

SEPTEMBER 2022

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THE MAGAZINE FOR DEMAND-DRIVEN ENTERPRISES

SPECIAL REPORT
**FREIGHT BILL
AUDIT & PAYMENT:
SAVINGS IN
THE BAG**

TOP 15 WAYS TO MANEUVER IN TODAY'S TRUCKING MARKET



ALSO

Top 100 Truckers Clear the Hurdles
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InfoSNACKS

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION



NEXT-GEN REEFER TRAILER

Walmart added custom-built 60-foot refrigerated trailers to its Canadian fleet; “the first of its kind for Walmart in North America,” the retailer says. Designed to improve supply chain efficiency and reduce CO2 emissions, the trailer can fit as many as 30 pallets of perishable goods requiring different temperatures, as opposed to about 26 pallets for a standard 53-foot trailer. The new trailers allow the Canadian fleet to service stores together that would not normally ship on the same trailer.

—CDL Life

PARCEL TRACKING

- On-time performance for parcel deliveries continues to improve but has not returned to pre-COVID levels.
- Fulfillment, transit, and click-to-deliver times show signs of improvement.
- Shippers continue to increase the number of carriers used.

—project44 survey, North America (August 2022)

\$90.7 billion by 2031

Estimated annual revenue for the global freight brokerage market, after amassing \$48.1 billion in 2021.

Driving the growth: a rise in international trade activities and e-commerce. Shippers using freight brokerage services to cut costs and reduce lead times opens new growth avenues for the global market.

—Allied Market Research

LABOR DAY STEALS

Extended holiday breaks create opportunities for enterprising cargo thieves to plot sophisticated heists. Noteworthy thefts from previous Labor Day holidays:

- \$434,379 in apparel stolen from Pomona, CA
- \$417,206 in computer electronics stolen from Ontario, CA
- \$400,000 in vodka stolen from Jacksonville, FL
- \$300,000 in computer electronics stolen from Los Angeles, CA
- \$291,093 in hardware store merchandise stolen from Conley, GA

—CargoNet



↓ 90%

Target’s Q22 profit results after the retailer was forced to slash prices to clear unwanted clothing, home goods, and electronics inventories. In June 2022, Target warned that it was canceling supplier orders and aggressively cutting prices after consumers shifted spending as the pandemic eased.



TRACTOR BEAM

Toyota is testing a hitches towing system that allows one vehicle to “tow” another without any physical connection between the two.

Could semis so equipped be next?

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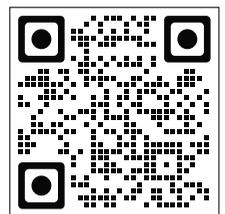


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GOOD QUESTION

What phrase would you create to describe a supply chain trend or development?

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Born in Bolivia and raised in the United States, Cameroon, and France, Katherina-Olivia Lacey took a world-circling route to her current position in supply chain technology. Now co-founder and chief product officer at Quincus, a Singapore-based logistics software firm, Lacey constantly drives new solutions despite the exhausting challenges of helping customers with small but important supply chain problems.

Inbound Logistics (ISSN 0888-8493, USPS 703990) is mailed monthly to approximately 60,000 business professionals who buy, specify, or recommend logistics technology, transportation, and related services, by Thomas, a Xometry company, 5 Penn Plaza, NY, NY 10001. Periodicals postage paid at New York, NY, and additional mailing offices. All rights reserved. The publisher accepts no responsibility for the validity of claims of any products or services described. No part of this publication may be reproduced or transmitted in any form or by any electronic means, or stored in any information retrieval system, without permission from the publisher. POSTMASTER SEND ADDRESS CHANGES TO: Inbound Logistics, 5 Penn Plaza, New York, NY 10001

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CHECKING IN

Inflation Innovation Stagnation



Keith Biondo, Publisher

What many have overlooked during the purposeful economic deceleration we are experiencing is the choking off of innovation investment and the resultant long-term damage to future economic growth.

In the past 25 years, a rush of innovation has empowered business transformation, especially in supply chain operations. Achieving demand-driven enterprise status would have been impossible without the innovative technology-driven processes brought to bear on how we

source, ship, and fulfill product, all while meeting evolving customer needs and demands. Meeting customer needs efficiently and expeditiously has amped up the quality of life for millions in the United States and around the world.

But the man-caused economic downdraft and global statecraft failures have destroyed supply chain efficiency to the point where many leading practitioners are abandoning lean processes. HP, for example, is “going on offense,” says Ernest Nicolas, the company’s new chief supply chain officer.

“Even before the pandemic, there were some challenging macroeconomic conditions that were already telling us it’s time to change ... to pivot away from what has been historically the lean supply chain ... and companies want to get back to the way things were,” he says.

Who can question his approach, given HP’s recent massive losses due to supply chain disruptions? But must we now toss away innovative ideas fundamental to lean approaches like Kanban, Kaizen, SCM, and Six Sigma? How many millions have companies saved by adopting lean operations? How have lean operations enhanced sustainability? Must we toss what works and has worked for decades?

No matter. Roll it back! Invest in innovation? Can’t do it. Cash is tight. We have to go back to the way things were.

Election-driven monetary machinations may salve, but not solve, some problems in the short term. Creating and curating an economic climate that starves innovation investment is a much larger issue and will deliver significant long-term pain. What new unfunded innovations will never see the light of day?

Thankfully there are a few bright spots. One is the innovation initiatives at the Savannah Logistics Innovation Center, a public-private partnership co-led by Georgia Southern University and innovation incubator Plug and Play, and supported and promoted by supply chain leaders such as Syfan Logistics. The Center, along with sponsors and Plug and Play, support 11 startups in the logistics space working on innovations ranging from “triangulation” to match import containers with exporter needs, to enhanced visibility to manage in-transit shipments, to an immersive forklift training solution, among others.

We need many more innovative initiatives like these to overcome innovation stagnation.

inbound
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Vol. 42, No. 9

September 2022

THE MAGAZINE FOR DEMAND-DRIVEN ENTERPRISES

www.inboundlogistics.com

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Inbound Logistics welcomes comments and submissions. Email us at editorial@inboundlogistics.com; call (212) 629-1560; or mail 5 Penn Plaza, NY, NY 10001. For advertising or subscription information, call (212) 629-1560, or e-mail publisher@inboundlogistics.com. Inbound Logistics is distributed without cost to those qualified in North America. Interested readers may subscribe online at bit.ly/get_il. Subscription price to others: in North America: \$95 per year. Foreign subscriptions: \$229. Single copy price: No. Amer. \$10, foreign \$19, back issues \$15.



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What phrase would you create to describe a supply chain trend or development?

MULTI-VENDORING. Companies requiring a local sourcing option for any raw materials that they need for any new products.

*-Arjun Chandar
Co-founder and CEO, IndustrialML*

FREIGHTOLOGY. Analyzing a company's middle-mile logistics and determining the best method of shipping based on time or cost that most benefits the customer.

*-Amber Crosby
Head of Client Success, WARP*

DISTRO-FACTURING. Small to mid-size distribution businesses diversifying offerings to compete with large enterprises and meet customer needs. The seismic shifts of the past years have forced many SMBs in manufacturing and distribution industries to shed traditional roles and empower themselves with expanded in-house capabilities to make, move, and sell amidst an ever-changing supply chain landscape.

*-Vaibhav Vohra
Chief Product Officer, Epicor*

CHAOS HACKING. Using all of your current sources of data, information from suppliers/customers, and external risk information to build a picture of the supply chain and make effective decisions despite uncertainty.

*-Tony Pelli
Practice Director,
Security and Resilience, BSI*

SUPPLY CHAIN VISALYTICS. Supply chain visibility + market analytics. Innovative supply chain managers are increasingly using market-level analytics to benchmark their own performance. Everything from

stockouch [stok-ouch]

interjection

1. An exclamation of sharp sudden pain due, or as a reaction, to an out-of-stock event (i.e., an event that causes inventory to be exhausted).

"Stockouch! I just read that shortages cost Super Supply Company \$15M in lost sales in Q2."

noun

1. The repercussions, or overall detrimental impact, resulting from stockouts (also known as out-of-stocks). This can occur along the entire supply chain, but the most visible kind are retail out-of-stocks in the fast-moving consumer goods industry.

"While most companies that survived last year's e-commerce waves emerged rattled at best, the stockouch for most was a severe hit to profits—triggering a 'bullwhip effect' in which those companies ended up over-purchasing stock as a safety cushion."

2. The loss of sales, or cost otherwise accrued, from a retailer's attempt to build up its inventories after suffering from stockouts.

"Rather than benefit from the surge in demand, retailers suffered. In a recent survey, almost half said they experienced stockouts, leading to a serious case of stockouch on their businesses' bottom lines."

*-Eric Allais
President & CEO, PathGuide Technologies*



container dwell times to rollover rates to lead times are being implemented to streamline their own performance, reduce costs, and provide the best experience for their customers.

*-Josh Brazil
VP, Supply Chain Insights, project44*

DOT PLOT MANIA. In 2021, bankers' interests were piqued with the buzzword *rate-flation*, resulting in an abundance of dot plot graphs. Now, with the Federal Reserve taking a hawkish position on interest rates, we expect bankers to ramp up their use of

dot plots to measure shipping rates vs. interest rates—with a lot of questions about the Why Axis.

*-Gregory W. Tuthill
Chief Commercial Officer
SeaCube Containers*

SUSTAIN-AGILITY. The trend of shippers wanting sustainable deliveries and also the ability to maintain flexibility for their dynamic shipping needs. In other words, a last-mile shipping model that enables both flexibility and sustainability.

*-Adam Bryant
CEO, AxleHire*



Delivery Elevates Products

ECONOMIC ROADKILL. When you see tire rubber on the highways increase, you know the economy of scale is the creation. As the supply chain gets worse, it brings on what I call *casual carriers*—here today, gone tomorrow, leaving their lack of maintenance on our highways as economic roadkill.

—**Reo Hatfield**
VP, Business Development, TA Services

CHAIN TRACKS. In today’s volatile global economy, an organization’s supply chain must be lean and agile to successfully support the business. This can be accomplished through a variety of ways (or “tracks”) using a combination of people, process, and technology.

—**Paul A. Myerson**
Adjunct Professor, Supply Chain Management, Kean University

RAINY-DAY-LYTICS. Think rainy-day fund meets analytics. As businesses further adopt analytics into the supply chain, and delays and shortages continue, companies are setting aside extra stock, just-in-case.

—**Matt Heerey**
President, Manufacturing Division
ECI Software Solutions

CONTRACT-PALOOZA. The past 6 months have been all about contract freight. We’re seeing carriers in search of contracts, and shippers are looking to lock in rates that have come down off their peak.

—**David Spencer**
Director of Business Intelligence
Arrive Logistics

CONGESTIFICATION. The resulting ripple effect(s) and supply chain delays, due to port congestion.

—**Mike Williams**
Executive VP for Commercial & Logistics, ContainerPort Group

OMNI-MILE VISUALIZATION. Supply chain management has been broken down into first, middle, and last mile, but modern approaches require holistic views of the entire supply chain—enabling managers to make informed decisions, mitigating delays, providing better predictability and

BRANDFLECTION. What is being reflected to a customer in a single delivery experience? Retailers must pay attention to their delivery *brandflection*, or reflection of their brand. Most consumers don’t distinguish between stores and their delivery partners, so the people and technology used for delivery need to accurately represent a brand’s image.

—**Brian Kava**
CEO, PICKUP

PRODUCTIZATION OF DELIVERY. Customers want delivery options and they want them to be fast, reliable, and easy. They’re willing to pay a reasonable price for these choices. It’s time for every business to adapt and harness the power of the *productization of delivery*. It is meaningful as the delivery itself becomes a real physical touchpoint in a digital world.

—**Bill Catania**
CEO & Founder, OneRail

analytics, leading to precise ETAs and routing, and reduced cost and emissions.

—**Stuart Ryan**
VP, Sales & GTM (Americas)
HERE Technologies

DISRUPSTAINFLATION. The trifecta of inflation, disruption, and sustainability is top of mind with business and supply chain executives, driving the need for improved resiliency, visibility, and collaboration across the ecosystem to make informed, real-time decisions to meet customer demands, regulatory mandates, and financial objectives.

—**Richard Howells**
VP, Cloud ERP and Supply Chain, SAP

SUPPLY CHAINSMOKERS. Supply chain executives who have resorted to bad habits as the pressure to meet unrealistic timelines mounts due to ongoing disruption, bottlenecks, lack of capacity, equipment and warehouse shortages, extended dwell times, and rising rates.

—**Lisa Aurichio**
President, BSY Associates Inc.

ON-SURING. Relocating operations and suppliers closer to home to create a more controlled and seamless supply chain. This trend directly impacts distances by bringing the parties closer together, creating more sustainable supply chain efficiencies.

—**Mike Garcia**
Market Manager—RPM
ORBIS Corporation

Have a great answer to a good question?

Be sure to participate next month. We want to know:

If you could invent one tool to help you do your job better, what would it be?

We’ll publish some answers.
Tell us at editorial@inboundlogistics.com or tweet us @ILMAGAZINE
#ILGOODQUESTION

10 TIPS

Ensuring a Sustainable Supply Chain

The Ukraine conflict, COVID-19, and rising inflation have drawn attention to the fragility of global supply chains. With all eyes on logistics, operations leaders have additional reason to examine supply chains from the ground up. Here's how to start.

1 MAP YOUR SUPPLY CHAIN UPSTREAM AND DOWNSTREAM.

Any exercise to improve supply chain operations must include identifying upstream and downstream partners. Gain as much knowledge as possible. Learn about geographic exposure, climate goals, and sustainability metrics already being tracked.

2 ALIGN STAKEHOLDERS.

The data and know-how needed to improve sustainability is dispersed across partners and teams. You'll need everyone's help to adjust contracts, optimize production, and create reports, so get buy-in early.

3 ESTABLISH A BASELINE.

Since every supply chain is different, measuring Scope 1, 2, and 3 emissions is the most powerful way to determine your strengths and weaknesses. Scope 3 emissions, in particular, are tied to your supply chain, so they're critical to monitor. Use automated carbon accounting technology to ensure consistency.

4 IDENTIFY YOUR PAIN POINTS.

Once equipped with data, identify operational vulnerabilities and risk, which differ significantly depending on industry. For example, agricultural supply chains are more exposed to physical risks, like extreme heat and drought, while

electronics supply chains are vulnerable to shifting policy. Look at your top emissions source and products with the highest footprints. Consider inputs produced in-house vs. procured from external vendors. Investigate how you move and package goods.

5 IMPROVE OPERATIONAL EFFICIENCY.

Reducing downtime and improving throughput across your operations are good for your bottom line and sustainability. Switching to electric vehicles requires less maintenance than internal combustion engine vehicles, which reduces downtime, maintenance costs, and fuel spend. Simple route optimizations, which are easy to identify with route optimization software, can save fuel and money.

6 REDUCE RESOURCE WASTE.

There are almost always areas within a supply chain where you can reduce or optimize resource usage. Concrete and cement producers are looking at ways to reuse hazardous wastewater. Clothing retailers are creating entire product lines out of scrap materials. Packaging can often be reused or repurposed.

7 DEVELOP A SUPPLIER ENGAGEMENT PLAN.

Establish sourcing standards and a supplier code of conduct that require emissions disclosure and carbon reduction targets. The United Nations Global Compact provides advice on this topic. Rather than dropping suppliers who

are new to sustainability, help them begin their sustainability journey and share best practices so that you can improve together.

8 HELP DECARBONIZE SUPPLIERS.

As part of supplier engagement, consider crowdfunding or investment initiatives to direct capital to your value chain. For example, helping your raw materials supplier install on-site renewable energy will reduce your Scope 3 emissions and make them more resilient to energy price swings and outages.

9 TRACK YOUR PROGRESS.

Track and celebrate wins. Set a specific carbon reduction target or net zero plan, so that you can measure the impact of your work. With your baseline and reduction target, you'll be able to monitor persistent hotspots and areas where you've made the most progress.

10 COMMUNICATE RESULTS INTERNALLY AND EXTERNALLY.

Sharing progress drives accountability and growth. Send internal updates to stakeholders, publish an annual sustainability report, or participate in more formal climate disclosures. Existing customers will be pleased that your operations are more resilient, and prospective customers may choose you thanks to your sustainable supply chain.



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Home Construction



GETTING CREATIVE ABOUT BUILDING SUPPLIES

Fighting a laundry list of challenges—including pandemic disruptions, labor shortages, supply chain issues, and increases in real estate and building materials costs—nonprofits in the homebuilding sector have had to tap their inner innovators to stay on track with their mission of building affordable homes.

Supply chain woes have been hard on Habitat for Humanity, for example. The organization has responded by storing windows, refrigerators, and other materials in warehouses to ensure it has the supplies stocked when they are needed. In addition to constructing new homes, Habitat for Humanity repairs properties and does rehabilitation construction—services that have kept it on track despite recent issues.

The organization also has altered some of its strategies as workarounds. It is looking at ideas like “Can we increase density? Can we look at accessory dwelling units? Can we look at compact-size homes that will meet different needs when we think about veterans and the elderly?” Adrienne Goolsby, senior vice president of Habitat for Humanity, told ABC News in Denver.

Thanks to its creative planning, the nonprofit expects to continue its trajectory of building nearly 3,000 homes each year.

IF YOU BUILD IT, WILL THEY COME?

In the aftermath of the housing frenzy that occurred during the pandemic, the country now faces a major slowdown in the housing market. Homebuyers are skittish and demand is cooling, thanks to high inflation and rising mortgage rates. As a result, homebuilding numbers are on the decline.

New housing starts—the barometer of the industry’s health—fell to the lowest level in more than a year, as the U.S. government reported in July 2022 (the most recent data available at press time).

The figure plunged 9.6% month-over-month to an annualized rate of 1.446 million units in July 2022, the lowest since February 2021 and well below market expectations of 1.5 million.

Homebuilders are bracing for more disappointing numbers, as demand for new housing units stagnates. Suppliers, manufacturers, and other vendors up and down the home construction supply chain can also expect to feel the pinch.

A few additional stats from the government’s July numbers illustrate the sector’s current shaky status.

- Building permits were slightly above expectations at nearly 1.7 million, but fell about 1.3% from June and are down from about 1.8 million in April.
- Housing activity could fall roughly 30% or more over a multi-year period in a worst-case scenario, Fitch Ratings predicts, pushing home prices down between 10% to 15%.
- In one bright spot, permits for multi-family units rose 2.8%, helping to offset the steep 4.3% drop in the single-family sector. Lower lumber prices and still-high rents may incentivize builders to construct more multi-family units.



CALIFORNIA HERE WE COME

Home improvement retailer Home Depot is making moves in Southern California. In April 2022, the company leased a 1.1-million-square-foot warehouse in the Inland Empire region, and just announced it is taking another 529,866 square feet in a new building in Irwindale, California. The new facility, according to Duke Realty, is decked out with the latest proptech for managing indoor conditions through digital interfacing, and for meeting electricity needs through solar power.



STEEL YOURSELF

Home construction requires a lot of steel, a commodity that has been heavily impacted by the ongoing war in Ukraine (the world’s third-largest steel exporter), as well as COVID-related supply chain instability in China (the world’s largest steel exporter). As such, there’s no clear consensus on what path steel prices will take. Here’s some food for thought from manufacturing platform Metal Miner:

“With the war affecting trade so dramatically, normal metrics for evaluating the steel market no longer apply. As we stated several months ago, the steel market seems to have moved away from traditional supply-and-demand-based predictability. Instead, economists are rushing to produce new models that better reflect the 2022 marketplace. For now, it’s a waiting game being played by some very stubborn participants.”

MARKET FORECAST: CLOUDY, WITH A CHANCE OF SUN

A recent overview of the construction materials market by FMI Capital Advisors paints a murky outlook for the near future. While clouds roll in from an economic downturn brought on by historic levels of inflation as well as interest rate hikes and supply chain constraints, there are some reasons to expect some sunny upsides peeking through.

Two mitigating factors are keeping recession impacts at bay for the construction materials market, FMI Capital notes.

1. Committed federal funds from The Infrastructure Investment & Jobs Act (IIJA) bill will help to keep the construction industry moving forward.
2. Construction is a local industry, so some of the individual and unique markets where producers operate may remain strong.

Here’s a breakdown of FMI’s overall predictions:

- Inflation has increased energy and steel prices, which hurts construction materials producers’ profits. Producers who pass on increased costs to customers will fare much better than those who cannot.
- Interest rate hikes are a necessary evil to set prices back to sustainable levels. The increases mean that home borrowing costs will increase significantly (a negative effect on home construction) and financing equipment through loans will continue to become more expensive.
- The strained supply chain directly impacts the construction materials sector as it pertains to equipment purchases. The expected easing of supply chain constraints should allow producers to get much-needed equipment in a timelier fashion.
- M&A activity: Buyers remain active and are willing to pay premium valuations for strategic targets in attractive markets.



RAISE THE ROOF!

Materials producers and homebuilders worried about roofing costs and energy use can take heart from a new ICF International study that details how upgrading to energy code-compliant roof systems substantially reduces whole-building energy use. This, in turn, leads to decreased energy costs and carbon emissions which, the study says, pay for themselves many times over during their expected service lives.

Some key takeaways from the roof replacement study include:

- Even when subject to higher incremental installation costs and discount rates, roof replacements are life-cycle economical under various conditions.
- Through a significant reduction in natural gas fossil fuel use and overall improvement in energy efficiency, roof replacements support the transition to building electrification.
- By offering a cost-effective tool to help building owners reduce energy use and lower carbon footprint, roof replacements support building performance standards and carbon emissions reduction goals.

LEADERSHIP

Conversations with the Captains of Industry

“I Am Never Giving Up”



Katherina-Olivia Lacey
Co-founder and
Chief Product Officer,
Quincus

Despite the exhausting challenges of helping demanding customers with small but important supply chain problems, Katherina-Olivia Lacey puts on a brave face, holds it together, and constantly drives new solutions.

by Merrill Douglas

Born in Bolivia and raised in the United States, Cameroon, and France, Katherina-Olivia Lacey took a world-circling route to her current position in supply chain technology. Lacey is co-founder and chief product officer at Quincus, a Singapore-based logistics software firm that serves industries such as food delivery, pharmaceuticals, manufacturing, retail, and e-commerce. We recently talked with Lacey about her history, leadership approach, and current business concerns.

IL: How did you come to co-found a logistics IT company based in Singapore?

I was preparing to start on my doctorate in business at INSEAD in Fontainebleau, France, and my co-founder, Jonathan Savoir, was already working on his doctorate at that institution. We concluded at about the same time that we would not continue our work toward those degrees.

But we didn't want 9-to-5 jobs, either. We wanted to start something that was meaningful and solve problems in countries where the solutions weren't obvious. That led to our first version of Quincus, which began as a B2B intra-city delivery logistics player in Sao Paulo, Brazil.

After Brazil imploded due to the problems surrounding Petrobras, the state-owned oil company, we decided to go to Singapore, which was heavily investing in nurturing startups. Beginning again from nothing, we used our technical solutions to consult and help companies use optimization tools to improve their logistics operations. But our customers told us they wanted a product they could implement themselves. We now have four solutions adapted to different industries, and we operate globally, including in the United States.

IL: How did your early career help shape you as a leader?

When I completed my MBA, I knew I wanted to be an entrepreneur. I was lucky to get a job with a small B2B e-commerce company that sold plus-sized swimwear. I worked there for no more than one year, but I did everything—inventory, packaging, handing boxes to drivers, climbing around in the warehouse.

I saw how difficult it is to focus on just one thing. You always have things that are backlogged or problems coming forward. Weirdly, I loved all that. There was never a dull moment. At the same time, I loved my experience in academia, including

the time I spent assisting one of the professors. My desire to be both an entrepreneur and an educator-leader helped to shape me.

IL: What keeps your customers awake at night these days?

It's the margins they're faced with. Customers want their products now. Logistics players pay a heavy price to fulfill that wish, for example by paying drivers to deliver seven days a week. They stay awake wondering how they can make their routes smarter and how to improve operations on the floor.

IL: How does Quincus help with those challenges?

Small things can impact the entire supply chain. Say a customer asks a delivery company to hold their package. You need to make sure the warehouse can handle that, and for how long. Where should it be stored? Is there a weight limit? Who will send a reminder once the customer is ready for the delivery? If a customer changes an address, does the delivery now go to a different part of town? How do I shift it to another driver? We solve all these small but important problems.

IL: How would you describe your leadership style?

I'm always trying to become better at what I do. When people work with me, I want to teach them and also challenge them. I use a lot of trial-and-error. I'm fair, but I'm also strict.

When it comes to nurturing talent, I need to show that I'm okay with uncertainty. Sometimes I have to put on a brave face to show people that it's okay when things go wrong. Organizations go through a lot of growing pains, especially at our stage. We have to reward people who stay, but also make sure they understand why they're there, despite the changes.

IL: What's at the top of your agenda these days?

I'm thoroughly focused on process structures and workflows. I'm looking at how certain departments interact and how we can automate some of the mundane tasks that slow us down.

IL: What's the hardest aspect of your job?

Holding things together. When stuff hits the fan, you can't panic or let people think that you won't be able to bring a solution to the table. Over time, you learn to drive solutions constantly. I like that, but sometimes it's exhausting.

You're Uncomfortable? Great!

The upheaval of leaving Brazil with her Quincus co-founder in the wake of the Petrobras scandal hit Katherina-Olivia Lacey hard. "It took me a long time to regain the assertiveness I needed to be able to lead people," she says.

No one likes that kind of unease, and at one time Lacey was reluctant to force her employees outside their own comfort zones. But Lacey has changed her mind on that point. "I realized that being uncomfortable is fun," she says. "When the job becomes too easy for someone, you push them."

Employees need space to figure out solutions for themselves, and they need to take credit for their accomplishments, Lacey says. So, for example, she recently gathered Quincus engineers—who generally don't enjoy public speaking—to give a demonstration to their peers and the company's product managers. "They should be able to say, 'Hey, I did this!'" she says. "And that's uncomfortable."

When everyone looks to me for a solution, I want to say, "I need two minutes to think. I need to go to a quiet place."

IL: When you get up in the morning, what excites you about going to work?

Oddly enough, it's the random things that get thrown at me. Also, it's the thought of how hard Jonathan and I have been working at this since 2014. We've lived too many lives, gone through too many chapters. All this wakes me up, because no matter what challenges come along, there's no way I'm going to give up.

IL: What piece of advice would you give to your 18-year-old self?

Don't underestimate who you want to be and what you can do. If you say to yourself, "I can," you will. You need to find the door and create the solution. And if there's no door, you need to create one.

IL: How do you spend your time when you're not working?

I travel for work and pleasure at the same time. I like to play golf; the golf course is the only place where I can shut off my phone for a few hours. The silence is rewarding. I like to hang out with my Old English Sheepdog. I look for calm when I'm alone. ■

[IN FOCUS]

NOTED

The Supply Chain in Brief

> GOOD WORKS



• Logistics provider **cargo-partner**, along with aid organization Jugend Eine Welt and its partner, the Salesians of Don Bosco, are working together in Moldova to help young refugees from Ukraine overcome trauma and integrate into their new country. The project benefits 40 refugee children and 40 Moldovan children.

> UP THE CHAIN

• **Dana Duckworth** joined **AFFLINK**, a supply chain solutions marketplace provider, as vice president of supply chain solutions. Her role includes developing end-user business in key market segments and leveraging relationships within the supplier/distributor community to drive growth. Duckworth previously coached women's gymnastics at the University of Alabama.



• **Kari-Out**, a manufacturer, importer, and distributor of take-out food containers, named **Mitch Kahn** vice president of manufacturing and supply chain management and hired **Dave Fredrickson** as vice president of sales.



• Electric carmaker **Lucid Group** appointed **Evelyn Chiang** (pictured) as VP of process transformation and **Walter Ludwig** as VP of global logistics. Chiang has held executive leadership roles at SAP, Tesla, and other global technology companies and was most recently COO at Siteimprove.

• **Marc Rodriguez** was hired as director of warehouse operations for the kegs services and supply chain management team at **Hillebrand**, a logistics services provider to the alcoholic beverage industry.

• **Bolloré Logistics** appointed **Francois-Xavier Colin** to the position of general manager of supply chain for the Americas. In this new role, Colin is responsible for leading strategy and process, and growing the company's contract logistics business line in the United States, Canada, and Latin America.

> SEALED DEALS



• Shanghai-based electronic components manufacturer **Siemens Switchgear** embarked on the second phase of a smart manufacturing automation project that adds **Geek+** goods-to-person picking and materials handling robots to Siemens' warehouse.



• **Toyota Motor** in Kazakhstan expanded its partnership with logistics provider **Gebrüder Weiss** to include spare parts distribution, auto transport, daily parts deliveries, and warehouse logistics.

• Home accessories designer **Creative Co-Op** selected the **GAINS** Performance Optimization Platform to improve visibility throughout its growing multi-channel businesses.



• **AMPORTS**, a North American auto processor, selected AI-based yard management optimization software from **INFORM**. The company will implement the software at its Jacksonville, Florida and Benicia, California terminals, among other locations.

• Grocery and convenience item distributor **Blue Sky Distribution** now manages its rapid e-commerce growth and extreme peaks in order volumes using the **Descartes OzLink Mobile Warehouse** solution.

> M & A



■ **KLLM Transport Services**, a temperature-controlled truckload carrier in North America, acquired refrigerated transport firm **Quest Global**, located in Cartersville, Georgia.

■ **PS Logistics'** subsidiary **DMT Trucking** acquired **Noble LLC, Noble Trucking, and Noble Logistics**, making it one of the largest 53-foot lightweight flatbed carriers in the country, with more than 400 power units and 1,000 trailers.

■ **A.P. Moller-Maersk** continued its acquisition spree by purchasing project cargo specialist **Martin Bencher** for an enterprise value of \$61 million.

■ Indiana-based logistics broker **Backhaul Direct** acquired trucking company **Baker's Express**, gaining more than 250 vehicles available for regional transport that will help ease local supply chain backlogs.

■ **UPS** plans to purchase multinational healthcare logistics provider **Bomi Group**, adding 3,000 employees across 14 countries, as well as approximately 350 temperature-controlled vehicles and 4 million square feet to the UPS Healthcare global footprint.

> GREEN SEEDS

■ **RoadOne IntermodaLogistics** launched an electric truck pilot with IKEA, the Port of Baltimore, and Nikola Corporation. It is the first company at the Port of Baltimore to engage in an electric truck pilot, and RoadOne estimates the initiative will remove 11,000 gallons of diesel fuel per truck in one year.



■ Furthering its commitment to sustainable action, beverage giant **PepsiCo** expanded its use of 100% waste-based thermoplastic across its supply chain. Working with **UBQ Materials**, PepsiCo switched to reduced-carbon pallets, ordering 30,000 pallets that incorporate **UBQ's** thermoplastic product.

> RECOGNITION



• **Bettaway Beverage Distributors** was named by Schneider Transportation Management as the **top-performing mid-sized truckload contract carrier** in Schneider's carrier-of-the-year program. Schneider selected Bettaway for exemplary support of its truckload brokerage operations.

• **Dave Micha**, a welder at **The Raymond Corporation**, won gold at the **Toyota Material Handling Group Skills Competition**, beating competitors from the United States, China, France, Italy, and Sweden. The competition consisted of performing tack welding, executing semiautomatic welding, and finishing the surface of a steel pressure vessel.



• The Intermodal Association of North America (IANA) presented three professionals with industry awards. **Ted Prince**, chief strategy officer and co-founder of **Tiger Cool Express**, received the **IANA Silver Kingpin Award** for his career-long industry contributions. **Jim Newsome**, executive advisor to the **South Carolina Ports Authority**, is the honoree for the **2022 Chairman's Award**, in recognition of his dedication to the association. And **Congressman Alan Lowenthal**, representing California's 47th District, is the recipient of the **Intermodal Achievement Award** for his consistent support of the freight supply chain.

• **Landstar** honored its safest independent owner-operators at the 2022 Landstar BCO All-Star Celebration. The company's newest class of **Million Mile Safe Drivers**—truckers who have driven at least one million consecutive miles with Landstar without a preventable accident—includes 112 new One Million Mile Safe Drivers, nine new Two Million Mile Safe Drivers, and five new Three Million Mile Safe Drivers.

[IN FOCUS]

TAKEAWAYS

Shaping the Future of the Global Supply Chain



Cold Is Hot

The global cold chain market is a bright spot in the perishables business landscape. It was valued at \$253 billion in 2021, and is projected to reach \$437 billion by 2028, at a CAGR of 8.1%, according to a SkyQuest Technology Consulting report. Booming demand for medical supplies and food products, among other factors, is fueling growth.

Still, challenges exist, the report says. More than \$750 billion is lost each year to improper food safety handling, inefficient logistics, a dearth of proper facilities, and insufficient personnel training.

India, for example, loses \$14 billion every year to poor warehouse management; that amounts to more than 35% of the country's total agricultural produce. That waste is enough to feed the UK, Germany, France, and Italy for one year, the SkyQuest report finds.

One possible solution: robots.

"As the cold chain industry continues to undergo modernization, robots are likely to play an increasingly important role," the report states. "They offer significant benefits for companies operating in this sector, and are likely to become even more popular in the future."



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HO HO HO, OH NO?

Even though summer recently ended, it's never too soon to think about the holiday shopping—and shipping—season in the retail and e-tail logistics world. How do supply chain professionals feel about shipping, and particularly last-mile delivery, leading up to the holiday season amid surging inflation and high fuel prices? Concerned seems to be the operative word.

That's according to the more than 130 logistics professionals who responded to *The 2022 Last Mile Holiday Perspective*, a survey conducted in July 2022 by last-mile dispatch provider Dispatch Track.

TAKEAWAYS

Here's what they had to say about the upcoming holiday season:

- 6 in 10 logistics professionals are worried again this year about inventory shortages and 82% are worried about missing delivery windows.
- 1 in 3 are preparing for the holidays earlier this year than they did last year.
- Revenue projections are all over the map.
- Nearly half of survey respondents say they will rent additional warehouse space or trucks.
- The top three worries are fuel costs (82%), inflation (50%), and driver shortages (48%).
- 4 in 10 businesses are still concerned about the business impact of another COVID wave during the holiday season; only 1 in 3 say they are prepared for it.

"Inflation and fuel prices are mounting serious pressure on last-mile operators to optimize routes and find new ways to improve efficiencies," says Shailu Satish, co-founder and chief operating officer of DispatchTrack. "Margins have never been this uncertain."



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TAKEAWAYS

Supply Chain Shift Work

Given everything that has transpired across the globe over the past two years, supply chain leaders are evaluating and executing changes to their supply chain/distribution networks as well as their sourcing and manufacturing strategies.

That's the key takeaway from a new Gartner survey, which polled 403 supply chain leaders during Q2 2022 to gauge how factors including supply constraints, inflation, sustainability goals, and national industrial policies have impacted the strategies of chief supply chain officers (CSCOs).

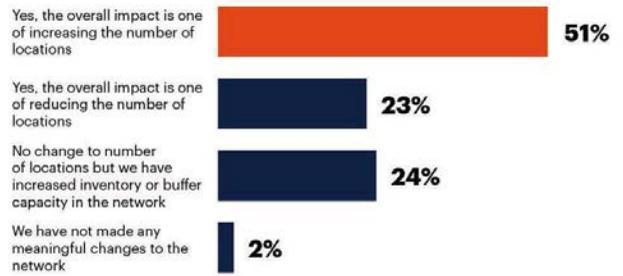
With their supply chains facing enormous pressure, CSCOs are adapting their networks to fit this new environment. Many are making changes to the scope and scale of their supply chain networks (see chart).

- 74% of CSCOs made changes to the size and number of locations in their supply chain network in the past two years.
- 51% of respondents say they *increased* the number of locations while 23% say they *reduced* the number of locations.

Many CSCOs are also switching up regional distribution.

- 28% of respondents now describe their network as a hybrid

Changes to Supply Chain Network Locations in the Last Two Years



Source: Gartner

regional model—a combination of local or regional elements in a global supply chain network.

- This is closely followed by global models with regional final assembly (23%) and local-for-local networks (22%).

Shifts are also afoot for CSCOs whose supply chains have a China presence, as well as those operating in Asia-Pacific (APAC) markets.

- 95% of respondents are evaluating or executing changes to their China sourcing and manufacturing strategy; 55% of those have already acted on their plans.
- 60% of respondents based in APAC view their home region not only as a supply base but as an end market.
- 40% of global respondents consider APAC a supply base as well as an end market.



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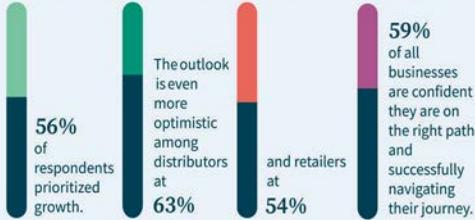
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TAKEAWAYS

Confidence among Manufacturing and Supply Chain Businesses is High



Technology Decision Makers Want Tailor-Made Solutions instead of Off-The-Rack Products

92% want 'specialist industry knowledge' to accelerate business growth.

95% are already confident they are getting the most out of their enterprise resource planning (ERP) system to help drive growth.

Source: Epicor

95%
believe right-fit technology will accelerate growth

NECESSITY BEGETS (RE)INVENTION

With the adage “necessity is the mother of all invention” as a guide, businesses are embracing change and cultivating innovation in response to continued supply chain turmoil. Finding new ways to compete, implementing new technologies, and changing growth approaches all became commonplace throughout the pandemic.

The *Epicor 2022 Industry Insights Report* takes a closer look at how it all played out. Examining how businesses across manufacturing, supply chain, and retail—the so-called “make, move, sell” companies—fared in 2021, the report includes insights on how these firms shifted their business models in order to thrive.

Top takeaways include:

- **78%** of businesses changed their core business competencies over the past year to better compete.
- **85%** have seen growth by diversifying their offerings.
- Primary strategies added for growth include direct-to-customer sales and delivery (**47%**), e-commerce (**40%**), and configure-price-quote (**39%**).
- **56%** of all survey respondents are prioritizing growth and the outlook is most optimistic for distributors (63%) and retailers (**59%**).
- **85%** chose to diversify their supply chain and **84%** diversified to e-commerce; **86%** say they changed their technologies to adjust for these expanded capabilities.



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Warehouse Management System (WMS) Implementation Best Practices

Proactive steps toward improved configuration, user experience, and competitiveness.

Rob King is a software innovator focused on customer experience optimization. As QSSI's chief product manager, he has a unique background in both supply chain management and software development, including warehouse materials handling and design.

🔍 How do you plan for the interdependence of today's warehouse operations?

That's two questions in one. How do you plan for supply chain disruptions? And, how do you integrate your various enterprise systems to mitigate the risks associated with evolving warehouse conditions?

My short answer for both is **continuous system enhancements**.

Ours is a globalized world and, as a result, most products entering and exiting your facilities have components that crossed multiple borders and continents.

That's a messy proposition, having to orchestrate both direct and indirect inputs. Add the labor market's variability to the mix—and you really need technology solutions grounded in a common platform of integration, usability, and analytics.

🔍 OK, then, what's the best time to configure your warehouse systems for 100% uptime?

Yesterday. Definitely, right now. Ideally, you've taken advantage of the WMS implementation process.

Implementation is a critical phase for ensuring optimal WMS performance. In conjunction with a robust discovery process, this phase is about defining the boundaries and influences on your warehouse environment.

We then map WMS capabilities to meet operational requirements



and workflow. The ultimate goal is to protect assets and optimize operations throughout the long lifecycle of your warehouse.

🔍 How do you prepare for future changes in your business?

Yes, market shifts are unavoidable. Just how adeptly your people will consider, analyze, and disseminate new information from multiple sources (whether disruptive or opportunistic in nature) is dependent on established procedures, operational programming, ongoing training, and technical maintenance protocol.

A successful WMS implementation achieves balance between thinking outside conventional solutions for perceived supply chain disruptions—and optimizing your company's tried-and-true methods.

🔍 How do you build resiliency into your WMS?

Performance is measured over a facility's lifetime, which necessitates a **reliable baseline**, one based on pre-established business rules and operational parameters, made flexible by extensive **integration testing**.

A resilient WMS is functionally interactive with other enterprise systems. You want a highly adaptable platform for data to flow from external systems to your WMS where it can be processed and transmitted to other systems.

A resilient system has to be a *complete* solution; your WMS should be woven into your daily business operations.

🔍 Any final words of advice for implementing a WMS?

Yes, keep in mind that due diligence is ongoing. "Training the trainer" during WMS implementation ensures that future system enhancements are identified and promptly acted upon using optimal methods.

Everyone—warehouse supervisors, end users, and system administrators—need to participate on an ongoing basis.

Best practice protocol necessitates that we continue to assess the effectiveness of the solution, as well as consider possible system enhancements, additions, and wish-list items. Change is an anticipated outcome of real-life application.

.....
—Interview with Robert King
Principal, Chief Product Manager
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Be Prepared for the Complexities of Mexico Cross-Border Logistics



An exclusive Q&A with Kevin Clonch

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As companies consider nearshoring manufacturing operations in Mexico, supply chain professionals must consider the complexity of cross-border operations. Customs and legal issues, as well as capacity trends, reflect the need for a transportation and logistics partner with the specialized knowledge and experience to make the cross-border transition seamless.

Q Why should a company consider manufacturing in Mexico?

A Obviously, you're going to be closer to the point of consumption and not at the mercy of the vessels and ports. You can not only reduce transit costs, but also reduce inventory costs. It's more feasible to move to a just-in-time replenishment model. You can be more flexible, especially if you have emerging products. For consumer-packaged goods and fast fashion, time to shelf is critical.

Q What challenges should shippers be aware of in launching or expanding in Mexico?

A The first thing that always comes up in relation to launching or expanding in Mexico is always the known security challenges throughout Mexico, and that is only compounded in border locations.

In addition, there is a capacity imbalance due to the bulk of goods that move northward, especially considering that other companies are following the same Mexico strategy.

Finally, with the upcoming Carte Porte requirement, an advanced notice of goods in transit by any mode throughout Mexican territory, will require additional documentation for customs compliance. Any failure to obey the provision could lead to fines and force shutdowns of operations in Mexico for a shipper.

Q What are some of the security challenges?

A Mexican cargo liability laws differ from the United States, so a shipper may choose to self-insure, depending on the value of the cargo. Cargo may be held for ransom as well. Per-load coverage is available on a transactional level. You may also need to consider if your loads should move in escorted convoys, be monitored by security cameras, or be inspected by drug-sniffing dogs. Shippers must consider these risks as part of their cross-border strategy.

Q How do cross-border shipments move through customs?

A Often, truck freight is cross-docked at the border rather than use bonded or through trailer shipment because there are fewer qualified carriers and capacity is constrained. Truck shipments could move through a foreign trade zone. Rail intermodal containers could clear customs at inland ports, such as Chicago.

Q How do you choose a cross-border logistics partner?

A Look for a partner with the experience to guide you as a consultant, supported by proven relationships. They can help with the customs piece and guide you to regions with fewer security problems and better capacity flows. Align with a reputable customs brokerage because if you don't have the proper paperwork, the delays at the border can be significant.

Develop an effective security protocol for your product. That can vary significantly depending on the type of product you're shipping. A logistics partner with control tower capabilities, real-time visibility platforms, and access to capacity through a brokerage function can help you navigate those unfamiliar channels.

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Top 5 Mistakes in Transportation RFPs

Executing a smart request-for-proposal (RFP) strategy enables shippers to manage costs, increase service levels, and meet capacity needs. Here's what to avoid:

Shippers can mitigate risk and successfully manage capacity needs by avoiding the most common pitfalls.

1. Unclear Carrier Strategy

Instead of sending every lane to bid or rolling every lane over to your incumbent carriers, use the 80/20 rule (focus on the 20% of lanes that account for 80% of your volume) to identify the high-priority lanes where additional flexibility will improve cost and service the most.

During the pre-selection process, pinpoint carriers that fit your unique requirements, then use online databases to streamline the manual request-for-information (RFI) process.

In addition to lane and volume requirements, qualify carriers by considering variables like equipment types, terminal locations, SmartWay certification, load board activity, driver staffing, and more.

2. Limited Carrier Mix

Economies of scale do not apply to transportation, since more volume often does not generate better prices, so shippers tend to see higher-than-market rates if they allocate all their volume to one or two carriers.

Shippers can better manage costs and service levels by diversifying the carrier base. Leveraging several carriers on a lane enables better carrier coverage and network fit, reducing the risk of spot market exposure from routing guide failures.

About Dave Halsema: With more than 10 years in logistics and supply chain management, Halsema has led highly effective sales, strategy, operations, and client success teams. He has a proven track record of revenue growth and performance in competitive markets and industries. At DAT, Halsema leads the cross-functional shipper team to engage and improve prospect and client experiences. To learn more, visit dat.com/knowledgebase



Clear and concise expectations and feedback between bid rounds are critical to building a reliable and diverse carrier base through the RFP process.

3. Not Focusing on Efficiencies

Many shippers expect carriers to conform to their networks with little success. Instead, try taking a collaborative approach by focusing on economies of scope to align capacity with carrier networks.

Combine lower-volume lanes that have similar origins and/or destinations to create more attractive bid opportunities, such as clustering locations within a 75-mile radius or using three-digit zip code ranges known as key market areas (KMAs).

Carriers benefit from the volume density, which cuts down on ad hoc negotiations.

4. Missing Key Details

Quoting annual volumes in the RFP provides a high-level view of capacity needs, but obscures nuances like volume spikes and seasonality that can wreak havoc on networks.

Shippers can provide clarity and improve bid confidence and accuracy by

segmenting lanes and network patterns. This allows carriers to prepare to service lanes ahead of the ebbs and flows in volume, enabling shippers to secure more predictable rates and reliable long-term capacity throughout the duration of the contract.

5. Short-Sighted Evaluation

Simply selecting carriers based on the lowest rates often costs more in the long run. When contract pricing is too low during times of tight capacity, shippers are often forced to turn to budget-busting spot market premiums when they face tender rejections.

Evaluate past, present, and future rates on key lanes to establish realistic budget expectations and secure year-round capacity. Plus, make sure to consider other factors such as service levels, lane density, and overall network fit for a comprehensive carrier evaluation.

Maximizing RFP Success

Shippers rely on DAT iQ to build and execute a smart RFP strategy and avoid common pitfalls.

DAT iQ is the industry leader in transportation rate, capacity, and performance analytics.

—By Dave Halsema



Director
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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.

Like 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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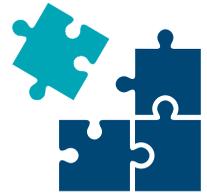
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Supply Chain Challenge? **SOLVED**

Syfan Logistics Renders Transport Plan on Deadline to Haul Away Foul Mess

Taking on smelly poultry waste and an extremely tight deadline, Syfan Logistics provides a swift solution to a fowl challenge many refused—adding another feather to its cap.

THE CHALLENGE

Syfan Logistics was recently approached by a customer in the poultry industry with a critical, time-sensitive project. The processing company, which was dealing with an off-site rendering operation that had suddenly shut down, needed its poultry waste hauled off for the plant to continue operating.

With the buildup of poultry waste threatening to shut down production, the company contacted Syfan with the hopes of finding a quick solution.

The challenge in this situation was not only the time-sensitive nature of the issue, but also the materials that needed to be hauled away. The excess poultry waste is not the most pleasant cargo for truckers to carry, and coupled with very tight capacity, other carriers were refusing to take on the job.

The customer decided to contact Syfan knowing its longtime ties to the industry and its history of providing

dynamic solutions to similar big deadline challenges. Syfan promised to deliver a swift solution.

THE SOLUTION

Syfan Logistics had the confidence to take on this challenge based on its strong and expansive carrier relationships. Syfan also had experience with similar projects, not just in the poultry industry but with time-sensitive loads in a wide variety of customer segments.

The Syfan team knew the project would showcase their abilities and a “never say no” approach to business. Syfan prides itself on taking difficult jobs with seemingly impossible deadlines and finding the right solution for all parties involved.

Not deterred by the deadline or by the smelly poultry waste that required immediate transport, Syfan was able to leverage its carrier partnerships to find trucks and drivers who were

willing to move these materials on such short notice.

They pieced together 14 truckloads a day, 6 days a week, for 3 months between two different states and several hundred miles per trip. This bought time for the poultry processor to source other rendering operations and a more permanent solution.

Providing power-only transport proved to be key in solving this challenge. It allowed drivers to pick up the loads with minimal contact with the poultry waste.

The separation between Syfan and their competitors becomes most evident when looking at cases like this one. Syfan team members thrive when tasked with finding solutions to difficult problems that other logistics companies would simply turn down.

Syfan is always looking to provide customers with superior transportation services, and they strive to meet and exceed expectations through timely, transparent communications backed by thorough planning.



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[INSIGHT]

SMARTMOVES

by John Arnott

Vice President of Vehicle Operations, Outrider
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Prioritizing Meaningful and Safe Work

Warehouses and distribution centers face a shortage of truck drivers and workers, both with high turnover. Finding and retaining quality labor, coupled with rising employee expectations, are major areas of ongoing and growing concern.

Why are these positions so hard to fill and stay filled? Many warehouse and distribution center jobs—especially for those working outside in the trailer yard—are considered “D3” jobs: dull, dirty, and dangerous.

First, these jobs are filled with repetitive, manual tasks, which can negatively impact mental health, cause major stress, and lead to burnout and quitting, notes scientist Judy Willis in her paper *Neuroscience Reveals That Boredom Hurts*.

Second, trailer yards are dirty. Over-the-road and yard trucks spew diesel fumes, drip oil, and track in mud, plastic, and paper.

Third, these jobs can be uncomfortable if not downright dangerous. Most warehouses and distribution centers operate 24/7. People work in the extreme heat or cold in and around 80,000-pound equipment where accidents can and do happen.

These are the reasons why large enterprises, especially those in logistics-heavy industries, are turning to automation. Automation enables people to do more meaningful work away

from uncomfortable or even dangerous working conditions, resulting in more attractive jobs and better retention. And, while companies benefit from proper staffing levels, employees see career advancement opportunities and more flexible work options come to the forefront.

The lasting footprint of the industrial revolution was more technical jobs, safer workplaces, and fewer hours. With the autonomous revolution still in its infancy but underway, I have seen firsthand that when an employee’s repetitive task is replaced by a robot, they develop skills more fitting for a human.

REALIZING THE BENEFITS

To realize these benefits, however, companies must invest in automation and employee training hand-in-hand. Companies must train employees to work alongside robots, manage and maintain robots, or transition into another job within logistics and transportation. Employees must be given the opportunity to continue their work, so training and education is essential to

deploying automation responsibly.

Another aspect of responsibly deploying automation lies in the area of sustainability. Companies are moving to more sustainable logistics networks, including aggressively replacing diesel-burning yard trucks with zero-emission, autonomous yard trucks and reducing the time over-the-road trucks spend idling in the yard.

The spark of this transition is the health of people and the environment. The accelerants are the declining cost of batteries and increasing cost of fossil fuel.

In 2022 and beyond, businesses will prioritize more meaningful work and safer and healthier work environments to attract and retain essential workers. Companies must start now to implement big changes, like automation.

Inside the warehouse, robots help workers lift, pick, sort, and inventory products. Outside, autonomous yard trucks help back trailers into loading docks so goods can be transitioned from the warehouse to the open road, and ultimately, to their final destinations.

Warehouses and distribution centers are only one link in the supply chain. Yet, disruption in one link creates a wave of disruptions up and down the chain. That’s why we must create a supply chain—link by link—with working conditions where everyone, from the warehouse employee to the end consumer, wins. ■



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[INSIGHT]

DISRUPTION MITIGATION

by *Brendan Heegan*

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5 Ways to Prepare for Supply Chain Disruptions

If we've learned anything during the past two years, it has been about market disruptions—even to the point of the disruptions being disrupted. While accurate crystal balls are tough to come by, let's explore five trends and how they may provide clues to solve for continued supply chain disruptions.

1. DEMAND FOR LARGE ITEMS WILL NORMALIZE. The pandemic drove increased demand for home office furniture, electronics, do-it-yourself tools and projects, and related big-ticket or high-cost items as consumers put a priority on living and working from their homes.

Consumers will maintain this home-focused habit, especially as manufacturing production continues to return to normal levels. Make sure your category forecasts are buttoned up. Focus on large-volume SKUs, rather than overstocking fringe SKUs, so you can continue to serve these consumers.

The pandemic has accelerated e-commerce and U.S. consumers have become sensitive to out-of-stock situations. They are savvy enough to find and quickly jump to another retailer to satisfy their needs.

Remember: Consumers' brand loyalty is stronger than their vendor loyalty.

2. REIMAGINE YOUR WAREHOUSE OPERATIONS. Pressure to maintain popular items in stock has put a pinch on warehouses and their operations. This stress has driven down warehouse vacancy rates, which, for example, are at all-time lows in New Jersey.

It has also driven up rents to nearly \$9 per square foot, on a national average, according to CBRE, and as much as \$20 or more per square foot in premium geographies like northern New Jersey.

The solution for some is to move away from a few major distribution sites in major metropolitan cities to several large hubs, served by strategically located distribution centers.

Having several major hubs within a two- to three-day delivery time of 95% of American households is the model that is cost-effective and service-oriented. This will be a challenge even for the major players. With warehouse space hard to come by, smart players will

closely examine their supply chain to maximize efficiency.

Another common practice is for manufacturers and suppliers to better coordinate inbound volume to maximize existing warehouse space. For example, during the past two years, major buyers have been placing purchase orders far in advance of demand as a way to preempt the shortage of goods.

For those without the resources of major players, third-party logistics (3PL) suppliers may be one solution. A true 3PL partner offers turnkey solutions and advice around warehousing, inventory efficiencies, SKU depth and velocity, purchase planning and other vital business operations.

If you explore 3PL partners, be wary of ones that focus too much on cost efficiency. No one wants to waste money. But, you also deserve a partner that has their pulse on the entire supply chain and business trends, and then can adapt within our seemingly ever-changing world. Your 3PL partner must take time to understand your particular challenges, process, people, and business objectives.

3. INVEST IN YOUR PEOPLE. The pandemic has accelerated what was already a tight labor market. Not only are wages important, but so, too, are employee

DISRUPTION MITIGATION

expectations for training and workplace culture.

For your supply chain talent's long-term success, fulfillment companies must offer competitive wages, as well as a strong work environment to take care of permanent employees and ensure high retention rates. HR departments—if they're not already—need to look at ways to offer flexible work shifts, develop new training so employees can boost their skills and learn new ones, take action to show employees that they are valued, and other activities to enhance employee loyalty.

At the same time, supplement your workforce with temporaries to provide optimal staffing and keep customers satisfied.

4. TECHNOLOGY IS YOUR FRIEND.

Technology is evolving all the time and adapting to the latest warehouse management systems technology or even

the upgrades can be daunting. And pricey. But that shouldn't stop your long-term view.

A worthwhile WMS must help you grow your business. It must improve your efficiency, data, and trending analysis to stimulate growth. It must also provide an intuitive user interface, while validating and enabling sound business decisions in concert with your ERP system, using APIs that make data exchanges seamless and productive.

5. DISRUPT YOUR OWN DISRUPTIONS.

The past two years have been hard. Many companies have gone out of business. Numerous smaller fulfillment companies were bought and the big players keep getting bigger.

But, we've also seen innovation. These demanding times have cultivated creativity and driven us to work harder. We've become more sensitive to the workforce at large. Innovative solutions

keep costs down while providing great services.

On the global front, we have seen remarkable innovation and the creation of new markets. Think about the food delivery business!

On the finance side, strong interest by venture capitalists and private equity firms in e-commerce offerings will no doubt create their own supply chain innovations.

And, we must contend with disruptions outside of business that affect the global supply chain. While these situations may be outside our control, we can control how we react and the crisis plans we have in place that allow us to be agile and pivot to maintain business operations.

Through it all, we must never take our eye off of our business and all of its components—and what we can expect tomorrow. A well-oiled supply chain ensures your long-term success. ■

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[INSIGHT]

VIEWPOINT

by *Dan Varroney*

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Building Industry-focused Solutions

Every company is trying hard to fix its own supply chain problems. Because of the plethora of challenges companies face, it might be time to build industry-focused supply chain strategies.

It's hard to imagine any context where one company can address surging demand, container shortages, port bottlenecks, and other disruptions. The door is wide open for new and different perspectives and a prudent move away from just-in-time approaches to industry integrated approaches that incorporate just-in-case strategies.

From a holistic perspective, industries already have the capacity to build their own structural frameworks. They could unite their own supply chains, study points of failure, and develop pre-competitive strategies that help build durable and resilient supply chains. These strategies could center around logistics, technology, and transportation concerns and address macro policy issues that would impede application of supply chain solutions.

This approach is not far-fetched. CNBC reports that American Eagle has developed a new strategy to compete with Amazon: reinventing its supply chain strategy through a proposed “frenemy network” of vertical logistics.

American Eagle built out a logistics platform that others in the apparel industry can use. Shekar Natarajan,

chief supply chain officer at American Eagle, leads the effort. Nearly 50 other companies use the platform and Natarajan is seeking to add 200 brands. Few would have envisioned this approach over the past decade.

TRADE ASSOCIATIONS PLAY A PART

There are other approaches to building strategic partnerships between industries and their trade associations to deliver pre-competitive solutions. These organizations have the capacity to build their own structural frameworks and include companies throughout the supply chains in all deliberations.

Trade associations could lead and convene industry supply chains and serve as neutral data and knowledge integrators that gather information on points of supply chain failure. Notably, trade associations can use their advocacy efforts to deliver policy solutions that help assure implementation of resilient supply chain solutions.

The recreational boating industry has its own strategic partnership and built a durable ecosystem with their trade association. The National Marine Manufacturers Association,

which includes industry suppliers, manufacturers and retailers, partners with the recreational boating industry. They build industry solutions and, through their ecosystem, shape the external environment and implement strategies that achieve accretive growth.

Through a collaborative effort, the recreational boating industry achieved a 20% year over year (2019 to 2020) increase in revenue. Structural frameworks like these could incorporate companies throughout the industry supply chain including logistics, transportation, and technology.

Strategic partnerships have unlimited opportunities when it comes to supply chain solutions, from developing industry fail-safe options to where and how to store excess parts and goods in the next national emergency. Other opportunities could include how industries reshore or nearshore production. These same partnerships have the capacity to work with transportation authorities to secure the necessary transportation or rail infrastructure to move goods.

Every company wants to build its own resilient supply chain in a time when we need industry solutions. Based on the magnitude of challenges that industries face, we need something that incorporates innovation and takes us from just-in-time to just-in-case strategies. It's time for supply chain reimagination. ■



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TOP 15 WAYS TO MANEUVER IN TODAY'S TRUCKING MARKET

Buying trucking services can feel like running an obstacle course — constantly negotiating rates or avoiding capacity hurdles. As 2023 approaches, it's time for shippers to train for the next challenge.

By Helen Mann



Historic inflation, elevated fuel prices, and ballooning operating costs—welcome to trucking in 2022. And what a difference a year can make. In 2021, demand boomed. Tender rejection rates hovered above 27% during the spring and summer and spot rates peaked at 31 cents per mile above contract prices. 109,340 new carriers flooded the market, 70% of which had one truck, according to FTR Intelligence.

Statistics from 2022 tell a different story. More than 6,000 trucking authorizations were revoked in June 2022, finds an FTR Intelligence analysis of the Federal Motor Carrier Safety Administration. And truckload spot rates declined by 22.6% in the second quarter, according to Coyote Logistics' Truckload Market Forecast.

A softening market means that shippers hopefully have fewer fires to put out, but it shouldn't be a pass to sit back. Instead, the carriers, analysts, and technology providers *Inbound Logistics* talked to recommend using this time to cultivate relationships and build a game plan for the next cycle.

Here are 15 suggestions to maneuver your freight into 2023.

1. DON'T PANIC

Executives may have noticed a disquieting headline or two when reading about the economy over the past year. But don't hit the fire alarm over any individual indicator.

"Shippers should be wary of reading into any specific variable and drawing a holistic conclusion about what it means for the future," says Andy Schmahl, partner and managing director at the Boston Consulting Group.

"Often this data is cherry picked," he adds. "For example, if inventory levels are rising, then we must be in a freight recession."

Rather than focusing on specific economic indicators, collect more data, have more conversations, and don't overreact to the micro. "Keep looking macro," Schmahl says.

2. BE WARY OF THE SPOT MARKET

"Don't fall into the trap of thinking that the spot market is your answer to recouping all of the past year's costs," warns Dean Croke, principal industry analyst at DAT, an analytics platform and loadboard headquartered in Denver, Colorado.

While spot rates have fallen, switching providers can increase the risk of poor service.

"If shippers go to the broker market, they don't know who's hauling their

freight, how they'll handle it, or if they'll treat customers right, or even be on time," Croke says. "Risks pop up that compromise any potential savings.

"You only need one load to go wrong and everything comes to a grinding halt," he adds. "It could cost much more than you save."

3. BE FLEXIBLE

Businesses must embrace agility. That could mean trying different transportation modes, experimenting with new distribution points or even just using data to find inefficiencies in shipping patterns.

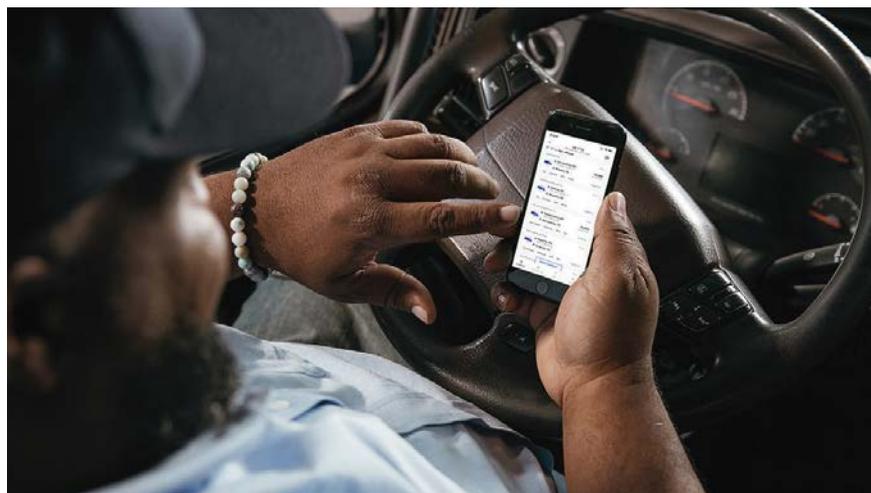
For example, ArcBest, a freight brokerage and logistics provider headquartered in Fort Smith, Arkansas, has helped customers navigate around backlogs by finding new ports of entry.

"The West Coast got a lot of press early on, but backlogs spread to other ports as well," says Dennis Anderson, chief customer officer at ArcBest. "We have to look around the corner for our customers, to enable them to respond to these fluctuations.

"There's no one cookie cutter answer for everyone," he adds.

4. PLAN AHEAD

Because the trucking market is cooling, don't assume you don't have to take the actions you wish you had in 2021. There's a tendency to retrench when



While spot market rates have fallen, experts warn that switching carriers and utilizing brokers can increase the risk of poor service.

volumes start to dip—workloads fall and employees need time to regroup. But “that tight market showing up in the rear-view mirror will be in the headlights again in the future,” says Ken Sherman, president of Atlanta-based IntelliTrans, a technology-enabled transportation management service company.

Sherman suggests companies use that extra time to plan for the next business cycle.

“Now that you’re not fighting fires at every turn, it’s time to start asking, ‘what do I wish I had done last year? What technology did I wish I had?’” he says. “Now is the time to make sure that you have it.”

5. BECOME A SHIPPER OF CHOICE

“If I were a shipper, I would think of anything I could do to get carriers to want to work with me,” advises Ryan Frederiksen, vice president of operations at Ruan, a transportation logistics provider based in Des Moines, Iowa.

It won’t be enough to agree to a particular rate. Organizations must also be considerate of how they use a carrier’s resources.

“The shippers who find capacity most easily will be the ones who get drivers



Averitt Express recommends that shippers prioritize locking in flatbed capacity because it won’t loosen as much as dry van capacity.

in and out of a facility quickly, and who don’t hoard equipment or create inefficiencies in the carrier network,” Frederiksen explains.

“Carriers cannot afford to have a trailer sit somewhere because a shipper isn’t considering the impact their delays are having on the overall network,” he adds.

6. BE IN IT FOR THE LONG HAUL

When negotiating, be aware that carriers are looking for long-term partnerships,

and they want to work with organizations that have a similar outlook.

“When I talk to customers, they want to plan the next five years, not the next five months,” says Matt Parry, senior vice president of Werner Logistics, a third-party logistics provider based in Omaha.

“I want to understand who the customers’ partners are, who they have worked with over the years,” Parry says. “And I want to work strategically with them to build a resilient business.”

7. USE THIS TIME TO FORTIFY RELATIONSHIPS

“This isn’t a time to put the shoe on the other foot and take advantage of an abundance of capacity,” says Frederiksen.

Despite a loosening market, labor and equipment scarcity could still put pressure on supply networks through 2023. In the past, softer markets might have been viewed as an opportunity to hunt for cheaper rates. This year, shortages could force carriers to be judicious about who they work with.

“There’s no short-term play here,” says Frederiksen. “Life will be more difficult for shippers who throw their carrier relationships overboard.”

8. FORGET ABOUT 2021 RATES

One appreciable difference between this year and last is operating costs. Running a truck costs 20 to 25 cents



Agility is important for both shippers and carriers. When shipments were backlogged at West Coast ports, integrated logistics company ArcBest helped customers find new ports of entry.



It's important for shippers to leverage the strengths of their carrier base. To help shippers understand its needs, for example, Roadrunner holds frank conversations with customers about its costs, lane requirements, and how their freight fits into the LTL carrier's network.

more per mile than it did in 2021, Croke estimates.

"Shippers should be aware that the cost of diesel, tires, wages, and food at truck stops has raised base expenditures substantially," he says. "Carriers have also had to hike driver pay, and they can't take back those increases."

For that reason, 2022 rates might look a little different than last year's prices.

"Everyone's expenses have gone up substantially over the past six months, probably more than ever before," explains Croke. "So don't expect last year's rates to be a good guide to follow."

9. LOOK AT THE WHOLE EQUATION

When setting goals for an organization, executives should weigh transportation prices against the service levels they expect to receive.

That equation differs from company to company. Some shippers operate in a competitive market, where savings take priority. Others place a greater emphasis on service. The key for shippers is to find a provider whose level of value matches their own.

"You can find a \$58 hotel room on Travelocity," says Parry. "You save money, but is that the room you want to stay in?"

10. LEVERAGE THE STRENGTHS OF YOUR CARRIERS

One welcome change in the current market is a break from trying to secure

capacity at any cost. Shippers now have some breathing room to reevaluate and diversify their carrier base.

To capitalize on the opportunity, shippers should strive to understand the strengths, and the needs, of their providers.

"Everyone has different advantages in different lanes," says Frank Hurst, president of Roadrunner, an LTL carrier based in Downers Grove, Illinois. "We sit down with our customers and have very open conversations about cost, our lane needs, and how their freight fits in our network."

"That way, we can be a cost advantage in those long haul lanes," he adds.

11. FIND CARRIERS THAT TRACK DATA

If you're in the market for a new carrier, look for one who collects fleet performance data and uses it to improve their service.

Take vehicle upkeep. Asset maintenance has gotten more costly since 2020. Parts shortages have culminated in more trucks being down, leading to an increase in expedited shipping for some carriers.

Shippers should not assume they aren't impacted by issues like these. "Untracked vehicle maintenance will eventually lead to an issue that compromises the end-customer

experience," notes Jessica Kim, head of marketing at Pitstop, a Toronto, Canada-based predictive fleet maintenance tool.

Instead, carriers that use predictive intelligence can get ahead of shortages and guarantee a better uptime, Kim adds.

12. WORK WITH A NON-ASSET-BASED THIRD-PARTY LOGISTICS PROVIDER

Tom Nightingale, CEO of AFS Logistics, headquartered in Shreveport, Louisiana, recommends shippers who use a 3PL to source transportation find one that is non-asset-based.

"I say this because there are great 3PLs out in the market that are asset-based and even asset-biased," Nightingale notes. "They have to fill their own trucks first."

A non-asset-based 3PL, in contrast, isn't interested in which carrier gets a load. Their only mandate is to help the customer.

"It can be a true asset for a shipper," Nightingale explains. "There's no factoring in where the closest facility is that the 3PL owns, because they don't own the facility."

13. PRIORITIZE SPECIALIZED CAPACITY

Driver shortages pose a perennial challenge for carriers. The industry

was shy 80,000 drivers in 2021, according to American Trucking Association statistics.

The predicament is amplified in the flatbed market, where the nature of the job makes recruiting difficult. It's engendering tighter capacity, says Kent Williams, executive vice president of sales and marketing at Averitt Express, a freight transportation provider headquartered in Cookeville, Tennessee.

For that reason, Williams recommends that shippers prioritize finding flatbed capacity first.

"Emphasize locking flatbed capacity in, even before dry van," he says. "Capacity won't loosen as much as it might with traditional dry van, because the pool for those drivers is shrinking."

14. USE A DIGITAL PLATFORM

Today's unpredictable economic environment is forcing shippers to rethink costs in every aspect of business. But in transportation, shippers are simultaneously under pressure to meet a consistent service level.

Utilizing a digital platform to book loads offers one solution to that conundrum, says Eftim Eftimov, president of Ship.Cars USA, a provider of automotive transportation software based in Wilmington, Delaware.

Digital booking allows for straightforward comparisons on load availability, price, and service level assurance, which "pares down costs and improves speed-to-market," according to Eftimov.

There are several options on the market. "Shippers should evaluate the offerings, and then capitalize on one sooner rather than later," adds Vladimir Kadurin, head of product development for Ship.Cars USA.

15. YOU MAY NEED MORE THAN ONE STRATEGY

"There's no one silver bullet," says Nightingale. "There are a lot of different trucking techniques that may have been used independently before. Now most of them have to be used in concert."

The aim should be to look at the current environment holistically.

"Don't just say, 'We can save money by taking a parcel and making it slower.' Maybe the answer is to move from parcel to LTL. Maybe the answer is to move from LTL to truckload. Maybe it's a network optimization study.

"It's about looking at things in their entirety."

There's a truckload full of strategies that shippers can take to ensure their freight keeps moving. ■

RECRUITING GEN Z TO COMBAT THE DRIVER SHORTAGE

A parallel challenge for the trucking industry is its aging workforce. Nearly 60% of drivers are at least 45, and 23% are older than 55, finds a 2021 Coyote Logistics/Emsi report. Having enough drivers to ensure ongoing capacity requires bringing young people into the fold.

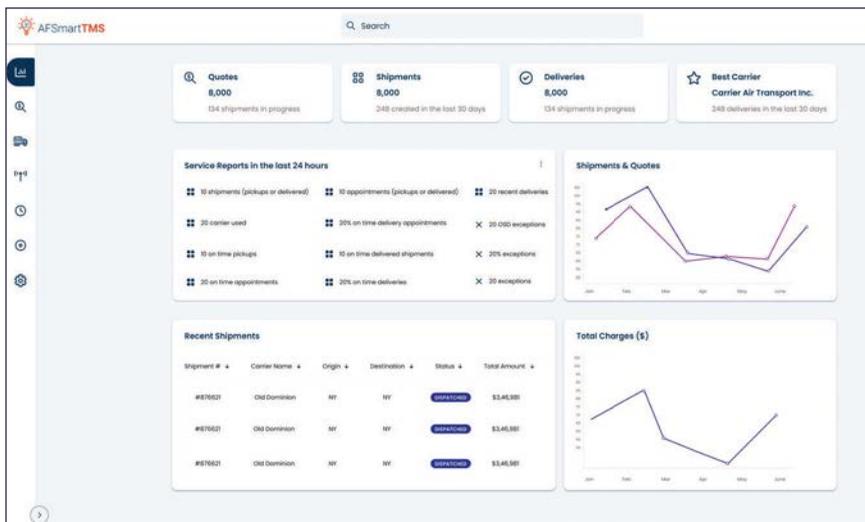
One major obstacle is minimum age requirements. Commercial driver's license holders must be at least 21 to operate in interstate commerce.

"You can learn to become an electrician or a plumber right out of high school, but you can't immediately become a trucker," says David Cook, director of sales at CPC Logistics in Chesterfield, Missouri.

The industry is finding work-arounds for this conundrum. Some, for example, recruit young people to work in another position at a company, where they can eventually move into a driving position.

This way, young people are exposed to a trucking career—and the living it affords.

"It's a draw, for sure," Cook says.



Technology can help shippers make smart trucking decisions. AFSmartTMS, for example, helps shippers manage daily freight tasks, including creating quotes and bill of lading documents, confirming shipment information, and filing claims.

***Inbound Logistics'* exclusive yearly survey of motor carriers and shippers offers a close look at the state of the trucking industry in an era of inflation and supply chain volatility.**

2022 TRUCKING PERSPECTIVES

BY MERRILL DOUGLAS

In 2022, as shippers and their trucker partners have settled into what might or might not become the “new normal,” some are breathing a bit easier than last year. COVID precautions have eased in most of the United States. Consumers are spending. The congestion that so badly jammed ocean ports last year has eased, at least a bit.

Yet world conditions in general, and the economy in particular, still offer much to worry about. Ongoing COVID lockdowns in China keep companies guessing about access to essential materials, components, and finished goods. The war in Ukraine and sanctions against Russia have skewed the energy market.

Inflation feeds fears of a recession. Spot trucking rates have fallen, but contract rates remain high. Fuel prices have dropped a good deal since mid-year, but are still too steep for comfort. And the ongoing driver shortage still inflicts pain.

Both shippers and truckers are feeling their way through this new environment, trying to keep operations profitable while planning for a future that’s hard to predict.

One trend our market research survey reveals is that while trucking capacity is somewhat more available than it was a year ago, that hasn’t reduced the cost of shipping freight by truck. We also find that, despite ongoing money worries, shippers still say that finding a reliable partner for over-the-road transportation is even more important than finding a partner with competitive rates.

Inbound Logistics' annual survey of shippers and truckers provides a chance to see the effects of current conditions, discover how companies are responding, find out about their biggest concerns, and learn how they’re preparing for the future. This year’s survey offers a look at how shippers and truckers are navigating in a time of particular uncertainty.

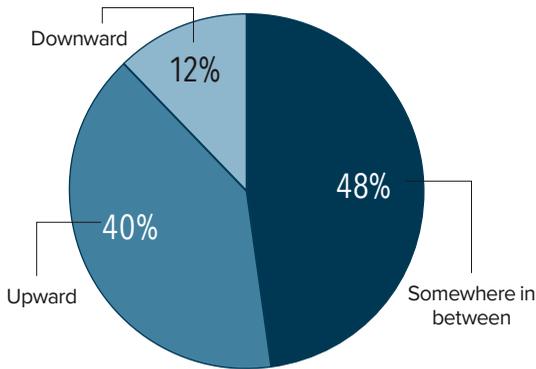
TRUCKING PERSPECTIVES METHODOLOGY

Gathering insights from both shippers and over-the-road carriers, our annual Trucking Perspectives market insight report provides a comparative analysis supported by empirical data and anecdotal observations. Our outreach comprises two parts.

1. More than 300 trucking companies completed a questionnaire that documents their assets, service capabilities, operational scope, and areas of expertise. We also asked carriers to comment on challenges and opportunities in today’s market.
2. We reached out to freight shippers to shed light on industry trends, regulatory challenges, and their partnerships with carriers.

TRUCKERS:

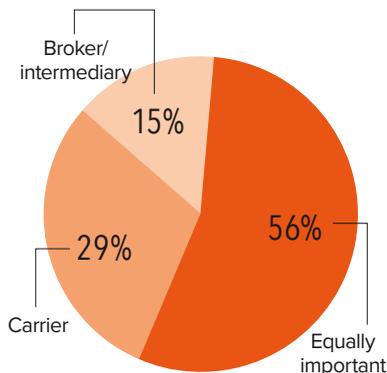
AS A LEADING ECONOMIC INDICATOR, WHERE DO YOU SEE THE ECONOMY TRENDING?



Truckers seem to be more optimistic about the economy than many in the United States. According to a CNBC Q2 small business survey, 81% of small business owners expect to see the domestic economy fall into a recession in 2022 due to high inflation. But only 12% of trucking companies that responded to our survey in 2022 say they expect the economy to head south. Forty percent foresee an upturn, while 48% expect that a combination of positive and negative forces will keep the economy somewhere in the middle.

While this is a rosier outlook than the one in the small business survey, truckers are less optimistic today than they were in 2021. Then, 59% of them predicted an economic upturn, and only 2% said they expect a downturn.

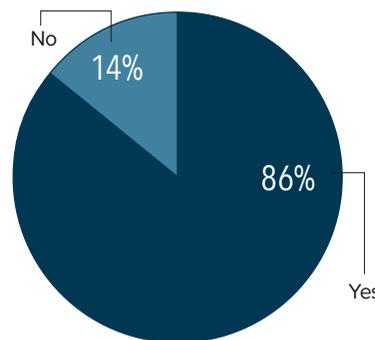
SHIPPERS:
WHICH IS MORE IMPORTANT, YOUR RELATIONSHIP WITH YOUR CARRIER OR WITH YOUR BROKER/INTERMEDIARY?



A conviction is slowly growing among shippers that they need to maintain strong relationships with both their carriers and third-party intermediaries. This year, 56% of shippers said that those two relationships are equally important. That number was 55% in 2021 and 52% in 2020.

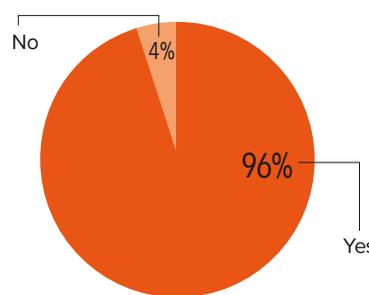
Among shippers who put more emphasis on one or the other type of service provider, carriers win the day. Twenty-nine percent of shippers consider the shipper-carrier relationship most important, while 15% give top priority to brokers or other intermediaries. Those figures were nearly the same in 2021 and 2020.

TRUCKERS:
DO YOU HAVE A FREIGHT BROKERAGE OR LOGISTICS SERVICES DIVISION/SUBSIDIARY?

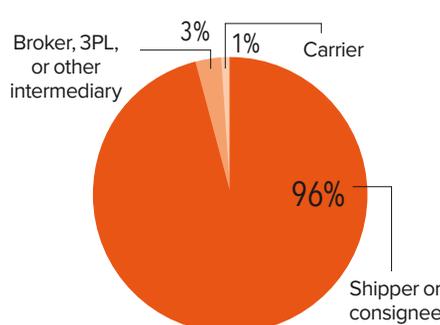


Eighty-six percent of trucking companies that responded to our survey say that they provide freight brokerage or logistics services through a division or subsidiary. In 2021, that number was 84%. While two points isn't a huge increase, it does show that at least some carriers are seeking to secure more capacity for their customers while also bolstering the bottom line with an additional revenue stream.

SHIPPERS:
DO YOU BUY OR PARTICIPATE IN SOURCING/PURCHASING TRUCKING SERVICES?



The vast majority of shippers in the 2022 survey—96%—participate in sourcing or purchasing trucking services.



SHIPPERS:
WHAT IS YOUR ROLE?

Just as in 2021, 96% of shippers who responded to the survey are shippers or consignees; 3% are brokers, 3PLs, or other intermediaries who buy services from trucking companies to move goods on behalf of their clients.

**TRUCKERS:
WHAT ARE YOUR GREATEST CHALLENGES?**



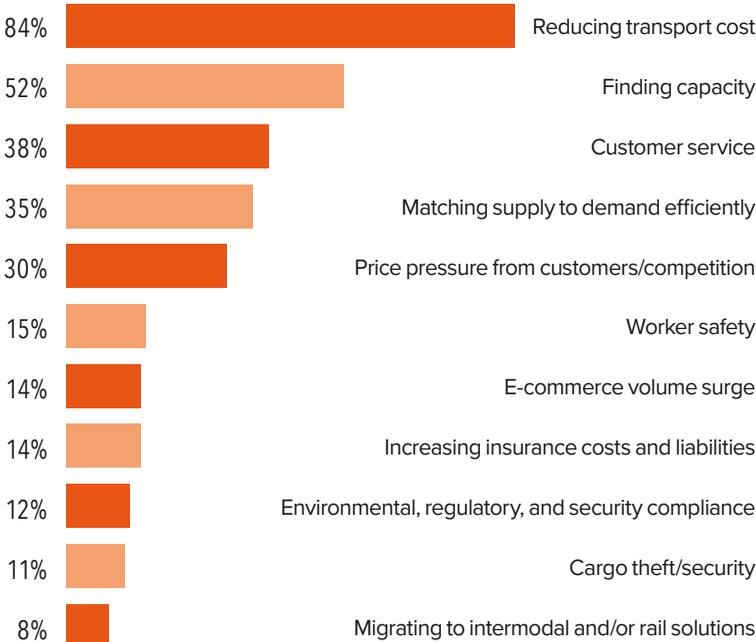
The 2022 survey points to several significant changes in the trucking landscape since last year. One is that truckers find it slightly easier to give shippers the capacity they need. In 2021, 56% of respondents listed capacity as one of their greatest challenges; this year, that number fell to 46%.

Trucking companies are also struggling less with pressure to make fast deliveries. While 24% listed that as a challenge in 2021, only 18% say they're grappling with the Amazon effect this year.

But truckers still have serious money worries. Like last year, driver-related costs top the list of important challenges in 2022; 82% of truckers cite it this year. Insurance costs and liabilities—a challenge named by 62% of truckers this year—took second place.

Some cost concerns have climbed a few notches on the list of challenges in this inflationary era. Not surprisingly, one of those is the cost of fuel. In 2021, 25% of truckers listed that as a major challenge. In 2022, a year when the average price of diesel passed \$5.50 a gallon at one point, 41% of truckers say they worry about fuel costs. And 38% of them cite rising equipment costs as an important concern, compared with 26% in 2021.

**SHIPPERS:
WHAT ARE YOUR GREATEST CHALLENGES?**

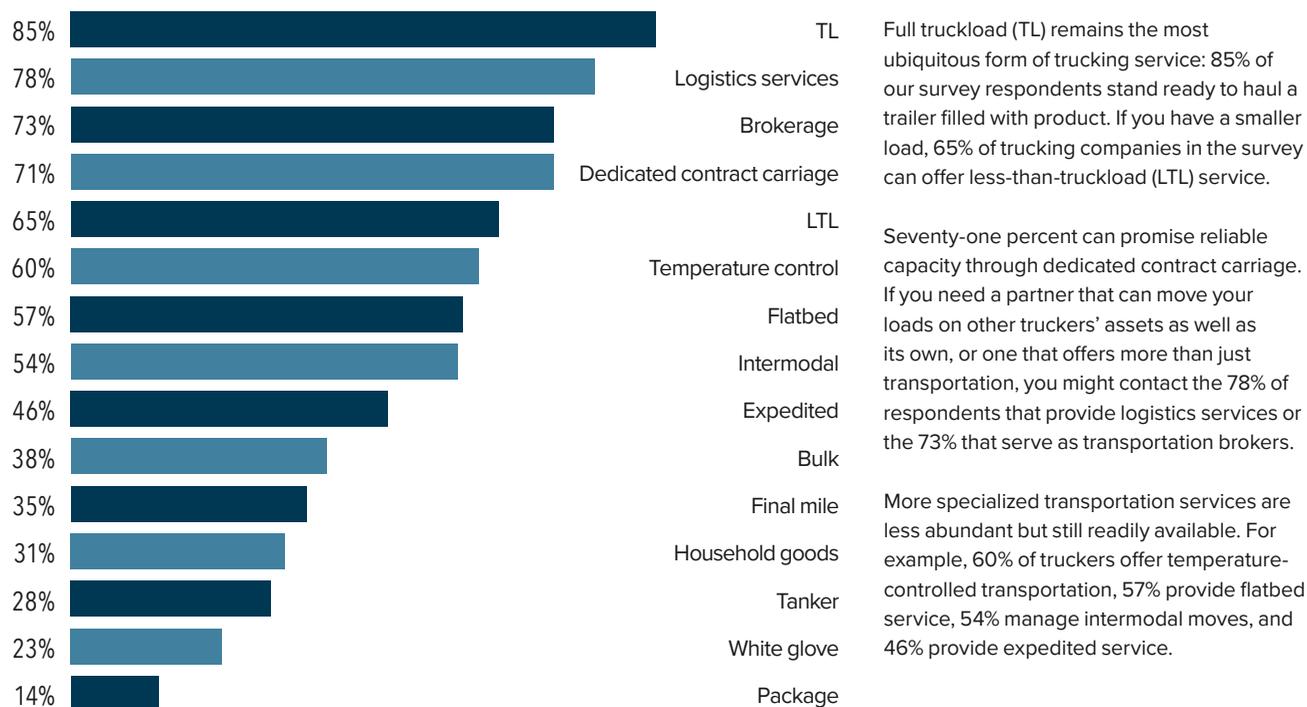


In 2021, the two biggest challenges for shippers were reducing transport cost and finding capacity. That's true in 2022 as well, although the emphasis has shifted a bit. Transport cost has taken on slightly more weight—cited by 84% of respondents this year, compared with 80% in 2021.

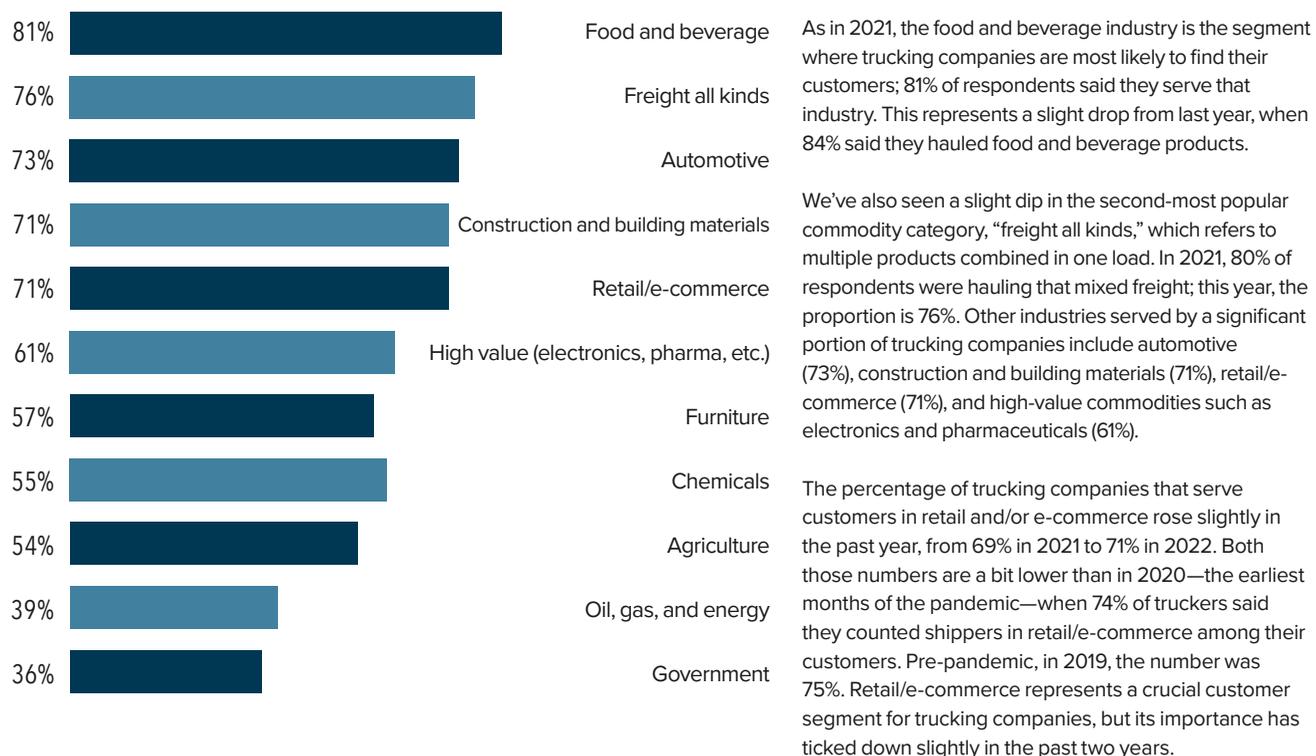
And shippers this year are slightly less worried about finding capacity; 52% name it as an important challenge, down from 56% last year. Interestingly, shippers' perceptions on this issue don't quite match carriers', as only 46% of carriers say they worry about their ability to provide capacity. If carriers have more trucks and drivers available this year than last, not all shippers have gotten the news.

Fewer shippers this year than last (30% compared with 39%) say they are feeling price pressure from customers and competitors. This is not surprising in an inflationary market, where nearly everyone is charging more and customers are forced to accept it. Customer service and efficiently matching supply to demand remain significant challenges for slightly more than one-third of shipper respondents. Although only a small percentage note worker safety as a challenge, that segment of the survey pool increased from 10% to 15% between 2021 and 2022.

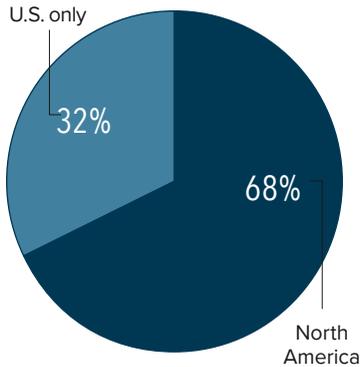
TRUCKERS: WHAT PRIMARY TYPES OF SERVICE DO YOU OFFER?



TRUCKERS: WHAT INDUSTRIES/COMMODITIES DO YOU SERVE?

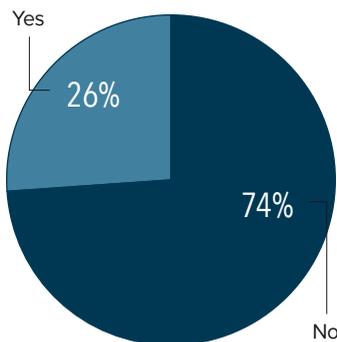


**TRUCKERS:
WHAT IS YOUR
OPERATING AREA?**



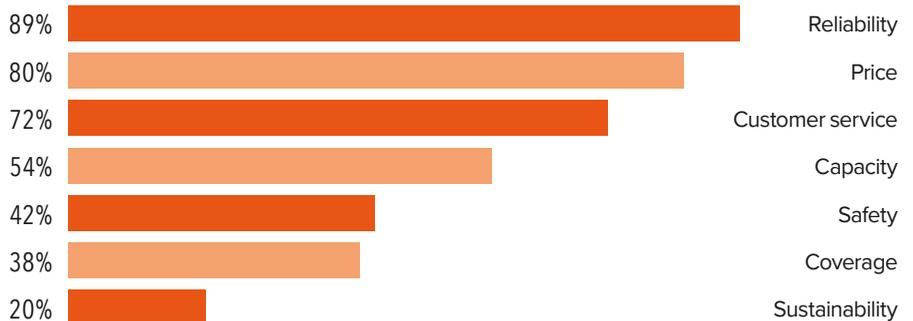
The proportion of trucking companies serving all of North America, rather than the United States only, continues to hover just above two-thirds, showing a rebound after the first shocks of the pandemic. In 2020, only 57% of truckers said they operated throughout the continent. That number rose to 70% in 2021. This year, it has dropped, but only slightly, to 68%.

**TRUCKERS:
DO YOU PROVIDE
GLOBAL SERVICES
BEYOND NORTH
AMERICA?**



In a tough environment for global trade, fewer trucking companies than last year offer services that extend beyond the continent. In 2022, just 26% of respondents provide services beyond North America. In 2021, that number was 32%.

**SHIPPERS:
WHAT ARE THE MOST IMPORTANT FACTORS TO CONSIDER
WHEN CHOOSING A TRUCKER?**

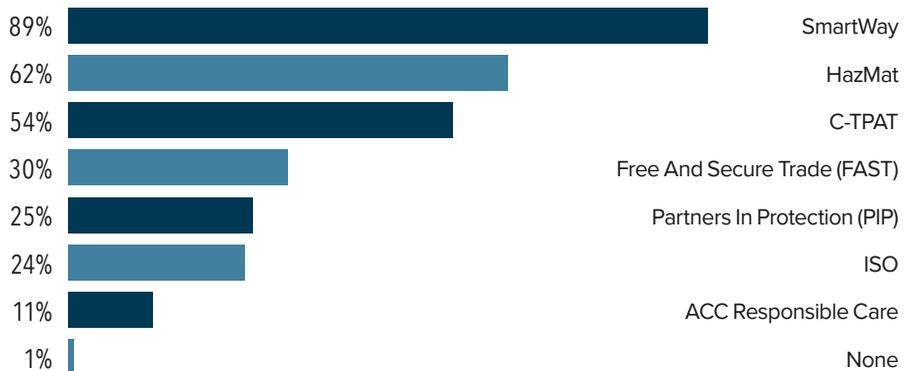


Not surprisingly, shippers care about price. But they care even more about reliability, indicating that at least some will pay a premium for carriers that send trucks on time and deliver loads as scheduled. In this year's survey, 89% of shipper respondents name reliability the most important factor to consider when choosing a trucker; 80% name price.

Another value closely linked with reliability—customer service—came in third, cited by 72% of shippers. The proportion of shippers who name capacity as a factor to consider, 54%, nearly matches the 52% who name capacity as one of their biggest challenges.

This survey question also reveals a striking mismatch: While 89% of truckers in our survey participate in the SmartWay program to help reduce their carbon footprints, only 20% of shippers tell us they consider sustainability when choosing a carrier.

**TRUCKERS:
WHAT CERTIFICATIONS DO YOU HOLD?**



The vast majority of truckers who responded to our survey—89%—have signaled a commitment to sustainability by joining the U.S. Environmental Protection Agency's SmartWay program. Freight carriers that participate in SmartWay measure, benchmark, and improve their operations to reduce their carbon footprints. Given the high cost of fuel these days, those investments in greener operations can also save money.

The second-most popular certification held by truckers authorizes them to haul hazardous materials. Sixty-two percent of our trucker respondents hold hazmat certification. Just over half—54%—are certified by the Customs Trade Partnership Against Terrorism (C-TPAT), a program that helps them move freight faster and more easily across international borders. A much smaller portion are certified by two other programs designed to speed border crossings for trusted freight: 30% participate in Free and Secure Trade (FAST) and 25% in the Canadian program Partners in Protection (PIP).



INBOUND LOGISTICS
TOP 10
3PL PROVIDER
2022

LTL Shipping Has Never Been Easier

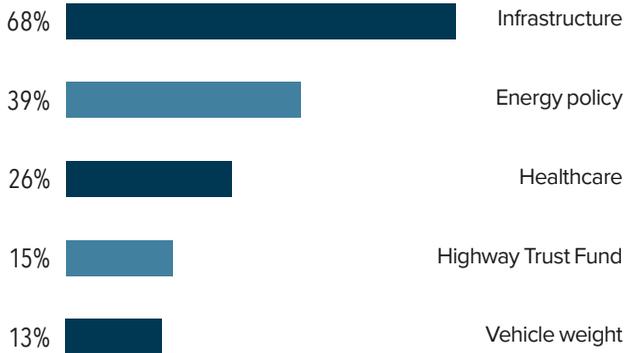
When speed and efficiency are paramount to your organization, don't waste time collecting quotes from multiple carriers.

✔ QUOTE ✔ BOOK ✔ TRACK

LTL shipments all in one place with the R2 TMS

r2logistics.com

**TRUCKERS:
WHAT LEGISLATIVE MEASURES HAVE THE
GREATEST IMPACT ON YOUR BUSINESS?**

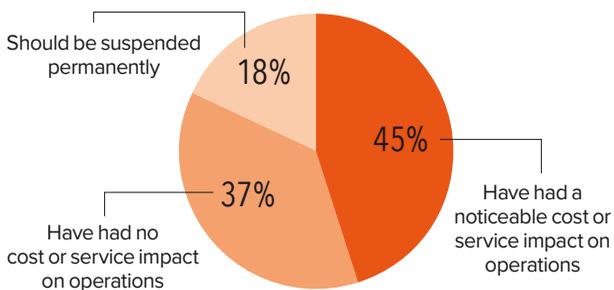


Trucks rely on public infrastructure to get where they're going. So truckers care a lot about laws that affect the construction and maintenance of roads, bridges, and related facilities. Sixty-eight percent of trucking companies in the 2022 survey name infrastructure as one of the legislative measures that have the greatest impact on their business.

The second-biggest legislative concern—although a distant second—is energy policy, named by 39% of trucker respondents. That's up a bit from last year's 32%, no surprise in a year of soaring energy prices, and at a time when the newly signed Inflation Reduction Act offers incentives for fleets to shift from diesel to electric power.

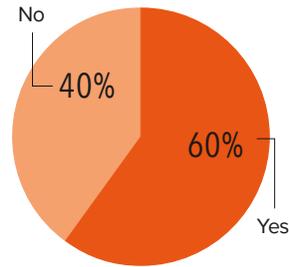
Three other legislative areas drew less concern from truckers this year than last: laws involving healthcare (cited by 26% in 2022 vs. 30% in 2021), the Highway Trust Fund (15% in 2022 vs. 19% in 2021), and vehicle weight (13% in 2022 vs. 18% in 2021).

**SHIPPERS:
HOW DO YOU FEEL ABOUT HOURS-OF-
SERVICE REGULATIONS?**



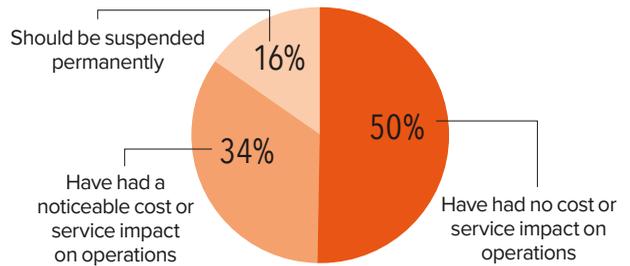
More shippers are bothered by federal rules that regulate truck drivers' working hours than they are by the CSA program. Forty-five percent of shipper respondents say Hours-of-Service regulations have had a noticeable impact on transportation costs or on the services they receive, and 18% would like to do away with those rules altogether. Thirty-seven percent have seen no cost or service impact.

**SHIPPERS:
HAVE YOU EXPERIENCED A
SHORTAGE OF TRUCK CAPACITY?**



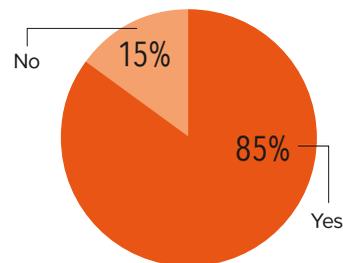
Finding a truck remains a challenge in 2022, but it's not quite as hard as last year. In 2021, 70% of our shipper respondents said they had experienced a shortage of truck capacity. In 2022, that number dropped by 10 points to 60%.

**SHIPPERS:
HOW DO YOU FEEL ABOUT
CSA REGULATIONS?**



Regulations in the Federal Motor Carrier Safety Administration's Compliance, Safety, and Accountability Act (CSA) have not affected the cost of operations or impacted transportation services for half of the shippers who responded to our survey. About one-third of shippers have seen some impact from the program. Sixteen percent of shippers say the CSA program should be suspended permanently.

**SHIPPERS:
HAVE YOU EXPERIENCED RATE HIKES
APART FROM FUEL SURCHARGES?**



While the capacity crunch has eased somewhat since last year, increased supply doesn't seem to have brought rates down. To the contrary, 85% of shippers in our survey say they have experienced rate hikes, even without taking fuel surcharges into account. That's up from last year's 80%.

Shippers get the best transportation solutions when Landstar independent agents can easily spot customer trends. That's why we've collaborated with agents to develop business analytics tools that provide real-time data about their business and yours.

Landstar agents can visualize agency-specific information, set and track goals, and monitor customer trends. Most importantly, they can meet your unique shipping needs with custom solutions.

Landstar knows that when we support our agents, we are empowering them to provide superior service to customers. The smart choice for a logistics provider has never been clearer.

THE CHOICE IS LANDSTAR

FOR YOUR BUSINESS



Learn More About Landstar.
Contact Us Today.

f @LandstarSystem | in Landstar
1-877-696-4507 | Solutions@landstar.com

Landstar.com



2022

INBOUND LOGISTICS

TOP 100 TRUCKERS

In today's challenging and volatile business climate, it's more important than ever to find carrier partners that best fuel your diverse and demanding needs. *Inbound Logistics'* annual Top 100 Truckers list helps you find them.

More than 200 trucking companies submitted their credentials to be considered for the list. *IL* editors evaluated surveys and questionnaires, conducted online research, and spoke with shippers and truckers before making their selection. This list benchmarks the types of services transportation buyers value when evaluating current partners or searching for new ones.

The 2022 Top 100 Truckers list, presented alphabetically, offers a snapshot of the trucking segment — from large, global truckload and LTL carriers to niche regional haulers that get the job done.



TOP 100 TRUCKERS

A. Duie Pyle

AAA Cooper Transportation

Alabama Motor Express (AMX)

All State Express

Anderson Trucking Service (ATS)

ArcBest

Averitt Express

Bennett Family of Companies

Bison Transport

Brown Trucking

C.R. England .

Cardinal Logistics

Cargo Transporters

Carter Logistics

Central Transport

Challenger Motor Freight

Colonial Cartage

Consolidated Fastfrate

Continental Expedited Services

Covenant Transport

Crete Carrier

CRST Specialized Solutions

Daily Express

Dart Transit

Daseke

Dayton Freight Lines

DHL Supply Chain (North America)

Dupré Logistics

DVL Express

Epes Transport System

Estes

Evans Network of Companies

FedEx Custom Critical

FFE Transportation Services

FLS Transportation

Forward Air

Groendyke Transport

Groupe Robert

Heartland Express

Heniff Transportation

Horizon Freight Lines

Hub Group

J.B. Hunt Transport Services

Kenan Advantage Group

KLLM Transport Services

Knight-Swift Transportation

Koch Trucking

Landstar System

Leonard's Express

Lily Transportation

Lynden

Marten Transport

Melton Truck Lines

Mercer Transportation

Moran Transportation

National Retail Systems (NRS)

Navajo Express

NFI

Nussbaum Transportation

ODW Logistics

Odyssey Logistics & Technology

Old Dominion

Paschall Truck Lines

Penske Logistics

Performance Team—
A Maersk Company

PITT OHIO

Polaris Transportation Group

Pride Transport

Prime

Quality Carriers

Quantix

R+L Carriers

Red Classic

Redwood Logistics

Rinchem

RoadOne Intermodal Logistics

Roehl Transport

Ruan

Ryder System

Saddle Creek Logistics Services

Safeway Trucking

Saia LTL Freight

Schneider

Southeastern Freight Lines

Span Alaska Transportation

Syfan Transport

System Freight

TFI International

TForce Freight

TransAm Trucking

Transervice Logistics

U.S. Xpress

UniGroup Logistics

Universal Logistics Holdings

UPS Freight

USA Truck

Ward Transport & Logistics

Werner Enterprises

Western Express

Yellow Corporation



TOP 100 TRUCKERS

A. DUIE PYLE

610-696-5800 | www.adiuepyle.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Brokerage, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value

FLEET

1,491 tractors, 2,744 trailers

DRIVERS

1,950

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, SmartWay, Certificate of Participation in the NMFC, Common Carrier Certificate, Certificate of Being Incorporated by the State of Pennsylvania, TSA Compliant

FREIGHT BROKERAGE/LOGISTICS DIVISION

A. Duie Pyle Brokerage

AAA COOPER TRANSPORTATION

888-715-7690 | www.aaacooper.com

PRIMARY SERVICES

LTL, TL, Package, Dedicated Contract Carriage, Flatbed, Bulk, Brokerage

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Freight All Kind, Furniture, Retail/E-Commerce

FLEET

3,000 tractors, 6,500 trailers

DRIVERS

2,800

OPERATING AREA

U.S. only

U.S. AUTHORITY

Nationwide (48-state authority)

CERTIFICATIONS

HazMat, ISO, SmartWay, Truckers Against Trafficking

NOTE: Information provided by trucking companies via questionnaire. Where information was not provided, historical and online data was used.

ALABAMA MOTOR EXPRESS (AMX)

800-633-7590 | amxtrucking.com

PRIMARY SERVICES

Logistics, Flatbed, Bulk, Brokerage, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Chemicals, Construction & Building Materials, Oil & Gas, Energy

FLEET

225 tractors, 225 trailers

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

AMX Logistics

ALL STATE EXPRESS

336-992-6880 | allstateexpress.com

PRIMARY SERVICES

TL, Expedited, Logistics, Dedicated Contract Carriage

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High-Value, Oil & Gas

FLEET

150 tractors, 225 trailers

DRIVERS

200

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, SmartWay

ANDERSON TRUCKING SERVICE (ATS)

800-MEET ATS | www.atsinc.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove

INDUSTRIES & COMMODITIES SERVED

Aerospace, Agriculture, Automotive, Aviation, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Manufacturing, Mining, Retail/E-Commerce, High Value, Oil & Gas, Energy

FLEET

1,600 tractors, 3,600 trailers

DRIVERS

1,400

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay, Non-Vessel Operating Common Carrier (NVOCC), NTI Top Pay Carrier

FREIGHT BROKERAGE/LOGISTICS DIVISION

ATS Logistics Services

ARCBEST

800-610-5544 | arcb.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value, Oil & Gas, Energy

FLEET

4,360 tractors, 22,149 trailers

DRIVERS

7,611

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

ArcBest

AVERITT EXPRESS

800-283-7488 | averittexpress.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-Commerce, High Value

FLEET

4,733 tractors, 14,487 trailers

DRIVERS

5,442

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Averitt Multimodal

BENNETT FAMILY OF COMPANIES

800-866-5500 | www.bennettig.com

PRIMARY SERVICES

LTL, TL, Flatbed

INDUSTRIES & COMMODITIES SERVED

Aerospace, Construction & Building Materials, Freight All Kind, High Value, Manufacturing, Oil & Gas, Energy, Industrial Machinery, Steel

FLEET

3,393 tractors, 3,673 trailers

DRIVERS

4,625

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, ISO, SmartWay, Women's Business Enterprise National Council

FREIGHT BROKERAGE/LOGISTICS DIVISION

Bennett International Logistics

BISON TRANSPORT

800-462-4766 | www.bisontransport.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value

FLEET

2,600 tractors, 9,000 trailers

DRIVERS

2,600

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Bison Logistics

BROWN TRUCKING

800-241-5624 | brownintegratedlogistics.com

PRIMARY SERVICES

TL, Logistics Services, Dedicated Contract Carriage, Brokerage

INDUSTRIES & COMMODITIES SERVED

Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, High Value

FLEET

680 tractors, 3,400 trailers

DRIVERS

610

OPERATING AREA

U.S. only

U.S. AUTHORITY

Regional/multi-regional

CERTIFICATIONS

HazMat

FREIGHT BROKERAGE/LOGISTICS DIVISION

Brown Logistics Services

C.R. ENGLAND

888-725-3737 | www.crengland.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value

FLEET

3,900 tractors, 7,000 trailers

DRIVERS

4,900

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

England Logistics

CARDINAL LOGISTICS

704-789-2000 | www.cardlog.com

PRIMARY SERVICES

LTL, TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Aerospace, Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value, Oil & Gas, Energy, Industrial Machinery, Steel, Manufacturing, Recycling

FLEET

3,200 tractors, 8,000 trailers

DRIVERS

3,450

OPERATING AREA

U.S. only

U.S. AUTHORITY

Nationwide (48-state authority)

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Cardinal Logistics Management



TOP 100 TRUCKERS

CARGO TRANSPORTERS

828-459-3408 | www.cgor.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage

INDUSTRIES & COMMODITIES SERVED

Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce

FLEET

500 tractors, 1,800 trailers

DRIVERS

525

OPERATING AREA

U.S. only

U.S. AUTHORITY

Nationwide (48-state authority)

CERTIFICATIONS

SmartWay

CARTER LOGISTICS

317-910-2159 | www.carter-logistics.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Brokerage, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive

FLEET

800 tractors, 2,000 trailers

DRIVERS

800

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

CENTRAL TRANSPORT

586-939-7000 | centraltransport.com

PRIMARY SERVICES

LTL, TL, Expedited, Temperature Control, Logistics

INDUSTRIES & COMMODITIES SERVED

Manufacturing, Retail

FLEET

3,180 trucks, 6,543 trailers

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

Free and Secure Trade (FAST), HazMat, SmartWay

CHALLENGER MOTOR FREIGHT

519-653-9770 | www.challenger.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value

FLEET

1,295 tractors, 3,380 trailers

DRIVERS

1,477

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Challenger Logistics

COLONIAL CARTAGE

678-322-3120 | www.colonialcartage.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Bulk, Brokerage, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Food & Beverage, Freight All Kind, Government, Retail/E-Commerce, High Value

FLEET

70 tractors, 220 trailers

DRIVERS

62

OPERATING AREA

U.S. only

U.S. AUTHORITY

Regional/multi-regional

CERTIFICATIONS

C-TPAT, Partners In Protection (PIP), SmartWay

CONSOLIDATED FASTRATE

800-268-1564 | fastrate.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value

FLEET

2,446 tractors, 4,750 trailers

DRIVERS

1,750

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Fastrate Logistics

Search on any of these data points to match your requirements to the Top 100

inboundlogistics.com/trucking

CONTINENTAL EXPEDITED SERVICES

615-933-0000 | www.shipces.com

PRIMARY SERVICES

TL, Expedited, Logistics Services

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, High Value, Oil & Gas, Energy, Hazmat

FLEET

85 tractors, 130 trailers

DRIVERS

100

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay, CSA

COVENANT TRANSPORT

888-762-5753 | covenanttransport.com

PRIMARY SERVICES

LTL, TL, Expedited, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Refrigerated, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High Value

FLEET

2,850 tractors, 6,600 trailers

DRIVERS

3,900

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST)

CRETE CARRIER

800-998-8000 | cretecarrier.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage, Flatbed, Refrigerated

INDUSTRIES & COMMODITIES SERVED

Food & Beverage, Freight All Kinds, Furniture, Retail

FLEET

5,000+ tractors, 13,000+ trailers

DRIVERS

5,000+

OPERATING AREA

U.S. Only

CERTIFICATIONS

HazMat, SmartWay

CRST SPECIALIZED SOLUTIONS

800-234-2788 | www.crst.com

PRIMARY SERVICES

LTL, TL, Package, Logistics Services, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Furniture, Retail/E-Commerce, High Value, Industrial Equipment

FLEET

400 owner-operators, 800 trailers

DRIVERS

400

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

SmartWay, Ecovadis

FREIGHT BROKERAGE/LOGISTICS DIVISION

CRST Specialized Solutions

DAILY EXPRESS

717-240-2178 | www.dailyexp.com

PRIMARY SERVICES

TL, Expedited, Dedicated Contract Carriage, Flatbed, Brokerage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Construction & Building Materials, Freight All Kind, Government, Oil & Gas, Energy

FLEET

250 tractors, 450 trailers

DRIVERS

250

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Daily Brokerage

DART TRANSIT

800-366-DART | dart.net

PRIMARY SERVICES

Truckload, Logistics Services, Intermodal, Portable Storage, Specialized Shipping, Warehousing

INDUSTRIES & COMMODITIES SERVED

Freight All Kinds

OPERATING AREA

U.S. Only

U.S. AUTHORITY

48-state, Dedicated and Regional Service

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Dart Advantage Logistics

DASEKE

469-310-9213 | daseke.com

PRIMARY SERVICES

LTL, Expedited

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Government, Retail/E-Commerce, High Value

FLEET

6,000 tractors, 13,600 trailers

DRIVERS

6,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay



TOP 100 TRUCKERS

DAYTON FREIGHT LINES

937-264-4060 | www.daytonfreight.com

PRIMARY SERVICES

LTL, Expedited, Logistics Services

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Retail/E-Commerce

FLEET

2,024 tractors, 4,970 trailers

DRIVERS

993

OPERATING AREA

U.S. only

U.S. AUTHORITY

Regional/multi-regional

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Kelley Logistics

DHL SUPPLY CHAIN (NORTH AMERICA)

614-865-8500 | www.dhl.com

PRIMARY SERVICES

TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value, Oil & Gas, Energy

FLEET

1,300 tractors, 2,000 trailers

DRIVERS

1,600

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

DHL Transport Brokerage

DUPRÉ LOGISTICS

337-237-8471 | www.duprelogistics.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value, Oil & Gas, Energy

FLEET

650 tractors, 2,000 trailers

DRIVERS

777

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

ACC Responsible Care, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Strategic Capacity Services (SCS)

DVL EXPRESS

773-373-0777 | dvlxpress.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Household Goods, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value

FLEET

199 tractors, 282 trailers

DRIVERS

206

OPERATING AREA

U.S. only

U.S. AUTHORITY

Nationwide (48-state authority)

CERTIFICATIONS

SmartWay

EPES TRANSPORT SYSTEM

336-931-9808 | epestransport.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Construction & Building Materials, Food & Beverage, Freight All Kinds, Retail/E-Commerce, High-Value

FLEET

1,440 tractors, 7,100 trailers

DRIVERS

1,600

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat, ISO, SmartWay

ESTES EXPRESS LINES

804-350-1900 | www.estes-express.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value

FLEET

8,726 tractors, 40,964 trailers

DRIVERS

10,132

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Estes Logistics

Search on any of these data points to match your requirements to the Top 100

inboundlogistics.com/trucking

EVANS NETWORK OF COMPANIES

570-218-3320 | theenoc.com

PRIMARY SERVICES

LTL, TL, Flatbed, Intermodal

INDUSTRIES & COMMODITIES SERVED

General Freight

FLEET

7,500 tractors, 550 trailers

DRIVERS

7,500

OPERATING AREA

U.S. only

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

New Age Logistics

FEDEX CUSTOM CRITICAL

800-762-3787 | customcritical.fedex.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Flatbed, Intermodal, Household Goods, Refrigerated, White Glove

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Retail, High-Value

FLEET

1,200 tractors, 450 trailers

DRIVERS

2,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FFE TRANSPORTATION SERVICES

214-630-8090 | www.ffeinc.com

PRIMARY SERVICES

LTL, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Food & Beverage

FLEET

868 tractors, 1,658 trailers

DRIVERS

1,012

OPERATING AREA

U.S. only

U.S. AUTHORITY

Nationwide (48-state authority)

CERTIFICATIONS

C-TPAT, SmartWay, Certified Cold Carrier

FLS TRANSPORTATION

514-739-0939 | flstransport.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Flatbed, Intermodal, Refrigerated, White Glove

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High-Value

FLEET

120 tractors, 225 trailers

DRIVERS

130

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), Partners In Protection (PIP), SmartWay

FORWARD AIR

800-726-6654 | www.forwardair.com

PRIMARY SERVICES

LTL, TL, Expedited, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Freight All Kind, Furniture, Retail/E-Commerce, High Value

FLEET

1,330 tractors, 5,541 trailers

DRIVERS

7,322

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, ISO, Partners In Protection (PIP), SmartWay

GROENDYKE TRANSPORT

580-234-4663 | www.groendyke.com

PRIMARY SERVICES

Bulk, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Chemicals, Government, High Value, Oil & Gas, Energy

FLEET

835 tractors, 1,444 trailers

DRIVERS

845

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

ACC Responsible Care

GROUPE ROBERT

514-521-1011 | robert.ca

PRIMARY SERVICES

LTL, TL, Package, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Motor Vehicle Carrier, Refrigerated, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High-Value

FLEET

1,195 tractors, 3,137 trailers

DRIVERS

1,421

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay, AIB, HACCP



TOP 100 TRUCKERS

HEARTLAND EXPRESS

800-451-4621 | heartlandexpress.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage, Refrigerated

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail

FLEET

4,000 tractors, 12,000 trailers

DRIVERS

4,000

OPERATING AREA

U.S. only

CERTIFICATIONS

C-TPAT, HazMat, Partners In Protection (PIP), SmartWay

HENIFF TRANSPORTATION

877-436-4331 | heniff.com

PRIMARY SERVICES

Logistics, Intermodal, Bulk, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Food & Beverage, Oil & Gas, Energy

FLEET

1,725 tractors, 4,955 trailers

DRIVERS

1,628

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

ACC Responsible Care, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Heniff Logistics

HORIZON FREIGHT LINES

812-526-3380 | www.horizonfreightlines.com

PRIMARY SERVICES

TL, Expedited, Logistics Services, Dedicated Contract Carriage, Brokerage

INDUSTRIES & COMMODITIES SERVED

Automotive, Freight All Kinds

FLEET

106 tractors, 325 trailers

DRIVERS

104

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT

FREIGHT BROKERAGE/LOGISTICS DIVISION

Horizon Logistics

HUB GROUP

800-377-5833 | hubgroup.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-Commerce, High-Value, Oil & Gas/Energy, Private Equity

FLEET

4,000 tractors, 49,300 trailers

DRIVERS

4,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, SmartWay, California CARB

J.B. HUNT TRANSPORT SERVICES

479-820-0000 | www.jbhunt.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value, Oil & Gas/Energy

FLEET

21,735 tractors, 150,532 trailers

DRIVERS

23,720

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Integrated Capacity Solutions (ICS)

KENAN ADVANTAGE GROUP (KAG)

330-491-0474 | www.thekag.com

PRIMARY SERVICES

TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Chemicals, Food & Beverage, Oil & Gas/Energy, Industrial Gases, Specialty Products

FLEET

7,000 tractors, 12,000 trailers

DRIVERS

7,500

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, Free and Secure Trade (FAST), HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

KAG Logistics

KLLM TRANSPORT SERVICES

601-936-5633 | kllm.com

PRIMARY SERVICES

TL, Logistics, Dedicated Contract Carriage, Intermodal, Refrigerated

INDUSTRIES & COMMODITIES SERVED

Chemicals, Food & Beverage

FLEET

2,300 tractors, 3,300 trailers

DRIVERS

2,400

OPERATING AREA

U.S. Only

CERTIFICATIONS

HazMat, SmartWay

KNIGHT-SWIFT TRANSPORTATION

602-269-2000 | knight-swift.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-Commerce, High-Value, Oil & Gas/Energy

FLEET

19,000 tractors, 19,000 trailers

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Knight Logistics/Swift Logistics

KOCH TRUCKING

763-302-5400 | kochtrucking.us

PRIMARY SERVICES

TL, Dedicated, Specialized, Flatbed, Marine Freight, Logistics, Warehousing, Leasing

INDUSTRIES & COMMODITIES SERVED

Freight All Kinds

FLEET

800+ tractors, 2,000+ trailers

OPERATING AREA

North America (U.S. & Canada)

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Koch Logistics

LANDSTAR SYSTEM

800-872-9400 | www.landstar.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value, Oil & Gas/Energy

FLEET

11,864 tractors, 18,307 trailers

DRIVERS

11,057

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Various Operating Names

LEONARD'S EXPRESS

585-742-9001 | leonardsexpress.com

PRIMARY SERVICES

TL, Logistics, Dedicated Contract Carriage, Intermodal, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Food & Beverage, Freight All Kinds

FLEET

616 tractors, 1,025 trailers

DRIVERS

585

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

LILY TRANSPORTATION

781-247-1355 | lily.com

PRIMARY SERVICES

LTL, TL, Logistics, Dedicated Contract Carriage, Flatbed, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Furniture

FLEET

1,000 tractors, 2,500 trailers

DRIVERS

1,100

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Lily Logistics

Search on any of these data points to match your requirements to the Top 100

inboundlogistics.com/trucking



TOP 100 TRUCKERS

LYNDEN

888-596-3361 | www.lynden.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-Commerce, High Value, Oil & Gas/Energy, Seafood

FLEET

877 tractors, 2,428 trailers

DRIVERS

967

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Lynden Logistics

MARTEN TRANSPORT

800-395-3000 | www.marten.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage, Intermodal, Household Goods, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Chemicals, Food & Beverage, Freight All Kinds

FLEET

3,395 tractors, 5,521 trailers

DRIVERS

3,395

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Marten Transport Logistics

MELTON TRUCK LINES

918-270-9450 | meltontruck.com

PRIMARY SERVICES

TL, Logistics, Flatbed

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Freight All Kinds, Retail

FLEET

1,359 tractors, 2,276 trailers

DRIVERS

1,300

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, SmartWay

MERCER TRANSPORTATION

800-626-5375 | mercer-trans.com

PRIMARY SERVICES

TL, Logistics, Flatbed, Brokerage

INDUSTRIES & COMMODITIES SERVED

Construction & Building Materials, Food & Beverage, Freight All Kinds, Government, Retail/E-Commerce, Oil & Gas/Energy, Metals

FLEET

2,325 tractors, 2,325 trailers

DRIVERS

2,315

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Mercer Total Services

MORAN TRANSPORTATION

800-716-6787 | www.morantransportation.com

PRIMARY SERVICES

LTL, Expedited, Dedicated Contract Carriage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Freight All Kind, Government, Retail/E-Commerce

FLEET

315 tractors, 350 trailers

DRIVERS

300

OPERATING AREA

U.S. only

U.S. AUTHORITY

Regional/multi-regional

CERTIFICATIONS

HazMat, SmartWay, TSA/Homeland Security Certified & Hazmat

FREIGHT BROKERAGE/LOGISTICS DIVISION

Moran Logistics

NATIONAL RETAIL SYSTEMS (NRS)

201-330-1900 | NationalRetailSystems.com

PRIMARY SERVICES

LTL, TL, Logistics, Dedicated Contract Carriage, Bulk, White Glove

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Freight All Kinds, Furniture, Retail

FLEET

1,200 tractors, 6,500 trailers

DRIVERS

900

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

Search on any of these data points to match your requirements to the Top 100

inboundlogistics.com/trucking

NAVAJO EXPRESS

303-287-3800 | www.navajoexpress.com

PRIMARY SERVICES

TL, Expedited, Logistics Services, Dedicated Contract Carriage, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Construction & Building Materials, Food & Beverage, Freight All Kind, Retail/E-Commerce

FLEET

2,500 tractors, 1,000 trailers

DRIVERS

900

OPERATING AREA

U.S. only

U.S. AUTHORITY

Nationwide (48-state authority)

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Navajo Expedited

NFI

877-785-3112 | www.nfiindustries.com

PRIMARY SERVICES

LTL, TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Furniture, Retail/E-Commerce, High Value, Oil & Gas/Energy

FLEET

4,600 tractors, 13,000 trailers

DRIVERS

5,300

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

NFI Integrated Logistics

NUSSBAUM TRANSPORTATION

800-322-7305 | www.nussbaum.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage, Flatbed

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Retail/E-Commerce

FLEET

500 tractors, 1,250 trailers

DRIVERS

460

OPERATING AREA

U.S. only

U.S. AUTHORITY

Nationwide (48-state authority)

CERTIFICATIONS

SmartWay

ODW LOGISTICS

614-549-5000 | odwlogistics.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-Commerce, High-Value

FLEET

125 tractors, 155 trailers

DRIVERS

150

OPERATING AREA

U.S. only

CERTIFICATIONS

C-TPAT, ACC Responsible Care, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

ODW Logistics Transportation Services (LTS)

ODYSSEY LOGISTICS & TECHNOLOGY

855-875-0681 | www.odysseylogistics.com

PRIMARY SERVICES

LTL, TL, Package, Logistics Services, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, High Value, Oil & Gas/Energy

FLEET

470 tractors, 1,430 trailers

DRIVERS

500

OPERATING AREA

U.S. only

U.S. AUTHORITY

Nationwide (48-state authority)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Odyssey Brokerage Managed Services

OLD DOMINION FREIGHT LINE

800-235-5569 | ODFL.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Intermodal

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

9,288 tractors, 36,650 trailers

DRIVERS

11,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, SmartWay



TOP 100 TRUCKERS

PASCHALL TRUCK LINES

800-626-3374 | ptl-inc.com

PRIMARY SERVICES

TL, Expedited, Logistics Services, Dedicated Contract Carriage, Brokerage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value, Oil & Gas/ Energy

FLEET

1,100 tractors, 3,900 trailers

DRIVERS

1,190

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Paschall Logistics

PENSKE LOGISTICS

800-529-6531 | www.penskelogistics.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value

FLEET

7,544 tractors, 21,313 trailers

DRIVERS

11,313

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Freight Brokerage

PERFORMANCE TEAM – A MAERSK COMPANY

213-634-2057 | www.performanceteam.net

PRIMARY SERVICES

LTL, TL, Package, Logistics Services, Dedicated Contract Carriage, Brokerage

INDUSTRIES & COMMODITIES SERVED

Automotive, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce

FLEET

1,000 tractors, 5,750 trailers

DRIVERS

900

OPERATING AREA

U.S. only

CERTIFICATIONS

C-TPAT, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Maersk-Inland Transportation

PITT OHIO

412-232-3015 | pittohio.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E Commerce, High-Value

FLEET

2,054 tractors, 5,836 trailers

DRIVERS

3,406

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

PITT OHIO Supply Chain

POLARIS TRANSPORTATION GROUP

905-671-3100 | www.polaristransport.com

PRIMARY SERVICES

LTL, Brokerage

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture

FLEET

175 tractors, 320 trailers

DRIVERS

175

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Polaris Global Logistics

PRIDE TRANSPORT

801-514-0884 | www.pridetransport.com

PRIMARY SERVICES

TL, Expedited, Logistics Services, Dedicated Contract Carriage, Household Goods, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value

FLEET

550 tractors, 850 trailers

DRIVERS

500

OPERATING AREA

U.S. only

U.S. AUTHORITY

Nationwide (48-state authority)

CERTIFICATIONS

ACC Responsible Care, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Pride Logistics Service

PRIME

417-866-0001 | www.primeinc.com

PRIMARY SERVICES

TL, Logistics Services, Intermodal, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Freight All Kinds

FLEET

7,383 tractors, 14,250 trailers

DRIVERS

9,598

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, SmartWay

QUALITY CARRIERS

800-282-2031 | qualitycarriersinc.com

PRIMARY SERVICES

Bulk, Logistics Services, Intermodal

INDUSTRIES & COMMODITIES SERVED

Chemicals, Oil & Gas, Bulk Liquid, Food Grade Liquid

FLEET

2,800 tractors & vans, 5,300 trailers

DRIVERS

3,000

OPERATING AREA

North America (U.S., Canada, Mexico)

QUANTIX

800-542-8058 | www.quantixscs.com

PRIMARY SERVICES

TL, Logistics Services, Dedicated Contract Carriage, Bulk, Brokerage, Tanker, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Chemicals, Oil & Gas/Energy

FLEET

2,000 tractors, 30,000 trailers

DRIVERS

1,500

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, HazMat, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Quantix 3PL

R+L CARRIERS

800-543-5589 | rlcarriers.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Intermodal, Bulk, Motor Vehicle Carrier, Refrigerated, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High-Value, Oil & Gas

FLEET

6,000 tractors & vans, 14,000 trailers

DRIVERS

5,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat

RED CLASSIC

866-832-6936 | www.redclassic.com

PRIMARY SERVICES

TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control, White Glove

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-Commerce, High Value, Consumer Packaged Goods, Plastics, Paper, Healthcare

FLEET

622 tractors, 3,441 trailers

DRIVERS

698

OPERATING AREA

U.S. only

U.S. AUTHORITY

Nationwide (48-state authority)

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Red Classic Transportation Services

REDWOOD LOGISTICS

844-467-3396 | redwoodlogistics.com

PRIMARY SERVICES

LTL, Logistics Services, Flatbed, Intermodal, Brokerage, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Retail/E-Commerce, High Value

FLEET

135 tractors, 600 trailers

DRIVERS

193

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Freight Exchange (F/X)

RINCHEM

505-342-4395 | www.rinchem.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Food & Beverage, Freight All Kind, Furniture, Government, High Value, Oil & Gas/Energy

FLEET

188 tractors, 328 trailers

DRIVERS

192

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, ISO, SmartWay

Search on any of these data points to match your requirements to the Top 100

inboundlogistics.com/trucking



TOP 100 TRUCKERS

ROADONE INTERMODALOGISTICS

781-961-8200 | www.roadone.com

PRIMARY SERVICES

TL, Logistics Services, Dedicated Contract Carriage, Intermodal, Brokerage, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Furniture, Government, Retail/E-Commerce, High Value, Oil & Gas/Energy

FLEET

2,307 tractors, 2,256 trailers

DRIVERS

2,389

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

ROLS

ROEHL TRANSPORT

715-591-7000 | www.roehltransport.com

PRIMARY SERVICES

TL, Logistics Services, Flatbed, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Construction & Building Materials, Food & Beverage, Freight All Kinds

FLEET

1,980 tractors, 5,800 trailers

DRIVERS

2,200

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

Free and Secure Trade (FAST), SmartWay, Military Friendly Employer

FREIGHT BROKERAGE/LOGISTICS DIVISION

Roehl Logistics

RUAN

866-782-6669 | www.ruan.com

PRIMARY SERVICES

TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, Oil & Gas/Energy

FLEET

3,552 tractors, 9,085 trailers

DRIVERS

4,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, SmartWay

RYDER SYSTEM

305-500-3726 | www.ryder.com

PRIMARY SERVICES

LTL, TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value, Oil & Gas/Energy

FLEET

239,000 tractors

DRIVERS

10,200

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

SADDLE CREEK LOGISTICS SERVICES

888-878-1177 | www.sclogistics.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics Services, Dedicated Contract Carriage, Intermodal, Household Goods, Brokerage

INDUSTRIES & COMMODITIES SERVED

Apparel, Automotive, Construction & Building Materials, Food & Beverage, Furniture, Government, Retail/E-Commerce, High Value, Health & Beauty

FLEET

450 tractors, 2,000 trailers

DRIVERS

500

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Saddle Creek Transportation Services

SAFeway TRUCKING

908-351-2800 | safewaytrucking.com

PRIMARY SERVICES

LTL, TL, Logistics Services, Dedicated Contract Carriage, Intermodal, Brokerage, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Food & Beverage

FLEET

250 tractors, 145 trailers

DRIVERS

300

OPERATING AREA

U.S. only

U.S. AUTHORITY

Nationwide (48-state authority)

CERTIFICATIONS

HazMat, SQF

FREIGHT BROKERAGE/LOGISTICS DIVISION

Safeway Logistics

SAIA LTL FREIGHT

800-765-7242 | saia.com

PRIMARY SERVICES

LTL, TL, Expedited

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-Commerce, High-Value, Oil & Gas/Energy

FLEET

4,800 tractors, 5,400 trailers

OPERATING AREA

U.S. Only

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

LinkEx

SCHNEIDER

844-701-LOAD | schneider.com

PRIMARY SERVICES

TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Retail/E-Commerce, High Value

FLEET

9,000 tractors, 36,700 trailers

DRIVERS

9,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

ACC Responsible Care, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Schneider Logistics

**SOUTHEASTERN
FREIGHT LINES**

803-794-7300 | www.sefl.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Brokerage, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value, Oil & Gas/Energy

FLEET

2,996 tractors, 10,165 trailers

DRIVERS

4,456

OPERATING AREA

U.S. only

U.S. AUTHORITY

Regional/multi-regional

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

eShipping Exchange

**SPAN ALASKA
TRANSPORTATION**

800-257-7726 | spanalaska.com

PRIMARY SERVICES

LTL, LCL, TL, Logistics, Flatbed, Temperature-Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Electronics, HazMat

DRIVERS

497

OPERATING AREA

To, from and within Alaska

CERTIFICATIONS

SmartWay

SYFAN TRANSPORT

855-287-8485 | syfanlogistics.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Automotive, Food & Beverage, Freight All Kinds, Retail/E-Commerce, High Value

FLEET

187 tractors, 105 trailers

DRIVERS

175

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Syfan Logistics

SYSTEM FREIGHT

609-395-8600 | www.systemfreight.net

PRIMARY SERVICES

TL, Dedicated Contract Carriage

INDUSTRIES & COMMODITIES SERVED

Freight All Kinds

FLEET

465 tractors, 3,600 trailers

DRIVERS

500

OPERATING AREA

U.S. only

U.S. AUTHORITY

Regional/multi-regional

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

SFI Consultants

Search on any of these data points to match your requirements to the Top 100

inboundlogistics.com/trucking



TOP 100 TRUCKERS

TFI INTERNATIONAL

647-725-4500 | tfiintl.com

PRIMARY SERVICES

Package & Courier, TL, LTL, Logistics

INDUSTRIES & COMMODITIES SERVED

Retail, Energy, Food & Beverage, Freight All Kinds

DRIVERS

14,100+

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Various Operating Names

TFORCE FREIGHT

800-333-7400 | www.tforcefreight.com

PRIMARY SERVICES

Palletized and heavy LTL, Trade Show, Government, Consolidation & Distribution

INDUSTRIES & COMMODITIES SERVED

Freight All Kinds

FLEET

6,700+ tractors, 22,000+ trailers,

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

SmartWay

TRANSAM TRUCKING

913-393-6060 | transamtruck.com

PRIMARY SERVICES

TL, Logistics Services, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Food & Beverage, Retail/E-Commerce

FLEET

650 tractors, 1,385 trailers

DRIVERS

650

OPERATING AREA

U.S. only

U.S. AUTHORITY

Regional/multi-regional

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

TransAm Logistics

TRANSERVICE LOGISTICS

888-858-7570 | www.transervice.com

PRIMARY SERVICES

LTL, TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-Commerce, High Value, Oil & Gas/ Energy

FLEET

1,989 tractors, 7,807 trailers

DRIVERS

571

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Transervice Integrated Solutions

U.S. XPRESS ENTERPRISES

866-646-5886 | usxpress.com

PRIMARY SERVICES

LTL, Logistics, Dedicated Contract Carriage, Brokerage

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-Commerce, High Value

FLEET

7,000 tractors, 15,500 trailers

DRIVERS

7,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Xpress Technologies

UNIGROUP LOGISTICS

636-349-2880 | unigrouplogistics.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value, Sustainable Energy, Events, Medical Equipment

FLEET

3,192 tractors, 5,437 trailers

DRIVERS

5,161

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ISO, SmartWay, NVOCC, EcoVadis Bronze Medal

FREIGHT BROKERAGE/LOGISTICS DIVISION

UniGroup Logistics

UNIVERSAL LOGISTICS HOLDINGS

586-920-0100 | www.universallogistics.com

PRIMARY SERVICES

TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Furniture, Government, Retail/E-Commerce, Oil & Gas/Energy

FLEET

1,500 tractors, 4,000 trailers

DRIVERS

4,400

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Universal Capacity Solutions

UPS FREIGHT

800-333-7400 | upsfreight.com

PRIMARY SERVICES

LTL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-Commerce, High-Value

FLEET

5,400 tractors, 22,000 trailers

DRIVERS

7,550

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Coyote Logistics

USA TRUCK

800-643-2530 | www.usa-truck.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-Commerce, High Value

FLEET

1,672 tractors, 5,982 trailers

DRIVERS

2,027

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay, UIIA

FREIGHT BROKERAGE/LOGISTICS DIVISION

USAT Logistics

WARD TRANSPORT & LOGISTICS

800-458-3625 | wardtlc.com

PRIMARY SERVICES

LTL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-Commerce, High-Value

FLEET

600 tractors, 1,050 trailers

DRIVERS

677

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

ForWard Brokerage

WERNER ENTERPRISES

402-895-6640 | werner.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value, Oil & Gas/Energy

FLEET

8,457 tractors, 27,825 trailers

DRIVERS

9,988

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Werner Logistics

WESTERN EXPRESS

615-720-6151 | westernexp.com

PRIMARY SERVICES

LTL, Logistics Services, Dedicated Contract Carriage, Flatbed, Brokerage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Retail/E-Commerce

FLEET

3,400 tractors, 9,500 trailers

DRIVERS

3,650

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Western Express Logistics

YELLOW CORPORATION

800-610-6500 | yrc.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Motor Vehicle Carrier, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Freight All Kinds, Retail

FLEET

8,400 tractors, 34,500 trailers

DRIVERS

18,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

Extraordinary Service for Over a Century

We are your perfect logistics partner.

Established in 1864, Holman has provided logistics services continuously for over 157 years. Customers stay with Holman because we provide an *Extraordinary Service Experience*.

We provide a wide array of services.

With locations across the U.S., Holman offers complete supply chain and logistics services—including warehousing, manufacturing support, transportation, and omnichannel fulfillment—to several of the world's most recognized brands.

We create custom solutions.

Whether you need food-grade warehousing, custom-kitting and re-packing, or manufacturing logistics staffing support, Holman can provide your organization with efficient, cost-effective, custom solutions.

Your search for the perfect partner is over.

Let the experts at Holman help you solve your latest challenge.

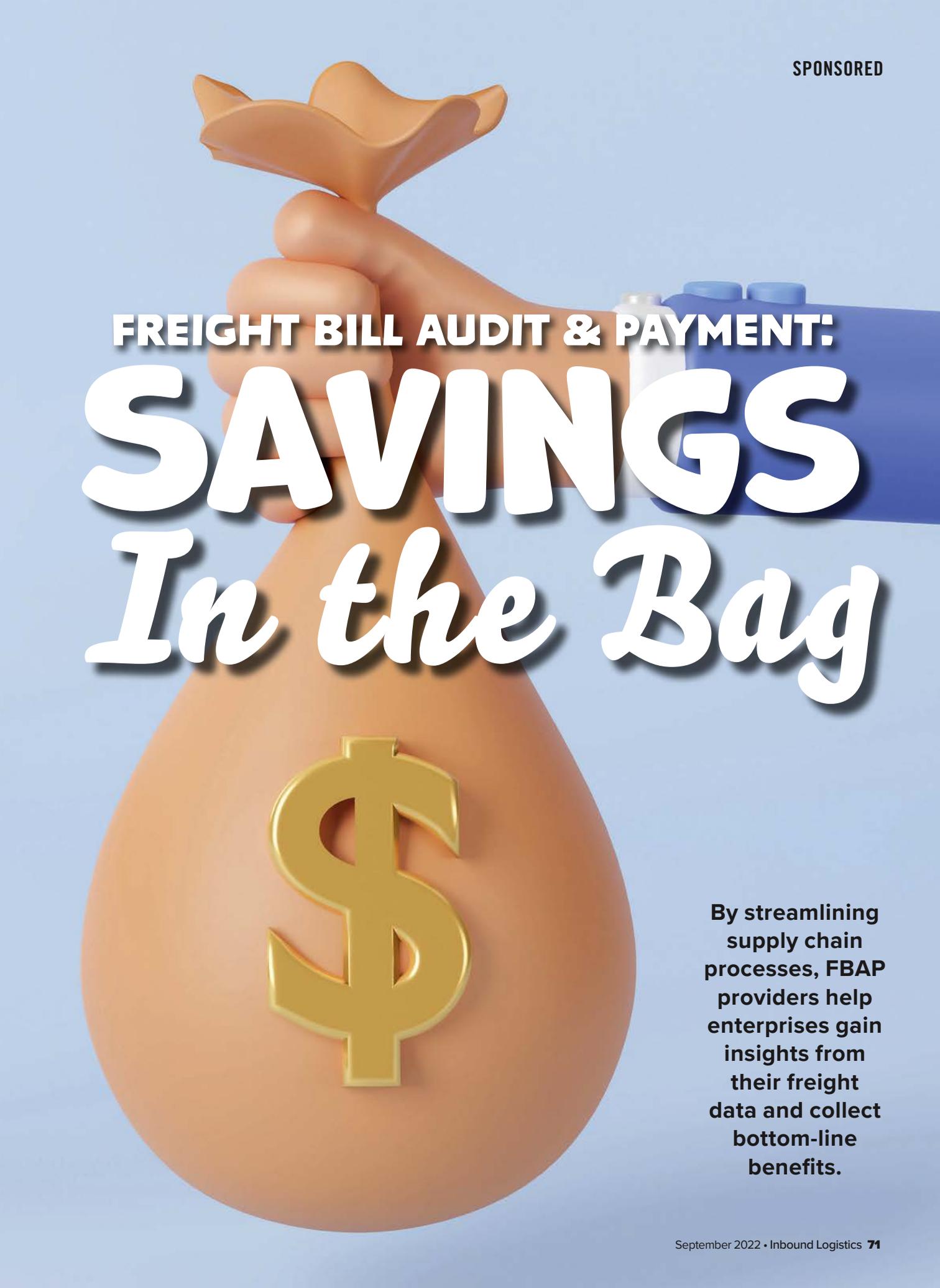
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FREIGHT BILL AUDIT & PAYMENT:
SAVINGS
In the Bag

By streamlining supply chain processes, FBAP providers help enterprises gain insights from their freight data and collect bottom-line benefits.

As much of society and the business world emerge from the pandemic and the disruptions that have upended supply chains over the past few years, it's clear that many are planning for a new normal. Supply chain professionals are using their experience to inform future decisions and build stronger, more resilient organizations and processes.

“We continue to see shippers examining the vulnerabilities in their supply chains. To manage those vulnerabilities, shippers are craving visibility and automation,” says Kristy Brown, vice president, freight payment operations with CTSI-Global, a provider of freight audit solutions and logistics information technology. That extends to freight invoice processing and auditing.

“The freight bill sits as the culmination of every other piece of transportation information,” says Hannah Testani, chief executive officer with Intelligent Audit, which provides automated freight audit and recovery, among other services. “The bill provides the complete story of a shipment.”

Along with cost information, shippers increasingly are searching for insight

from their data. “Companies come to us to take their complex transportation data and make sense of it,” Testani says.

The transportation costs shippers knew and understood prior to the pandemic have completely changed. “A lot of companies now are doing more brokerage or spot quotes, and they're struggling, in some cases, to implement audit processes for those changes,”

says Craig Cameron, vice president of sales and marketing with A3 Freight Payment, which offers freight payment, spend analytics, and business intelligence tools.

Companies are asking freight audit firms to help them quantify the drivers behind the changing costs. Is it related only to freight? Is it freight plus accessorials? Is it new accessorials?

And because costs have jumped so dramatically, “shippers are far more inclined to get back their pound of flesh,” says Tom Nightingale, chief executive officer with AFS Logistics, a 40-year provider of freight audit and payment, as well as LTL, parcel, and transportation management services.

Nightingale points to the rate to move a container from China to the United States. Two years ago, it stood at about \$800. It's now up to about \$25,000. “Shippers don't want to pay a penny more than they have to,” he says.

INCREASING COMPLEXITY

The challenge is not just that transportation rates are rising, but also that they're increasing in ways that can be difficult to decipher, says Nick Fisher, director of sales with ARTC Logistics, formerly AR Traffic Consultants. The range of additional fees and accessorials continues to



Along with transportation cost information, shippers increasingly are searching for insight from their data. And with freight bills growing more cumbersome and complicated, shippers are seeking advanced analytics about their costs.



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expand, including fuel surcharges, high-cost delivery areas, and storage fees.

“Carriers are finding more creative ways to add fees for services that historically might have been included in their rates,” he says.

THE IMPACT OF LABOR

Labor shortages are also prompting more shippers to seek the services of freight bill audit and payment firms. “A lot of companies are short-handed and don’t have the staff to perform freight audit and payment in-house,” notes Tracy Meetre, chief commercial officer with logistics provider Sunset Transportation.

The limited reinstatement of money-back guarantees for parcel carriers also impacted the freight bill market, as it required freight bill audit and payment (FBAP) providers to support new carrier transit times and revised service guide rules.

“There has been a significant drop in on-time performance among integrated carriers, and as a result an on-time delivery audit can result in significant savings,” says George Kontoravdis, president of Fortigo, which optimizes and audits logistics decisions.

As more companies ship via parcel and internationally, in addition to truckload and domestic shipments, they’re also looking for outsourced freight bill audit and payment services, says Allan J. Miner, president of CT Logistics, an FBAP provider.

Another shift is the growing market prevalence of consumer and pharmaceutical companies.

ANALYTICS IN DEMAND

With freight bills growing increasingly expensive and complicated, shippers are seeking advanced analytics about their costs.

“The settled freight bill is a single source of truth,” according to Jeff Carlson, vice president, global sales and marketing with Cass Information Systems, a provider of payment management solutions.

Many shippers are trying to understand not only where cost



The freight bill audit and payment and transportation spend management sector continues to evolve and to provide technology, software, and services that extend beyond the traditional audit offering.

increases have occurred, but also how they can rein in expenses and improve their supply chains. For example, they might assess whether sending a different type of truck to pick up their goods will help to reduce their costs in the first place.

Along with data to decipher what has already happened, shippers are seeking predictive analytics and “what-if?” scenarios. “Actionable information takes the guesswork out of company decision making,” says Jeff Pape, general manager, transportation, with U.S. Bank.

The push to digitize and eliminate—or at least reduce—paper-based processes also is gaining momentum. “Companies today continue to demand digital DIY capabilities from their providers,” Pape says. This includes streamlined processes, human and artificial intelligence-driven insights, improved data outputs and more.

FREIGHT MARKET STABILIZES

While the recent challenges and disruptions aren’t disappearing, the freight market appears to be steadily stabilizing. “We’ve gone from triage mode to out of the emergency room and into the regular hospital room, where we can do some recovery,” says Cameron of A3.

The market is transitioning away from spot quotes to more contracted freight rates. At the same time, the freight market continues to improve, a result of strong consumer demand, e-commerce activities, and retailers’ need to replenish inventories.

Freight costs are starting to come down, and we are moving to more of a shippers’ market. Yet industry insiders are still trying to figure out where the market will land. “It’s not likely we’ll return to pre-pandemic norms,” Meetre says.

Even amidst the pandemic and supply chain turbulence, the freight bill audit and payment and transportation spend management sector has continued to evolve and to provide technology, software, and services that extend beyond the traditional audit offering.

“While shippers are tasked to do more with less, freight audit and payment firms are poised to provide robust outsourced solutions that offer year-over-year, verifiable, bottom-line results,” says Keith Snavely, senior vice president, global sales, with nVision Global, a specialist in freight audit services.

These are some of the freight bill audit and payment firms providing quality services that can help shippers save money and optimize their transportation operations and spending.

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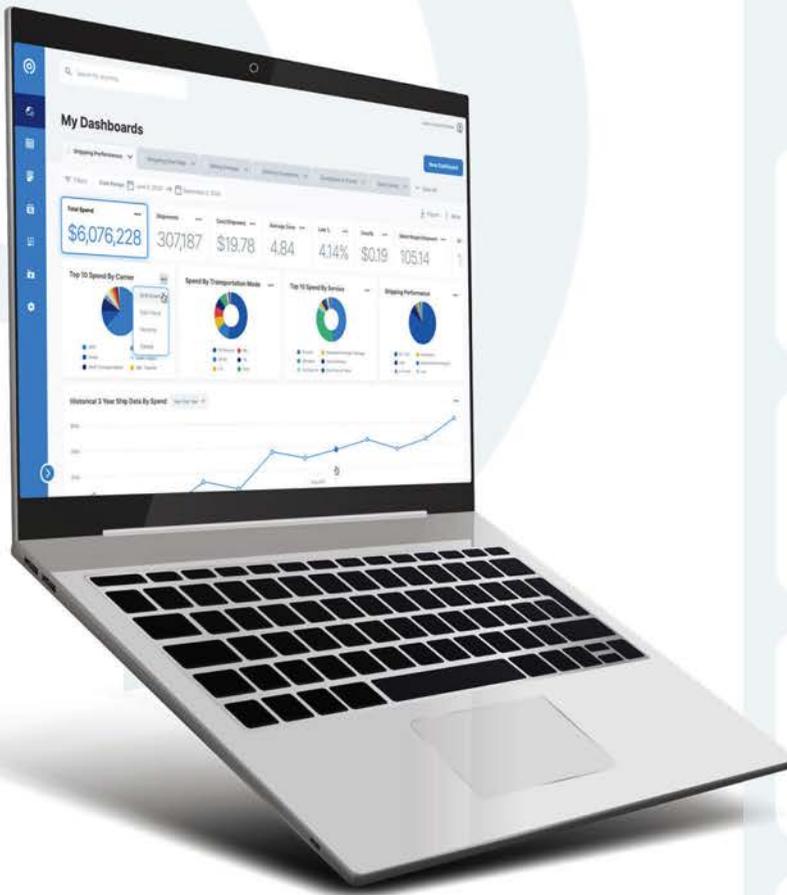


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Enriched Freight Data Provides Plenty of Opportunities for the Most Complex Freight Shippers



A3 FREIGHT PAYMENT: HELPING COMPANIES BETTER MANAGE OVERALL TRANSPORTATION SPEND

“We joke that we should know your freight invoice processing better than you should,” says Ross Harris, chief executive officer with A3 Freight Payment. Yet, this also is the goal the team at Memphis-based A3 pursues. Its approach encompasses not only the freight bill audit and payment process, but also leverages A3’s spend management solutions.

Through optimization and scenario modeling, A3 helps clients better manage their overall transportation spend. On average, A3 clients can cut about 6% from their freight spending through the freight audit, while savings from spend analytics average about 18%.

Many of A3’s customers tend to be high-volume shippers who need more than canned solutions. A3 combines freight payment, spend analytics, and business intelligence tools to deliver comprehensive, customized spend management solutions. It can support 18 languages and offers global invoice processing.

“Our core solution offers several features unique to this space,” Cameron says. One is complete electronic payments, which offer time-definitive settlement and better reporting functionality for logistics service providers.

In addition, shippers know their freight funds are tracked more accurately than is generally possible with paper checks. Data normalization and artificial intelligence solutions enhance the accuracy of the data reporting A3 can offer its customer base.

Along with searching for mistakes, A3’s optimization analysis reviews processes to identify changes that could lead to savings. This includes optimizing routing, utilizing least-cost carriers, consolidating shipments and orders, and shifting carriers, modes, or service to identify ways to save money while meeting service level requirements.

It’s not just its technology that differentiates A3 Freight Payment. Its



OUR DATA NORMALIZATION AND ARTIFICIAL INTELLIGENCE CAPABILITIES ENABLE ACCURATE ANALYSIS AND QUANTIFICATION OF SCENARIO MODELING FOR OUR CUSTOMERS.

-CRAIG CAMERON
VP, SALES AND MARKETING
A3 FREIGHT PAYMENT

team of experts will analyze shippers’ transportation data, including accessorial charges, their use of premium services, rate anomalies, minimum charge shipments, and other expenses.

Based on their findings, they’ll recommend strategies to eliminate excessive network costs that frequently go unnoticed, and then will monitor these continuously to keep waste in check.

OFFERING EFFECTIVE SOLUTIONS

A3 is seeing growing interest in its supply chain financing solution, Harris says. Through this solution, A3 enables its clients to extend payment terms with their carriers, while ensuring the carriers are paid quickly.

When it comes to safeguarding clients’ funds, A3 takes its responsibilities seriously. “We provide a bankruptcy remote structure that protects our customers,” Cameron says. If something should happen to the firm, shippers’ funds would be protected.

A3 Freight Payment also can provide its clients with a Service Organization Control or SOC 1 report. This offers written documentation of the internal controls at a service organization as they pertain to the user entities’ controls over financial reporting.

A SOC 1 report not only offers shippers assurance of A3’s internal controls, it’s also becoming a requirement within many public companies. It also can help clients reduce the scope of their own freight function audit, Harris says.

Through its data normalization and artificial intelligence capabilities, along with its routing compliance

solution, A3 helped a leading electronics manufacturer identify \$1.2 million in savings. Shipments were identified as non-compliant and re-rated to quantify the cost of the incorrect carrier selection.

Additional scenario modeling showed where the least-cost carrier was not being utilized, and the impact that contractual minimum charges had on the routing rules. The shipper was able to utilize information from the analysis to correct operational deficiencies and update routing instructions to achieve savings.

“Our data normalization and artificial intelligence capabilities enable accurate analysis and quantified scenario modeling for our customers,” Cameron says.

AFS LOGISTICS LLC: PROVIDING A COMPREHENSIVE VIEW OF FREIGHT EXPENSES

Over the past nearly two years, AFS Logistics has invested in transforming its proprietary systems, creating a “cloud-native, state-of-the-art solution with enhanced pre- and post-auditing capabilities,” says CEO Nightingale.

AFSmartAudit, part of the new, integrated AFSmart Technology Suite, offers shippers a comprehensive view of freight expenses across all transportation modes, so they can efficiently identify and resolve overpayments, billing errors and discrepancies, while also evaluating new opportunities to streamline processes.

Another module, AFSmartClaim, automates the creation, tracking, and management of overage, shortage, and damage claims.



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- Business intelligence
- Actionable analytics
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- Contract optimization





WE HAVE CREATED A CLOUD-NATIVE, STATE-OF-THE-ART SOLUTION WITH ENHANCED PRE- AND POST-AUDITING CAPABILITIES.

—TOM NIGHTINGALE
CEO
AFS LOGISTICS

Because the new interface offers automated functionalities and full visibility to a range of freight audit and payment data—such as invoice, shipping, and billing details—shippers can more efficiently and accurately manage their freight, and make faster, more informed decisions.

Over the past 40 years, AFS has completed 22 acquisitions, including some of the most successful freight services firms in the United States and Canada, Nightingale says.

As AFS has expanded, so has its client base. While historically focused on mid-tier manufacturing, distribution, and retail companies, the company has now added high-tech, retail, and automotive companies to its client list.

PRE- AND POST-PAYMENT AUDITING YIELDS COST SAVINGS

AFS processes 4 million freight bills each week and manages about \$11 billion in transportation spending each year. Among other services, it offers both pre- and post-payment auditing services. Clients typically save between about 6.6 to 8% of their transportation spend; the exact percentage varies with the mix of modes.

Consider AFS's work with a global electric distributor that operates more than 500 branches and distribution centers across the United States. Many of these locations process massive parcel and LTL volumes.

At times, outbound packages weren't properly delivered. While filing a claim would have enabled the company to get a refund, it had no process for doing so. As a result, each failed delivery was considered a sunk cost.

In addition, a lack of detailed reporting and the large number of LTL carriers with which the company was working made managing and gaining visibility to freight costs and performance difficult and cumbersome.

AFS Logistics, collaborating with a shipment visibility software company, designed a custom solution that provides access to accurate, timely transportation data and predictive insights, including parcel delivery status, location, and more.

Armed with this insight, AFS uncovered freight accessorial charge errors—including incorrect detention, reconsignment, and layover charges—that had previously been hidden.

AFS also implemented a new claims process the locations could use to file and manage less-than-truckload freight claims. In the first 15 months, more than \$238,000 was returned to the company in paid claims, while parcel savings in 2020 hit nearly \$1.2 million.

Given this, it is not surprising that Nightingale says more cargo owners and others are asking about the company's FBAP services. "We have seen a pretty dramatic increase in the number of inquiries coming to us," he says.



CUSTOMERS WILL BE ABLE TO GAIN MORE ACCESSIBILITY TO MORE CARRIER INFORMATION AT ONE TIME AND IN ONE PLACE WITH ARTC'S ENHANCED DASHBOARD AND REPORTING PORTAL.

—NICK FISHER
DIRECTOR OF SALES
ARTC LOGISTICS, FORMERLY AR TRAFFIC CONSULTANTS

ARTC LOGISTICS:

TOOLS FOR BETTER UNDERSTANDING AND CONTROL OF FREIGHT SPENDING

ARTC Logistics, formerly AR Traffic Consultants, has been providing advanced transportation management software and third-party logistics services for nearly 60 years. Its new name reflects the breadth of services the company offers, says Nick Fisher, director of sales.

These services include routing optimization, load tendering, tracking and tracing, a vendor compliance portal, and advanced analytics, among others. Each year, ARTC audits \$450 million in invoices and manages 20 million packages. On its audits alone, ARTC saves clients an average of 2 to 4% of freight spend.

The name isn't the only change. ARTC is enhancing its dashboard and reporting portal so they're easier to use with handheld devices and allow for more custom reports. They'll also provide greater connectivity with carriers.

"Customers will be able to gain more accessibility to more carrier information at one time and in one place," Fisher notes.

ARTC's freight dashboard displays key freight performance indicators. Shippers can see where their freight dollars are going, so they can better understand and control their freight spending.

CalcRate, ARTC's flagship software program, is designed to interface with most ERP systems. By pulling orders directly, it keeps shippers' accruals in balance.

The proprietary software ARTC offers can be hosted in the cloud or installed on a client's IBM iSeries computer. The programmers who developed the code handle support calls directly.

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Clients can use ARTC's freight payment software, which offers a sophisticated audit system, to perform its freight audit and payment function in-house. Or, ARTC can act as a third-party freight payor. Because ARTC's system is loaded with customer-specific carrier rates, shippers avoid incorrect carrier billings, including accessorial charges, classification errors, and fuel surcharges.

ACCESSING INDUSTRY FREIGHT DATA

As a third-party freight payment and audit company, ARTC has access to a plethora of industry freight data, Fisher says. As a result, its customers periodically receive specific rate analytics. That is, the rate components are routinely benchmarked and compared to what others in the industry are receiving.

ARTC also offers post-hoc opportunity studies and what-if scenario analyses. These help shippers determine how changes in rates or warehouse locations will affect freight costs.

Through its analytical support, ARTC recently helped one client recognize growth had increased to the point where they had outgrown their current carrier contracts. The company employed ARTC to review new carrier contracts.

These new contracts reflected the company's current, actual size, helping to lower its rates. Savings for the first six months hit about \$300,000, or about 22% of their spend, Fisher says.

CASS INFORMATION SYSTEMS: DELIVERING VISIBILITY AND TOTAL VALUE

Launched as a neighborhood bank in 1906, St. Louis, Missouri-based Cass Information Systems has grown into a global provider of freight audit and payment solutions, serving multiple Fortune 500 companies. Its experience in freight audit and payment stretches back six decades.

Along with its freight and parcel audit services, the company's business intelligence platform, CassPort, offers timely and accurate visibility to cost and

THE FUTURE OF THE FBAP MARKET

Q&A WITH IAN FAITH, KÖRBER TRANSPORTATION SPEND OPTIMIZATION

For the past 20 years, enVista has been one of the leading freight audit and payment providers. With Körber's acquisition, the company is now on a trajectory to offer even greater value to current and future clients.

What are some of the most significant recent developments in the freight bill audit and payment (FBAP) market?

The most interesting change is around the leverage between shippers and carriers and what that means to the relationship. The data shows the infusion of government stimulus money drove parcel capacity to the benefit of the carriers.

We now see the effects of inflation and rising shipping prices along with falling capacity swinging leverage over to shippers who have choices when it comes to service in most regions.

The savvy ones are revisiting their contracts to understand their options. Shippers were focused for many years on becoming a shipper of choice, meaning they were aligned and ready for their carrier's services, which should still be a business focus.

The most important development for shippers is having actionable data at your fingertips; it can be a transportation team's secret weapon. How great is it for a shipper to be able to provide excellent service to their customers while being optimized and reducing costs at the same time?

This can only be done with visibility and intelligence being applied through findings in their data.

How can Körber benefit supply chains?

Our enVista FAP Services was just acquired by Körber because of our success and future potential to serve companies with very complex supply chains. Companies with multiple DCs who have a multitude of SKUs and need services across all modes and multiple currencies are our focus. That aligns with Körber's focus on solving complex supply chain problems.

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Transportation leaders manage large amounts of disparate data in order to track and analyze their transportation spend. Financial managers want visibility to accurately spend data on a consistent basis to make informed decisions. The enVista analyst team works together to deliver enhanced visibility to transportation expenses, providing convenient access to business intelligence and accurate transportation data within a single portal, enabling critical analysis and actionable data to drive cost savings and decision making.

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Supply chains are growing more complex by the day and with the backing of such a great name, along with the experience our enVista FAP team brings to the marketplace, this is going to be game changing. Körber prides itself in helping to manage the supply chain as a competitive advantage for its clients.

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transportation information on inbound and outbound shipments across the globe. Shipment data is aggregated and normalized at a granular level, providing a comprehensive view of transportation costs.

This visibility allows shippers to analyze not just their spending, but also their operations. "Clients are asking for advanced analytics that they can leverage," Carlson says. In addition to reducing costs, they want to better manage their supply chains by, for instance, analyzing networks and traffic lanes.

And as interest rates have started to rise, shippers have shown more interest in holding onto their money for longer. Of course, carriers still want to be paid quickly. Through the Cass Financial Suite, Cass can pay carriers within a few days, and then collect from its shipper clients 60 to 90 days later, Carlson says.

FULL CLAIMS MANAGEMENT SERVICE

Among the other services Cass offers is a full claims management service. "We've taken something that's manual and labor intensive, and streamlined it," Carlson says. Here too, Cass helps clients use their claims data to learn how to reduce future claims by, for instance, changing how they build pallets.

One of Cass's clients operates seven global transportation control towers and produces 300,000 products across its various companies and divisions. Its transportation operations span 100 countries. Leadership has been steadily centralizing management of transportation operations and migrating the freight audit and payment processes for ocean, air, and parcel shipping to a central, standardized process with Cass Information Systems.

Among other steps, Cass handled responsibility for onboarding carriers. Because freight payment remains a relatively new concept in many parts of the world, Cass has had to navigate cultural barriers and provide education, particularly to carriers. It worked with the carriers in multiple



AT THE END OF THE DAY, WE DON'T WANT TO JUST KEEP CORRECTING MISTAKES. WE WANT TO FIX THE ROOT CAUSES OF ERRORS AND THEN MOVE ON TO ANALYSIS. IT'S NOT JUST ABOUT AUDIT SAVINGS, BUT THE TOTAL VALUE WE CAN PROVIDE.

-JEFF CARLSON
VICE PRESIDENT, GLOBAL SALES AND MARKETING
CASS INFORMATION SYSTEMS

ways, including developing a library of electronic invoice formats to simplify the onboarding process.

Cost savings through audits and minimizing duplicate billings at the company have ranged from 1 to 5%. As important, teams across the globe can view the same, accurate information to compare costs and other information. This visibility led to global freight rate agreements that helped save money and simplify rate management.

"At the end of the day, we don't want to just keep correcting mistakes. We want to fix the root causes of errors and then move on to analysis," Carlson says. "It's not just about audit savings, but the total value we can provide."

CT LOGISTICS: TACKLING COMPLEXITY AND PROVIDING CONTROL

FreitRater, the proprietary and global freight bill audit and payment platform developed by CT Logistics, can efficiently and accurately process complex transportation rating structures, says Allan Miner, president.

More than 20 of the largest trucking lines in North America, and more than 25 of the Fortune 1000 corporations, currently use the solution. The in-house development team behind FreitRater includes programmers with between 4 and 31 years of experience with the solution.

"In general, FreitRater identifies gross savings between the billed amount and the paid amount, averaging about 3.2%," Miner says. This is a blended average, however, and a new shipper

client who has never engaged an outsourced FBAP provider usually saves more in its first few years, he adds.

Shippers can implement FreitRater in one of several ways. They can outsource implementation and operation to CT Logistics, they can operate it under the BPAAS (Business Process as a Service) model, or as a SAAS (Software as a Service) model. Large shippers who prefer more control and a greater ability to customize the system can license it in-house.

CT Logistics has leveraged its headquarters location in Cleveland, Ohio, to work with companies in many industries in the area, including metals, automotive, chemicals, petroleum, and rubber manufacturing. It has also worked with many companies that rely on the raw materials these companies offer, including those that provide parts for vehicles, agriculture, aerospace, and other industries.

At one point, a multinational holding company for automotive and industrial original equipment manufacturers engaged CT Logistics because it struggled with a lack of visibility to its logistics spend. It also couldn't easily determine which carriers were being deployed. In addition, each business unit had its own accounts payable team and processes, limiting visibility and transparency across the enterprise.

By engaging CT Logistics and leveraging its international audit and payment services, the company gained visibility to its scoped logistics spend globally, and down to the accessorial level, Miner says. It also gained greater and more structured buying power.

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FREITRATER, THE PROPRIETARY AND GLOBAL FREIGHT BILL AUDIT AND PAYMENT PLATFORM DEVELOPED BY CT LOGISTICS, IDENTIFIES GROSS SAVINGS BETWEEN THE BILLED AMOUNT AND THE PAID AMOUNT.

-ALLAN J. MINER
PRESIDENT
CT LOGISTICS

That led to the implementation of a preferred carrier program. First year savings topped \$4 million.

BEST PRACTICE AUDIT CONTROLS

Another client, a global energy company, struggled to audit and pay its domestic and international carriers, due to limited resources. Its extensive roster of suppliers also made it difficult for the company to consolidate less-than-truckload shipments.

CT Logistics worked with the company to implement best practice audit controls and data capturing. Among other results, the company now can internally audit 40 locations, as well as distribution operations in more than 140 countries. It's also able to generate allocation and reporting at the stock-keeping unit (SKU) level for all pool points (regional terminals that accept consolidated LTL shipments) and final destinations.

Results such as these help explain why CT will celebrate 100 years in business in 2023. Not only that, it has been owned by the same family since 1965.

**CTSI-GLOBAL:
BOOSTING BUSINESS INTELLIGENCE CAPABILITIES**

Around the onset of COVID-19, Memphis-based CTSI-Global rolled out its invoice upload portal. The move, an indication of the company's focus on both technology and customer service, proved fortuitous. The volume of spot quotes jumped during the pandemic.

With more shippers and carriers working remotely, the portal provided

an efficient way for them to continue to submit their freight bills. Each day, between 6,000 and 8,000 invoices move through the portal. Once shippers upload their invoices, they can track them through the system.

"It's a very sweet tool we developed," says Kristy Brown, vice president, freight payment operations.

CTSI-Global processes 5 million freight transactions every day, which together total more than \$15 billion in freight dollars annually. The company's multi-modal audit technology automates audits, checking all duplicate, rate, discount, ancillary, and performance metrics, and generates refund processing for exceptions.

The company's audit staff boasts more than 400 years of combined experience across all modes of transportation, and in functions ranging from audit and analysis to contract management, and from exception management to payment processing.

Employees stationed in facilities throughout the world speak the local language and understand cultural nuances, and can leverage their experience to quickly address any challenges.

Currently, CTSI-Global is doing a great deal of work with parcel offerings, Brown says. Through its freight bill audit process and its business intelligence solution, CTSI-Global is helping its clients identify and leverage least-cost, small-parcel carriers as much as they can. "We're investing a lot in the parcel arena, especially around parcel manifesting," she adds.

CTSI-Global's business intelligence capabilities are another area of focus, Brown says. CTSI-Global partnered with an apparel brand that retails in more than 110 countries, including over 3,000 branded shops. The retailer's outbound U.S. domestic service includes primarily shipments from four regionally based distribution centers; these travel to wholesale, retail, and online customers.

IMPROVING THE AUDIT PROCESS

The goals of the partnership were to improve the retailer's freight audit process and data management capabilities. To achieve this, CTSI-Global performs a pre-audit, three-way match against the shipment file, carrier invoice, and rate, and then conducts cost allocations and generates a weekly pay file on all approved invoices, customized to shipper specifications.

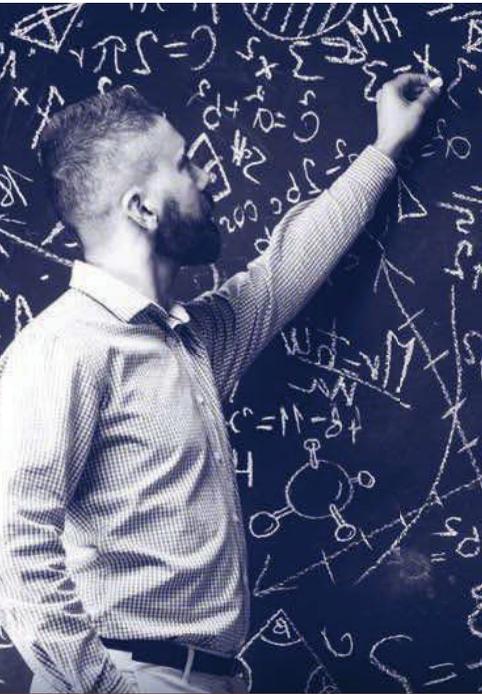
These steps create a seamless integration to the retailer's business processes. Among other benefits, this allows management to monitor key metrics like freight accruals, freight spend, and expected versus actual cost. The retailer also can track carrier performance across multiple metrics, including on-time performance, billing accuracy, and price.



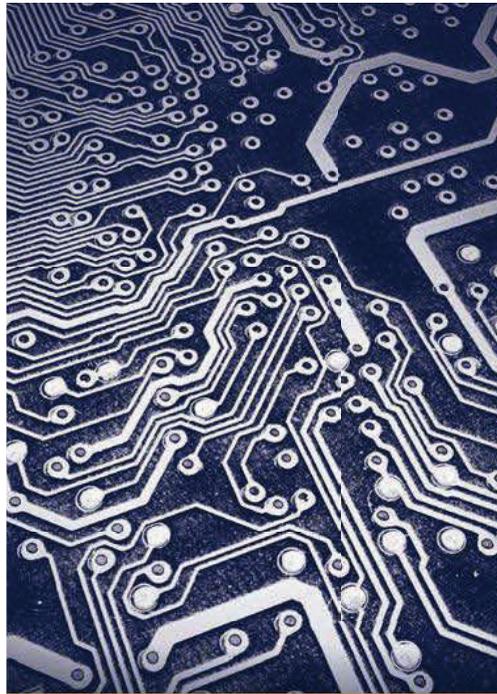
WE CONTINUE TO SEE SHIPPERS EXAMINING THE VULNERABILITIES IN THEIR SUPPLY CHAINS. TO MANAGE THOSE VULNERABILITIES, SHIPPERS ARE CRAVING VISIBILITY AND AUTOMATION.

-KRISTY BROWN
VICE PRESIDENT
FREIGHT PAYMENT OPERATIONS, CTSI-GLOBAL

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**Providing Leading
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... the leader in freight bill audit, payment and business intelligence services.



“Shippers are not just looking for traditional freight bill organizations,” Brown says. Instead, they’re looking for more advanced services, and particularly business intelligence that can help them manage increasingly complex supply chains, she adds.

As CTSI-Global continues to invest in the advanced services and intelligence that shippers need to build their businesses, it’s also growing as a company. “Customers are looking to us to support them in the United States and globally,” Brown says.

FORTIGO: MAXIMIZING FREIGHT SAVINGS FOR SHIPPERS

When FedEx recently introduced an FBAP certification program, it named Fortigo one of six FBAP providers globally to be certified for both parcel and less-than-truckload freight. “This is a recognition of our capabilities in terms of accuracy, automation, and our willingness to provide win-win solutions,” says George Kontoravdis, president of Fortigo.

The certificate also recognizes Fortigo’s emphasis on cybersecurity and its ability to protect confidential data, like shipping patterns, contract agreements, and commodity descriptions.

Fortigo, which celebrated 20 years in business in 2021, guarantees the accuracy of its freight audit process. “It’s an industry-first feature that our customers love,” Kontoravdis says.

Because Fortigo’s platform is geography agnostic, it can manage freight bills across all regions of the world and from any mode of transportation.



FORTIGO GUARANTEES THE ACCURACY OF ITS FREIGHT AUDIT PROCESS. IT’S AN INDUSTRY-FIRST FEATURE THAT OUR CUSTOMERS LOVE.

—GEORGE KONTORAVDIS
PRESIDENT
FORTIGO

“Additionally, we can pay any carrier, with any currency, in any location,” Kontoravdis says. It’s also able to tailor the freight audit process and turnaround time to customer requirements.

ONE-STOP TMS

Along with its freight audit and payment solution, Fortigo offers a one-stop transportation management system (TMS) that can handle any type of shipment. “This allows for the closed-loop system that empowers Fortigo to identify compliance anomalies with vendors, saving money and time for our customers,” Kontoravdis says.

In May 2022, Fortigo’s integration with the Uber Freight platform went live. This allows Fortigo clients to continue viewing contracted rates within their established carrier network, while also viewing Uber Freight’s real-time dynamic pricing inside the Fortigo TMS. As a result, they can maximize freight savings.

Fortigo continues to expand its offerings to adapt to the changing logistics environment. Over the past year or so, it has added more than 85 new features, such as integrations with airline cargo systems, to its solution.

First-year savings for customers

switching from manual processes to Fortigo’s solution generally range from 7 to 10% for freight audit, Kontoravdis says. Established customers typically see annual savings of about 1 to 4%, with the exact rate depending on the volume of shipping and complexity of their transportation network.

From its start 20 years ago, Fortigo has focused on growing organically and by always ensuring it could meet its customers’ needs. Fortigo works with several of the top airlines. When the pandemic hit and governments around the world issued stay-at-home orders, airlines were forced to quickly respond to diminished demand in all aspects of the business.

“Time-sensitive execution strategy changes were urgently needed,” Kontoravdis says. Fortigo’s streamlined, all-in-one software-as-a-service (SaaS) delivery model allowed its airline clients to rework and re-optimize their supported supply chain channels overnight and make necessary changes hourly. This empowered front-line workers to continue executing, based on updated company strategy, ensuring hard-dollar savings.

INTELLIGENT AUDIT: OPTIMIZING SHIPPING NETWORKS AND MODES

As supply chain disruptions increased over the past few years, many companies started to try to manufacture and source from vendors in more countries, in their efforts to diversify and lower their sourcing risk. These shifts have also prompted many companies to engage



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—HANNAH TESTANI
CEO
INTELLIGENT AUDIT

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Intelligent Audit to provide business analytics that can help them identify opportunities to reduce costs and improve their operations, says Hannah Testani, CEO.

To help its clients accomplish this, Intelligent Audit's solution examines more than 150 service points across all transportation modes, identifying service-related issues, residential surcharges, dimensional rates, and duplicate billing, among other issues.

Its business intelligence platform allows clients to access and visualize data so they can optimize their shipping networks and transportation modes, and manage transportation costs in real time, among other capabilities.

DEEP LEARNING CAPABILITIES

Intelligent Audit's technology leverages deep learning models (DLM). A form of artificial intelligence originally proven to be successful for self-driving cars, the healthcare space and fraud protection, Intelligent Audit's proprietary machine learning algorithms are able to find anomalous patterns in their customers' data with precision.

So, even when a company's transportation spend looks consistent on a macro, enterprise-wide level, DLM can pick up spikes or other issues impacting one part of it. "It can see, for instance, a spike in the cost per kilogram in a specific lane," Testani says. Then, with the prescriptive analytics, shippers can take action before a small anomaly becomes a bigger problem.

In examining freight expenses for a large retailer, Intelligent Audit's DLM technology noticed that the average cost per shipment for several locations had spiked. Intelligent Audit provided the anomalous information to the shipper accompanied by actionable intelligence to contextualize the issue.

Further examination revealed new items were being shipped from these locations in packages that prompted handling surcharges; these SKUs either needed to be marked up when charging e-commerce customers or offered only as pick-up, in-store items.



QUESTIONS TO ASK WHEN EVALUATING FBAP FIRMS

Before you sign on the dotted line, consider these must-ask questions:

- 1) **How established is the firm?** Ask how long the company has been in the core FBAP business, and how long its ownership has been active in running the business. Ideally, the company and its leadership will have some history in the industry.
- 2) **Does the company perform the audit work itself?** Some outsource to white-label providers.
- 3) **What exactly does the company provide?** Get the specifics.

It is also important to ask:

- 1) **How does the company treat carriers?** Shippers need to maintain strong relationships with their carriers, and the freight audit team can impact their efforts. Rather than simply blame the carrier for any errors, the audit firm should work collaboratively with carriers to identify and fix the causes of mistakes.
- 2) **What is the current state of their technology and what are the planned investments?** "While none of us know what will happen or how technology will change, you want a freight bill audit and payment company that is willing to make investments," says Jeff Carlson, vice president, global sales and marketing with Cass Information Systems.
- 3) **Can the company help you become a smarter shipper?** The information it provides should enable you to more effectively manage your transportation and logistics operations.

CONTINUED ON PAGE 90



LOSING CONTROL OF YOUR FREIGHT COSTS?

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Without Intelligent Audit's detection algorithms and its team of data scientists, the retailer probably wouldn't have noticed the surcharges until they grew so great they impacted overall freight costs. "With our technology and team, we help shippers leverage data to enable them to be smarter shippers," Testani says.

It's not only its relationships with shippers that are critical to Intelligent Audit. It takes a collaborative approach when working with carriers. "When there's an exception, we want to make carriers aware of it and work with them to correct it by showing them the root cause," Testani says. "We don't just blindly short pay."

This approach helps shippers, who also need to maintain strong relationships with their carriers.

Launched in 1996, Intelligent Audit is woman-owned. It recently was certified by the Women's Business Enterprise National Council (WBENC) as a tier-1 diversity spend supplier. WBENC validates businesses that are at least 51% owned, operated, and controlled by one or more women.

SHOW ME THE MONEY

About 20% of the Fortune 50 work with Intelligent Audit. In 2021, it audited more than 1.1 billion shipments, accounting for more than \$31 billion in transportation spend. Clients typically save between 2 and 20% of their transportation spend, with most saving about 5%.

"It's a fun time to be a technology company in the supply chain space," Testani says. "We're looking to continue to help shippers be smarter shippers."

QUESTIONS TO ASK (CONTINUED FROM PAGE 88)

4) **How important is an analytics platform?** Do you want to have to call a team of people every time you have a question, or are you looking for a self-serve solution?

Also watch for and be wary of companies that offer limited data capture with no data normalization and/or cleansing.

5) **What safety measures are in place?** Ask about a SOC 1 report and audited financial statements. All audit firms should keep client funds separate from their own.

Data protection is also important. "Freight bills contain reams of valuable information about your supply chain," notes Jeff Pape, general manager, transportation, with U.S. Bank. The company should keep your information—along with your funds—separate and secured.

6) **How global is the provider?** If you operate—or plan to operate—in multiple countries, you want a provider that can accommodate varying regional requirements, languages, and zones. It should be able to remit payment globally through in-country bank accounts and provide a global data warehouse containing all transportation activity.

nVISION GLOBAL: STREAMLINING SUPPLY CHAINS WITH CUSTOM SOLUTIONS

nVision Global offers seven full-service processing centers on three continents, spanning multiple time zones, and staffed with experts fluent in local languages and able to provide regional expertise, says Keith Snavely, senior vice president, global sales, with nVision.

Many of the company's clients are multinational corporations that need a provider that can offer freight audit and payment services around the world and for all modes of transportation-related invoices, while providing a single, global data warehouse, Snavely says. They're also looking for analytical tools that can help them lower transportation spend.

nVision can meet these goals. "By providing our customers with a single, global data warehouse and analytical tools, we are able to help them optimize

and streamline their global supply chains," Snavely says.

Companies of all sizes rely on nVision's world-class freight audit and payment solutions to provide year-over-year verifiable bottom line savings, he adds.

Among other capabilities, nVision's customizable audit solution can incorporate shippers' edits, validations, and business rules. "We don't have a canned solution we try to squeeze clients into," Snavely says.

nVision also provides images of all invoices, including EDI, along with all supporting documentation. Because nVision operates on a single, global processing application, it can provide clients with one global data warehouse of their supply chains.

A \$1.3-billion supplier of automatic test equipment and interconnection systems contacted nVision for its help in efficiently managing freight invoices for its transportation providers in multiple countries who worked in multiple currencies—including Mexican pesos, Malaysian ringgits, Chinese renminbi, and U.S. dollars—for multiple divisions.

The company needed a "solution that would allow them to roll up the total spend of each division

BY PROVIDING OUR CUSTOMERS WITH A SINGLE, GLOBAL DATA WAREHOUSE AND ANALYTICAL TOOLS, WE ARE ABLE TO HELP THEM OPTIMIZE AND STREAMLINE THEIR GLOBAL SUPPLY CHAINS.

-KEITH SNAVELY
SVP, GLOBAL SALES
nVISION GLOBAL

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CONTINGENT RECOVERY OF OVERBILLINGS & OVERPAYMENTS



CONTINUOUS PAYMENT & BILLING IMPROVEMENTS



SIMPLE, SWIFT, STRAIGHTFORWARD

into one global database,” Snavelly says. nVision’s Global Invoice Audit & Payment Solution met the company’s needs.

GLOBAL VISIBILITY DRIVES INSIGHTS

By gaining global visibility to its spending in real time, the company could capture total transportation costs across all its business units, as well as the volumes handled by each service provider. This visibility also enabled the company to reduce the number of suppliers it was

using and ensure it was receiving the best possible contracts the market could offer.

On top of this, it could achieve savings through the freight invoice audit and by reducing internal administrative costs and transportation costs. “It has been able to realize year-over-year savings, along with supply chain efficiencies and productivity gains,” Snavelly says.

The global expertise and robust, proprietary technology nVision offers benefits companies across all industries.

Its customers routinely realize savings in their annual transportation spending of 8 to 12%, as well as an additional 1 to 2% savings by reducing duplicate billings. This is in addition to the savings realized by engaging nVision Global to process their transportation invoices, Snavelly says.

SUNSET TRANSPORTATION: SHORING UP AND FORTIFYING SUPPLY CHAINS

The pandemic and related supply chain disruptions elevated supply chain and logistics operations to the board level, says Tracy Meetre, chief commercial officer, Sunset Transportation. It also prompted many shippers to look for partners that they can be confident will help them navigate whatever global supply chain disruptions occur in the future.

“They want to know their supply chain has been shored up and fortified,” she adds. That’s helping to boost Sunset Transportation’s business.

Through Sunset’s flagship logistics management program, its employees become extensions of the shipper’s logistics team. By their work together, shippers gain the visibility, information solutions, and reporting they need to expertly manage their logistics operations and spending. “They also gain additional expertise that they can tap into when disruptions occur,” Meetre says.

Sunset Transportation is a St. Louis-based, second-generation, logistics company. It’s certified as a women-owned business through the Women’s Business Enterprise National Council (WBENC) and women hold half of all leadership roles. Sunset makes five promises to every customer: savings, visibility through technology, data-driven decisions, continuous improvement, and relationships rather than transactions.

Sunset’s shipper platform, LOGIK, offers visibility to order data, in-transit tracking, and shipping performance metrics to provide shippers the insight that can guide their decision-making.



WHEN TO HIRE AN FBAP FIRM

When should a growing company consider engaging a freight bill audit and payment firm? While no single answer will fit every company or situation, the following considerations could be signs it’s time to consider a FBAP firm:

- 1) A lack of visibility and understanding of your transportation spend.
- 2) A loss of core transportation resources. If you’ve lost employees with expertise in freight audit, engaging an external FBAP firm may make sense.
- 3) You’re unable to audit your freight bills and accessorial charges on a timely basis, and/or you can’t ensure you’re not paying duplicate invoices are also signs it’s time to consider an outside provider.
- 4) Consistently lacking accurate spend information, drowning in inefficient invoice management processes, or not auditing each bill are good signs that engaging a partner would be well worth it.
- 5) When you’re looking to gain more insight from your transportation data, such as trend analysis, it’s time to consider an audit firm. “We do this day in and day out and can offer the service,” says Kristy Brown, CTSI-Global.
- 6) You’re not sure you’re shipping at the right service levels with the right carriers in select zones. You may find ground service and 3-day service arrive the same day with varied charges. “An FBAP vendor can spot these common issues and alert your team,” says Ian Faith, Körber.



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-TRACY MEETRE
CHIEF COMMERCIAL OFFICER
SUNSET TRANSPORTATION

As part of this platform, the Pay LOGIK freight audit and payment system works across all transportation modes. It reports on freight invoice and data management in a configurable customer dashboard, helping customers streamline their logistics accounting processes.

FBAP SOLUTION INTEGRATED WITH FREIGHT MANAGEMENT

A solid freight audit and payment solution is best when it's coupled with a good freight management solution, Meetre says. A logistics management provider, like Sunset, can bring technology to the table and help shippers negotiate rates, lower costs, and gain visibility throughout the order-to-cash process. Shippers then can couple this with a solid freight audit and payment process.

Sunset worked with a manufacturer of sewing machines, vacuum cleaners, and other products to provide it with visibility to its supply chain, among other capabilities. For instance, Sunset's freight audit and payment service began reviewing spending on parcel services, an area that previously lacked transparency. To accomplish this, Sunset is able to collect data at the shipment level in real time.

"Logistics management companies like Sunset can improve their processes all the way from the point of order origination and customer service through the transit process and into freight audit and payment," Meetre says.

As a result, it's able to provide a solid, streamlined solution. Sunset also can offer the safeguards and supply chain

and logistics expertise a company needs when its supply chain is disrupted.

"We provide shippers with all the expertise, technology, and assurances they need as they navigate the ups and downs of the industry," Meetre says.

TRANS AUDIT: PROVING A SECOND LEVEL OF INSURANCE AT NO COST TO CLIENTS

Through its focus on post-payment audit work, Trans Audit has won multiple awards, and returns tens of millions of dollars to its clients each year, says Chad Kennedy, chief executive officer and president. Trans Audit performs transportation post audits across all modes, all industries, and throughout the world, with multiple locations in the United States and a presence in Europe, Singapore, and China.

Over its 45-year history, Trans Audit has delivered more than \$1 billion in benefits to its clients. "We take pride in facilitating simple, swift, and straightforward recoveries," Kennedy adds.

A key theme of the company is "the client's ease of service initiation

and utilization," Kennedy says. From onboarding and data ascertainment to identifying, submitting, and resolving claims, Trans Audit handles the majority of the work, leaving very little for clients to manage.

PROFESSIONAL, PROVEN PROCESS

"Trans Audit's client-centric approach provides significant benefit with minimal client involvement, typically less than one hour monthly," he adds. "We have a structured, professional, collaborative, and proven process that is very simple to establish and manage."

"Because Trans Audit works on a contingency basis, it sits outside the budget," says Vikki L. Van Vliet, senior vice president of sales and marketing. At the same time, "Trans Audit, through its recoveries, provides a direct infusion to clients' bottom lines," she adds.

Trans Audit provides modal and cross-industry expertise and does not rely solely on automated reviews of transactions. Trans Audit assigns SMMEs, or subject matter modal experts, within each client team.

"We have extensive transportation-savvy staff examining transactions to not only ensure contract compliance, but also to confirm if all charges make logistical sense," says Peter Kerwin, director of onboarding and operations for Trans Audit.

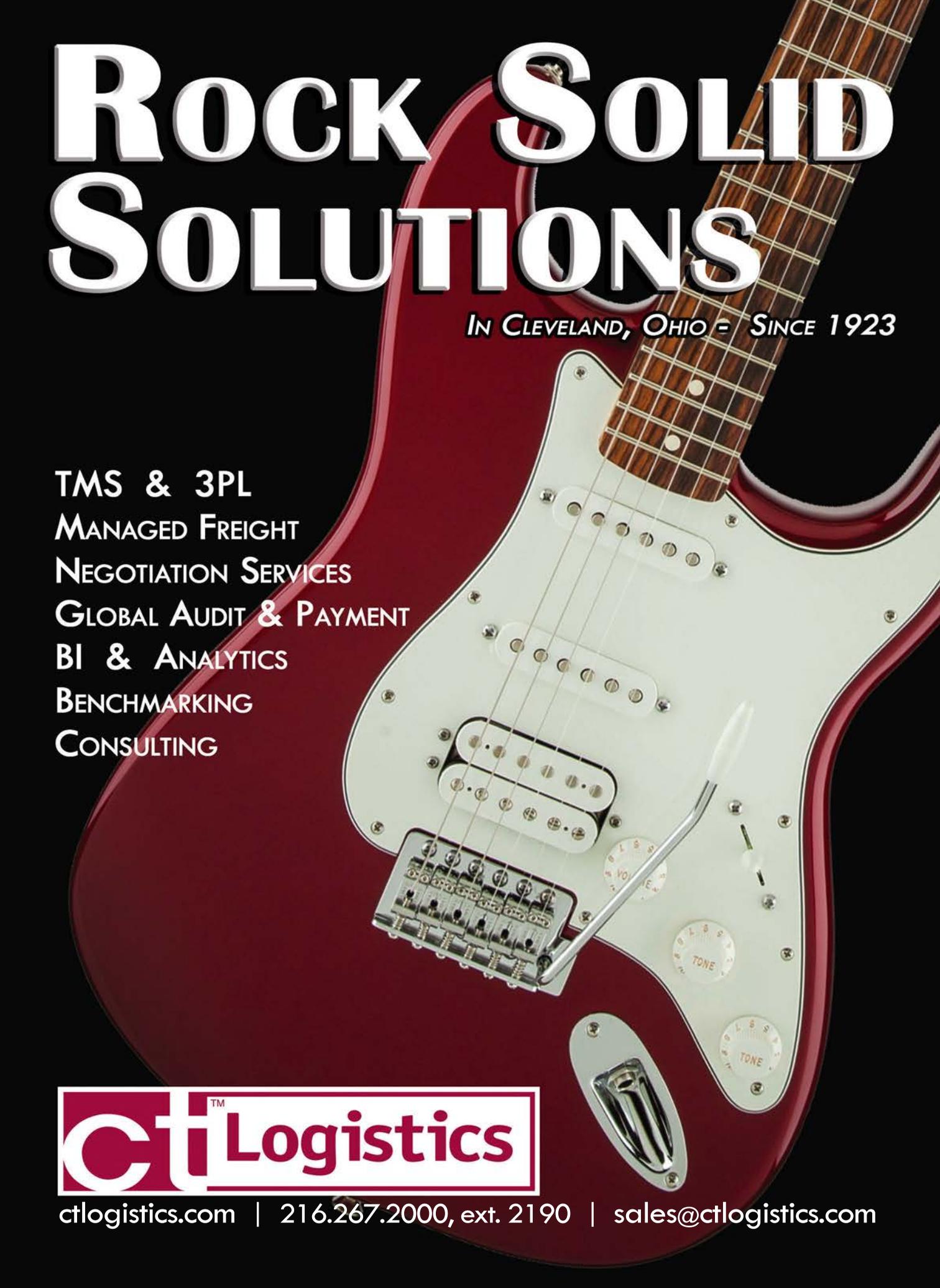
"As a result, Trans Audit provides insight and value that goes above and beyond monetary recoveries," he adds.

A differentiating feature is Trans Audit's consistent investments in new technology. A prime example is TransPortal+. After being first to market

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-CHAD KENNEDY
CHIEF EXECUTIVE OFFICER AND PRESIDENT
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with web-based reporting in 2007, TransPortal+ represents another step in the evolution of Trans Audit's Client reporting and technology deployment. This proprietary, robust, MS Power BI-based platform provides clients with key analytics and metrics, business intelligence, and reporting that is flexible and rich in information.

Trans Audit clients can leverage the data to take corrective action. For instance, clients can use the platform to determine which carriers are billing accurately, and which are not. They can also use the platform to implement procedural improvements.

Combining information, technology, and modal expertise enables clients to efficiently take steps, such as working with their carriers or adjusting internal processes, to ensure payments are made accurately and recurring errors are corrected, says Van Vliet.

Trans Audit works collaboratively with its clients as well as with their freight audit and payment providers and carriers.

"We view ourselves as a value-add to the freight audit and payment process," says Kerwin. "We add value, as we have more time, and technical and modal resources devoted to the audit, so we can perform deeper analysis."

As a result, while the majority of Trans Audit's clients also use freight audit and payment providers, Trans Audit still returns substantial refunds year over year.

"We are the second level of insurance at no cost to our clients," Van Vliet adds. "It's low-risk, low-effort, and high-reward."

U.S. BANK: PROVIDING VALUE TO BOTH SHIPPERS AND CARRIERS

As a bank in the freight audit and payment space, Minneapolis-based U.S. Bank focuses on technology, security, reliability, and delivering solutions that offer these qualities, says Jeff Pape, general manager, transportation, with U.S. Bank.

For instance, U.S. Bank's multi-year investments in technology and data analytics help provide actionable insights that can help shippers improve their operations. "And through our consultative approach, U.S. Bank offers recommendations that provide value to both shippers and carriers," Pape says.

U.S. Bank also is able to help shippers enhance their working capital by extending transportation payments to 60 or 90 days without renegotiating contracts.

Through its supply chain finance offering, U.S. Bank pays carriers upon invoice approval, and then the shippers pay the bank according to the contract terms. This service also helps shippers improve their carrier relationships, as carriers no longer have to wait for payment for 30 days or more.

Especially in an era of tight capacity, maintaining strong relationships with carriers is critical to shippers' ability to maintain healthy supply chains. U.S. Bank's Freight Payment platform provides end-to-end visibility for both shippers and carriers.

"The platform enables shippers to deliver dependable and predictable payments to their carriers. It also helps them resolve exceptions quickly and

reduce errors by collaborating online and in real time," Pape says.

U.S. Bank helped a large North American retailer speed its audit function and its process for approving carrier invoices. To start, the team at U.S. Bank onboarded \$800 million in carrier invoices in less than 30 days.

"With our precision business rules, we quickly audited and approved their backlog of invoices, some more than 90 days past due," Pape says.

Going forward, carriers can now get paid in as quickly as 24 hours following the bank's receipt of the invoices. These changes help the retailer maintain solid carrier relationships.

OFFERING TREMENDOUS VALUE AND BENEFITS

As more transactions are conducted online, U.S. Bank's Small Parcel solution also offers tremendous value and benefits. A large company in the aerospace and automotive industries was struggling with its internal routing guide compliance. The U.S. Bank team developed a cost model that compared two dominant parcel carriers, while normalizing for contract differences, such as dimensional weight divisors and service levels.

"The initial model uncovered more than \$1 million in savings for just two divisions," Pape says. The company has since asked U.S. Bank to deploy its unique model to support similar analyses for other divisions.

Security remains top of mind for many shippers, given ongoing stories of ransomware and other cyberattacks. "U.S. Bank has a world-class, Tier IV data center that hosts mission-critical servers and systems in a reliable, fault-tolerant, and secure environment," Pape says.

"One hundred percent of the payment and servicing functionality we offer is operated within U.S. Bank," Pape says. "We are a heavily regulated financial institution and, as such, our processes and systems are designed to protect our customers' funds, and their data." ■



U.S. BANK'S FREIGHT PAYMENT PLATFORM ENABLES SHIPPERS TO DELIVER DEPENDABLE AND PREDICTABLE PAYMENTS TO THEIR CARRIERS. IT ALSO HELPS THEM RESOLVE EXCEPTIONS QUICKLY AND REDUCE ERRORS BY COLLABORATING ONLINE AND IN REAL TIME.

—JEFF PAPE
GENERAL MANAGER
TRANSPORTATION, U.S. BANK



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5 WAYS TO STEP UP YOUR WMS GAME

A play-by-play guide to choosing the warehouse management system that will help you win the supply chain.

By Tom Gresham

Selecting a new warehouse management system (WMS) can be a dizzying experience. The selection process requires that companies sort through a variety of vendors and systems to narrow their focus to the solution that is the best fit for their unique operation.

The decision is crucial. An effective WMS plays an essential role in a productive warehouse operation—and in your supply chain as a whole.

The number of variables that shippers need to consider when selecting a WMS requires a proven methodology to their approach. Otherwise, “they risk madness,” notes Amit Kirpalani, vice president, supply chain solutions for enVista, an Indiana-based software, consulting, automation and managed services provider recently acquired by Körber.

Here are five key steps that should be part of any WMS selection process.

1 Know thyself. Looking internally with a thorough analysis of your company’s business and IT requirements is an important step to ensure you include the right solution on your short list of vendors.

If you are not clear on your requirements—if you oversimplify them or miss key needs—then “you run the risk of selecting a sub-optimal solution,” Kirpalani says. “You need to ask what it is that you’re trying to get out of your WMS.”

Different industries, for instance, have different needs.

“It is important to understand the nature of the commodities being managed and shipped,” says Tim Wolin, senior vice president and founder of Wolin Design Group, a California-based provider of supply chain management software solutions.

Shippers should consider hiring a consultant who specializes in warehouse operations and can help

throughout the selection process, including understanding the core requirements.

Companies should strive to understand what is driving them to invest in a new WMS. Looking inward includes defining your challenges—such as service issues or inventory accuracy—and defining the processes that need improvement.

When shippers understand how complex their operation is they can understand how sophisticated a WMS they need. Too often, shippers “don’t pay enough attention to their requirements,” notes Amit Levy, executive vice president, customer solutions and strategy at Made4net, a New Jersey-based provider of supply chain execution and warehouse management solutions.

“Shippers share how they do things and often expect the vendor to identify areas for improvement,” Levy says. “But it is not the WMS vendor’s job to analyze operations and identify those challenges.”

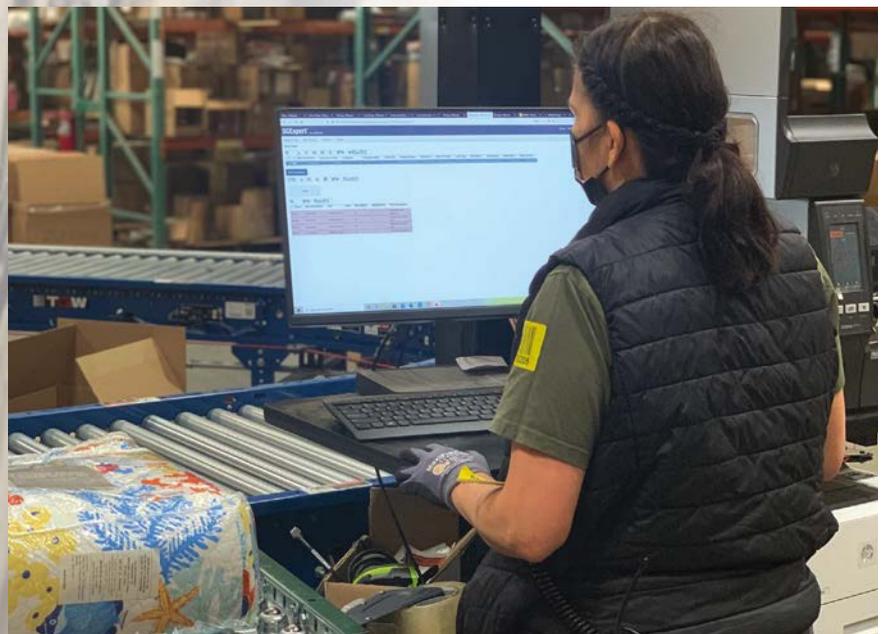
2 RFI to RFP. Shippers typically start with a request for information (RFI) to a large group of vendors. They then narrow that list to a smaller group of three to five vendors that they solicit for a request for proposal (RFP).

Once you select the short list of WMS vendors to consider, build a list of requirements.

“A supply chain consulting firm can provide RFP templates that you can use,” Levy says. “Consultants can run this process for you and guide you through it.”

“If you choose to do the RFPs on your own, build a list of requirements—a spreadsheet of a requirements matrix—send it to all the vendors and request their response,” he advises.

“Build a score sheet that allows you to collect all the answers from the different vendors, and then assign a score to each piece,” Levy adds. “Using this scoring sheet to understand the strengths and weaknesses of each vendor can help you find the right fit for your organization.”



Some WMS solutions contain a labor management component. Made4Net's LaborExpert, for example, can help companies evaluate and improve current processes, and track progress toward labor performance and utilization goals.

PHOTO: MADE4NET



Many warehouse management systems, such as SnapFulfil, are highly configurable and can adapt to meet evolving fulfillment demands.

Dig below the surface on price, recommends Brian Kirst, vice president, sales and business development for Synergy North America, a Colorado-based WMS.

“Successful WMS adoption is all about foresight rather than hindsight, so when evaluating WMS suppliers be sure to check their rate structure and recurring fees,” he says.

“Understanding how rates and fees impact your own business projections keeps total cost of ownership low and manageable,” Kirst adds.

He recommends asking three questions to get an idea of how deeply you’ll need to dig to get to an accurate calculation:

1. What percentage of total revenue comes from professional services—not including implementation?
2. How many engineers carry a billable hour requirement?
3. What is the services hourly rate and is that flattened? Or are there specific rates for various tasks such as development, testing, integrations, administration, and technical documentation?

“If your WMS supplier receives most of its lifetime revenue from other chargeable activity, then there will be serious and expensive commitments to pay for at frequencies long through your partnership,” Kirst notes.

3 Talk to other clients. Once you narrow the field of potential vendors, conduct reference checks to get a clearer picture of what working with a particular WMS vendor and solution will look like. Speaking with a vendor’s clients should provide unvarnished feedback about customer service, ease of use, and other issues.

“Reference checks allow potential clients to ask questions directly of other clients who have implemented these solutions in the past,” Kirpalani says. “They can have candid conversations about what works and does not work for them.”

Levy agrees that reference checks are invaluable when researching a vendor’s customer support capabilities.

“Talk to customers and get their experience in working with the vendor support desk,” Levy says. “How knowledgeable is support? How often do they have to escalate? Look at key performance indicators such as average of number of tickets, time to respond, and time to resolve. WMS is mission critical; it’s a big issue if it stops working.”

4 Demos are revealing. Once you narrow your list of contenders to two or three, a demonstration of each WMS provides hands-on understanding of how they work in action.

“If the shipper has specific scenarios

or concerns about the ease of use, I recommend that they provide scripts for key processes and ask the WMS provider to walk through these processes,” Wolin says.

Seeing the system in action is the best way to understand the user experience.

“Be specific on what you want to see in a demo,” Levy says. “Build a ‘scripted demo’ that represents your daily operation. In these scripted demos, each vendor will show you how your day would look using their system. You’ll get a good feel about the system’s ease of use and if it is a right fit for your operation.”

Demos work best when you “make sure the right people are in the room,” Kirpalani says. “It’s not just executives and decision-makers, it’s also the people who actually use the systems.

“When we bring the right people in—the receiving supervisor, the shipping supervisor—they can see what the steps are to execute a certain process,” Kirpalani says. “They can see if it clears their comfort level and decide if it is too complex or will make life easier.”

During demos, Levy recommends paying special attention to navigation and data visibility. “Spending too much time looking for data across the system can be exhausting and overwhelming for end users,” he says.

He provides a simple example. “When you manage the outbound shift, you need to have the entire operation displayed on the wave management screen so you can track the progress of all your orders, loads, tasks, and labor, as well as any challenges, alerts, or exceptions,” Levy says. “This is key to ease of use and the ability to perform the work.”

5 Look ahead. Selecting a WMS is not just about picking the right system for the moment. It’s about choosing the right system for the years ahead, too.

“Think about your future needs from a scalability standpoint,” Kirpalani says. “If you think that in the next two or three years, you might need a transportation solution, an inventory allocation

solution, or a solutions that uses artificial intelligence or machine learning then you can decide to go with a vendor that is making the right level of investment in these areas.”

Put future plan scenarios in front of each vendor and see how they support them. Future plans or needs should be part of the discussion from day one.

“For example, ask the vendor about their plans for automation?” Wolin says.

“Do they plan to add different shipping channels in the future? Do they plan to switch ERP systems? Do they plan to enter into different markets or expand geographically? Weight these future plans based on whether they are near-term or distant considerations.”

Forward-thinking companies also will want insight into a WMS vendor’s level of sophistication going forward, based on factors such as how much they are

investing in research and development, and how quickly they have adopted the newest, most effective technological advancements in the past.

“You want information on where the WMS vendor is currently and what its roadmap to the future looks like,” Kirpalani says.

For WMS users, the vendor’s roadmap could hold important answers about their own futures. ■

10 WAYS A WMS CAN SOLVE RETAIL DISTRIBUTION CHALLENGES

Major changes in the retail landscape have accelerated rapidly in the past few years, and with that change comes new challenges for retail distribution operations. Retailers can overcome many of those challenges with a best-in-breed warehouse management system (WMS). Here are 10 ways a WMS can help your operation become more agile and more efficient, faster and smarter.

1. Use the Labor You Have More Efficiently

Labor shortages abound, but a top-notch WMS will help you use what you have to the best advantage. Through task prioritization and performance monitoring, your WMS can help employees on the floor do more with their time.

2. Keep a Tighter Leash on Inventory

Top-rated warehouse management systems can help you track inventory to the case in real time. Since inventory control and visibility are serious issues for many retail distribution operations, improving inventory management via a better WMS is a common-sense solution.

3. Help Get Products to Customers in New Ways

A good WMS will help you get products where they need to go in exactly the way it was originally set up to. A great WMS will help you evolve the way you get products to their end destinations, opening up new omnichannel distribution solutions to your company through agility and adaptation.

4. Help Get Products to Customers Faster

A quality warehouse management system helps inventory get through your warehouse and on to its final destination faster. It can help you prioritize which products should move first and how they should move to ensure consistent customer satisfaction.

5. Handle Store Allocations

When there isn’t enough inventory to supply all stores, the WMS can look in real time and run an analysis of how to allocate the product.

It can also handle distributing new items or slow-moving items to stores without orders.

6. Give You Better Data

Data makes the cogs in a warehouse keep turning just how they’re supposed to. An ideal WMS collects data at every touchpoint so that you know where you stand, and provides insights into how you can do better.

7. Keep Shipping Costs Down

When you keep a better handle on your inventory, you can plan shipments better so you don’t have to rely on the spot market to keep items available. Since shipping rates are incredibly volatile, this WMS benefit is rapidly becoming a priority for many retailers.

8. Simplify a Complex Supply Chain

Today’s warehouses often have to cope with thousands of unique SKUs and ever-changing rules. A great warehouse management system can help companies see over the top of the complexities, integrating seamlessly with solutions, equipment, and other technology up and down the supply chain.

9. Provide Better Visibility

End-to-end visibility is more than a buzz phrase; it’s the future of supply chains. A world-class WMS helps you collect and interpret data to provide more visibility across your entire network.

10. Improved Visibility Leads to Better Customer Service

Everything in retail comes down to customer service, whether you’re standing in a brick-and-mortar store or at home with your shopping cart. A more effective, more efficient distribution operation translates to happier customers.

—Amit Levy, Executive Vice President, Customer Solutions & Strategy, Made4net



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WMS GUIDE 2022

Warehouse Management System (WMS) solutions help streamline order fulfillment, increase inventory accuracy, and optimize equipment utilization. This short list of leading WMS solutions can help your enterprise react agilely and quickly to meet today's new customer demands.

COMPANY	PRODUCT	DESCRIPTION
3PL Central, An Extensiv Company El Segundo, CA 3plcentral.com 888-375-2368	3PL Warehouse Manager	Cloud-based WMS solutions to help 3PLs focus on customer satisfaction, operate more efficiently, and grow faster. As the backbone of a company's operations, the WMS manages inventory, automates routine tasks, and delivers complete visibility.
Argos Software Fresno, CA argossoftware.com 559-227-1000	Abecas Insight	Fully integrated WMS and accounting system with EDI connectivity to all major ERPs, virtual access, multi-level scanning, first in/first out, and lot/sub-lot traceability.
ASC Software Dayton, OH ascsoftware.com 937-429-1428	ASCTrac	Manages the use of warehouse resources, space, and equipment. Flexible configurability provides total control of warehouse distribution—from receiving, putaway, and replenishment to physical/cycle counts, customer and order picking, shipping, and productivity management. Scalable for any size business or complexity level. Extensive lot and serial track-and-trace, including full product recall processes.
AutoScheduler.AI Austin, TX autoscheduler.ai 615-428-2035	AutoScheduler.AI	Sits on top of a WMS to provide warehouse resource optimization. The WMS accelerator dynamically rebalances activities across the warehouse environment, considering time, labor, and space constraints. It orchestrates and optimizes activities to drive greater degrees of labor utilization, fulfillment, work allocation, and inventory management.
Blue Yonder Scottsdale, AZ BlueYonder.com 833-532-4764	Blue Yonder Warehouse Management System	Empowers companies to drive change with real-time transaction processing, optimized storage and selection strategies, optimal warehouse execution and tasking, and integrated labor and workforce management. All delivered on a modern user interface that leverages the power of the digital platform to extend capabilities to enable specific use cases.
Cadre Technologies Denver, CO cadretch.com 866-252-2373	Cadence WMS	Integrates high-volume warehouse operations for 3PLs, 4PLs, and distribution companies. Based on real-time, mobile RF processes, with strong capabilities to track lots, dates, and serial numbers. Native Microsoft SQL-based system for easy reporting and integrations.
Camelot 3PL Software Charlotte, NC 3plsoftware.com 704-554-1670	Excalibur WMS	Developed exclusively for third-party logistics warehouses and fulfillment operations. Built within the Microsoft Dynamics 365 Business Central platform, the software provides a comprehensive system to receive, store, and ship inventory in a multi-client operation with a highly customizable solution.
CartonCloud Vancouver, BC cartoncloud.com 235-326-4665	CartonCloud	Easy to use, intuitive cloud-based software that simplifies workflows, automates data entry, and helps grow business. Barcode scanning, software integrations, automated invoicing, and more. Empowers teams with a desktop and mobile app, and provides users with online portal access.
CorePartners Frederick, MD coreims.com 301-695-2673	CoreIMS	Cost-effective system that provides flexibility to support warehouse operations. Designed to address a comprehensive set of warehouse needs efficiently and effectively, including managing multiple warehouses. Can be installed on-premise or provided as a Software-as-a-Service solution. Integrates with Sage and QB.

COMPANY	PRODUCT	DESCRIPTION
Datex International Clearwater, FL datexcorp.com 727-571-4159	Datex FootPrint WMS	Workflow-driven, highly flexible WMS can be configured to fit a business' needs without costly changes to source code. Scales up or down seamlessly. Low code/no code. Serves 3PLs, fulfillment, cold storage, food/beverage, pharma/healthcare and any kind of inventory. Optional EDI, validation, and other services available.
Deposco Alpharetta, GA deposco.com 877-807-1572	Bright Warehouse	Enterprise-grade benefits include company-wide visibility, extensive flexibility, and real-time data generation, regardless of existing size and infrastructure. Empowers teams to pick, pack, and ship orders quickly and accurately using optimized processes.
DiCentral Houston, TX smartturn.com 281-218-4892	SmartTurn	On-demand, Microsoft-certified WMS manages purchasing, receiving and putaway, inventory control, order fulfillment, and shipping across a range of industries including food service, healthcare, e-commerce, and 3PL/contract logistics.
EVS Westminster, CO evssw.com 303-494-1765	mobe3 WMS	Easy-to-use system allows warehouse employees to onboard—and become more productive—quickly. Flexible and configurable, and fully integrates with ERP as well as other warehouse technologies.
FASCOR Cincinnati, OH fascor.com 888-8-FASCOR	FASCOR WMS	ERP-agnostic and designed to control operational costs, improve inventory control, reduce labor requirements, and maximize accuracy. Enhances productivity, optimizes resource scheduling, and empowers users to deliver better customer service.
FlowSpace Los Angeles, CA flow.space 323-741-1325	FlowSpace WMS	Cloud-based warehouse management and order fulfillment platform that enables order status tracking, inventory management, shipping, and item labeling. Enables administrators to print shipping labels, create flexible parcel billing accounts, generate reports, and manage user and merchant accounts.
Foxfire Software Greenville, SC foxfiresoftware.com 864-630-3238	Foxfire Software	Provides configurable solutions to Tier 2 warehouses across the United States. Foxfire works through the ScanSource distribution network to provide turnkey solutions. Can be configured and/or customized to fit any warehouse.
Freightgate Fountain Valley, CA freightgate.net 714-799-2833	Freightgate Logistics Cloud	Collaborate with global vendors and logistics providers seamlessly on a single common transportation sourcing platform for informed decision-making across the entire network with adaptive easy-to-deploy modules for warehouse/distribution centers. Optimize end-to-end transportation management processes including procurement, rate management, optimization, execution, and visibility.
Generix Group North America Montreal, Quebec generixgroup.com 855-938-4562	SOLOCHAIN WMS	Highly flexible and adaptive system built for companies that need supply chains to be nimble, efficient, and scaling, while ensuring execution excellence, compliance, and operational stability. Highly configurable in terms of information layout, mobile workflow processes, reporting and optimization rules.
HAL Systems Greensboro, NC halsystems.com 404-845-6199	HAL Traxx	Single-instance application hosted in the cloud and typically provided as Software-as-a-Service. Configurable software (think software Legos) that is set up for a particular company's specific functionality requirements.

COMPANY	PRODUCT	DESCRIPTION
Highway 905 Hillsborough, NJ highway905.com 908-874-4867	Highway 905® Warehouse Management System	Cloud-based system focused on driving cost reductions with optimized processes while ensuring end-to-end and accurate warehouse visibility. The flexibility to choose features and generate customized reports ensures a custom-fit solution for your exact business needs.
Infor New York, NY infor.com 866-244-5479	Infor® WMS	Combines warehouse fulfillment with embedded labor management and 3D visual analysis to provide visibility into inventory, orders, equipment, and people. Out of the box functionality accelerates implementation. 3D visual warehouse provides insight into bottlenecks and assets.
Interlink Technologies Perrysburg, OH thinkinterlink.com 800-655-5465	Warehouse-LINK®	Sophisticated software and technology to manage all warehousing activities in virtually any industry in real-time. Decreases ship cycles, reduces inventory needs and provides labor efficiency. Built-in features allow for growth and flexibility as a business grows and changes.
Körber Hamburg, DE koerber.com 800-328-3271	Körber	Offers a range of WMS solutions that can be applied to small and mid-sized warehouses with manual and forklift-based processes, as well as with radio frequency and voice-directed operations, all the way up to large, highly automated distribution centers.
Logimax Rosemont, IL e-logimax.com 855-253-8855	Logimax WMS	A browser-based system that contains everything a warehouse needs to improve efficiency right out of the box. Software modules enable integration with current systems and shopping carts, kitting, assemble to order, yard and transportation management, terminal cross docking and more.
Made4net Teaneck, NJ made4net.com 201-645-4345	WarehouseExpert	Enables customers to pivot quickly, affordably, and seamlessly, with maximum user configurability, and minimal need for professional services. Covers running a simple warehouse or a highly complex operation with vast automation, materials handling equipment and robotics integrations.
Magaya Miami, FL magaya.com 786-845-9150	Magaya Supply Chain	An all-in-one logistics and freight management solution with a built-in WMS. Improves warehouse productivity, accuracy, and profitability with configurable optimization workflows.
Manhattan Associates Atlanta, GA manh.com 877-596-9208	Manhattan Active® Warehouse Management	Uses advanced, proprietary algorithms to mathematically organize and optimize operations, speeding the flow of goods and information to enable flawless execution across stock, labor and space. Modern mobile applications help users efficiently manage omnichannel fulfillment by converging capabilities commonly found in disparate labor management and slotting optimization systems.
Mantis Atlanta, GA mantis.group 678-784-4015	Logistics Vision Suite	At the heart of the Logistics Vision Suite is Warehouse Vision, a WMS that manages all activities of single and multi-site, private and public distribution centers. The system improves productivity and efficiency of available resources such as labor, racking, forklifts, and material handling systems.
MHS (Material Handling Systems, Inc.) Louisville, KY mhsglobal.com 502-636-0690	MHS Helix	Template-based modules for equipment control, inventory management and order fulfillment functions work together in customized configurations according to each facility's unique requirements. Works seamlessly and securely across enterprise systems and machine-level controllers alike, with a variety of features that get information to key stakeholders and keep operations moving.

COMPANY	PRODUCT	DESCRIPTION
Odyssey Logistics & Technology Danbury, CT odysseylogistics.com 855-875-0681	Odyssey WMS	Delivers 24/7 online access to data, reporting, and all aspects of lot control. Full suite of EDI connectivity to all major ERPs as well as custom interfaces to proprietary systems. Real-time and historical inventory movement review.
PathGuide Technologies Bothell, WA pathguide.com 888-627-9797	Latitude WMS	Gives distributors complete control over inventory and increases the speed and efficiency of warehouse/DC operations, from receiving and order picking to manifesting and truck route/stop management. Improves picking accuracy so shipments are done right the first time.
QSSI LLC Somerset, NJ qssi-wms.com 732-805-0400	PowerHouse	Efficiencies and adaptability are built-in and ready to support business development. High functionality and configurability make the system easy to set up, operate, and scale. Identifies tasks and dependencies, enhances best practices, and implements target dates and deliverables.
Ramco Systems Princeton, NJ ramco.com 609-620-4800	Ramco WMS	Cloud-based system to help logistics service providers operate, coordinate, and execute fulfillment operations. Using artificial intelligence and machine learning capabilities, the software enhances throughput with optimized storage, pick-pack, and order processing.
Robocom (a CAI Company) Smithfield, RI caisoft.com 800-422-4782	ROC	Provides comprehensive control over all aspects of warehouse activity and flexibility to adapt to the unique characteristics of different industry vertical requirements. Paperless solution includes workforce optimization, yard management, and extensive audit tracking.
Scan Global Logistics Seattle, WA scangl.com 800-444-0294	SGLWarehouse	Enables users to easily manage inventory, place orders, initiate shipments and receive up-to-date purchase order and shipment status information across multiple warehouses—anywhere in the world.
ShipHawk Santa Barbara, CA shiphawk.com 805-335-2432	ShipHawk WMS	Agile, highly configurable WMS embraces best-in-class practices of Tier 1 providers and is deployed as an easy-to-use solution specifically designed to address the fast-paced demands of scaling companies.
Softeon Reston, VA softeon.com 855-833-3284	Softeon Warehouse Management System	Functionally rich, configurable solution that helps optimize order fulfillment, reduce inventories, and exceed customer expectations. Cloud-based system provides an out-of-the-box solution.
Synergy North America Broomfield, CO snapfulfil.com 720-372-1250	SnapFulfil	Cloud-based Tier 1 solution features a rules-based configuration engine, enabling users to adapt the system to meet evolving business needs. Remote implementation and self-configuration capabilities.
Tecsys Montreal, QC tecsys.com 800-922-8649	Elite WMS, Omni WMS	Simplifies complex operations, eliminates inefficiencies, improves order accuracy, reduces operating costs and supports high service levels. The cloud-native, scalable and highly adaptive solution was created for unified commerce fulfillment.
Zethcon Lombard, IL zethcon.com 630-748-3119	Synapse	Built for the complexity and unique demands of modern 3PL operations. Completely paperless, the solution incorporates RF mobility and scanning for real-time tasking across a broad range of critical functions.

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Rado Saragih

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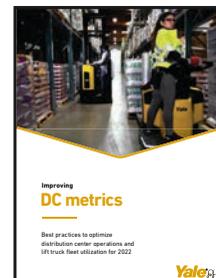


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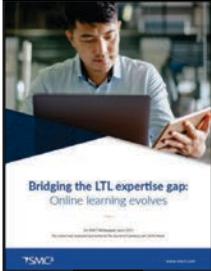
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Offered by Yale

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3PLs



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FREIGHT BILL PAYMENT & AUDIT

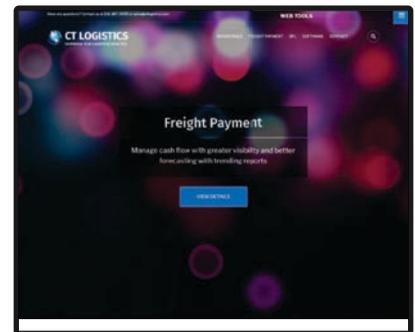


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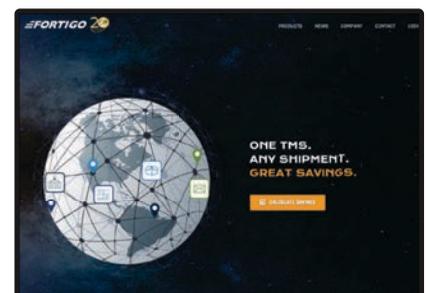
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Fortigo's team of experts specializes in logistics optimization and enterprise web-based software. For companies seeking to reduce costs, improve customer satisfaction, and increase profitability, Fortigo automates, optimizes, and audits logistics decisions. Fortigo plugs into established supply chain applications and provides rapid return on investment by optimizing and deploying closed-loop logistics processes, minimizing ship-to-order times and streamlining collaboration with logistics providers.



IN THIS SECTION:

Freight Bill Payment & Audit

FREIGHT BILL PAYMENT & AUDIT

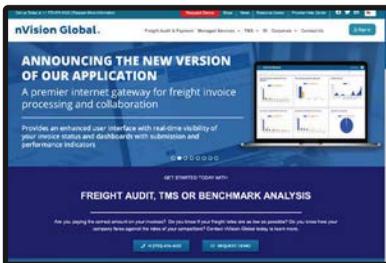
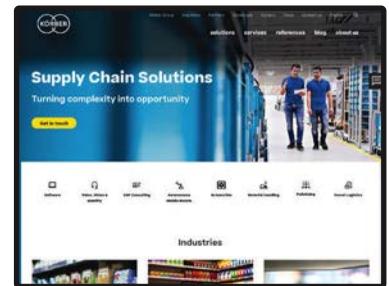


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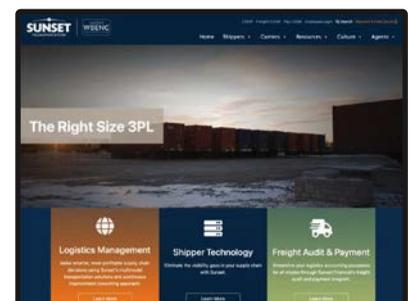


nVISION GLOBAL • nvisionglobal.com

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.

SUNSET TRANSPORTATION • www.sunsettrans.com

Sunset Transportation is a women-owned (WBENC) 3PL with 2nd generation, family-style Midwest roots. Founded in St. Louis with nine branch offices in the US and Mexico, we're driven by the right-size fit for each customer, using domestic and global supply chain resources to be the ultimate service provider for shippers looking to streamline their logistics programs.



IN THIS SECTION:

Freight Bill Payment & Audit - Site Selection

FREIGHT BILL PAYMENT & AUDIT

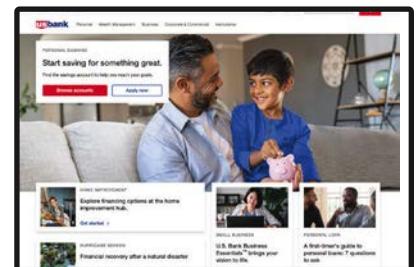


TRANS AUDIT • www.transaudit.com

Trans Audit, the world's largest and most successful global transportation post payment audit specialist, has performed worldwide post payment transportation audits on a contingent basis for hundreds of Fortune and Global 1000 corporations. Trans Audit's transportation post payment audit services address all modes of global transportation and have delivered over \$1 billion of benefit to our clients' bottom line by recovering overbillings and overpayments, correcting erroneous billing, and reducing future expenses. With less than one hour invested a month, Trans Audit's services can regain tens of thousands of thousands or more.

U.S. BANK FREIGHT PAYMENT • www.usbank.com

U.S. Bank Freight Payment improves control and reduces costs for shippers and carriers with a global transportation payment network that automates invoice auditing, processing and payment, integrates trade finance, and provides powerful business intelligence. Visit usbpayment.com today to learn how we can strengthen your physical and financial supply chain.



LOGISTICS IT



3PL CENTRAL, AN EXTENSIV COMPANY • www.3plcentral.com

3PL Central, an Extensiv Company, is a leader in cloud-based warehouse management system (WMS) solutions built to meet the unique needs of the 3PL warehousing community. Serving as the backbone of our customers' operations, our platform aims to quickly transform paper-based, error-prone businesses into service leaders who can focus on customer satisfaction, operate more efficiently, and grow faster. Offering a comprehensive warehouse management platform, we try to make it easy for 3PLs to manage inventory, automate routine tasks, and deliver complete visibility to customers.

SITE SELECTION

PHARR INTERNATIONAL BRIDGE • 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.



IN THIS SECTION:

Site Selection - Trucking

SITE SELECTION



WATSON LAND COMPANY • 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.

TRACTOR SALES & LEASING

TURBO SALES & LEASING • turboterminaltractors.com

Turbo leases one of the nation's largest inventories of terminal tractors—including top brands like TICO, Ottawa, and Capacity—for large fleets based at warehouses, distribution centers, and ports. The No. 1 priority behind Turbo's leasing program is to maintain minimal downtime and maximum uptime for the 24/7 operations of its customers. Terminal tractor leasing programs are customized to each customer's specific needs and budget requirements because Turbo understands that one size (or lease) does not fit all.



TRUCKING



ECHO GLOBAL LOGISTICS • www.echo.com

Echo Global Logistics, Inc. (Nasdaq: ECHO) is a provider of technology-enabled transportation and supply chain management services. Echo maintains a proprietary, web-based technology platform that compiles and analyzes data from its network of more than 50,000 transportation providers to serve its clients' needs. Offering freight brokerage and managed transportation services across all major modes, Echo works to simplify the critical tasks involved in transportation management.

EPA SMARTWAY • www.epa.gov/smartway

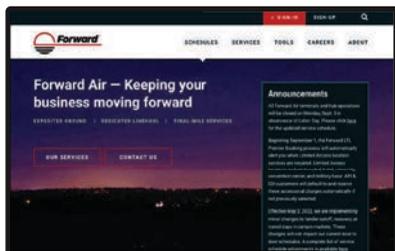
In 2004, EPA launched SmartWaySM—an innovative brand that represents environmentally cleaner, more fuel-efficient transportation options. In its simplest form, the SmartWay brand identifies products and services that reduce transportation-related emissions. The impact of the brand, however, is much greater as the SmartWay brand signifies a partnership among government, business, and consumers to protect the environment, reduce fuel consumption, and improve air quality. All EPA SmartWay transportation programs result in significant, measurable air quality and/or greenhouse gas improvements while maintaining or improving current levels of other emissions and/or pollutants. Find out what you can do to save fuel, money, and the environment with SmartWay.



IN THIS SECTION:

Trucking

TRUCKING



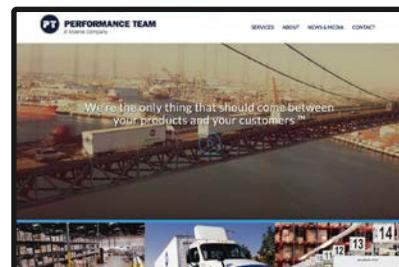
FORWARD AIR • www.forwardair.com

Since 1990, Forward Air has been a leading provider of ground transportation and related logistics services to the North American air freight and expedited LTL market. We offer surface shipping on an accelerated time-definite basis, delivering cargo at a specific time, but under less time-sensitive situations—supplying you with a cost-effective, reliable alternative to air transportation. We work with companies of all sizes to develop tangible advantages and build the best products to meet your specific needs.

PERFORMANCE TEAM • 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 omnichannel distribution and transportation services.

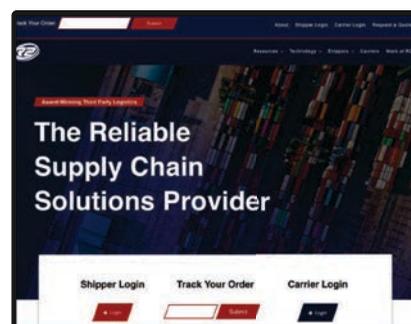


POLARIS TRANSPORTATION GROUP • www.polaristransport.com

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.

R2 LOGISTICS • 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.



IN THIS SECTION:

Trucking

TRUCKING

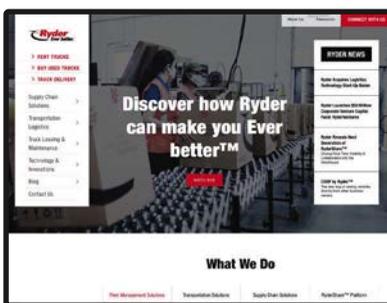
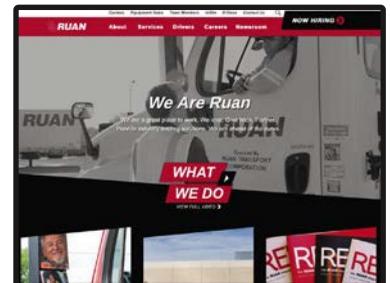


RED CLASSIC • www.redclassic.com

Red Classic began as the private fleet for Coca-Cola Consolidated, transporting raw materials and finished products to and from Coca-Cola bottling facilities. In 2010, Red Classic commercialized as a for-hire carrier and began serving customers throughout the Southeast. Since then, Red Classic has combined its asset base with a growing OTR network and 28,000 carrier partners. Today, we drive operational efficiency for customers across dozens of industries by offering a full range of transportation and fleet maintenance solutions — all under one roof.

RUAN • www.ruan.com

Ruan's Integrated Supply Chain Solutions offer it all, including Dedicated Contract Transportation, Managed Transportation, and Value-Added Warehousing. We combine the flexibility of our non-asset and asset-based capabilities with optimal technology and superior service focused on continuous improvement, cost savings, and supply chain efficiency. The Ruan team partners with customers to evaluate, optimize, and deliver a one-source, integrated supply chain solution.



RYDER SYSTEM • 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.

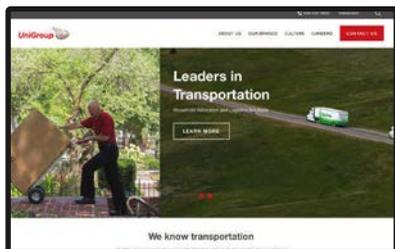
SYFAN LOGISTICS • www.syfanlogistics.com

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.



IN THIS SECTION: Trucking - Trucking - LTL

TRUCKING



UNIGROUP • www.unigroup.com

Managing a supply chain is complex. And your business is unique. Let UniGroup Logistics design a solution tailored to your needs. We'll show you the way to a more efficient logistics solution. UniGroup Logistics is built on the heritage of United Van Lines and Mayflower Transit, trusted providers of reliable specialized transportation and logistics services for more than 50 years. Based on a network of 1,300 service centers in 146 countries, we are a single source for customized supply chain solutions.

TRUCKING – PARTIAL TRUCKLOAD

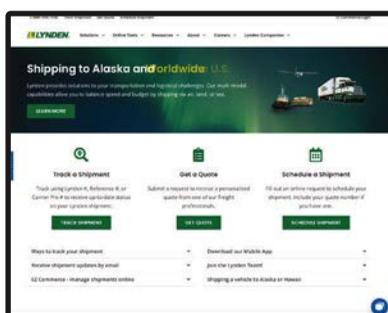
ECHO GLOBAL LOGISTICS • www.echo.com

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TRUCKING – FLATBED

LYNDEN • 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.

TRUCKING – LTL

ECHO GLOBAL LOGISTICS • www.echo.com

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IN THIS SECTION:

Trucking-LTL - WMS

TRUCKING-LTL



LYNDEN • www.lynden.com

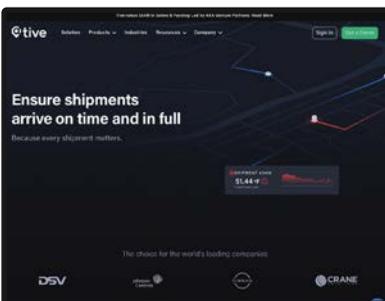
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VISIBILITY



TIVE • www.tive.com

Ensure shipments arrive on time and in full with TIVE's Tracker and Application software. These solutions capture real-time shipment data and manage products throughout the entire shipping process, providing real-time visibility on things like temperature, condition, and location. This data is also used in detailed reports to identify improvement opportunities, specify shipment constraints, and notify customers when delays arise.

WMS

QSSI • www.qssi-wms.com

We built QSSI around one important premise: anticipating challenges and opportunities down the pipeline can get you closer to a desired outcome. We aspire to provide you with insights into your business: employee profiles, supply chain relationships, delivery tracking, customer visibility, verification, and much more. But, data is just data without context, which is why we always start with the question, "What do you want to do?"



CAN EVERYONE
ON YOUR TEAM
SOLVE THIS?

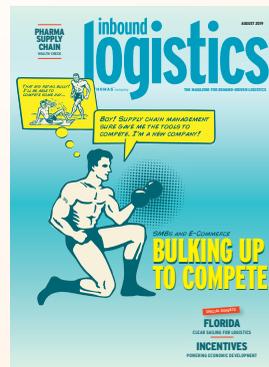
$$ICC = \frac{C + T + I + W + X + (S - R1) + (O - R2)}{\text{Annual \$ Material Cost}}$$

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INBRIEF

New Services and Solutions

>PRODUCTS

> The Insert Tubs shipping and storage solution from **S&S Plastics** lets shippers store up to eight stock-keeping units in a single standard tote. The tub is made from 100% recycled plastic and provides separation inside totes.

> **Brother Mobile Solutions** launched the PocketJet 8 series of printers designed to increase warehouse efficiency. Suited for distribution centers as well as back-of-store retail environments, the PocketJet 8 series offers increased print speed

and quality, USB Type-C connectivity, and a broader range of compatible media, including thicker paper and labels.

> Secured NFC tags from **Infineon** offer brand protection for original equipment manufacturers, with 304 bytes, 1 KB, 2 KB, and 4 KB of user memory. The near field communication tags prevent mechanical and electrical intervention from non-compatible, sub-standard accessories and parts and can be embedded in a range of products, such as power tools, electric toothbrushes, and medical devices.

>SERVICES

> **Expedite All** launched an expedite transportation network that gives shippers on-demand access to more than 1,000 carriers offering 5,000+ expedite vehicles at rates up to 10% lower than traditional expedite. The short-, medium- and long-haul expedite services can be utilized for routine shipping needs.

> 3PL **Evans Distribution Systems** acquired a license from the Michigan Liquor Control Commission, permitting its Romulus-based warehouse to store alcoholic beverages. The

warehouse offers 330,000 square feet of warehouse space with 30 dock doors. The facility is also food-grade certified, rail-served by CSX, and operates as a general-purpose foreign trade zone.

> **Omni Logistics** opened its new, 366,711-square-foot, three-building Dallas campus, located 8 miles from Dallas/Fort Worth International Airport. Offering space for cross-dock, warehouse, and distribution operations, the gated campus is C-TPAT certified, protected by guards, and can accommodate shippers with high-security needs.



> **Marine Repair Services-Container Maintenance Corporation (MRS-CMC)**, a provider of intermodal services, opened a new depot facility at Port Houston. The facility expands its storage, distribution, repair, and capacity services in the region and provides shippers more service options, including loaded container storage, empty container storage and repairs, chassis start/stop and repairs.



> The QuickCollect GO! Cube from **Bell and Howell** is a scalable indoor freestanding automated order pickup system that allows customers to obtain orders in seconds. The QuickCollect GO! Cube is part of the GO! product family that helps retailers reduce the cost, complexity, and environmental impact of last-mile delivery by enabling unattended pickup of a variety of items and packages, including grocery orders, from automated kiosks.

IN BRIEF

> The CW 800 packaging machine from **ACMA** wraps consumer goods such as spherical chocolates and is equipped with OptiMate Premium, a proprietary programmable logic controller from Coesia. OptiMate lets users control the machine as well as optimize production and the consumption of material and energy.



> **The Suddath Companies** launched NXTPoint Final Mile, a new business line specializing in the delivery of over-dimensional, heavy goods. NXTPoint Final Mile provides customized options for the delivery of items such as furniture/case goods, mattresses, exercise equipment, and electronics. Service options range from to-the-door delivery to white-glove-level assistance, as well as reverse logistics solutions for managing removals and returns.

> Drayage provider **CDL 1000** now offers a 24-hour turnaround guarantee to pull containers out of yards, or it will pay shippers demurrage late fees and storage costs. CDL 1000 created an escrow account that will pay demurrage and storage fees on behalf of customers, if CDL 1000 does not meet its promise of moving containers on time.

> **EDRAY**, a logistics platform for global importers and exporters, launched a new service, Street Turns, for U.S. exporters, leveraging its visibility, volume, and destination management services. Its end-to-end capabilities provide a container equipment solution for U.S. exporters designed to resolve equipment problems as well as administrative challenges.

> TECHNOLOGY

> **Loadsmith**, a third-party capacity-as-a-service logistics platform for shippers and carriers, launched Loadsmith Driver App, a mobile app for truck drivers that provides 24/7 access to view available loads in the Loadsmith Freight Network and book loads with a tap. Available now in the Apple App

Store and on Google Play, the app lets shippers and carriers better manage loads and their time, giving the latter control over load scheduling, tracking, and billing on their own schedule.

> **American Express** introduced American Express Global Pay, a digital solution that enables U.S. businesses to securely make domestic and international business-to-business payments. Through this new solution, enterprises can send payments funded from their business bank account to their suppliers in more than 40 countries, across a range of currencies.

> Shippers can improve real-time transportation visibility and supply chain execution management in a global platform with the partnership between supply chain SaaS platform **e2open** and **Shippeo**, a real-time

multimodal transportation visibility provider. The platform enables users to see inside the truck or container to understand the specific goods being moved, how transportation performance impacts the customer experience, and proactively take corrective action.

> **Extensiv**, which provides omnichannel software solutions, introduced Parcel API, a new application programming interface for Extensiv 3PL Warehouse Manager customers that allows virtually any small parcel shipping provider to integrate to 3PL Warehouse Manager and make their services available to its more than 1,100 3PLs. Third-party logistics providers can now quickly add the most efficient and economical shipping option to support the shipping provider their customers demand.

> **GT USA Wilmington** received its first shipment of summer fruit into the Port of Wilmington, Delaware, from the West Coast of South America via a new, fortnightly service that will operate through October 2022. The citrus fruits were delivered from Valparaiso, Chile, to the port on the *M/V Everest Bay*, a refrigerated cargo ship. The 2,200 pallets of cargo were transported by Seatrade and Global Reefers and are heading to U.S. supermarket shelves.



> **Lufthansa Cargo** is expanding its long-haul route network in the 2022-2023 winter flight schedule with additional flights to high-demand destinations such as Hong Kong, Kansai, Seoul, Mexico City, and Chicago, and including a new destination: Hanoi. Hanoi will be served twice a week from Frankfurt via Mumbai from the beginning of November. In addition, service from Frankfurt via Kansai to Seoul will increase from three to four weekly flights. The frequency to Hong Kong, China, will also be increased from four to five weekly flights.



> Supply chain visibility company **FourKites** launched a platform upgrade that enables organizations to leverage supply chain visibility data across their enterprise. The new release integrates real-time transportation visibility and facility-specific data, across all modes, to help drive efficiencies and prevent disruptions across the end-to-end supply chain.

> Enterprises can improve the environmental and social impact performance of their global supply chains with a new suite of sustainability solutions

from **o9 Solutions**, an AI software platform provider. Embedded in its integrated business planning platform, the solutions include product and enterprise environmental footprint measurement, traceability, ESG risk management, ESG-enabled business planning, sustainable sourcing, and supply chain circularity.

> **Tech Mahindra**, a provider of digital transformation solutions, and **Tada Cognitive Solutions**, a digital twin-enabled supply chain software provider, are partnering to digitally transform supply chain networks. The joint offerings

let manufacturing, consumer packaged goods, and retail enterprises build real-time end-to-end visibility across the entire supply chain network with control tower implementations.

> **Trailer Bridge** launched the new MasterMind TMS with Mastery Logistics Systems to increase visibility into customers' freight movement and efficiency in its operations. Aiming to expand services to better serve shippers, Trailer Bridge pushed out the new software to its 12 logistics branches across the United States and is currently working with

Mastery to further develop the platform for its ocean business targeting a late 2023 launch.

> **Global Shipping Business Network (GSBN)**, a not-for-profit technology consortium building a blockchain-enabled operating system for global trade, rolled out Cargo Release in Latin America, starting with ports across Mexico and Panama. Since its debut in China in 2021, Cargo Release—a blockchain-enabled application—has been rolled out across Southeast Asia, Europe, and now also Latin America, serving more than 10,000 customers.



> **SEKO Logistics** unveiled the latest version of SEKO Live to help retailers deliver big and bulky goods. Reducing the risk of returns, it gives SEKO's last-mile delivery specialists and consumers quick and direct access to product

technicians and exception management specialists located within SEKO's Control Tower operations and network operations centers or to a retailer's own product and customer service teams. Customers can share, stream, and connect with central resources during product installation to resolve any concerns.

>TRANSPORTATION

> **Sterling Transportation** offers a three-day LTL and FTL service from Florida to Texas and the West Coast, in addition to its Los Angeles-to-Florida service. The company's Miami facility is U.S. Customs bonded, open 7 days a week, and located close to Miami International Airport.

CALENDAR

Upcoming Logistics Events

Connect with industry peers, join thought-provoking discussions, and discover the future of supply chain.



**OCT
10-12,
2022**

CHICAGO, IL

Parcel Forum

parcelforum.com

Learn how to ship more packages, more cost effectively. Join parcel shipping and distribution supply chain professionals to find out how to streamline your warehousing operations and delivery models to remain competitive in a rapidly evolving landscape.

**OCT 17-20, 2022
ORLANDO, FL**

Gartner IT Symposium/Xpo 2022

www.gartner.com/en/conferences/nasymposium-us

The Gartner IT Symposium/Xpo 2022 conference addresses the strategic needs and supply chain imperatives of chief information officers and their teams. Gain insights on the future direction of technology, best practices to validate 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.

**OCT 20-21, 2022
ATLANTA, GA**

TMSA Executive Summit

events.tmsatoday.org/tmsa-executive-summit

Attendees of the Transportation Marketing & Sales Association's Executive Summit gain valuable, actionable insights from industry insiders on the biggest trends in logistics and transportation. Covering how to build more strategic peer relationships and how to think outside the box, the event draws executives responsible for company growth as well as professionals managing teams driving market outreach, customer acquisition, and customer experience.

**NOV 8-10, 2022
MIAMI, FL**

Air Cargo Forum + transport logistic Americas

www.aircargoforum.org

This event combines the air cargo forum with the supply chain event *transport logistic Americas*. Attendees get insights from industry experts in air cargo, transportation, logistics, and supply chain. Cargo shippers from the United States, North and South America, as well as other major markets, are expected to attend this showcase of innovative solutions.

**JAN 30 - FEB 1, 2023
LAS VEGAS, NV**

Manifest 2023

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 7-9, 2023
LAS VEGAS, NV**

19th Annual RLA Conference & Expo

rla.org/event/203

The Reverse Logistics Association event brings together reverse logistics professionals for two days of

keynote speakers, content-driven panel discussions, and networking opportunities. Pre-event activities include golf, an academic roundtable, OEM and retailer roundtable, and a women's VIP luncheon.

**FEB 19-22, 2023
ORLANDO, FL**

LINK2023

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.

**MAR 14-16, 2023
ROTTERDAM, THE NETHERLANDS**

LogiChem

logichem.wbresearch.com

Network and collaborate with Europe's leading heads of supply chain, logistics, planning, and customer service as they share practical insights for rolling out a successful sustainability strategy. Learn how to create a digital network that enables end-to-end visibility and build a risk mitigation strategy that addresses delays and capacity constraints.

**MAR 20-23, 2023
CHICAGO, IL**

ProMat 2023

www.promatshow.com

A global event for the materials handling and logistics industry, ProMat 2023 provides a showcase for the latest manufacturing, distribution, and supply chain equipment and

systems. Engage with 50,000 manufacturing and supply chain buyers who represent more than \$65 billion in purchasing power at this event.

**APR 26-27, 2023
NEW YORK, NY**

2023 Business Agility Conference

bit.ly/2023_Business_Agility

The Business Agility Conference offers two days of insights, practical advice, and inspiration centered on business agility. The conference brings together seasoned practitioners of business agility who have enabled supply chain innovation. Practitioners, executives, and thought leaders will share their insights through short talks throughout each day. Participants will discuss what they're learning, share insights, and brainstorm with others through discussion groups.

**MAY 1-3, 2023
SAN DIEGO, CA**

TLC 49th Annual Conference

www.tlcouncil.org

The Transportation and Logistics Council's annual conference provides educational sessions with experts and experienced practitioners offering practical information and advice for your daily logistics practices. Three full-day seminars cover contracting for transportation services, freight claims, and transportation and logistics law.




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We've been putting smiles on the faces of parcel shipping and distribution supply chain professionals for the past 20 years! During this time, the industry has undergone tremendous change, largely driven by the influence eCommerce has had on growing customer demand. That's why PARCEL Forum has been the "go-to" event for shippers and their logistics partners to learn how to better streamline both their warehousing operations and delivery models to remain competitive in this evolving landscape. We're the happy place for those looking to ship more packages, more efficiently and more cost-effectively!

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3PLs

Alliance Shippers Inc.: Offers comprehensive logistics solutions, including temperature control, intermodal, ocean, truck, and air.
www.alliance.com • 800-222-0451

Echo Global Logistics: Connects businesses that need to ship products with carriers who transport goods.
www.echo.com • 800-354-7993

Holman Logistics: Provides warehousing, logistics, and value-added services across the United States for a broad range of industries.
www.holmanusa.com • 253-872-7140

Landstar System: Specializes in third-party logistics, utilizing a network of 11,000+ independent owner-operators.
www.landstar.com • 800-872-9400

Lynden: Multimodal capabilities, in Alaska, Canada, the Pacific Northwest, Hawaii, and around the world.
lynden.com • 888-596-3361

Odyssey Logistics & Technology: Strategically manages logistics operations, regardless of cargo size, class or destination.
www.odysseylogistics.com
855-875-0681

Penske Logistics: Brings industry knowledge, advanced systems and technical prowess to implement advanced supply chain solutions.
penskelogistics.com • 800-529-6531

R2 Logistics: Offers supply chain management services to shippers of all sizes, backed by game-changing technology.
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Acing the Back-to-School Season

Students need a lot of school supplies, and school supplies need a lot of supply chains. These supply chain and logistics stats make the grade.

The paper notebooks market is expected to grow to USD **16.55 billion** from 2020 to 2025.

The countries with the highest import tariffs for pencils and crayons are Iran (**41.7%**), Egypt (**34%**), and Ethiopia (**29.7%**).

Crayon maker Crayola produces nearly **3 billion** crayons each year—that's an average of **8.2 million** crayons daily, or more than **340,000** crayons per hour.

In some instances, shipping line Maersk sourced backpack components from **23 countries** in a process that can take up to **60 days** and requires almost **90 different suppliers**.

The pulp and paper industry uses between **33-40%** of all industrial wood traded globally.

Germany is the **#1** exporter of acrylic paint, exporting more than **16,000 paint shipments** from **370+ suppliers** to date in 2022.

Sources: Prnewswire.com, OEC, Crayola, Maersk, World Wildlife Fund, Volza.com



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