THE SOLUTION

Verst delivers a comprehensive transportation solution, as highlighted by:

- Multi-stop/pool distribution to jobsites and time-sensitive deliveries,

exceeding 2,800 loads per year with more than 5,500 stops

- More than 100 loads per week for two customer locations, to 48 states
- Management of complete order consolidation, load planning, and scheduling for Verst's dedicated fleet combined with 25+ carriers operating with stringent on-time delivery KPIs

### THE OUTCOME

Recognizing that product damage was a result of LTL and cross-docking, Verst designed a transportation solution to consolidate the customer's LTL shipments into multi-stop truckloads, using skilled drivers and greatly reducing how often the product is handled in transit.

Despite an average of 3+ stops per load, Verst achieves a consistent 98%+ on-time delivery rate and has saved the customer millions in product damages.

The partnership has been so successful, in fact, that Verst recently received the prestigious President's Award from the customer.



*"Verst has played a highly collaborative role as our transportation partner, having a clear and dramatic impact on improving our operation. From helping us design a smarter solution that ultimately reduces product damages, to striking the right balance between a dedicated fleet and third-party carriers, Verst has proven to be a versatile, long-term partner."*

*-Logistics and Distribution Manager*

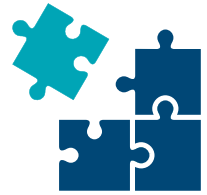
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800-978-9307  
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## Supply Chain Challenge?

# SOLVED



# Scaling E-commerce Operations to Meet Social Media-Driven Sales Spikes

When digitally native, fashion-forward company Edikted experienced exponential growth after trending on TikTok, it turned to Ryder Ecommerce by Whiplash's technology-forward solutions.

### THE CHALLENGE

In today's digital age, the influence of social media can expand a brand's reach and boost sales in a matter of minutes. When an e-commerce brand goes viral, they'll need to have a strong fulfillment foundation in place to keep the orders moving and customers happy.

In just a year of launching, digitally native, fashion-forward company Edikted found themselves growing exponentially after trending on TikTok. A perfect storm of stay-at-home orders and increased social media use among their target audience gave way to a plethora of user-generated content, social proof, and customer reviews.

With hundreds of micro-influencers tagging try-on and clothing hauls in the brand's name, #Edikted surpassed millions of views. The result? Worldwide traffic to Edikted's site and a powerful boost in sales.

While the expanded reach was a win for their team, Edikted's previous 3PL began struggling to keep up with the ever-growing production. Not only were orders taking 7-10 days to get out the door, the 3PL simply didn't have enough resources to provide the faster shipping time that Edikted's customers were seeking.

With an increase in sales showing no signs of stopping, it was clear Edikted



needed to find a 3PL well-equipped to scale with their growing brand.

### THE SOLUTION

Forecasting for fast-growing fashion brands is no easy task, especially when social media attention can generate a spike in sales seemingly out of the blue. For Edikted, Ryder Ecommerce by Whiplash's expertise in high-volume fashion and apparel brands was a key deciding factor.

The direct-to-consumer apparel business model relies heavily on technology and scalable fulfillment strategies, something that Ryder Ecommerce by Whiplash offers to many current clients through a seamless Shopify and Whiplash WMS integration.

With the pre-built integration, Edikted simply connected their Shopify account to the Whiplash application, resulting in real-time visibility into inventory and

order information, as well as overall fulfillment operation. This meant their target launch date was met with no friction, and they were able to ship out orders almost immediately.

In addition to a technology-forward approach, Ryder Ecommerce by Whiplash offers Edikted flexibility on the ground—something that high-SKU, high-touch apparel brands require to continuously streamline their e-commerce

fulfillment operations and get orders out the door in a timely manner. With a transparent facility manager and a team of experienced associates at launch, Ryder Ecommerce by Whiplash was able to optimize processes in a way that best fit Edikted's business.

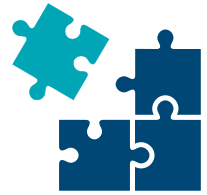
"Our biggest expectation is that Whiplash will help our brand scale smoothly and support us in the most professional way possible," says Zvika Alon, COO of Edikted. "With such a successful onboarding and launch, we know there's more growth coming, and we're confident in this partnership."

**RYDERECOMMERCE**  
by whiplash

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## Supply Chain Challenge?

# SOLVED



# Loup Transloading Network: Creative Shipping Solutions Expand Market Reach

Learn how Loup creates seamless transportation solutions by combining the economics of long-haul rail service and the flexibility of over-the-road shipping to reimagine supply chain opportunities.

### THE CHALLENGE

One of the leading roofing manufacturers in North America moves locally manufactured roofing shingles from a non-rail-served facility in the Inland Empire to Utah. This business moved via long-haul truck, but they were running into supply chain hurdles as they faced limited truck capacity and rising costs. They knew rail could open more shipping capacity, but without direct rail access, they needed help. They called Loup.

The customer needed a site in the Los Angeles area that could manage more than 700 annual truckloads of product. The site needed to be efficient and cost-effective and incorporate their inventory and visibility systems.

The manufacturer needed a supply chain solution that offered reliable capacity for their products, but also felt like a seamless part of their network. In a city the size of LA, where do you even start? They needed a partner to help them pull together the pieces and offer ideas on how to solve their capacity constraints.

### THE SOLUTION

Loup, a wholly owned subsidiary of Union Pacific Railroad, is an expert at developing supply chain solutions and drumming up new ways for shippers to move their product. Loup seeks to understand their customers' goals to build



efficient and effective shipping solutions.

Loup knows a thing or two about rail and they creatively combine the economic advantages of rail shipping with the flexibility of trucking to create door-to-door solutions.

"When this customer came to us, we were excited to work with palletized roofing shingles because it was a new market for the team," shares Kiley Freeman, General Director of the Carload Team. "At Loup, we love to hear customers' ideas and help them pencil out different options. We are fortunate to have incredible partners and a deep bench of experts to reimagine potential transportation solutions."

To help this customer, Loup leveraged their relationships with 800+ transportation providers including railroads, trucking companies, and transload facilities. This network allowed Loup to find a transloading partner in the Los Angeles area that fit the bill. Once the location was identified, Loup created a

customized solution that created new shipping capacity, met the customer transportation budget, and made it easy to get access to rail.

Incorporating rail provided a green alternative, and this sustainable solution reduced the customer's carbon footprint by 490 annual metric tons.

In addition to Loup's shipping and transportation design capabilities, Loup strives to simplify transportation for their customers. They have the capability to bundle any combination of rail, trucking, storage services, and specialized services into one seamless invoice. This ability enables the customers to free up their back-office and streamline billing processes.

As a result of this new relationship with Loup, the manufacturer expanded their shipping capacity, increased their selling and growth opportunities, reduced their carbon footprint, and simplified billing. They found a new partner to help them with the next supply chain opportunity in Loup.

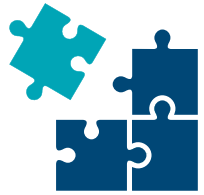


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## Supply Chain Challenge?

# SOLVED



# Rinchem Solves Complex Supply Chain Issues

When a semiconductor manufacturer faced possible shutdown, Rinchem reorganized logistics assets and coordinated all moving pieces within a tight timeframe to ensure the on-time delivery of a critical chemical.

### THE CHALLENGE

Semiconductor manufacturer supply chains are some of the most complicated and demanding in the world. Part of what makes things so complex is the nature of the products—storing, handling, transporting, and shipping dangerous goods (all of which also come with their own temperature specifications and regulations).

In a world where supply chains are experiencing daily disruptions, it's crucial to be partnered with a company that has a culture of problem solving and one that provides the same level of urgency you have regarding your freight. And when it comes to hazardous chemicals, their volatility makes it especially important to move them within certain timeframes.

To make matters more convoluted, this unpredictability in global shipping tends to also cause a domino effect. In an

industry where going “lines down” is not an option, Rinchem works to find creative solutions to ensure on-time delivery.

One of Rinchem's customers had an issue where they depended on the delivery of a chemical. However, due to a slippage in the vessels not hitting their delivery times, this semiconductor fab was in danger of going lines down.

Rinchem needed to find a way to get the required hazardous chemical on a ship to Israel in less than 24 hours.

### THE SOLUTION

To pivot to a new ship within 24 hours, Rinchem needed to reorganize all the logistics and coordinate between three moving pieces—warehousing, ground transportation, and freight forwarding. Rinchem staff realized they could get the product on a ship leaving Norfolk, Virginia, but only

had 9 hours to get the product from Savannah, Georgia.

Rinchem worked with its chemical warehouse based in Savannah to pull the necessary product. While the warehouse staff pre-loaded the container to execute a hook and roll, Rinchem's asset transportation trucking company, Carolina Tank Lines, immediately pulled one of their OTR drivers in the area to grab the cargo.

Rinchem's veteran freight forwarding team then leveraged its relationship network to hold the ship until our driver was able to arrive at the port—he was the last person through the gates that day. In the end, Rinchem was successful in getting the product on the ship and made it to Israel on time. As a result, Rinchem's customer was able to avoid going lines down.

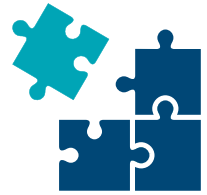
By using cross-sectional coordination to manage each leg of the lane, Rinchem can get things where they need to go, on time. In this niche industry, we use our 40 years of experience of managing chemical supply chains, resources, and relationships to ensure we can do what many others cannot.



To learn more:  
[Info@Rinchem.com](mailto:Info@Rinchem.com)  
 505-345-3655 | 888-3PL-CHEM  
[www.rinchem.com](http://www.rinchem.com)

## Supply Chain Challenge?

# SOLVED



# Offering Turnkey Solutions to Support Transload Customers

When a chemical distributor needed to get their products to non-rail-served locations, RSI Logistics' transloading operations and value-add services provided the solution.

### THE CHALLENGE

A chemical distributor recently presented RSI Logistics with a challenge. They were awarded a contract for regional distribution of chemicals used in the water treatment process; however, they had a problem. They needed to get their product to the regions they were awarded, and they wanted to implement rail shipping to capitalize on the savings over long-haul trucking.

Unfortunately, the locations they needed to distribute their product to were not rail served, meaning a rail track did not connect. Furthermore, their product required careful handling due to the potentially hazardous nature of the chemical, which requires specialty handling materials to enable a safe transload.

As a result, they wanted to employ transloading operations and ship their product by rail nearly the entire way, then transfer the product from the railcar and onto a truck, which would complete the last segment of the journey. Their problem was they had little prior experience with transloading, and none in that particular region.

They needed to secure terminal spaces, facilitate locations, and find rail and truck carriers that serviced their industry and products. Most importantly, they needed an experienced partner that could provide them with best practices and the expertise to address any challenges that may arise.



### THE SOLUTION

RSI Logistics' leasing and transloading experts provided not just answers to the chemical distributor's shipping challenges, but also provided them with the knowledge and best practices to be able to succeed in the future.

First, RSI assisted them in locating potential terminal spaces and facilitated the setup of these locations as quickly as possible to accommodate the chemical distributor's need for timeliness. RSI helped them to research locations that would be appropriate for their product.

Because they were shipping a chemical utilized in the water treatment process, they required facilities that could take hazardous product from specialized railcars and safely transload them onto trucks. Some of those facilities were RSI-operated locations, which allowed RSI to quickly develop the sites to accommodate their needs.

Next RSI assisted with identifying and implementing carrier options. Once terminal locations were identified, RSI

identified and qualified truck carriers to ensure they would be able to handle the specialized chemicals—ultimately, providing the chemical distributor with local carrier options that can safely transport their products.

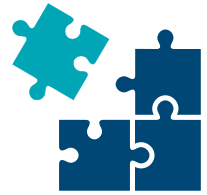
Lastly, because of RSI's extensive transloading experience, we provided transloading process documentation and operator training, as well as implemented ongoing customer service. RSI's asset-based, industry-leading transloading operations and value-add services allow us to offer turnkey solutions that can quickly accommodate new transload customers.

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## Supply Chain Challenge?

# SOLVED



# Managing the Successful Delivery of Autoclaves and Work Tanks Using Multiple Modes of Transport

Logistics Plus once again finds a way to “yes” by managing the transportation, delivery, and installation of two autoclaves and work tanks from Houston to Little Rock.

### THE CHALLENGE

Logistics Plus (LP) is a leading worldwide provider of transportation, warehousing, fulfillment, global logistics, business intelligence, technology, and supply chain solutions. In early 2022, the LP Project Cargo team was tasked with transporting two autoclaves and work tanks from a barge in Houston to the client's job site in Little Rock.

The autoclaves each weighed 227,000 lbs. with shipping dimensions of (mm) 51,000 L x 4,080 W x 3,765 H. The work tanks each weighed 123,000 lbs. with shipping dimensions of (mm) 50,500 L x 3,500 W x 3,427 H.

### THE SOLUTION

The LP Project Cargo team quickly assembled a team of engineers, project cargo managers, and partners to plan out and execute every step of this challenging, oversized move. The team began using 3D modeling software and step-by-step plan sheets for accuracy.

The large autoclaves could only be lifted by designated support points approximately 140 feet apart and had to be fully supported when they were not being lifted. This required using a barge transport to ensure they were flat and fully supported, as trucking or rail solutions would not have been able to accomplish this for the safety of the cargo.

Once at the destination barge terminal, Logistics Plus sourced a lift utilizing an LTM1750 900-ton crane at maximum safety-rated capacity using a custom-engineered and fabricated spreader bar of 140 feet. The barge terminal dock also had to be engineered to ensure its structural integrity to simultaneously support the massive crane and equipment.

Specific steel and timber mats were required to be installed at specific structural locations on the dock to comply with the engineering requirements for a safe operation.

At the final delivery site, Logistics Plus utilized a system of SPMT and dollies to position the autoclaves inside the building. The LP team used an overhead gantry for final placement and installation.



### THE RESULTS

By utilizing multiple transportation methods, lifting, and rigging, Logistics Plus delivered the client's cargo safely and effectively with extremely challenging handling conditions. Ultimately, the autoclaves and work tanks were delivered and installed with zero incidents and zero damage.

As a 21st-century logistics company, Logistics Plus leveraged its can-do culture, years of project cargo experience, and network of resources to successfully execute this project.



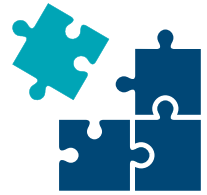
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# Supply Chain Challenge?

# SOLVED



## Full Steam Ahead, Don't Let Ocean Costs Detain You

With rising ocean and detention costs, controls and analysis are more important than ever to protect profitability.

### THE CHALLENGE

With ocean shipping and detention charges increasing exponentially, better control and in-depth analysis of these charges is a necessity and simultaneously a challenge.

Complicating the issue, detailed data and resources to analyze detention and other ocean accessorial must be ascertained and allocated to facilitate a thorough review of these growing costs. Without a transportation post audit in place, companies do not possess the controls nor the time to better manage carrier overbillings and overpayments, regardless of source, nor do they have the business intelligence and processes to ascertain refunds and correct these recurring errors.

Shipping disruptions that arose during the pandemic made the situation even worse.

Interestingly, the top five most expensive global ports for detention and demurrage fees on cargo containers are all in the United States, where such charges have steadily increased in recent years. Even with the Ocean Shipping Reform Act of 2022 in place, overbillings can still be significant.

### THE SOLUTION

Many of Trans Audit's clients face similar challenges and have turned to Trans Audit for post payment transportation expense recovery services to analyze global transportation expenses and recoup overbillings and overpayments. One example, a Fortune 200 multinational automotive manufacturing and supply company was the beneficiary of these services.

Never working with a post audit

provider in the past, this world renowned company teamed up with Trans Audit, the world's largest and most successful global transportation post payment audit specialist. In its 40 plus year history, Trans Audit has performed audits for hundreds of Fortune and Global 1000 corporations. Trans Audit's global audit capabilities address all modes of transportation and associated charges, providing a ubiquitous solution.

Trans Audit's approach synthesizes a holistic, comprehensive audit for 1) payment-related errors, such as payment ownership, accuracy, currency, duplicates, and many others, 2) contractual compliance, i.e. discounts, rates and accessorial charges including detention and demurrage, as well as the plethora of other accessorial charges, and 3) logistical analysis, taking the audit beyond what most internal or other outsourced audits offer.

Trans Audit's logistical analysis scrutinizes shipping and payment information to ensure that not only was a charge billed according to the shipper's contract, but that the charge was truly applicable and recurring error trends are identified.

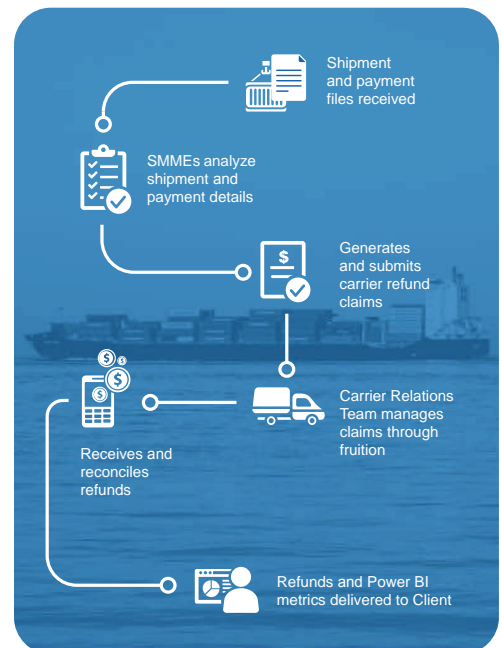
### THE RESULT

Trans Audit's subject matter modal experts (SMMEs) filed over \$4,000,000 in claims and recovered over \$3,000,000 in one year for this client. Recoveries primarily resulted from ocean detention, but also included payment, rate, and other accessorial charge errors.

Trans Audit provided pertinent claim details and guidance to assist

the client with corrective actions via TransPortal+, driven by Microsoft Power BI. Trans Audit's clients benefit from its compelling advantages in terms of intuitive and interactive dashboards and vital metrics in real time in one place.

The intelligence provided by Trans Audit has enabled this client to modify processes, and better control and reduce its detention costs, providing value far above and beyond the refunds themselves. This approach demonstrates Trans Audit's belief that a post audit should deliver more than just monetary benefits, and more importantly, provide continuous improvement insight into its clients' payment processes and supplier relations. [www.transaudit.com](http://www.transaudit.com)



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**– Kelly Greenlee, President of RMX Global**

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**INBOUND LOGISTICS**

# Annual 3PL Edition



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## 2022 INBOUND LOGISTICS PERSPECTIVES

# 3PL MARKET RESEARCH REPORT

Our 17th annual 3PL market research report takes a deep-dish dive into the dynamics of logistics partnerships in 2022.

BY MERRILL DOUGLAS

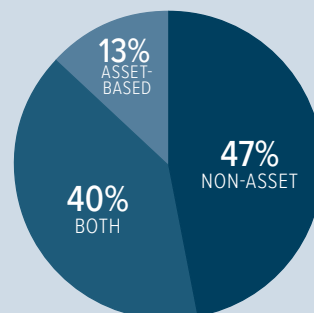
Rampant inflation, including high transportation costs. A tight labor market. Commodities shortages. Uncertainties tied to the war in Ukraine and the pandemic. There seems to be no end to the obstacles ready to frustrate shippers as they work to serve their customers and make a profit.

To clear those hurdles, shippers often form partnerships with third-party logistics (3PL) companies, outsourcing certain supply chain activities to experts with specialized resources. *Inbound Logistics'* 17th annual 3PL Perspectives report shows that these partnerships constitute a popular strategy. A large majority of 3PLs in the survey tell us they have gained customers and seen revenues and profits climb in recent months.

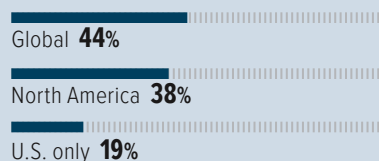
The 2022 3PL Perspectives report presents and analyzes data collected from 3PLs and shippers to describe how those partnerships work across a broad range of 3PL services. Once you've chewed on the results, have a look at the Top 100 3PLs for 2022 (page 96) to learn more about the service providers that help shippers build efficient and effective supply chain operations, whatever obstacles they may face.

## ABOUT THE 3PL RESPONDENTS

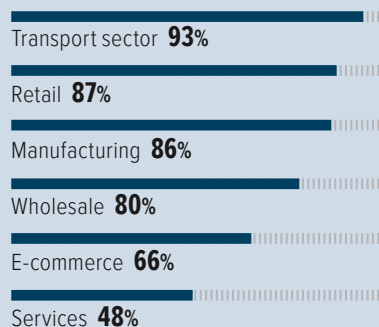
### ASSET-BASED OR NON-ASSET BASED



### GEOGRAPHIC COVERAGE



### MARKETS SERVED



## 2021 REVENUE

Participants in this survey report in excess of **\$150 billion** in gross sales in 2021.

Several did not report revenue so the total is likely higher.

## TOP CHALLENGES SHIPPERS FACE



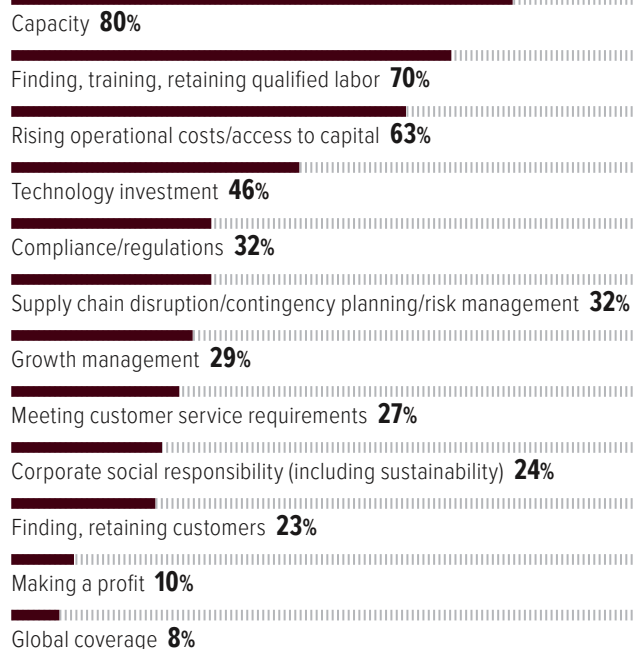
Although the transportation capacity crunch has eased somewhat since 2021, freight rates remain high. Combine that with the challenges of an overall inflationary market, and it's obvious why shippers are under pressure to reduce expenses.

Cutting transportation costs—not just finding lower rates, but controlling the overall costs involved in moving freight—is by far the biggest concern for shippers who responded to this year's survey. Seventy percent named that as a crucial challenge, up from 50% in 2021.

The second most pressing challenge is finding, training, and retaining qualified labor in a tight market, cited by 55% of respondents. But the challenge that saw the biggest jump since 2021 was business process improvement. Last year, 37% of shippers named that as an important challenge, while in 2022, the number is 51%.

Another issue that has moved up the list of shipper concerns is improving customer service, cited by 38% of shippers in 2022, compared with 28% in 2021. And while only 14% of shippers say they face challenges in the area of corporate social responsibility, including sustainability, that is 10 points higher than the 4% who pointed to that issue in 2021.

## TOP CHALLENGES 3PLs FACE



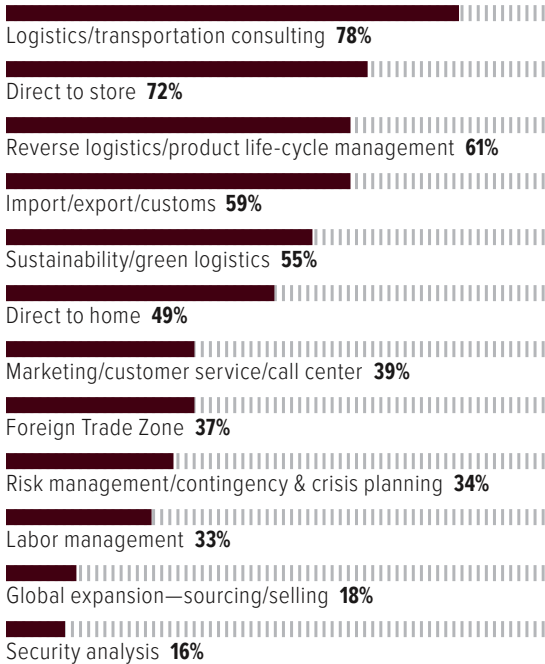
Despite recent reports that it's easier to find space on a truck or ocean vessel these days, capacity remains the top challenge for 3PLs in 2022, cited by 80% of those who responded to the survey. And even more so than shippers, 3PLs struggle with finding, training, and retaining qualified labor. This year, 70% of 3PLs named that as an important challenge.

But when it comes to finding and retaining customers, the picture has improved a great deal for 3PLs since 2021, when 74% of respondents named this as a challenge. This year the number is just 23%. Also, far fewer 3PLs are struggling with growth management: 29% in 2022, down from 78% in 2021.

While capacity and talent are the issues most likely to challenge 3PLs, two others stand out because of how much they have climbed the list of top challenges since last year. In 2021, only 10% of 3PLs named rising operational costs and access to capital as an important challenge. This year, 63% are concerned about how to fund their operations.

And while just 10% of 3PLs cited technology investment in 2021, over the past year that has become a concern for 46% of respondents. Given all the other challenges they and shippers grapple with today, it stands to reason that more 3PLs are looking to implement technology to make operations more efficient and support smarter supply chain strategies.

## SPECIAL SERVICES 3PLs OFFER



Obviously, shippers outsource basic logistics activities to 3PLs. They rely on these partners to plan and execute freight moves, find capacity at competitive rates, store inventory, fill orders, and carry out other basic functions.

Beyond that, many 3PLs differentiate themselves by offering more specialized services. The most common among them is logistics and transportation consulting.

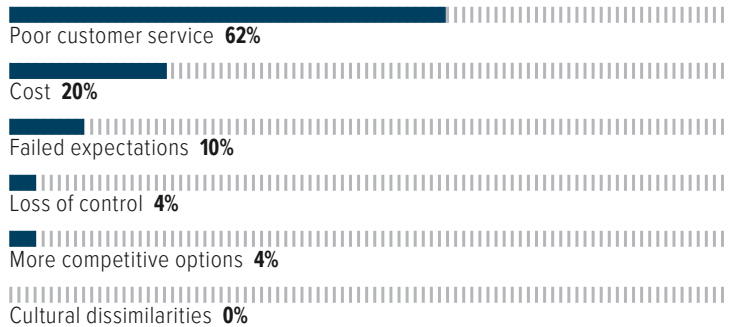
In 2022, 78% of 3PLs in the survey said they offer services to help shippers develop effective strategies—for example, determining where to hold inventory or what combination of transportation modes offers the most effective balance between cost and service.

Another specialized service helps shippers deliver merchandise directly to retail stores without passing through distribution centers. Among the 3PL respondents, 72% offer direct-to-store service, up from 67% in 2021.

Other popular services include reverse logistics and/or product life-cycle management (61%), import/export/customs (59%), sustainability/green logistics (55%), and direct-to-home delivery (49%).

## WHAT IS THE MAIN REASON FOR A FAILED 3PL PARTNERSHIP?

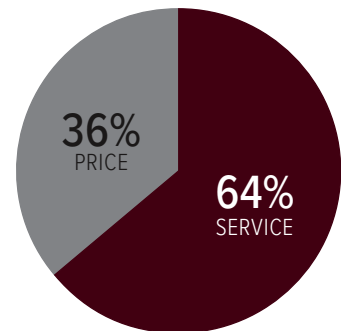
### SHIPPERS SAY:



While cost cutting is clearly a high priority, another value is far more important to shippers than cost: great customer service. According to 62% of the shippers who took part in the survey, poor customer service is the factor most likely to torpedo a relationship with a 3PL. Another 10% cite failed expectations, which could include failure to deliver on promises or communicate clearly, both important elements of service.

Only 20% of shippers cite cost as the top reason for breaking up with a 3PL, and just 4% say they have left a 3PL to explore more competitive options, a reason also connected to cost. But those pressures are twice as important as last year, when just 10% of shippers cited cost and 2% said they had gone in search of more competitive options.

## SHIPPERS, IS PRICE OR SERVICE MORE IMPORTANT?



Facing higher prices for commodities, labor, transportation, and other essentials, shippers naturally seek opportunities to cut costs. When shippers measure the quality of their partnerships with 3PLs, cost weighs more heavily in 2022 than it did one year ago. This year, 36% of shippers told us that cost is more important than service; in 2021, the number was 21%.

Still, service remains the essential factor for a large majority of shippers—64%. When we asked shippers why they had singled out certain logistics partners for praise, many cited the quality, variety, and flexibility of the 3PL's service. Some shippers offered more detail, such as:

"Their excellent communication and willingness to go above and beyond for their customer."

"Quick response, weekend support, assistance with claims."

"Excellent onboarding process; dedicated support during start up; very responsive."

"Great rates, easy quoting and booking process, efficient invoicing and problem resolution."



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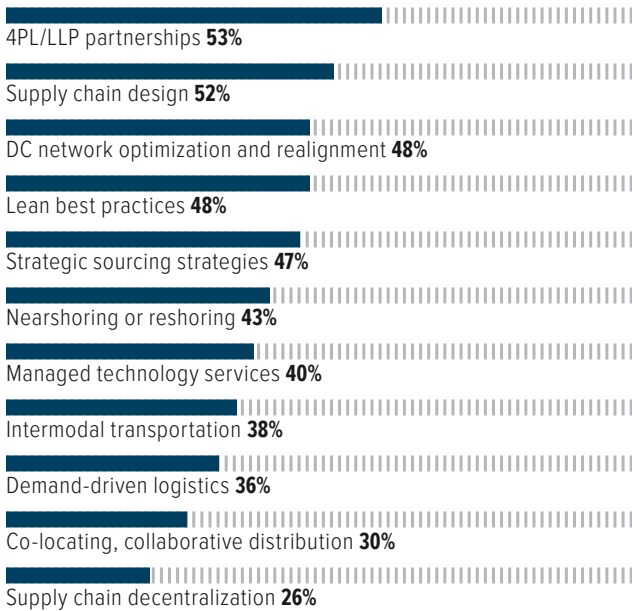
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## STRATEGIES SHIPPERS AND 3PLs USE TO MANAGE CHALLENGES

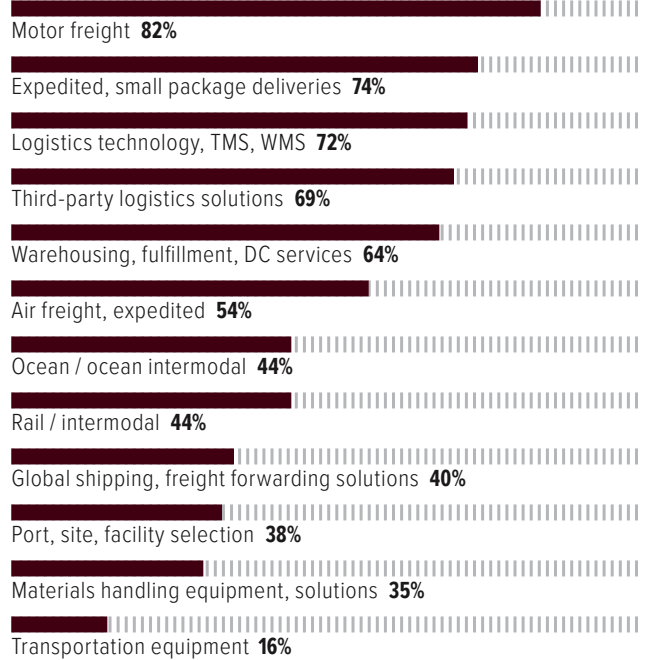


To keep supply chains operating smoothly, 53% of shippers and 3PLs use a fourth-party logistics provider (4PL) or lead logistics provider (LLP), having a single company coordinate the services of numerous partners. Nearly as many—52%—use supply chain design to manage challenges. Strategies focused on design can involve everything from where shippers source goods, what modes they use to transport them, what levels of inventory they keep, and how they deliver those goods to customers.

Shippers and 3PLs also called out several strategies that are subcategories of supply chain design. The most popular of those is distribution center (DC) optimization and realignment, a strategy used by 48% of shippers and 3PLs. Nearly as many—47%—call upon strategic sourcing strategies, collecting and analyzing data on factors such as vendor performance and supply risk to inform sourcing decisions. Forty-eight percent mentioned that they use lean best practices.

This year's survey points to two significant strategic changes. One concerns where companies source products. In 2022, 43% of shippers and 3PLs told us they use nearshoring or reshoring to resolve some of their challenges, an 11% increase over 2021. At the same time, the principle of demand-driven logistics has become less prevalent. Thirty-six percent of respondents cited it as a strategy this year, down from 50% in 2021.

## SERVICES SHIPPERS BUY

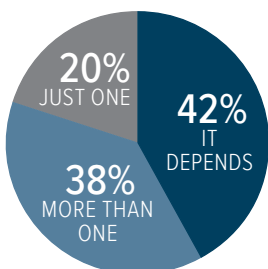


With access to a broad range of carriers at competitive rates, 3PLs are the go-to source for all manner of transportation services. Motor freight tops the list: 82% of shippers in our survey purchase over-the-road transportation through their 3PLs. Nearly three-quarters of shippers turn to logistics partners for expedited transportation and small package deliveries.

Fewer shippers purchase other modes of transportation through their 3PLs, but the numbers are still significant: 54% buy air freight or expedited services, 44% buy ocean or ocean intermodal transportation, and 44% buy rail or rail intermodal services. Also, 40% obtain global shipping or freight forwarding solutions through their 3PLs.

Shippers also rely on 3PLs to manage inventory and distribute product, often gaining broader reach, economies of scale, and flexibility when they use a logistics partner's assets. Among shippers who participated in the survey, 64% said they buy warehousing, fulfillment, and/or DC services from 3PLs.

Besides physically moving goods through the supply chain for shippers, 3PLs often provide information technology (IT) to support shippers' operations. Shippers could purchase transportation management systems (TMS), warehouse management systems (WMS), and other logistics solutions from vendors that operate strictly in the IT sphere. But as they implement technology for their own operations, many 3PLs are able to share those capabilities with shippers as well. In 2022, 72% of shippers said they buy logistics technology from 3PLs.



## SHOULD SHIPPERS PARTNER WITH ONE OR MORE 3PLs?

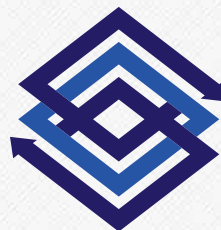
What's the ideal number of 3PLs a shipper should work with at one time? "It depends," said 42% of shippers in our survey. In some circumstances, a shipper might benefit from the varied strengths of different partners. In others, it could be best to have a single, strong partner to serve all needs and respond to all questions. Thirty-eight percent of shipper respondents told us it's always best to work with more than one 3PL. Only 20% prefer to rely on a single logistics partner.



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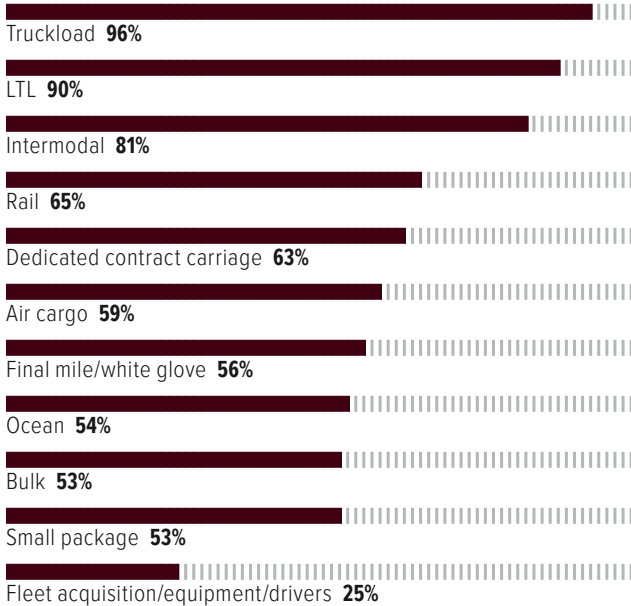
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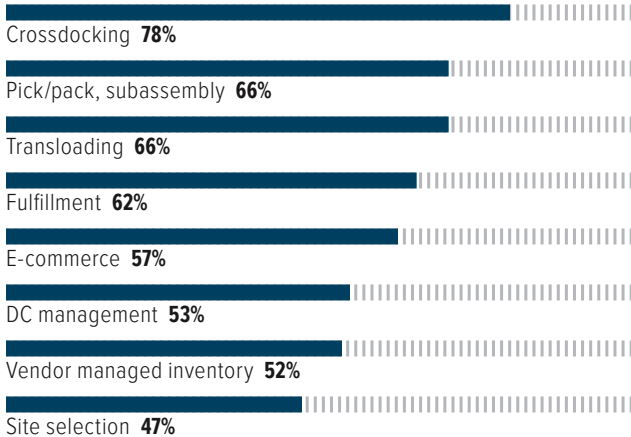
## 3PL SERVICES + CAPABILITIES

### TRANSPORTATION



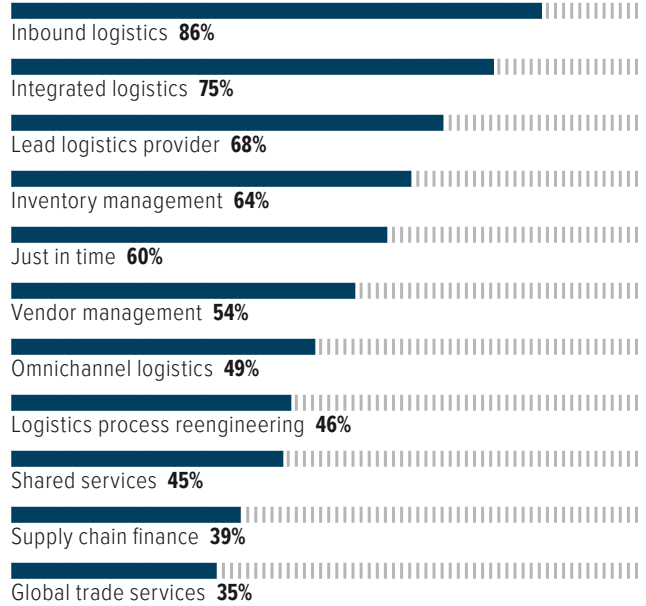
If you need truckload transportation, almost any 3PL in the survey—96% of them—can help. Ninety percent provide less-than-truckload (LTL) transportation, and 81% include intermodal in their portfolios. More than half of the 3PLs can execute freight movements by rail, air cargo, or ocean, or can provide specialized services such as dedicated contract carriage, final mile or white-glove delivery, bulk shipping, or small package delivery.

### WAREHOUSING



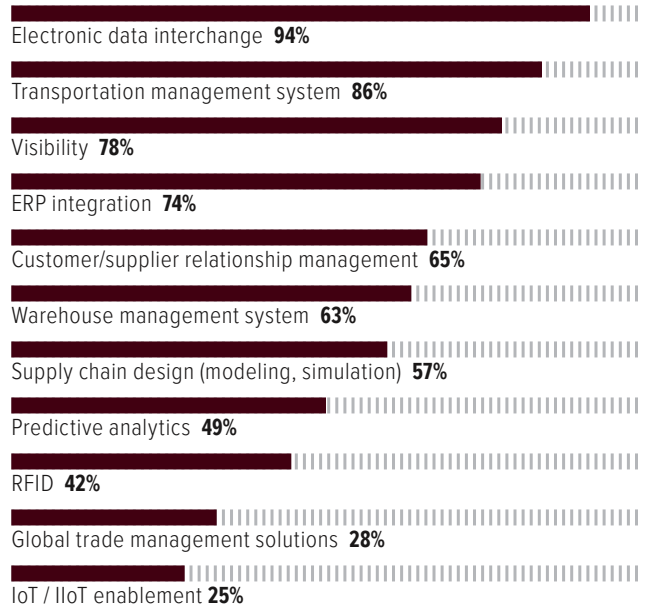
Shippers that outsource warehouse operations can call on many 3PLs for crossdocking, pick/pack and subassembly, transloading, and fulfillment. More than half of our respondents provide services related to e-commerce, DC management, or vendor managed inventory.

### LOGISTICS



The most commonly offered 3PL logistics services focus on inbound moves (86%). Many respondents can take a holistic approach to a shipper's needs, either by providing soup-to-nuts integrated logistics services (75%) or orchestrating the services of several partners as a lead logistics provider (68%). More than half of respondents offer inventory management (64%), just-in-time logistics (60%), or vendor management (54%).

### TECHNOLOGY



Although newer technologies have emerged to help companies share data, electronic data interchange (EDI) remains important in logistics, and 94% of 3PLs provide that capability. Many also offer IT solutions to support day-to-day logistics operations, such as transportation management (86%), visibility (78%), customer/supplier relationship management (65%), and warehouse management (63%). In addition, 3PLs offer technology to help shippers evaluate their operations and plan improvement, such as supply chain design solutions (57%) and predictive analytics (49%).

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"Trinity has added value where reliability is a priority for me. They've been able to offer us consistent, reliable service with a proactive approach to resolving operational issues so that they do not repeat themselves. Trinity has been a breath of fresh air for me and my operation."

-Glenn Nicholson, Transportation Manager, Saputo Cheese USA/Saputo Dairy Foods USA, LLC

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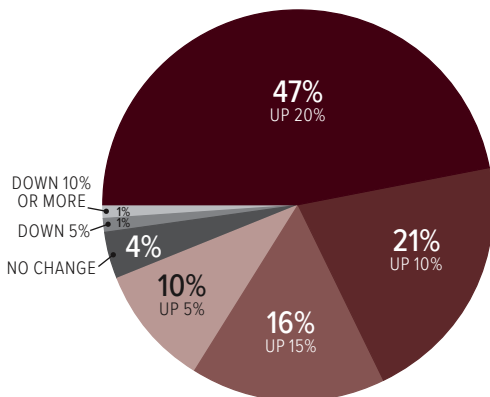
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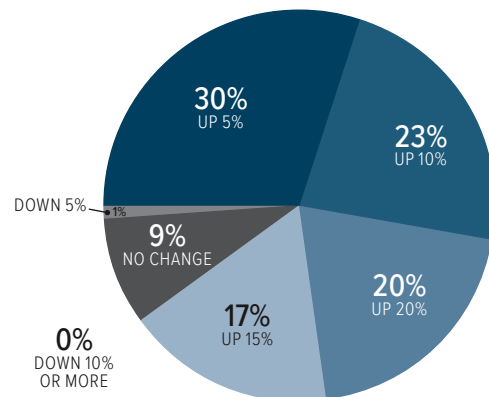


## SALES / CUSTOMER BASE / PROFITS

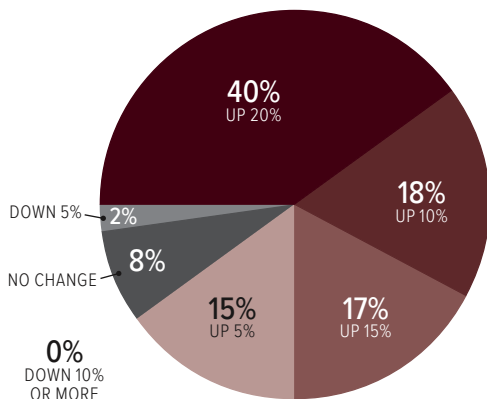
**SALES:** DURING YOUR LAST MEASUREMENT PERIOD, WERE SALES UP OR DOWN? BY HOW MUCH?



**CUSTOMER BASE:** DURING YOUR LAST MEASUREMENT PERIOD, DID YOUR CUSTOMER BASE GROW OR SHRINK? BY HOW MUCH?



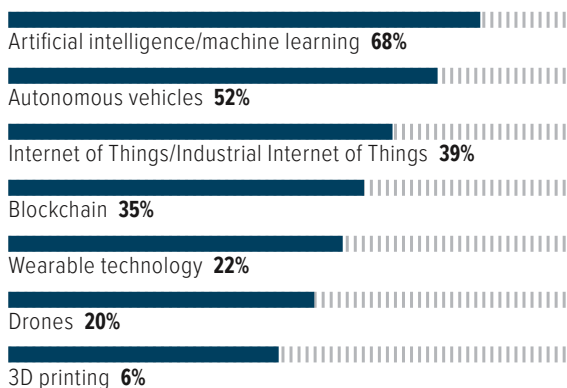
**PROFITS:** DURING YOUR LAST MEASUREMENT PERIOD, WERE PROFITS UP OR DOWN? BY HOW MUCH?



When the world throws major challenges at shippers, that gives 3PLs a chance to shine. That's the story today, as the 3PLs in our survey demonstrate. Ninety-four percent of them reported increased sales in their last measurement period, even better than the 88% who conveyed that good news in 2021. Ninety percent saw their customer bases grow, and 90% said they're enjoying greater profits than our survey showed one year ago.

Those gains look even more impressive when we drill into the specifics of 3PLs' growth. Sixty-three percent of 3PLs saw sales increase by 15% or more, and another 21% reported sales up by 10%. Profits didn't quite keep pace with revenues, but a healthy 57% of 3PLs said their profits were up by at least 15%, and another 18% reported a 10% gain. 3PLs did not gain customers at the same rate as profits—only 37% reported increases of 15% or more on that measure. But only 1% of 3PLs lost customers in their most recent measurement period, and that by only 5%.

## MOST IMPACTFUL TECHNOLOGIES



When leaders at 3PLs look across the landscape of technologies with potential to transform supply chains, artificial intelligence and machine learning emerge as the most likely disruptors, cited by 68%. And although we don't yet see fleets of driverless trucks hauling goods across the interstate highway network, more than half of respondents ranked autonomous vehicles among the most impactful technologies. Some of those 3PLs may already be using this technology on a smaller scale, in the form of autonomous robots in the warehouse.

Beyond those two forms of digital innovation, no other technology received a majority vote. But a solid 39% of 3PL respondents said the Internet of Things/Industrial Internet of Things (IoT/IIoT) will influence the supply chain, and 35% look to blockchain technology to bring important changes.

Notably, very few respondents—only 6%—cite 3D printing as a potential disruptor. Clearly, leaders at 3PLs foresee that we will continue to transport goods as needed, not simply print up components or finished products on the spot.





## Thanks to you, Team Kenco has hit the Top 10 again!

It's an honor to be situated at the #3 spot for the third year in a row. But the success of our partners is really our ultimate goal in the game of supply chain logistics. We win when they win.

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# 2022 TOP 100 3PLs

When your enterprise craves logistics, supply chain, and transportation solutions, these partners deliver. In alphabetical order, here are the 100 third-party logistics providers deemed the best of the best by *Inbound Logistics* editors.



**Turn the page for details on all the Top 100 3PL extra toppings—  
services, solutions, capabilities, and more.**

<b>A.N. Deringer</b>	<b>Holman Logistics</b>	<b>Rinchem</b>
<b>AFS Logistics</b>	<b>Hub Group</b>	<b>RMX Global Logistics</b>
<b>AIT Worldwide Logistics</b>	<b>J.B. Hunt Transport Services</b>	<b>ROAR Logistics</b>
<b>Alliance Shippers</b>	<b>KAG Logistics</b>	<b>Romark Logistics</b>
<b>Americold</b>	<b>Kenco Logistics</b>	<b>RSI Logistics</b>
<b>Approved Freight Forwarders</b>	<b>Koch Logistics</b>	<b>Ruan</b>
<b>Ascent Global Logistics</b>	<b>Landstar System</b>	<b>Ryder System</b>
<b>Atlanta Bonded Warehouse</b>	<b>Legacy Supply Chain</b>	<b>Ryder Ecommerce by Whiplash</b>
<b>Bender Group</b>	<b>Lineage Logistics</b>	<b>Saddle Creek Logistics Services</b>
<b>BlueGrace Logistics</b>	<b>Logistics Plus</b>	<b>Scan Global Logistics</b>
<b>Bolloré Logistics</b>	<b>The Logistix Company</b>	<b>Schneider</b>
<b>C.H. Robinson</b>	<b>Loup Logistics</b>	<b>SEKO Logistics</b>
<b>Capacity LLC</b>	<b>Lynden</b>	<b>The Shippers Group</b>
<b>Capstone Logistics</b>	<b>Mainfreight</b>	<b>Sunland Logistics Solutions</b>
<b>CJ Logistics America</b>	<b>Mallory Alexander</b>	<b>Sunset Transportation</b>
<b>CLX Logistics</b>	<b>Matson Logistics</b>	<b>Syfan Logistics</b>
<b>Corporate Traffic Logistics</b>	<b>MD Logistics</b>	<b>Symbia Logistics</b>
<b>Coyote Logistics</b>	<b>NFI</b>	<b>Taylor Services</b>
<b>CT Logistics</b>	<b>nVision Global</b>	<b>TForce Worldwide</b>
<b>CTSI-Global</b>	<b>ODW Logistics</b>	<b>Transportation Insight Holding Company</b>
<b>dfYOUNG</b>	<b>Odyssey Logistics &amp; Technology</b>	<b>Trinity Logistics</b>
<b>DHL Supply Chain North America</b>	<b>Penske Logistics</b>	<b>Tucker Company Worldwide</b>
<b>Dimerco Express Group</b>	<b>Performance Team - A Maersk Company</b>	<b>UniGroup</b>
<b>Distribution Technology</b>	<b>Phoenix Logistics</b>	<b>Universal Logistics Holdings</b>
<b>Dupré Logistics</b>	<b>Polaris Transportation Group</b>	<b>UPS Supply Chain Solutions</b>
<b>EASE Logistics</b>	<b>Prosponsive Logistics</b>	<b>Verst Logistics</b>
<b>Echo Global Logistics</b>	<b>ProTrans International</b>	<b>Wagner Logistics</b>
<b>ELM Global Logistics</b>	<b>R2 Logistics</b>	<b>Wen-Parker Logistics</b>
<b>Evans Distribution Systems</b>	<b>Rakuten Super Logistics</b>	<b>Werner Enterprises</b>
<b>Fidelitone</b>	<b>Red Classic</b>	<b>WSI</b>
<b>FLS Transportation Services</b>	<b>RedStone Logistics</b>	<b>XPO Logistics</b>
<b>Forward Air</b>	<b>Redwood Logistics</b>	<b>Yusen Logistics</b>
<b>GDIT</b>	<b>Regal Logistics</b>	<b>Zipline Logistics</b>
<b>GEODIS in Americas</b>		



## A.N. Deringer

888-612-6239  
www.anderinger.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/ 4th-Party Logistics, Inbound Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Fulfillment

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting

**Technology Services:** CRM/SRM, EDI, ERP Integration, TMS, WMS

## AFS Logistics

877-242-3383  
afs.net

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** Lead Logistics Provider/ 4th-Party Logistics, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management

**Warehousing Services:** Site Selection

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Dedicated Contract Carriage, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

**Technology Services:** EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

## AIT Worldwide Logistics

630-766-8300  
www.aitworldwide.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government

**Logistics Services:** Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## Alliance Shippers

201-227-0400  
www.alliance.com

**Asset/Non-Asset:** Both

**Areas Served:** Global, North America

**Markets Served:** Manufacturing, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Shared Services

**Transportation Services:** Air Cargo, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers

**Special Services:** Direct to Store, Foreign Trade Zone, Import/Export/Customs, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, TMS, Visibility

## Americold

888-808-4877  
www.americold.com

**Asset/Non-Asset:** Asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** LTL, Truckload, Intermodal, Ocean, Rail, Bulk

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

## Approved Freight Forwarders

800-533-4826  
www.approvedforwarders.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/ 4th-Party Logistics, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, Transloading, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, Global Trade Management, Optimization, TMS, Visibility, WMS

## Ascent Global Logistics

800-614-1348  
ascentlogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Vendor Management

**Warehousing Services:** Pick/Pack, Subassembly, Crossdocking, Site Selection, Transloading, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Final Mile/White Glove

**Special Services:** Direct to Store, Foreign Trade Zone, Import/Export/Customs, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IloT Enablement, TMS, Visibility, RFID

## Atlanta Bonded Warehouse

678-322-3120  
www.atlantabonded.com

**Asset/Non-Asset:** Asset

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Fulfillment

**Transportation Services:** Small Package, LTL, Truckload, Intermodal, Ocean, Rail,

## KEY

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

**DCC:** Dedicated Contract Carriage

**FTZ:** Foreign Trade Zone

**GTM:** Global Trade Management

**IoT/IloT:** Internet of Things/Industrial Internet of Things

**LLP:** Lead Logistics Provider

**LTL:** Less Than Truckload

**PLM:** Product Lifecycle Management

**TMS:** Transportation Management System

**VMI:** Vendor Managed Inventory

**WMS:** Warehouse Management System

Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, TMS, Visibility, WMS

## Bender Group

775-788-8800  
www.bendergroup.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, Global Trade Services, Inbound Logistics, Inventory Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Dedicated Contract Carriage, Equipment/Drivers

**Special Services:** Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** EDI, Global Trade Management, Optimization, Supply Chain Design, TMS, WMS

## BlueGrace Logistics

813-425-0679  
mybluegrace.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** North America

**Markets Served:** Manufacturing, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Inbound Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims), Shared Services

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail

**Special Services:** Reverse Logistics/Product Lifecycle Management

**Technology Services:** ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID

## Bolloré Logistics

212-338-4016  
www.bolloré-logistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, Global Trade Services, Logistics Process Reengineering, Inventory Management, Vendor Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IloT Enablement, TMS, Visibility, RFID, WMS



## C.H. Robinson

800-323-7587

www.chrobinson.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Crossdocking, DC Management, Site Selection, Transloading

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

**Special Services:** Direct to Store, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Global Expansion, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility

## Capacity LLC

732-745-7770

www.capacityllc.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Omnichannel Logistics, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Marketing/

## KEY

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

**DCC:** Dedicated Contract Carriage

**FTZ:** Foreign Trade Zone

**GTM:** Global Trade Management

**IoT/IIoT:** Internet of Things/Industrial Internet of Things

**LLP:** Lead Logistics Provider

**LTL:** Less Than Truckload

**PLM:** Product Lifecycle Management

**TMS:** Transportation Management System

**VMI:** Vendor Managed Inventory

**WMS:** Warehouse Management System

Customer Service/Call Center, Global Expansion, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

## Capstone Logistics

770-414-1929

capstonelogistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail

**Logistics Services:** JIT

**Warehousing Services:** DC Management

**Transportation Services:** LTL, Truckload, Intermodal, Rail, Dedicated Contract Carriage, Final Mile/White Glove

**Special Services:** Logistics/Transportation Consulting, Labor Management

**Technology Services:** EDI, IoT/IIoT Enablement, TMS, Visibility

## CJ Logistics America

800-372-1960

cjlogisticsamerica.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## CLX Logistics

800-288-4851

clxlogistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, Retail, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Global Trade Services, Inbound Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims)

**Warehousing Services:** Crossdocking, Transloading

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage

**Special Services:** Foreign Trade Zone, Import/Export/Customs, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

## 3PL DECISION SUPPORT TOOL

Prefer to take it online? SEARCH on any of the Top 100 3PL's capabilities to match your requirements to their service offerings.

[bit.ly/3PL-DST](https://bit.ly/3PL-DST)



## Corporate Traffic Logistics

904-233-7728

www.corporatetraffic.com

**Asset/Non-Asset:** Asset

**Areas Served:** North America

**Markets Served:** Manufacturing, Retail, Wholesale, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Inbound Logistics

**Transportation Services:** LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage

**Special Services:** Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, TMS

## Coyote Logistics

877-626-9683

coyote.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Shared Services

**Warehousing Services:** Crossdocking, Transloading

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** EDI, Optimization, TMS, Visibility

## CT Logistics

216-267-2000

www.ctlogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, JIT, Inbound Logistics, Logistics

Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Vendor Management

**Warehousing Services:** Crossdocking, Site Selection, Transloading, Vendor Managed Inventory

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility

## CTSI-Global

888-836-5135

ctsi-global.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Shared Services

**Warehousing Services:** Site Selection

**Special Services:** Import/Export/Customs, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

## dfYOUNG

610-725-4000

www.dfyoun.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Inbound Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Site Selection, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, Global Trade Management, Optimization, Supply Chain Design (modeling, simulation), Visibility

## DHL Supply Chain North America

614-865-8500

www.dhl.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Global Expansion, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## Dimerco Express Group

+886 2 2796 3660  
www.dimerco.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IloT Enablement, TMS, Visibility, RFID, WMS

## Distribution Technology

704-587-5633  
distributiontechnology.com

**Asset/Non-Asset:** Asset

**Areas Served:** Global, North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Transportation

**Logistics Services:** Integrated Logistics, JIT, Inbound Logistics

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Fulfillment

**Transportation Services:** LTL, Truckload

**Special Services:** Direct to Store, Logistics/Transportation Consulting

**Technology Services:** EDI, ERP Integration, TMS, RFID, WMS

## Dupré Logistics

337-237-8471  
www.duprelogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** Crossdocking, Transloading

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers

**Special Services:** Direct to Store, Contingency/Crisis Planning, Logistics/Transportation Consulting

**Technology Services:** EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

## EASE Logistics

330-553-7007  
easelogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, TMS, Visibility, RFID, WMS

## KEY

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

**DCC:** Dedicated Contract Carriage

**FTZ:** Foreign Trade Zone

**GTM:** Global Trade Management

**IoT/IloT:** Internet of Things/Industrial Internet of Things

**LLP:** Lead Logistics Provider

**LTL:** Less Than Truckload

**PLM:** Product Lifecycle Management

**TMS:** Transportation Management System

**VMI:** Vendor Managed Inventory

**WMS:** Warehouse Management System

## Echo Global Logistics

800-354-7993  
www.echo.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Vendor Management, Shared Services

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

## 3PL DECISION SUPPORT TOOL

Prefer to take it online?  
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Top 100 3PL's capabilities to  
match your requirements to  
their service offerings.

[bit.ly/3PL-DST](https://bit.ly/3PL-DST)

## ELM Global Logistics

631-233-3200  
www.elmlogistics.com

**Asset/Non-Asset:** Asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services, None

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## Evans Distribution Systems

313-388-3200  
www.evansdist.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Contingency/Crisis Planning, Labor Management

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, TMS, Visibility, RFID, WMS

## Fidelitone

800-475-0917  
www.fidelitone.com

**Asset/Non-Asset:** Both

**Areas Served:** U.S. only

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, Inbound Logistics, Inventory Management, Vendor Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, LTL, Truckload, Dedicated Contract Carriage, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, TMS, Visibility, WMS

## FLS Transportation Services

800-739-0939  
www.flstransport.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics

**Warehousing Services:** Transloading

**Transportation Services:** LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage

**Special Services:** Direct to Store, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

**Technology Services:** Supply Chain Design

## Forward Air

423-636-3380  
www.forwardair.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Shared Services

**Warehousing Services:** Crossdocking

**Transportation Services:** LTL, Truckload, Intermodal, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone

**Technology Services:** CRM/SRM, EDI, ERP Integration, TMS, Visibility

## 3PL DECISION SUPPORT TOOL

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## GDIT

800-424-0230  
www.gdit.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Ocean, Final Mile/White Glove

**Special Services:** Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

## GEODIS in Americas

615-401-6400  
geodis.com/us

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Final Mile/White Glove

## KEY

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

**DCC:** Dedicated Contract Carriage

**FTZ:** Foreign Trade Zone

**GTM:** Global Trade Management

**IoT/IIoT:** Internet of Things/Industrial Internet of Things

**LLP:** Lead Logistics Provider

**LTL:** Less Than Truckload

**PLM:** Product Lifecycle Management

**TMS:** Transportation Management System

**VMI:** Vendor Managed Inventory

**WMS:** Warehouse Management System

## Holman Logistics

253-872-7140  
www.holmanusa.com

**Asset/Non-Asset:** Both

**Areas Served:** U.S. only

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

**Transportation Services:** Small Package, LTL, Truckload, Intermodal, Rail, Bulk, DCC, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## Hub Group

630-217-4772  
hubgroup.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply

Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Global Expansion, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, WMS

## J.B. Hunt Transport Services

479-820-0000  
www.jbhunt.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

## KAG Logistics

330-491-0474  
www.kaglogistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** North America

**Markets Served:** Transportation

**Logistics Services:** LLP/4th-Party Logistics, Inbound Logistics, Logistics Process Reengineering, Inventory Management

**Warehousing Services:** Transloading, Vendor Managed Inventory

**Transportation Services:** LTL, Truckload, Intermodal, Bulk, Dedicated Contract Carriage, Equipment/Drivers

**Special Services:** Contingency/Crisis Planning, Logistics/Transportation Consulting

**Technology Services:** EDI, ERP Integration, Supply Chain Design, TMS, Visibility, WMS

## Kenco Logistics

423-643-3401  
www.kencogroup.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## Koch Logistics

800-331-9412  
www.kochlogistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** Supply Chain Management, Omnichannel Logistics, Inventory Management, Freight Bill Audit & Payment

**Warehousing Services:** E-Commerce, Order Fulfillment, Assembly & Kitting, Crossdocking, Pool Distribution

**Transportation Services:** LTL, Truckload, Air Expedite, Intermodal, Cartage/Drayage, Final Mile

**Special Services:** Import/Export, Retail Services, Reverse Logistics

**Technology Services:** Visibility, WMS

## Landstar System

877-696-4507  
www.landstar.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global, North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, JIT

**Warehousing Services:** Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk

**Special Services:** Direct to Store, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Contingency/Crisis Planning, Logistics/Transportation Consulting

**Technology Services:** CRM/SRM, EDI, Optimization, Predictive Analytics, TMS, Visibility

## 3PL DECISION SUPPORT TOOL

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## Legacy Supply Chain

877-959-5789  
legacyscs.com

**Asset/Non-Asset:** Asset

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Contingency/Crisis Planning, Logistics/Transportation Consulting

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

## Lineage Logistics

800-678-7271  
www.lineagelogistics.com

**Asset/Non-Asset:** Asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, Global Trade Services, Inventory Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, Transloading, VMI

**Transportation Services:** Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage

**Special Services:** Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Global Expansion

**Technology Services:** CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, WMS



## Logistics Plus

866-564-7587  
www.logisticsplus.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## The Logistix Company

401-560-0660  
www.thelogistixco.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Integrated Logistics, Inbound Logistics, Global Trade Services

**Warehousing Services:** Repackaging, Transloading

**Transportation Services:** LTL, Air Cargo, Intermodal, Ocean, Bulk, Dry Van

**Special Services:** Import/Export, Freight Forwarding

**Technology Services:** Optimization, Visibility

## Loup Logistics

800-303-4544  
louplogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design (modeling, simulation), TMS, Visibility, WMS

## Lynden

888-596-3361  
www.lynden.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Integrated Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** EDI, Optimization, Visibility, RFID

## Mainfreight

310-938-5131  
www.mainfreight.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Omnichannel Logistics, Global Trade Services, Inbound Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Ocean, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

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## Mallory Alexander

901-315-0755  
www.mallorygroup.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global, North America

**Markets Served:** Manufacturing, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management

**Warehousing Services:** Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

**Special Services:** Direct to Store, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

**Technology Services:** CRM/SRM, EDI

## Matson Logistics

866-628-7669  
www.matsonlogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, Global Trade Services, Inbound Logistics, Inventory Management, Vendor Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** LTL, Truckload, Intermodal, Ocean, Rail, Dedicated Contract Carriage

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Global Expansion

**Technology Services:** CRM/SRM, EDI, ERP Integration, TMS, Visibility, WMS

## KEY

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

**DCC:** Dedicated Contract Carriage

**FTZ:** Foreign Trade Zone

**GTM:** Global Trade Management

**IoT/IIoT:** Internet of Things/Industrial Internet of Things

**LLP:** Lead Logistics Provider

**LTL:** Less Than Truckload

**PLM:** Product Lifecycle Management

**TMS:** Transportation Management System

**VMI:** Vendor Managed Inventory

**WMS:** Warehouse Management System

## MD Logistics

317-838-8900  
www.mdlogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** U.S. only

**Markets Served:** E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Contingency/Crisis Planning, Labor Management

**Technology Services:** CRM/SRM, EDI, ERP Integration, Supply Chain Design, TMS, Visibility, RFID, WMS

## 3PL DECISION SUPPORT TOOL

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## NFI

877-634-3777  
www.nfiindustries.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, Inbound Logistics, Inventory Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Fulfillment

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## nVision Global

770-474-4122  
nvisionglobal.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Global Trade Services, Inbound Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims), Vendor Management

**Special Services:** Import/Export/Customs, Logistics/Transportation Consulting

**Technology Services:** EDI, ERP Integration, Optimization, TMS, Visibility



## ODW Logistics

614-549-5000  
www.odwlogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, LTL, Truckload, Intermodal, Rail, Dedicated Contract Carriage

**Special Services:** Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting, Labor Management

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

## Odyssey Logistics & Technology

203-448-3868  
www.odysseylogistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, JIT, Supply Chain Finance (Payment Auditing/Processing/Claims)

**Warehousing Services:** Crossdocking, Transloading

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers

**Special Services:** Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, Transportation Management System, Visibility, WMS

## Penske Logistics

800-529-6531  
www.penskelogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** Global, North America

**Markets Served:** Manufacturing, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, Distribution Center Management, Site Selection, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## Performance Team - A Maersk Company

866-775-5120  
www.performanceteam.net

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management

**Warehousing Services:** E-Commerce, Retail, Wholesale, Transportation

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design (modeling, simulation), TMS, Visibility, RFID, WMS

## Phoenix Logistics

414-253-8010  
www.phoenix3pl.com

**Asset/Non-Asset:** Asset

**Areas Served:** U.S. only

**Markets Served:** Manufacturing, E-Commerce, Retail, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, JIT, Inbound Logistics, Inventory Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Truckload, Bulk, Dedicated Contract Carriage

**Special Services:** Direct to Store, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, Optimization, Supply Chain Design, TMS, WMS

### 3PL DECISION SUPPORT TOOL

Use the 3PL Decision Support Tool — SEARCH on any of these data points to match your requirements to the Top 100:

[bit.ly/3PL-DST](https://bit.ly/3PL-DST)

## Polaris Transportation Group

905-671-3100  
www.polaristransport.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, Retail, Wholesale, Transportation

**Warehousing Services:** Pick/Pack, Subassembly, Crossdocking, Transloading, Vendor Managed Inventory

**Transportation Services:** Air Cargo, LTL, Truckload

**Special Services:** Direct to Store, Direct to Home

**Technology Services:** EDI, IoT/IoT Enablement, TMS, Visibility

## Prospensive Logistics

800-533-3922  
prospensive.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Vendor Management, Shared Services

**Warehousing Services:** Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Supply Chain Design, TMS, Visibility

## ProTrans International

317-240-4100  
www.protrans.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management

**Warehousing Services:** Crossdocking

**Transportation Services:** Air Cargo, Less-Than-Truckload (LTL), Truckload, Intermodal, Ocean, Rail, Bulk, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IoT Enablement, TMS, Visibility, RFID, WMS

## R2 Logistics

214-451-4676  
www.r2logistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Final Mile/White Glove

**Special Services:** Direct to Store, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

**Technology Services:** Optimization, Supply Chain Design, TMS, Visibility

## Rakuten Super Logistics

866-722-9687  
www.rakutensl.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** Omnichannel Logistics, Inbound Logistics, Inventory Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

**Technology Services:** EDI, ERP Integration, WMS

## Red Classic

866-768-8809  
redclassic.com

**Asset/Non-Asset:** Asset

**Areas Served:** U.S. only

**Markets Served:** Manufacturing, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, JIT, Inbound Logistics, Shared Services

**Transportation Services:** LTL, Truckload, Intermodal, Dedicated Contract Carriage

**Special Services:** Direct to Store, Contingency/Crisis Planning, Labor Management

**Technology Services:** CRM/SRM, EDI, Optimization, Supply Chain Design, TMS, Visibility

## KEY

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

**DCC:** Dedicated Contract Carriage

**FTZ:** Foreign Trade Zone

**GTM:** Global Trade Management

**IoT/IoT:** Internet of Things/Industrial Internet of Things

**LLP:** Lead Logistics Provider

**LTL:** Less Than Truckload

**PLM:** Product Lifecycle Management

**TMS:** Transportation Management System

**VMI:** Vendor Managed Inventory

**WMS:** Warehouse Management System



## RedStone Logistics

913-998-7910  
www.redstonelogistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** North America

**Markets Served:** Manufacturing, Retail, Wholesale

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management

**Warehousing Services:** Site Selection

**Transportation Services:** Small Package, LTL, Truckload, Intermodal, Ocean, Rail, Final Mile/White Glove

**Special Services:** Direct to Store, Logistics/Transportation Consulting

**Technology Services:** EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

## Redwood Logistics

312-698-9500  
www.redwoodlogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, Retail, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims)

**Warehousing Services:** Pick/Pack, Subassembly, Crossdocking, DC Management, Vendor Managed Inventory

**Transportation Services:** LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Import/Export/Customs, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, Optimization, TMS, Visibility, WMS

## KEY

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

**DCC:** Dedicated Contract Carriage

**FTZ:** Foreign Trade Zone

**GTM:** Global Trade Management

**IoT/IIoT:** Internet of Things/Industrial Internet of Things

**LLP:** Lead Logistics Provider

**LTL:** Less Than Truckload

**PLM:** Product Lifecycle Management

**TMS:** Transportation Management System

**VMI:** Vendor Managed Inventory

**WMS:** Warehouse Management System

## Regal Logistics

253-719-3025  
www.regallogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** U.S. only

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, Less-Than-Truckload, Truckload, Intermodal, Rail, Dedicated Contract Carriage, Equipment/Drivers

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

## Rinchem

505-342-4395  
www.rinchem.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, Retail, Wholesale, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

## RMX Global Logistics

888-824-7365  
rmxglobal.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** U.S. only

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering

**Warehousing Services:** Crossdocking

**Transportation Services:** LTL, Truckload, Intermodal, Rail, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting

**Technology Services:** CRM/SRM, EDI, Optimization, Supply Chain Design, TMS, Visibility

## 3PL DECISION SUPPORT TOOL

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## ROAR Logistics

716-833-7878  
roarlogistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global, North America

**Markets Served:** Manufacturing, Retail, Wholesale, Transportation

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics

**Warehousing Services:** Transloading

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail

**Special Services:** Import/Export/Customs

**Technology Services:** EDI, ERP Integration

## Romark Logistics

908-873-3122  
romarklogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** U.S. only

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Supply Chain Design, TMS, Visibility, WMS

## RSI Logistics

517-816-4568  
www.rsilogistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** North America

**Markets Served:** Manufacturing, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Inbound Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims)

**Warehousing Services:** Crossdocking, Site Selection, Transloading, Fulfillment

**Transportation Services:** Truckload, Intermodal, Rail, Bulk

**Special Services:** Logistics/Transportation Consulting

**Technology Services:** EDI, ERP Integration, Optimization, TMS, Visibility

## Ruan

866-782-6669  
www.ruan.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Shared Services

**Warehousing Services:** Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, WMS

## Ryder System

305-500-4547  
www.ryder.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## 3PL DECISION SUPPORT TOOL

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their service offerings.

Use the 3PL Decision Support  
Tool — SEARCH on any of  
these data points to match  
your requirements to the  
Top 100:

[bit.ly/3PL-DST](https://bit.ly/3PL-DST)

## Saddle Creek Logistics Services

888-878-1177  
www.sclogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Rail, Dedicated Contract Carriage

**Special Services:** Direct to Store, Direct to Home, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, Predictive Analytics, TMS, Visibility, RFID, WMS

## Scan Global Logistics

206-999-4655  
www.scangl.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Inbound Logistics

**Warehousing Services:** Pick/Pack, Subassembly, Crossdocking

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

**Special Services:** Direct to Store, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, TMS, Visibility, RFID, WMS

## KEY

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**IoT/IIoT:** Internet of Things/Industrial Internet of Things

**LLP:** Lead Logistics Provider

**LTL:** Less Than Truckload

**PLM:** Product Lifecycle Management

**TMS:** Transportation Management System

**VMI:** Vendor Managed Inventory

**WMS:** Warehouse Management System

## Schneider

920-370-7188  
schneider.com

**Asset/Non-Asset:** Asset

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers

**Special Services:** Direct to Store, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## SEKO Logistics

630-919-4966  
www.sekologistics.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4PL, Omnichannel, Global Trade Services, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** E-Commerce, Pick/Pack, Subassembly, Crossdocking, Transloading, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, TMS, Visibility, WMS

## The Shippers Group

214-381-5050  
theshippersgroup.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** U.S. only

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Labor Management, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, TMS, Visibility, RFID, WMS



## Sunland Logistics Solutions

864-688-0350

[sunlandlogisticssolutions.com](http://sunlandlogisticssolutions.com)

**Asset/Non-Asset:** Both

**Areas Served:** U.S. only

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** LTL, Truckload, Dedicated Contract Carriage

**Special Services:** Direct to Store, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Labor Management, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, Visibility, WMS

## Sunset Transportation

314-640-3600

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

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, Retail, Wholesale, Transportation

**Logistics Services:** Integrated Logistics, JIT, Global Trade Services, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management

**Warehousing Services:** Crossdocking, Transloading

**Transportation Services:** Air Cargo, LTL, Truckload, Ocean, Rail, Dedicated Contract Carriage

**Special Services:** Foreign Trade Zone, Import/Export/Customs, Logistics/Transportation Consulting

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

## Syfan Logistics

855-287-8485

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

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government

**Logistics Services:** JIT, Inbound Logistics

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers

**Special Services:** Logistics/Transportation Consulting

**Technology Services:** EDI, Optimization, TMS, Visibility

## Symbia Logistics

970-337-7070

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

**Asset/Non-Asset:** Non-asset

**Areas Served:** U.S. only

**Markets Served:** E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, LTL, Truckload, Intermodal, Rail, Bulk, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

## Taylored Services

732-750-9000

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

**Asset/Non-Asset:** Non-asset

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Truckload, Intermodal, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting

**Technology Services:** WMS

## TForce Worldwide

708-778-1004

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

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, Inbound Logistics, Supply Chain Finance (Payment Auditing/Processing/Claims)

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, TMS, Visibility

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## Transportation Insight Holding Company

770-509-9611  
www.transportationinsight.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** Crossdocking, Transloading

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Rail, Fleet Acquisition, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Import/Export/Customs, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design (modeling, simulation), TMS, Visibility

## Trinity Logistics

866-603-5679  
www.trinitylogistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics

**Warehousing Services:** e-Commerce, Crossdocking, Transloading

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk

**Special Services:** Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, TMS

## Tucker Company Worldwide

856-498-5361  
www.tuckerco.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, Inbound Logistics, Logistics Process Reengineering, Vendor Management, Shared Services

**Warehousing Services:** Crossdocking, Site Selection

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Dedicated Contract Carriage, Equipment/Drivers

**Special Services:** Direct to Store, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Global Expansion, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Visibility

## UniGroup

636-349-2880  
www.unigrouplogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Global Expansion, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## Universal Logistics Holdings

586-467-1457  
www.universallogistics.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Air Cargo, Truckload, Intermodal, Ocean, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers

**Special Services:** Direct to Store, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Contingency/Crisis Planning, Logistics/Transportation Consulting

**Technology Services:** CRM/SRM, EDI, ERP Integration, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## 3PL DECISION SUPPORT TOOL

Use the 3PL Decision Support Tool — SEARCH on any of these data points to match your requirements to the Top 100:

[bit.ly/3PL-DST](https://bit.ly/3PL-DST)



## KEY

**CRM/SRM:** Customer/Supplier Relationship Management  
**DCC:** Dedicated Contract Carriage  
**FTZ:** Foreign Trade Zone  
**GTM:** Global Trade Management  
**IoT/IIoT:** Internet of Things/Industrial Internet of Things  
**LLP:** Lead Logistics Provider  
**LTL:** Less Than Truckload  
**PLM:** Product Lifecycle Management  
**TMS:** Transportation Management System  
**VMI:** Vendor Managed Inventory  
**WMS:** Warehouse Management System

## UPS Supply Chain Solutions

800-742-5727  
[ups.com/supplychain](http://ups.com/supplychain)

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

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**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## Verst Logistics

859-485-1211  
[www.verstlogistics.com](http://www.verstlogistics.com)

**Asset/Non-Asset:** Asset

**Areas Served:** North America

**Markets Served:** E-Commerce, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, LTL, Truckload, Intermodal, Dedicated Contract Carriage, Fleet Acquisition

**Special Services:** Direct to Store, Direct to Home, Reverse Logistics/Product Lifecycle Management

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, TMS, Visibility, RFID, WMS

## Wagner Logistics

816-769-0046  
[www.wagnerlogistics.com](http://www.wagnerlogistics.com)

**Asset/Non-Asset:** Both

**Areas Served:** U.S. only

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers

**Special Services:** Direct to Store, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## Wen-Parker Logistics

888-978-7817  
[wen-parker.com](http://wen-parker.com)

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Transportation

**Logistics Services:** Omnichannel Logistics, Inbound Logistics, Inventory Management, Vendor Management

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, Vendor Managed Inventory, Fulfillment

**Transportation Services:** Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail

**Special Services:** Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

**Technology Services:** EDI, ERP Integration, TMS, Visibility, RFID, WMS

## Werner Enterprises

402-895-6640  
[werner.com](http://werner.com)

**Asset/Non-Asset:** Asset

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management

**Warehousing Services:** Pick/Pack, Subassembly, Crossdocking, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

**Transportation Services:** LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

**Special Services:** Direct to Store, Direct to Home, Reverse Logistics/Product Lifecycle Management, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS



## Ryder Ecommerce by Whiplash

908-380-3237  
www.whiplash.com

**Asset/Non-Asset:** Both

**Areas Served:** North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** LLP/4PL, Integrated Logistics, Omnichannel, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Shared Services

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**Special Services:** Direct to Store, Direct to Home, Foreign Trade Zone, Reverse Logistics/Product Lifecycle Management, Sustainability/Green Logistics

**Technology Services:** EDI, ERP Integration, TMS, RFID, WMS

## WSI

920-831-3700  
wsinc.com

**Asset/Non-Asset:** Asset

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Transportation

**Logistics Services:** Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Inventory Management, Shared Services

**Warehousing Services:** e-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

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## KEY

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**LTL:** Less Than Truckload

**PLM:** Product Lifecycle Management

**TMS:** Transportation Management System

**VMI:** Vendor Managed Inventory

**WMS:** Warehouse Management System

## XPO Logistics

203-399-6998  
www.xpo.com

**Asset/Non-Asset:** Both

**Areas Served:** Global

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

**Warehousing Services:** E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

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**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## Yusen Logistics

800-414-3895  
www.yusen-logistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** Global, North America

**Markets Served:** Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

**Logistics Services:** LLP/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance (Payment Auditing/Processing/Claims), Inventory Management, Vendor Management, Shared Services

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**Technology Services:** CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

## Zipline Logistics

614-458-1144  
www.ziplinelogistics.com

**Asset/Non-Asset:** Non-asset

**Areas Served:** North America

**Markets Served:** Retail

**Logistics Services:** Lead Logistics Provider/4th-Party Logistics, Integrated Logistics, Omnichannel Logistics, Global Trade Services, Inbound Logistics, Logistics Process Reengineering

**Transportation Services:** Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail

**Special Services:** Import/Export/Customs, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Sustainability/Green Logistics

**Technology Services:** CRM/SRM, EDI, Optimization, Supply Chain Design, TMS, Visibility



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**AND THE  
WINNERS ARE:**

# TOP 10 3PLs: READERS' CHOICE EXCELLENCE AWARDS

These third-party logistics providers made the cut, earning your votes by dishing out top-notch customer service and helping you save dough.

Shippers have rolled with supply chain disruption and upheaval for the past two years and turned to third-party logistics (3PL) providers for support and service in a pinch. The 3PLs grabbing a Top 10 3PL Excellence Award delivered—and then some.

Casting nearly 12,500 votes, our audience has dished it out: These are the service providers who are tops when it comes to reliability and responsiveness. The 3PLs on this short list have helped shippers weather uncertainty and unpredictability, overcome material shortages and capacity concerns, and scale the peaks and valleys of demand volatility.

Readers often name “customer service” and “excellent communication” as reasons for voting for the 3PLs on this list. Many survey takers laud the top spot holders for going “above and beyond.”

For example, a customer service manager at harvesting equipment manufacturer Oxbo International says of Echo Global Logistics, “They accomplish whatever we ask without question.” And an operations supervisor at Monk Fruit Corp. adds about the 3PL, “They always provide detailed answers to questions; overall they’re just awesome.”

Hillsdale Fabricators, which delivers complex structural steel projects, praises Sunset Transportation: “They go above and beyond in assisting with preconstruction, last-minute shipping changes, permits, and discussions with municipalities.”

These award-winning 3PLs help shippers get the job done, with meticulous attention to detail and the ability to troubleshoot as needed.

Getting materials and products where they need to be is no easy feat when supply chain disruption is a staple. By managing just a slice or all of a shipper’s transportation and logistics operations, 3PLs keep supply chains moving—even during port shutdowns and labor shortages—by providing expertise, experience, resources, and technology.

Increasingly, 3PLs toss in information technology solutions to help shippers gain efficiency-boosting insights. Even with many pure-play technology vendors to choose from, the majority of our audience turns to 3PLs for IT systems, with 72% of shippers in our *3PL Perspectives* report (see page 86) indicating they leverage transportation management systems, warehouse management systems, and other IT solutions from their 3PLs.

The shippers that took our survey hail from wide-ranging markets (see *About the Survey respondents*, page 120), from retail to manufacturing and services. Voters include supply chain decision-makers from food purveyors such as Auntie Anne’s, Cinnabon, and Domino’s; household names such as Amazon, Disney, Walmart, and Starbucks; as well as car makers Acura, BMW, General Motors, Tesla, and Volkswagen Group (see *Thank You to All Who Voted on page 128*).

Year after year, our audience shortlists the 3PLs that are consistently excellent, seasoned, and show deep determination to solve supply chain challenges. Through thick and thin, from the occasional hiccups to pandemic-level shakeups, these go-to providers deliver—every time. They’re resourceful and responsive, serving up solutions in times of upheaval and volatility.

**1**  
**ECHO GLOBAL  
LOGISTICS**

**2**  
**HUB GROUP**

**3**  
**KENCO**

**4**  
**SEKO LOGISTICS**

**5**  
**SUNSET  
TRANSPORTATION**

**6**  
**WERNER**

**7**  
**DHL SUPPLY  
CHAIN**

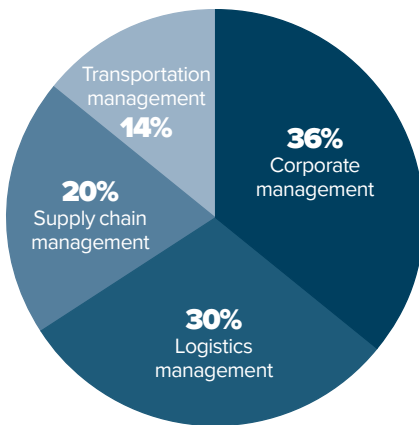
**8**  
**UPS SUPPLY CHAIN  
SOLUTIONS**

**9**  
**RYDER**

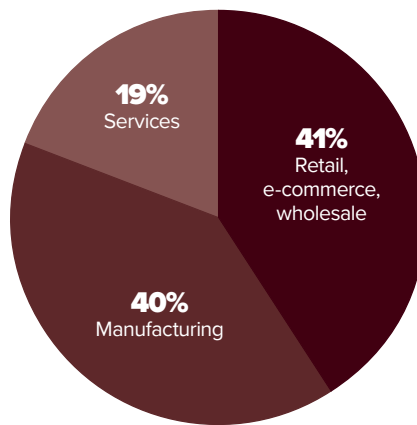
**10**  
**R2 LOGISTICS**

## About the Survey Respondents

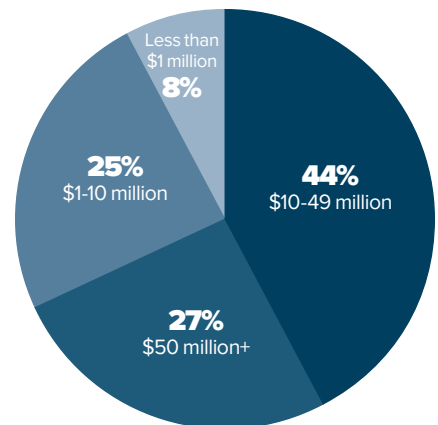
**FUNCTION**



**COMPANY TYPE**



**TRANSPORT SPEND**



### ONES TO WATCH

These 3PLs came close to grabbing a spot in the Top 10, receiving a sizable number of votes.

- BlueGrace
- C.H. Robinson
- Dimerco
- GEODIS
- Penske
- Saddle Creek Logistics Services
- Schneider

### VOTERS: IN THEIR OWN WORDS

Echo Global Logistics always goes above and beyond for us—with whatever it may be. They provide superior customer service, always an A+. I even refer my customers to them if they opt to cover their own freight.

—Quick Minerals Group

Sunset Transportation is the tops because of their customer service and dependability.

—Best Diamond Packaging

R2 Logistics over-communicates and over-performs. They always deliver on time and without issue. If issues do arise, we hear about it right away and are kept informed every step of the way.

—Fleming's

Kenco is ahead of the curve on innovative technologies. I work with a number of folks who require Kenco's services and always reference Kenco because of their forward thinking and long-term vision.

—Phantom Auto

Werner has amazing customer service and always gets loads out on time and shipped as needed.

—Lifetime Products

Due to R2 Logistics' outstanding attention to detail and service, phone calls and emails are never unanswered. I think the longest we've ever waited on a quote was 20 minutes.

—Hayo-Went-Ha Camps

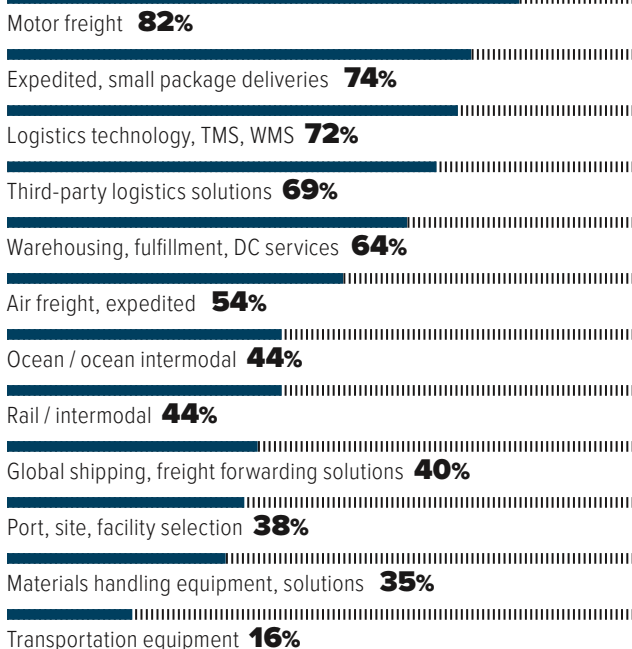
SEKO Logistics is our no. 1 preferred partner. They offer knowledge, management, efficiency, reliability, and communication.

—SMR Automotive Systems USA

Kenco offers incredible customer focus, differentiating real estate capabilities, operational depth, and excellence.

—Colliers International

## SERVICES THE // AUDIENCE BUYS



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With safety and inclusivity of greatest importance, The Shippers Group provides collaborative solutions that support dynamic supply chains in 5.4 million square feet of multi-client and dedicated 3PL warehouse space.



## WAREHOUSING

Lean process and innovative technologies support unmatched inventory and distribution services for food, consumer packaged goods, healthcare, electronics and automotive industries.



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## ECOMMERCE

The Shippers Group provides eCommerce and direct sales order fulfillment services for business-to-business and direct to consumer shippers.



## TRANSPORTATION

Freight brokerage services of The Shippers Group offers truckload, less-than-truckload, and drayage services for hassle-free shipping and competitive rates.



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**THESHIPPERSGROUP.com**





## ECHO GLOBAL LOGISTICS



**Doug Waggoner**  
CEO

**E**cho Global Logistics credits much of its success to its proprietary technology combined with expert logistics professionals and exceptional service, which exceeds shipper and carrier expectations daily.

This combination of technology and people helps the company provide shippers and carriers with the best solutions to meet their unique needs and builds trust and credibility in a highly competitive industry.

In addition, Echo has developed strong partnerships with 50,000+ carriers, creating a robust network that allows the 3PL to move 16,000+ shipments daily for more than 35,000 clients.

“Leading into this year, Echo was already an established partner, but the greater connection we’ve made over the past eight months has helped us exceed our on-time delivery goal of 95%. Since March, Echo has been one of ScottsMiracle-Gro’s main carriers,” says Tony Botos, director of logistics at ScottsMiracle-Gro. “We’ve become more aligned on core company values, which has proven valuable through better service performance all around.”

Echo’s clients have access to EchoShip, a self-service web portal that enables them to quote, book,

### CLIENT ROSTER:

- Culligan International
- Duracell
- Greenheck
- Johnstone Supply
- Newell
- Omron
- Purely Elizabeth *(pictured)*
- Taraca Pacific



ship, manage invoices, and track shipments in real-time, all while supported by Echo’s team of experts.

With EchoDrive, Echo’s proprietary web portal and mobile app, carriers can search, bid, book, manage, track, and get paid on freight hauled for Echo.

This past year, Echo launched EchoShip Rewards, a loyalty program for shippers, and added new benefits to EchoDrive Preferred, a rewards program built for carrier partners.

Recognizing that one solution does not fit all, Echo works closely with each client to evaluate their current network and constraints and make recommendations that improve shipping operations and eliminate supply chain bottlenecks while leveraging technology throughout the process.



# HUB GROUP



Phillip D. Yeager  
President & Chief  
Operating Officer

**F**or more than 50 years, Hub Group has been guided by a commitment to the values of service, integrity, and innovation. The company creates innovative, end-to-end supply chain solutions tailored to each client’s unique business needs.

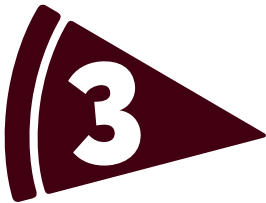
From activating comprehensive technology for added visibility and efficiency, to leveraging strong third-party relationships and the industry’s second-largest private intermodal fleet, Hub Group provides access to the right support and the right end-to-end supply chain solutions, at the right time.

Customers recognize the value Hub Group brings to their operations. “Hub Group has been a strategic provider for TrinityRail for more than six years,” says a TrinityRail spokesperson. “Hub Group delivers value to our supply chain through increased visibility, service, and savings.



“Having solid relationships with stakeholders is key to staying ahead of supply chain disruptions. Regardless of the challenge or situation, Hub Group can be counted on to provide innovative solutions and a path forward that supports our long-term company goals,” adds the spokesperson.

Hub Group personalizes its offerings to meet each client’s needs. With a single point of contact, a robust lineup of tech-enabled assets, and strong third-party relationships, customers are on the receiving end of innovative new ideas that drive long-term potential.



## KENCO

**A**gility continues to drive Kenco's success with clients. Their pursuit of innovation keeps them, and their clients, resilient and thriving in a volatile market. Staying ahead of the game with creative hiring strategies, automation, and software solutions has led to another year of achievement in the logistics space.

Kenco doubled-down on investing in innovative labor solutions. As part of a growing list of employee benefits to increase hiring and retention, they piloted and implemented a flexible shift platform, allowing employees to build a schedule to suit their lifestyle.

By being early implementers of automation, Kenco alleviated their dependency on volatile market factors, like labor. In their innovation lab, Kenco's team creates unique solutions for clients, including tools to increase picking accuracy, improve employee safety, and advance efficiency.

The greatest competitive edge is knowledge. Kenco has long recognized this and strived to provide the best data for their clients. To do this, Kenco has developed predictive analytics tools that optimize warehouse operations, a control tower solution that will revolutionize transportation, and unique labor management software programs that increase efficiency and retention.

By keeping clients at the forefront of everything they do, Kenco has created systems and processes to allow them to thrive in any market. With a focus on innovative labor solutions, staying ahead of the automation game, and developing intelligent software, Kenco will continue to thrive.



**Denis Reilly**  
President & CEO

### CLIENT ROSTER:

- Chevron
- Dow
- Dr. Squatch
- General Mills
- Jeni's
- Kichler
- Oatly
- Reckitt
- Stryker
- Whirlpool



## SEKO LOGISTICS

**A**s a client-focused organization, SEKO is fast on its feet and specializes in expecting the unexpected—and in finding an answer fast. SEKO's configurable technology platforms provide a seamless flow of information and give their growing client base true supply chain visibility.

Through their commitment to developing efficiencies and optimizing supply chains, SEKO takes the time to understand their clients' requirements—thus, building their processes and services around each client's unique business. SEKO's client-first approach to logistics focuses on making clients' lives easier and helping them, in turn, develop and maintain excellent relationships with their own customers.

SEKO's core ethos is about providing hands-on support at the local level. Their staff is encouraged to get to know their clients' business, so SEKO can really understand how to support them, and their organization, in the best way possible.

Built on nearly 50 years of logistics expertise, SEKO Logistics is the no-nonsense global end-to-end logistics partner—from shipper to consumer. SEKO delivers client-first service, expert reliability, and tech-driven shipping solutions that turn clients' supply chains into a competitive advantage. According to clients, SEKO "makes it happen," "gets the job done" and they "make the impossible, possible."

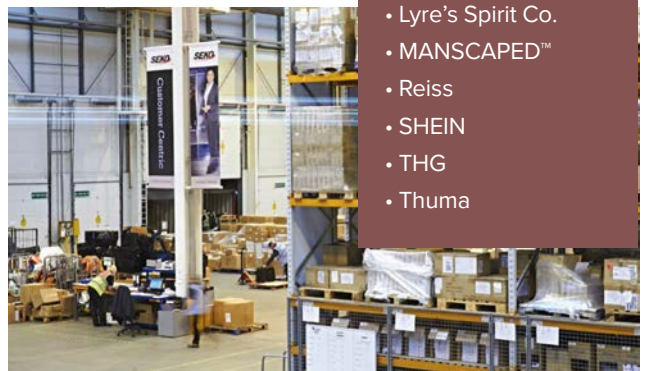
"Partnering with SEKO has been extraordinary. They have cut our lead time on deployments of new accounts in half, resulting in a very favorable customer experience, by being able to set our customers up quickly. We appreciate our relationship and the communication and service we receive," says Dippin' Dots.



**James Gagne**  
President & CEO

### CLIENT ROSTER:

- Beach House Group
- Beckman Coulter
- Canyon Bicycles
- Castore Sportswear
- Electronic Express
- Ember®
- GOAT
- Jaguar Land Rover
- Lyre's Spirit Co.
- MANSCAPED™
- Reiss
- SHEIN
- THG
- Thuma







## SUNSET TRANSPORTATION

**S**unset's culture is a definite differentiation from other 3PLs. The company doesn't try to be everything to every customer, but rather forms a partnership of trust that builds over time in every sense of the organization.

From customers, to carriers, and the logistics partners they work with, the Sunset team embraces a relationship-style of doing business.

Even through significant growth (with branch offices in the United States and Mexico), Sunset continues to keep the culture of helping one another a priority and thriving on efficiency and continuous improvement. Those traits have proven crucial through a global pandemic and its effect on supply chains.

Through thick and thin, Sunset's customers have valued stability and communication from their 3PL above all else. Sunset remained committed to their changing needs while making sure safety and flexible solutions are effectively communicated.



**Lindsey Graves**  
CEO



## WERNER

**W**erner Enterprises delivers superior logistics services throughout North America. As an asset-based 3PL, Werner Logistics implements creative supply chain solutions for its customers and carriers by offering a broad suite of services including truckload brokerage, freight management, power only, intermodal, and final mile.

In this ever-changing economy and volatile marketplace, the relationship between the customer, carrier, and solution provider is vital. Werner's key to success has been partnering with customers and carriers to design high-quality service with strategic solutions that create value regardless of the market conditions.

Over the past year, Werner has implemented MasterMind, a cloud-based transportation management system that aims to make supply chains smarter and more efficient along with Werner EDGE for Carriers, a self-service digital carrier platform designed to increase freight availability. The accelerating investment in technology reinforces the commitment Werner has made to empowering its industry-leading talent to solve the challenges that impact its customers and carriers.

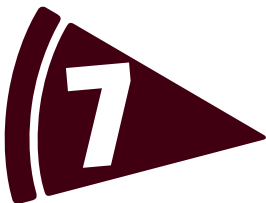


**Derek Leathers**  
Chairman, President,  
& CEO

### CLIENT ROSTER:

- Dollar General
- The Home Depot
- Walmart





## DHL SUPPLY CHAIN

**D**HL Supply Chain, the global and North American contract logistics leader within Deutsche Post DHL Group, offers a broad suite of integrated solutions, bringing flexibility, predictability, and speed to customers' supply chains. The company delivers exceptional operational service and innovative solutions with deep expertise in vertical markets, including automotive, chemicals, life sciences and healthcare.

DHL Supply Chain enables customers to grow their business by providing more certainty in operating performance and implementing lean logistics processes and automation that deliver greater efficiency, agility, and resilience. Optimizing supply chains to enhance performance allows customers to focus on core business and strategy.

In 2021, DHL Supply Chain marked several achievements in their Accelerated Digitalization strategy. The company deployed more than 2,000 assisted picking robots (LocusBots) from Locus Robotics across more than a dozen of its e-commerce and consumer warehouses—more than any other contract logistics company. They also deployed autonomous forklifts, which have driven a 20% increase in efficiency. In June 2022, they achieved a momentous 100 million units picked in its North American facilities by LocusBots.

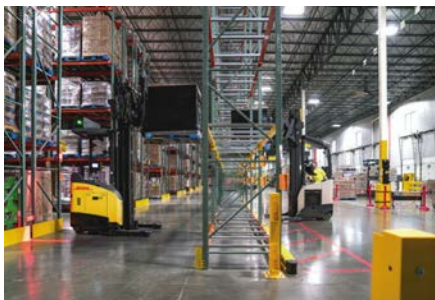
Automation has also been integral to the company's peak season strategy. DHL Supply Chain can swiftly add more assisted picking robots where needed to support demand shifts and seasonal peaks in preparation for peak periods. It also makes it easier to train workers with minimal onboarding effort. Their associates have also described how easy it is to learn how the robots work and have quickly embraced the expanded capabilities.

The company plans to continue its focus on innovation to drive performance for its associates and customers, having already implemented a wide range of innovation solutions for 97% of its customers.

"At DHL Supply Chain, we are committed to continuous innovation and digital transformation to optimize the end-to-end supply chain. Investing in technology plays an important role in increasing operational efficiency and creating a better working environment for our associates," says Scott Sureddin, CEO of DHL Supply Chain, North America.



**Scott Sureddin**  
CEO



### CLIENT ROSTER:

- Advanced Drainage Systems
- Brooks Running Shoes
- Carrier
- Ferrero
- Gianbia
- IKEA
- Siemens Healthineers
- Xerox



## UPS SUPPLY CHAIN SOLUTIONS



**Philippe Gilbert**  
Executive Vice President

**U**PS Supply Chain Solutions (SCS) helps companies of all sizes see the big picture. It is focused on providing customers with the visibility, expertise, and control to make more informed business decisions by putting the customer first, being people led, and driving innovation, which helps deliver more value across the entire supply chain.

The 3PL's supply chain expertise, end-to-end services, and value-added solutions are designed to scale with growing businesses and help them grow even faster. UPS SCS helps companies manage their flow of goods from receiving to storage to order processing to shipment. The company offers warehousing and distribution services, e-fulfillment, and service parts logistics.

"UPS SCS has been focused on connecting our digital technologies across the end-to-end supply chain, including warehouse systems, robotics, artificial intelligence, visibility and shipping platforms, sensor technology, and many other innovative solutions," says President Philippe Gilbert. "This is transforming how we do business and the experience for our customers."

### CLIENT ROSTER:

- Bentley Motors
- Cisco Systems
- Converse
- Harman
- K12
- Overstock.com





## RYDER

**A**s a fully integrated transportation and supply chain logistics provider, Ryder provides industry-leading supply chain, dedicated transportation, and fleet management solutions to some of the world's most recognizable brands representing more than 20 industries.

By combining cutting-edge technology and business intelligence tools with nearly 90 years of operational know-how, Ryder custom-engineers solutions around its customers' operations rather than trying to fit them into a one-size-fits-all formula.

Earlier this year, Ryder announced that its one-of-a-kind visibility and collaboration technology RyderShare™, which was initially focused on the transport of goods, now includes a warehouse management solution. That means true end-to-end visibility as goods move inbound on trucks to within the four walls of warehouses and distribution centers and, ultimately, outbound to their final destinations.

The result is the industry-leading digital platform by a 3PL that provides real-time visibility, collaboration, and exception management throughout the supply chain. And it can be customized to solve specific customer pain points. Still in the early stages of warehouse implementation, customers say they are already starting to realize significant results.

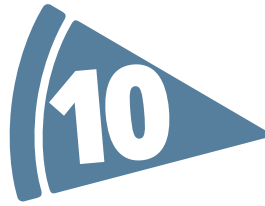
Also this year, Ryder expanded its e-fulfillment network with the acquisition of a technology and operating platform that enables scalable e-commerce and omnichannel fulfillment solutions for brands big and small. And, with the expansion of Ryder Last Mile delivery for big-and-bulky goods, along with Ryder's new multi-client warehousing and distribution service offering, the company is able to deliver significantly increased value for customers.



**Robert Sanchez**  
Chairman & CEO

### CLIENT ROSTER:

- Do it Best
- H&M
- ICON/NordicTrack
- Kirkland's Home
- Macy's
- Shell
- Southern Glazer's Wine & Spirits
- True Value
- WB Mason



## R2 LOGISTICS

**R**2's strong reputation as an industry leader is built on its culture of reliable service and relentless passion. At R2 Logistics, customer service is priority number one.

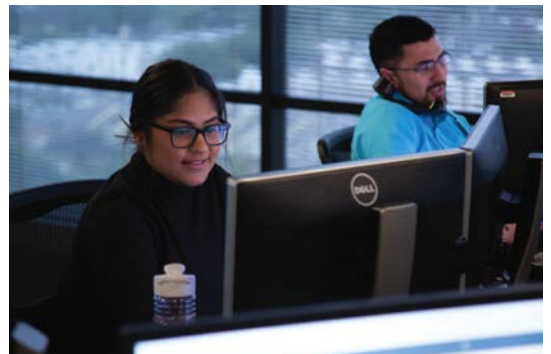
R2 Logistics offers industry-leading supply chain management services to shippers of all sizes. Whether it's LTL, truckload, managed transportation, expedited and air, intermodal, ocean, flatbed/specialized, or reverse logistics, R2 provides the right solution to meet any customer need.

R2 Logistics utilizes technology to ensure the highest level of accuracy and service. In addition to their many services, R2 Logistics offers a transportation management system that delivers real-time connectivity across the supply chain. R2's TMS allows customers to rate shipments and receive visibility into their logistics network.

R2's talented and expert team of transportation professionals work with a vast array of industry types. With this variety comes an assortment of needs for each customer and R2's associates understand the requirements for each. Whatever a customer's need may be, R2 has a solution.



**Ben Gase**  
Founder & CEO







# THANK YOU to All Who Voted

**Who votes for the Top 10 3PL  
Excellence Award winners?  
The *Inbound Logistics*  
audience does!**

**Here's a sampling of voters'  
companies—from leading  
corporations to SMBs. They cast  
nearly 12,500 votes, sharing  
praise for the 3PLs that have  
stolen a pizz-a their heart.**

Abbott Labs	Builders Square
Abbott Nutrition	Buildmaster Tools
Abercrombie & Fitch	Bumble Bee Foods
Accenture	Bunker Automation
Ace Hardware	Burberry
Acme-Hardesty	Burger Chef
Acura	Campbell Soups
Adirondack Direct	Cardinal Health
AERO Industrial	Cardinal Stores
Aerospace Global	Cargill
Aflac	Carnival Cruise Lines
AGC Chemicals Americas	Carvel
Agri-Neo	Cascade School Supplies
Allegany County Government	Caterpillar
Allstate	Catholic Charities
Alphabet	Celanese
ALPS Brands	Celestica
Amalgamet Canada	Cerrado Coffees USA
Amazon	Champion Bolt & Supply
Aircraft Manufacturing	Channel Home Centers
Ameren	Chefs' Warehouse
American Beverage	Chevron
American Foam Rubber	Chicago Cubs
American Tool & Die	Chick-fil-A
Amerx Healthcare	Chicken of the Sea
Amtrak	Childs Restaurants
Anchor Products	Cholula Food
Anheuser-Busch InBev	Cinnabon
Ashley Furniture	Cisco Meraki
AT&T	Cisco Systems
Atlanta Brewing Company	CITGO Petroleum Corp.
Auntie Anne's	citi
AutoZone	City of Chicago
Avalon Flooring	CleanBrands
Avery Dennison	Clorox Company
Avon	Coca Cola
Baby Gourmet Foods	Coleman
Bacardi USA	Colgate Palmolive
BAE Systems	Colordyne Technologies
Bally Sunglass & Optical	Colortech
BASF	Comcast
Bassett Furniture	ConAgra Foods
Bates Industries	Conair
Bayer	Congoleum Corporation
Bed Bath & Beyond	ConocoPhillips
Belk Hudson	Constellation Brands
Benjamin Moore	Continental Paper & Plastics
Berkshire Hathaway	Cost Plus World Market
Best Buy	Costco
Best Food Service	Cott Beverages
Big Dutchman USA	Culligan
Big Lots	Cummins
Billabong	Curtiss-Wright
Birchbox	Cushman & Wakefield
Bissell Homecare	CVS Health
Blue Apron	Daikin
BMW	Dallas Police Department
Boeing	Dave & Buster's
Bombardier	Davidson Foods
Borden	Dean Foods
Borg Wheels	Deep Eddy Vodka
BorgWarner	Del Monte Foods
Bosch Thermotechnology	Delco Elevator
Boston Scientific	Dell
Bountiful Harvest	Delta Airlines
Boyd Metals	Detroit Chassis
BP	Detroit Stoker
Bradford White	Diageo
Bridgestone Americas	Diamond Pet Foods
Bristol-Myers Squibb	Diamond Produce
Browning	Dicks Sporting Goods
Brugola USA	Dippin' Dots
Brunswick/Life Fitness	Disney
Buckskin Mining	Dixie Pulp & Paper
Budweiser	Dole
Buehler Foods	Dollar General
Bugle Boy	Domino's



Doubletree	Hobby Lobby	L.L. Bean	Murray's Discount Auto Stores	Schlumberger
Dove	Hobie Cat	L'Oreal	National Chemicals	Schneider Electric
Dow Chemical	Home Depot	Lancaster Foods	Natural Choice	Schnucks
Dr Pepper-Snapple Group	Home Goods	Land O'Lakes	Natural Wellness	Schuster Electronics
Duane Reade	Honda	Larson Manufacturing	Nature's Bakery	Schuyler Rubber Co
Dunkin'	Honeywell	Laura Ashley	Navistar	ScottsMiracle-Gro
Electrolux	Huffy Corporation	LCH Products	NCR Corporation	Seneca Foods
Elizabeth Arden	Hughes Markets	Leapfrog	Neiman Marcus	Shamrock Foods Company
Embassy Suites	Hugs Pet Products	LEGO Systems	Nestle	Shell Oil
Ethan Allen	Husky Corporation	Lenova	New Era Cap	Sherwin Williams
Exide Technologies	Hussey Seating	Lexmark	Newegg	Signature Brands
ExxonMobil	Hutchinson Sealing Systems	Libbey Glass	Newell Brands	Smith & Wesson
Family Dollar	IBM	Liberty Fastener	Niagara Bottling	Smithfield Specialty Foods
Federated Group	Ideal Products	LifeAID Beverage Co.	Nice-Pak Products	Smuckers
Ferrara Candy Company	IKEA	Lincoln Electric	Nickerson Farms	Snap-on Tools
Fiat Chrysler	Illinois Tool Works	Linde	NIFCO America	Snyder's-Lance
Firestone Tire and Rubber	Imperial Foods	Lindsay Manufacturing	Nike	Solvay America
Fisher Research Labs	Indiana Sugars	Linens 'n Things	Nissan	Sonoco
Flagg Bros Shoes	Industrial Supply	Lockton Companies	Nordstrom	Sonos
Flagship Food Group	Ingersoll Rand	Logan Aluminum	North America Beer Supplies	Southern Glazer's
Flagship Tire & Wheel	Inland Standard Equipment	Logo Brands	Northern Lights	Starbucks
Florida Power & Light	Innovative Concrete Tech	Lonerider Brewing	Northern States Metals	StarKist
Florida Silica	Insect Shield	Louisiana Sugar Refining	Northrop Grumman	Stifel
Foam Concepts	Insulfoam	Lowe's	Novelis	Subway
Food Barn	Insulsafe Textiles	LP Building Products	Occidental Chemical	Summerfield Foods
Ford Motor Company	Intel	Lubrizol	Ocean Spray Cranberries	Sun Polymers
Fossil	InterContinental Hotel Group	Lucky Brand Jeans	OfficeDepot	Sunkist Growers
Four Seasons Resorts	Interline Brands	M. Holland Company	Olin-Winchester Ammunition	Sunny Delight
Freeport-McMoRan	International Aerospace	Macy's	Orkin Pest Control	Sysco
Fresh Market	International Flavors	Mad-Croc	Overstock	T-Mobile
Fresh Start	International Paper	Magid Glove & Safety	Owens Corning	Taco Bell
Frito-Lay	Interstate Batteries	Magnolia Metals	Owens Illinois	Tailored Brands
Fujifilm	Invalsa Coffee	Mallinckrodt	PACA Foods	Target
Garmin	Ipsy	Manchester Tool & Die	Paccar	Teradyne
GE Appliances	Irvin Automotive	Mancor Carolina	Pacific Builders	Tesla
GEICO	Jaguar Land Rover	Manitowoc Foodservice	Pacific Foods	Texton
General Electric	JCPenney	Marc Jacobs	Pacific Gas & Electric	ThermoFisher Scientific
General Mills	Jersey Mike's	Mars Wrigley	Papa John's	Thomasville
General Motors	Jet's Pizza	Marshalls	Pay 'N Pak	Thyssen Krupp
Georgia-Pacific	Jewel Mart	Martex Fiber Southern	Payless Cashways	Timberwolf Products
Giant	Jewell Hardwoods	Marvell Foods	Penguin Random House	Time Inc.
GlaxoSmithKline	Jie Kao Ao Electronics	Mary Kay	Pepperidge Farm	Toshiba International
Glazer's	Jimmy John's	Massimo Zanetti Beverage	PepsiCo	Toyota
Glicks Furniture	Jinhua Garden Tools	Masterfit Enterprises	PETCO Animal Supplies	True Value
Goodyear Tire & Rubber	John Deere	Matco Tools	PetSmart	TRW
Google	Johns Manville	Maxx Auto Glass	Pfizer	U.S. Steel
Gould Paper	Johnson & Johnson	McCain Foods	Philip Morris	Under Armour
Graham Chemical	Johnson Controls	McCormick & Co	Philips Lighting	Unilever
Great Lakes Tool Specialties	Johnsonville Sausage	McDonald's	Phillips 66	United Health Care
Great Northern	K-Flex USA	McLain Foods	Pinnacle Companies	United Technologies
Great Western	Kaiser Aluminum	Mead Johnson Nutrition	PODS	United Wine and Spirits
Greenbriar	Kandy Kiss of California	Medcare Products	Polar Pak	UnitedHealth Group
Greif	Kellogg's	Medline	Poo Pourri	US Army Materiel Command
GTI Chemical Solutions	Kerry Ingredients & Flavours	Medtronic	PopChips	US Navy
Gymboree	Kessel Food Market	Menard's	Portland Paper Products	USPS
Habitat for Humanity	Keurig	Menasha Packaging	PPG Industries	Utz
Hachette Book Group	Keystone Cement Company	Mercedes-Benz	Premier Foam	Valero
Halliburton	Keystone Screw	Merck Pharmaceuticals	Premium Pet Health	Ventura Foods
Hampton Farms	Kikkoman Foods	Mercy Medical Center	Procter & Gamble	Verizon
Handy Andy	Kimberly-Clark	Meritor	Propel Fitness Drinks	Vitamin Shoppe
Hanes Supply	King Coffee/Five O'Clock Brands	Mervyn's	Quintel USA	Volkswagen Group
Hanesbrands	Kinney Shoes	Michaels Stores	R.J. Reynolds	Wakefern
Harbor Freight Tools	Kleenex	Michelin	Raymour & Flanigan	Walgreens
Hardee's	Kloekner Metals	Michigan Packaging	Raytheon	Walmart
Harley-Davidson	Koch Companies	Microsoft	RCBA Nutraceuticals	Wayfair
Harvest Foods	Kohl's	Miele	Red Bull	WD-40
Hasbro	Kohler	Millercoors	Regal Wine Imports	Westlake Chemical
Herbalife International	Kona Ice	Mizuno USA	Rembrandt Foods	Weyerhaeuser
Hercules	Kool Pak	Modell's Sporting Goods	Remington	Whirlpool
Heritage Ammunition	Kraco Enterprises	Modern Plastics Co.	Robert Bosch	Williams Sonoma
Herr Foods	Kraft Heinz	Modern Polymers	Robinson Fresh Food	Wingstop Restaurants
Hershey Company	Kragen Auto Parts	Modular Interior Technologies	Rust-Oleum Corporation	Wise Foods
Hess Corporation	Kramer Industries	Monsanto	Rustler Steak House	Xerox
Hewlett Packard	Kroger	Monster Energy Drink	Safepak	Xometry
Hidden Valley Industries	Krystal	Morton Salt	Saint Gobain Abrasives	Yamaha Motors
Hill's Pet Nutrition	L Brands	Motorola	Sam's Club	YETI Coolers
Hills Brothers	L.B. Foster Company	Mullin Rubber Products	Samsung	Zep Inc.





**NO MATTER  
HOW YOU  
SLICE IT,  
3PLs  
DELIVER**



## Whether shippers outsource their end-to-end supply chain by the pie, or just a portion of it by the slice, third-party logistics providers are meeting new challenges with updated and expanded menus.

By Karen Kroll

**A**s many supply chain professionals have experienced, “U.S.-based supply chains are out of sync,” according to the 2022 State of Logistics Report, produced for the Council of Supply Chain Management Professionals by consulting firm Kearney, and presented by Penske Logistics. Inventory-carrying costs rose by 25.9% in 2021, while transportation costs jumped by nearly 22%, leading to uneven supply chains and inconsistent product availability for consumers.

“The past few years definitely pulled back the curtain on the supply chain function,” says John Brewer, director of distribution and logistics with CKE Restaurant Holdings, the company behind Carl’s Jr. and Hardee’s. Not only have the disruptions been significant, but they’ve been sustained, he adds.

While no single industry can counteract the myriad supply chain obstacles facing most businesses, third-party logistics (3PL) providers have been helping their clients navigate the unprecedented challenges of the past few years in several ways. Companies that partner with logistics providers often gain a real-time view of the many moving parts of their supply chains, says Alexandra Saleh, senior consultant with Clarkston Consulting.

Many logistics providers also provide transparency into end-to-end operations, leading to faster communication when issues arise, as well as improved decision-making.

Moreover, given the current rate of supply chain delays and other problems, a just-in-time inventory strategy often

no longer is feasible. Logistics providers, because they often hold more warehouse space than many single shippers do, can help organizations hold greater levels of inventory.

Similarly, U.S.-based companies that have explored alternative manufacturing options—say, producing goods closer to end users, although still outside the United States—can leverage 3PLs to strategically plan how to distribute goods once they arrive stateside.

### 3PLs TRY NEW MENUS

To offer these capabilities, many logistics providers have been changing and adapting. One example is an even greater focus on leveraging both information and hardware.

“Data is a valuable commodity,” says Anne Reinke, president and chief executive officer of the Transportation Intermediaries Association. The more logistics providers and shippers can see into the data to identify the location of their freight and any obstacles ahead, the more effectively they can act.

Hardware has become critical,

especially with the warehousing labor shortage, Reinke says. Solutions like RFID or automation help logistics providers use both their facilities and employees more effectively.

Another shift concerns the traditional segmentation between front-end physical and digital marketplaces and logistics providers—both digital and physical.

“As clients look to meet their customers in any channel and offer a delivery promise that is increasingly aggressive, they need logistics partners that can integrate from front-to-back and across channels,” says Scott McConnell, partner with consulting firm McKinsey & Company.

One example he cites is the collaboration announced earlier in 2022 between FedEx and Microsoft to create a cross-platform “logistics as a service” solution focused on e-commerce.

“Some logistics providers are broadening their service offerings through organic and inorganic methods to create relevance in a highly competitive market,” says Matt Comte, operations transformation practice leader with consulting firm PwC.

For instance, some 3PLs offer real estate capabilities, enabling them to provide warehouse capacity faster than most shippers could obtain themselves. 3PLs also are highlighting their ability to attract and keep warehouse workers through their use of leading-edge systems and career paths for logistics professionals.

These shifts are prompting others. The changes many 3PLs are making often require significant financial investments. Continuing to contract with customers yearly no longer makes financial sense for many logistics providers.

“Many 3PLs are looking for shippers to share that risk and enter into longer-term, collaborative arrangements,” says Matthew Beckett, senior director in Gartner’s logistics and customer fulfillment practice.

Momentum is moving toward fourth-party logistics (4PL) provider arrangements in which the logistics partner handles the activities typically

covered by a 3PL, while also moving farther up and downstream within shippers' value chains.

In general, 4PLs are involved in logistics and supply chain strategy, operations, and support. "These tend to be tech-heavy solutions and require a much higher level of integrated partnerships," Beckett notes.

The following logistics providers and their clients have addressed the challenges of the past few years through collaborative relationships and the effective deployment of technology.



## SMOKING-HOT LOGISTICS SOLUTIONS

### Smart Warehousing and Jack Stack Barbeque

Jack Stack Barbeque is a Kansas City institution with six restaurants, as well as catering, banquet, and e-commerce operations. While the company previously handled its warehousing and fulfillment functions internally, it had difficulty getting these functions to perform to financial goals, says Keaton Dorman, director of retail operations.

In part, that's because the company ships to all 48 mainland states and does about 40% of its volume during the holidays. Prior to connecting with logistics provider Smart Warehousing in mid-2017, "we were buying warehouse space and an entire team for one month each year," Dorman says. Smart Warehousing, in contrast, is better positioned at filling in the down time.

During the pandemic, shipping orders quickly shot up. The partnership with Smart Warehousing became key to managing the jump in sales.

One example: because Jack Stack was using so much dry ice, Smart

Warehousing invested in a dry ice machine for its work with the company. Then, as the cost of dry ice increased during the pandemic, the team at Smart Warehousing identified gel packs—previously a more expensive option—as a newly cost-effective substitute.

Smart Warehousing also helped Jack Stack reduce transportation costs, which had jumped about 25% over the past few years, says Carl Wasinger, chief executive officer and founder of Smart Warehousing.

To do this, the Smart Warehousing team leveraged its Smart Warehousing Information Management System (SWIMS) to analyze data on tens of thousands of direct-to-consumer orders, continually reviewing order velocity down to the stock-keeping unit (SKU) level. By leveraging SWIMS' machine learning capabilities, Smart Warehousing could intelligently allocate pork, beans, and other products to its 38 warehouse locations.

Also through the SWIMS analysis, Smart Warehousing reduced Jack Stack's transportation zones, as well as its use of dry ice. The result? A savings in transportation costs of between 8 and 10%.

"Before working with Smart, there was no way we'd have had the capacity" to handle the increase in volume, Dorman says.



## EXPEDITING THE DRIVE-THROUGH

### Candor Expedite and CKE Restaurants Holdings

CKE Restaurants Holdings, based in Franklin, Tennessee, operates 19 distribution centers and warehouses

around the country. These supply about 3,000 restaurants across 44 states.

Early in the pandemic, vendors had trouble filling orders. Before COVID, it wasn't uncommon to be shorted three to five items on each order; during the pandemic, that number shot up to 30 to 50 items.

At the same time, packaging became difficult to find. "When you're doing a ton of drive-through, don't want to run out of packaging," Brewer says.

Brewer connected with Nicole Glenn, founder of Candor Expedite, based in Plano, Texas, appreciating her "out of the box thinking," he says. For instance, Candor is one of a few companies that offers sprinter vans—a cost-effective solution when you need to move only a handful of pallets.

In addition, Candor connected CKE with a company offering pallet wraps that go around skids to maintain frozen or chilled temperatures. These allow CKE to place refrigerated or frozen products on regular trucks, increasing the universe of potential trucks by 75%, while also decreasing costs. CKE has been testing the wraps. "It's going great," Brewer says.



## A NEW RECIPE FOR LOGISTICS SUCCESS

### ODW and Plaskolite

In 2018, Plaskolite, a global manufacturer of engineering thermoplastics used in windows, doors, point-of-purchase displays, and other products, made five acquisitions, more than doubling the size of the company. "We weren't going to be able to take on the logistics functions we needed, with only the logistics department we had," says Drew Lester, director of



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supply chain with the Columbus, Ohio-based firm.

The company's leadership team decided to outsource its freight function. That's when Plaskolite connected with ODW Logistics, also based in Columbus. Among other initiatives, ODW analyzed every facet of Plaskolite's transportation function.

For instance, Plaskolite had been doing well in the LTL market, but adding ODW's access to the truckload and broker networks, "gave us a leg up because we had more intelligence and

resources," Lester explains.

In addition, Plaskolite began consolidating orders—a shift for a company that placed a priority on customer service. "The customer would tell us when they wanted an order and Plaskolite would get it there by then," Lester says.

However, it had become clear that sending multiple smaller shipments was no longer optimal for either Plaskolite or its customers, given tightened transportation capacity, higher costs, and greater awareness of the

environmental cost of transporting many smaller shipments.

Consolidating orders would require a little more flexibility on delivery deadlines, but customers would gain more precise delivery times—all while cutting emissions.

In addition, freight damage on truckload shipments tends to be lower than that of less-than-truckload, and shipping fewer trucks helped counter jumps in transportation costs. "It was a win-win-win all the way around," Lester says.

When COVID hit, Plaskolite's orders increased, as the company is one of the largest producers of the barriers often used to separate cashiers and customers in stores and other businesses. At the same time, both truckload and LTL markets were contracting, shifting some shipments to intermodal.

"We would not have been able to navigate that business activity in 2020 without ODW's support," Lester says.

## NEW TOPPINGS ON THE WAY

As the volume of e-commerce soared over the past few years, many companies had to take their supply chains to the next level. Often, that required working with logistics partners to consider new solutions to address challenges.

For instance, given the difficulty in finding tractor trailers with lift gates, a shipper might try having its logistics partner meet a regular tractor trailer at the dock and provide help in unloading it. "Consider what other solutions are out there," advises Nicole Glenn, founder of Candor Expedite.

For all the improvements logistics providers and shippers have made, more is yet to come. Many logistics providers will continue to integrate machine learning or artificial intelligence to recognize the most efficient solution to a problem, says Alexandra Saleh, senior consultant with Clarkston Consulting. This is key for 3PLs, given the enormous amount of raw data received from warehouses, employees, the market, supply chains, and products, among other sources.

As shippers evaluate different logistics providers, they'll want to consider their technology capabilities and investments, says Matthew Beckett, senior director in Gartner's logistics and customer fulfillment practice. For instance, a provider should offer the technology needed for visibility and analytics. And given labor challenges, providers need to embrace robotics and automation.

At the same time, relationships remain key. "A lot of industry transportation has been commoditized," says John Brewer, director of distribution and logistics with CKE Restaurants Holdings. "But transportation isn't a widget. There are humans all along the way.

"When your ox is in a ditch," he says, "it's the relations and the people that will help you pull it out."



### THE MAIN DISH Gebrüder Weiss USA and AT-PAC

AT-PAC, or Atlantic Pacific Equipment Company, leases and sells scaffolding for large projects in global markets. Most of its products are sourced from Asia and move by ships in full containers.

The biggest challenge over the past few years has been the jump in freight costs. "Freight costs went as high as eight times the normal rate during the pandemic, and at its peak freight accounted for as much as 40 to 50% of our delivered cost," says Patrick Cann, director of international supply chain for AT-PAC.

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Generally, AT-PAC would tackle this challenge by leveraging the volume of business it offers, hoping that would bring the steamship lines to the table. During the past few years, however, AT-PAC had to move to spot rates.

"The price, cost, and availability of capacity was at the discretion of the forwarders," Cann says.

By working with Gebrüder Weiss (GW) USA, AT-PAC obtained a solid mix of pricing and services. As important, its goods would move, rather than sit on the dock waiting for a discounted rate that some other logistics providers would promise, but that wasn't going to materialize. "The level of service and mix of products from GW is great," Cann says.

One challenge in working with spot rates for a company like AT-PAC is that a project might be bid out, but then its start would be delayed for several months. The freight rates could change, sometimes significantly.

"We worked with GW to develop educated estimated rates that took into consideration potential supply chain disruptions," Cann says. "We had to be conservative with such freight estimates, but it helped us to take some risk out of the situation we found ourselves in."

In addition, when projects were delayed or rates changed, AT-PAC worked with GW and its own customers to ensure no entity was operating in the red. "They've been collaborative," Cann says.

The transparency GW provides also is key. "It's not just general information on shipments, but on the actual situations," Cann says. This became even more important during COVID lockdowns in Shanghai, he adds.

AT-PAC is currently implementing GW's vendor management tool, which offers data visibility and shows how the timing of raw material sourcing, production planning, and supplier delivery performance affects the overall health of the supply chain, says Michael Crandall, vice president of sales with Gebrüder Weiss USA.

While AT-PAC is still implementing this solution, the Risk Chain module is

already helpful in notifying AT-PAC of potential geo-political issues that could affect its supply chain, Cann says.



## EXPANDING THE MENU

### Rakuten Super Logistics and Headlights.com

"Our supply chain has been in a constant state of volatility," says Jay Tannenbaum, chief executive officer of Headlights Depot, a provider of quality, affordable automotive safety products.

Inconsistent lead times for manufacturing and transit have made the balancing act between out-of-stock and over-stock extremely challenging, he says. In addition, container shipping costs jumped—in some cases, by a factor of five.

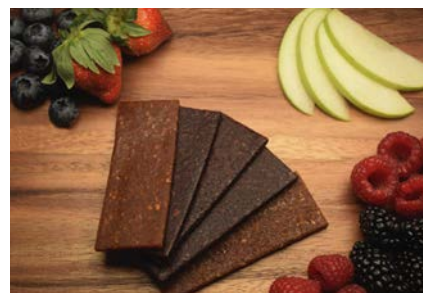
"We must make constant adjustments to our sales prices to combat this and maintain a fair margin while still meeting a fair market price," Tannenbaum says. "Current supply chain challenges are keeping us on our toes."

Rakuten Super Logistics, a third-party e-commerce fulfillment company, has helped Headlights.com strategically manage inventory across its network of warehouses to optimize space and minimize storage costs.

In 2021, Headlights.com added four fulfillment warehouses to its network; the company is now in nine Rakuten warehouses. "This allowed us to provide better service through reduced transit days as well as lower outbound shipping costs," Tannenbaum says.

Headlights Depot currently is piloting Rakuten's Xparcel shipping technology. This solution shops for the best combination of price and service across national, regional, and local carriers to

find the optimal shipping solution for every order, says Damien Bradford, director of operations at Rakuten.



## ACCELERATING DELIVERY TIMES

### Coyote Logistics and SunOpta

Among the logistics challenges facing SunOpta, a provider of plant-based and organic foods, beverages, and ingredients, have been an increase in its transportation base rate that wasn't fuel-related, as well as a drop in on-time pickup and deliveries.

"Both of these items are significant stand-outs," says Art Nourout, senior director, logistics, with the Minneapolis-based company.

To help SunOpta meet these challenges, Chris Davis, senior manager of Coyote Transportation Management with Chicago-based Coyote Logistics, and his team remained in continual contact with SunOpta's carrier network, customer service team, vendors and even end customers.

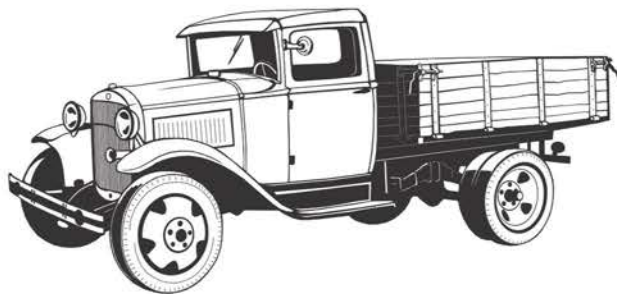
This way, they could identify issues and propose solutions that would boost service and cut costs, Davis says. They also leveraged Coyote's market insights and dense carrier network, while collaboratively addressing problems.

"The results include improved service, an expansion of our carrier base, increased intermodal utilization, decreased CO2 (carbon dioxide) emissions, and rate stabilization with some cases of improvement," Nourout says.

Coyote Logistics also provides a significant level of data analytics that otherwise would be unavailable or very difficult for SunOpta to secure on its own, he says. ■



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# Revealing the Hidden Advantages and Lesser-Known Facts About Automation



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**Q** How has the changing e-commerce landscape affected demand for customized automation?

**A** Many have seen firsthand the effects of widespread e-commerce growth, and companies continue to find increased volume across the board. While the rate of growth is slowing from 2020—sales are forecasted to globally top \$6 trillion in 2023.

The pandemic, of course, was a game changer. Prior to that we were seeing significant, but mostly steady, annual volume increases. The pandemic hit like an earthquake. What had been on wish lists became urgently necessary. In the aftermath of the pandemic, the demand for automation remains high along with the expectation of high-level customer service and fast shipping to end users.

**Q** What are some misconceptions about automation solutions that you would like to dispel?

**A** Automation should not make things more complicated. High-tech solutions that include automation often have the perception of being unnecessarily complex—however utilizing it is more streamlined than completing the job by hand.

Similarly, automation implementation is seen as a large hurdle. This process can be simplified by applying new technology in steps. Companies should spend time observing their current flow and analyze their potential slow spots, installing solutions where needed most and not all at once.

Done right, automation simplifies by eliminating rote, boring tasks and removes bottlenecks in parcel processing.

**Q** What are some advantages of parcel handling automation that are less widely known?

**A** A commonly known advantage is that with parcel handling automation you rely less on manual labor to accomplish tasks—which is becoming increasingly relevant to many businesses. Less widely known is how automation solutions reduce human error, as repetitive tasks are reduced or removed by implementing the automation solution.

If you're sorting packages to a carrier, for example, and an operator throws a package into your UPS gaylord versus the Postal Service, you have a problem—a very angry customer. Ideally, automation removes the need to halt or recheck packages as sorting errors are less likely to occur, which helps save time and increase a facility's overall efficiency. Human error can be a hard metric to track, but the advantages and reduced headache are quite valuable.

**Q** How does automation address the labor shortage?

**A** Automated equipment reduces your staffing needs by removing touchpoints to create a more efficient system and offers increased productivity with less workers necessary. Automation also provides solutions that help your staff handle the physical demands of the job, reducing wear and tear, and lowering staff turnover rates.

Look for solutions that offer a streamlined user experience, making it easier to train new employees when turnover does happen. Creating a space for automation can give additional opportunities to reduce downtime, gather data, create future growth, and expand capacities.

# Ensuring Customers' Supply Chains Run as Smoothly as Possible



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**Q** What are The Logistix Company's (TLC) core business units and areas of focus?

**A** TLC got its start working closely with distribution companies moving liquid bulk chemicals. After time, we expanded our business to moving a multitude of commodities in bulk tankers, dry vans, intermodally via rail, repackaging, warehousing, and international freight forwarding.

**Q** How do you see the third-party logistics market in relation to the logistics industry?

**A** Third-party logistics and logistic brokers play a vital role in connecting small/medium-sized businesses to the wider logistics market. Smaller businesses might not have the resources available to have dedicated personnel to develop relationships with carriers, or know where certain market values should be for their freight.

At TLC, we strive to empower these businesses and place importance on developing those relationships with both existing and new carriers. We're always looking to the future for growth opportunities, and this attitude allows us to remain competitive while maintaining positive relationships with our customers. It also permits us to expand our coverage footprint—giving our customers more access to shipping locations, as well as leveraging negotiating power.

**Q** Why should a shipper consider working with a third-party logistics company compared to asset-based or owner-operator firms?

**A** A third-party logistics company works with many different carriers with a multitude of capabilities over a larger area, as opposed to working with asset-based/owner-operators that

tend to have extremely limited capabilities or coverage areas.

**Q** What is one piece of advice you give to your customers?

**A** "Make your freight more attractive." We have found the most success in securing capacity on businesses that cast the widest net in terms of options. Whenever we're able to present carriers with an acceptable delivery "range" (as opposed to a single, strict appointment), or locations that have their own dedicated offloading equipment (hoses, pumps, etc.), we have noticed higher acceptance rates on the carrier's part.

TLC dedicates itself to working closely with our customers to make sure their freight needs are attractive to the right carriers, so that their entire supply chain runs as smoothly as possible.

**Q** How has the market moved towards rail and intermodal, compared to liquid bulk and dry van freight?

**A** Intermodal and rail are typically a cheaper alternative to shipping commodities that are less time-sensitive in their delivery windows. However, there is a positive correlation that people tend to worry less about the time-sensitivity of using intermodal and rail when OTR (over the road) dry vans/tankers become more expensive.

**Q** What strengths does TLC possess as a third-party logistics broker?

**A** TLC offers a wide range of different capabilities pertinent to logistics. Our tracking and communication technologies allow us to partner with carriers, warehouses, and repackaging facilities, while being able to relay up-to-date information to our customers at a moment's notice.



# Should You Build to Suit or Lease Your Next Distribution Center?



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As shippers redesign their distribution center strategies to embrace e-commerce, automation, and other trends, the typical short-term response is to lease available space as soon as possible, often at a premium.

A strategic assessment of business needs over the long term could take network planning in a different direction.

**Q** What factors should I consider in the build vs. lease decision?

**A** Market forces may lead you to secure space in existing facilities in high-demand markets with high rates and even higher escalators. You may end up paying premium rates per square foot for a building that may not suit your needs over the long term.

That option may make sense in some cases if you're entering a new market or launching new products. But these days, it's a costly option if you're bidding against other companies who want access to the same market.

The alternative is a build-to-suit project, often in a lower cost but adjacent market that will ensure the facilities meet your ongoing business needs. The result is a predictable cost structure over a 15-to-20-year lease period. This strategy avoids competitive pricing for high-demand locations.

**Q** With inflation and real estate rates rising, is it wise to be locked into a long-term commitment?

**A** You can lock in rates now for the long term for a predictable expense base. Although leasing rates may mitigate as supply chains normalize, the rate

environment likely won't return to the level of even a few years ago.

Imagine if you had started a two-year build-to-suit program that is now coming online. Your lease would be much more attractive than current rates. If you start a building project opening two years from now, your rates will be better than spot rates in the open market.

That's especially true if your business requires a location in an expensive market like Los Angeles. You could lock in rates in LA at the current level and have a building that will suit your needs.

You will avoid paying a premium for existing space that many other companies are bidding on right now. Depending on the lease arrangements, there could be capital and tax advantages for your business as well.

**Q** What are the operational advantages of building to suit?

**A** Your organization can design the space for your current and future business requirements. If your products are heavy or bulky, you may not need a 30-foot clear space or extensive racking.

If you need rail access or chemical storage capacity, or other specialty requirements, options for move-in-ready buildings are limited. Jumping into a lease for an existing building could mean you're paying for space you can't utilize fully, or that won't optimize your inbound and outbound strategies.

# COVID's Impact on Warehouse Management Outsourcing



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**Q** In today's market, what are the key benefits of outsourcing warehouse management?

**A** The COVID pandemic has companies reassessing their distribution networks. Many are looking for solutions that improve flexibility and capabilities, while still retaining control and transparency. With the right commercial model, outsourcing warehouse management provides those benefits, and more.

Warehouse management companies with nationwide scale and deep industry knowledge offer access to operational expertise and technology due to our core focus on logistics execution.

Mitigation of labor risk is another key benefit, as third-party service providers take ownership of staffing and improve productivity. By leveraging a service provider's best practices, trained talent, and functional technology, outsourcing can lead to a more flexible and lower total cost distribution network.

**Q** How is Capstone's model different from traditional outsourcing solutions?

**A** Capstone's warehouse management model is a hybrid solution designed to maximize operational performance. We call it "Guest In Your House." It's a true partnership with our customers, where they control the real estate and inventory management system, while Capstone focuses on the people and processes.

We offer a menu of execution services, from operating a single function or the entire building, and often co-manage a facility

alongside our customer. In every situation, we look to incorporate our pay-for-productivity structure and labor management technology to "variabilize" costs and produce optimal results.

By leveraging the capabilities and resources of both parties, this model provides the expertise and scale of traditional 3PLs; the flexibility of staffing companies; and the culture, transparency, and consistency of an in-house operation.

**Q** How does your freight management and last mile capabilities benefit your warehouse management customers?

**A** Capstone has more than 600 warehouse operations across the United States and Canada. This scale provides unique insight into local, regional, and national distribution networks and often identifies opportunities to assist our customers with optimization of their broader network.

To address issues such as dwell time, vendor compliance, OTIF, expedited shipments, and network visibility, we collaborate with customers to create transportation and warehousing solutions that solve specific logistical challenges.

An example is the grocery delivery service our last mile division created during the pandemic to support our grocery retail customers.

Leveraging our last mile delivery expertise, decades of grocery distribution experience, and unique MileZero technology, Capstone developed a white-labeled delivery solution that allows our customers to take advantage of a new sales channel with a more cost-efficient operating model.

# Freight Audit and Payment Solutions Bring Immediate and Long-Term Benefits



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## **Q** Why do companies need visibility to compete in today's environment?

**A** Companies that do not have visibility across their whole logistics operations are likely to miss out on opportunities to work more efficiently and deliver cost savings.

For example, a customer told me they spent around \$95 million on a single lane from the United States to EMEA. Because that company had grown by acquisition, they ran multiple ERPs. When we brought them on to our platform we could see the spend was almost 140% higher on that lane, and multiple transportation providers were being used and consolidation opportunities were undetected.

With one simple but trustworthy view of their logistics spend in a single platform, they were also able to build a new DC that meant more robust and cost-efficient shipping without affecting customer satisfaction.

## **Q** What are customers looking for in a freight audit and payment solution?

**A** Customers will often state they have freight invoice validation under control with either manual checking, in-house systems, or add-ons to their ERP or TMS platforms. Frankly, none of these methods are complete or robust enough to handle all of the data on an invoice, be it EDI, spreadsheet, or paper (or any mix of the three).

Additional supporting documents are not usually considered such as POs, BOLs, PODs as well as additional ASNs and RFTs. The invoice may be rated and calculated correctly based upon the known factors to an auditor, but without additional supporting documentation, do we know if the service level has been met or was the waiting time charge fair based upon the pick-up times and arrival time at the customer's warehouse?

Customers want to know the freight bill audit and payment (FBAP) technology company is ensuring mistakes are caught and rectified as soon as possible with the transportation provider—be that error in the favor of the customer or the transportation provider while still adhering to Incoterms and avoiding costly late payment charges.

What a lot of customers do not see is the benefits of having accurate data available to them in a business intelligence platform (be it the FBAP vendor's platform or their own internal BI tools). This is where consolidation opportunities can be found, mode shifts become evident, and discretionary accessorial charges can be caught and negotiated going forward.

## **Q** What are the long-term benefits of using freight audit and payment?

**A** In the first 6 to 12 months of a freight audit project, the freight audit vendor can quickly identify "low hanging fruit"—these can be continual errors in invoices. It also means rates which have expired or have not been negotiated can be identified and corrected very early. Non-company liability is also a key way to save money by ensuring not only invoices pertain to your own company but also the part of the business you work in if the company is split into varying parts.

Freight audit vendors will automate the process of cost allocation (GL coding) which allows individuals doing this work to engage in higher-value work.

In the medium to long term, the savings and benefits come from continued checking of duplicates, non-company liability, correct rating, and meeting service level guarantees but more importantly using business intelligence tools to compare and pose "what if" scenarios to their current methodology and often change that—leading to further reductions in costs and manual work.



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# Leveraging Freight Brokerage to Solve Supply Chain Disruption



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## About Ryder System

Ryder System, Inc. (NYSE: R) is a leading transportation and logistics company. It provides supply chain, dedicated transportation, and commercial fleet management solutions, including transportation logistics, warehousing and distribution, e-commerce fulfillment, and last-mile delivery services.

For more information, visit [ryder.com](http://ryder.com).

As shippers deal with capacity issues, rate volatility, and service disruptions, a freight broker can help mitigate challenges so shippers can focus on their core strengths. Aligning your organization with a reputable freight broker with robust solutions and real-time visibility can solve many transportation disruptions.

There are many types of brokers in the market—the key factor is working with a broker that will not make excuses and provide top-level concierge service to help shippers find efficient solutions.

## **Q** Why should your organization align with a freight broker?

**A** Freight brokers are problem-solvers for potential issues in your supply chain. A broker can help manage seasonality, service disruptions, project cargo, and other out-of-the-ordinary circumstances. A freight broker is an extension of your supply chain. Brokers will provide you with competitive rates and expertise when it comes to anything related to transportation and logistics. A broker's job is to ensure a shipper's loads are routed and delivered on time.

## **Q** What are the criteria for choosing a freight broker?

**A** Organizations must understand their transportation strategy and carrier relationships to build the appropriate broker mix. There are different types of brokers, such as asset-based and non-asset, sole brokers, niche categories, and others. Depending on the needs of your supply chain strategy, you may need a broker that serves as a strategic extension of your supply chain instead of a transactional focus.

As far as criteria, look at the complexities of your supply chain and the issues you need a broker to solve. Understand your need for communication and visibility. A key component of this is a broker that offers a single point of contact to manage the complete lifecycle of each shipment.

Find a broker that won't return loads after they're committed and cause more risk to your operation. Ultimately, your freight broker needs to be a strategic partner that is able to provide strong carrier relationships, the right level of service, communication, and visibility, as well as brings industry expertise and business intelligence to the table.

## **Q** What is the balance of technology and talent in a freight brokerage operation?

**A** Technology can enable many things, streamline processes, and add transparency. However, technology is only a tool to help a corporation reach its goals; it is not the total solution. A blend of technology and talent enables the broker to streamline processes and allow for more strategic planning and execution to serve shippers better.

While digital freight matching services have improved, some situations can't be solved with technology alone. Rely on a broker that offers around-the-clock customer service with live representatives for fast problem resolution.

Your goal should be to leverage a freight broker you can trust and build a proactive relationship with that will engage in a transparent dialogue about your transportation network.



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# CALLING IN THE TROOPS

The ingenuity of America's fighting forces has been the deciding factor in the greatest challenges the world has ever seen. Could history's best-trained military men and women provide the answers to the supply chain workforce challenges we face today?

By Conrad Winter

Military leaders' claim on logistics is pervasive throughout history. Everyone from Patton to Sun Tzu acknowledges its importance.

The military is both a producer and inspirer of logistics innovations. Not only is it on the forefront of moving food, fuel, and freight, but the military way also makes every service member an expert logistician.

Eric Vasquez, currently a senior master sergeant in the Air Force Reserve, as well as the managing member and owner of Veterans Logistics Group, believes that everything the military does is on the cutting edge of logistics.

“Take any member of the military who’s stationed stateside, regardless of their specifically trained job, and logistics would apply,” he says. “When any conflict arises, global mobility kicks in at a moment’s notice. That’s the entire purpose of our training.”

When the deployment package drops, he says, everything moves: tanks, guns, freight, equipment—and reservists like him, who have 12 hours to grab their deployment bag and report to base.

Innovation was the tip of the spear that led to the inception of Veterans Logistics Group. Sitting in critical production meetings, seeing the repair of a multi-million-dollar aircraft being held up by parts lost as they were being expedited across the country, inspired Vasquez to develop a proprietary tracking technology and logistics company, anchored in transparency and agile solutions.

Not every veteran separates from the military with formal skills in logistics, supply chain or transportation. Third-party logistics providers and other companies that hire military veterans gravitate toward other competencies common in those who have served.

## FROM PUBLIC TO PRIVATE

A frequent challenge for service members and the companies recruiting them is translating public sector skills to the private sector. Ross Dickman knows the challenge firsthand. He is an Army veteran and the chief operating officer of Hire Heroes USA, a not-for-profit organization that helps military veterans and their spouses find new careers.

During his 12 years with the Army, Dickman flew Apache helicopters. “There are not many jobs outside of the military that require that skill set,” he says.

After his separation from the military, Dickman had to do the same work on

himself that his organization does for thousands of vets every year—transfer military skills to the private business environment. “On an aviation parlance, I can wiggle the sticks and make a helicopter fly,” he explains. “But there’s so much more to that.”

Among the low-flying skills he lists are planning and coordinating the mission set and assets; the decision-making and risk management in the flight; the coordination across the team; and the logistics, supply chain, and production control that goes into aircraft maintenance.

## TECH-SAVVY SKILLS

Exposure to advanced technology like the systems of an Apache helicopter makes veterans natural adapters of today’s supply chain technologies and advanced systems onboard trucks.

The tech-savvy abilities of today’s veterans is attractive to Averitt Express. “We live in an age when our military is smarter, better educated, and more capable than ever thanks to cutting-edge technology and expert training,” says Elise Leeson, vice president of human resources for freight transportation and supply chain management provider.

Teamwork and leadership are also traits of veterans prized by companies like Averitt. “At all levels of the military, people are expected to lead by example,

instruct others, manage peers or step up in a crisis,” Leeson says. “A natural leader is a major asset to any team.”

Veterans have pre-installed soft skills that organizations value highly because they know they can build on them.

The maturity of veterans makes up for skill gaps, according to Tom Voshell, vice president of the Federal Program Management Office at Coupa, which provides a cloud-based spend management platform with a supply chain design and optimization component. As the company expands into the public sector, it is recruiting veterans for cloud operations, support, technical services, and secure ops.

It can be difficult to map military experience—referred to by MOS, AFSC, or RATE classifications used by the various military branches—into commercial requirements, Voshell says. One example is trying to find a veteran who is certified in AWS Cloud.

A veteran might have done that job in the military, but just doesn’t have the certification. If that’s the case, he says, it may take a little bit of education for them to get certified. CoupaU is one online resource with courses and certification tracks veterans can leverage.

The recruits Voshell sees are extremely dedicated to digging in and learning, especially when given the ability to expand on their career. “They see it as an



**J.B. Hunt’s support for veterans was established by founder Johnnie Bryan Hunt, a truck driver and Army veteran. Today, nearly one in seven J.B. Hunt employees are vets.**

# HOW TO SPEAK WITH MILITARY EFFICIENCY

No one does acronyms like the military. It's a language unto itself. Learn from the masters with these syllable-savers.

**DARPA:** Darth Vader's lair? A laser-guided conveyance system? Magic carpet drones? No. Defense Advanced Research Projects Agency.

**VETS:** Veterans Employment and Training Service. Think of it as the everything agency that's working to align services of a wide swath of agencies ranging from the DOT and DOD to the SBA and VA.

**ASVET:** Not a put-down. Not Astro Supply Chain Vehicular Extraterrestrial Transport. It's the Associate Secretary Veterans' Employment and Training Service, currently The Hon. James D. Rodriguez.

**MOS:** Military Occupation Specialty is a classification system used by most military branches to describe occupational fields in the services. They include everything from 35-Motor Transport to 58-Military Police and Corrections. The Air Force has its own system, the Air Force Specialty Code (AFSC) and the Navy has its own version called "ratings."

**C-SCRM:** Cybersecurity-Supply Chain Risk Management. Probably not pronounced see-scream, definitely the cover-agency Jack Ryan will work for in the show's next season.

**DISA:** Defense Industry Security Agency. Don't dis these guys if you know what's good for you.

**FOCI:** This is not a game played by old men in Brooklyn. It stands for "Mitigate Foreign Ownership, Control, or Influence." (A military mantra and recurring theme in the IIJA.)

**IIJA:** No one in the military says "Infrastructure Investment and Jobs Act" but everyone's talking about IIJA.

**LogX:** The acronym every military-hipster loves to say stands for Joint Logistics Enterprise. Part of the DoD, LogX spans both supply chain and logistics operations and provides the means to muster, transport, and sustain military power anywhere in the world at a high level of readiness.

**SOTA:** State-of-the-Art. For best results when pitching an idea to the brass, use SOTA, not "cool" or "awesome."

**SOTP:** State-of-the-Practice. Substitute "Well, this is just the way we've always done it here" (12 syllables) with SOTP (4 letters) to get your point across with military precision.

**HASC:** House Armed Services Committee. A standing committee of the United States House of Representatives.

opportunity to gain knowledge and move into this career path," he says.

Competencies and character traits compensate for skill gaps at companies like transportation and logistics provider J.B. Hunt. "The relative experience of military veterans transitions and translates into the skill sets we need," says Eric Airola, former Marine and leader of J.B. Hunt's Military & Veteran Relations programs. "With the proper training plan, we can make it work."

Agile thought and resilient problem-solving are two prized traits of vets.

"In the military, people change jobs," says Vasquez. "Throughout their career, their level and scope of responsibility naturally broaden. For instance, it could be that they're in charge of all vehicles. Then it expands to vehicles and personnel. Then they're in charge of the aircraft, personnel, and multiple processes."

Innovation, reinvention and disruption are hardwired into service members who are trained, promoted, and moved around frequently. The restlessness leads to fresh thinking.

"In the Army, we moved every two to three years or were deployed every two to three years," says Dickman. "So two years into a role, my bones told me it's time to move."

The cycle serves as a sort of psychic alarm clock that reminds him to ask, "how are you upskilling?" and "how are you growing your team?" he says.

## LEVERAGING THE VALUE OF VETS

Coveting vets is nothing new for trucking companies in the know. Company founder Johnnie Bryan Hunt was a veteran, and 13% of J.B. Hunt employees are veterans. The company has an ongoing goal to hire 1,600 former service members every year.

The majority of the recruits J.B. Hunt and Averitt bring in are truckers. Averitt has onboarded more than 350 former military drivers in the past 16 months. Both Averitt and J.B. Hunt recruit on bases, at job fairs, and through placement organizations like Hire Heroes.



Approximately 200,000 men and women leave U.S. military service and return to life as civilians every year, according to the Department of Labor. The collective branches discharge many vets with direct experience in driving, warehousing, managing inventory, and planning logistics.

For many of them, driving is an attractive career move and they can apply their driving experience toward getting their commercial driver's license (CDL) as well as G.I. Bill aid they can use to pay for CDL classes.

Through the Department of Defense's SkillBridge Program, for example, transitioning service members can participate in CDL classes while they are still on active duty and veterans can leverage the G.I. Bill to pay for tuition and training fees. States may also waive CDL skills tests for qualified veterans who gain credit for their driving experience while in service through the Skills Test Waiver.

## MANAGERS IN TRAINING

Managers are also being recruited. Participants in J.B. Hunt's SkillBridge, program, which enables service members to gain civilian work experience with industry partners during their last 180 days of service, are referred to as "managers in training" rather than interns. Since February 2021, 100 transitioning military service members have joined the program.

In J.B. Hunt's program, managers in training go into various transportation services in its business units. In 2022, the company will have added tracks for engineering, technology, human resources, and maintenance.

Individuals in the program come from varying backgrounds. Some retired from the military after 20 years, while others have been in for as few as four years.

DoD SkillBridge participants aren't guaranteed a job after completing the program, but J.B. Hunt has hired nearly two-thirds of participants, and the company views SkillBridge as an integral piece of its talent acquisition strategy.

Graduate success stories include a



**James Rodriguez (far right), the Department of Labor's assistant secretary for Veteran's Employment and Training Service, meets with apprentices and facility training coordinators at the Northeast Carpenters apprenticeship center.**

PHOTO: CAROLYN RENICK

director in mergers and acquisitions, a rookie of the year in the dedicated business unit, and a manager in the company's final-mile services who has been promoted twice in less than one year.

The efforts of leaders to hire veterans focus beyond recruiting. The culture jump from public to private can come with challenges. Vets naturally gravitate to other vets, so creating support groups in the company helps shorten the distance for employees to find community.

To promote open lines of communication to veteran employees, J.B. Hunt has a Military Ambassador program made up of veterans who advise on veteran-related services. Its Veteran Employee Resource Group (VERG) provides mentoring and the opportunity to network and share contacts and experiences.

Coupa also runs a veterans' support group and every new employee is assigned a buddy who provides one-to-one mentoring. This program partners an existing veteran within Coupa with a new hire to help them navigate through the process of moving from the military community into the corporate culture.

Companies that want to tap into the veteran workforce will find an army of resources. The Biden administration

made veterans a centerpiece of its plans to solve the trucker shortage in the Infrastructure Investment and Jobs Act.

The Department of Labor Veterans' Employment and Training Service — led by a Marine veteran first sergeant and former drill instructor — is working closely with the DoD, Department of Transportation, Department of Veterans Affairs, and the Small Business Administration to connect transitioning service members and veterans with trucking industry employers.

The Hon. James D. Rodriguez, the Department of Labor's assistant secretary for Veteran's Employment and Training Service (VETS) views careers in the trucking industry as a natural continuation of veterans "doing the bidding of our nation's interests, again, out of uniform," he said in an NVTI podcast.

"Veterans will be key components of our success in building up the trucking industry again," Rodriguez said. "There are things that we are currently doing at VETS to help strengthen career opportunities post military service."

An example of federal programs working together to benefit veterans who want to get into trucking is the coordination of the DOL Registered Apprentice Program, the DOT Skills Test Waiver plus Knowledge Test Waiver, and the VA Education (G.I. Bill Benefits) Program.

Averitt has rolled these three programs into its G.I. Bill Driver Training Program, which prepares veterans for career opportunities that include local CDL jobs, dock worker jobs, and regional truck driving jobs. Those who qualify can receive paid on-the-job training that leads to a Class A commercial driver's license.

## WHO'S HELPING WHO HERE?

The 200,000 service members who transition out of active duty each year provide an outstanding opportunity in today's tight labor market. Veterans are truly diamonds in the rough — and post-9/11 veterans only more so.

"While in uniform, veterans benefit not from just world-class technical

training, but also from extraordinary opportunities to develop soft skills such as teamwork, resourcefulness, and initiative—traits that employers consistently rank as among the most desirable. Hiring veterans is not just the right thing to do—it is a smart business decision,” says Rodriguez.

Companies with successful veteran programs know that simply bringing vets onboard for altruistic reasons isn't enough.

J.B. Hunt has made retaining veterans recruits a top priority. “Companies that hire veterans need to have a solid training program and a career path for the vets,” Airola notes.

For companies like J.B. Hunt, looking out for vets trumps the tooth-and-nail fight to recruit truck drivers and logistics professionals seen elsewhere in the industry. Proponents of veteran advancement at companies are surprisingly collaborative.

Sharing information with other employers is commonplace. “In the military relations community, people are so open because the end game is to take care of transitioning military and veterans, and military spouses, and help them,” Airola explains. “They’ve sacrificed so much. Can we help them get into careers?”

“We’d love to hire them all,” he adds. “We can’t possibly, but they all deserve great jobs.” ■

# WELCOME TO THE FRONT LINE OF LOGISTICS INNOVATION

Necessity is the mother of all invention. That’s why the military excels at supply chain and logistics innovation. Here are a few examples.

The Defense Advanced Research Projects Agency (DARPA) has an answer when other transportation options are blocked. High-speed tactical tunnel creation.

DARPA’s Underminer program “demonstrated the feasibility of rapidly constructing tactical tunnel networks that enable secure, responsive resupply in denied environments,” reveals a March 2022 post on [Darpa.mil](#).

A recent post by Maj. Gen. Charles J. Dunlap, Jr., USAF (Ret.) on Duke University’s *Lawfire Blog*, details some ways the American military is seeking to streamline the logistics of getting food, fuel, and water to troops.

The problem with water logistics is that water is heavy and hard to transport. The military is looking at ways to tap potable water from sewage using a “super-wicking anti-gravity aluminum panel that uses solar power to purify water,” according to *Interesting Engineering*.

DARPA also announced an initiative in 2020 to find a way to pull water from the desert air.

Getting fuel to troops in a conflict, and just relying on a steady and ready source, is risky business. The Army reported in June 2020 that it had developed an advanced scientific model for creating bio-derived fuels in austere locations. With this solution the Army could convert wood logs and other biomass into fuel for vehicles and equipment.

Troops getting sustainable energy from solar panels sounds conventional, except for when it’s

beamed from a satellite. The Air Force is looking into this unconventional delivery system, says a 2020 article in *CleanTechnica*.

Then there is the nuclear option. Dunlap points out that portable nuclear reactors are already a thing on aircraft carriers and subs. Per a press release in March 2020, the Department of Defense is looking into land-based models.

The military is also embracing a philosophy of “why move what you can print?” Parts for weapons, equipment, machinery, and food are fair game. Yes, food. According to *Digital Engineering 247*, 3D food printers essentially bring a portable butcher shop, dairy, vegetable farm, bakery, and kitchen to anywhere troops go.

The U.S. military has company on the innovation front. For years, Europeans have been focused on applying additive manufacturing, like 3D and 4D printing, to the provision and delivery of spare parts from decentralized locations. That includes attaching 3D units to combat units, according to a post by the European Union Institute for Security Studies (EUISS).

You could say that networking information nodes in a system together has been a major goal of armed forces in Europe and around the globe for centuries. AI, big data, blockchain, and deep learning may finally succeed where others have failed, EUISS says.

In addition to predicting repairs and inventory needs, EUISS says AI systems could divine how logistics information is disseminated to increase inter-unit cooperation and enhance interoperability among service branches and allies’ military organizations.

Leave it to the military to create Pax Logistica.





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# PROJECT LOGISTICS: THE BASICS OF ANYTHING BUT BASIC

Moving big, bulky, unconventional freight around the globe precisely and effectively in the face of myriad challenges is not for the faint of heart. Here's how project logistics experts get it done.

By Amy Roach

**I**t's not every day in transportation and logistics that you are involved in a star-studded movie premiere with both Hollywood royalty and actual members of the British monarchy in attendance. But that was the reality recently for the project logistics team at CEVA Logistics, which played a key role in the London premier of the new *Top Gun* movie. On the red carpet, along with leading man Tom Cruise, other cast members, and the Duke and Duchess of Cambridge, sat a full-scale replica of the Typhoon fighter jet used in the film.

Getting the jet delivered and assembled for the premiere—and removing it once the lights, camera, and action of the big night were finished—was a maverick move, according to Sharon Robinson, managing director for CEVA Logistics' Showfreight division, which oversaw the project.

The Typhoon was a full-scale replica, accurate in all details to a flying Typhoon, and was shipped from Farnborough in Hampshire (its full-time storage location) to Leicester Square in central London.

"The replica was shipped dismantled as one oversized low/wide load with two support trailers carrying the undercarriage, wings, and tail, as well as our tools and equipment needed for the construction," she explains.

Robinson's team had just seven hours to unload and install the scale model for its client, BAE Systems, which produces the real-world aircraft. And, by 6:00 the next morning, the replica aircraft and all its associated equipment had to be dismantled and transported away.

Having supported BAE Systems with other similar projects for some 20 years, the CEVA team had the right experience to handle this project logistics move seamlessly. "The key to the project was the accuracy of information supplied to the event organizers prior to the event so that a precise plan could be set out for all contractors to work safely together in a time-critical manner," Robinson notes.

While most project cargo moves are not quite as high-profile as the *Top Gun* project, they happen successfully all over

the world, every day, thanks to a similar mix of experienced personnel, intense coordination and planning, and savvy use of logistics technology.

Project logistics—also known as bulk logistics—involves planning, organizing, managing, processing, and controlling the complete flow of goods, materials, and information associated with the successful completion of a specific project. The freight involved is typically large, bulky, heavy, unusually shaped, and high-value, making project logistics one of the most demanding areas of supply chain, logistics, and transportation.

Typically, bulk shippers operate in verticals such as oil and gas, energy, mining, construction, military, and other heavily industrial sectors that regularly transport products like reactors, generators, turbines, boilers, towers, oil rig parts, military equipment, and satellites.

The booming renewable energy sector is currently one of the hottest areas of project logistics. A new ResearchandMarkets.com report estimates that 84% of the growth in project logistics since 2018 has come from solar and wind energy projects.

"The positive future outlook for renewable energy is driving the current project logistics market," notes the report, *Project Logistics Market-Growth, Trends, COVID-19 Impact, and Forecasts (2022-2027)*.

"In order to generate the required amount of power in the future, the energy companies need to develop the necessary infrastructure, commence new projects, and install power generation equipment," according to the report. "This scenario is going to create demand for project logistics."

"Components for power-generation projects comprise the majority of project logistics cargo coming inbound into the United States," says Rob Silsbee, director of business development at Logistics Plus, an Erie, Pennsylvania-based 3PL specializing in bulk logistics. "That trend will continue for some time, as there's a huge green energy push right now.



The team at CEVA Logistics had only seven hours to deliver and build a full-scale replica Eurofighter Typhoon jet for *Top Gun*'s London premiere in Leicester Square.



# BARGE-ING OUT

“There’s still huge opportunity within the traditional power market as well, with gas and steam turbines, but the biggest ramp-up is on solar and wind power,” he adds.

As a result of weight and/or size, bulk cargo—whether for a renewable energy project or a bulk move serving a different industry—cannot usually be shipped by a normal container. Instead, specialty vehicles, vessels, and equipment are frequently needed to safely and effectively transport these bulk items via land, air, or ocean. Adding to the complexity, these projects also frequently include disassembly for purposes of shipment and reassembly following a delivery.

## IT DON’T COME EASY

“Every project comes with its own unique challenges,” explains Kevin Mitchell, director of global operations at C.H. Robinson Project Logistics. “With each of these moves, we basically create a supply chain that didn’t exist before. The type of cargo we’re handling doesn’t fit into the normal scope of transportation.”

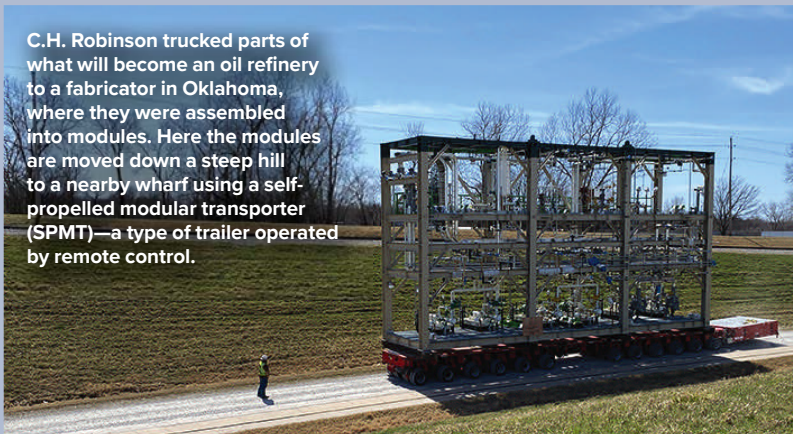
As a result, “normal” goes out the window when it comes to executing these types of moves. Instead, thinking outside the box, constantly being flexible, and innovating new approaches is the norm.

For example, C.H. Robinson recently handled a complex project—transporting parts of what will become an oil refinery to a fabricator in Oklahoma. There, the parts were assembled into modules, and then sent via the Gulf of Mexico to the Port of Houston and eventually to Mexico to become building blocks for a refinery. The move involved barges, a heavy-lift vessel, and a self-propelled modular transporter, a type of trailer operated by remote control. *(See photo essay for more details on this fascinating project, which included eight units with a combined weight of approximately 538 metric tons.)*

Supply chain technology that provides end-to-end, real-time visibility for these complex moves plays a large role. “Technology is a huge part of what our

C.H. Robinson worked with a client and many of the client’s vendors from around the globe to execute the logistics on a massive oil refinery project that took almost an entire year to plan and coordinate. These step-by-step pictures illustrate the complexity of this multimodal, multistep project.

C.H. Robinson trucked parts of what will become an oil refinery to a fabricator in Oklahoma, where they were assembled into modules. Here the modules are moved down a steep hill to a nearby wharf using a self-propelled modular transporter (SPMT)—a type of trailer operated by remote control.



The modules are loaded onto a barge from front to back, in a carefully planned order that accounts for their different sizes and weights.



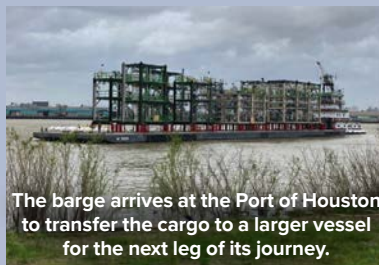
The SPMT drives right onto the barge between a series of stands, is lowered in order to rest the modules onto the stands, and then slides out—avoiding the need for a crane.



The barge with all eight modules heads from Oklahoma down a river in Louisiana on its way to the Gulf of Mexico.



The barge arrives at the Port of Houston to transfer the cargo to a larger vessel for the next leg of its journey.





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customers are looking for in order to have true visibility of their cargo,” Silsbee explains. “Today’s systems offer live updates and alerts for things like cargo sitting for more than two hours, and the ability to measure everything from hard stops to G forces, and even atmospheric conditions, such as barometric pressure or moisture.”

Predictive analytic technology is also starting to become an important tech for project logistics, adds Mitchell. Planning every element of a project goes a long way toward ensuring a smooth move. However, there are always things that occur along the way that seem impossible to predict. But are they?

“Our technology includes predictive analytics to anticipate and actually avoid disruptions,” Mitchell says. “It combines status updates from all the suppliers for a project with information about weather, natural disasters, traffic, unexpected road or bridge closures, and geopolitical events to identify shipments that are at risk and prescribe actions to take to keep the project on track.”

“When a client rents a crane for \$100,000 a day to build a wind farm in a desert, they can’t afford for the turbines to be three days late,” he says.

It’s a 3PL’s job, he notes, to be able to predict anything that could get in the way of that.

### **MANY CHALLENGES, MANY STRATEGIES**

Given the intense economic, social, and geopolitical challenges facing the supply chain, project logistics requires above-and-beyond commitment to getting the job done. The same port backlogs, worker shortages, cost increases, supply delays, and COVID-related shutdowns that have plagued the typical supply chain are heightened even further in project logistics.

The frequent delays occurring at all different points along the supply chain currently have a huge ripple effect on bulk moves, since they are so carefully orchestrated. Creativity helps.

“We try to look at new or different ways to transport goods for our customers,” Mitchell says. “We look at whether we can pack things differently, so we have additional transport options—maybe we can move part of the cargo on ocean carriers, part on bulk carriers, or roll-on/roll-off carriers.”

C.H. Robinson also works with shippers to build extra time into their

schedules as frequently as possible.

The biggest impact of the current supply chain crisis has been financial. “With fewer drivers on the market, with less equipment on the market, with more backups at ports, and with gas prices going through the roof, we’ve seen a huge escalation in cost,” says Silsbee.

Current dynamics aside, project logistics is a subset of the supply chain that will always present more challenges than a typical over-the-road route, air cargo move, or intermodal/rail trip. A litany of potential roadblocks—literal and metaphorical—exist as a matter of course for project logistics.

These challenges include infrastructure concerns such as determining whether existing roads and bridges can hold the weight of the cargo and, where there is no existing infrastructure—as is often the case with the remote delivery locations for wind-power projects—constructing new roads.

Obtaining the right permits and adhering to the rules and regulations of each state your cargo is traveling through can also be tricky. In many places, Silsbee points out, project cargo can only move overnight, which adds to the challenge. And weather disasters can



The Port of Wilmington recently handled shipments of wind blades from GE for renewable energy projects. Each blade is more than 200 feet long and weighs more than 13.5 tons. After unloading, the port transported the blades a short distance to the on-port storage area.





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**DHL ensures the smooth delivery of up to 2,000 metric tons of race cars, fuel, and equipment to Formula 1 venues around the world.**

always throw a wrench into the best-laid project logistics plans.

Despite the odds, by working together, shippers, transportation providers, 3PLs, and port authorities do an amazing job of overcoming obstacles and getting the job done.

The following case studies show just what goes into these incredible moves.

## PORT SUPPORT

While project logistics is largely about shippers and carriers, the ports that take delivery of bulk cargo play an important role as well: carefully planning and orchestrating the loading/unloading process and overseeing the cargo's exit from the port en route to its final destination.

It takes a lot of expertise to pull off. Delaware's Port of Wilmington, for example, has handled shipments of wind blades from GE for renewable energy projects for several years. "We have the experience and the space to discharge these blades safely," says Joe Cruise, the port's CEO.

The port has received two shipments to date in 2022, both coming from Canada; one in April with 78 sets of blades (there are three blades in each set)—each of which are more than 200 feet long and weigh more than 13.5 tons each—and in May, a shipment of 75 sets.

Coordination is a huge aspect of handling these moves. "It is always a delicate operation when handling cargo of this size and weight, so we work diligently with our International Longshoremen's Association partners, the vessel's crew, and the trucking company," Cruise explains.

The port also worked closely with the Delaware Department of Transportation and Highway Patrol to meet all the requirements of getting the blades safely on the road.

Similarly, the Port of Long Beach, California, identifies close coordination and planning with all parties as the key to its successful project logistics work.

Recently, when a delayed shipment of critical supplies stalled work on a \$750 million solar installation project and threatened the jobs of 500 unionized construction workers, the port was able to locate, expedite, and prioritize the shipment of solar supplies.

"We did it by leveraging our existing relationships and working diligently with our terminals, the shipping lines, and the suppliers," says Noel Hacegaba, the port's deputy executive director.

The supplies were stuck inside cargo containers dwelling up to two weeks on marine terminals and aboard shipping vessels waiting to enter the Port of Long Beach. "We quickly activated the team and put our playbook to use to locate those boxes and prioritize them through to the terminal," Hacegaba notes, adding

that it was a lot of manual, "in the trenches" work.

Even with all of today's advanced technologies, sometimes, he says, "the human factor is still the secret sauce."

## A WINNING FORMULA

As the official logistics partner for Formula 1 since 2004, DHL has mastered the art of making sure that everything needed for each race arrives on time, safely, effectively—and as sustainably as possible—all season long. How does DHL do it?

"Teamwork and communication is ultimately the key," says Paul Fowler, vice president, DHL Global Motorsports. He credits "our hands-on team with decades of motorsports logistics experience" for making it all happen.

Over the course of the 22-race season, DHL transports thousands of tons of highly sensitive freight, including cars, engines, fuel, broadcasting equipment, and marketing and hospitality material.

"Planning and preparation typically begins one year in advance, and we pay extra attention to newer venues and events," says Fowler. "We consider a number of factors such as security (selecting minimal-risk routes), sustainability, practicability, and costs."

DHL also uses detailed planning of global routing to ensure on-time delivery for each race.

As part of its efforts, DHL uses multi-modal transport solutions, including overland and ocean freight, to reduce the environmental impact of Formula 1 logistics. The company has also invested in a new packaging method for all F1 shipments: "Specialized containers that are contoured to more sustainable 777 aircraft, made from lighter-than-aluminum honeycomb panels for improved weight-to-volume ratio," Fowler says.

"This helps us speed the pack up, transit, and loading from circuit to airport to circuit," he adds. ■

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# E-COMMERCE: THE COMPLETE PACKAGE

Smart and sustainable is the only way to go.

By June Allan Corrigan



**T**wo and a half years after the pandemic caused e-commerce to accelerate, packaging and shipping methods continue to evolve. Consumers' heightened awareness about sustainability and waste within the shipping industry, as well as economic pressures, lead the charge.

The writing was on the wall. Of the 82,220 tons of container and packaging materials generated in 2018, 30,470 million tons of it wound up in landfills, finds data collected by the U.S. Environmental Protection Agency (EPA). The figure amounted to 20.9% of the *overall* landfilling that occurred in 2018—and that was pre-pandemic.

It's not uncommon for e-commerce packaging to be as much as 40% too large. As a result, more trucks, delivery vans, planes, and other transport modes are needed to move goods through the supply chain—a notable inefficiency further compounded by current driver shortages and high fuel costs.

"Once there was enough capacity

in the market to be wasteful," says Hanko Kiessner, founder and executive chairman of Packsize. "But the internet retail industry has reached a limit to its own scalability."

## TECH TO THE RESCUE

Theoretically, the human brain is perfectly capable of making packaging size decisions based on the outward appearances of products. In a pinch, however, and pressed for time, warehouse workers will pick the biggest box they know will fit without a doubt. Ultimately, they end up shipping a lot of dead space.

Load planning software takes the guesswork out of formulating packaging solutions. "Companies

need to computerize and automate the whole load planning process because it's not something they can solve with a spreadsheet, or a pen and paper, or by staring at a bunch of products and cartons to decide what will fit best where," says Tim Smith, CEO at MagicLogic Optimization Inc.

The most comprehensive solutions meld both technology and sustainability. For example, DHL Supply Chain, the contract logistics specialist within Deutsche Post DHL Group, conceptualized its Opticarton packaging solution pre-pandemic.

"We wanted to make sure we were able to optimize our packaging in general but adopting and refining the solution became extremely relevant as e-commerce picked up," explains Alicemarie Geoffrion, president of packaging operations.

The OptiCarton packaging solution is basically an algorithm that studies the actual contents of a package and, based on weights and dimensions, determines the optimum sized box and how to best place items inside it. It also



provides packers with individual, visual instructions on how to ideally utilize the space inside the box so the right answer is more than just a hunch.

“Over time, with the rise of e-commerce, use of the algorithm increased,” adds Geoffrion. “And as it evolved, the next logical step was to combine it with some of our packaging-on-demand solutions.”

Thus, the AI solution OptiCarton was born, eliminating the need to have an inventory of different sized boxes on hand. “We’re able to leverage on-demand technology so that we can produce the right size box at the right time,” she says.

Customer research conducted by DHL Supply Chain reveals that 24% of e-commerce package volume is empty space. OptiCarton helps brands and retailers produce the right package at the right time for each shipment, which, in turn, drives down transportation costs and minimizes waste all while ensuring the product is protected.

## FAIR GAME

At times, achieving smart and sustainable packaging solutions takes on the characteristics of certain games. In fact, Geoffrion likens the artificial intelligence used by OptiCarton to the video game Tetris, a classic puzzle game where players rotate and move falling geometric shapes to complete full rows without empty spaces.

“Our software effectively arranges the contents within a parcel to achieve cost and emissions savings,” she says.

One of the key logistics solutions offered by MagicLogic Optimization gets its name from another logical puzzle game, BlackBox, where the objective is to strategically acquire information to deduce the game board’s hidden solution. It’s not unlike collecting data to select the right box for orders in e-fulfillment, each and every time.

“A Black Box does something very clever, but in a mysterious way,” notes Smith. “All you have to look at is what goes in and what comes back out again.

MagicLogic’s BlackBox optimizer is an easy-to-integrate Windows

service with an extensively researched and proprietary algorithm. Its main applications are:

**Cartonization**—the process of evaluating the size, shape, and weight of every item to be shipped to determine the optimal packaging option.

**Mixed palletization**—the process of placing goods together on top of a pallet to consolidate the load, using robotics. It utilizes true 3D placement of every item to deliver an optimal solution.

“A lot of warehouse management systems (WMS) say they provide cartonization load planning,” says Smith. “But what they really do is add up the volumes of all the boxes. If that volume is less than the volume of the shipping carton or container, they say it fits. That is a load of baloney.”

To prove his point, Smith describes a too long but very narrow product. “It’s still got a small volume but it won’t fit in the intended box, which is why you have to do true 3D placement,” he says. Being able to show potential customers an image also gives MagicLogic a chance to model some complex loading rules.

“We can illustrate why fragile Product A can’t be on the bottom or why Product B can’t be with Product C because they will explode if loaded together,” says Smith. “All this information comes into play at some point.”

When it all becomes more complicated than the average human brain typically wants to trouble itself with, having software that provides the right answer every time is both reassuring and cost-effective.

## THE RIGHT STUFF

About 84% of consumers prefer their items be shipped via cardboard box versus plastic shipping envelopes and pouches, finds a March 2022 consumer study conducted by Packsize, an automated packaging solutions provider.

Furthermore, 87% of consumers who order online four or more times per week tend to patronize brands that demonstrate habits aimed at reducing their carbon footprint.

Sustainability is clearly top of mind for everyone. A box that is 40% too large needs 28% more paper than a rightsized box. Roughly 68.6% (per EPA data) of any plastic filling—styrofoam packing peanuts, air-filled pillows or others—included in that same oversized box ends up in landfills, where it sits for thousands of years to decompose.

Issues with sustainability and waste within the shipping industry are exactly why Hanko Kiessner founded Packsize, a company whose business model centers around rightsized packaging.

“I had the good fortune of being in



**Logistics partners such as DHL Freight prioritize sustainable packaging and operations. They analyze supply chains from consumer to packaging, helping shippers become more sustainable and identify future-proof solutions.**

# PACKING IT IN

my father's business in the mid-1990s in Germany," he says. "He pioneered the corrugated z-Fold material, which ultimately became the basis for all rightsized packaging on demand that exists in the world today."

Adding up all of the paper necessary to make boxes that are 40% too large in the United States alone amounts to 5.8 million tons of extra paper—the equivalent of 98 million trees. If a box is 40% too large, 28% more corrugated is being used.

"It has to do with the geometry of how a box is folded and how two dimensions translate to three dimensions," explains Kiessner.

A rightsized box not only reclaims the 28%, but filling material also shrinks by 90 to 100%, meaning none is usually necessary.

"The best level of protection is actually rightsizing the packaging and creating a perfect fit," says Kiessner. "Shipping damages actually decrease when you switch to rightsized packaging on demand."

Packsize eschews the use of plastic and participates in sustainability by using sustainable paper practices. Its proprietary z-Fold is made of 97% recyclable corrugated material that comes from trees planted for that specific purpose. When a tree is cut down to be turned into a box, a new tree is planted in its place.

## A PLACE FOR PLASTIC

Amid all the conversation about sustainability, it might seem as if there's no room at the table for plastic. However, insert the word reusable in front of it and suddenly plastic is seen in a different light.

During a time when companies are scrutinizing every point of their supply chain—including the packaging used to move their products—reusable plastic totes, pallets, and even dunnage and bulk systems gain street cred.

"Automation and plastic reusable packaging play nicely together," says Andrea Nottestad, senior product manager at ORBIS Corporation. "Plastic offers the reliability needed as it relates to automation." As a

Today's most pressing challenges forced packaging decision makers to shift priorities and rethink operations, with 90% changing how their packaging is sourced, finds a new study released by R.R. Donnelley & Sons Company. The *Unpackaging Reality Report's* key findings underscore the packaging industry's willingness to evolve operations in the face of challenges without losing sight of sustainability goals:

**1. Supply chain challenges lead to innovation.** To navigate market challenges, 62% of respondents diversified suppliers, 42% outsourced manufacturing and fulfillment, 39% consolidated suppliers, 30% substituted specs, and 26% reshored manufacturing to the United States. There is broad willingness to pivot to different packaging materials in light of supply chain sourcing challenges: 36% say they are extremely willing to use alternative materials. As for guidance and information, 78% of respondents look to suppliers, vendors or direct manufacturers.

**2. E-commerce ignites packaging demand.** The majority of respondents (57%) experienced an increase in e-commerce orders in the past 1-2 years and, for nearly all of them (92%), this resulted in an increase in packaging needs.

Packaging professionals responded to growing e-commerce orders by increasing inventory (55%), expanding warehousing (53%), changing materials (52%), and increasing staff (51%).

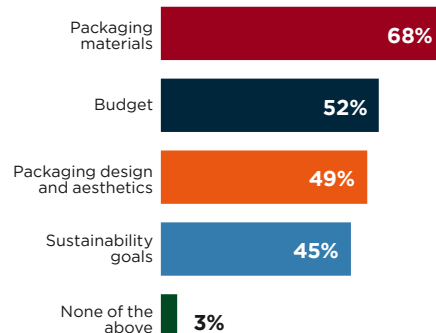
**3. Surprising strides in sustainability despite cost pressures.** Almost all respondents (94%) agree that sustainability is a key consideration in packaging and label decisions. Further, two-thirds of packaging professionals shifted to more sustainable packaging than what they used previously. When considering sustainability, budget is the top influencing factor—more so than external regulations or consumer preferences—suggesting that cost-effective eco-friendly materials are in high demand.

Of note, the majority of packaging decision makers (55%) say recent supply chain disruptions moved their companies closer to their carbon emissions goals, suggesting sustainability initiatives may prove versatile and resilient.

### SHIFTING PRIORITIES:

**Packaging materials were the top item re-prioritized by decision makers during the previous years' challenges. About half re-prioritized budget (52%) and design/aesthetics (49%). Sustainability goals were re-prioritized by 45%.**

SOURCE: The Unpackaging Reality Report, R.R. Donnelley & Sons Company



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**iGPS offers plastic pallets that are 100% recyclable and sustainable, and can make more than 100 trips in their lifetime. They then enter a recycling system to be reground, reformed, and reborn as a new pallet.**

subsidiary of Menasha Corporation, the company's focus has always centered on providing quality reusable packaging. In recent years, as e-commerce has evolved and accelerated, ORBIS has paid particular attention to the distribution environment.

### SO LONG, SINGLE USE

In today's circular economy, limited or single-use packaging solutions such as fiber corrugated boxes and wood pallets are falling out of favor. Plastic on the other hand—especially varieties that, at the end of their lifecycle, can be recovered, recycled, and reprocessed into new packaging products—are getting the thumbs up and falling in line with customers' expectations regarding sustainability. As studies note, consumers have a more positive image of and are more loyal to a company that supports social and/or environmental issues.

"It's such a good environment right now for returnable packaging," notes Nottestad. "Areas of the supply chain are evaluating it more seriously than they have in the past. They're coming back and looking at it again."

Some of the drivers prompting that second look include seeking to improve labor inefficiencies, reduce costs, and achieve throughput objectives and sustainability goals.

Rightsizing factors into this domain as well. "You don't want to ship a lot of

air on a truck," says Nottestad. "With reusable packaging you start to home in on some standards that fit the efficiencies for the majority of your product. Those standards then become the basis to build off and around other parts of your process to achieve added efficiencies."

Using dividers or subdividing containers is common; it ensures that a plastic tote, for example, is densely packed rather than sitting half full.

"Trying to drive as much cube as possible into containers has long been a focus for ORBIS, but we look at it across the entire supply chain," says Nottestad. Concern extends beyond a single point of use.

In other words, ORBIS wants to know where that tote is going next. Will it be palletized? Will that pallet then end up on a truck? Will ORBIS cube out the truck and take all these factors into consideration? Inefficiencies in a transport vehicle can quickly offset savings achieved elsewhere. "We keep all that in mind," says Nottestad.

### CHOOSING REUSING

Smart and sustainable packaging solutions are just one piece of the puzzle. Shipping pallets—those ubiquitous workhorses that basically serve as the underpinnings of the entire supply chain—deserve consideration too.

Companies are beginning to discover the value of recycled plastic pallets, once

exclusively made of wood, such as the variety supplied by iGPS Logistics.

Plastic pallets were shown to have a longer lifespan than similar wood block pallets, according to a 2020 study conducted by Environmental Resource Management, a global consultancy. The study concluded that iGPS's virgin and recycled plastic pallets have significantly less environmental impact than pooled multi-use wood pallets.

In fact, iGPS recycled more than 32 million pounds of post-consumer and post-industrial plastic into pallets in 2021 alone. That figure represents just part of the more than 208 million pounds the company has recycled over the past seven years.

The company estimates that by shipping lighter plastic pallets, their customers kept more than 28 million pounds of greenhouse emissions out of the atmosphere in 2021.

### OUT OF THE POOL

iGPS was founded as a plastic pallet pooling company. "We identified an opportunity early on that plastic would perform more efficiently and effectively in the supply chain," says Harrison Dean, executive vice president. "Being lighter weight, plastic pallets allow you to cube a truck out versus weight it out. Their streamlined design means they perform more efficiently in automated circumstances."

Plastic pallets keep their structural integrity, unlike wooden pallets that are prone to splintering. Moisture might cause a wooden pallet to expand whereas a plastic pallet maintains its dimensions throughout the entire supply chain.

iGPS's plastic pallets are outfitted with RFID chips to keep track of them throughout their lifecycle—which averages 7 to 10 years depending on the product. After that they will, without a doubt, be recycled into a new generation.

Ultimately, new generations of packaging and support systems are how e-commerce will continue to scale its inefficiencies and become more sustainable. ■

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# MARITIME CHALLENGES: PORTS *Sea* IT THROUGH

Ports ease rough supply chain conditions with new services, technology, and other initiatives.

By Karen Kroll



**E**ven as many books, music, and movies travel electronically, physical goods still need to move, well, physically. More than four-fifths of global merchandise trade by volume travels by sea at some point, according to *The Container Port Performance Index 2021*, a publication of the World Bank Group and S&P Global Market Intelligence.

In 2020, water-going vessels moved \$1.5 trillion worth of goods to and from the United States, the Bureau of Transportation Statistics (BTS) reports.

This drop from 2019's \$1.7 billion, a result of COVID, didn't last. Instead, consumers shifted their discretionary spending from services to products. In the 10 months leading up to October 2021, the monthly value of U.S. international freight transported by ships jumped by more than 20% to \$170 billion.

The increase led to backlogs at many ports. In late December 2021, about 112 container vessels were waiting to berth at U.S. container ports, the BTS reports.

"Some underlying trends and challenges were ripped open and laid bare by the stresses of the pandemic," says Cary Davis, vice president, government relations and general counsel with the American Association of Port Authorities.

"While there have been some improvements in dwell times, challenges remain as some ports continue to struggle with the increasing flow of cargo volume," says Jason Price, senior director of research, U.S. industrial and logistics with Cushman & Wakefield.

The highest a North American port ranked in the Container Port Performance Index, which measures total port time, was the Port of Virginia, at 23. One reason for the relatively poor showing of many U.S. ports is their inability to share information between various entities, like port owners and crane and terminal operators, says Matt Dollard, industrials senior analyst with consulting firm RSM.

The lack of communication hinders efficiency. In other countries, these organizations often are under the government's control, and communication is more straightforward.

Another challenge, particularly at West Coast ports, is the "complex labor/management climate," says William Hall, president of Seattle-based Seaport Consultants. That can make it difficult to bring in automation.

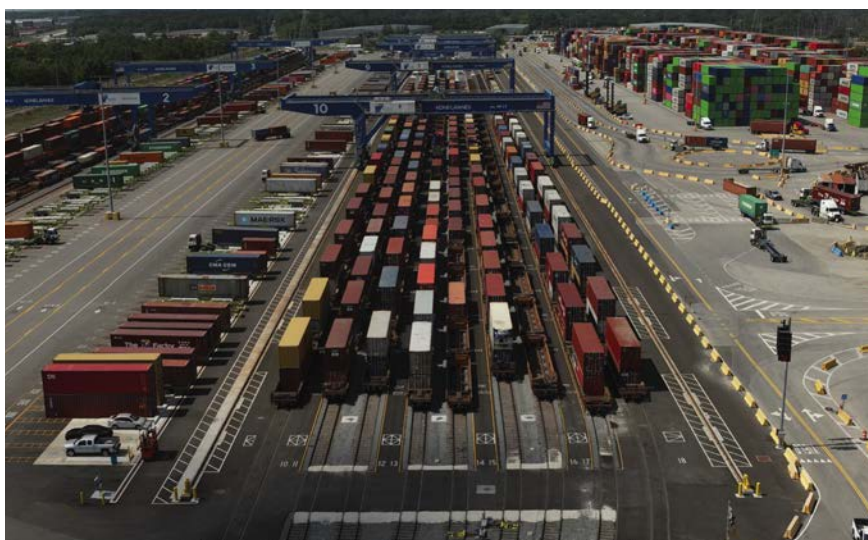
While workers often worry automation will cut their jobs, a recent report commissioned by the Pacific Maritime Association finds that automation at the Ports of Los Angeles and Long Beach actually boosted job growth opportunities for dock workers. Between 2015, the year before automation was introduced, and 2021, jobs at the automated terminals rose 31.5%, versus 13.9% at the non-automated terminals.

Among the technologies that come into play are driverless chassis and automated cranes. These help with "densification," or stacking containers higher and closer together, which reduces the number of moves and the distance between them.

Moreover, a lack of workers currently challenges many maritime companies. "We don't have a big pool of people getting into the maritime industry," notes Kimberly Cartagena, spokesperson with Centerline Logistics:

One reason is a lack of knowledge. "Maritime is such a niche industry," Cartagena says. Few people know they can earn a decent living working on a ship.

In addition, the jobs are often blue collar. "Many parents want their kids to go to a four-year institution and become CEO," she adds.



**As part of its infrastructure expansion plan, the Georgia Ports Authority completed 18 new tracks at its Mason Mega Rail Terminal. The new tracks increase intermodal capacity to and from the Port of Savannah by more than 30%.**

Maritime careers offer a different path. High school graduates might start at about \$25 per hour, and then work up to six-figure wages, along with benefits—often while in their 20s. The industry needs to let students and families know about the opportunities available, Cartagena says.

### ADDRESSING THE CHALLENGES

The challenges are real and a number of ports are tackling them. Some are changing operations to add third shifts and pre-position equipment and cargo to prepare for surges.

In addition, many North American ports are undertaking ambitious capital improvement projects. “Some ports have increased automation to help with efficiencies and many have completed or have infrastructure projects underway in order to handle more cargo volume,” Price says.

### PORT HOUSTON TAKES ACTION

Port Houston owns and operates eight public wharves and terminals, including the region’s largest breakbulk terminal, says spokesperson Lisa Ashley-Daniels. Two of its container terminals, Bayport and Barbours Cut, together handle about 70% of all container cargo through the Gulf.

Given the surge in volume, Port Houston’s management team is responding “with an accelerated infrastructure development program on all fronts,” says Roger Guenther, executive director. “The port is expanding the Houston Ship Channel to handle bigger ships, constructing wharves, adding container yard space, installing new equipment, and training our future workforce.”

In June, Port Houston, partnering with the U.S. Army Corps of Engineers, launched a \$1 billion expansion of the Houston Ship Channel. Known as “Project 11” because it’s the 11th major construction project in this waterway, the initiative will, among other changes, deepen some segments by up to 46.5 feet and widen parts of the channel by 170 feet.



PHOTO: PORT HOUSTON

**To manage volume surges, Port Houston is expanding its Houston Ship Channel to handle bigger ships, constructing wharves, adding container yard space, installing new equipment, and training its future workforce.**

The \$142 million the U.S. Army Corps of Engineers allocated to the project is designated to complete Segment 3 of Project 11, which focuses on the Barbours Cut Container Terminal section of the Houston Ship Channel. Completing this segment will allow the terminal to handle larger container vessels.

### GEORGIA PORTS PREPARE

As delays have dogged some West Coast ports, more shipments, including those from Asia, are traversing the Panama Canal and heading to ports on the East Coast. This, along with organic growth in trade volume, prompted the Georgia Port Authority (GPA) to expedite its infrastructure expansion plan and boost staffing, delivering new capacity ahead of schedule, says Ed McCarthy, chief operating officer.

In November 2021, the Georgia Port Authority commissioned the final set of working tracks at the Mason Mega Rail Terminal at the Port of Savannah, boosting rail lift capacity to one million containers per year, a jump of 30%.

Spanning 85 acres and offering 18 working tracks and 10 rail-mounted gantry cranes, the rail yard is the largest of its kind for a port terminal in North America, McCarthy says. “The Port of Savannah can now build and receive six 10,000-foot-long trains simultaneously,” he says. Because dwell time for rail cargo

at the Port of Savannah is less than two days, the expanded rail infrastructure improves cargo flow, he adds.

At the Garden City Terminal, also at the Port of Savannah, the Peak Capacity Project boosted the container yard’s annual capacity by 900,000 twenty-foot equivalent (TEUs). Another 300,000 TEUs of capacity are expected to come online during summer 2022.

“Growing our terminal capacity allows GPA to take on additional business without congestion,” McCarthy says.

A project to straighten a bend in the docks at Berth 1 and install new 130-foot gauge ship-to-shore crane rails is about 40% complete. These changes will enable the Port of Savannah to simultaneously serve four 16,000-TEU vessels—the largest class of container ships serving the U.S. East Coast—and three other ships.

“These enhancements to infrastructure and staffing mean Georgia is better prepared to handle the current level of cargo, future growth, and any influxes in trade that might occur,” McCarthy says.

### REHAB AT PORT OF LAKE CHARLES

In Louisiana, a \$30 million rehabilitation at Berths 2 and 3 at the Port of Lake Charles is scheduled to be completed in summer 2023, says Therrance Chretien, director of cargo and trade development. The project will replace the 1920-era berth structure



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**At the Port of Lake Charles in Louisiana, a \$30 million rehabilitation project is underway to replace the 1920-era berth structure that's supported by wood pilings and lacks the weight capacity for modern cargo handling.**

that's supported by wood pilings and lacks the weight capacity for modern cargo handling.

"This project will give the port the opportunity to handle project cargo such as wind components, steel, pipe, and other heavy lift cargo," Chretien says.

Before Hurricane Laura hit the area in August 2020, the Port of Lake Charles had 1.4 million square feet of covered storage, including 900,000 square feet along the waterfront. The hurricane damaged or destroyed about half the covered storage. To provide additional storage in a timely manner, the port is constructing, at a cost of about \$5.4 million, two tension fabric storage structures. These will offer about 100,000 square feet of storage.

#### **PORT EVERGLADES GOES LONG**

The new, \$471 million Southport Turning Notch Extension at Port Everglades in Fort Lauderdale, Florida, is the largest infrastructure project in the port's history, says spokesperson Ellen Kennedy. The project lengthened the existing turning notch from 900 feet to 2400 feet, adding up to five new cargo berths in the Southport Container Complex area.

As part of this project, Port Everglades took delivery of three Super Post-Panamax container gantry cranes over the past year, while also ordering three more cranes that are scheduled for delivery by late 2023.

"Each crane can move more containers faster and more efficiently than the existing cranes," Kennedy says.

The Port Everglades Navigation Improvements Project (PENIP), to be done in partnership with the U.S. Army Corps of Engineers, is designed to enable safe passage of the larger neo-Panamax cargo ships. As the leading U.S. gateway for trade with Latin America, Port Everglades already was handling neo-Panamax vessels from Europe and South America, but the ships had to be lightly

loaded, which is inefficient, Kennedy says. This project will deepen the port's navigation channel from 42 feet to 48 to 50 feet and widen narrow channel areas. It will be complete by 2030.

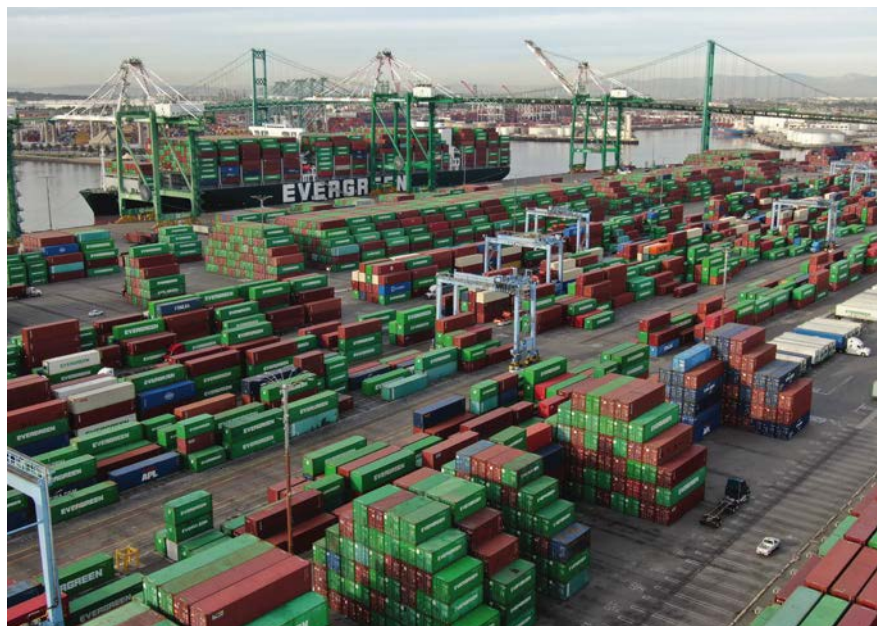
#### **PORT OF LOS ANGELES STAYS BUSY**

For more than two decades, the Port of Los Angeles has been the busiest in the Western Hemisphere. In 2021, it handled 10.7 million TEUS.

To continue managing this volume, a number of capital projects are underway. The Everport Container Terminal Improvement Project, among other changes, deepened the berth to 53 feet and improved the electrical infrastructure to allow for three additional container cranes, says Tony Gioiello, the port's deputy executive director of development.

The project launched in September 2019 and was completed March 2022, at a cost of \$65 million.

The Pier 400 Corridor Storage Tracks Expansion Project, budgeted at \$73.2 million, expands existing rail storage yard, adds 43,000 track feet and five railroad storage tracks, and extends an existing rail bridge. Construction started in February 2022 and is expected to end in mid-2024.



**The Port of Los Angeles has completed construction of the \$65 million Everport Terminal Improvement Project to improve the capacity of its existing terminal to accommodate larger container vessels anticipated to call at the terminal over the next two decades.**



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A project currently in the design stage is the On-Dock Rail Expansion of Berths 302 to 305, which will add 17,500 track feet to the existing on-dock rail yard at the Fenix Container Terminal. The expanded yard rail configuration will allow for rail mounted gantry crane operation. The project is expected to begin construction in July 2023, with completion by mid-2025.

#### FLOWING THROUGH ST. LOUIS

Cargo vessels don't only travel the ocean. Roughly 60% of the grain in North America floats down the Mississippi River to New Orleans for export, says Susan Taylor, director, port authority, with the St. Louis Development Corporation.

In 2022, given the expected decline of Ukrainian and Russian exports, she expects the number of agriculture barges to significantly increase.

A \$7.2 million BUILD (Better Utilizing Investments to Leverage Development) grant received in 2021 will expand rail services at the Municipal River Terminal (MRT) and a grain conveyor plant, both on the Missouri side of the river. It also will expand rail service at two Illinois locations. BUILD Grants are a program of the Department of Transportation.

#### INLAND PORTS STEP IT UP

Although the term may seem like an oxymoron, inland ports are a growing segment of the port sector, Davis says. Moving intermodal containers from vessels to rail to inland ports, where they can be unloaded and transshipped, means more functions occur away from congested seaports.

A case in point is the Utah Inland Port Authority (UIPA), which in 2021 inked a deal with the Port of Long Beach to use the on- and near-dock rail system at the Port of Long Beach to speed rail deliveries to and from Utah. In turn, UIPA committed to developing its transloading capacity.

In August 2021, UIPA announced a partnership with QuayChain Technologies to build and operate a

private LTE/5G network dedicated to the supply chain, the Intelligent Crossroads Network.

QuayChain's solution digitizes information and connectivity gaps in the supply chains with port and logistics centers.

#### CHALLENGES AND OPPORTUNITIES

"Not since the Titanic, or maybe even before that, have ports and shipping been in the news like they are today," Davis says.

On the bright side, the challenges that ports and shippers have been confronting have also highlighted the upgrades and policy changes needed to construct a port system that works today and into the future, he adds.

Policymakers appear to be taking note. The Infrastructure Investment and Jobs Act, signed into law in 2021, includes \$5 billion specifically geared to ports and another \$27 billion for which ports can apply. The funding is spread over five years.

"The bill was an awesome down payment on upgrading port infrastructure and technology, which had been ignored for generations," Davis says.

Moreover, even with the obstacles of the past few years, U.S. ports are moving approximately 20% more cargo than they did pre-pandemic. "Something is going right," Davis says.

The investments and changes many ports are making will lead to even better performance. ■



## THE PORT OF VALDEZ: MODERN-DAY GOLD RUSH

While smaller than many other ports that dot the North American coastline, the Port of Valdez in Alaska has potential, and Jeremy Talbott, ports and harbor director, has ambitious plans for its growth.

He notes that the state of Alaska has enough coast land to take over worldwide production of kelp, a type of seaweed. Among other uses, seaweed can be used in fertilizer and animal feed; when included within animal feed, it can cut the methane emitted by animals by about three-quarters, Talbott says. Companies from across the globe are interested in its potential. "It's a modern-day gold rush," he says.

The Port of Valdez is home to nine grain silos that could play a role. Built in the 1980s to hold winter wheat, that market failed to materialize due to a lack of rail transport, Talbott says. Other than their use as cell towers, the silos have sat dormant.

Talbott is working with several companies to obtain grants to upgrade the silos so they can be used to help develop the state's mariculture industry.



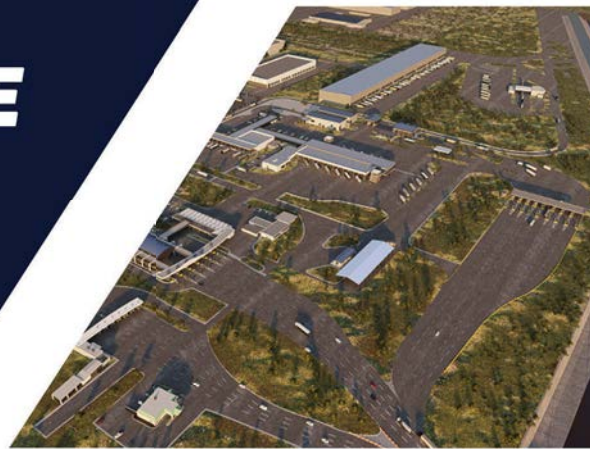
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# TECHNOLOGY FOR SMBs

# NO SMALL MATTER

**Supply chain technology isn't just for large companies. It's possible — and necessary — for businesses to invest in new innovations, no matter what their headcount.**

**By Helen Mann**

It was not long ago when supply chain operations were thought of as a backroom affair, running on paper charts and fax machines. But after nearly two years in the spotlight, the sector has attracted attention—and resources—at new levels from Silicon Valley.

Funding for supply chain technology hit \$11.3 billion in 2021, reports Crunchbase News. That's nearly double the dollar amount supplied in 2020, and it dwarfs the previous record of \$9.1 billion in 2019. Advanced technologies such as big data, management systems, and artificial intelligence have become integral to supply chain operations.

Technology to manage the supply chain is not just for the Fortune 500,

either. Supply chain disruptions are the second-largest concern for small and mid-sized businesses, according to a Chamber of Commerce report released in March 2022. Sixty-five percent of companies reported that it is difficult to manage pandemic-related shocks, 66% are impacted by labor shortages, and 59% of businesses struggle to keep up with customer demand.

To address these challenges, an influx of technology has become accessible to small and mid-sized businesses.

“New startups are lowering the barrier for small and mid-sized businesses to innovate their supply chains,” says Nick Vyas, associate professor of clinical data sciences and operations at the

University of California Marshall School of Business. “They are allowing much greater access to resources that these companies didn't have before.”

## **GOOD NEWS/BAD NEWS**

The good news for small e-commerce merchants is that, in 2022, sales channels and marketing opportunities abound. Online retailers can advertise on any number of social media platforms, and sell through Amazon, Walmart, Macy's, and other channels.

The bad news: actually getting those products to customers has become unruly and expensive. Restrictions on manufacturing activity in China culminated in erratic production

and shipping schedules. As a result, it has become increasingly difficult for companies to get inventory to U.S. shores.

“Moving a container from China to the United States might traditionally cost around \$2,000,” says Dhruv Saxena, co-founder and CEO of ShipBob, an omnifulfillment platform headquartered in Chicago. “Since 2020, that cost has skyrocketed to \$20,000. As a result, margins are going to take a massive hit.”

It’s a tough environment for companies of any size, but these logistics snags create a unique set of challenges for smaller retailers.

“Small business owners don’t do large-scale manufacturing, which means they are rarely able to fill up an entire container coming out of China,” Saxena says. “They always have to find brokers or fight for space in an existing container to ship their inventory.”

In 2021, ShipBob introduced FreightBob, a managed freight and inventory distribution program, to help its 7,000-plus less-than-containerload clients secure shipping capacity.

“Because we have so many small merchants, we are able to pull all their inventory into one container,” says Saxena. “Because the entire container is reserved for ShipBob sellers, it doesn’t need to be opened once it reaches a port.

It can get pulled straight onto a truck, and bypass some of the logjam.”

SharkBanz, a provider of shark deterrent technology, employed FreightBob to move its inventory out of China more quickly in anticipation of Black Friday/Cyber Monday in 2021. Utilizing FreightBob, SharkBanz experienced 50% faster shipping from Hong Kong to Los Angeles.

## BRINGING TRANSPARENCY TO TRANSPORTATION RATES

The carrier market to move freight inbound hasn’t been much easier to navigate. Both imports and exports in the United States hit record highs in 2021, according to the Department of Commerce.

Meanwhile, an unending stream of external factors, such as the pandemic and low levels of labor force participation, depleted trucking capacity last year. According to Averitt Express’s 2021 *State of North American Supply Chain Survey*, 37% of shippers had trouble securing capacity in 2021 and 76% of respondents expected to ship more freight in 2022.

Tight trucking conditions create a difficult negotiation climate and limit carrier accessibility, especially for smaller shippers, says Josh Dunham, CEO and co-founder of Reveel, a shipping

intelligence platform headquartered in Irvine, California.

For example, most carriers require a minimum number of shipments before they can assign a dedicated sales representative to a customer. Smaller businesses often can’t meet that threshold, which means potentially missing out on discounts and optimal rates.

Meanwhile, consumers’ appetite for fast, free shipping shows no signs of abating. A 2021 Inmar Intelligence survey finds that 79% of consumers expect free shipping on apparel and home goods, and nearly 90% expect their purchases to arrive within five to seven days.

“There’s a direct correlation between lower shipping costs and higher sales, especially in the commodity space,” Dunham says. “Years ago, lower shipping costs were a ‘nice to have.’ Now they almost determine whether a company will survive as a business in the next five to 10 years.”

Such was the case with eFavormart. The wedding favor distributor, which began in 1994 with just two employees, relied on free shipping and competitive prices to maintain a market advantage. Using data compiled and displayed in Reveel’s dashboard, eFavormart cut shipping expenses by 26%. That enabled the company to lower its free shipping threshold and achieve 30% higher sales within one year.

## BRING ON THE ROBOTS

As companies adapt to the post-pandemic world, the twin difficulties of staffing shortages and evolving customer demand have persisted. Respondents to a June 2022 survey conducted by Zebra Technologies identify faster delivery expectations as a top challenge. Meanwhile, 61% of managers report a need to increase their workforce, but struggle to recruit and retain enough labor.

“Everyone is trying to keep up a certain level of service,” says Zach Gomez, senior director of global logistics business at Realtime Robotics in Boston.



Automation can level the playing field for SMBs. Realtime Robotics, for example, offers products that help smaller businesses decrease robot lifecycle costs, reduce programming time, and increase throughput rates.



“Small businesses don’t have the flexibility of Walmart or Target, and it’s hitting them harder.”

Automation is starting to level the playing field, Gomez explains. Access to technologies such as autonomous mobile robots (AMRs) used to be limited to large corporations with the budget for a research department and multiple engineers on staff. But over the past decade, new innovations have made these tools accessible to smaller shippers.

Meanwhile, the productivity gains enabled by automation help small and mid-sized businesses stay competitive with larger companies.

Realtime Robotics technology, for example, helps companies palletize more efficiently. The software automates robotic programming, enabling multiple robot arms to build pallets faster and with less human involvement at a warehouse or e-commerce facility.

The 2021 MHI Annual Industry Report found that 53% of supply chain professionals are increasing their investment in automation. Thirty-eight percent of survey respondents said that automation and robotics are currently in use at their company, and another 38% plan to adopt these technologies within five years.

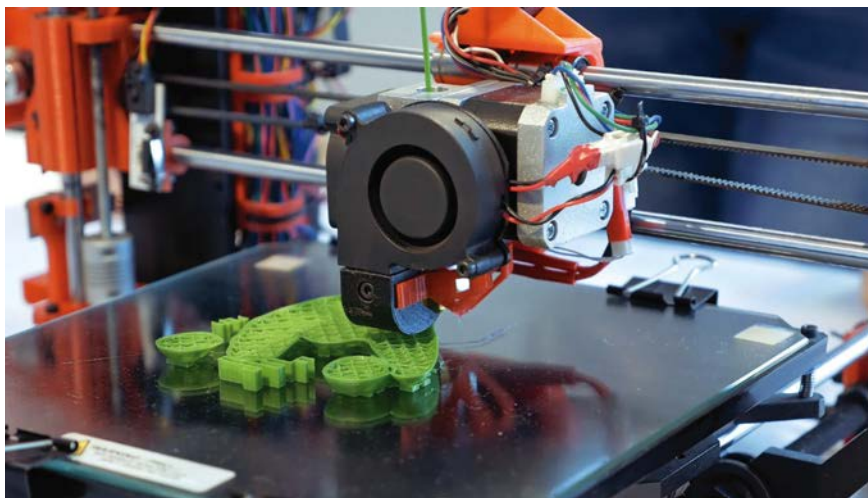
“It’s not a luxury to automate, it’s a necessity at this point,” Gomez says.

### 3-D PRINTING: A DIY JOB

Manufacturers have always had to replace spare parts. Usually, that entails outsourcing production to another company. But lead times have stretched over the past two years, thanks to materials shortages, shipping delays, and rising costs.

Those challenges are culminating in more frequent production delays.

“When you overlay a pandemic, a global supply chain crisis, and a shortage of business-critical items, you end up with a value chain that was once right-sized, but is now completely turned on its head,” says Daniel Lazier, product marketing manager at Markforged, a 3-D printing provider based in Watertown, Massachusetts. “As a result, the process



**Additive manufacturing, or 3-D printing, offers a slew of benefits to small and mid-sized companies such as rapid prototypes, shorter runs with lower costs, easier storage thanks to producing parts as needed, and improved product quality.**

to get from raw materials to finished goods and into customers’ hands no longer works predictably.”

Enter 3-D printing. At Markforged, printers weave continuous strands of carbon fiber into a printed part, resulting in an object that can withstand the same heat and pressure as 6061 aluminum. Manufacturers can use 3-D printing to make component parts in-house to bypass production delays.

“3-D printing opens up a world of possibilities that was not accessible before,” notes Lazier. “It gives businesses a buffer against uncertainty with a system that slashes lead time from two weeks to one day, at a fraction of the cost.”

3-D printing can produce objects ranging from repair parts to airplane cockpit equipment. FormLabs, a 3-D printing operation based in Somerville, Massachusetts, uses a process called selective laser sintering, in which a laser melts powdered plastic materials such as nylon or polystyrene into a final product.

Partial Hands Solutions, a producer of prosthetic equipment, uses FormLabs printers to make prosthetic parts for veterans and amputees.

### SMOOTHING OUT INVENTORY

Businesses of all sizes got a crash course in selling through new channels after the pandemic struck. E-commerce sales rose by 32.4% annually in 2020,

and then by another 14.2% in 2021, according to the U.S. Department of Commerce.

The transition to online selling had its difficulties, but the real challenge came when merchants had to adapt to multi-channel sales.

“E-commerce worked really well for millions of businesses,” says Doug LaBahn, chief marketing officer at Cin7, an omnichannel inventory management system provider. “But once your store reopens, your cash register can’t tell you how much merchandise you have in the store, much less what’s available online.”

The lack of inventory visibility within different channels can cause multiple problems for a business, LaBahn adds. Think about selling the same item twice or shipping out incorrect orders. He recommends a cloud-based inventory management solution to reconcile orders from different sales modes.

Order forecasting is one example. Say a business receives a large holiday season order from a major retailer. The company would have to manage—and pay for—the order, sometimes months before seeing any sales revenue. That means ensuring that the order is correct and arrives on time, and having the appropriate cash flow to keep the rest of the business running.

Cin7’s inventory forecasting helps companies anticipate which items will

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be popular, how much product would sell at a profit, and what it would cost to replenish the storeroom during a busy quarter.

Companies that took advantage of modern inventory management technology were 74% more likely to accelerate their sales growth following the pandemic, according to Cin7's 2021 *Inventory and Order Management Trends* report.

London-based Brompton implemented Cin7's order management tool when demand for its foldable bicycles spiked. Using Cin7, Brompton manages sales across seven different channels, including a brick-and-mortar store that recently opened in the United States.

## KEEPING AN EYE ON OPERATIONS

Forrester Research predicted in 2018 that inventory and supply chain management investment in Internet of Things, or IoT technology, would grow 20.2% between 2017 and 2023.

The use of technology to track assets has historically been associated with large companies. For example, international shipping giant Hapag-Lloyd announced in April 2022 that it would equip its entire fleet with GPS-enabled and temperature-monitoring sensors by 2023.

But IoT technology is steadily becoming more accessible to smaller businesses, too. Much of that has to do with cost. The price of an IoT sensor, for instance, fell from \$1.30 per unit in 2004 to 44 cents in 2018, according to Microsoft's 2019 *Manufacturing Trends* report.

Meanwhile, IoT uses abound. Sensors give feedback, letting shippers know where their raw materials or finished goods are in their supply chain.

Beyond that, IoT provides a wealth of data that can tell a business everything from whether it has enough raw materials to signaling that a piece of equipment needs to be replaced.

"What companies can measure, they can optimize," says Steve Higgins, founder and president of MobileWare, an IoT connectivity provider based in

Glendale, Colorado. "They can see all these different data points coming in and run algorithms that show what actions to take to save on production costs by pulling all of this data together."

Say a company wants to tackle rising fuel prices. IoT sensors could provide feedback on fuel wasting activity, such as excessive idling.

GeoTab, a telematics provider with offices in Las Vegas, offers vehicle tracking devices that monitor a driver's route, speed, and stop times. GeoTab's telematics system helped Richelieu Hardware's drivers find delivery locations and cut the time spent at each stop, increasing the number of deliveries that could be made per week.

## WHAT'S AHEAD?

Going forward, fostering agile and responsive supply chains will require businesses of any size to build a "robust digital backbone," notes a KPMG report. The pandemic accelerated the adoption of technology, and consumer preferences for a fast, seamless, and digital experience have evolved accordingly.

Regardless of size or maturity, KPMG suggests that businesses embrace innovations that will automate low-value tasks, assist in routine activities, and collect data to inform strategic decision making. Businesses must enable a quick response to the next disruption.

For small and large companies alike, there's no turning back now. ■

# PULLING IT ALL TOGETHER

Sometimes pulling everything together can be the hardest part of supply chain management. Supply chain has always been complex, but over the past two years, it has gotten harder to rely on any one partner for sourcing, manufacturing, or transportation, says John Rattay, chief commercial officer at Redwood Logistics, a third-party logistics provider based in Chicago.

At the same time, shippers are managing a slew of applications data sources, and visibility platforms. It's a lot to juggle.

Redwood Logistics offers a logistics-platform-as-a-service, or LPaaS. This service utilizes an open platform that connects a shipper's entire logistics operation with its technical applications.

A sub-feature of LPaaS is an integration-platform-as-a-service (iPaaS), called RedwoodConnect. As the name might imply, RedwoodConnect enables shippers to drag and drop all applications and data sources onto a single dashboard.

ASPEQ Heating Group, a provider of commercial and industrial heating products, uses RedwoodConnect to improve visibility into its shipments. As a producer of oversize, uniquely shaped equipment, ASPEQ needs a process to streamline booking while also getting insights into freight spend.

RedwoodConnect provided ASPEQ with LTL procurement data, brokerage information, cargo claims, and TMS insights. Having its data consolidated into one platform helped ASPEQ identify savings opportunities and reduce LTL costs by 10%.

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# CANADA-U.S. TRADE: SEAMLESS & STREAMLINED

**With a vital trade relationship aloft, moving shipments between Canada and the United States remains smooth and collaborative—thanks to reliable and experienced providers.**

**I**n the view of Kirsten Hillman, Canadian ambassador to the United States, the longstanding spirit of friendship and good will that exists between Canada and the United States goes well beyond the relative ease with which cargo moves back and forth between the two borders.

“It’s more than just trade,” she says. “We don’t just sell products to each other, we make things together.

“An automobile that is made between Detroit and Windsor will have crossed the border six to seven times before it rolls off the assembly line,” she says. “It’s the same for our agricultural sector and manufacturing sector outside of autos.

We are deeply integrated, and we create millions of jobs in both countries through that integration.”

The power of this integration transcends even the outbreak of a pandemic. When COVID-19 struck and restrictions were put on non-essential travel between the two countries, Hillman notes, all commercial traffic was deemed essential on both sides.

“This partnership is vital not only to our ability to weather difficult times as we saw with COVID but also to helping the world in moments of challenge and crisis,” she says.


There is no question that the U.S.-Canada trading relationship is a

particularly significant example of the comity between the two nations. A concrete manifestation of that relationship is the creation of the U.S.-Mexico-Canada Agreement (USMCA) on July 1, 2020.

“This agreement is the cornerstone of our trade relationship in North America, and it is the cornerstone of the Canada-U.S. trading relationship,” Hillman says.

The creation of the “new NAFTA,” as Hillman calls it, underlines a shared commitment to maintaining a robust relationship long into the future by updating an agreement that had become dated.

“When NAFTA was first entered



into force there was no internet, no e-commerce,” she says. “The way we do business today globally wasn’t at all the same. It was important to preserve the open economy between the two countries, and it was also important to modernize the agreement to recognize digital trade and to maintain regulatory cooperation.

“We worked hard to find ways to do what actually matters most to our businesses,” Hillman adds.

## PLAYING TO MUTUAL STRENGTHS

More recently, U.S. President Joe Biden and Canadian Prime Minister Justin Trudeau jointly created the Canada-U.S. Supply Chain Working Group to enhance collaboration on supply chain issues. The working group is led from the White House through the National Security Council and in Canada through the Privy Council Office, the central agency of the Canadian government that supports the prime minister and acts as the secretariat to the Canadian cabinet.

Biden and Trudeau established the group in November 2021 “to analyze

supply chain strengths and vulnerabilities and to make sure that we are putting in place systems that make both countries as strong, resilient, and mutually supportive as possible,” Hillman says.

On a practical level, for manufacturers to gain the full advantages of the cooperative spirit that exists between Canada and the United States it is vital that they work with logistics providers who understand and appreciate the changing times, rules, and regulations that affect cross-border trade.

“Compliance with these requirements should always be a key consideration for manufacturers and shippers,” Hillman says. “Do they have the right permits and licenses from the regulatory agency involved? Is the customs paperwork in order? Are labeling requirements compliant? Due diligence on all compliance requirements is important, as is making sure they get it right the first time.”

Occasional slowdowns at border crossings occur when preparation is lacking.

“If a truck gets to the border and doesn’t have the paperwork, that creates a chain reaction,” she says. “Doing the

work upfront, making sure carriers have everything in order before they get to the border is important. For companies that need help, there are experts who are very knowledgeable about the markets to which they export.”

## LEVERAGING RESOURCES

In addition, Hillman says, both governments provide plentiful online information.

“There are terrific resources online,” she says, adding that U.S. exporters typically turn to the Canada Border Services Agency (CBSA) website while Canadian exporters are primarily interested in the U.S. Customs and Border Protection (CBP) content. For importers, this equation is flipped.

For example, on the CBP website, U.S. importers can find insight on how to request merchandise processing fee refunds after entry if the USMCA treatment was not claimed at the time of entry for eligible goods.

Similarly, on the CBSA website, U.S. exporters can find information on the current low-value shipment thresholds and applicable de minimis duties and taxes.



Hillman also notes the importance of checking with specific government agencies, such as the U.S. Food and Drug Administration (FDA), for rules pertaining to regulated products. And the appropriate government agencies and industry groups sometimes offer best-practice webinars to increase exporter-importer regulatory awareness.

Consulting with logistics providers who are experienced in both the opportunities and the challenges inherent in Canada-U.S. trade is essential.

“It’s a big hurdle for companies to move from being focused only on their internal market to where they are growing and have other opportunities globally,” Hillman says. The “first step into the global world,” she adds, is usually for Canadian companies to move into the United States and vice versa.

While the transition can be smooth, it still means companies must consider the rules of international compliance.

## GROWING COLLABORATION

Dave Cox, who leads what he calls “an American company headquartered in Canada,” says that collaboration—not just between the United States and its northern neighbor but also between carriers and shippers—is stronger than ever in the pandemic (and looming post-pandemic) era.

“There’s a lot more collaboration with clients now,” says Cox, president of Polaris Transportation Group, based just outside Toronto in Mississauga, Ontario.

Polaris is an industry leader in transit to and from the United States. From that dual perspective, Cox notes that the longstanding spirit of cooperation between Canada and the United States remains as robust as it always has been, while the carrier-shipper relationship has grown more powerful still.

In large part, he says, this is due to the greater demands the pandemic has driven for transparency and communication in transportation and supply chain management generally.

“I have stronger conversations with



**Polaris Transportation Group is one of the largest privately held Canadian LTL carriers with four operating divisions: Polaris Transport Carriers, Polaris Global Logistics, Polaris Commercial Warehousing, and NorthStar Digital Solutions.**

our clients today, including discussions about where business is going,” he says.

“In addition, we find more clients are pre-booking space. That didn’t happen so much before.”

Capacity is key in today’s business climate, he explains, and it is essential for shippers to stay informed about the capacity situation every step along their cargo’s journey.

Carriers like Polaris now have a deeper understanding of what capacity they have at any given moment, he says, and shippers are likewise acutely aware of the impact that capacity will have on the timeliness of their shipments. Shippers therefore insist that carriers communicate capacity realities promptly and accurately.

“In years past, carriers and shippers may not have been the greatest partners,” Cox acknowledges. But today, both are “100% better educated,” he says.

“We didn’t need to know each other’s businesses so much pre-pandemic,” Cox says. “But now we have ongoing conversations where we learn more about each other.”

This more collaborative relationship is likely to remain the norm, he says, as tight capacity conditions show no signs of abating. Speaking for Polaris, Cox is in favor of anything and everything that will make the cross-border movement

of goods more seamless and efficient. In that regard, he continues to emphasize the vital importance of shippers having their documents completed as early as possible in the process.

“Both Canada and the United States are great entities to work with if you are proficient and provide documentation well in advance,” he says.

## ENSURING EFFICIENCY

On the U.S. side, Cox adds, customs agents are increasingly focused on proper declarations of the country of origin of products being shipped. Failing to label products at all or mis-declaring their origins are “the two biggest things that slow crossings down,” he notes.

If issues are found in random inspections, he explains, shipments will not move quickly and efficiently across the border. “Shippers can help by getting documents to us when the client books an order,” he says. “It seems like a small thing, but it’s not.”

Heightened emphasis on border and supply chain security has resulted in an increase in contraband seizures, and agents are “very intentional and deliberate” in their cargo examinations, Cox says.

Moreover, he says, manufacturing and supply chain disruptions overseas mean that more facilities are operating near

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shore in the United States, Canada, and Mexico, resulting in even tighter bonds in the “North American supply chain.”

Cox believes COVID-induced changes have served to fine-tune operations at Polaris and other carriers, and the future of Canada-U.S. cross-border trade is bright.

## STRATEGIC PARTNERSHIPS

Jennifer Mead, CEO of S-2international LLC, says cross-border trade has been part of the Georgia-based international shipping company’s portfolio since its founding in 2004.

A single-source provider of premium transportation solutions, S-2 has its origins in the automobile sector but today provides comprehensive services to a wide variety of industries with ground expediting as well as service-sensitive LTL and truckload.

“Cross-border Canada has always been part of our business model,” Mead says. “As a result, we have built our Canadian vendor partnerships as a key business strategy, and our relationships are longstanding.”

Capacity is an increasingly challenging issue for shippers. “One thing that we have recognized in the past several years is that there are not a lot of new Canadian expedited trucking partners coming into the market,” Mead says. “This puts a strain on capacity for handling trans-border shipments

on the ground, especially in the expedited sector.

“When working with trans-border freight, you need Canadian expertise, she adds. “There are things that you need to know to ensure a smooth transition over the border so as not to impact delivery timing.”

Mead cautions those aiming to move cargo across the border to look for providers who can offer certification in the applicable border security programs such as ACE, FAST, C-TPAT, CSA and PIP. (*See acronym refresher sidebar*)

## EXPEDITING PROCESSES

“Using a carrier that has drivers who are FAST approved will help expedite the process of clearing the border,” Mead says. “When using a third party like S-2international, find out about their vetting process for Canadian providers and how they can help facilitate the process.”

In emphasizing the importance of knowing and understanding the alphabet soup of border-crossing programs, Mead echoes Kirsten Hillman’s caution that manufacturers must be prepared for their border crossings by keeping compliant with regulatory requirements.

Such cooperative approaches to border crossings will not only maintain but also enhance the excellent trade relationship that exists between the United States and its northern neighbor.

## SPELLING IT OUT: AN ACRONYM REFRESHER

**ACE**, or Automated Commercial Environment, is the system through which the trade community reports imports and exports, and the government determines admissibility.

**FAST**, or Free and Secure Trade, is a commercial clearance program for known low-risk shipments entering the United States from Canada and Mexico.

**C-TPAT**, or the Customs Trade Partnership Against Terrorism, is a program through which U.S. Customs and Border Protection (CBP) works with the trade community to strengthen international supply chains and improve U.S. border security.

**CSA**, or Compliance, Safety, Accountability, is the safety compliance and enforcement program of the Federal Motor Carrier Safety Administration (FMCSA) that holds motor carriers and drivers accountable for their role in safety.

**PIP**, or Partners in Protection, is a cooperative program between private industry and the Canada Border Services Agency (CBSA) aimed at enhancing border and trade chain security.



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“We continue to work on identifying more customers with Canadian transport needs while simultaneously working to expand capacity,” Mead says.

“Our carrier development team works with existing partners to build partnerships to ensure priority access to equipment and they work with our marketing team to solicit new providers,” she adds. “We continue to review requirements with existing customers to determine if they have additional needs that involve trans-border movements, introducing them to our Canadian capabilities to open up new lines of service.”

## CERTAINTY AMID UNCERTAINTY

The supply chain disruptions over the past three years have many shippers returning supply chain operations to North American soil.

In a world where the only thing that is certain is uncertainty, shippers are looking for proactive customer service, technology that provides shipment transparency, and fair pricing. Enter FLS Transportation.

With 18 offices throughout North America—11 of them in the United States—FLS is a cross-border 3PL specialist. In addition to its core competency in over-the-road transport, FLS provides highly customizable contract logistics functions, including warehousing, cross dock, project logistics, and freight management.

Shippers have turned to FLS to help streamline their shipping operations across North America with all the recent supply chain disruptions.

Craig Swain, senior vice president of sales for FLS Transportation, says the pandemic prompted customers to depend more heavily on their next-door neighbors as trading partners.

“With FLS Transportation being an expert in cross-border freight, we became the critical link in their supply,” he says. “The supply chain disruptions from overseas made our customers look at the products they are sourcing globally.

“The disruptions made Canada



**With 18 offices throughout North America, FLS is a cross-border 3PL specialist. In addition to its core competency in over-the-road transport, FLS provides customizable contract logistics functions, including warehousing, cross dock, project logistics, and freight management.**

and the United States more reliant on each other.”

The skyrocketing costs of shipping containers from overseas, combined with customs delays and extreme congestion at overseas ports, acted as a boon to Canada-U.S. trade.

“Those high costs, extreme delays, and congestion at the ports made trade between Canada and the United States more appealing,” Swain says.

FLS has responded to the increased demand for its services. “We’ve done record volumes over the past 12 months,” Swain says. “Particularly in our cross-border lanes, we have seen strong demand, and we’re very optimistic that will continue.”

As shippers attempt to rein in costs, many have turned to FLS Transportation as their 3PL of choice to find capacity and fair pricing.

## PROVIDING TRANSPARENCY

“From the conversations we’re having with our customers, it’s clear that they’re looking for alternatives to add transparency to their shipping process,” Swain says. FLS Transportation listened to its customers and responded by investing heavily in its technology systems, including an online customer portal.

The improvements have allowed FLS customers complete access to every facet of their partnership with FLS Transportation.

Amid his optimism, Swain echoes the sentiments of other cross-border trade experts and Canadian Ambassador Hillman: Timely planning and paperwork are vital to make border crossings as efficient as possible.

That’s where utilizing a cross-border trade expert like FLS Transportation can add simplicity to moving freight across North America.

Knowing what’s happening in logistics and understanding the rules, following the protocols, and forging close relationships among customers, logistics providers, customs officials, and government leaders can be a lot for one shipper.

Companies have turned to FLS Transportation to navigate these difficult times. The company creates a winning formula that includes expertise, technology, and proactive customer service to maintain the strong trade ties between Canadian and U.S. supply chains long into the future.

Should you need extra help understanding the cross-border freight process, FLS created a free guide on its website: [www.flstransport.com/weekly-freight-report](http://www.flstransport.com/weekly-freight-report)

With due diligence, proper attention to regulatory requirements, and partnerships with expert providers, moving shipments between Canada and the United States can remain a stress-free, friendly, and mutually beneficial process. ■





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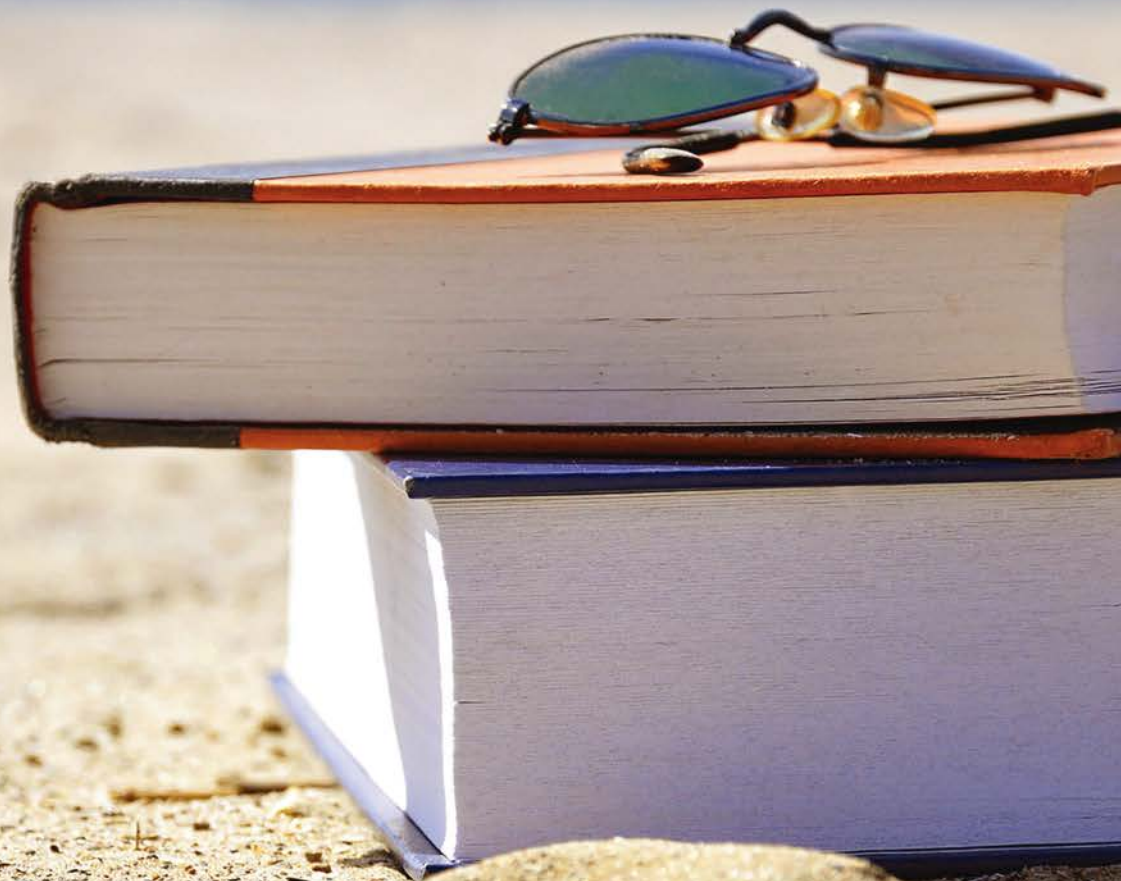
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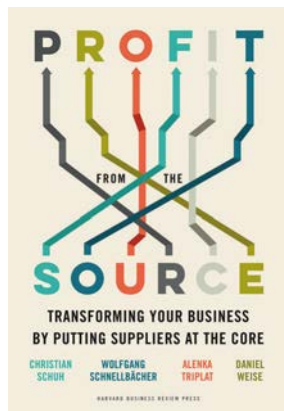
# 2022 SUMMER READING GUIDE



**Great reads about supply chain and logistics are not all textbooks and white papers. Browse this collection of books, research, and guides that will boost your knowledge and keep you turning the pages.**

**BY CHRIS CAVALLO**





## Profit from the Source: Transforming Your Business by Putting Suppliers at the Core

**BY CHRISTIAN SCHUH, WOLFGANG SCHNELLBACHER, ALENKA TRIPLAT, AND DANIEL WEISE**

The authors, all Boston Consulting Group thought leaders, offer a wake-up call that procurement should be regarded in a new light because it has the potential to be a CEO's secret weapon in today's fast-moving, disruptive times. With vivid stories and in-depth case studies, the authors illustrate that no other business function offers the same holistic view of a company—from suppliers to consumers.

## Food Industry 4.0: Unlocking Advancement Opportunities in the Food Manufacturing Sector

**BY WAYNE MARTINGALE, LINH DUONG, SANDEEP JAGTAP, AND MARK SWAINSON**

Food is the most vital global industry; as a result, it requires immense manufacturing and supply chain resources. *Food Industry 4.0* explores the various opportunities for innovation in food products, processes, and services such as automation and robotics, Internet of Things methodology, cybersecurity, sustainability, and supply chain resiliency in the face of unprecedented events. The authors provide support for why three aspects—consumer health and wellbeing, product/process sustainability, and digitalization advancements—could revolutionize the food sector if implemented correctly.

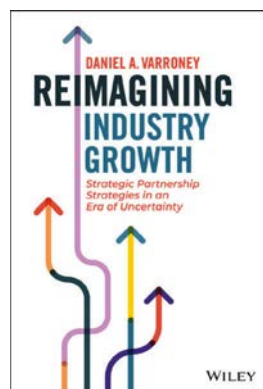
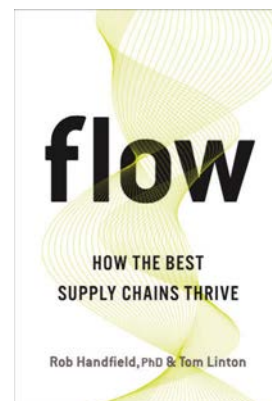
## Flow: How the Best Supply Chains Thrive

**BY ROB HANDFIELD AND TOM LINTON**

Rivers flow, and so too does the supply chain. The authors use the physical principle of flow and its parallel relationship with supply chain methodology to illustrate how businesses can reduce bottlenecks, increase resilience during disruptions, and illuminate the supply chain's effect on global market policies. By relating the flow of goods to physical phenomenon and pairing it with evidence from leading companies like Biogen,

Siemens, GM, and others, Handfield and Linton

provide a science-backed approach to innovation within procurement and supply chain management.



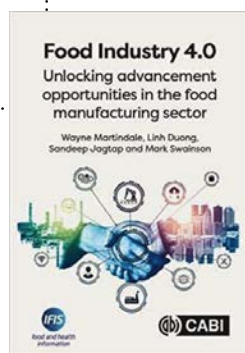
## Reimagining Industry Growth: Strategic Partnership Strategies in an Era of Uncertainty

**BY DANIEL A. VARRONEY**

Daniel A. Varroney, president and founder of Potomac Core, provides a complete blueprint for strategic

partnerships, showing readers how to leverage relationships for industry and trade associations. This book explores why investing in these mutually beneficial relationships can protect companies from downturns, mitigate risk, and even transform entire market sectors for sustained,

augmented growth. Readers will benefit from exploring case studies in five distinct areas of industry and will also find practical roadmaps for immediate application in their businesses.

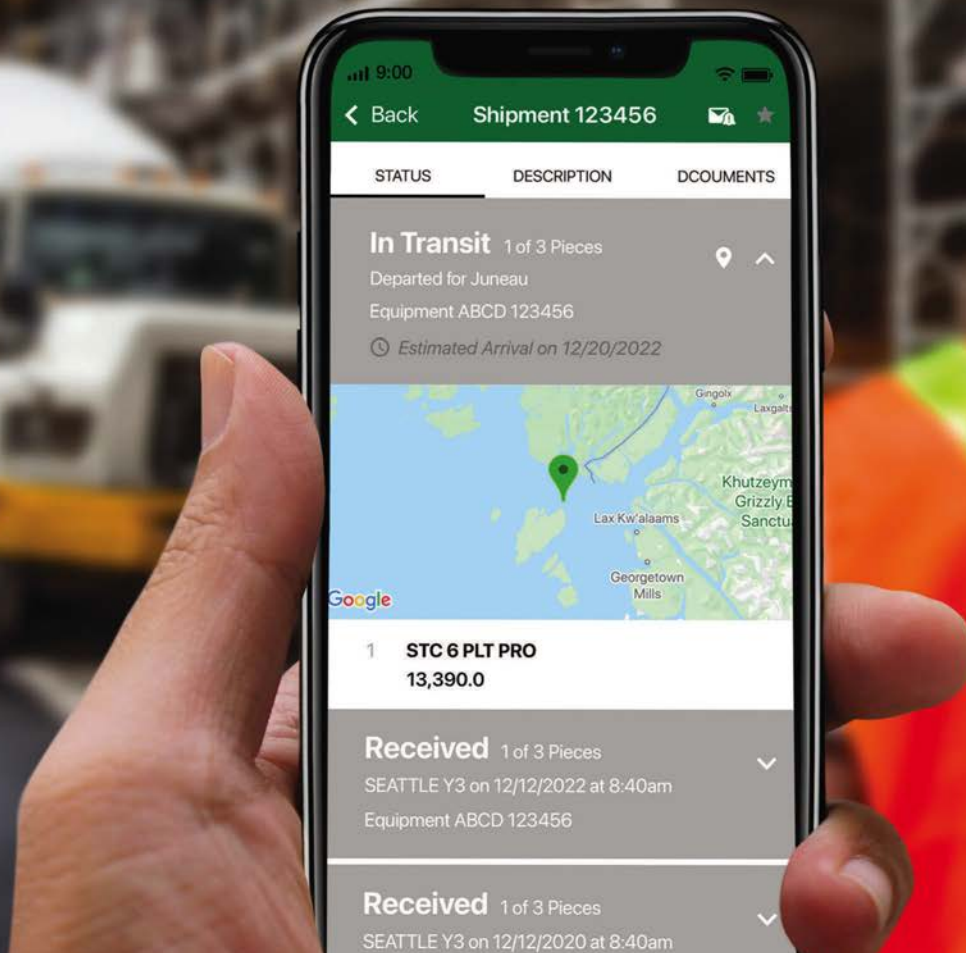


## Operations Management in the Era of Fast Fashion: Technologies and Circular Supply Chains

**BY HAU-LING CHAN, SHUYUN REN, NA LIU**

This book reports on the fast fashion supply chain, investigating its circular nature and its issues with sustainability. It helps readers explore a path toward fast fashion environmental sustainability via empirical and quantitative analytical studies, and uses key retail players such as H&M, Uniqlo, Zara, and others to illustrate current efforts toward a zero-landfill business model. The book also provides important managerial insights, sustainable operations management practices, and other pragmatic tools for a sustainable circular supply chain.





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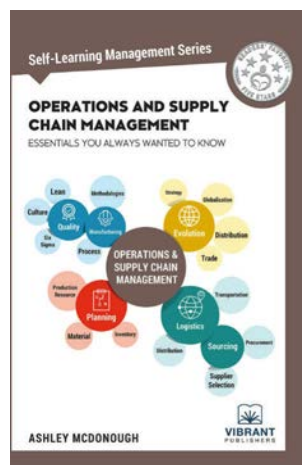
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## The Basic Guide to U.S. Tariffs

BY REGINALD SMITH

In the increasingly global supply chain, it is more important than ever to have a firm understanding of tariff policies and procedures. You'll find it in this guide, which explains U.S. tariffs including the basics of HTS codes, classifications, exclusions, duty drawbacks, cost savings, and much more. This book is designed for purchasing, supply chain, finance, and general management readers interested in learning how U.S. tariffs function and how to navigate through them for organizational advantage.



## Operations and Supply Chain Management: Essentials You Always Wanted to Know

BY ASHLEY McDONOUGH

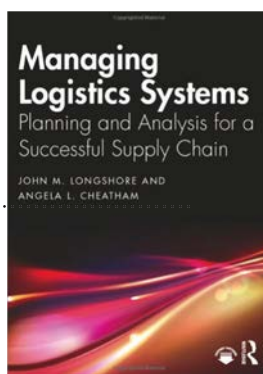
The author uses plain and pragmatic language to help readers understand operations management and logistics. This book is a valuable tool for those interested

in acquiring a basic understanding of concepts as well as those looking for specific examples through planning, control systems, procurement, purchasing, sourcing, manufacturing, quality assurance, and distribution. Using the production of scissors as an example, McDonough lays out the complete operations and supply chain pipeline.

## Managing Logistics Systems: Planning and Analysis for a Successful Supply Chain

BY JOHN M. LONGSHORE AND ANGELA L. CHEATHAM

This textbook is intended for business, engineering, logistics, and supply chain students, as well as in-the-field logistics and supply chain management practitioners. It provides a detailed reference to all activities throughout the product and service lifecycle, physical supply and distribution methodology, and corresponding maintenance and support needed for smooth operation. The text emphasizes business as a "system" managed by logistics, and recognizes the mutual interdependence of an organization's functional components that can be optimized using a business system design process. Online resources such as an instructor's manual, glossary of terms, and exams are included.



## Data Science for Supply Chain Forecast

BY NICOLAS VANDEPUT

The second edition of *Data Science for Supply Chain Forecast* offers more content on the use of data science to accurately forecast demand before it arrives. With four new chapters including an introduction to neural networks, this hands-on guide covers the most up-to-date forecasting tools to benefit supply chain practitioners and analysts interested in demand planning. The author shows how experimentation, observation, and constant questioning of supply chain data help achieve excellent demand forecasting. The book is an asset for professionals looking to understand how to leverage data collection and analysis for future growth using do-it-yourself Python implementations, Excel statistical models, forecast model constructions, and more.



## Smart Logistics & Supply Chain Information Platforms

BY WANG XIFU AND CUI ZHONGFU

This book describes the state of China-based smart logistics and its future objectives in the supply chain sector. The smart logistics platform is a key part of China's upgrade strategy to its rapidly modernizing economy, and this guide illustrates how the country is using artificial intelligence, Internet of Things, blockchain, big data, and other cutting-edge tools to propel logistics into the modern era.

# Are You Ready for Today's New World?

Thanks to the explosion in e-commerce and the COVID-19 pandemic, a manufacturer, distributor, or retailer of consumer products can no longer just “fill the pipeline” and wait for orders to come in. Now, they must anticipate various purchases and delivery items, while at the same time minimizing costs.

To do this is no easy task; it requires a Lean, agile, and responsive supply chain.

There was no existing “playbook” for organizations to navigate their way through this new world – *until now*.

## Omni-Channel Retail and the Supply Chain

**Working Together for a Competitive Advantage**



**Paul Myerson**

**Routledge**  
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A PRODUCTIVITY PRESS BOOK

### Omni-Channel Retail and the Supply Chain: Working Together for a Competitive Advantage By Paul Myerson

This book describes the impact of omni-channel marketing on the supply chain and logistics functions. It will help management meet the needs of not only today's ever-changing world but to anticipate what may be required in the future to achieve superior customer service, profitability, and a competitive advantage.

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<https://www.routledge.com/Omni-Channel-Retail-and-the-Supply-Chain-Working-Together-for-a-Competitive/Myerson/p/book/9780367641979>





## Futureproof Supply Chain Guide: Make Your Supply Chain Future Proof

BY LETTY SILOVICH

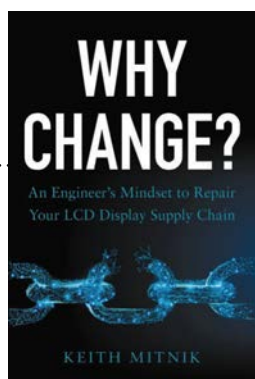
This manual investigates 12 dangers to modern supply chains, and explores how organizations and people can prepare their industries for future interruptions. The author organizes clarifications, stories, and illustrations to provide coherence to

what is otherwise an overwhelming task of future-proofing inventory networks. The goal of this guide is to help readers visualize the rapid onset of mechanical and computerized advancements in the supply chain, and learn how they can make these advancements work for inventory network elements, not against them.

## Why Change? An Engineer's Mindset to Repair Your LCD Display Supply Chain

BY KEITH MITNIK

Keith Mitnik, engineer and CEO of Phoenix Display, introduces a systematic approach to supply chain management using the example of electronics component supply chains. Understanding why changes in business relationships can offer new opportunities instead of viewing them as net losses is vital to reducing complacency, conquering longstanding issues, and innovating supply chains for long-term success. The author offers five problems that derail supply chains and provides actionable steps to produce customized solutions using the problem-oriented engineering mindset.

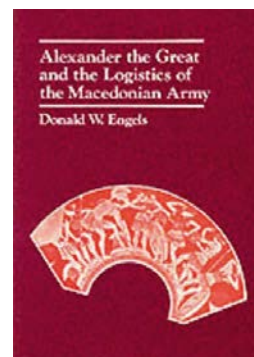


## Alexander the Great and the Logistics of the Macedonian Army

BY DONALD W. ENGELS

Engels' book details the logistical genius of Alexander the Great and how not just his army—but his supply chain—helped him conquer antiquity.

Through archeological and geological analysis, this book explains exactly how the Macedonian general-king led a 50,000-man army—plus 15,000 engineers, doctors, cooks, entertainers, scientists, craftsmen, and servants and at least 10,000 horses and mules—over 22,000 miles of extremely difficult terrain, all with no modern communication or amenities. Though historical in nature, this book helps readers visualize the enormity of Alexander's logistical problems and how he and his army tackled them as they marched through Asia, providing still-relevant praxis for modern-day logistics endeavors.



## Supply Chain Management: A Logistics Perspective

BY C. JOHN LANGLEY, ROBERT A. NOVACK, BRIAN J. GIBSON, AND JOHN J. COYLE

The 11th edition of this manual provides the latest content on emerging issues, technological advancements, and global changes in the evolving field of supply chain management. New profiles on real organizations and people offer relevant examples of how businesses are approaching the continual pressure to modernize their supply chains. The book also includes short case studies of hands-on managerial experiences that help readers understand the circumstances behind key decisions that are made daily. This book is an easy-to-follow and interesting take on logistics theory in action.



## Configured by Consumption: How Consumption-Demand Will Reshape Supply Chain Operations

BY BOOI H. KAM AND PETER J. RIMMER

This book reflects on the production-consumption cycles that punctuate supply chain operations and examines how logistics has evolved with consumer culture. The authors explore consumerism, consumption on demand, technological connectivity, omnichannel retailing, and social commerce to construct a general theory of supply chain operations and show where the physical supply chain meets digital commerce. This guide is invaluable to students, economists, and decision-makers at all levels of the supply chain by offering insights on current trends and offering forecasts of further technological advancements beyond automation, robotics, and artificial intelligence.



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## THE SPEAKERS



### Redefining the Collar Blue

Monday | 9/19 | 8:00am – 9:15am

#### Mandy Rennehan

Blue-Collar CEO & Founder  
Freshco, Inc.



### Changing the Landscape of Waste

Tuesday | 9/20 | 8:00am – 9:15am

#### Tom Szaky

Founder & CEO  
TerraCycle



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# CASEBOOK

## Shifting Gears to Drive Improvement

### THE CUSTOMER

National Oak Distributors is an automotive paint, body, and equipment (PBE) warehouse distributing company with more than 400 employees. Headquartered in West Palm Beach, Florida, its portfolio consists of 50,000-plus products from more than 200 manufacturers stocked in 24 warehouses across the United States.

### THE PROVIDER

IL2000 is a full-service freight and logistics company based in Virginia Beach, Virginia.

*by June Allan Corrigan*

National Oak Distributors, an automotive paint, body, and equipment warehouse distributing company founded in 1995, reaches more than 95% of the country with next-day delivery. Because timeliness lies at the heart of its business model, supply chain visibility and accurate reporting are key.

When Cale Beckman, vice president of operations at National Oak Distributors, came onboard in spring 2020 and performed an analysis, he wasn't entirely happy with the state of freight operations—in particular less-than-truckload (LTL) freight, which represents 99% of the company's business.

"I felt it was time to engage with a new logistics partner who could drive some improvement to both cost structure and on-time delivery—which is the most important thing to us—as well as the reporting around it," he says.

### UNIQUE SERVICE

National Oak Distributors considers itself unique in the way it goes to market and how it services its customers. The company foots the bill for LTL freight 99.5% of the time and their customers generally expect a next-day delivery service level.

"We were looking for a logistics company that had a robust piece of software we could use," Beckman says. "We wanted to find a provider that would take the time to understand our business model

and be able to design a solution around our unique needs."

National Oak Distributors interviewed many potential companies and considered several RFPs and RFQs during the process. Although keeping an eye on the bottom line was a major part of the decision-making process, "it was more about holistically designing a solution that would meet the needs of our company and our customers," Beckman notes.

### WANTED: CUSTOM TAILORING

Enter Integrated Analytics 2000—or IL2000 as it is more commonly known. The full-service freight and logistics company has helped manufacturers, retailers, and other shippers gain visibility and control of their logistics operations since 1999. Founded by Kraig Cesar, who still owns the company and remains at the helm as CEO, IL2000 employs more than 60 people and serves clients around the globe.

IL2000 relies on its own business intelligence (BI) platform—a proprietary transportation management system it built—to customize solutions for clients.



The company specializes in LTL, full truckload (FTL), parcel, international, less-than-containerload (LCL), full containerload (FCL), and air freight.

“Providing custom-tailored solutions to fit each one of our clients is what we do,” says Matt Thomas, national account manager at IL2000.

The company’s calling card is

#### CASEBOOK STUDY

## Full Speed Ahead

### THE CHALLENGE

National Oak Distributors, an automotive paint, body and equipment (PBE) warehouse distributing company with a large footprint, lacked visibility and control over its shipping and tracking. It sought improvements to cost structure, on-time delivery, and reporting.

### THE SOLUTION

The company contracted with IL2000, a full-service freight and logistics company, to enhance its supply chain visibility and to get help resolving routine supply chain disruptions.

### THE RESULTS

National Oak Distributors realized more than \$500,000 in freight cost savings in less than one year. The company now receives quick assistance when facing supply chain issues so it can make good on its promise of next-day delivery to customers. Moving forward, it has access to proven data to make optimal business decisions surrounding logistics.

### NEXT STEPS

Following National Oak Distributors’ acquisition of its largest competitor in 2021 and resulting volume expansion, the work to streamline all the newly acquired LTL business, which was put under IL2000’s umbrella, will continue.

innovative technologies, consistent communication, and steadfast reliability. “Our goal is to understand a client’s business inside and out,” Thomas adds.

IL2000 had the analytics National Oak Distributors was looking for. “The software is user friendly but also has capabilities for us to add functionality in the future,” Beckman says. “We wanted to have that potential.”

In financial terms, IL2000 was not the most cost competitive of the companies National Oak Distributors considered. But for this warehouse distributing company with the largest distribution footprint in its industry, it was more about the complete package and solution than cost.

### ZEROING IN

The problem was National Oak Distributors lacked visibility and control over its shipping and tracking. Its huge portfolio of 50,000-plus products from numerous manufacturers stocked in 24 warehouses across the United States adds up to a lot of moving parts. A hiccup in the supply chain interferes with its ability to provide on-time delivery to customers.

IL2000 used its proprietary BI platform to develop a suite of customized on-time

performance reporting tools. National Oak Distributors now has access to six daily status updates across three regions, which equips it with the reliable data it needs to manage critical shipments.

Another plus is that the reports integrate seamlessly with the company’s existing platform.

### DEDICATED SUPPORT

“It’s a very consultative relationship,” says Beckman. He compares it to other partnerships where, after the initial setup and installation, there can be little to no interaction.

“With IL2000, we have dedicated support,” he adds. “We have regular meetings where we look at how to improve and optimize. There’s follow-up with issues.”

Gone are the days when National Oak Distributors had to conduct its own investigation when something went wrong within the supply chain, from reduced carrier capacity to poor visibility and poor carrier performance, as well as rising costs. Because the company has such a vast freight operation, resolving these issues was often an expensive and frustrating endeavor.



National Oak Distributors, Inc. is a leading automotive paint, body, and equipment warehouse distributor. Its portfolio consists of 50,000+ products from more than 200 manufacturers to cover a variety of industries including automotive, industrial, marine, commercial, and others.

“We have a dedicated pod of operations managers who work with Cale and his team daily, keeping an eye on their freight operations at all times,” explains Thomas. Supply chain challenges are typically addressed in less than 30 minutes.

Improving carriers’ on-time performance of carriers in a time of escalating freight costs is a major focus for IL2000.

“National Oak Distributors’ next-day delivery is what sets it apart and we work to provide solutions so it can keep that promise to clients,” says Thomas. Proactively managing potential carrier bottlenecks is part of that formula.

“We never had this kind of service before,” says Beckman. “It’s more than a typical third-party logistics (3PL) relationship where you rate and tender shipments and tasks along those lines. It’s a consultative relationship for driving improvements continually.”

#### A TRUE PARTNERSHIP

Acquiring enhanced reporting tools and having a troubleshooting support team at the ready ended up saving National Oak Distributors more than \$500,000 in freight costs in a single year. That figure is even higher if you factor in avoiding cost and rate increases while negotiating with carriers over new tariffs, according to Beckman and Thomas.

Fuel costs currently weigh heavily on everyone in the transportation industry and the IL2000 team has spent a good deal of time focusing on ways to offset them. Finding and negotiating better accessorial rates has been helpful; so has anticipating reweighing inspections that in the past had caused unnecessary expenditures.

National Oak Distributors did not have certified scales uniformly in place at all its facilities. Upon IL2000’s advice, it rectified that situation.

“Weighing freight and making sure the company got proper and accurate quotes has eliminated the issues we used to see when a pallet would reach a dock, get reweighed, and the weights didn’t match,” explains Thomas.

Of all the improvements achieved thus far through the partnership, being able to live up to its promise of on-time delivery



**National Oak Distributors products are stocked in 16 warehouses across the United States. A partnership with IL2000 helps the company improve visibility and manage supply chain disruptions.**



**Acquiring enhanced reporting tools and having a troubleshooting support team at the ready as a result of its IL2000 partnership saved National Oak Distributors more than \$500,000 in freight costs in one year.**

gives National Oak Distributors the greatest satisfaction.

“I haven’t any benchmark to make a comparison,” explains Beckman. “I can’t say it’s a 10 or 15% improvement because we didn’t have the visibility we have today. But we have the visibility now and we know our on-time percentage. We’ve stayed fairly consistent despite the crazy carrier situation this year and that is certainly a benefit.”

In order to successfully navigate through

some of the roadblocks the transportation industry currently is dealing with, communication is essential.

“We meet bi-weekly to strategize,” says Thomas. “Our teams are in contact with one another daily. Communication has been the truest testament to our success.”

“What sealed the deal was that IL2000 took the time to understand our business and to develop a solution that would meet our needs,” Beckman says. “It has been seamless to do business together.” ■



# Change Your Perspective on Third Party Logistics

Many 3PLs only focus on lowering costs. However, to improve your supply chain performance, you need a partner that can examine every aspect of your business for opportunities to increase visibility, drive efficiency, and lower your costs.

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## Process Design & Automation

We then work to automate routine processes and drive efficiencies to give your supply chain a competitive advantage.

## Strategic Procurement to Maximize Pricing Efficiency

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## Continuous Improvement to Drive Savings Year-Over-Year

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# IT TOOLKIT

## Starborn Industries Fastens on Visibility and Automation Solutions

### THE CUSTOMER

Starborn Industries, Inc. started as a wood products company in the early 1960s. Over the past five decades, it has found its niche in offering fasteners and screws for the deck construction market to customers across the globe.

### THE PROVIDER

Sage Group plc offers cloud-based ERP, accounting, financial, and other software solutions. Sage trades on the London Stock Exchange and its 13,000 employees serve millions of customers across 23 countries.

*by Karen Kroll*

Starborn Industries—its name reflects the era of the space race—has grown to become a national distributor and one of the largest importers of drywall screws in the country since its launch in 1961. It has also created its own fastener and product lines for the deck construction market.

As Starborn has expanded, leadership wanted to make sure the company effectively managed its warehouse operations so that transactions continued to flow each day. So the company turned to Sage Group plc, a provider of supply chain, inventory management, accounting, and other solutions.

“My focus was on improving processes and making everything as smooth as possible, including getting a better view into the supply chain and optimizing work order functionality,” says Nicolette Kavanagh, vice president of operations for Starborn.

The company also is working toward a more automated warehouse, a goal that requires tight warehouse management.

### GROWING DEMAND AND PRODUCT LINES

Over the past several decades, demand for Starborn’s products has grown within the United States and internationally. Kavanagh manages Starborn’s state-of-the-art warehouse and distribution facility in Edison, New Jersey. The company also maintains distribution operations in Europe, Asia, Africa, South America, the Caribbean and Australia.

Since the late 1980s, the company has expanded its product line offerings while bringing to market its own fastener and related products, created for the deck construction market. The Heathcote, which Starborn launched in 2003, is a line of stainless-steel fasteners with color coated heads that match the colors of popular deck boards.

Several years later, Starborn introduced Smart-Bit, a pre-drilling and countersinking tool designed to match specific fasteners. Then in 2010, Starborn launched the Pro Plug System for Wood, which reduces the time it takes to install plugs by more than half, while also producing a cleaner result than is possible with traditional plugging methods.

As Starborn’s product lines and customer base have grown, so has its need for reliable, transparent warehouse and supply chain functions. That has been particularly true over the past few years, when containers became nearly impossible to obtain for overseas shipping, and the lead times for many products multiplied. The additional supply chain information Starborn has



been able to glean from Sage X3, a cloud-based enterprise software, has been crucial to maintaining a steady supply of inventory for customers.

#### **FROM SMALL BUSINESS TO GLOBAL ENTERPRISE**

Sage offers a range of business management solutions, including accounting, payroll, and payment systems. Like many of the companies it serves, Sage started as a small business. It has since grown to a world-wide enterprise that offers flexible production, financial, and supply chain management tools.

Sage X3 offers capabilities in production management, including bill-of-materials planning and shop floor control. It also provides supply chain management, including purchasing and inventory management, among other functions. Its financial management capabilities include budgeting and accounting.

The approximately 6,000 customers

across the globe using Sage X3 represent a variety of industries, says Rob Sinfield, vice president of product, Sage X3, and vice president of ISV success, also with Sage X3. The software provides “an end-to-end view of clients’ businesses, including their supply chains,” he says. This visibility enables these businesses to deliver higher levels of engagement to their customers.

Sage X3 also helps build resilient supply chains that can recover quickly from difficulties or challenges. In the supply chain world, resilience requires an ability to adapt to market changes, switch suppliers, or pivot sourcing strategies with minimal effort and impact on end customers. By providing end-to-end visibility to all supply chain activities, inter-dependencies, and workflows, Sage X3 helps manufacturers and distributors more effectively manage their supply chain operations.

The solution’s dashboards and visual process maps also provide overviews

of these processes, as well as the ability to drill down into each part of a supply chain.

In addition, with Sage X3’s APIs and integration capabilities, companies can connect their systems to those of their suppliers, customers, and other business partners, removing unnecessary, often manual steps and reducing data input errors and processing delays.

Automating warehouse operations further expedites processes and reduces mistakes. This all helps to build resilient supply chains.

#### **LESS WORD-OF-MOUTH, MORE RFPS**

The approach businesses use to decide how to invest in ERP solutions has changed over the past several years, Sinfield says. Word-of-mouth has been replaced by sophisticated processes, with many potential customers issuing formal requests for information or proposals. During Starborn’s selection process, Sage demonstrated how its solutions could

#### **CASEBOOK STUDY**

## Sage Advice

#### **THE CHALLENGE:**

Finding a software solution that could provide automation, visibility, and process improvement as Starborn Industries increased the number of product lines it offered, while its customer base also grew.

#### **THE SOLUTION:**

Sage X3, a cloud-based ERP and enterprise management solution that offers capabilities in production, supply chain, and financial management.

#### **THE RESULTS:**

Improved visibility, better inventory tracking, and enhanced customer service. Even as business increased by 50%, Starborn Industries didn’t have to add transactional employees.



**As Starborn’s fastener and screw product lines and customer base grew, it turned to Sage X3 enterprise software to enable the necessary warehouse and supply chain capabilities.**

help drive efficiencies in the company's supply chain.

Prior to its implementation of X3, Starborn didn't have a full view of its supply chain. With more visibility into its supply chain, Starborn is able to give customers better information on their orders.

Kavanagh and her team also have been able to anticipate shortages and take steps to minimize their impact. That has been particularly helpful given the many supply chain challenges over the past few years.

Starborn began using Sage X3 in 2012, upgrading from a previous Sage product that was being discontinued. They began implementation in April and went live about six months later. "We were able to quickly hit the ground running," Kavanagh says.

Among other benefits, Sage X3 has helped to provide the inventory information Starborn needs, while also enabling the company to better structure its customer database.

Sage X3 also supports Starborn's commitment to continuous improvement, from optimizing inventory to improving work order functionality, and increasing throughput.

"X3 allows Starborn to manufacture one product and create different price points, design different quotes, or update an old quote in real time," Kavanagh says. And while Starborn had a history of being paper-heavy, the Sage solution helped reduce that reliance.

#### DIY TRACKING

Customers also appreciate the easy access to shipping information. Starborn provides the shipping method, company, and tracking numbers, so customers can track shipments on their own.

Over a period of several years, Starborn has moved many of its information solutions to the cloud. The transition started with Super Storm Sandy in October 2012. Cloud-based platforms can help keep systems running, even during natural disasters.

Starborn first moved Microsoft 365 and then its backups to the cloud. Next



**Since the late 1980s, Starborn Industries has expanded its product line offerings, including wood screws for professional builders, while bringing to market its own fastener and related products.**

up was the upgrade to Sage X3, which resides in the cloud. In 2021, Starborn moved all its remaining applications to the cloud.

"We are now 100% cloud-based with the exception of one local application for production," Kavanagh says. The shift to cloud-based solutions made it easier for employees to pick up and work from home during the pandemic, she adds.

Soon after the initial X3 implementation was complete, Starborn began introducing other complementary offerings, including some from Sage and others from its partners. The goal in all these implementations has been to maximize efficiency.

About one year after going live with X3, Starborn added Sage Enterprise Intelligence (SEI) from Tangerine Software. SEI is an integrated business intelligence and data management solution that helps leaders make informed decisions based on real-time data.

In 2019, Starborn began implementing Altec DocLink, a document management and process automation solution, as well as DataLinx, a warehouse management solution that

works with Sage accounting solutions. In 2021, Starborn implemented Fortis Pay, a payments platform.

Sage X3 has helped Starborn increase efficiencies and "level up" to full automation to better serve customers, Kavanagh says.

Key outcomes include reducing man-hours, better inventory tracking, improved customer satisfaction, and support of the company's continued growth. "Thanks to X3, our business has increased 50%, without requiring any increase in transactional employees," Kavanagh says.

Starborn's efforts to fully leverage the capabilities of X3 will continue. Kavanagh says she expects to keep improving processes, especially in fully implementing capabilities in production bills of materials and automating the warehouse.

"I'm confident that X3's functionality and adaptability will continue to help us scale as our business grows, because there's a lot of functionality that we haven't yet deployed," she says. "As a small company, it has been fun and exciting to see the ways that Sage has helped us grow."



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# ETALES

## E-Commerce and Warehouse Expansion: It's in the Cards

### THE CUSTOMER

MJ Holding Company, based in Bedford Park, Illinois, is the largest North American distributor of gaming, sports, and entertainment trading cards, related trading card supplies, collectibles, toys, and hot trend items.

### THE PROVIDER

Alpine Supply Chain Solutions, based in St. Charles, Illinois, is a consulting company that offers personalized supply chain solutions using a data-centric approach.

*by June Allan Corrigan*

When MJ Holding Company, LLC, the largest North American distributor of trading cards and novelties to retail stores, set out to build a new warehouse in 2019, it decided to augment its ability to ship directly to consumers.

The strategy delivered an unexpected boon in 2020 when the pandemic struck and interest in trading cards suddenly soared. When old and new collectors alike couldn't leave home to make purchases, MJ Holding Company was well positioned to help its retail partners meet demand.

Expanding its e-commerce operation was one of four objectives MJ Holding hoped to achieve in its new 360,000-square-foot facility. The primary goal was to reduce the company's reliance on outside storage. Plans to streamline and improve both its pick-and-pack and assembly operations were high priorities as well.

### AT FIRST AN AFTERTHOUGHT

Bolstering its e-commerce capabilities was a bit of an afterthought but, as it turned out, it was an excellent decision.

"We were conducting business out of five buildings and that needed to change," says Mark Zabloudil, chief operating officer for MJ Holdings.

Initially, he turned to Scott Lee, president of Conveyor Solutions Inc., a materials handling and storage system integrator, to assist with consolidating operations under a single roof. Lee

soon brought in Alpine Supply Chain Solutions to optimize the facility's storage methodology as well as its workflows and efficiencies.

### FILLING A VITAL GAP

In business since 1993, MJ Holding's retail distribution footprint extends across 8,000 retail store locations in the United States and Canada. It includes chains such as Walmart and Target. Trading cards and related merchandise are a unique category subject to specific retail waves and promotions. It's not unusual for more than 550 new products to be released annually.

"Traditional supply chains for our retail partners are not built for quick turn and/or quick change items, explains Zabloudil. "We fill a vital gap for them."

MJ Holding manages space in the stores under its distribution wing, gets product out to them and removes it as it sells through its life cycle.

The sheer depth of MJ Holding's inventory and the subtleties of its supply chain called for a thorough data analysis before the first materials handling equipment or storage system could be installed in its new warehouse space.



Data drives every service Alpine Supply Chain Solutions provides. The consulting company began by analyzing MJ Holding's sales data (retail and e-commerce) and performing a storage type analysis (STA) to produce an ideal layout for its picking operations.

Alpine then scrutinized MJ Holding's on-hand inventory to determine the right rack types for its reserve storage and the right location for all their stock-keeping-units (SKUs).

The results of the STA identified that 35% of MJ Holding's inventory moved too slowly and 5% of it moved too quickly for the planned case flow picking set up. "It could have led to significant replenishment issues," says Michael Wohlwend, managing principal for Alpine Supply Chain Solutions.

#### PLAYING THE REPLENISHMENT CARD

For a business such as MJ Holding, which so frequently revolves around promotions, as well as the cyclical nature of its products, replenishment is key.

Alpine subsequently performed a sensitivity analysis on the top 5% inventory items to determine the right layout for the area and ultimately developed a three-level pick module. Each level and each side of the pick module has a zone. There are four zones per level for a total of 12 zones.

"MJ Holding's goal was to make sure each employee in each zone gets a full day's worth of work," explains Wohlwend. "So, our initial slotting was to help them balance the workload."

The three-level pick module has resulted in reduced replenishment time and labor involved. It has created the ability to pick the equivalent order volume in just 57% of the original time and achieved a 43% reduction in labor for peak one-day order file.

The results of the STA for reserve storage indicated the top 5% inventory items had several pallets in storage, so a new design was developed that included six- and three-deep pushback racks, along with a double-deep pallet rack, and a single-deep selective rack.

#### CASEBOOK STUDY

## Changing the Game

### THE CHALLENGE

MJ Holding Company, the largest North American distributor of trading cards and novelties to retail stores, wanted to consolidate its operations under one roof. Having decided to build a new warehouse space, it sought to optimize storage methodology as well as its workflows and efficiencies.

### THE SOLUTION

MJ Holding first turned to Conveyor Solutions, Inc., a material and storage system integrator, to assist with the consolidation process. Conveyor Solutions soon brought in Alpine Supply Chain Solutions, a consulting company whose data-centric approach educated and informed the entire warehouse build-out. Input from both companies helped MJ Holding achieve its goals and more.

### THE RESULTS

By consolidating operations under one roof, MJ Holding realizes an annual savings of approximately \$3 million. A recommended and installed three-level pick module with 12 zones has reduced picking cost per unit by 10%. Improved capacities have resulted in the company being able to handle up to 30,000 orders on any given day compared to the 10,000 to 12,000 orders it could handle previously. Orders that used to take three to four days to process are now completed in just one to two days.

### NEXT STEPS

The inherent flexibility built into the warehouse concept that Alpine designed and Conveyor Solutions installed leaves plenty of room for adjustment. MJ Holding considers both companies to be trusted partners and going forward all three will continue to analyze, grow, and understand MJ Holding's business requirements to determine how it can be responsive and nimble for the market.



MJ Holding distributes trading cards and other novelties to retail stores. A timely e-commerce expansion ahead of the pandemic helped meet increased demand.



**When MJ Holding expanded to a new warehouse facility, it partnered with a materials handling and consulting firm to ensure the warehouse could accommodate its inventory storage and distribution needs as well as expand its ability to meet e-commerce orders.**

“The storage methodology that Alpine recommended eliminated our dependency on those five outside warehouse locations,” says Zabloudil.

In the midst of analyzing MJ Holding’s sales data, Alpine noticed something interesting. In 2018, the company handled 86,000 e-commerce orders. By 2019, that figure had practically doubled.

Initially, the news did little to alter MJ Holding’s laser focus on the retail side of its business but Wohlwend soon convinced Zabloudil it was worth investigating. The growth factor just couldn’t be ignored.

Alpine performed another STA into MJ Holding’s e-commerce proceedings, which ultimately led to the creation of what was at first a small area dedicated to e-commerce orders in the new warehouse. “When the pandemic hit, we expanded that area out to meet demand so it was very timely,” says Wohlwend.

MJ Holding doesn’t have an e-commerce website it can perform transactions on in the true sense. The company is limited to distribution agreements with its suppliers—world renowned brands such as Topps, Panini, Pokemon, Magic, and Yu-Gi-Oh.

“Any of those distribution agreements

are intended to identify segments that we can service and how we should service them,” Zabloudil says.

However, MJ Holding has e-commerce abilities because the company does business with Walmart, Amazon, and other retailers like them and is able to do fulfillment for them.

“Expanding the capabilities for us to fulfill direct orders, the business-to-consumer orders became a critical element of our decision making,” Zabloudil says.

Because Alpine’s data analysis spotted the growing e-commerce activity, MJ Holding wisely decided to ramp up its capability to meet a changing world.

“We were right in front of the pandemic,” Zabloudil notes. “We went live with our e-commerce platform in fall 2019. Then, when the pandemic hit in March 2020, we were in a good position to continue to handle and manage the growth on that platform from B2C customers.”

#### **DRAWING CARD**

MJ Holding continues to process B2C e-commerce orders for companies like Walmart even though many people have resumed shopping in brick-and-mortar

stores. Certainly, the volume of orders increased during the height of the pandemic but, according to Zabloudil, they are now at a consistent level that is elevated and still driven by new item releases. “Buying behaviors have been forever changed by COVID,” he adds.

Zabloudil points to another dynamic at play as well. There is a cyclical nature to MJ Holding’s primary product, which is trading cards. During the height and waves of the pandemic, people were digging out and going through their trading cards and looking at what they had. Not only did MJ Holding’s business take off, but the businesses that grade cards, the online auctions, the trading, the selling, all boosted interest in the category.

That interest shows no sign of abating. In fact, MJ Holdings predicts card collecting will continue to be as dynamic a process as it has been over the past two years. The company foresees the trend continuing for at least the next five to seven years.

MJ Holding’s partnerships with Conveyor Solutions and Alpine Supply Chain Solutions, and its savvy investment in automation, prepared it for the change in consumer behavior and whatever else is in the cards. ■



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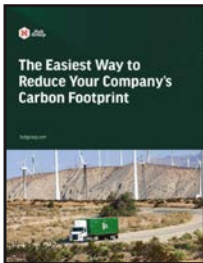
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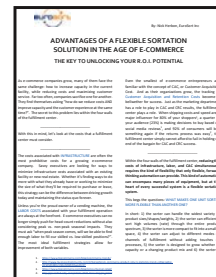


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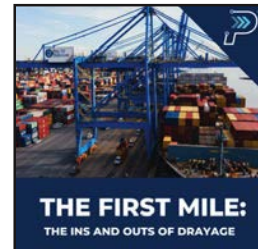


### A CRASH COURSE IN HEMP AND CBD PRODUCT FULFILLMENT

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Over the past few years, CBD has become a staple ingredient within many consumer brands. Throughout its adoption, rules and regulations surrounding the fulfillment and distribution of hemp-based CBD products have evolved. This guide covers the basics about CBD, how to sell it online, and best practices for shipping and fulfilling orders. Get to know the nation's top CBD fulfillment experts at Symbia.com.

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### THE FIRST MILE: THE INS AND OUTS OF DRAYAGE

*Offered by Prospanse Logistics*

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## PODCAST



### BEST CO-WORKER EVER – PARTNERING PEOPLE AND TECHNOLOGY FOR THE WAREHOUSE OF THE FUTURE

*Offered by DHL Supply Chain*

This episode of the DHL Supply Chain All Business. No Boundaries.™ podcast features a conversation with Tony Gariety, VP of Logistics and Distribution, Carhartt, and Omer Rashid, VP of Operations Development, DHL Supply Chain. Listen in as they discuss how Carhartt managed its rapid growth with an assisted-picking robotic solution and partnership with DHL Supply Chain.

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# Rock Solid Solutions



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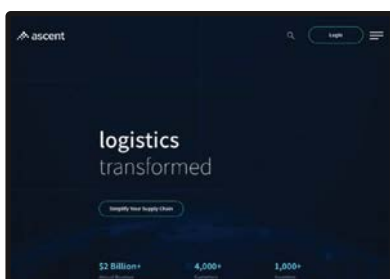
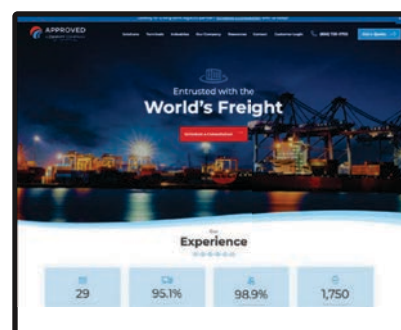


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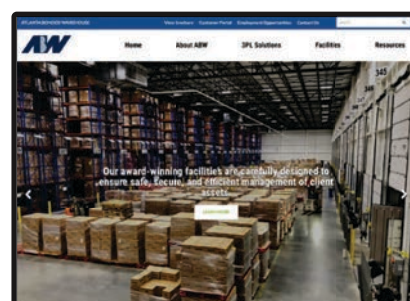


#### **ASCENT GLOBAL LOGISTICS • [ascentlogistics.com](http://ascentlogistics.com)**

Ascent Global Logistics is a light-asset U.S. based global logistics provider that specializes in domestic transportation management, international freight forwarding and retail consolidation solutions. Ascent Global Logistics is committed to providing customized logistics solutions, premium customer service and state-of-the-art technology tools to help clients accelerate their climb to supply chain excellence.

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Atlanta Bonded Warehouse (ABW) has been providing public and contract food-grade, temperature controlled distribution services for 70 years. ABW is a leader in providing integrated asset-based logistics solutions for the food, pharmaceutical, household durables, and CPG industries. Our goal is total customer satisfaction through continuous innovation in technology and in best practices by focusing on teamwork, integrity, and accountability, all in a safe working environment.



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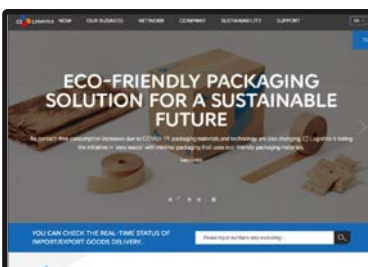
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Bender Group is a full-service third-party logistics provider focused on providing flexible logistics solutions, delivering excellent customer service, and building partnerships with companies of all sizes to improve their supply chain networks—from raw materials to consumer delivery. Bender Group operates dedicated and multi-client distribution centers, a complete transportation network, and international logistics services. To learn more about how Bender Group can meet your supply chain needs, visit the website.

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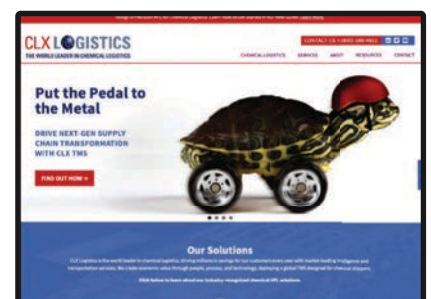
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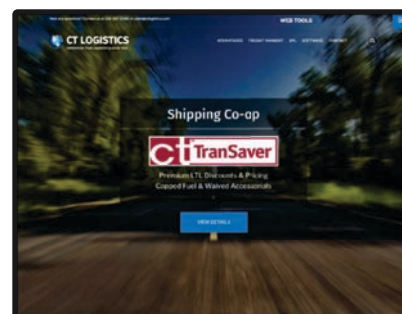
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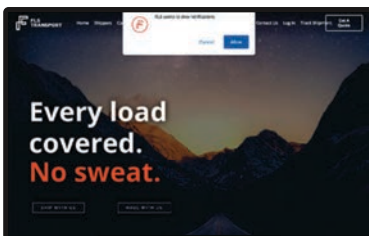
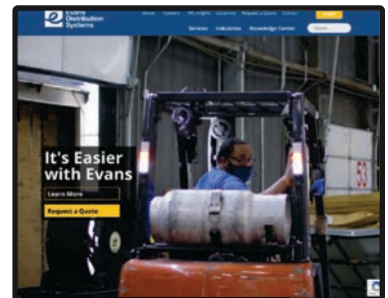
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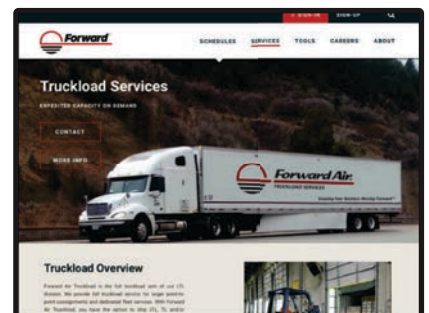
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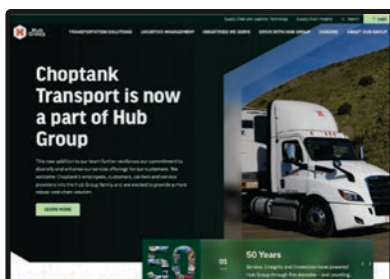


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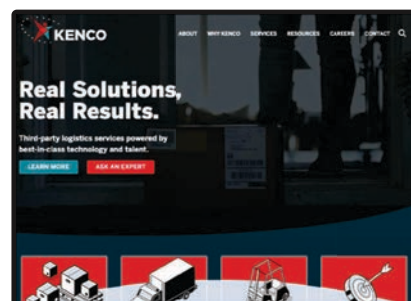


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## 3PLs

### 3PLs

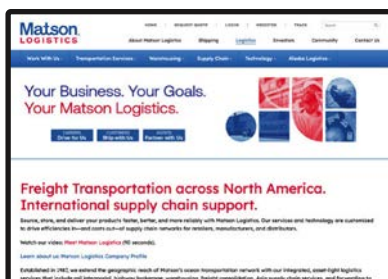
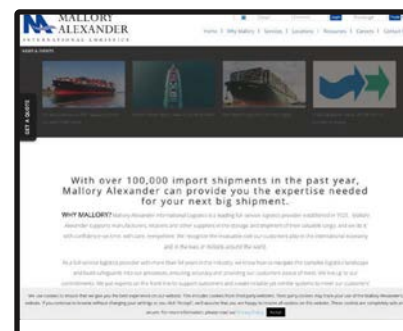


### LYNDEN • [www.lynden.com](http://www.lynden.com)

Over land, on the water, in the air—or in any combination—Lynden has been helping customers solve transportation problems for almost a century. Operating in such challenging areas as Alaska, Western Canada and Russia, as well as other areas around the globe, Lynden has built a reputation of superior service to diverse industries.

### MALLORY ALEXANDER • [www.mallorygroup.com](http://www.mallorygroup.com)

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

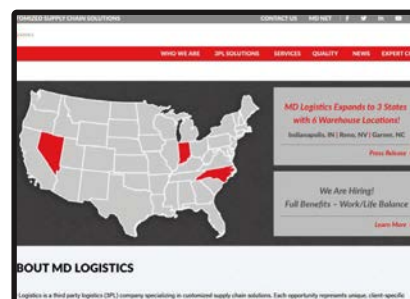


### MATSON LOGISTICS • [www.matson.com](http://www.matson.com)

Matson Logistics, a multimodal transportation and warehousing provider serving North America, has enhanced its customer portal with a suite of additional services. The new portal allows shippers to rate, book, and manage domestic truckload, LTL, and intermodal shipments. Customized reports can be created and generated on demand. The portal can be accessed from any web-connected device using any browser.

### MD LOGISTICS • [www.mdlogistics.com](http://www.mdlogistics.com)

MD Logistics is a third-party logistics (3PL) company specializing in customized supply chain solutions. Our vertical markets include life sciences and pharmaceuticals, retail and consumer goods, as well as transportation services. In addition to cold chain storage and foreign trade zone warehousing, our services range from packaging, omni-channel fulfillment and distribution, to global supply chain solutions, freight forwarding and freight management.



## IN THIS SECTION:

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**nVISION GLOBAL • [www.nvisionglobal.com](http://www.nvisionglobal.com)**

nVision Global is an industry leader in providing configurable logistics services and solutions for customers around the world, enabling them to optimize their supply chain and gain access to critical data. We offer a full suite of logistics services and solutions that allow for end to end shipment and supply chain management and visibility. Our solutions include a global, multi-modal TMS application, international freight audit and payment, loss & damage/overcharge/service failure claims management, as well as industry-leading logistics analysis solutions.

**ODYSSEY LOGISTICS & TECHNOLOGY • [www.odysseylogistics.com](http://www.odysseylogistics.com)**

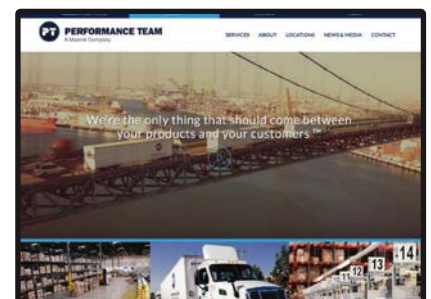
Odyssey Logistics & Technology Corporation (Odyssey) combines deep industry expertise with leading technology to provide multimodal logistics management services to the chemical industry and other process manufacturers. Odyssey enables clients to outsource any part of their logistics processes to achieve savings through reduced transportation and infrastructure costs, measurable customer service and process improvements, and improved data quality and management. Odyssey is a leader in intermodal with expertise in liquid food, chemicals, and metals transport.

**PENSKE LOGISTICS • [www.penskelogistics.com](http://www.penskelogistics.com)**

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

**PERFORMANCE TEAM—A MAERSK COMPANY • [www.performanceteam.net](http://www.performanceteam.net)**

Performance Team (PT) is an industry-leading third-party logistics company with nearly 30 years of experience in warehousing, distribution, consolidation and transportation. PT has 12 domestic hubs (and nearly 7 million square feet of space) strategically located near major ports, interstate highways, and intermodal rail lines, allowing us to provide the retail and manufacturing industries with flexible B2B and B2C solutions for the movement, handling, and distribution of goods. PT also offers a full suite of retail, wholesale, e-commerce, and omni-channel distribution and transportation services.

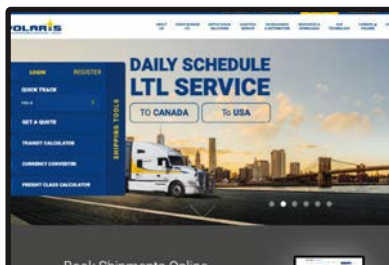




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### 3PLs

### 3PLs

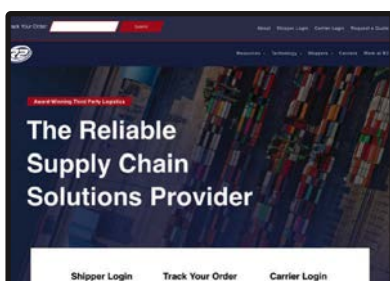
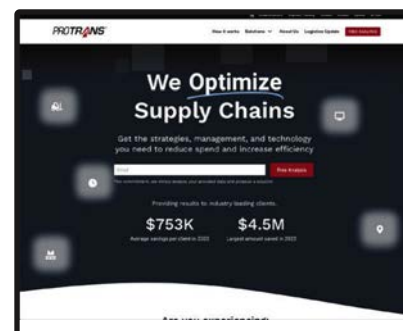


#### POLARIS TRANSPORTATION GROUP • [www.polaristransport.com](http://www.polaristransport.com)

Polaris Transportation Group is best known for scheduled LTL service between Canada and the United States. Polaris specializes in the shipment of dry goods. But it also has developed complementary transportation services including: specialized movement of trade show displays and exhibits, third-party cross-border and domestic freight management, cross-border and domestic intermodal service, expedited ground and air service, and global air and ocean freight forwarding.

#### PROTRANS INTERNATIONAL • [www.protrans.com](http://www.protrans.com)

With nearly 25 years of experience in North America, ProTrans knows your supply chain is one-of-a-kind. That's why we specialize in designing impactful solutions that are uniquely customized to fit your company's needs. Our strong network, innovation, and professional experience make us more than just logistics providers to our clients. We're their one-of-a-kind strategic problem solvers.



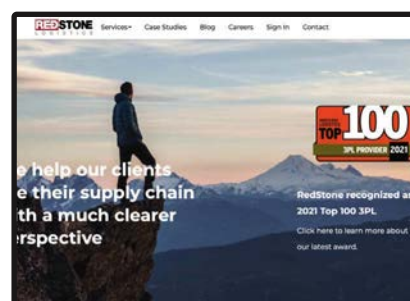
#### R2 LOGISTICS • [www.r2logistics.com](http://www.r2logistics.com)

Founded in 2007, R2 Logistics is a national provider of transportation services and logistics solutions. As a third-party logistics (3PL) company, we provide access to thousands of contracted transportation providers. With offices located across the United States, we are able to provide your company with any possible over-the-road shipping need nationwide, including Mexico and Canada. Backed by game-changing technology and our culture for Reliable Service and Relentless Passion, we've built a strong reputation as an industry leader.

#### REDSTONE LOGISTICS • [www.redstonelogistics.com](http://www.redstonelogistics.com)

The leadership at RedStone Logistics has extensive experience managing large and complex supply chains around the world. We've designed RedStone to bring our expertise and experience to you as an extension of your logistics department.

Whether your supply chain is simple or complex, we have the talent to make your operation run more effectively, and at a lower cost. Consider RedStone Logistics as an extension of your logistics department. Put the power of experience to work for you—the power of RedStone Logistics.



## IN THIS SECTION:

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## 3PLs

**RINCHEM COMPANY, INC. • [www.rinchem.com](http://www.rinchem.com)**

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

**RMX GLOBAL LOGISTICS • [www.rmxglobal.com](http://www.rmxglobal.com)**

Your Single Source Logistics Provider...Customer-Focused by Design. At RMX Global Logistics, we're here to find logistics solutions for you 24 hours a day, seven days a week. Our state-of-the-art systems manage more than 150,000 moves each year. That means we have the strength and capacity to meet your most demanding needs, along with the flexibility to customize operations to your unique requirements. For a partner with in-depth understanding of supply chain management and an international logistics network, look to RMX Global Logistics...The Logistical Choice.

**ROMARK LOGISTICS • [www.romarklogistics.com](http://www.romarklogistics.com)**

Romark Logistics is a premier third-party logistics and cold chain provider in North America since 1954. Romark has created a flexible environment for its customers providing both contract and public distribution and fulfillment solutions in NJ, PA, GA, TX, and CA. We specialize in food grade and temperature- controlled distribution. We offer a full suite of services and have a proven track record of excellence in customized kitting, packaging, and reverse logistics and returns management. Romark Logistics can customize a supply chain solution for your most demanding challenges.

**RSI LOGISTICS • [www.rsilogistics.com](http://www.rsilogistics.com)**

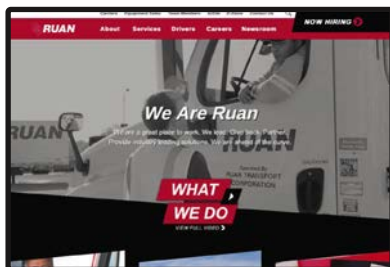
For more than 30 years, rail shippers have been relying on software and services from RSI to make their rail shipping simpler, more efficient and more cost-effective. RSI's expertise improves the effectiveness and reduces the administrative cost of rail transportation programs. Through RSI's specialized services, companies are able to more effectively manage their rail shipping while enabling internal logistics personnel to concentrate on core business needs.



## IN THIS SECTION:

## 3PLs

### 3PLs

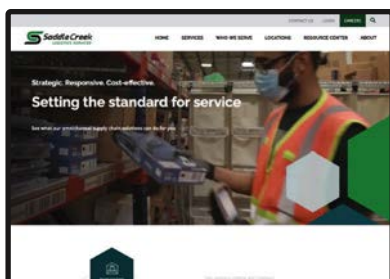


#### RUAN • [www.ruan.com](http://www.ruan.com)

With Ruan, you can take advantage of door-to-door shipping solutions without the hassles and overhead associated with owning and operating your own fleet of trucks. We have more than 5,200 employees operating, servicing and coordinating some 3,400 power units and 5,600 trailers out of more than 100 locations throughout the continental United States. But you get more than just drivers and equipment—we become an extension of your team, advocating for your bottom line. Find out why the right partner can drive costs out of your supply chain. Call 866-RUAN-NOW or visit [ruan.com](http://ruan.com).

#### RYDER SUPPLY CHAIN SOLUTIONS • [www.ryder.com](http://www.ryder.com)

Ryder Supply Chain Solutions is an end-to-end supply chain partner with nearly 80 years of experience helping customers in North America, the UK, and Asia transform their supply chains by delivering the best in operational execution. Ryder provides a full range of services, from optimizing day-to-day logistics operations to synchronizing the supply of parts and finished goods with customer demand. At Ryder, we understand that when it comes to logistics, Execution is Everything.

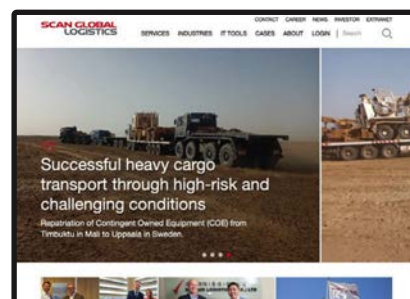


#### SADDLE CREEK LOGISTICS • [www.sclogistics.com](http://www.sclogistics.com)

Saddle Creek is an omnichannel supply chain solutions company providing a variety of integrated logistics services, including omnichannel fulfillment, warehousing and transportation. Our custom solutions leverage advanced operational methods and sophisticated technologies to help retailers, manufacturers and e-commerce companies get products where they need to be quickly, cost-effectively and seamlessly. For more information, visit [www.sclogistics.com](http://www.sclogistics.com).

#### SCAN GLOBAL LOGISTICS • [www.scangl.com](http://www.scangl.com)

Anybody can move goods from A to B. The difference is how you do it, and the work you do before and after. Scan Global Logistics gives you freedom to concentrate on the things you are best at. As experts in logistics, we know about processes that will ultimately make your day easier and more effective. At the core of our DNA is a 'can-do-attitude' and the willingness to always walk the extra mile to find the right solution—whether by road, rail, ocean or air.

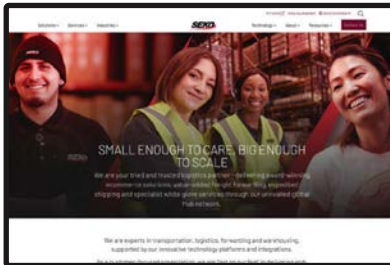




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## 3PLs

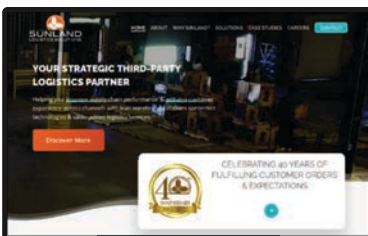
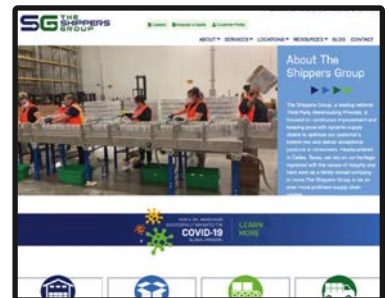
## 3PLs

**SEKO LOGISTICS • [www.sekologistics.com](http://www.sekologistics.com)**

SEKO prides itself on a commitment to customer service, whether it's a 2 a.m. pickup for a critical industrial part for a plant that is 4,000 miles away, or the cost savings achieved from proactive communication with your vendors overseas. SEKO offices have the knowledge and expertise to expedite or to consolidate, depending on your need. From Hong Kong to Amsterdam, SEKO knows how to serve its clients. As a non-asset-based third-party logistics provider, SEKO has the flexibility to meet your supply chain needs using a variety of modes and carriers.

**THE SHIPPERS GROUP • [www.theshippersgroup.com](http://www.theshippersgroup.com)**

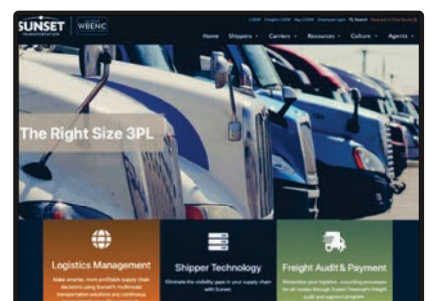
The Shippers Group is a well-established regional provider with strong knowledge and insight into the economic and political infrastructure of the Dallas/Fort Worth region. All the facilities operated in the Dallas/Fort Worth metroplex are food grade, and consistently rated excellent and superior by AIB. Let The Shippers Group help you match your requirements to the appropriate location, whether it be a new facility, an existing facility, or additional space that can be leased in the area. Details are available on the website.

**SUNLAND LOGISTICS SOLUTIONS • [www.sunlandls.com](http://www.sunlandls.com)**

Sunland Logistics Solutions has warehousing operations conveniently located in and around Greenville/Spartanburg, S.C., and near the Port of Charleston, S.C. With 40 years of industry experience, Sunland specializes in providing warehouse services, transportation solutions, temporary staffing, and full supply chain management solutions. Sunland serves a number of verticals, including automotive, chemical (hazmat), retail, and paper. To learn more about Sunland, visit the website.

**SUNSET TRANSPORTATION • [www.sunsettrans.com](http://www.sunsettrans.com)**

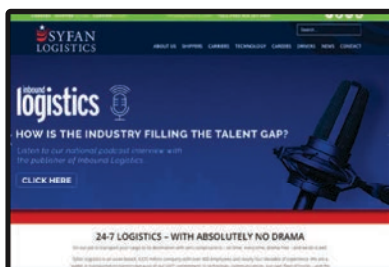
Sunset Transportation isn't just another 3PL. We are driven by the right-size fit for each business, using all levels of global and domestic supply chain resources and services. Our culture allows customers to feel like family, while offering advanced TMS solutions, reporting, and shipment reliability. Our approach is simple: through analysis of historical shipping data, we identify opportunities for optimization, service improvement, and technology enhancements. All this is done with five promises we make to every customer, every day: savings, visibility, data-driven decisions, continuous improvement, and relationships.



## IN THIS SECTION:

## 3PLs

### 3PLs

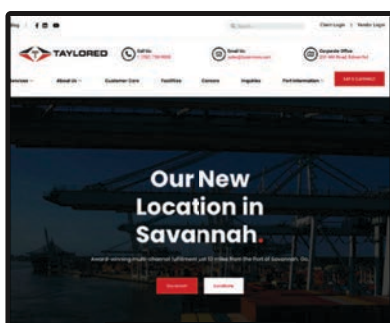


### SYFAN LOGISTICS • [www.syfanlogistics.com](http://www.syfanlogistics.com)

Since 1984, Syfan has provided customers with a competitive advantage through superior transportation and logistics services. Syfan consistently strives to meet and exceed customer expectations of service through timely communication and quality information. Leveraging its rich experience and dedicated team, Syfan's commitment is to provide you with on-time pickup and delivery—every time.

### SYMBIA LOGISTICS • [www.symbia.com](http://www.symbia.com)

As a privately held family business with over 150 years of combined experience, the Symbia Logistics team has provided facility-based supply chain support to a variety of industries including sporting goods, apparel, dry grocery, health and beauty, aerospace, chemical, industrial goods, kitting, and direct-to-consumer fulfillment services. The Symbia Executive Team has been developing customized solutions and processes for logistics clients since 1989. We consistently exceed customer expectations and establish long-term partnerships.

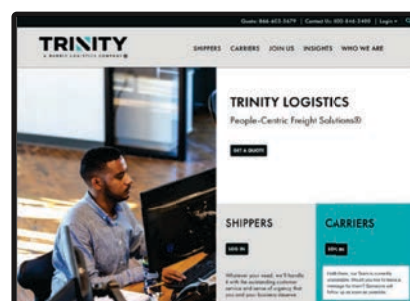


### TAYLORED SERVICES • [www.tayloredservices.com](http://www.tayloredservices.com)

At Taylored Services, we look at your business as if we were a box moving through your supply chain. Our goal: to provide a comprehensive array of fulfillment services that best fit your business needs. Award-winning retail experts. Strategically located bi-coastal facilities. Expertise in wholesale and retail distribution. Best-in-class systems and technology. A full range of logistics services including: drayage management, transload, DC bypass, crossdock, case distribution, unit fulfillment (B2B, B2C, Digital), and value-added distribution solutions (repacking, reticketing, point of purchase, display assembly, inserts and labeling, returns). Visit [www.tayloredservices.com](http://www.tayloredservices.com) or contact [sales@tpservices.com](mailto:sales@tpservices.com).

### TRINITY LOGISTICS • [www.trinitylogistics.com](http://www.trinitylogistics.com)

Trinity Logistics is a team member owned leading third-party logistics company specializing in freight arrangement and supply chain solutions. Trinity can help you gain control and visibility of your supply chain, reduce costs, improve performance, and increase efficiency. With 35 years of experience and a relationship-driven team, Trinity is the 3PL company you can rely on.



## IN THIS SECTION:

## 3PLs

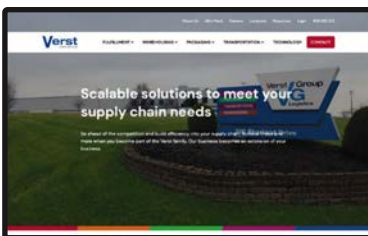
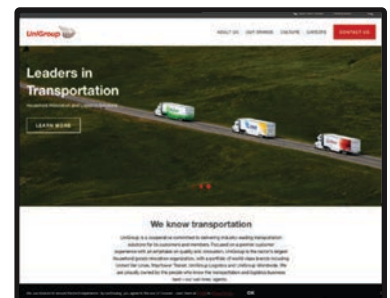
## 3PLs

**TUCKER COMPANY WORLDWIDE • [www.tuckerco.com](http://www.tuckerco.com)**

Experiencing truckload capacity problems? Tucker Company Worldwide provides unlimited truckload equipment—from dry vans to flatbeds, refrigerated to specialized equipment. Experiencing problems implementing an inbound freight management program? We get the job done, under budget, and fully controlled. Tucker Company Worldwide operates one of America's oldest freight brokerages. We are ISO-Certified. We co-founded the TIA. We are active members of NITL, TIA, SC&RA, TAPA, NDTA, and QualifiedCarriers.com. Our customers choose Tucker because we're freight experts.

**UNIGROUP • [www.unigroup.com](http://www.unigroup.com)**

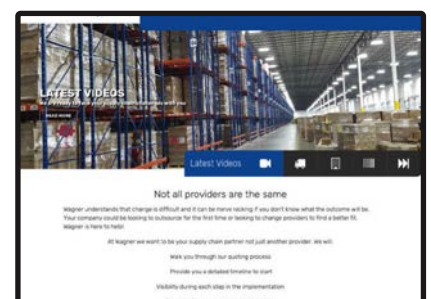
Built on the heritage of Mayflower and United Van Lines, the UniGroup Logistics brand provides comprehensive, high-touch, end-to-end supply chain solutions through a global network of transportation experts for a seamless experience. UniGroup, founded in 1988, is a \$1.5 billion transportation company that strives to provide a premier customer experience. With an emphasis on quality, innovation and safety, UniGroup is committed to delivering industry-leading transportation solutions.

**VERST LOGISTICS • [www.verstlogistics.com](http://www.verstlogistics.com)**

Verst Logistics is a 3PL provider strategically based in Northern Kentucky/ Cincinnati in America's manufacturing heartland. We operate numerous ultra-efficient facilities with streamlined processes known for getting products to market faster, cost-effectively, and more efficiently than most national or regional 3PL providers, enabling us to help make our clients first with their customers.

**WAGNER LOGISTICS • [www.wagnerlogistics.com](http://www.wagnerlogistics.com)**

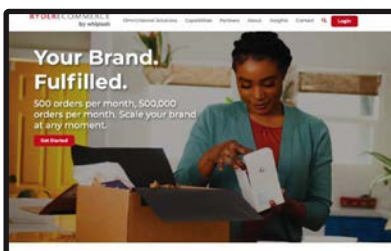
Wagner Logistics offers dedicated warehousing, transportation management, packaging, and assembly operations across the United States with over 3 million square feet of warehousing space. We provide genuine customer service to our customers and our superior onboarding process will make your customers' transition seamless. We work tirelessly to find innovative solutions to reduce supply chain costs while increasing your speed-to-market with our latest award-winning technology.





## IN THIS SECTION: 3PLs - Load Boards

### 3PLs



#### RYDER E-COMMERCE BY WHIPLASH • [www.whiplash.com](https://www.whiplash.com)

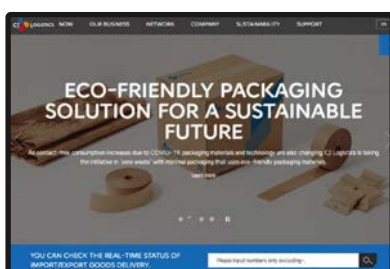
Ryder E-commerce by Whiplash helps brands keep promises to customers by coordinating seamless, end-to-end omnichannel fulfillment. We are committed to enhancing the customer journey at every touchpoint by pairing powerful technological integrations and decades of advanced logistics experience. Our focus is to provide scalable fulfillment solutions to merchants at every stage of their growth journey, from digitally native vendors to the major nationwide retailer. Offering a spectrum of fulfillment capabilities and flexible value-added services, Ryder E-commerce by Whiplash enables you to offer the very best customer experience—every time.

#### WSI (WAREHOUSE SPECIALISTS, LLC) • [www.wsinc.com](https://www.wsinc.com)

When Reliability is Everything™. For over 50 years, WSI has helped customers succeed with reliable, integrated third-party logistics. We deliver tailored, end-to-end supply chain solutions designed to maximize operational efficiency, ensure reliable performance and minimize costs. Services include: Fulfillment, Chemical Logistics (haz and non-haz), import/export, transportation, transload, and contract services. Small Town Values. Big League Scale.



### HAZMAT



#### CJ LOGISTICS • [www.cjlogistics.com](https://www.cjlogistics.com)

CJ Logistics is a one-stop logistics solution provider, offering total logistics services including e-fulfillment solutions, parcel, contract logistics, sea and air transport of import/export freight, customs clearance, storage, international express services, project logistics, stevedoring and sea transportation services, and much more. CJ Logistics has also developed a convergence logistics innovation system based on Technology (T), Engineering (E), and Systems & Solutions (S), which will lead smart logistics and secure logistics digitalization technology in response to a fast-changing market environment.

### LOAD BOARDS

#### DAT SOLUTIONS • [www.dat.com](https://www.dat.com)

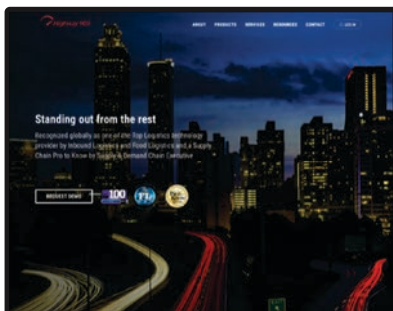
DAT operates the largest truckload freight marketplace in North America. Transportation brokers, carriers, news organizations, and industry analysts rely on DAT for market trends and data insights derived from 249 million freight matches and a database of \$110 billion of market transactions. The DAT freight marketplace enables shippers to find the right load at the right place, any time; get capacity they can count on; and tap into the clearest view of the freight markets.



## IN THIS SECTION:

## Logistics IT - Site Selection

## LOGISTICS IT

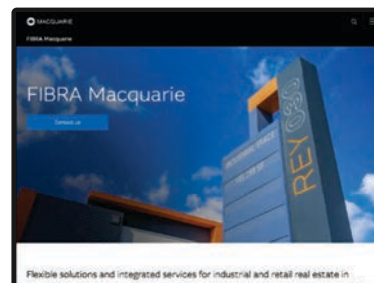
**HIGHWAY 905 • [www.highway905.com](http://www.highway905.com)**

Founded in 1993, we are a pioneer in ideating customer-centric and award winning cloud-based supply chain execution solutions and services for over 25 years, enabling our customers with effective logistics cost reductions and enhanced order fulfillment. Our proprietary Highway 905® Supply Chain Execution Product suite covers the likes of: Smart TMS and WMS, Freight Pay and Audit System, Shipment Tracking and Exception Management System and Last-mile delivery solutions. We ensure that our customers don't compromise with a traditional supply chain execution solution, when their evolving market demands something more. And, our zero percent customer churn over the years says it all!

## REAL ESTATE

**FIBRA MACQUARIE • [www.fibramacquarie.com](http://www.fibramacquarie.com)**

FIBRA Macquarie is a Mexican real estate investment trust focused on the acquisition, ownership, leasing and management of industrial and retail real estate properties in Mexico. The company is well-positioned to capitalize on the favorable long-term economic and demographic trends in Mexico. FIBRA Macquarie provides consistently strong operational and financial performance by putting customers and investors first.



## SITE SELECTION

**PHARR INTERNATIONAL BRIDGE • [bridge.pharr-tx.gov](http://bridge.pharr-tx.gov)**

The Pharr-Reynosa International Bridge serves as one of the most important ports of entry for the U.S.-Mexico border. It handles both commercial and passenger-operated vehicles and crosses about 175,000 vehicles monthly. The Pharr International Bridge is also the only commercial bridge crossing in Hidalgo County, and is the number two bridge in the country for crossing of fruits and vegetables. The Pharr International Bridge connects US Hwy. 281/I-69W to the City of Reynosa, Tamaulipas, the fastest growing city in Mexico.

**WATSON LAND COMPANY • [www.watsonlandcompany.com](http://www.watsonlandcompany.com)**

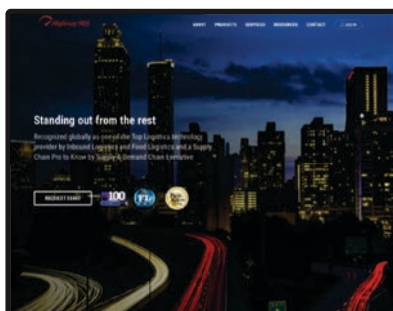
Watson Land Company is a developer, owner, and manager of industrial properties throughout southern California. With just under 23 million square feet of warehouse and distribution facilities located throughout the South Bay of Los Angeles, the Inland Empire, and the East Coast, our buildings are designed and located to improve your supply chain, distribution, and warehousing operation. Watson's stable financial resources also enable the Company to fund projects internally. Watson Land Company is one of the region's most respected names in commercial real estate and one of its largest industrial developers.



## IN THIS SECTION:

## Supply Chain Visibility - Transportation

### SUPPLY CHAIN VISIBILITY



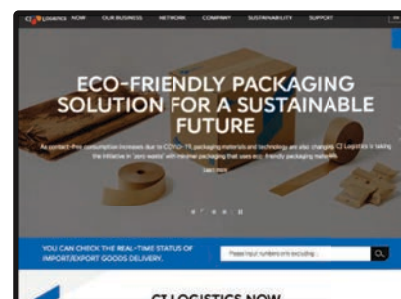
#### HIGHWAY 905 • [www.highway905.com](https://www.highway905.com)

Founded in 1993, we are a pioneer in ideating customer-centric and award winning cloud-based supply chain execution solutions and services for over 25 years enabling our customers with effective logistics cost reductions and enhanced order fulfillment. Our proprietary, Highway 905® Supply Chain Execution Product suite covers the likes of: Smart TMS and WMS, Freight Pay and Audit System, Shipment Tracking and Exception Management System and Last-mile delivery solutions. We ensure that our customers don't compromise with a traditional supply chain execution solution, when their evolving market demands something more. And, our zero percent customer churn over the years says it all!

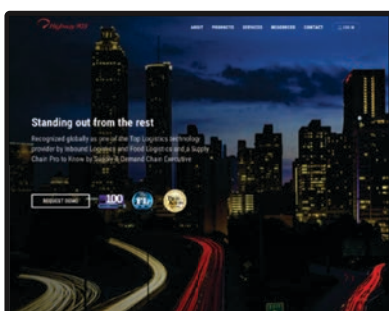
### SUSTAINABILITY

#### CJ LOGISTICS • [www.cjlogistics.com](https://www.cjlogistics.com)

CJ Logistics is a one-stop logistics solution provider, offering total logistics services including e-fulfillment solutions, parcel, contract logistics, sea and air transport of import/export freight, customs clearance, storage, international express services, project logistics, stevedoring and sea transportation services, and much more. CJ Logistics has also developed a convergence logistics innovation system based on Technology (T), Engineering (E), and Systems & Solutions (S), which will lead smart logistics and secure logistics digitalization technology in response to a fast-changing market environment.



### TMS



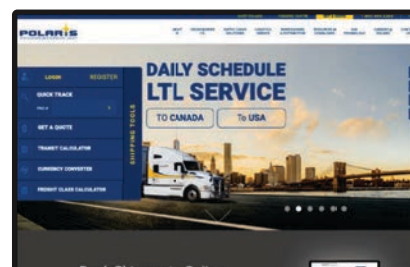
#### HIGHWAY 905 • [www.highway905.com](https://www.highway905.com)

Founded in 1993, we are a pioneer in ideating customer-centric and award winning cloud-based supply chain execution solutions and services for over 25 years enabling our customers with effective logistics cost reductions and enhanced order fulfillment. Our proprietary, Highway 905® Supply Chain Execution Product suite covers the likes of: Smart TMS and WMS, Freight Pay and Audit System, Shipment Tracking and Exception Management System and Last-mile delivery solutions. We ensure that our customers don't compromise with a traditional supply chain execution solution, when their evolving market demands something more. And, our zero percent customer churn over the years says it all!

### TRANSPORTATION

#### POLARIS TRANSPORTATION GROUP • [www.polaristransport.com](https://www.polaristransport.com)

Polaris Transportation Group is best known for scheduled LTL service between Canada and the United States. Polaris specializes in the shipment of dry goods. But it also has developed complementary transportation services including: specialized movement of trade show displays and exhibits, third-party cross-border and domestic freight management, cross-border and domestic intermodal service, expedited ground and air service, and global air and ocean freight forwarding.





## IN THIS SECTION:

## Transportation - WMS

## TRANSPORTATION

**S-2INTERNATIONAL • [www.s-2international.com](http://www.s-2international.com)**

S-2international LLC is a single-source provider and recognized leader in providing quality, customized transportation solutions. We specialize in time- and service-sensitive ground shipments, as well as managed LTL and truckload. We are committed to in-transit visibility and proactive communication. S-2 is woman-owned and performance-certified by numerous industry associations. Our service offerings and capabilities include expedite shipping, truckload/flatbed/drayage, LTL management, air charter services, special handling, proactive tracking, US, Canada & Mexico coverage, and more.

## TRUCKING-LTL

**AFS LOGISTICS • [afs.net](http://afs.net)**

Industry studies show the average invoice error rate is about 20%. Paying for those inaccuracies erodes your margins and affects your pricing and competitiveness. AFS uncovers these cost-saving opportunities and typically recovers up to 8% of your total freight spend. Asking your in-house resources to identify and resolve these undue and unwarranted expenses distracts from more strategic tasks. The AFS Audit teams bring experience, data science, and a guaranteed level of savings to every engagement.



## WAREHOUSING

**KOCH LOGISTICS • [www.kochlogistics.com](http://www.kochlogistics.com)**

As an asset-based third-party logistics company, Koch Logistics has all the expertise, technology and resources needed to provide customized programs to our customers, and the management skills to execute these programs. We use a combination of both owned and contracted assets to deliver an optimal transportation logistics solution to you.

## WMS

**SNAPFULFIL • [www.snapfulfil.com](http://www.snapfulfil.com)**

SnapFulfil is a cloud-based, Tier 1 warehouse management system with flexibility at its core—we deliver cutting edge technology at a fraction of the cost of traditional installations and, unlike other warehouse management systems, it is quick and easy to implement, giving you a rapid return on investment. Once up and running SnapFulfil is highly configurable and can adapt to meet evolving fulfillment demands. Our SnapFulfil WMS was architected for the web in 2007 and is now used in warehouses throughout Europe and America. It is highly configurable, deployed in 45 days or less, affordable with CapX and leasing options, and fully scalable and flexible to your needs.



[IN FOCUS]

# INBRIEF

## *New Services and Solutions*

### >PRODUCTS

> The new BG Line Sorter from **BEUMER** increases the handling mix of materials handling operations by utilizing active slat-belt technology and offering the handling capabilities of a high-speed, cross-belt sorter. With the ability to be reconfigured, the BEUMER system offers scalability and uses low-friction components.

> **Panasonic Connect North America** unveiled the TOUGHBOOK 40, a rugged, modular laptop for mobile workers. About one pound lighter than the previous generation despite having a larger display, the laptop offers multiple cellular and connectivity options and increases usability for workers in industrial environments.

> The new Palletizer Highrunner HR9 from **Qimarox** automates

the unloading process. Designed for logistics operations handling many different products in short batches, it offers a pattern generator to optimize the processing of boxes. When equipped with a 3D product scanner, the system can operate autonomously.



▲ ZLS Series Floor Height Lift Tables from **Southworth** have a pan-style platform that, when lowered, sits nearly flush to the floor, allowing them to be loaded and unloaded with a standard hand pallet truck. Designed for forklift-free loading and unloading, ZLS Lifts give workers

unobstructed access to loads from all four sides. Once loaded, the hydraulic lift table can be positioned to any height up to 35.4 inches.

> **Kassow Robots**, a developer of 7-axis cobots, partnered with **BlueBay Automation**, an industrial automation solutions provider, to extend its reach in the United States and provide companies with Kassow's product portfolio and BlueBay's integration capabilities. The KR series of 7-axis lightweight cobots provides a reach of about 3–6 feet and payloads around 11–40 pounds for applications such as pick-and-place, quality inspection, and palletizing.

> The new P3 pallet from **ORBIS** is a reusable plastic pallet with a low-profile 5.1-inch height; it can be double-stacked in racking systems and maximizes truckload space. Designed

for primary packaging, food and beverage, and CPG applications, the 40-inch-by-48-inch P3 pallet integrates with manual and automatic materials handling equipment.

> **Zebra Technologies** introduced the ET4x series, rugged tablets for a wide range of use cases for delivery drivers, retail associates, and fulfillment personnel. The ET4x series features a 13-megapixel rear-facing camera to capture photos for proof of condition, while the 5-megapixel front-facing camera supports video calls. An integrated 2D scanner enables fast barcode data capture.

> The new EC-Polar series mobile powered cart from **Newcastle Systems** has a battery that can last up to 16+ hours in temperatures as low as -4 degrees Fahrenheit, making it ideal for cold chain applications.



> The MX2 and MXL Series 4-wheel electric pneumatic forklifts from **Mitsubishi Logisnext Americas Group**—the manufacturer and provider of UniCarriers Forklifts across North, Central, and South America—range from 5,000 to 12,000 pounds in capacity. These battery-powered forklifts are now available to all UniCarriers brand dealers across North and South America, as well as the Caribbean. They provide visibility as a result of their optimized mast, steering wheel, inclined and narrow dashboard, and counterweight design.

## >SERVICES

> Logistics provider **cargo-partner** expanded the warehouse capacity of its logistics center near Ljubljana Airport in Slovenia. The new warehouse offers more than 18,000 pallet slots.

> 3PL **Evans Distribution Systems** expanded into a 265,000-square-foot warehouse in Allen Park, Michigan. The facility is located on expressway I-94 and a few miles from the Detroit Metropolitan Wayne County Airport.

> **Performance Team-A Maersk Company** announced plans to open a new cold storage facility in Dayton, New Jersey, in October 2022 to serve imports and exports. The facility features 167,812 square feet of space with 13,000 rack positions, 30 dock doors, a dry sprinkler system, refrigerated dock, trailer plug-ins, in-house clearance, refrigerated and frozen storage, and a back-up generator.

> **Ryder System** unveiled its third omnichannel distribution center in Columbus, Ohio. At nearly 440,000 square feet, the facility is the largest Ryder e-commerce distribution center in the Columbus area and is the first to open under the company's new supply chain offering: Ryder Ecommerce by Whiplash.

> 3PL **MD Logistics** opened its first warehouse in Garner, North Carolina—the sixth total for the Midwest-based company. This expansion extends current client partnerships and serves the life sciences and pharmaceutical industry on the East Coast.

> **World Distribution Services** increased the warehouse capacity of its Linden, New Jersey-based distribution facility. Additional racking to maximize space will allow for more than 20,000 racked positions and 200,000 square feet for bulk storage at the 480,000-square-foot facility.



> **Leonard's Express** constructed a temperature-controlled warehouse in Shortsville, New York—a distribution point for Upstate New York, eastern Canada, and the Northeast Corridor. The 114,500-square-foot refrigerated warehouse meets stringent requirements for storing temperature-controlled products and consists of five 20,000-square-foot rooms, each of which can be temperature controlled between -10 and 45 degrees Fahrenheit.

> **SSA Manzanillo International Terminal** in Panama is equipping its 21 ship-to-shore cranes with **ABB Crane OCR** technology to improve safety, efficiency, and data quality. Leveraging artificial intelligence and machine learning

technologies to enhance read rates, ABB's optical character recognition system automates container information handling and transmits key container data to the terminal operating system in near real-time.

> **Americold Realty Trust** introduced its newest facility in Dunkirk, New York. With 181,000 square feet of cold storage and operational space, this LEED-certified facility features 25,000 pallet positions to support cold storage needs in the western New York region.

> **Aeronet Worldwide** opened a new station in Louisville, Kentucky—its first facility in the area. The 9,600-square-foot warehouse facility is located 4 miles from Louisville International Airport.



> Europe-based palletized distribution network **Pall-Ex Group** is seeking new master license holders in the United States as it launches plans to overhaul the U.S. pallet freight model and develop its current use beyond big and bulky loads. The model, which operates on a hub-and-spoke basis, will enable independent trucking companies to develop and diversify their services under an independent brand.

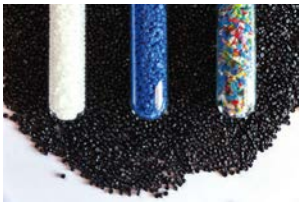


## INBRIEF



> **Orange EV**, a manufacturer of zero-emission trucks, introduced the e-TRIEVER all-electric terminal truck—the third generation of its electric yard trucks. Featuring sensing and remote diagnostic capabilities, the e-TRIEVER offers zero tailpipe emissions and digital truck systems technology designed to integrate with autonomous control systems.

### >TECHNOLOGY



> **Circular.co** launched its full-service digital platform for buying and selling sustainable commodities at scale, starting with a focus on recycled plastics. Circular's digital infrastructure tools simplify supply chain functions, including sourcing, vetting, matching, contracting, shipping, and billing.

> **HERE Technologies** entered a five-year collaboration agreement with Amazon Web Services (AWS) to help organizations improve supply chain visibility, transportation and logistics, fleet routing, and estimated times of arrival from the first to last mile of delivery. The location data and technology platform will list its solutions in AWS Marketplace.

> **RJW Logistics Group**, a provider of retail logistics solutions for consumer packaged goods (CPG)

companies, launched Edge Insights, a supply chain analytics platform that delivers data for better decision-making and supply chain control. With demand forecasting and access to dashboards, suppliers can optimize inventory costs and analyze product performance.

> **Willot**, an Internet of Things (IoT) platform provider, introduced the Willot Reusable Transport Item (RTI) solution, built on its IoT platform. The new RTI solution features the company's IoT Pixels that can attach to ordinary plastic crates and make them smart using Willot Cloud services. Debuting with Israel-based retailer Shufersal, the RTI solution helped the company create an intelligent farm-to-store supply chain.



> **Nulogy**, a provider of supply chain collaboration solutions, partnered with data cloud company **Snowflake** to provide CPG supply chains with data insights. As part of the Powered by Snowflake program, Nulogy offers artificial intelligence and machine learning capabilities for the Nulogy supply chain community of CPG brands and their suppliers.

> **Shippeo**, a provider of multimodal shipment visibility solutions, released products and platform enhancements, including a new CO2 emissions calculator and monitoring capabilities for its Ocean Visibility solution. In addition, it introduced ETA accuracy advancements to its Road Visibility product and migrated to Google Cloud and Snowflake.



> **Gemini Motor** is set to launch a fleet of autonomous hydrogen fuel cell trucks by 2025. The first prototype is under development and will start testing in 2023. California-based Gemini Motor is a cleantech company building autonomous, zero-emission semi-trucks powered by hydrogen fuel cells. The RoboTruck, its first product in line, will have a range of up to 1,400 miles and can be refueled in less than 20 minutes.

## >TRANSPORTATION

> **OOCL** launched the Transpacific Latin Pacific 6 (TLP6) service to offer express linkage between China and South America's West Coast. TLP6 provides direct connections from China to Mexico, Guatemala, and Chile, offering a 22-day transit time from Shanghai to Puerto Quetzal and 32 days to San Antonio, Chile.

> **Yang Ming** started loop SA8, its latest Far East-West Coast of Latin America service, in July 2022. A fleet of eight 2,400-3,700 TEU vessels are deployed on the weekly service; two of them are from Yang Ming. The SA8 port rotation includes Ningbo, Shanghai, Qingdao, Pusan, Manzanillo, Lazaro Cardenas, Puerto Quetzal, Buenaventura, and Valparaiso.

> **Nippon Express (China)** launched a multimodal transport service linking China and neighboring Southeast Asian countries via truck transport that utilizes an international railway connecting China and Laos. The service transports cargo

by rail between Kunming, China and Vientiane, Laos and then by truck from Vientiane to Thailand and other neighboring Southeast Asian countries across the international border with Thailand's Nong Khai Province.

> **Bamboo Airways** is growing its Asia-Pacific cargo operations with the help of agent **ECS Group**. The airline is expanding its network beyond Vietnam to the United States, Europe, Japan, Australia, and other regions. Current services include thrice-weekly flights between Saigon and Singapore and twice-weekly flights between Hanoi and Singapore.

> **Roadrunner**, a less-than-truckload (LTL) carrier specializing in long-haul nationwide metro-to-metro shipping, added five direct lanes to its service network and improved transit times by at least one day in 66 of its major lanes. The new direct services include Phoenix to Chicago, Detroit to Dallas, Indianapolis to Atlanta, St. Louis to Dallas, and Cincinnati to Atlanta.



> **PITT OHIO** will provide direct LTL service to and from New York starting on August 14, 2022. The company reached an agreement to acquire Teal's Express, which has provided LTL service within New York state for more than 96 years. Teal's Express and PITT OHIO have partnered to provide LTL service to and from the state since 2016.

> **Cathay Pacific** and **Lufthansa Cargo** added **Swiss WorldCargo** to their joint venture, which offers shippers more direct connections and access to the shared network via the booking systems of the three partners. Initially, the airlines will cooperate on routes from Hong Kong to Zurich and Frankfurt. Traffic to and from Hong Kong and the rest of Europe will be added later in 2022.

> **UWL**, in partnership with Swire Shipping, linked a new dedicated barge service from Phnom Pehn, Cambodia, to its express ocean transportation service between Ho Chi Minh, Vietnam, and Seattle, which allows shippers in Cambodia to reach the U.S. West Coast in 25 days. The new feeder service provides importers with guaranteed access to equipment and capacity in Phnom Penh.



> **LATAM Group** now offers direct air cargo service from the Huntsville International Airport in Alabama, to Brazil, in collaboration with freight forwarder **DSV**. The new LATAM Star service has weekly Monday morning departures from Huntsville and is scheduled to arrive the same day in Viracopos, Brazil.

# CALENDAR

## Upcoming Logistics Events

Connect with industry peers, join thought-provoking discussions, and discover the future of supply chain.



**SEPT  
18-21,  
2022**

NASHVILLE, TN

### CSCMP Edge 2022

[www.cscmpedge.org](http://www.cscmpedge.org)

The Council of Supply Chain Management Professionals conference and exhibition offers more than 100 sessions spanning the end-to-end supply chain. Participants also have the opportunity to view demonstrations, equipment, systems, and technologies.

**AUG 31-SEPT 1, 2022  
PHILADELPHIA, PA**

### Home Delivery World

[bit.ly/HomeDelivery22](http://bit.ly/HomeDelivery22)

This conference and exhibition for global last-mile logistics delves into innovative solutions for retailers, grocers, CPGs, and 3PLs facing challenges across the supply chain, from warehousing to fulfillment. Covering everything from route optimization and reverse logistics to grocery delivery, parcel spend, and white-glove service, this event tackles the e-commerce retail supply chain.

**SEPT 6-8, 2022  
HERNDON, VA**

### Supply Chain Insights Global Summit

[bit.ly/global\\_SC\\_summit](http://bit.ly/global_SC_summit)

The event brings together technologists, consultants, and 3PLs on an invitation-only basis to explore how companies can better plan for supply chain 2030. While only 40 participants are invited for the in-person conference, the online experience is open to all registrants and offers digital transformation case studies as well as networking and brainstorming sessions.

**SEPT 18-20, 2022  
CHICAGO, IL**

### ASCM Connect Annual Conference

[www.ascm.org/conference](http://www.ascm.org/conference)

Delving into trending supply chain topics and offering educational sessions, the ASCM conference provides attendees

with supply chain solutions and opportunities to expand their professional network. The supply chain conference offers educational content presented by global supply chain experts who will share their insights on sustainability, planning, procurement, talent, and leadership, as well as diversity, equity, and inclusion.

**SEPT 27-29, 2022  
HOUSTON, TX**

### Breakbulk Americas

[americas.breakbulk.com](http://americas.breakbulk.com)

Breakbulk Americas draws Houston's oil and gas stakeholders as well as industry professionals from the United States, Canada, Mexico, Central and South America, and those from around the world interested in projects throughout the region. Delivering timely information and sparking discussion, the event explores current challenges and effective strategies in the project cargo industry.

**SEPT 29-30, 2022  
BOSTON, MA**

### LogiPharma

[logipharmaus.wbresearch.com](http://logipharmaus.wbresearch.com)

LogiPharma brings together thought leaders in the life sciences and healthcare supply chain—logistics, distribution, planning, IT, quality, and sourcing—to share emerging best practices. Join more than 200 global supply chain leaders in pharma, biotech, and medtech, and transform your supply chain organization to thrive in the new normal. Panels, fireside chats, and interactive sessions let attendees benchmark their

current strategy, while shaping the future of the industry.

**OCT 7-8, 2022  
VIRTUAL**

### Supply Chain Digitalization 2022

[supplychain-conference.com](http://supplychain-conference.com)

This event creates opportunities to boost profitability and sharpen strategies to maximize efficiency in supply chain transformation. The conference brings together the supply chain, transportation, and logistics sectors to explore digital transformation trends. Topics include emerging digitalization technologies and leveraging digitalization to optimize processes.

**OCT 10-12, 2022  
CHICAGO, IL**

### Parcel Forum

[parcelforum.com](http://parcelforum.com)

Join parcel shipping and distribution supply chain professionals to learn how to streamline your warehousing operations and delivery models to remain competitive in an evolving landscape. The event reveals how to ship more packages, more cost effectively, as the industry undergoes tremendous change.

**OCT 17-20, 2022  
ORLANDO, FL**

### Gartner IT Symposium/Xpo 2022

[www.gartner.com/en/conferences/na/symposium-us](http://www.gartner.com/en/conferences/na/symposium-us)

The Gartner IT Symposium/Xpo 2022 conference addresses the strategic needs and supply chain

imperatives of chief information officers and their teams.

Attendees gain insights and expert guidance on the future direction of technology, best practices to define and validate their IT strategies, and real-world examples on how to execute on key initiatives. CIOs and IT leaders will discuss key topics, including accelerating digital business, the future of work, data, analytics and artificial intelligence, and cybersecurity.

**JAN 30 – FEB 1, 2023  
LAS VEGAS, NV**

### Manifest 2023

[manifest.st](http://manifest.st)

This gathering of industry leaders, innovators, and investors provides networking opportunities and a lineup of speakers including more than 250 thought leaders. Discover the future of logistics technology and the players transforming the industry. Understand the mindset of the industry and gain a better grasp of where the market is heading.

**FEB 19-22, 2023  
ORLANDO, FL**

### LINK2023

[bit.ly/LINK2023\\_RILA](http://bit.ly/LINK2023_RILA)

The Retail Industry Leaders Association conference gathers executives in the retail supply chain to network and learn from each other through case studies, best practices, and expert thought leadership. LINK features retailer-led breakouts and roundtable discussions, keynotes, general sessions, and startup pitches.





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### 3PLs

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<b>Ascent Global Logistics</b> <a href="http://ascentgl.com">ascentgl.com</a>	<b>pg. 57</b> 800-614-1348	<b>Kenco</b> <a href="http://kencogroup.com">kencogroup.com</a>	<b>pg. 95</b> 855-877-5910
<b>Atlanta Bonded Warehouse</b> <a href="http://atlantabonded.com">atlantabonded.com</a>	<b>pg. 179</b> 678-322-3120	<b>Koch Logistics</b> <a href="http://kochlogistics.com">kochlogistics.com</a>	<b>pg. 163</b> 800-331-9412
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<b>CJ Logistics</b> <a href="http://cjlogistics.com">cjlogistics.com</a>	<b>pg. 7</b> 1-714-994-1200	<b>Loup Logistics</b> <a href="http://louplogistics.com">louplogistics.com</a>	<b>pg. 79</b> 800-303-4544
<b>CLX Logistics</b> <a href="http://CLXLogistics.com">CLXLogistics.com</a>	<b>pg. 49</b> 800-288-4851	<b>Lynden</b> <a href="http://lynden.com">lynden.com</a>	<b>pgs. 67, 191</b> 888-596-3361
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<b>Evans Distribution Systems</b> <a href="http://evansdist.com">evansdist.com</a>	<b>pg. 157</b> 800-OK-EVANS	<b>ProTrans International</b> <a href="http://protrans.com">protrans.com</a>	<b>pg. 15</b> 888-SHIP-NOW

## R2 Logistics

thebest3pl.com

## RedStone Logistics

redstonelogistics.com

## Rinchem Company, Inc.

rinchem.com/inbound.aspx

## RMX Global Logistics

rmxglobal.com

## Romark Logistics

romarklogistics.com

## Ruan

ruan.com

## Ryder System

ryder.com

## Ryder Ecommerce by Whiplash

whiplash.com

## Saddle Creek Logistics

sclogistics.com

## Scan Global Logistics

scangl.com

## Simple Logistics

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## SEKO Logistics

sekologistics.com

## Sunland Logistics Solutions

sunlandlogisticssolutions.com

## Sunset Transportation

sunsettrans.com

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## Syfan Logistics

syfanlogistics.com

## Symbia Logistics

symbia.com

## Taylorred Services

taylorredservices.com

## The Logistix Company

thelogistixco.com

## The Shippers Group

theshippersgroup.com

## Trinity Logistics

trinitylogistics.com

## Tucker Company Worldwide

tuckerco.com

## UniGroup

unigrouplogistics.com

## Verst Logistics

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## Wagner Logistics

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## Werner

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## WSI

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Whether they are curly, wedged, or sweet potatoed, the world loves its french fries.

The global market for **frozen french fries** *alone* is projected to reach \$19.3 billion by 2026.

During a potato shortage in December 2021, 3PL provider Flexport contracted **three 747 flights full of potato freight** to Japan to help the country cope with a lack of fries.

**Belgium**, not America, is the largest per-capita consumer of french fries in the world.

American Airlines, Delta, JetBlue, Southwest, and United Airlines pledged to purchase 3.8 billion gallons of **sustainable aviation fuel** made from french fry and cooking oils in the coming decade to meet long-term anti-pollution goals.

The United States exported a record **2.24 billion pounds** of frozen potato products during the year ending Aug. 31, 2021. The three largest importers—Japan, Mexico, and South Korea—accounted for **56.6%** of annual business.

After 25 years of disputes and legal obstructions, the National Potato Council welcomed the first shipments of U.S. fresh potatoes into Mexico on May 11, 2022.

Sources: PR Newswire, CHRON, Potato Country, Spudman, Business Insider





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