

JULY 2019

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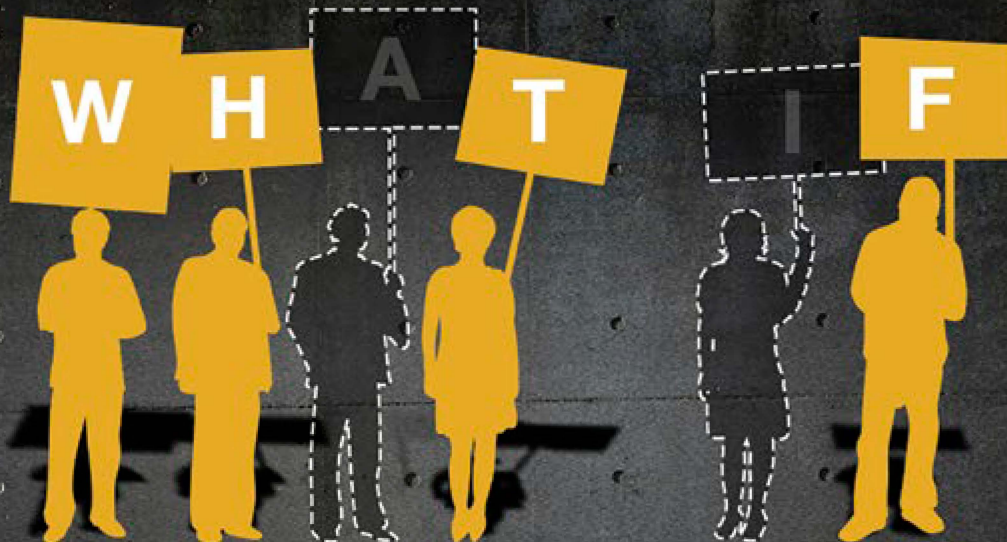
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Info **SNACKS**

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION

13 minutes

That's how long it takes for Vivo's Super FlashCharge 120W to fully charge a 4,000 mAh battery. In comparison, Apple's iPhone XS features a battery that's around 2,600 mAh and offers a fast-charging capability that only gets that smaller battery to 50% in 30 minutes.



Chew on This

It has been 45 years since the first retail barcode scan. On June 26, 1974, a pack of Wrigley's gum with a Universal Product Code was scanned at a Marsh Supermarket in Troy, Ohio, marking the beginning of the modern shopping experience. Today, barcodes are scanned more than 6 billion times daily.

1-in-5

SORRY TO INTERRUPT

Nearly one in five U.S. companies say their customers would feel the impact of a supply chain failure in less than one day. Nearly half say they do not believe their leadership understands the potential impacts of political and market uncertainty, a cyberattack, or a natural disaster.

— Vuelta research report



9 TO 5

“Early in my career, I was called into the vice president's office. His feet were up on the desk, his shoes were off, and he asked me to get him a cup of coffee. I said, “I just spent four years putting myself through college and it wasn't to get you a cup of coffee. If you'd like to discuss the reason I came into the office, let me know, and I'll be glad to talk to you about that.” He cracked up laughing and said, ‘You've got some backbone now, don't you?’”

— Denise Kopko, vice president, operations, supply chain and logistics for Veolia, an environmental solutions provider

(See Women in Logistics, pg. 154)

THERE'S NO PLACE LIKE DRONE

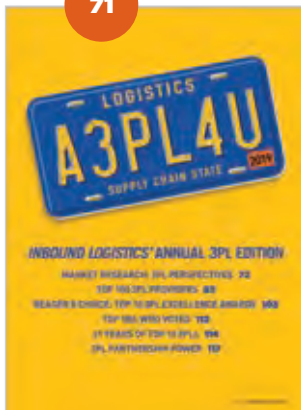
AMAZON SAYS IT IS "A MERE MONTHS AWAY FROM INTRODUCING FULLY ELECTRIC DRONES THAT CAN FLY UP TO 15 MILES AND DELIVER PACKAGES WEIGHING LESS THAN FIVE POUNDS TO CUSTOMERS IN FEWER THAN 30 MINUTES."



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INBOUND LOGISTICS

TOP 10

**3PL PROVIDER
2019**



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Small Enough to Care, Big Enough to Scale

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Worldwide

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HOW TO GET PROFITABLE INSIGHTS FROM FLEET DATA

Data from electronic logging devices, dashcams, and other trucking systems is now readily available. Here's how to bring context and derive supply chain insight from this wealth of information. bit.ly/makefleetdataworkforyou



AUTOMATING AP PROCESSES TAKES THE BOTTLENECK OUT OF YOUR SUPPLY CHAIN

Organizations today are pressured to lower supply chain management costs while protecting data from fraudsters. Find out how automating accounts payable can help achieve those goals and pave the way to a streamlined supply chain. bit.ly/autoaccounts payable



THE BOT REVOLUTION: STREAMLINING WAREHOUSE OPERATIONS

Deploying robots can speed up DC tasks such as picking and packing. Here's how warehouses are logging productivity gains from implementing robotic systems. bit.ly/botrevolutionishere

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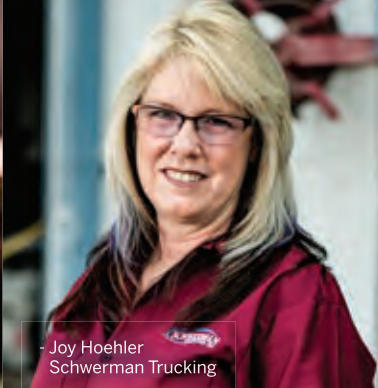
FIND A LOGISTICS
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- Jeff O'Connor
Heniff Transportation



- Bob Verret
Dupré Logistics



- Joy Hoehler
Schwerman Trucking



- Shaun Mains
Sunrise Logistics

Never stop evolving.

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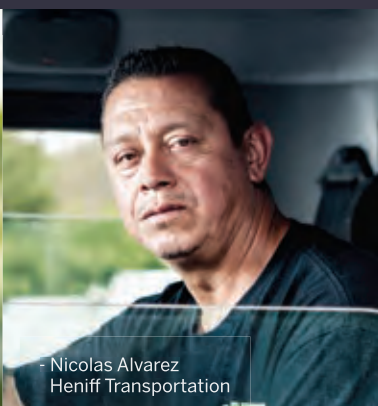
For more than 20 years, the companies of Trimble Transportation have been helping companies across the country stay ahead of the technology curve. Now PeopleNet, 10-4 and TMW are evolving together under one purpose: To make the movement of freight and goods all throughout the supply chain safer and more efficient than ever before.

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Sunrise Logistics



- Nicolas Alvarez
Heniff Transportation



- Elise Fournet
Dupré Logistics

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CHECKING IN

3PL Growth Spurt. Why?



Keith Biondo, Publisher

The managed logistics sector thrives both in times of positive change and in times of uncertainty. We've recently had plenty of both. In today's bipolar economy, it's no wonder that U.S. 3PLs had their best-ever year in 2018.

Forty percent of 3PLs report top-line sales growth of 20% or better in our annual 3PL Perspectives market research (see page 72). An astounding 73% report net profit growth of 10% or better in the past year. The companies that shared sales info (some companies went DNR on us) reported more than \$140 billion in gross logistics sales last year. What was behind this growth and will it continue in 2020?

Several unrelated factors—some good, some bad—are motivating more companies to seek outside logistics support, solutions, and a toehold on business transformation. Logistics technology is interweaving buyer and seller operations ever more tightly. Our research consistently shows companies cannot keep pace with technological developments impacting their shared business logistics operations. Consequently, they turn to logistics partners to enable better transportation, trade, and logistics control. 3PLs have the scale to invest in IT, manage implementation, and apply innovation to their customer base. They also solve application issues once and are able to share many of them.

A trend we've seen over 20-plus years of conducting our 3PL research is that when times get tough and market uncertainty looms, companies take refuge by partnering with 3PLs. When times get lean, as some such as the IMF are predicting will happen soon—think tariffs, trade wars, coming business stress due to the political calls for higher taxes and onerous regulations—companies need logistics solutions providers to drive operational efficiencies and, in some cases, drive enterprise transformation to ensure survival. On the other hand, when times are flush, companies need outside operational support to scale up without melting down or dinging their customer service KPIs.

Lastly, there is the digital transformation and the requisite commitment to demand-driven logistics to make that work. Amazon effect, once again. A recent DHL report reveals that 70% of B2C companies and 60% of B2B companies “are still working toward the full implementation of a digital strategy, even though 70% of respondents rate e-commerce as very important or extremely important.” Translation: Whether your customer is the end consumer or an industrial or manufacturing company, businesses understand the driving force of growth is application of e-commerce operations. That's no easy task, so naturally they turn to those that have helped shepherd others to the digital promised land.

What does all this mean? It means that in good times or bad, world-class 3PLs will continue to solve fundamental business challenges wrapped around supply chain operations.

Keith Biondo

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What's the quickest way to improve return logistics?

Make sure information systems, distribution networks, and transportation capabilities work together seamlessly.



Perry Belcastro

*Senior Vice President, Fulfillment Services
Saddle Creek Logistics Services*

Leverage artificial intelligence to identify key drivers causing returns/claims. This can provide insights that can be used to optimize delivery, reduce volume, and provide critical information to engineering to improve products.

Tom Maher

*Senior Vice President
Dell EMC, Global Services*

Aim for transparency in all key touchpoints, such as return status and pricing. Give customers as much information as possible.

Eric Sabo

*Head of Business Development
and Partnerships
Boxzooka*

Invest in boxes designed to comply with shipping regulations without requiring extra fillers and that arrive preassembled and prelabeled.

Bill Barger

*Sr. Packaging Product Manager
Labelmaster*

Make it simple for customers by providing packaging, shipping labels, and free shipping. Work closely with your delivery partners to understand associated costs.

Brian Broadhurst

*Vice President
Transportation Solutions
Spend Management Experts*

Implement a logistics system that verifies and tracks deliveries for a streamlined process.

Pete Zimmerman

*North American Software
Sales Manager
VAI*

Check It

Ensure the quality of the items currently in high return are reviewed. Pay attention to the common return reasons, then continue down the line for each item. Have a team member review the product description and photos to make sure they are accurate. If the product does not work as described then it should be reevaluated for continued sale.

Steven Platt

*Logistics and Supply Chain
Professional*

Perform quality assurance checks for every product before it gets to outbound.

Shina Oladeji

*Supply Chain Specialist
Transport Services Limited*

Have a great answer to a good question?

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

What immediate supply chain adjustments should brick-and-mortar retailers make to compete with Amazon?

We'll publish some answers. Tell us at editorial@inboundlogistics.com or tweet us [#ILMagazine](https://twitter.com/ILMagazine) [#ILgoodquestion](https://twitter.com/ILgoodquestion)



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Re. Info Snacks, April 2019 edition

An InfoSnacks item citing a recent Bureau of Labor Statistics report (bit.ly/BLStruckdrivermarket) garnered comments from readers on whether there is in fact a driver shortage. Here's one take:

This is not a shortage of drivers; it is a shortage of people willing to keep the driving job. The real shortage is in leadership of trucking companies. Redesign the driving job so that drivers sign on and stay. The trucking company leaders are the embodiment of insanity, which is doing the same thing and expecting different results. If you have gotten the same results for 22 years, perhaps it is time to do something else.

—Terry Clear, via email

Re. Good Question: What's the most neglected part of the supply chain? bit.ly/donotneglectthis

The logistics staff!

—Rich Foley
Corporate Logistics Manager
Piping Rock Health Products

Truck drivers.

They are very disrespected, as in taking their time for granted, denying restroom or breakdown access, and ordering them around with ongoing threats of being banned or fined.

Little credit given to but much expected from. Not considered as part of the trucking move, added in to the end with a taken-for-granted mindset. It's clear from the seat of a good dispatch desk that drivers are the most neglected part of the supply chain.

—Danny R. Schnautz
Clark Freight Lines

Quick TIP

When evaluating how to improve supply chains, global sourcing should incorporate environmental, social, and governance (ESG) principles into their third-party risk management processes. Organizations should select an ESG risk framework—which aligns with their values and commitments as a company—that will guide what information to seek from potential third parties.

—Brian Alster

General Manager, Supply & Compliance
Dun & Bradstreet

Re. Good Question: What advice would you give someone just starting out in supply chain?

bit.ly/startofcareeradvice

Establish relationships.

When it comes down to it, this is a people business and relationships are key. Be agile as there are many challenges beyond your control. Communication and patience are key. Do what you say you are going to do.

—Mike Weindel
Vice President,
Strategic Capacity Services
Dupré Logistics

Re. Don't Gamble With Trade Compliance

bit.ly/tradecompliancetips

The author is right. Underestimating the consequences of poor trade compliance practices eventually erodes profits and shareholder confidence. Equally important is the additional savings on the cost to the manufacturer by understanding trade compliance and free trade agreements. To avoid, implement support at all stages of product development, manufacturing, and supply when making decisions to take account of the 470 free trade agreements in place.

—John Darroch, QAD Inc.



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10 TIPS

Leveraging IoT

The Internet of Things (IoT) captures location, temperature, moisture, pressure, and other data that can be crucial to properly managing your supply chain.

1 UNCOVER ROADBLOCKS IN YOUR SUPPLY CHAIN.

Review the data collected to gain visibility into operations, processes, and schedules. You'll uncover barriers and inefficiencies that can lead to missed deadlines, cost overruns, and delayed project starts.

2 IMPROVE CUSTOMER EXPECTATIONS WITH REAL-TIME SHIPMENT UPDATES.

Integrate IoT devices such as electronic logging devices (ELDs), GPS, and telematics into your logistics processes. This equipment helps you track the status of trucks in the delivery cycle so you can easily update clients if a delivery will be delayed.

3 ANALYZE DATA CONTINUOUSLY.

Regularly analyzing the data collected from IoT devices helps you gain insights into carrier performance, lead times, and other key performance indicators that enable continuous improvement activities.

4 INTEGRATE INFORMATION TO OPTIMIZE ROUTES AND CONSOLIDATE LOADS.

Streamline logistics from dispatch through delivery by sending driver dispatch information directly to the truck. Drivers will know what their next assignment is without having to return to their office or home.

5 ENSURE PRODUCT QUALITY.

Use temperature gauges, moisture probes, and other IoT devices to reduce spoilage and ensure that products arrive at their location in the best possible condition and quality.

6 MONITOR AND TRACK SUPPLIES ACCURATELY IN REAL TIME.

Monitoring supplies throughout the product or project life cycle can help you better meet customer service levels, quality goals, and compliance regulations. Visibility from end to end across your supply chain means things get done right the first time—and on time.

7 MINIMIZE CARGO THEFT.

Implementing tracking sensors on pallets, cartons, and trucks lets you know where items are at all times. If a truck goes missing carrying your cargo, you can track its location and hopefully recover the items or deter the theft. Protecting the integrity of your supply chain is paramount to keeping costs contained.

8 STREAMLINE WORKFLOWS AND BILLING/PAYMENT CYCLES.

IoT devices can improve workflows by sending information directly to clients or management, shortening the billing cycles and improving cash flow. You can do it all digitally—generate quotes, pay drivers, invoice customers, and even pay for materials.

9 REDUCE HUMAN ERROR.

IoT lets you bypass manual entry, which is often fraught with human error. Fewer errors also means a reduction in wasted time and effort, which leads to cost savings.

10 REACH YOUR COMPANY'S SUSTAINABILITY GOALS.

IoT can help reduce idling in the yard. Schedule arrival and departure appointments so that drivers can go immediately to load or unload and not sit at the dock or job site waiting for a slot to open up.

SOURCE: ED RUSCH, VICE PRESIDENT OF MARKETING, COMMAND ALKON

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for your unique needs.**



JEWELRY



BLOCKCHAIN CLASPS THE SUPPLY CHAIN

Best known for its use in cryptocurrencies, blockchain is now making its way into the jewelry supply chain. In an industry where transparency is in high demand, the technology has a lot to offer.

Aside from cost savings, which many other industries have realized by implementing blockchain to trace products through the supply chain, this technology also allows for a higher level of transparency. The virtual ledger created when using blockchain is secure, allowing a material to be tracked from one end of the supply chain to the other.

This is particularly important in the jewelry sector, as the mining of precious metals and gemstones presents a range of social and environmental issues, with consumers becoming increasingly concerned about the impact of their purchases and the story behind their products. More customers want ethically sourced and eco-friendly jewelry; they want transparency and a backstory behind their gemstones, and they want to know that their purchasing habits are supporting good causes.

As blockchain becomes more prevalent throughout various industries, jewelry buyers can look forward to an added bonus—the knowledge that their purchase has done no societal or environmental harm.

3D-PRINTED DIAMONDS: A GEM OF A DEVELOPMENT

In the past, the very composition of super-hard diamond materials—harder than any other materials in nature—meant that only simple geometric shapes could be successfully formed.

Today, by using additive manufacturing and a proprietary post-processing methodology, Sandvik Additive Manufacturing has introduced a 3D-printed diamond composite material that can be manipulated into almost any shape. The new material also boasts heightened levels of hardness, heat conductivity, thermal expansion, and corrosion resistance.

The difference between this new diamond material and natural or synthetic forms is that Sandvik's is a composite material. Most of it is diamond, but to make it printable and dense, it needs to be cemented in a matrix material, keeping the most important physical properties of pure diamond. This slurry, or semi liquid mixture, is combined with a stereolithography approach, where complex parts are produced layer by layer using ultraviolet light.

The additive manufacturing approach also minimizes waste; the diamond powder can be extracted from the polymer in the slurry after printing and reused in another job.



THE BLING'S THE THING

43%

PERCENTAGE
OF TOTAL
U.S. SALES
GENERATED BY
FINE JEWELRY

\$645B

ANTICIPATED
VALUE OF
THE JEWELRY
MARKET BY
2035

52%

PERCENTAGE
OF GLOBAL
DEMAND
FOR GOLD
ATTRIBUTED TO
JEWELRY

\$82B

TOTAL VALUE
OF THE
DIAMOND
JEWELRY
MARKET
WORLDWIDE
IN 2017

SOURCES: STATISTA, RESEARCH REPORTS WORLD

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LEADERSHIP

Conversations with the Captains of Industry

Culture Builder



While credentials and experience are important factors to consider when building a team, Dante Fornari believes that it's cultural fit and chemistry that really make a difference.

by Merrill Douglas

In February 2019, when Dante Fornari joined logistics company Magnate Worldwide as CEO, he designed his own onboarding process. "I felt it was critical to meet the leadership teams of our three operating companies and as many employees as I could in 90 days," says Fornari, who runs the company from Portland, Oregon, where Magnate is establishing its executive headquarters.

Fornari put four items at the top of his agenda: recruit key executives for the company's leadership team; form a solid succession plan; help leaders of the operating companies foster organic growth; and cultivate the next opportunity to acquire a company to enhance Magnate's service offerings.

Fornari spoke with us about his leadership priorities.

***IL:* How did you get into logistics and why have you stayed?**

After graduating from Rutgers University, I went to work for UPS with hopes of getting into management. I started by driving a package car in New Jersey. Eventually, I landed my first job in sales, which involved a lot of time on the road. Once I started handling global accounts, traveling to places such as Singapore and Australia, that was it for me.

I was attracted, and still am, to the day-to-day variety. Our industry offers such broad opportunities for learning and experiencing other cultures.

***IL:* What's one early experience that helped to shape you as a leader?**

In the late 1990s, I was invited to a change management conference, which included a small workshop on the Myers-Briggs personality type indicator and how to use an understanding of our differences to create stronger teams.

Since then, I've become personally reflective and a committed student of organizational effectiveness. I try to incorporate those concepts, and others, into culture-building.

***IL:* Have you been influenced by mentors?**

I am fortunate to have had some great mentors. My first mentor taught me that leadership is a discipline that has to be practiced and cultivated. The higher you go in an organization, the more leading and the less managing you do. In my mind, managing is more about execution, and leadership is more focused on strategy and helping others see what they can

accomplish. I've realized that opportunities to lead are fleeting. You miss some opportunities if you're not aware of them. I've learned to try to grab them.

IL: How would you describe your leadership style?

I believe my success comes through the success of others, and from how effective we can be as an organization of empowered employees. Culture-building is a big part of what I try to accomplish as a leader. Setting direction and strategy are important aspects of my style, but being a good listener, and being willing to be wrong, are also important qualities. Some of the greatest discoveries were made by those who were willing to be wrong about their theories.

I focus on providing the support and strategy that our teams need to keep winning. I think I'm collegial, collaborative, often careful, and measured. I tend to do a good deal of thinking around a subject—sometimes too much.

IL: When recruiting for leadership positions, what do you look for?

Credentials and experience are important, but cultural fit and chemistry are difference-makers. We are not a big company, and institutionalized thinking won't take us to the next level. So when I think about someone to join the team, I look for a low ego level. Dale Carnegie wrote, "You can accomplish anything you want in life, as long as you don't care who gets the credit." I'm building a team capable of servant leadership, which requires modesty.

IL: With succession planning in mind, how do you cultivate talent?

We start by giving stretch assignments. We also look at key position mapping, understanding who would be a good fit for the next role, who's ready to climb up and when, and what development they need. As we promote growth in the company, it's important to create bench strength on the leadership team.

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

Like most CEOs, I have a lot of stakeholders, so it can take time to reach alignment on initiatives and organizational goals. But it's almost always worth the time we spend. We can

Take Chances, Make Mistakes

Dante Fornari enjoys helping students find their way into supply chain careers. He serves as an occasional guest lecturer at the University of Oregon, and he was recently appointed to the Supply Chain and Logistics Management Advisory Council at Oregon State University.

In addition, each year Fornari mentors one or two undergraduate or graduate students in Portland State University's School of Business. "Some have been in the business world for 10 years; some come straight out of undergrad," he says. "But most are within months of connecting their degrees to their careers."

Although he tailors the relationship to the needs of each mentee, Fornari shares one piece of advice with most of the students: Try something new. "I encourage them to make mistakes," he says. "It's the experience that counts."

With employers such as Adidas, Nike, and Columbia Sportswear in the region, Portland offers graduates some great opportunities, he adds.

achieve a lot more when we're rowing in the same direction.

We have bimonthly calls with stakeholders to share information on results, market trends, and strategic initiatives. I love the way this model allows for routine, honest, transparent discussion. You get direction from the board instantly, rather than waiting for the classic quarterly board of directors meeting.

IL: What makes you excited to go to work in the morning?

The most exciting priority is finding the next business to join the Magnate Worldwide family. Adding a tuck-in acquisition to Masterpiece International, our international logistics business, is the best way to complement our organic growth efforts. Each time we expand the family, we are careful to strengthen the company.

IL: How do you like to spend time outside of work?

My favorite hobby is snow skiing. Last year, five of my closest buddies and I celebrated our 50th birthdays by going heli-skiing in British Columbia. My family loves camping. We usually vacation at the Oregon coast each summer. ■

READERPROFILE *as told to Karen Kroll*

Managing Risk and Building Resilience



ANTONIO GALVAO is chief supply chain officer for DuBois Chemicals, which creates custom chemistry, equipment, and process solutions.

RESPONSIBILITIES: End-to-end supply chain, including manufacturing, planning, logistics, procurement, and quality.

EXPERIENCE: VP, logistics and distribution, Americas, and VP, global logistics GISC, Johnson Controls; VP of supply chain, Africa, Middle East, Turkey, and Central Asia, and VP, global supply chain, Sealed Air; executive supply chain positions with Diversey, Johnson Wax Professional, and Shell Brasil.

EDUCATION: Executive MBA, COPPEAD-UFRJ, 1996; B.S., production engineering, Universidade Federal do Rio de Janeiro, 1990.

I started my career at Shell Brasil. After 10 years with Shell, I moved to Johnson Wax Professional, which was creating a new company in Brazil and needed a supply chain manager. In three years, we basically created the company from scratch and put together the entire supply chain.

Next, I headed to Johnson Wax Professional in the United States, where I was assigned to manage the acquisition of DiverseyLever from Unilever. I worked for more than one year on the acquisition, including due diligence, cost savings, and integration plans. I also presented the results to investors. It was a once-in-a-lifetime opportunity.

A few years after working on the Diversey acquisition, I was in charge of logistics for North America and managed the construction of a 550,000-square-foot LEED Gold-certified warehouse, the largest LEED gold-certified warehouse in the Western Hemisphere at that time.

During construction, we paid to store product in three different facilities. Every month behind schedule cost us money, so following the project plan was critical.

For every large project, I get everybody in the room to discuss what can go wrong and develop contingencies: If this happens, what will

Antonio Galvao Answers the Big Questions

1 Any one person who has influenced you?

I've read nearly every book about Walt Disney. He was demanding in terms of achieving perfection or improvement. He also went bankrupt or almost bankrupt several times. His message is you need to continue to improve things and never give up.

2 What's the thorniest logistics challenge you've handled?

Moving my 17-year-old red-footed tortoise, Elian. Because Elian is a protected species, moving him from the United States to Switzerland and the Netherlands and back to the United States requires more documents than both of my kids together. I also need two

vets to authorize him before he's put on the plane and then two vets waiting for him when he lands. But we always make it and Elian is doing well.

3 You've lived in Brazil, the United Kingdom, the Netherlands, Switzerland, and the United States and you've traveled all over the world. What insight have you gained from your travels?

The most important insight is having an appetite to learn new things and understand different cultures.

4 What advice would you give your 18-year-old-self?

Take the responsibility to drive your own career. Don't delegate it to anybody.

[IN PRACTICE]

we do? The principles of managing risk and building resilience are critical for every supply chain.

When creating a LEED Gold facility, it's also important to focus on investments that will deliver the proper return. For us, that meant considering only investments with the appropriate payback time.

For example, we initially looked at solar panels and rain water harvest. But at that time, it would have required more than five years to recoup the

investment. We had to drop them from the budget in consideration of the organization's longevity.

Over the past 10 years, DuBois has been through several acquisitions. With each one, I try to quickly assess the supply chains in terms of people and infrastructure. You need to integrate the companies and gain efficiencies quickly, but at the same time you have to respect the culture and customer service. If cultures clash, it becomes more difficult to integrate and achieve your goals.

For instance, with one acquisition early in my career, we thought our cultures were similar and tried to do everything through consensus. It took a while to realize the other culture was more authoritarian. We wasted time because we thought we could bring every decision to consensus but that was not the case.

In my current role, I'm focused on supporting our growth. It's great to work in supply chain for a company that is growing quickly and profitably. ■

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[IN FOCUS]

NOTED

The Supply Chain in Brief

> SHOVEL READY



▲ **Conn's HomePlus**, a furniture, mattress, home appliance, and electronics retailer, will open a new distribution center in West Baton Rouge, Louisiana. The 250,000-square-foot facility, which is expected to create 70 jobs, will support the retailer's eight stores in Louisiana.

• **Allison Transmission**, a maker of automatic transmissions for medium- and heavy-duty commercial vehicles, is building an innovation center in Indianapolis, Indiana. The 95,000-square-foot facility will feature virtual and physical system simulation and will handle development and validation capabilities to support customers, partners, and suppliers.

▼ **Frontier Logistics** is expanding its local operations with the groundbreaking of an approximately 550,000-square-foot synthetic resin transload facility in North Charleston, South Carolina. The expansion supports the handling of plastic and resin exports from the Port of Charleston. Frontier's new facility will be located on 26 acres at a former Navy base.



> RECOGNITION

• Barnes & Noble presented **Dayton Freight Lines** with the **2019 Best LTL Service Award**, which honors on-time service, claims ratio, and sales support.

• *Military Times* recognized **Werner Enterprises** as a **Best for Vets Employer**. The publication cites companies based on corporate culture, hiring efforts, employment benefits, and policies related to veterans. This is the fifth consecutive year Werner has earned this award.

• The Greater Green Bay Chamber of Commerce honored **MatchBack Systems** with the **2019 Entrepreneurial Award**. The Chamber gives the distinction to companies that take creative approaches to reducing costs and emissions in the supply chain.

• General Motors selected **LLamasoft** as a **Supplier of the Year** for 2018. The auto maker selected winners based on performance criteria in product purchasing, global purchasing and manufacturing services, customer care and aftersales, and logistics. This is the second consecutive year LLamasoft nabbed the award.

• The True Value Company presented **Holland** with the **2018 LTL Carrier of the Year Award**. The company was selected based on on-time pickup percentages, on-time delivery percentages, claims ratio, account management and engagement, and overall added value.

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> GREEN SEEDS

• **HP Inc.** aims to increase recycled-content plastics across its printer and personal systems portfolio to 30% by 2025. To date, HP sourced approximately 700,000 pounds of ocean-bound plastic materials—or more than 25 million bottles—upcycling this material into HP cartridges and hardware, according to its 2018 Sustainable Impact Report.



▼ **UPS** signed an agreement with Clean Energy Fuels Corp. to purchase 170 million gallon equivalents of renewable natural gas (RNG) through 2026. RNG is a key part of UPS' strategy to increase its alternative fuel consumption to 40% of total ground fuel purchases by 2025, supporting the company's efforts to reduce the greenhouse gas emissions of its ground fleet 12% by 2025.



m&a

■ **C.H. Robinson**, a multimodal transportation services and third-party logistics provider, acquired **Dema Service**, an Italian transportation company.

■ **Estes**, a freight transportation provider, purchased **Eastern Freightways** and **Carrier Industries**, both affiliates of trucking company New England Motor Freight.

■ **FIDELITONE**, a national supply chain management firm, acquired **Remar**, a provider of order fulfillment and value-added warehousing services.

■ **Lineage Logistics**, a temperature-controlled logistics solutions provider, acquired **Preferred Freezer Services**, a full-service warehousing company.

■ **Jardine Transport Group**, a transportation services provider, purchased **Gil Trucking**, a carrier that provides open-deck transportation on long-haul routes.

■ **Descartes Systems Group**, a multinational technology company, acquired **STEPcom**, a business-to-business supply chain integration network.

■ **MNX Global Logistics**, a global provider of specialized, expedited transportation and logistics services, purchased **Global First**, a provider of high-touch logistics services.

■ **Panalpina**, a forwarding and logistics services provider, acquired **CargoMaster S.A.**, a company that specializes in the airfreight export of perishables.

■ **Redwood Logistics**, a logistics company, purchased **Eminent Global Logistics**, a transportation management systems implementation and service company.

> IN MEMORIAM



Richard T. Murphy, Jr., president and CEO of Murphy Logistics Solutions, passed away on July 4, 2019. Murphy was a landscape architect before he took the helm of what was then known as Murphy Warehouse Company. An environmental advocate as well as

a logistics leader, he turned around the family business, delivering years of profitable growth.

> SEALED DEALS



- **Lush**, a cosmetics retailer, signed a three-year deal with **CEVA Logistics** to manage and deliver its products to stores across the United Kingdom and Ireland. The 3PL will utilize value-added solutions and its shared user network to distribute the retailer's product line.

- **Medi-Market Group**, a drugstore retailer, inked a deal with **Manhattan Associates** designed to improve warehouse productivity and decrease labor costs. Medi-Market will utilize Manhattan Associates' cloud-based solution, *Manhattan Active SCALE*, to run its distribution operations.

> UP THE CHAIN

VF Corp., a global supplier of branded lifestyle apparel, footwear, and accessories, appointed **Cameron Bailey** as the executive vice president of global supply chain. In this role, Bailey will manage global supply chain operations and lead the 23,000 employees working across the company's supply chain worldwide.

Sabih Khan was named by Apple as senior vice president of operations. Khan oversees Apple's global supply chain, which gathers and processes materials to build the company's computers and smartphones.



Protective case manufacturer Pelican Products promoted **Michael Bubica** to director of supply chain and inventory performance. Bubica will work with sales, product management, and customer service teams to understand

demand and align supply and distribution planning to meet customer needs and business objectives.



> GOOD WORKS

Americold partnered with Feed the Children to fight childhood hunger and provide toys to children in need across the United States. The partnership kicked off with an employee campaign and corporate donation of \$140,000 that helped provide meals for thousands of children.

Toyota-Lift of Los Angeles donated \$5,000 to the American Red Cross, which funded life-saving services. The company's associates also installed alarms to help the American Red Cross "Sound the Alarm" campaign reach its goal to install 100,000 free smoke alarms.

The most important part of your supply chain is the company you keep.



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[IN FOCUS]

TAKEAWAYS

Shaping the Future of the Global Supply Chain

REPORT

THE STATE OF LOGISTICS

CSCMP's annual State of Logistics Report presents an overview of the economy during the past year, key logistics trends, and the total U.S. logistics costs for 2018 (see chart). Here are some top takeaways.

Macroeconomics:

Economic slowdown expected and trade uncertainty volatile. The U.S. economy is flashing warning signs, as economic growth is forecast to slow and business and consumer confidence indicators suggest persistent concerns. Trade uncertainty ripples through logistics markets, as even fears of trade tensions can cause inventory buildups that shift demand for logistics services.

Motor carriers: Excess demand, tight capacity, high rates. Freight rates are easing back to "normal" levels, with more capacity now available.

Parcel and last mile: Relentless competition. Amazon is training customers to expect ever-faster deliveries—and training its competitors to chase those expectations.

Rail: Finally profitable, although... Precision railroading—a disciplined approach to asset and labor

U.S. BUSINESS LOGISTICS COSTS INCREASED IN 2018 (\$BILLION)

	2018	YoY 18/17	5-YR CAGR
TRANSPORTATION COSTS			
Full truckload	296.1	7.6%	3.6%
Less-than-truckload	71.8	8.3%	3.5%
Private or dedicated	300.9	13.1%	7.1
Motor carriers	668.8	10.1%	5.1%
Parcel	104.9	8.7%	8.0%
Carload	61.4	7.2%	-0.6%
Intermodal	27.0	28.7%	8.1%
Rail	88.4	12.9%	1.6%
Air freight (domestic, import, export, cargo, express)	76.5	9.2%	3.8%
Water and ports (domestic, import, export)	45.7	12.8%	1.5%
Pipeline	53.0	12.7%	12.7%
SUBTOTAL	1,037.4	10.4%	5.1%
INVENTORY CARRYING COSTS			
Storage	153.1	3.2%	3.0%
Financial cost (WACC x total business inventory)	192.5	26.0%	3.0%
Other (obsolescence, shrinkage, insurance, handling, others)	148.1	14.8%	3.0%
SUBTOTAL	493.7	14.8%	3.0%
OTHER COSTS			
Carriers' support activities	52.3	10.3%	4.5%
Shippers' administrative costs	52.1	2.8%	5.3%
SUBTOTAL	104.4	6.4%	4.9%
TOTAL U.S. BUSINESS LOGISTICS COSTS	1,635.46	11.4%	4.4%

productivity—has caused shippers to experience localized service failures and extended transit times. Can railroads retain profitability while improving service to retain long-term customers?

Water and ports: Turmoil coming from IMO 2020 sulfur regulations. Carriers must gear up for implementation of the IMO 2020 sulfur regulations, which will require significant capital expenditures or purchase of expensive low-sulfur fuel.

Air: Soaring on e-commerce and making strides in digitization. E-commerce—and consumer demands for quick delivery—continues

to fuel a longer-term positive outlook for air freight. The industry has also made strides in digitization while online freight exchanges offer shippers unprecedented transparency into rates.

Warehousing: Rents nationwide continued to increase, albeit at a slower rate than in the past six years. With stable rent increases, warehouse developers are adding to supply, although not yet robustly enough to meet skyrocketing demand.

3PLs: Increasingly strategic role. Third-party logistics providers offer increasingly essential benefits: management of speed, costs,

and transparency in value-added warehousing and last-mile deliveries. But to provide those benefits, 3PLs must differentiate themselves with technology.

Freight forwarders: Customer service crucial. Freight forwarders' focus on customer services and needs will be pivotal to their endurance and continued profitability.

5G: Setting the standard for logistics of the future. In the near term (0 to 3 years), 5G will reduce the cost of operations and increase visibility for all stakeholders across the supply chain.

Seeking Autonomy

What factors go into creating a successful supply chain? According to the EY Americas Supply Chain Reinvention Survey 2019, which surveyed senior-level supply chain executives on topics ranging from adopting technology, retaining leadership and talent, and prioritizing investment to supporting sustainability, here are the notable trends:

A long road to 2025: More than 50% of senior-level supply chain executives expect autonomous supply chains by 2025. But only 25% of supply chains are currently digitally networked or autonomous.

The secret sauce: Autonomous supply chains see greater improvements in market share and customer satisfaction, compared to linear counterparts:

- 90% of respondents with autonomous supply chains report that market share increased somewhat or significantly in the past year, compared to 7% of linear supply chains.
- 97% of respondents with autonomous supply chains report their customer satisfaction somewhat or significantly increased in the past year, compared to only 8% of linear supply chains.

Talent shortage: 55% of companies report they are retraining employees in the supply chain function for digital technologies, but cite a lack of skilled employees as the no. 2 obstacle to a successful supply chain.

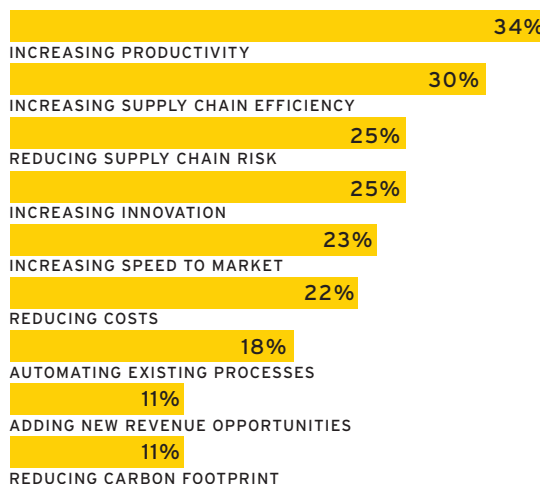
- Just 44% say their employees are prepared for digital innovation in the supply chain.

Sustainability priorities: Over the next three years, sustainability is the no. 2 priority for supply chains, behind increased efficiency.

- 90% of companies with autonomous supply chains say sustainable management reduces costs in the long term, versus 25% of those with a mostly linear supply chain.

WHAT'S TOP OF MIND FOR YOUR SUPPLY CHAIN?

When asked to pick up to two top priorities, executives answered:



The Politics of Expanding Into New Markets

A majority of U.S. companies (82%) would like to expand into new markets and 36% are considering expansion opportunities in the BRICS and MINT countries, according to a new survey of U.S. business decision makers by connected planning company Vuealta.

However, 55% of respondents say political uncertainty and its impact on their supply chains is a key factor holding them back from moving into new markets.

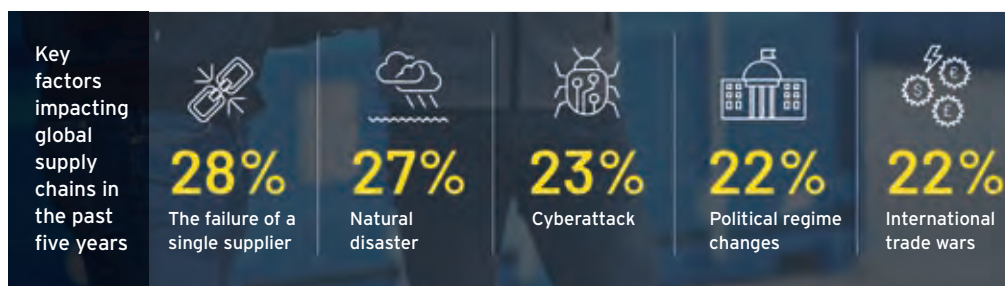
The findings also demonstrate that those surveyed don't believe that their business leadership

understands how different factors could dramatically impact their supply chain. Nearly half (47%) say they did not believe their leadership understood the potential impacts of political and market uncertainty, 51% a cyberattack, and 49% a natural disaster.

As companies grow

globally, they inherently assume more risk as they manage more complex, global supply chains. Unfortunately, the majority of respondents indicate that they felt fairly unprepared to address unexpected challenges. Nearly one-fifth of respondents (18%) state that their customer base is likely to feel the impact of a supply chain failure in less than one day.

As a result, more than half (57%) of U.S. companies are currently looking to re-shore a significant portion of their supply chain operations to the United States.



TAKEAWAYS

12 TIPS TO IDENTIFY QUALITY SUPPLIERS

When most buyers plan to select a new supplier, they are usually tempted to focus on the best price. But shaving a few cents off the product price is no help if the quality is below standard or the component does not arrive when you need it.

Focus on quality by incorporating these 12 tips into your sourcing strategy.

1. Check certifications.

Many buyers have minimal requirements when it

comes to supplier quality certifications. However, suppliers do not always make it easy to view and verify their certifications. Discover suppliers that are certified to your quality standards, including ISO, QS, and more.

2. Evaluate the geo-political climate. While some overseas resources can provide rock bottom prices, tenuous labor relations or political upheaval can leave you without your required product. Analyze the potential for unrest in the areas you will potentially rely on.

3. Gauge financial stability. According to a ThomasNet survey, nearly half of all

buyers have worked with a supplier that unexpectedly went out of business. Don't be caught off guard.

4. Assess weather-related risk. We have all seen hurricanes, tornados, snow, rain, and drought impact the supply chain. As you select potential suppliers, identify the weather-related events that are typical to the region and evaluate how they could dictate your ability to maintain business as usual.

5. Align manufacturing and shipping locations to your needs. Determine your need for a multi-location supplier or a single warehouse. Obviously, shipping capabilities and

associated costs will differ by the number of locations a supplier has to offer. You may be able to negotiate a better price from a smaller business with a single location or string multiple suppliers together to meet your needs.

6. Carefully review product information. Detailed product descriptions and related information will help you determine if they have the right products for your application. If a supplier provides easily accessible product specs, charts, graphs, and CAD drawings, it shows that they value your time and are willing to be as helpful as possible to win and maintain your business.



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TAKEAWAYS

7. Ask for accessible inventory information.

Having visibility into your supplier's inventory can be advantageous. It is an indication of their commitment to you as a customer and their ability to provide what you need, when you need it.

8. Know their scalability.

Determine how flexible the supplier is when it comes to providing small quantity and high-volume orders. If you are looking for smaller quantities or prototypes to start out, you will most likely find suppliers that focus on that volume. If you will grow to require extremely large shipments of the product

over time, you could easily outgrow your original supplier selection. Knowing what the growth pattern is for the product you are sourcing before you select a supplier will allow you to partner with a supplier that can painlessly scale to meet your changing needs.

9. Check their commitment to customer service.

Expect the best and plan for the worst. Evaluate the customer service provided by each potential supplier. If you are working in a 24-hour lights-out manufacturing capacity that could require a call to a supplier at any time of day or night, work this into your research. A

deeper understanding of the contract language pertaining to their return policy should be uncovered as well. You do not want to be stuck holding the bag.

10. Get lead time and delivery statistics. Delivery performance is key to industrial buyers. Ask for their lead time projections compared against on-time delivery rates. If these cannot be provided then it is a good sign that they are not being tracked or are not very good. Either reason is cause for concern.

11. Payment terms.

Identify the suppliers that are willing to work with your payment requirements. As

the long-term need and delivery timelines can dictate purchase order or net 30 billing options, don't be afraid to ask for what you need to run your business appropriately.

12. Contact references. As always, a vote of approval from another business that the supplier is working with can speak volumes about their true abilities. While non-disclosure agreements can cause some difficulties in this area, a supplier should always have a ready list of happy customers or testimonials.

– *Mohammed (Mo) Hajibashi*
Managing Director and Supply Chain Global Consulting Lead
Accenture



Greg Syfan, President, Jim Syfan, CEO
and Steve Syfan, Executive Vice President



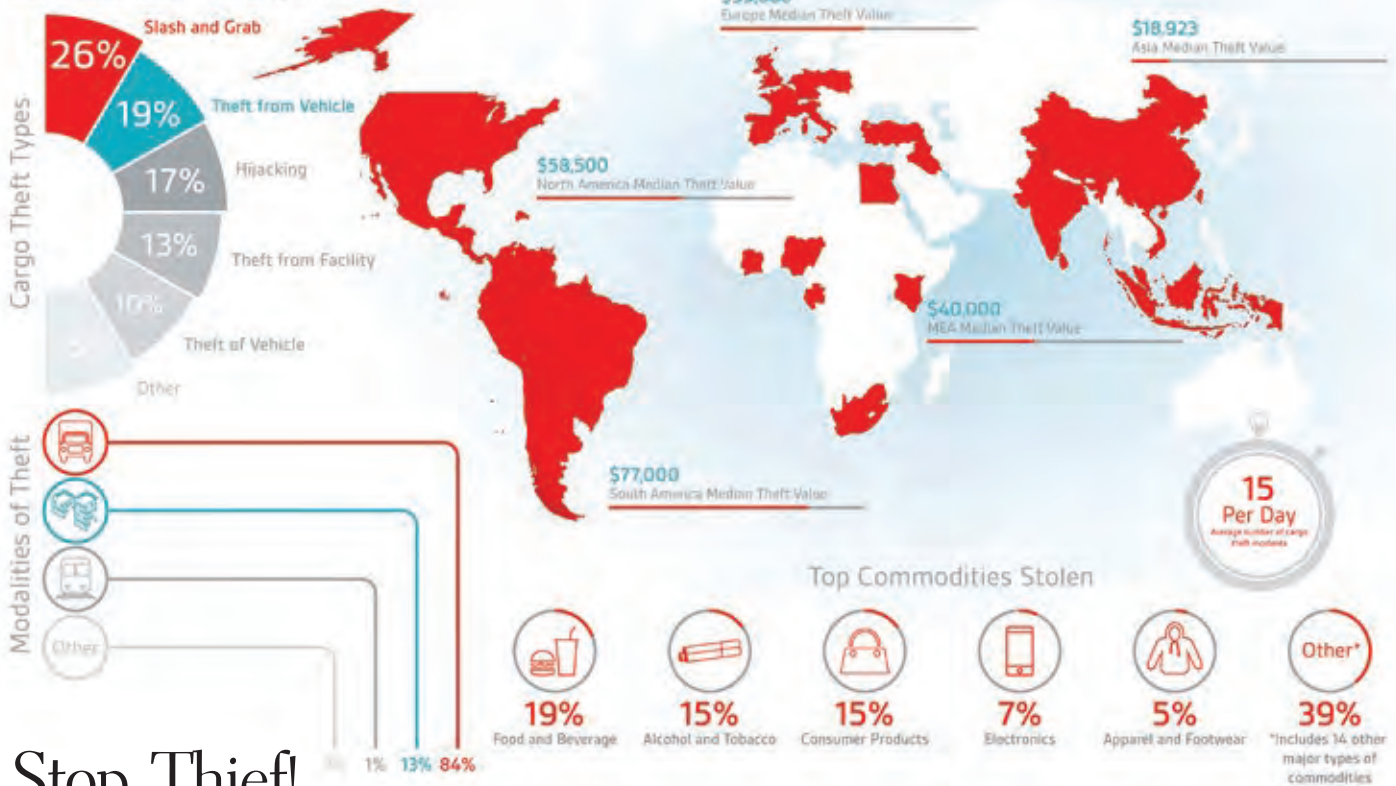
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TAKEAWAYS

Countries with hijackings in 2018



Stop, Thief!

TT Club and BSI have issued the second edition of their report on global cargo theft, the first to cover a full year. The report analyzes cargo theft by modality, theft type (modus operandi), commodities targeted, and the value of losses across the major regions of the world (see chart above).

Among the notable findings:

Theft from road vehicles accounts for the highest proportion at 84%.

Slash and grab is the largest type of cargo theft at 26% globally, but with significant regional variations

The combination of food, beverage, alcohol, and tobacco makes up the most common commodity group.

South America tops the regional analysis of median value for each theft at \$77,000.

SOURCE: TT CLUB AND BSI

TRIPLE E SUPPLY CHAIN

The Association for Supply Chain Management (ASCM), a nonprofit supply chain association, released new standards for instituting a “triple E” supply chain—one that is ethical, ecological, and economical.

Companies that meet the standards are eligible to apply for the ASCM Enterprise Certification, an industry benchmark demonstrating a commitment to clean supply chains.

“More than ever, consumers want to know that the products they buy are not only economically sound but also manufactured through practices that are ethically and environmentally conscious,” explains Abe Eshkenazi, CEO of ASCM. “Building triple E supply chains provides innovative companies with another platform to achieve competitive advantage, grow their market share, and make the world better through supply chain all at the same time.”

With the certificate’s unbiased standards, companies can hold each other accountable and commit to building a circular economy.

DOWNLOAD
THE FREE
STANDARDS
GUIDE AT
ASCM.ORG

Avoiding the Trade War SQUEEZE

As trade volatility between the United States and China escalates, shippers find few options for avoiding a painful squeeze. While some are shifting production to other nations in the region, others find those countries are less than ready to handle the spike.

In the thick of peak season preparations, here are some ways to ensure product gets to its destination on time without stifling added costs.

Front-loading. Many shippers are pulling forward (also known as front-loading) goods in an effort to beat

deadlines for tariffs on Chinese goods. This means shipping goods scheduled for later in the year, in addition to typical shipments. One large electronics retailer pulled forward more goods in a two-week period in February 2019 than it did during the entire 2018 peak season, for example. The pull-forward effect has been evident for months now at ports.

Tariff remedy programs. In May 2019, the U.S. Trade Representative published Federal Register Notice 84 FR 21389 outlining the decision to grant exclusion requests from the 25% duty assessed under the Section 301 investigation related to goods from China. Though they often go underutilized, there is such a thing as tariff remedy programs.

By taking advantage of processes like Section 301 exclusion, shippers can ensure their goods enter the country

duty-free. It's worth reviewing these exclusions and seeing if they apply to your business.

Switching warehouses. Another tactic shippers deploy is shipping product into bonded warehouses. In this scenario, duties are levied only when the goods are removed. The warehouses can be used to manage cash flows by spreading the duties over time. Alternatively, they can be used to pay lower rates if tariffs are reduced at a later date.

Planning for the long term, but being able to quickly adjust, is critical with tensions rising and an unpredictable tariff war ahead. An interconnected, technology-infused supply chain is not just a nice-to-have but is essential in today's volatile trade environment.

– David Commiskey, vice president of customer solutions, GlobalTranz

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How to Manage Global Shipping Contracts and Transport Systems Directly

Many beneficial cargo owners (BCOs) still manage core logistics functions, like ocean rates, using spreadsheets. However, new rate and contract management technology allows BCOs to manage contracts and rates on their own and share information across locations and business units.

Similarly, technology-driven and customized TMS solutions are available for BCOs that provide speedy online bookings, handling documents, statutory compliances, and tracking in real time.

A large enterprise with multiple shipping locations may negotiate shipping contracts from each branch or with centralized purchasing supporting shipping to and from multiple locations. Without the proper tools, the cargo owner's organization doesn't have full visibility into the rates and routing to optimize each shipment. A third-party provider such as a freight forwarder or NVOCC won't deliver the needed visibility either.

With a cloud-based logistics management platform, BCOs can streamline and optimize their global supply chain with greater visibility into each shipment. Capabilities such as contract and rate management, cargo tracking, and full transport management can transform a supply chain better than managing by spreadsheets.

Rate management systems compare rates by carrier and route options to highlight the optimum rates for each move. Cargo-tracking visibility manages on-time arrivals for cargoes to reduce costs and communicate revised ETAs throughout the supply chain. This is a vital function considering that on-time arrivals ranged from 65% to 76% in 2018. Improving on-time performance can deliver cost savings and service improvements across the enterprise.

Contract management functions can highlight areas of overlap in routing and disparities in rates. Shippers can see where contracted routes and volumes may overlap, or where there may be gaps to be filled.

With a cloud-based solution, employees can access the information they need, when they need it. Time zones are no longer a barrier, and information is not locked up in someone's desktop PC. Also, cloud-based applications can be easily customized for users.

BCOs can take control of their ocean shipping rates and routing with an optimized platform that allows companies to share information internally. By using new technology tools, shippers can take control of their supply chains and manage rates and routes for better visibility and increased buying power.



DO YOU NEED ROBOTIC PROCESS AUTOMATION?

Here are four questions shippers can ask themselves to understand the benefits of a solutions provider that offers data-driven decision making from automation.

- **DO YOU USE MANUAL INPUT AND MANIPULATION OF DATA?** Manually managing data means you're always behind the curve. Automating processes can free up resources for higher return activities.
- **IS IT DIFFICULT TO SHARE INFORMATION WITHIN YOUR ORGANIZATION AND OUTSIDE PARTIES?** Seamless digital data sharing will eliminate silos and improve efficiency for all parties in the supply chain.
- **DO YOU WANT MORE AUTOMATED ALERTS FOR CARGO TRACKING?** You can stay up to the minute with cargo location with automatic alerts, and notify other parties of any changes at the same time. You can eliminate phone calls, faxes, and emails that waste time.
- **DO YOU DESIRE MORE VISIBILITY AND CONTROL OF YOUR SUPPLY CHAIN?** Shippers can use technology tools to manage their ocean shipping on their own and eliminate bottlenecks in the process. With artificial intelligence and robotic process automation, you can choose the best routing options and rates for optimum results from your transportation spend.



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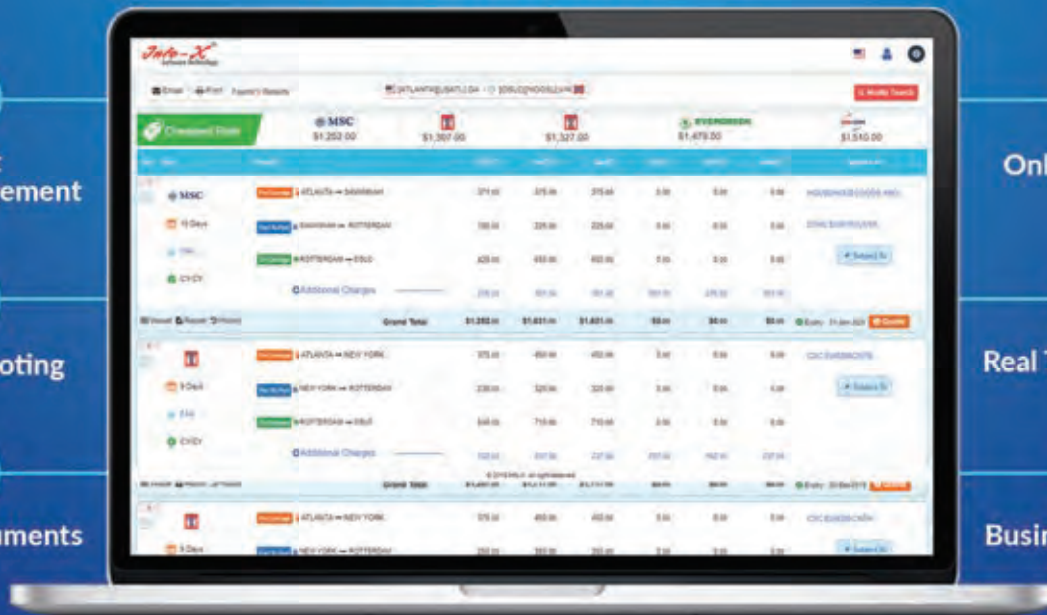

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Will Hansen
Principal, Nexus

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The Nexus Way

Nexus is a third-party logistics provider offering customized warehousing solutions and multi-modal transportation services. With 40 years of experience, Nexus offers cost-effective supply chain solutions that allow customers to achieve strategic objectives and focus on core business processes.

We are differentiated by our dedication and flexibility to provide competitive services that promote the growth of our customer organizations, with customers ranging from mid-sized to Fortune 500 companies.

WAREHOUSING/LOGISTICS

Nexus warehouses are located in Bedford Park, Illinois. Our expertise in inventory management and applications of supply chain technology provide the logistics advantage organizations need to survive in today's ever-changing market. Whether capacity requirements are large or small, Nexus ensures the seamless flow of product with quantifiable inventory accuracy.

TRANSPORTATION SERVICES

Nexus offers multi-modal transportation services and up-to-the-minute shipment tracking. Our private fleet provides next-day delivery to the 29 states surrounding our three regional locations. The Nexus fleet is complemented by core carrier partnerships and freight management professionals who proactively respond to our customers' changing market environments and service requirements.

LOGISTICS IT SERVICES

Warehouse management systems (WMS) and transportation management systems (TMS) are integrated real-time across each of our distribution centers.

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Our strategic locations and services connect you to the customers and destinations you need to reach, on time, everyday. Tell us where you want to be and we'll take you there.





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& DISTRIBUTION**

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LOGISTICS

MILESTONES

WHO: Sunset Transportation | **WHAT:** Celebrating Its 30th Anniversary

Sunset Enters Its 30s With Big Plans and Dynamic Solutions

2019 marks 30 years of business for 3PL Sunset Transportation. The future is bright as the 3PL starts its 30s with a new facility and innovative new solutions.

Many great things happened in 1989: The Berlin Wall fell, *Seinfeld* first aired, the World Wide Web launched, and the Nintendo Game Boy hit the markets. However, while Wayne and Garth were partying on at *Saturday Night Live*, our founder was busy launching a customer-centric 3PL called Sunset Transportation. Jim Williams started Sunset in November

1989 with just two employees, operating from his home in Sunset Hills, Missouri (our namesake hometown). In 1996, Bill Clinton was re-elected, the Macarena was the hottest dance around, and Sunset moved into our first brick-and-mortar location.

Fast forward to 2019. The St. Louis Blues make history with their first Stanley Cup victory and Sunset has grown to over 150 team members, six (6) branch offices and 35+ agent offices and is a two-time TOP 10 3PL provider of logistics solutions. The



second generation of the company, Jim's daughter, Lindsey Graves, has taken the reins as COO and we're pushing forward into our 30s with big plans:

- We're on the move again, currently undergoing an extensive renovation of our newly purchased 45,000-square-foot soon-to-be state-of-the-art operations center and corporate headquarters in Sunset Hills, Missouri. Expect to see us in our new home in early 2020.
- We're launching a dynamic, shipper-friendly dashboard called LOGIK, changing the game of how our customers

access order data, tracking, and reporting in late 2019.

• Lastly, we're proud to be opening our seventh branch office in Laredo, Texas, offering cross-border solutions including U.S. and MX Customs Brokerage capabilities yet this fall.

What does the future hold for Sunset? While we can't predict what's going to happen (*even after consulting our magic 8-balls*), Sunset's outlook is bright. We hope you join us for the journey. ■



Sunset Transportation is driven by the right-size fit for each customer, using all levels of global and domestic supply chain resources and services. Our culture allows customers to feel like family, while offering advanced TMS solutions, reporting, and shipment reliability.

www.SunsetTrans.com

What do they have in common?



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Top 10 3PL 2019



30th anniversary in 2019



Distinguished Woman in Logistics Finalist 2019



Top Workplaces 2019



Hard work, a culture of loyalty, and a hometown of St. Louis!
Thank you for making us a Top 10 3PL.
We're proud to be among the elite.





Five Ways a 3PL Helps Mitigate Supply Chain Risk



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Partnering with a 3PL offers a buffer between the shipper and the ever-shifting challenges of the logistics realm.

Shippers face a variety of risks across the supply chain that can be mitigated by outsourcing one or more logistics functions to a third-party logistics (3PL) provider. Partnering with a 3PL does much more than free up time to focus on core competencies—it offers a buffer between the shipper and the ever-shifting challenges of the logistics realm.

3PLs help shippers mitigate risks in a variety of areas, including:

Cost

While 3PLs get paid by shippers for the services they provide, the return on investment often exceeds the cost. Logistics providers give shippers access to a broad range of cost-saving benefits, such as preferential rates from carriers, premium distribution and fulfillment space, state-of-the-art logistics software, and much more.

Stability

If natural disasters, trade wars, and other unpredictable supply disruptions have you worried, a 3PL can help bring balance back into your supply chain. Your logistics partner can leverage their existing relationships with suppliers to ensure that you continue to get the parts, raw materials, and other goods that you need even when access to your primary suppliers becomes too expensive—or worse, unavailable.

Capacity

Trucking capacity has maxed out several times in recent years, causing carriers to turn down new customers because they simply don't have the space. Your 3PL can help you find available capacity for your cargo across one or more modes because they already have existing relationships with a broad network of carriers. This ensures that your cargo gets where it needs to go—even when capacity gets tight.

Real Estate

Your organization may not have the resources to purchase real estate for storage or distribution, but 3PLs maintain a network of facilities that are ready to go. Even if your 3PL doesn't have existing assets in your target area, they can expand their portfolio by acquiring it for use by you and other potential customers in that market. If you want your own facility but aren't sure how to fit it into the budget, many 3PLs will help you find affordable space, such as lower-priced older properties in secondary markets.

Visibility

We live in the age of Industry 4.0, making it more critical than ever that you have end-to-end visibility of your inbound and outbound shipments. Maintaining a high level of visibility is perhaps the most critical method of avoiding supply chain risk—you can't mitigate risk if you can't identify and correct problems when they are happening. When you outsource transportation management, warehousing, fulfillment, and other services to a 3PL, you benefit from their technological capabilities that track shipments to your customers and deliveries from your suppliers, and identify problem areas before they become severe.

You're Not Alone

Many businesses rely on 3PLs so they can focus on their own core competencies. For a logistics provider, the supply chain is their core competency. Successful risk management is proactive, not reactive—and it can rarely be done alone. A logistics partner brings a level of expertise to the table that won't exist in businesses that don't have a full supply chain management department in-house.

You need a team that you can trust to identify and avoid potential problems and risks that can impact your operation. Hands down, a 3PL is the most cost-effective way to gain the talent and resources you need for successful supply chain risk management.

Consolidation Is an Easy Way To Make a Big Difference



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Shipment consolidation is becoming an increasingly more accessible and viable option, offering benefits for both manufacturers and distributors.

Consolidation isn't just for larger companies anymore; it's becoming an increasingly more accessible and viable option for any supply chain. While consolidation has seen rapid advancement in an effort to remedy service-sensitive relationships or tough network segments, the advantages are universal and can be applied to inbound, vendor, and pool distribution networks—each sharing five big advantages:

1. Improved Supply Chain Performance

The likelihood of shipment failure increases with the length of haul and handling at each terminal in LTL shipping. Unpredictable variables at each facility put shipments at risk, culminating in a higher failure rate than truckload moves. With consolidation, a shipper can fill an entire trailer with multiple LTL orders and send it to a facility to mix with other cargo. At some consolidation facilities the operator will have a sailing schedule to designated consignees, reducing costs, enabling more effective planning, and improving service.

2. Significant Cost Savings

With the advantage of truckload pricing at an LTL size, consolidation provides significant opportunities for cost savings. With the objective of maximizing the trailer utilization, freight from multiple vendors or different parts of a supply chain can be staged at a central location to be sorted, combined, and loaded into full truckloads. The gained advantage of the faster transits from the consolidation point means some shippers can convert their leg-one move to a more affordable shipping method, such as intermodal, providing even greater savings.

3. New Levels of Efficiency

Consolidated truckload shipping brings many advantages to both shippers and receivers, counter to the traditional LTL model—specifically when it comes to facility management. Inbound LTL trucks typically carry 10% fewer pallets than full truckloads,

meaning to fulfill the same amount of orders, there could be 10% more trucks waiting at distribution centers. When it comes to unloading, LTL shipments take longer to inventory, check, and document OS&D. For a truckload shipment, unloading is fast with a consolidated order and can increase capacity fluidity at facilities.

4. Enhanced Ease of Operation

What might seem like a complicated process is actually handled by a sophisticated management company on the shipper and/or consignee's behalf. These solutions give the consignee a consolidated buying group for all vendors in the program, including one bill per shipment door-to-door. For a shipper, the ability to load an entire trailer with freight at origin removes the burden of managing the LTL process. These reductions in administrative work for both consignees and shippers alike allow for more time to focus on supply chain strategy and continuous improvement—advancing your enterprise goals.

5. A Greener Network

The biggest benefit that commonly goes unnoticed with consolidation is the enormous chunk of carbon dioxide emissions cut out of supply chains. With fewer idle trucks waiting at distribution centers, a reduction of trucks on the road, and the potential decrease in mileage versus multi-stops, a large amount of carbon dioxide emissions is avoided.

Supply chains across the globe are riding a wave of innovation, fueled by technology and driven by a change in consumer behavior. Companies can implement a consolidation strategy by aligning with a provider that can help untangle the current process and develop an end-to-end solution for each shipment. Regardless of the method a shipper or consignee chooses to take, consolidation is an easy way to get quick wins for your supply chain.



Creating Culture in the Freight Brokerage Arena



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In most major cities across America, working at a freight brokerage has become an increasingly desirable profession. It has also become one of the fastest-growing jobs in the country. One of the biggest challenges these logistics companies face is how to attract and retain top talent when there are simply so many different freight brokerages to choose from in a given market.

The Market

The city of Chattanooga, Tennessee, is home to a little shy of 200,000 people, but there are at least 20–25 asset and non-asset-based freight brokerages in the city. That's a lot of competition! Avenger Logistics has been able to separate itself from other brokerages and become an industry leader when it comes to creating a culture of positivity that balances competition and celebration of both individual and team wins.

Priorities as a Company

From a culture standpoint, inclusion and empowerment must be a constant focus for leadership. Dedicate a fair amount of time to strategizing on how to creatively maintain different monthly contests, reward-based excursions, company lunches, and regular meetings to make certain that everyone in the company has an equal opportunity for success.

For example, Avenger has put in a full-service gym and chapel in the office to provide employees with positive enrichment. To attract quality talent, a business has to try and make its facility the best place any person has ever worked in their lives.

Contests and Competition

Keeping your employees motivated and engaged in the workplace has to rank high on a company's list of priorities. Retention rates hold strong when individuals are driven by positive culture.

The worst thing a company can do is continue to have the exact same contests month in and month out, as the novelty can wear off fast. How do you keep pumping out fresh contests? Ask your people for input! Nothing creates a better culture than

empowering your people and letting them see their ideas come to life.

In an environment where unemployment rates are low and freight brokerages saturate the market, establishing culture is key to bringing in quality talent.

Capture the Flag: How It Worked

One great example Avenger adopted for one month was Capture the Flag.

Each time someone gets a new customer they are able to bring the flag to their desk. Each time someone gets a certain profit margin amount (ours was

\$500 or better) they bring the flag to their desk.

At random points throughout the month, week, or day, Avenger established preassigned times that awarded whichever group had the flag at that time with various prizes. Some of those prizes included things like group lunch being brought to the entire team, escape room adventures, axe throwing sessions, etc.

On an individual level, each time someone grabbed the flag they received a lottery scratch-off ticket to reward both themselves as well as their teams.

Adopt ideas like this and your company will reap the benefits of creating culture that keeps employees loyal to your brand.

Data Management—Vital Today!



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714-224-7901

Managing information gathered from a strong TMS provides a solid pre-audit program to double-check the accuracy of bills and also delivers these value points.

Years ago, I named my business "Freight Management," but today it should be called "Data Management," since that seems to be the business in which we find ourselves. Driven by competitors, by our clients, and by our own imagination, the effective collection of information can be invaluable if properly used and directed.

There are value points in managing information gathered from a strong TMS system that can also provide a solid pre-audit program to double-check accuracy of bills before payment. These points include:

1. Tracking the duty paid on imported items with an eye to how much then reships to Canada, or falls into other categories, which will allow you to regain much of the duty paid.

2. Having visibility of all shipments moving inbound or outbound until delivered. This information can be pushed or retrieved. This assumes that the freight is tendered by the shipper, or by the vendor, via the TMS that picks the approved carrier for the speed and distance of the shipment. The TMS usually notifies the carrier electronically and a bill of lading is prepared for printing for the consignee.

3. Out-of-region freight moving from a warehouse outside the service zone is costly and a good TMS reporting system will identify these types of occurrences. Additionally, it should identify what SKUs are involved and how frequently it happened in the past week or month. All of this adds extra costs to the bottom line.

4. Double/triple orders moving the same day to the same customer can be identified and allow steps to be taken in the future to consolidate such orders onto one bill of lading, not two or three.

This typically happens when you have many items for sale and a customer such as Walmart will create an order for each one, which then triggers a bill of lading for each. In some cases, they insist on a bill of lading for each PO. A master bill of lading can overcome this need, which includes all the individual bills of lading onto one transaction. Additionally, carriers will even consolidate the orders and then send one bill.

5. How often is the shipping staff or the vendor using the wrong carrier for the size, speed, and distance of the order? This, too, can be expensive, and it is good to know when this occurs and where the failure is occurring.

6. Sometimes freight costs rise, and you may not be sure why. A good TMS should provide a report on all shipments for any period of time with average mileage, average weight, and cost per pound. Maybe freight order size is down, which will tend to raise the cost per pound, or orders are simply farther away than normal.

7. Identifying when accessorials (which are logged and summarized) of a given type are spiking. This could mean more home deliveries, more inside deliveries, etc. Counter-action can then be taken to mitigate the costs.

8. Defend against charge back from the major retailers. This is now a major profit center. Allegations of late arrival, etc. are charged against you. A good TMS provides status and location of all shipments during the move, which will help that defense.

9. Develop a report card on all carriers for on-time delivery, claims ratio, or other factors

10. You can also chart the cost of fuel month to month, so you can better see the trends and prepare yourself or your customers.

11. By receiving a delivery receipt from the carrier, the process for filing claims for loss and damage is made easier and more accurate.

12. Finally, a good TMS will provide accurate accrual reports at the end of the month.

However, all open orders across all modes must reside in it. The TMS can then calculate the charges you can expect from the carrier even if not billed or received yet.

Freight Management has such a TMS, and additionally the staff to manage it. Data management has become our main business.

Three Ways Data Is Enabling Smarter Transportation Management



Jim Monkmeier
President, Transportation
DHL Supply Chain
North America
logistics.dhl.com

The rise of e-commerce continues to drive greater expectations around speed, agility, and visibility. Transportation and warehousing providers have been forced to evolve rapidly to keep pace with increasingly high service-level demands—from manufacturers, retailers, and consumers. Supply chain technology—powered by data and analytics—is enabling that evolution.

Ensuring Consistency and Quality

Within the last few years alone, technology has propelled the industry beyond simple track-and-trace data into a whole new world of supply chain visibility. Now, customers not only track their packages through transport, they can receive text or email alerts along the way. The same data can indicate that the delivery is within a mile of its destination, allowing receiving facility managers to plan ahead and eliminate surprises.

This greater visibility has implications beyond on-time deliveries. This data will ultimately lead to companies being able to carry less inventory, because they will know with greater certainty where their products are located and exactly when they are needed. This could lead to significant cost savings over time.

Enabling Efficiency and Productivity

Fleet management systems are also playing a large role in driving greater transportation efficiency. Systems communicate with vehicles on a constant basis, gathering data about how long a vehicle has been on the road, where it is headed, and which route is the most efficient. These systems reduce idle driver time, optimize fuel efficiency, enhance

safety, and reduce paperwork while also providing the warehouse with greater flexibility and real-time responses to unplanned events.

Digital freight marketplaces are also enabling companies to think beyond today's shipment by providing greater transparency in the trucking industry. All these insights can help drive lower operating costs without sacrificing service.

Saving the Roads

Finally, data will coordinate with other technologies to play a role in one of the most exciting developments in transportation: platooning.

Platooning links three or four trucks for trips on long stretches of interstate highways. A driver is required for the lead vehicle, and the remaining trucks follow on a digital tether, a short distance apart. The lead vehicle controls the speed, direction, and braking of all vehicles, which respond with near-zero reaction time.

Platooning is likely to be a game changer for transportation, saving driver labor costs, increasing road safety, and providing environmental benefits.

Transportation is evolving rapidly, thanks to supply chain technology powered by data and analytics. Digitization is driving big changes that can help meet the pace of change.

Sharing the Cost of Technology

Carriers and 3PLs are working together today to leverage these and other technologies to drive greater efficiency and cost savings across the supply chain without compromising service levels. 3PLs have proven experience leveraging emerging technologies and can often help organizations quickly take advantage of what's available (and on the near horizon) at a scalable cost.

To learn more about how digitization is driving changes in transportation, visit bit.ly/DHLTransportSolutions



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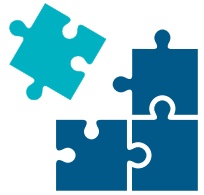
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Supply Chain Challenge?

SOLVED



Managed Transportation Partnership Cuts Costs and Drives Efficiencies

The world's leading provider of receipt and innovative label solutions turned to GlobalTranz to create visibility, enhance communications, and fully merge acquired businesses.

THE CHALLENGE

The world's largest manufacturer of paper receipt rolls and custom labels faced a challenge: how to integrate two new acquisitions while reducing transportation costs and improving efficiency. A managed transportation partnership with GlobalTranz turned out to be the perfect solution.

GlobalTranz's client, a global company with operations in North America, Chile, and Europe, is the world's leading provider of receipt and innovative label solutions for the retail, restaurant, and banking industries. In 2017, the client acquired two companies and was seeking to fully integrate them

with its core business. The client and the acquired companies were each taking different approaches to transportation procurement, management, and freight payment. It became clear that in order to create visibility, enhance communications, and fully merge the businesses, the client would need to unify their approach to transportation and logistics.

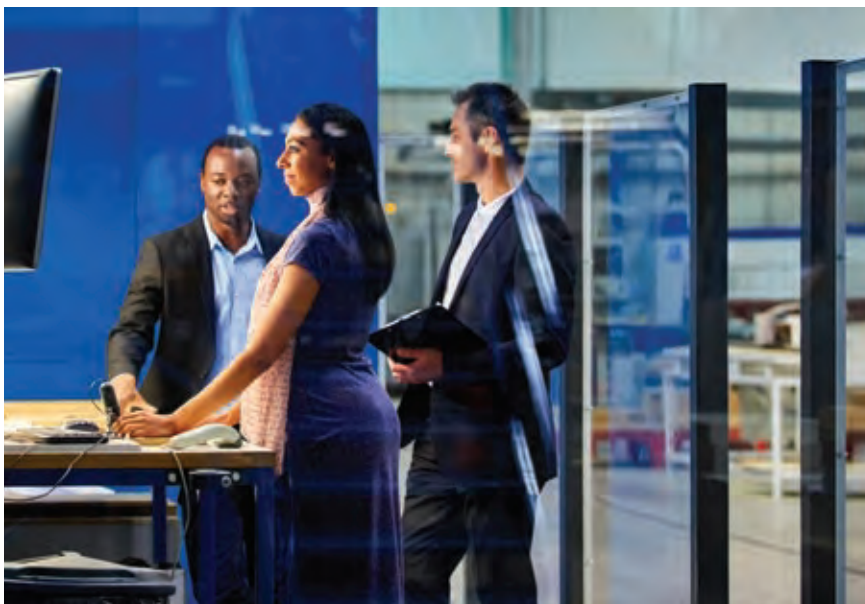
The client launched an RFP process and evaluated six different 3PLs. Through the evaluation process, the client was seeking a partner that could offer a scalable, flexible solution, with both short-term savings and long-term strategic planning.

THE SOLUTION

The client ultimately selected GlobalTranz as its managed transportation services provider. GlobalTranz implemented its fully custom, integration-ready, enterprise-level TMS, *GTZconnect*™, placing the client and its recent acquisitions in a single electronic environment and thereby driving visibility, communication, efficiency, and consistency.

In addition, implementation of *GTZconnect* provided scalability and flexibility to easily onboard future acquisitions.

The GlobalTranz team immediately began managing both truckload and LTL shipments, providing extensive reporting to track savings and KPIs every step of the way. GlobalTranz developed a detailed roadmap to help the client achieve its desired savings, and has delivered the immediate savings as promised, with the potential for achieving additional savings as a result of GlobalTranz's rate negotiations and relationships with truckload and LTL providers.

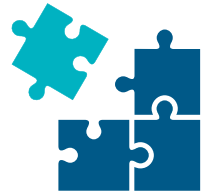


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Supply Chain Challenge?

SOLVED



Expertise, Strategic Warehousing Support Unexpected Spike in Inbound Deliveries

Hollingsworth assisted a leading automotive manufacturer with an unexpected surge via strategic negotiations and savvy adjustments to inventory management.

THE CHALLENGE

One of the Big 3 automotive manufacturing brands recently underwent a major, unexpected spike in inbound deliveries to their 3PL supplier's plant. Normally this additional business would be welcome, however this facility was already at full capacity and didn't have the space to accommodate the additional inventory. They were very concerned that the overload would cause a severe backup and disruption within their supply and distribution network.

With proven results for effective inventory management, Hollingsworth was able to provide this customer with a number of strategies to solve this fulfillment predicament.

THE SOLUTION

To address their customer's capacity problem, Hollingsworth's first step was to engage in negotiations with the plant's landlord. Hollingsworth was able to acquire additional temporary space in the building to enable the customer to keep up with their increased inbound activity. Along with adding the space, Hollingsworth's creative storage solutions included:

- **Consolidation** of existing inventory to optimize warehousing capacity.
- **De-contenting** of products and packaging to increase density and maximize warehouse floor space. This resulted in the ability to store

multiple parts on a pallet instead of one part per pallet.

- **Inventory and material flow analysis** to design and implement a racking program that allowed for flexibility to handle more products.

This combination of coordinating additional space with optimization of the customer's existing inventory management enabled them to take on additional business at a reduced cost.

Hollingsworth's expertise in full-service fulfillment solutions was the key to this leading automotive brand's success in solving a significant inventory management challenge.

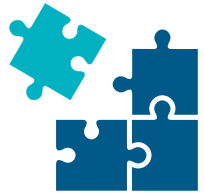


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Supply Chain Challenge?

SOLVED



Supply Chain Partner Helps Furniture Maker Get a Leg Up

Evans helped furniture maker Floyd develop a real-time supply chain, centralizing its kitting, packaging, and value-added needs, as well as providing transportation.

THE CHALLENGE

In 2014, Kyle Hoff and Alex O'Dell came up with the concept of the Floyd leg—a steel table leg that secures to any type of flat surface, allowing the flat surface to become a desk, coffee table, and much more. The steel legs can be attached and detached, making moving that table or other piece of furniture much easier.

The Floyd concept is a response to a furniture industry that doesn't consider the high rates of moving across the country, especially among younger populations. Bulky furniture is difficult to move and can be costly to ship. Not only is Floyd's furniture easy to put together and to disassemble again, it's also simple to ship.

Floyd was experiencing a high amount of success, and at the same time they were expecting a massive amount of growth. However, issues in the shipping process were causing products to be sent out in a less-than-desirable way and needed to be addressed. Floyd's shipping provider at the time was also the manufacturer of the wood for their tables. Since shipping was not the core competency of the wood manufacturer, Floyd needed an expert to handle the packaging and kitting of their product.

THE SOLUTION

In 2016, Evans began to centralize the kitting, packaging, and value-added needs for Floyd. Evans optimized the



kitting process by improving packages for shipping, utilizing water-based tape, collaborating on better corrugate, and ultimately, bringing the cost down. Evans was also able to help Floyd with a real-time supply chain, including transportation—carrying approximately 4-5 truckloads a week from Michigan, out east. Floyd now ships all over the world.

Since partnering with Evans, shipments have increased from 23 SKUs per week to 37 SKUs per week. The account began with one shipping location, requiring 1-2 trucks weekly. Now, there are 5 shipping locations which require 5-6 trucks, as well as occasional special orders. Not to mention, Floyd has grown its sales by 100% year-over-year for the past three years. In addition, it is partnering with

West Elm, opening shop-in shops, and working on its first modular bookshelf.

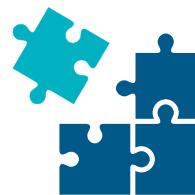
Daniel Stevens, the product engineer lead for Floyd, states, "We can partner with Evans and they can help us to be more nimble and leaner with our team at Floyd, but we can also rely on them to do some of the other things we wouldn't have in-house resources for."



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Supply Chain Challenge?

SOLVED



Enabling Faster Distribution in the Life Sciences and Pharma Industry

New facilities in Indianapolis and Reno enable 3PL MD Logistics to support faster time to market for life sciences and pharmaceutical customers.

THE CHALLENGE

Many pharmaceutical products have to be kept within a certain temperature range to be effective. This creates a potential issue in distribution. There often is a time range in which delivery needs to occur for the product to be considered safe to administer. Because of this, manufacturers must take transit time and location into consideration when planning their distribution strategies.

As a third-party logistics provider operating within the life science and pharmaceuticals industry, we saw the importance of offering our customers solutions that allowed their products to get to the consumer as fast as possible. This drove our warehouse expansion strategy to have both a Midwest and West Coast presence within the life science and pharmaceutical industry.

Known as the crossroads of America, Indianapolis offers close proximity to three major ports of entry, five major interstates, and the eighth-largest cargo center in the nation, the Indianapolis International Airport. This strategic location enables a 48-hour shipping window to more than 65% of the United States, allowing for increased efficiency and decreased transportation costs. Its

central location allows our Indiana-based warehouses to fully support our customers' needs in the Midwest and along the East Coast.

their speed to market and uphold product quality.

In 2011, we opened another facility in Reno, Nevada. In total, the facility in Reno is a 55,000-square-

foot FDA-registered, pharmaceutical-grade warehouse adhering to cGMP compliance. This facility includes controlled room-temperature and cold-chain storage as well as distribution services for some of our clients in the life science and pharmaceuticals industry.

With the addition of this facility in Reno, we are able to reach more than 80% of the U.S. population, including

those in the 11 western states, within a 48-hour ground shipping window.

Due to its access to two major highway corridors and the Reno-Tahoe International Airport, Reno, Nevada, has become the logistics hub of the West.



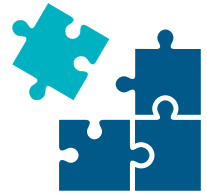
THE SOLUTION

Shipping products to the West Coast can be both costly and challenging. As the demands of the pharmaceutical industry continued to grow, we knew we had to increase our supply chain offerings. That expansion centered around offering our life science and pharmaceutical customers a West Coast warehousing solution. We knew that our distribution times were longer shipping to the western half of the United States from our current warehouses in Indianapolis. Expanding our reach further west would allow us to help current and potential customers increase



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Supply Chain Challenge? **SOLVED**



Home Care Manufacturer Gets a 3PL to Make the Hard Decisions

Hub Group helped a mid-size CPG company win its battle against retailer non-compliance.

THE CHALLENGE

A leading home care manufacturer's impressive growth began to push its supply chain to the limits. In servicing major retailer relationships, performance was a key element in maintaining good standing.

As project orders began to surge, the manufacturer began to see a spike in costly truckload rates, which was viewed as the only mode viable to deliver for its service-sensitive customer. The manufacturer needed to find a solution to balance both cost and performance expectations, likely a customized solution that was built around them.

The manufacturer looked to Hub Group to develop a solution that found the meticulous balance of cost and service. Harnessing Hub Group's

optimization and management expertise, the customer received a dynamic and responsive solution that ensured every PO met cost-effective precision service.

THE SOLUTION

Hub Group's solution began by creating a pricing net for the entire network. Assigning truckload and cost-competitive intermodal rates to each lane, the customer had pricing locked in and ready to go regardless of transit requirements. This eliminated the need to get spot rates or wait for pricing, shortening lead time, reducing costs, and streamlining processes.

Next, Hub Group developed a system that quickly selects the best service based on numerous variables. When an order is ready, the shipper tells Hub Group

when the PO is due to the retailer. Hub Group's experts track network performance and capacity on an ongoing basis, and quickly determine if the order is more suitable for intermodal or truckload based on current market conditions—something no other provider would implement.

Hub Group's solution stemmed the tide on the transportation cost trend and fortified the manufacturer's network. By optimizing mode selection while maintaining performance expectations, Hub Group eliminated the non-compliance penalty fees associated with missed appointment times while delivering savings with an intermodal solution.

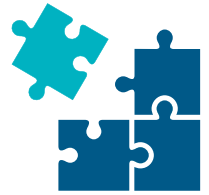
With a holistic solution in hand, the customer continues to stock the shelves in the industry's leading big-box retailers, avoiding service penalties and preserving valuable relationships. This manufacturer's growth continues unhindered with the flexible solution only Hub Group would deliver.



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Supply Chain Challenge?

SOLVED



Automating Labor-Intensive Tasks Cuts 3PL's Costs by 50%

Javelin Logistics reduced its reliance on manual labor and now thrives in the e-commerce marketplace by partnering with 3PL Central.

THE CHALLENGE

Javelin Logistics, a third-party logistics (3PL) provider, was looking to grow its business, which primarily shipped full pallets in and out of its facility, to one that could handle direct-to-consumer (DTC) fulfillment. However, its legacy WMS technology primarily managed just one type of workflow.

In order to accommodate this new emerging marketplace, Javelin Logistics was going to be dependent on manual labor to support these new customers with its current process. The company knew this plan was too labor-dependent and cost-intensive to be sustainable. Its next steps were to look for more efficient technology that would help grow the business as well as better serve its customers.

THE SOLUTION

Javelin Logistics required a warehouse management system (WMS) that could automate manual labor and integrate with other systems in order to streamline e-commerce fulfillment. 3PL Central offered the solution and nearly cut planned costs by 50% by implementing 3PL Warehouse Manager WMS.

With a direct integration to mobile scanning, shopping carts, and shipping carriers, Javelin was able to expand its value-added services to existing customers, gain a competitive advantage to win new business, and reduce its reliance on manual labor. Today, the



3PL is not afraid to tell prospects that it has a goal of 99% inventory accuracy.

Going from a labor-based to a technology-driven 3PL allowed Javelin Logistics to thrive in the new e-commerce market without hiring more workers—saving on added labor costs in the long run. “3PL Warehouse Manager transformed our company,” says Steve Oakley, VP at Javelin Logistics. “It helped us keep up with where the market was going.”

Back then, offering one type of service was sufficient to be successful, but today's 3PL customers want more options. Steve continued, “Now we have a differentiated 3PL that offers

many different services to different types of customers.”

Five years later, Javelin Logistics has expanded to 10 warehouse facilities and is continuing to grow order volume by 75% year over year.



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[INSIGHT]

IT MATTERS

by Greg Satell

Author, *Cascades: How to Create a Movement that Drives Transformational Change*

GregSatell.com | DigitalTonto.com

Blockchain Beyond the ‘Walled Gardens’

On Halloween 2008, a mysterious paper entitled *Bitcoin: A Peer-to-Peer Electronic Cash System* appeared on a cryptography mailing list. Its author used the pseudonym Satoshi Nakamoto and to this day no one is sure of their true identity. Nevertheless, the paper unleashed a revolution.

While the Bitcoin paper’s objective was to establish an alternative currency—an idea that resonated in the midst of the global financial crisis—it soon became clear that the underlying technology, called blockchain, could be of even greater utility as a distributed database.

Only now, more than one decade later, is the vision finally taking shape. To understand what blockchain’s future could look like, consider IBM’s recent initiatives to build communities around peer-to-peer networks in financial services, identity, and supply chain.

Perhaps blockchain’s greatest opportunity is to help streamline supply chains. IBM has two major efforts in this area. It partnered with Maersk to create TradeLens, which aims to digitize global shipping, and it created Food Trust, which focuses on agricultural products.

Unlike the original vision spelled out in the Nakamoto paper, these initiatives don’t use a proof-of-work system for verification, but are permissioned blockchains in which each participant is identified and

known—and therefore accountable—to the others in the blockchain network. Essentially this verifies members before transactions take place, much as Global Entry and TSA Precheck do at airline security checkpoints.

MAKING THE CONNECTION

To understand where all this is going, look at the evolution of the internet. At first, it was merely a network that connected research labs to reduce friction and increase collaboration. Later, it became public and “walled garden” services such as CompuServe and America Online connected ordinary people to larger information networks.

The real value was unlocked when the internet started connecting networks, creating the opportunity to build completely new business models such as Amazon and Google. It was the businesses created on top of the infrastructure, rather than the infrastructure itself, that changed the world.

Blockchain today is probably in a stage similar to that of the internet’s

walled gardens. The types of networks that IBM has set up tend to focus on a single function, such as transferring money or streamlining supply chains. That’s useful, but combining those communities into a single marketplace unleashes far greater value.

“Much like the internet was able to organize separate databases into an interlocking, networked marketplace, we see the potential to link separate blockchains together into a greater ecosystem that will lead to new business models,” says Marie Wieck, general manager of blockchain, IBM. “It will allow people that aren’t currently able to collaborate to effectively partner and create new value through communities of innovation.”

That’s the future taking shape today. Those “communities of innovation” will give rise to the new business models from which the next Amazon or Google can emerge.

When Bitcoin first appeared, many assumed it would evolve into a new layer to the financial system. What’s happening now is far more profound—a new layer to the internet, which will be far more secure and far more flexible than what we have today.

Much like the first Internet, it will evolve into a platform that will support new business models—and possibly entirely new industries—for decades to come. ■

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[INSIGHT]

SMARTMOVES

by Dr. Zachary Williams

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How to Recruit and Retain the Best Interns

If you hire summer interns, you've already decided where to source students. But what about the decisions around post-intern hiring?

I recently spoke with supply-side executives from a Fortune 150 firm about a directed change in their internship program. The traditional operational internship (indexing and cataloging) shifted to a strategic, project-based internship that included conducting research, establishing a negotiation strategy for large asset expenditures, and developing contingency plans for adverse events.

The results of this move were clearly reflected in the interns' excitement, which they carry with them as they return to their respective campuses.

When considering your internship program, you have to decide what you want from the program. Is it brand enhancement? Recruiting future students? Return on investment? There's no right or wrong answer. What is relevant is the discussion about the internship program's strategy.

HIRING AND CONTINUING ENGAGEMENT

The clock continues to move up when it comes to recruiting. Students are shocked when we start talking upcoming summer internships during the first week of the fall semester. I have experienced instances when firms hire

out well in advance, up to 18 months ahead of time.

On the positive side, advanced recruiting cycles give students plenty of time to arrange for housing, plan courses and graduation, or take specific courses to prepare for the experience.

With advanced hiring, one issue that comes up often is a "dark period" or "freakout zone"—the period between accepting an internship and actually starting. This is particularly critical in advanced cycles. Students get nervous when they do not hear from the employer. They want to know what location they will be in, what their specific role will be, who their supervisor is, and more. In some cases, students just want to know if they still have the internship because they have not had contact with the employer in so long.

One easy fix is creating online communities for all incoming interns and current employees to share information. A small firm that I work with does some novel things to help close the gap. They send nice gifts after a student accepts an offer. They also have a number of employees reach out via email, phone, and text to make sure students have their questions answered.

And if any current employees are traveling through the area, they stop and grab lunch or dinner with the intern. Simple, but highly effective.

We see a lot of interesting activities to keep interns engaged post-internship. Some firms allow the intern to work remotely. Students typically enjoy the extra money and the continued engagement with the firm. This option, however, is not for every student nor for every firm. Security and maturity are key for this type of arrangement to work.

AVOID RE-ENLISTMENT PRESSURE

I would caution firms that pressure interns to "re-enlist" for another experience (internship or full-time) prior to going back to school. This can lead to job reneging. As academics, we are actively working to educate students on the negatives associated with the practice.

Alternatively, one firm with an outstanding internship program and retention rate offers students a future position at the end of the summer and tells them to go to campus, have fun, and recruit with any firm they want. They give them no deadlines and simply say, "we want you back; just make sure you want to come back."

This approach does challenge the forecasting piece, but I assure you the retention rate for new hires and returning interns is high. ■

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[INSIGHT]

LEAN SUPPLY CHAIN

by Paul A. Myerson

Instructor, Management and Decision Sciences, Monmouth University and author of books on Lean and the Supply Chain for McGraw-Hill, Pearson, and Productivity Press
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IBP and Lean: A Match Made in Heaven

Acknowledging that we are in a “whitewater rapids” phase of today’s global economy, and hence supply chain, leads us to the question: Who is steering the ship and how?

Until not too long ago, the answer was a tool known as Sales and Operations Planning (S&OP). This tool is primarily an internal or “inside-out” method for a business to make sure that supply meets demand at the lowest possible cost. Its goal is to help a leadership team focus, align, and synchronize all functions of the organization.

PLANNING AND CONTROL

Furthermore, from a lean, agile supply chain perspective, a robust S&OP process acts as both a planning and control method at an executive management level. It externally benchmarks various metrics indicating the level of waste—such as forecast accuracy, inventory turns, and on-time and complete shipments—to set objectives, as well as match the company’s strategic plan. The metrics also measure whether things are in or out of control.

While S&OP was quite an advancement over previous methods (or lack of a method), it is insufficient to deal with today’s business challenges. That is why a concept

such as Integrated Business Planning (IBP), which uses an “outside-in” approach, is more appropriate in today’s business world.

IBP extends the principles of S&OP throughout the supply chain, product and customer portfolios, customer demand, and strategic planning to deliver one integrated management process. With the use of scenario planning and what-if analysis, IBP can help make decisions regarding more profitable supplier collaboration, demand sensing and shaping, marketing, and product growth and development.

OBSTACLES TO IMPLEMENTATION

It’s not easy to make the change from traditional or more advanced S&OP-type processes (I say “type” because many companies, whether they realize it or not, don’t have a fully developed S&OP process in place). Among the barriers:

- Conflicting goals among business units and functions.
- Lack of or outdated technology that relies too much on spreadsheet tools and isn’t integrated internally and/or

externally, which can prevent effective collaboration. Fortunately, today an abundance of great tools can not only integrate internal functions but also help you connect and gain access to accurate, timely data downstream and upstream in your supply chain.

■ Cultural or political resistance to changing processes. As we know, change starts—or ends—at the top.

GET MOTIVATED

There should be plenty of motivation here as you start to imagine how much more helpful a fully developed, outside-in methodology like IBP can be in successfully creating and managing a lean, agile supply chain.

IBP and lean are mutually complementary to business vision and success. I say this because lean requires eliminating waste and wasteful practices, which reduces costs and cuts lead times while synchronizing all partners and activities in the value chain. IBP is a process that, when used with enabling technologies, focuses directly on ensuring a continuous alignment between demand, inventory, supply, and manufacturing plans, and between tactical and strategic business plans.

Seems like a match made in heaven. ■



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[INSIGHT]

E-COMMERCE

by *Ryan Webber*

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Reinventing Logistics in the Amazon Age

In 1909, Henry Ford said, “Any customer can have a car painted any color that he wants so long as it is black.” Decades later, Jeff Bezos said, “Customers are divinely discontent. Their expectations are never static—they go up.”

Retailers have learned the hard way that taking the Henry Ford approach in the age of Amazon is not only painful, but downright harmful to their business.

Consumers’ definition of fast service keeps evolving. Amazon is resetting expectations to be as fast as same-day, within hours of an initial order—and at low or no cost to consumers. FedEx announced it will deliver packages seven days a week starting in 2020.

Retailers know they have little choice but to follow suit. And maybe even that won’t be soon enough.

Retailers must do more than look for incremental improvements. Instead, they need to completely pivot their logistics to remain competitive.

Today’s logistics environments must consider a vast, widely dispersed, wildly complex maze of workflows. As legacy systems are rarely up to the task, today’s e-tailers should seek to improve their entire supply chain—from the warehouse to the consumer. Here’s how:

Restructure workflows and integrate technology into the warehouse. Using mobile technology, this will give

retailers full visibility into:

- How packages are being received, stored, and inventoried.
- How they are being picked and packed for in-store vs. online.
- Inventory monitoring and the ability to re-order in real-time.

Online delivery. It is critical to manage the complex interaction between company-owned fleets; express delivery companies; post offices; and small, independently owned and operated trucking fleets to ensure online delivery meets customer expectations.

To do this properly, retailers must standardize technology and data flows to avoid needless delays, reduce downtime, and maximize visibility at every delivery stage. In addition, it is important to choose the right equipment, ruggedize it to survive falls and failures in the field, and ensure it’s only being used for its intended purposes.

Turn in-store experiences into digital opportunities. If you have a brick-and-mortar store presence, equip the sales

floor with the right technology to collect meaningful customer data points that you can feed back into your physical and digital sales strategies.

- Integrate technologies such as cameras and facial recognition, mobile beacons, and digital displays to optimize sales efforts.
- Set up systems to maximize personalization and cross-selling opportunities for each customer while vigorously protecting customer privacy.
- Leverage customer insights collected in-store to help inform online efforts and vice versa.

At every stage—from order to delivery—retailers should also consider what data to gather and how to use it to learn from, troubleshoot, and optimize the overall customer experience.

In a recent survey, nearly 65% of consumers said they would be very or somewhat comfortable with new shipping methods offered by retailers. Yet despite many beta tests, there has been surprisingly little adoption of these new delivery methods.

Freddie Mercury famously sang, “I want it all, and I want it now.” Knowing this, it’s time for retailers to become every bit as “divinely discontent” about delivering as fast as consumers are.

The future—and maybe even the present—depends on it. ■

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[INSIGHT]

3PLLINE

by Robert Boyle

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Moving From Report Producer to Business Analyst

When it comes to shipping freight around the world, costs and on-time delivery top the list of concerns for everyone from shipping managers to CEOs. Having strong, accessible data is essential.

There's strong demand for better and quicker information. If your logistics partner can identify carrier and customer performance quickly, it can help create meaningful risk profiles as well as exceptional reporting.

A global dashboard that provides this kind of information will make managing logistics more effective and easier for customers to understand, and provide better control for your shipping managers.

Traditionally, data comes in as spreadsheets produced routinely. Producing and cleansing this type of data for each customer can be cumbersome and bog down teams.

With a unified dashboard that integrates all business rules and cleansing logic, this type of data is pulled in and easily understood with different dashboard elements that are interactive and consumable, as compared to static data sheets. The synthesized, live data also is refreshed at regular intervals, typically daily or weekly, compared to once monthly.

With so much data available, what should companies consider? The short answer: Everything is transportation-relevant. Standard metrics and performance profiles such as financial and operational performance, shipment profiles, and audit and payment information are enhanced with risk-based metrics such as fuel prices, capacity, and weather. External indexes such as the Bureau of Labor Statistics, Department of Energy Fuel Prices, DAT, Cass, and others provide supplemental information allowing shippers to better understand existing trends and prepare for future activity. The more data, the better.

DON'T JUST PRODUCE, ANALYZE

To be competitive, companies need to pivot from being report producers to true business analysts. This will ultimately impact your business and create better outcomes. Dashboards loaded with data and real-time information allow you to spend more time analyzing data versus producing it.

The bottom line is quicker access to better information. As customers demand more, companies turn to logistics providers not only to manage expectations but also to analyze why exceptions are occurring and implement a solution that reduces those exceptions.

Better information can also help further refine ideas and synthesis to help draw better conclusions. For example, key supply chain stakeholders strive to understand what is happening across their global supply chain. Creating that normalized, global visibility is often a significant challenge. Providing a global view across all regions while including specific reporting nuances that are native to each region within a single platform becomes a major advantage.

Better data and real-time information are imperative to anticipate trends and do more than just survive in today's ever-changing shipping environment. Your logistics partner can not only help you protect your organization's bottom line, it should also help protect your customers from the omnipresent set of logistics challenges facing today's complex market. ■

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[INSIGHT]

TRADECOMPLIANCE

by *Gabrielle Griffith*

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Training: The Hidden Value-Add

Any business involved in import and export activities falls within the scope of all laws and regulations applicable to those activities. These laws and regulations are far-reaching and can be highly complex.

As a transportation and logistics professional, not only are you accountable for your company's internal compliance with these laws and regulations, but you are also accountable for supporting your customers' compliance initiatives. Offering trade compliance knowledge to your customers, whether conversationally or via tools, is a tremendous value-add to helping them achieve their reasonable care goals.

ZERO IN ON TOPICS

To identify the training topics most valuable to your organization, consider those that are important to your customer base. On the tactical side, they include managing classification, license applications, and decrementation; free trade agreement compliance; partner government agency compliance; policy and procedure documentation; auditing; and record-keeping.

On the strategic side, training topics should include processing and setting mitigating plans to cope with new tariffs, USMCA changes, Brexit, and retaliatory tariffs.

So where to start? Here is our phased approach to conducting the most impactful internal training:

1. Map training topics to their respective audiences. You may want awareness training for the entire company, followed by export awareness training specific to the shipping and operations team. If you have employees filing exports on behalf of customers, it is important they understand both the regulations and how to best obtain the requisite information from customers.

Present training as a solution to a business problem—your audience is bound to retain more knowledge and more likely to leverage it within their daily operations.

2. Identify departments to be trained and their stakeholders. Provide tailored training to audiences within the most high-risk areas of your organizations. Departments that generally intersect with trade compliance regulations, whether at your company or your customers', include product management, sales, finance, legal, supply chain/shipping and receiving, and engineering.

Identify a stakeholder within each department to contribute to the mapping process. The dialogue with each stakeholder defines the topics as well as which roles and functions should attend training.

3. Document and measure the training. Training logs document audience participation and track the different modules rolling out within the various audiences. You also can measure training effectiveness with brief quizzes throughout or at the end of the course and post-training surveys to see how information is received.

SERIOUS ROI

The bottom line is that providing topical training to each department within your organization offers a serious return on investment for everyone's time involved. Your company will develop better processes and procedures and, in turn, your customers benefit from a knowledgeable partner.

With proper training, your employees become educated allies to your customers, serving as an additional safety net to their compliance program. If you're short on bandwidth, outsource this function. It is paramount to protecting your internal organization as well as ensuring customer satisfaction. ■



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[INSIGHT]

LOGISTICS MGMT

by Anne Sexton

Digital Content and Publishing Consultant, QAD Precision
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Four Steps to Streamline Global Shipping

For global manufacturers, managing logistics and carriers across locations, countries, and regions is no easy task, particularly given the current unpredictable business environment. But while shippers can't control fickle global relations, they need not be at their mercy.

Streamlined transportation operations are mission-critical for best-in-class global shippers. The most important step in streamlining consists of introducing standardized procedures, work flows, and processes across all sites, supported by automated software solutions. Here are four steps to simplify global shipping.

1. Automate compliance. Whether you ship containers or parcels, all your shipments must adhere to global trade policies. Manual compliance requires hours of labor and maintaining denied parties lists, and reviewing each shipment is virtually impossible for high-volume shippers.

Automated trade compliance streamlines this process and eliminates missteps. Integrating compliance with your transportation execution solution also shortens processing time.

2. Automate documentation and reporting. Global shipping requires massive amounts of customs and export reporting. Manually creating all the documents needed to complete a shipment is time-consuming and

incomplete documentation or license errors can delay shipments. Automating documentation and customs reporting streamlines international shipping and reduces the possibility of hold-ups.

3. Leverage a global multi-carrier solution with consolidations. In an attempt to simplify the complexity of their transportation needs, global shippers often rely on a few carriers that they know and trust. But relying on a handful of carriers makes them vulnerable to higher pricing and capacity crunches.

A global multi-carrier shipping solution is especially beneficial for enterprises that ship high volumes of small packages. Global shippers can use one carrier to move a consolidated shipment cross-border and then a local carrier for the final delivery. This lowers transportation spending, particularly on the international leg, and reduces regulatory headaches given that a consolidated shipment requires only one customs declaration.

Shippers can manage consolidations in-house by using the zone-skip

functionality available in multi-carrier solutions. On-the-fly consolidation is particularly beneficial when the sequence of processing packages going to the same destination spans the business day.

Furthermore, shippers can use an automated routing guide alongside multi-carrier software to manage carrier and service selection. The routing guide applies your unique business rules to automatically choose the optimal service within the constraints of the shipment characteristics.

4. Ensure ongoing carrier compliance. Leveraging multiple carriers reduces costs, but it can be a challenge to remain compliant with each carrier. When you use a multi-carrier solution, however, your multi-carrier vendor is responsible for ensuring that you remain up-to-date with carrier standards. For further cost savings, an automated freight audit system provides alerts for unanticipated costs and changes to rating rules.

When you work across multiple sites and geographies, standardized processes may seem an impossible dream. But by automating trade compliance checks and documentation, along with global multi-carrier shipping and ongoing carrier compliance, shippers can streamline transportation across all locations. ■

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[INSIGHT]

SUPPLYCHAINSECURITY

by John Sheehy

Vice President of Sales and Strategy, IOActive

john.sheehy@ioactive.com | 352-246-8649

Eight Ways to Minimize Supply Chain Risk

Supply chain attacks aren't anything new, but threat actors continue to find new ways to breach networks. The 2013 Target breach and more recent NotPetya, Trisis, and Wipro compromises serve as not-so-gentle reminders that supply chain attacks are damaging and costly and present many risks to both businesses and their suppliers.

In the past 20 years, we've also seen a significant movement to disperse supply chains outside national borders. With this globalization comes many supply chain risks—risks that go beyond just cyber attacks and demonstrate a need for stronger operational resilience.

The fact is, the more secure an organization is, the more attractive its supply chain becomes to attackers. Attackers want to find the easiest pathway to get into the network, so often it's the supplier who has an exploitable vulnerability that can get them full access into the original target's network.

If a company is not protecting its own network against basic threat actors, doing its due diligence to properly patch, and holding its suppliers accountable for securing their own networks, it has no hope of protecting against nation-states or more capable threat actors. This is where third-party testing comes in handy to trust and verify your suppliers.

Organizations must know what's in their firmware and ensure there are

no counterfeit hardware components. They need to verify what they cannot trust, including components from a third party. Even if you trust a vendor, there's always the possibility of a compromise farther up the supply chain. To combat this, take a holistic view of the entire supply chain and try to identify the weakest links, rather than only focusing on one risk to manage.

Here are eight steps you can take to build a supply chain security program:

1. **Know your suppliers and look upstream as well as downstream.** Start with your tier one suppliers and then identify tier twos and others. Take full inventory of who you do business with so you can identify any weak links.

2. **Conduct a risk assessment.** Once you've identified all your partners, properly assess each one's cybersecurity posture so you know the risks they may pose to your organization. You must consider where each device or component was built and who exactly built it. Is there a possible backdoor or counterfeit part? Or is it just the

more-likely software quality issues that can result in a breach?

3. **Utilize third-party testing.** Hire a third-party firm to test your systems, and those of your suppliers, to provide actionable results on what you need to fix first.

4. **Scan and patch all vulnerable systems.** Do this regularly.

5. **Teach employees about the importance of using strong passwords.** Also teach them not to recycle passwords across accounts.

6. **Ensure your staff has set up multi-factor authentication everywhere possible.**

7. **Conduct regular security awareness trainings.** Teach employees how to identify phishing scams, update software, and become more security-conscious.

8. **Harden the security of the devices connected to your networks.**

BUILDING RESILIENCE

Consider all potential disruptions and ways to build and design your supply chain to keep it operational in the face of foreseeable and unforeseeable challenges. If the suppliers you deal with directly are required to have a supply chain security program and they expect the same of their suppliers, this will create a far more resilient supply chain of higher integrity. ■

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ECODEV

by *Mary C. Lamie*

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Collaboration Grows Freight Economy

At the heart of St. Louis' strategy to advance as a global trade hub is a focus on collaboration to strengthen and promote the region's already robust freight network. The entire bi-state region has united behind that common goal—establishing partnerships that bridge government boundaries, public and private sector, various industries, and multiple transport modes. The effort is paying off.

Public-private partnerships among Class I railroads, regional ports and barge operators, MoDOT and IDOT, the region's metropolitan planning organization, area airports, the trucking industry, manufacturers, and site selectors have resulted in record-setting infrastructure investment that further enhances the bi-state area's freight assets.

The region secured more than \$400 million in multimodal transportation funding in 2018 for projects identified as priorities within the region's freight network. The ability to convene all relevant public and private parties and build consensus around the projects deemed to be the highest-priority infrastructure needs helped elevate them from local priorities to national projects worthy of consideration.

With the recent improvements to the Panama and Suez Canals and significant growth at coastal ports seeking to push further into the United States, the St. Louis region is also

working to establish relationships with partners seeking to take advantage of its freight assets.

One of the newest partnerships is being forged by the St. Louis Regional Freightway and the Port of Savannah to create a new connection between the St. Louis region and the largest single-terminal container facility in the Western Hemisphere.

SERVING MIDWEST MARKETS

The Port of Savannah has a \$3 billion plan to increase its containerized cargo capacity from 5 to 8 million TEUs by 2028. The growing port considers the St. Louis region to be a key import/export market to which containers can consistently be distributed by rail at a lower cost for shippers. That investment will enable CSX and Norfolk Southern to deliver faster, more frequent rail service to Midwest markets, including St. Louis, creating the potential to further link the

St. Louis region's growing freight and logistics hub to the national and global supply chains.

Beyond the savings from these new connections, several existing advantages of shipping through the St. Louis region have already fueled record investment in industrial and distribution facilities in recent years and contributed to the rerouting of various commodities through St. Louis. Among the advantages are the region's central location at the nexus of the nation's freight network, its lack of rail and road congestion, and its industry-leading concentration of river terminals.

The region's port system also ranks as the nation's most efficient inland port when measuring tons moved per river mile. In addition, the region's two international air cargo airports—St. Louis Lambert International Airport and MidAmerica St. Louis Airport—have ample freight capacity.

As shippers and other professionals buying transportation and logistics solutions continue to seek more affordable, efficient, and reliable options to move cargo into and out of America's heartland, they should explore how they can leverage the St. Louis region's investments and partnerships. They could be a direct connection to savings that can enhance the bottom line. ■

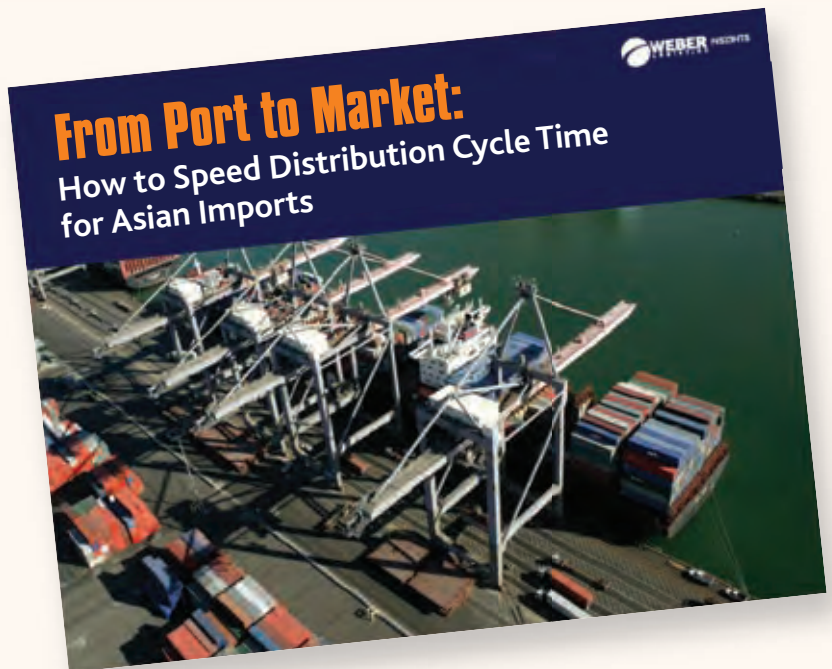
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INBOUND LOGISTICS' ANNUAL 3PL EDITION

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BY MERRILL DOUGLAS

3PL·2019

PERSPECTIVES

WHAT DOES THE ROAD AHEAD LOOK LIKE FOR SHIPPERS AND LOGISTICS SERVICE PROVIDERS? IN OUR 14TH ANNUAL 3PL MARKET RESEARCH REPORT, INBOUND LOGISTICS EXPLORES POTENTIAL SPEED BUMPS AND MARKET MOVERS.

These are prosperous times for third-party logistics (3PL) providers. According to the companies that responded to *Inbound Logistics'* annual 3PL marketplace survey, a growing number of shippers these days outsource at least some of their supply chain activities to companies that specialize in those functions.

It's no wonder those shippers seek expert help, given the complexity of today's supply chain environment. International trade relationships keep blowing hot and cold, with the prospect of new tariffs on top of those already in place. U.S. companies scramble to get as much product into the country as they can before new tariffs kick in.

The economy is strong, but experts are unsure how long that boom will last. A tight labor market makes it hard to recruit and retain logistics talent. All these factors pose challenges for in-house supply chain organizations, and new

opportunities for 3PLs.

Then there's the frantic competition in the retail market, with pressure to fill orders faster and build flawless omnichannel operations.

That pressure squeezes companies even in the business-to-business (B2B) arena, with the Amazon effect conditioning customers of all kinds to demand exceptional service. Companies struggling to meet those demands while remaining profitable often look to 3PLs for help.

WHAT SHIPPERS WANT

In our 14th annual *3PL Perspectives* report, we look at how shippers collaborate with 3PLs to improve operations, deliver better service, cut costs, gain better control over inventory, and win competitive advantage. We also examine what's driving success for the 3PLs responding to our survey.

Shippers are clear about the challenges they face in today's world.

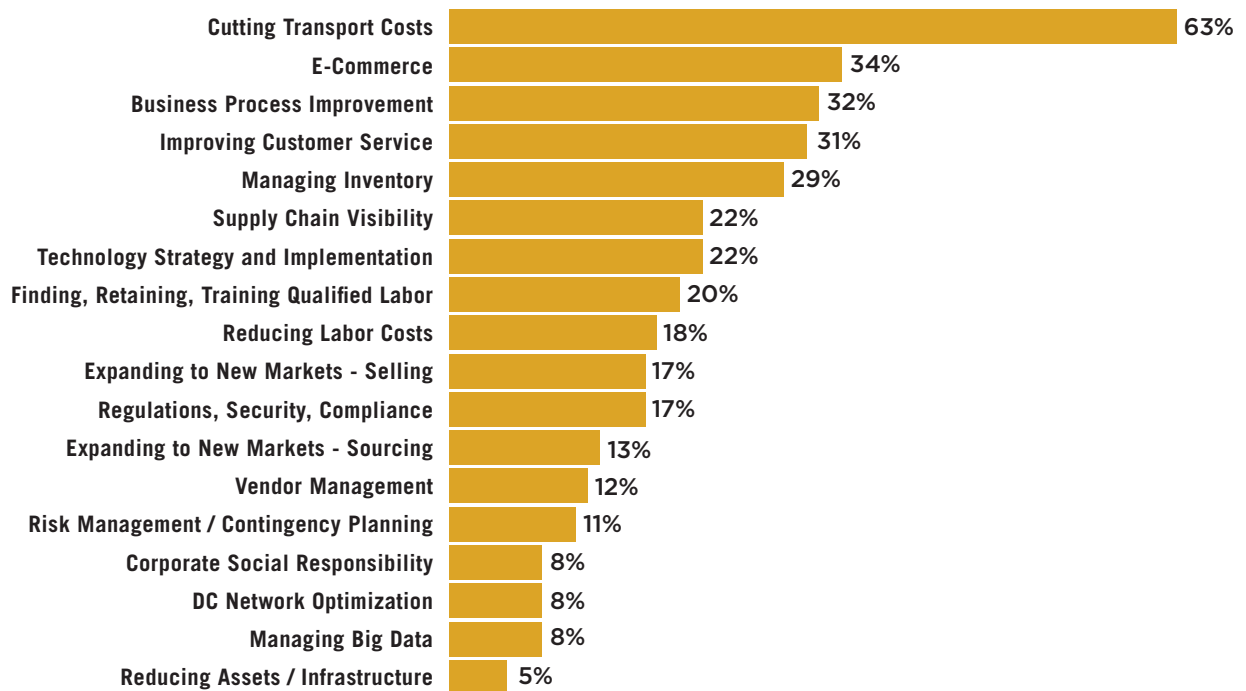
Nearly two-thirds of them—63%—cite cutting transportation costs as an important focus of their logistics efforts. Managing e-commerce is a major concern for 34% of respondents, a new high for that category in the history of this survey.

Another challenge named by a record portion of respondents this year (29%) is managing inventory. Other challenges that weigh heavily on shippers' minds include business process improvement (32%), and improving customer service (31%). (*See Figure 1.*)

For help with those challenges, shippers often call on 3PLs, and many form partnerships with more than one service company. Among our respondents, 74% say they work with more than one logistics service provider. The 26% that work with just one 3PL represent an increase: In 2018, that number was 12%.

The increase does not mean shippers are pulling back to employ fewer service providers. Rather, small companies that

FIGURE 1 : TOP CHALLENGES SHIPPERS FACE



never used a 3PL in the past have started to outsource for the first time, seeking a competitive edge in the highly competitive e-commerce market. (See Figure 2.)

WORTHY OF RECOGNITION

When we asked shippers to choose their top 3PLs and then explain why those companies merit recognition, respondents offered warm praise, describing the attributes they value in their service providers. A few examples:

- “Always find the best rates and always on time.”
- “Amazing work culture that makes them the best at serving customers.”
- “They all give me excellent service performance numbers. I do not have to babysit any of these companies, yet their service numbers are 90+%. Also they give me competitive pricing.”
- “On-time delivery and constant updates on shipments.”
- “Focus on company culture, people, and innovation.”

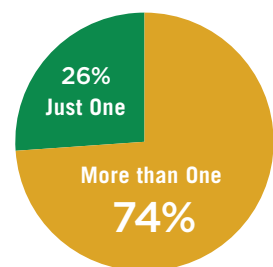
Among the services these shippers buy from their 3PLs, the most common are the ones you would expect: transportation and warehousing.

Truck transportation is the mode these shippers are most likely to purchase through a 3PL: 82% say they rely on third parties to handle truckload or less-than-truckload freight. Seventy-two percent turn to 3PLs for small package delivery, expedited freight, and express services.

After that, the numbers shrink. Approximately 48% of respondents buy airfreight services from 3PLs; 46% buy rail or rail intermodal services; and 38% use 3PLs to help them with ocean or ocean intermodal transportation.

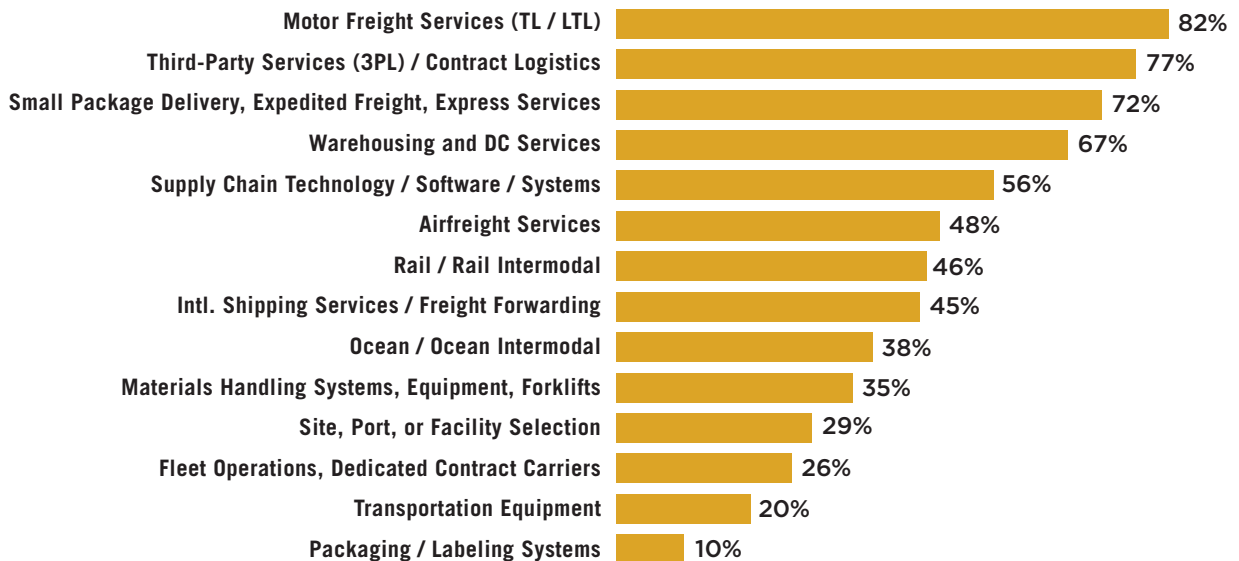
Two-thirds of shippers who responded to the survey buy warehousing or distribution center (DC) services from 3PLs. And a healthy 56% look to 3PLs for technology solutions that help with supply chain management. (See Figure 3.)

**FIGURE 2 :
HOW MANY 3PLs
DO YOU USE?**



Solid relationships with shippers have helped to create a banner year for the 3PLs in our survey. Taken together, their reported gross annual revenues total \$142 billion. The actual figure is higher, since several of the privately held companies that responded to the survey did not provide financial information. One prominent 3PL on our Top 100 list reports more than \$16 billion in gross revenue, a jump of 12% over 2018.

FIGURE 3 : SERVICES SHIPPERS BUY



That 3PL was far from the only one in our survey to enjoy healthy growth. Forty percent say sales have increased by 20% or more. For another 18% the growth rate is 15%, and 28% have grown by 10%. Only 2% of the 3PLs have seen sales fall since 2018. (See Figure 4.)

Not only are 3PLs selling more, but they're keeping more of the money they bring in. Thirty-five percent of respondents say profits have grown by 20% or more since 2018; 18% have seen 15% growth in profits; and 20% have seen 10% growth. (See Figure 5.)

The cumulative increase in 3PL revenues comes largely from new customers knocking at the door, rather than from current customers buying more services. Eighty-nine percent of the 3PLs who responded to our survey report that their customer bases have grown. Twenty-seven percent of them saw their customer base surge by 20% or more. (See Figure 6.)

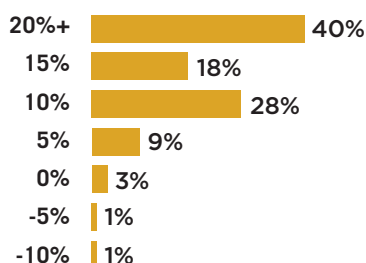
SO WHY ALL THIS EXPANSION?

"Last year, shippers shifted to transportation providers who could provide

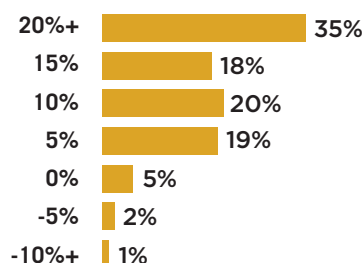
needed capacity for both regular shipments and seasonal surges," says one 3PL. "Market conditions (tight truck capacity, intermodal congestion) also helped. We are using more technology to improve fleet utilization, provide supply chain transparency, and make it easier for customers and suppliers (e.g., truck carriers) to do business with us."

Another 3PL credits the environment in which its customers operate. "New client acquisitions are increasing

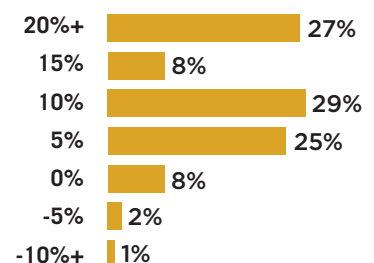
**FIGURE 4 :
3PL SALES GROWTH**



**FIGURE 5 :
3PL PROFIT GROWTH**



**FIGURE 6 :
GROWTH IN
CUSTOMER BASE**





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over previous years due to the tight real estate market as well as the increased demand for e-commerce capabilities,” that respondent says. “Current customers are enjoying positive year-over-year growth in general, and especially in the e-commerce vertical. This generates more dollars per order processed within a 3PL.”

Some other observations:

- “Our growth can be attributed to both additional sales and improved contracts with existing customers. We have been implementing a strategic growth plan since 2013. We have recruited some of the supply chain sector’s top talent and had a major focus on enhancing the value we bring to customers by investing in people (both recruited talent and educational/training growth of our associates), quality, and advanced technology.”

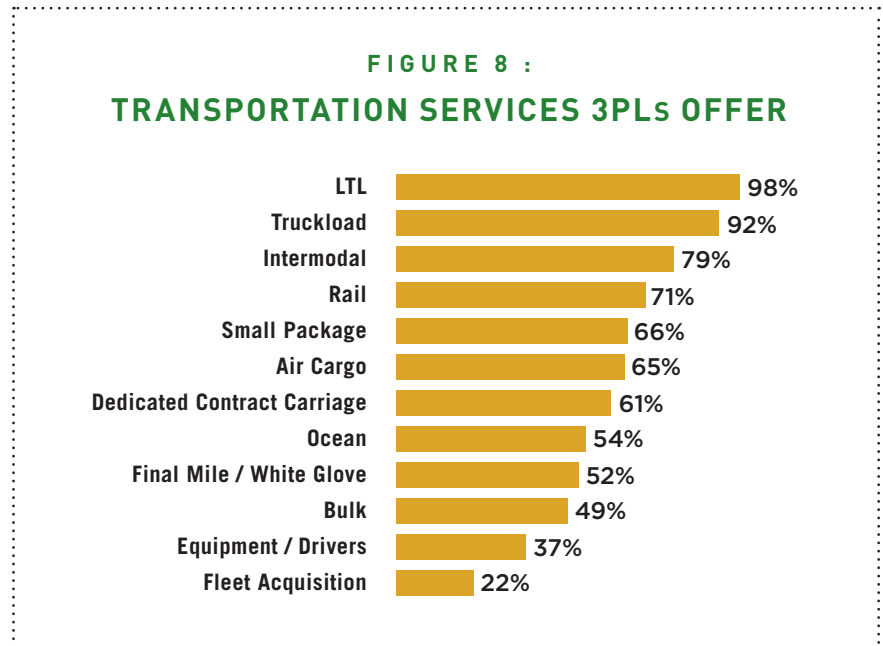
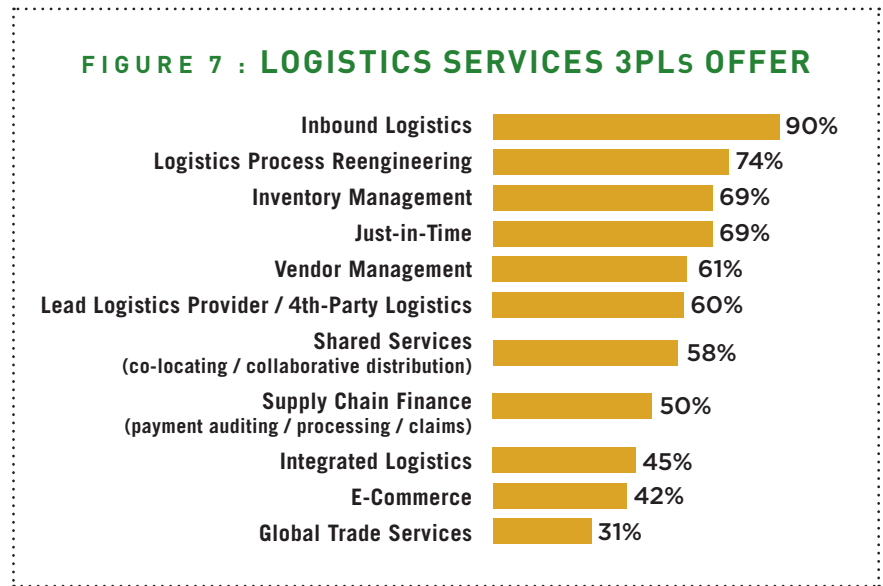
- “Demand certainly still outweighs supply for 3PL distribution services. Additionally, we attribute a 250% increase in our sales pipeline to our marketing efforts and a 20% increase in new sales revenue over the previous 12 months. We’ve also made strategic decisions to exit unprofitable client agreements.”

SERVICES IN DEMAND

3PLs attract customers and drive growth with a wide range of services and capabilities. The service that our respondents are most likely to offer is inbound logistics management; 90% include that in their portfolios.

The second most common capability is a strategic one, logistics process reengineering, mentioned by 74%. Other capabilities you’re likely to find among our Top 100 3PLs include just-in-time logistics (69%), inventory management (69%), vendor management (61%), and lead logistics/4th-party logistics (60%). (See Figure 7.)

When it comes to transportation, nearly all 3PLs in our survey (98%) offer less-than-truckload (LTL) services, and 92% offer full truckload transportation. A smaller but still significant portion provide intermodal services (79%) or transportation by rail (71%). If a shipper



needs to transport small packages, 66% of our respondents can oblige, and 65% can help with air cargo. About half our respondents offer final mile or white glove transportation, pointing to the increased importance of direct-to-consumer commerce. (See Figure 8.)

Among warehousing services, the survey shows that crossdocking is the easiest to find, offered by 83% of our respondents. Fulfillment (offered by 69%), transloading (67%), pick/pack and sub-assembly (66%), and vendor managed inventory (60%) are also popular warehousing services. (See Figure 9.)

Another crucial benefit that 3PLs provide is access to information technology.

In the modern supply chain, the effective movement of data is nearly as important as the movement of physical goods.

No wonder 3PLs have entered the IT marketplace, using technology to manage customers’ operations and deliver information, and providing IT solutions that customers use in house.

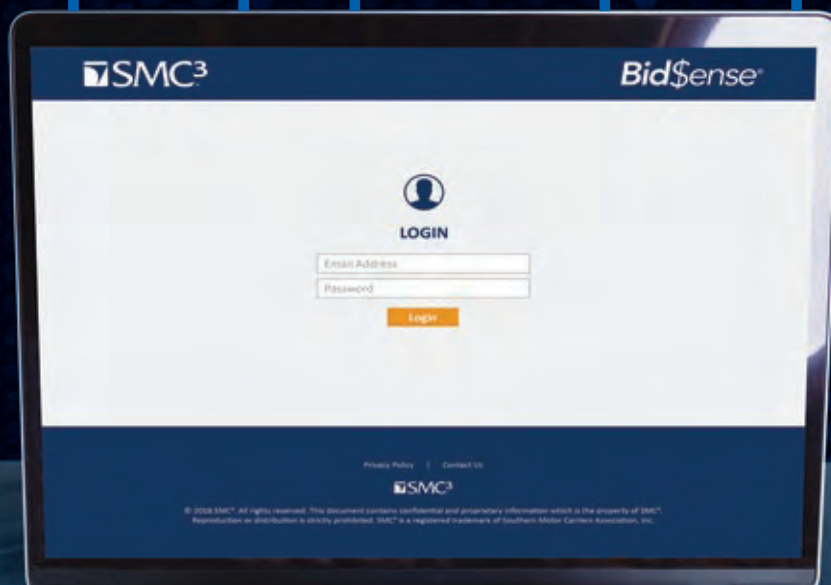
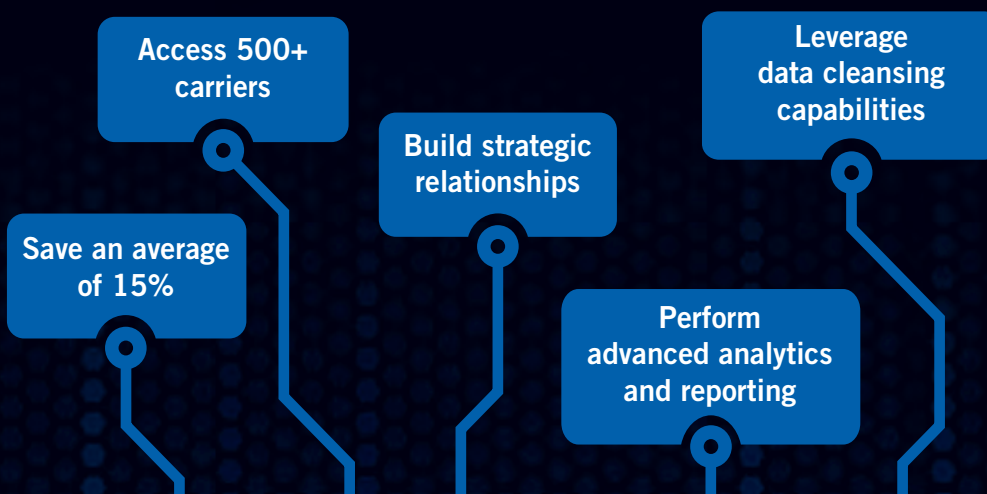
The vast majority of 3PLs in our survey (91%) provide electronic data interchange (EDI), letting customers share data with the 3PL and other trading partners. Nearly as many 3PLs, 88%, offer technology to optimize supply chain activities or to provide visibility, and 87% provide transportation management systems (TMS). Sixty-eight

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percent offer solutions for customer relationship management (CRM) and/or supplier relationship management (SRM).

Although supply chain management is increasingly a global discipline, just one-quarter of 3PLs in the survey provide technology for global trade management.

Only 22% provide technology for applications that draw upon the Internet of Things (IoT) or what's known as the Industrial Internet of Things (IIoT). This could point to fresh opportunities for 3PLs. (See Figure 10.)

MAKING AN IMPACT

In fact, 41% of 3PLs in our survey name IoT as one of the disruptive technologies that will impact the supply chain sector, their own operations, and their customers. About an equal portion (43%) expect to see significant impact from driverless vehicles.

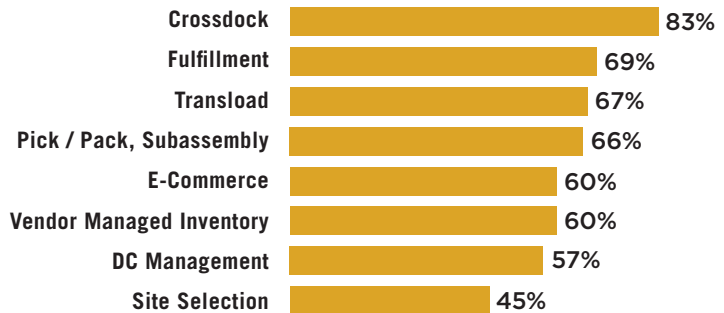
But the innovation that has captured the imagination of 3PLs is artificial intelligence (AI). Sixty-two percent of 3PL respondents say this technology will make a significant impact. (See Figure 11.)

Along with technology, 3PLs offer their customers a range of special services. The most common is logistics and/or transportation consulting, cited by 80% of respondents. Three-quarters of the 3PLs in our survey offer direct-to-store fulfillment—taking products straight to retail locations, rather than to retail distribution centers. Fifty-three percent provide direct-to-home delivery, an area that's ripe for growth as e-commerce and omnichannel retail continue to gain strength.

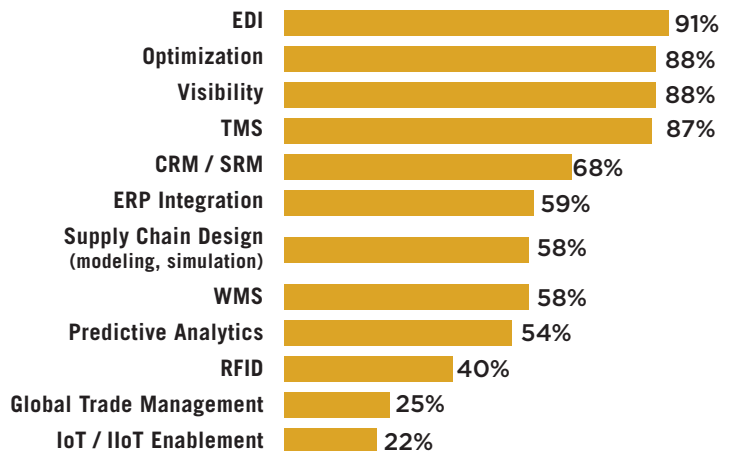
Also poised to grow is reverse logistics. Today, 62% of 3PLs say they provide that service and/or product lifecycle management. Given the growth of e-commerce, where product return rates are more than three times as high as in brick-and-mortar retail, demand for help managing products after their initial sale is likely to increase.

Other special services that 3PLs are likely to provide are import/export/customs, named by 61%, and sustainability/

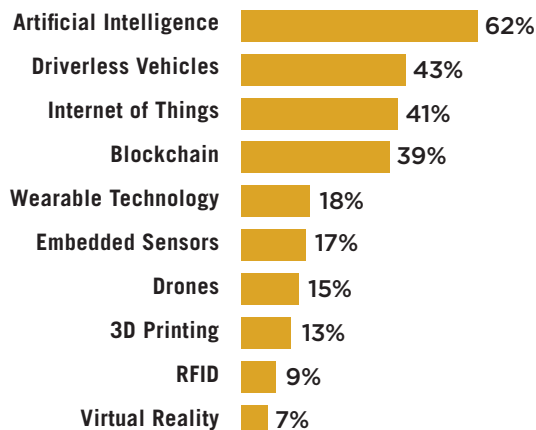
**FIGURE 9 :
WAREHOUSING SERVICES 3PLs OFFER**



**FIGURE 10 :
TECHNOLOGY SERVICES 3PLs OFFER**



**FIGURE 11 :
MOST DISRUPTIVE TECHNOLOGIES**





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green logistics, named by 54%. (See Figure 12.)

For all the growth that 3PLs are seeing, they still have to work hard to find and maintain customers. In this year's survey, 72% of 3PLs cite that as an important challenge they face today. That's a striking increase from 2018, when only 26% of 3PLs pointed to this as a challenge.

MORE CAPACITY, BUT TALENT IS TIGHT

Finding capacity was an important challenge earlier in the year, but it is easing. While 65% of 3PLs in this year's survey named capacity as a problem, that's a smaller number than last year's 76%. Today, capacity is readily available.

On the other hand, competition for talent has become a slightly bigger worry for 3PLs. In 2018, 60% of respondents listed finding, training, and retaining qualified labor as a challenge they face. In 2019, that number stands at 64%.

One other challenge that stands out is technology investment; 65% of this year's respondents chose that as a significant issue. To a lesser extent, 3PLs also grapple with regulatory compliance and rising operational costs (each cited by 47%).

Both of those issues, however, seem to cause fewer problems than they did

in 2018, when 55% of 3PLs cited compliance and regulations and 54% cited rising operational costs. (See Figure 13.)

As 3PLs focus on those challenges, they're also working hard to help their customers manage their own business concerns, from cutting costs to

improving service and competing more effectively in new markets and channels. Based on information from shippers and 3PLs in this year's *3PL Perspectives* survey, strong partnerships between shippers and third-party service providers continue to produce compelling benefits. ■

**FIGURE 12 :
SPECIAL SERVICES 3PLs OFFER**

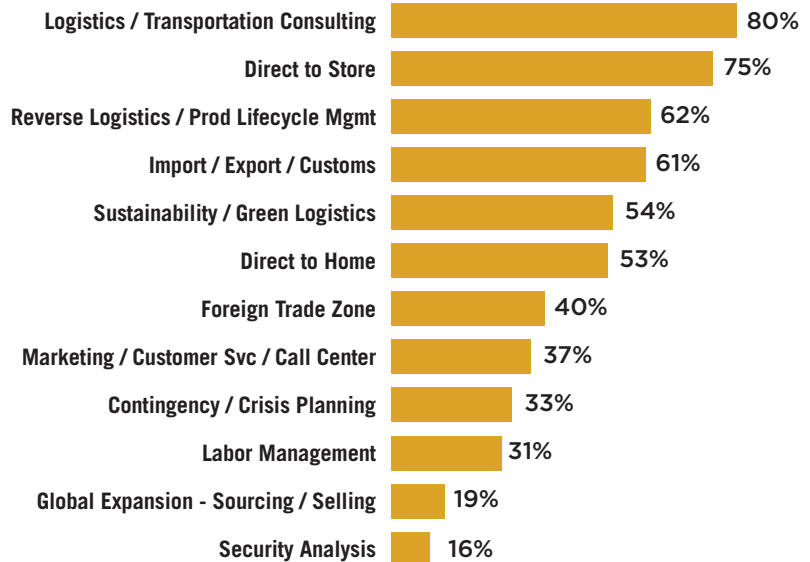
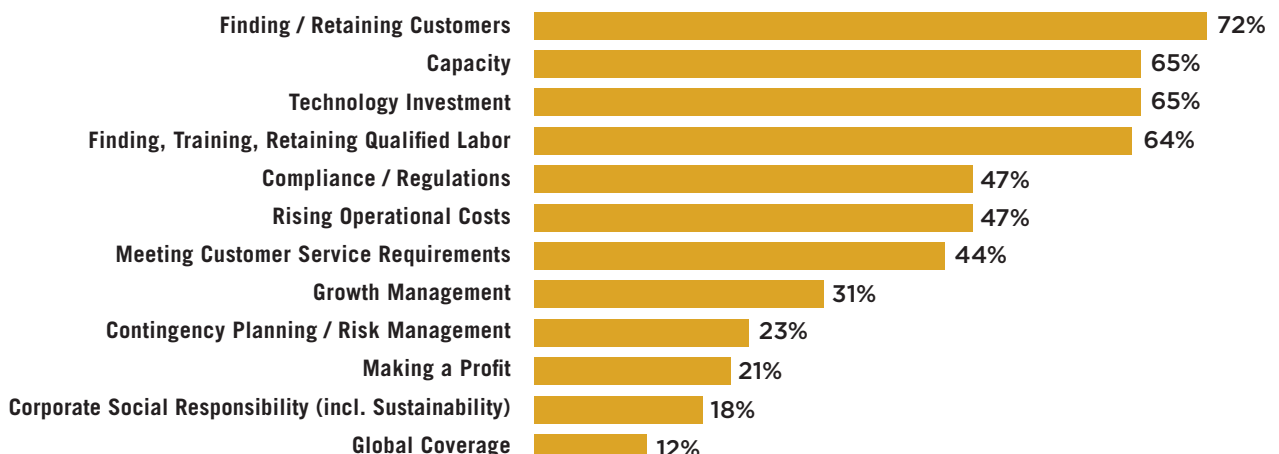


FIGURE 13 : TOP CHALLENGES 3PLs FACE



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R2 Logistics' **Full Suite**

of transportation services can help you overcome your supply chain challenges. We make the hard work look easy so you don't have to work hard.

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www.r2logistics.com





Thank You.

On behalf of everyone at GlobalTranz, we wish to thank all the shippers, carriers, and business partners that place their trust in our team every day.

Thanks to your support, GlobalTranz has been named an *Inbound Logistics Top 10 3PL Provider* for the second year in a row.

Now if you will excuse us, we have freight to move, technology to build, and new supply chain challenges to tackle. Let's get to work.





**USE THE 3PL
DECISION
SUPPORT TOOL**

SEARCH on any of these data points to match your requirements to the Top 100:
bit.ly/3PL-DST

PROVIDING INNOVATIVE AND RELIABLE SUPPLY CHAIN SOLUTIONS, THESE THIRD-PARTY LOGISTICS PROVIDERS DRIVE HOME THE GOODS. PRESENTED IN ALPHABETICAL ORDER, THESE ARE THE 100 3PLs INBOUND LOGISTICS EDITORS SELECTED AS THE BEST OF THE BEST.

A.N. DERINGER

888-612-6239 | anderinger.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Management, Site Selection, Transload, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Security Analysis, Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, GTM, Optimization, Predictive Analytics, TMS, Visibility, WMS

ALLIANCE SHIPPERS

201-227-0400 | alliance.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Shared Services

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, Transloading

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers

SPECIAL SERVICES: Direct to Store, Foreign Trade Zone, Import/Export/Customs, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, TMS

AMERICOLD

770-570-4332 | americold.com

ASSET/NON-ASSET: Asset-based

AREAS SERVED: Global

MARKETS SERVED: E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: LTL, Truckload, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP, Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS



APPROVED FREIGHT FORWARDERS

562-296-9863

approvedforwarders.com

ASSET/NON-ASSET: Asset-based

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing, Customer Service, Call Center, Consulting

TECHNOLOGY SERVICES: EDI, TMS, Visibility, WMS

ARMADA

412-406-5700 | armada.net

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Retail, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, DC Management, VMI, Fulfillment

TRANSPORTATION SERVICES: Air Cargo, LTL, TL, Intermodal, Rail, Bulk, DDC

SPECIAL SERVICES: Import/Export/Customs, Contingency/Crisis Planning, Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

ASCENT GLOBAL LOGISTICS

800-614-1348 | ascentgl.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: FTZ, Import/Export/Customs, Consulting

TECHNOLOGY SERVICES: EDI, ERP Integration, GTM, Optimization, Supply Chain Design, TMS, Visibility, WMS

ATLANTA BONDED WAREHOUSE

678-322-3120 | atlantabonded.com

ASSET/NON-ASSET: Asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, DCC, Equipment/Drivers

SPECIAL SERVICES: Direct to Store, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Contingency/Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design

AVENGER LOGISTICS

423-664-3558 | avengerlogistics.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Shared Services

WAREHOUSING SERVICES: Crossdocking, Transloading, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, Optimization, TMS, Visibility

BENDER GROUP

775-788-8800 | bendergroup.com

ASSET/NON-ASSET: Both

AREAS SERVED: US only

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Ocean, Dedicated Contract Carriage, Equipment/Drivers

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service, Call Center, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

BLG LOGISTICS

205-632-8717 | blg-logistics.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Global Expansion, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IloT Enablement, TMS, Visibility, RFID, WMS

BURRIS LOGISTICS*

800-805-8135 | burrislogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: E-Commerce, Retail, Transportation

LOGISTICS SERVICES: Inbound Logistics, Inventory/Vendor Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, X-dock, DC Management, VMI, Fulfillment

TRANSPORTATION SERVICES: LTL, TL

SPECIAL SERVICES: Direct to Store

TECHNOLOGY SERVICES: EDI, TMS, Visibility, WMS

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C.H. ROBINSON

800-323-7587 | chrobinson.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, Site Selection, Transloading, VMI

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Global Expansion, Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP, Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

C.L. SERVICES

863-712-2053 | clservicesinc.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Transloading

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal, Rail, Bulk, DDC, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Marketing/Customer Service/Call Center, Consulting

TECHNOLOGY SERVICES: CRM/SRM, EDI, Optimization, Predictive Analytics, TMS, Visibility, WMS

CRM/SRM Customer/Supplier Relationship Mgmt

DDC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT/IloT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

PLM Product Lifecycle Management

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

CAPACITY LLC

732-745-7955 | capacityllc.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Omni-Channel Logistics, Inventory Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Global Expansion, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Visibility, WMS

CARDINAL LOGISTICS MANAGEMENT

678-942-3031 | cardlog.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, Retail, Transportation

LOGISTICS SERVICES: Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering

WAREHOUSING SERVICES: Crossdocking, DC Management, Transload

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Dedicated Contract Carriage, Fleet Acquisition, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, Supply Chain Design, TMS, RFID, WMS

CLX LOGISTICS

800-288-4851 | clxlogistics.com

ASSET/NON-ASSET: Non-asset

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Retail, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Management

TRANSPORTATION SERVICES: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition

SPECIAL SERVICES: FTZ, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Global Expansion, Security Analytics, Contingency/Crisis Planning, Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

CORPORATE TRAFFIC LOGISTICS

800-787-2334 | corporatetraffic.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Management

WAREHOUSING SERVICES: Crossdocking, Transloading

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Rail

SPECIAL SERVICES: Direct to Store, Direct to Home, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, TMS, Visibility

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COYOTE LOGISTICS

877-626-9683 | coyote.com

ASSET/NON-ASSET: Non-asset based

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management

WAREHOUSING SERVICES: Crossdocking, Site Selection, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

CRANE WORLDWIDE LOGISTICS

281-443-277 | craneworld.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government

LOGISTICS SERVICES: Integrated Logistics, Global Trade Services, Inbound Logistics, Inventory Management, Vendor Management

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

CROWLEY LOGISTICS

800-276-9539 | crowley.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Global Expansion, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

CRST SPECIALIZED TRANSPORTATION

800-234-2788 | crst.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, LTL, TL, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Reverse Logistics/PLM, Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, TMS, Visibility, RFID, WMS

CRM/SRM Customer/Supplier Relationship Mgmt

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

PLM Product Lifecycle Management

TL Truckload

TMS Transportation Management System

VMi Vendor Managed Inventory

WMS Warehouse Management System

CT LOGISTICS

216-267-2000 | ctlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, Retail, Wholesale, Services/Government

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Management

WAREHOUSING SERVICES: Crossdocking, Site Selection, Transloading, Vendor Management Inventory

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Dedicated Contract Carriage, Equipment/Drivers

SPECIAL SERVICES: Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility

CTSI-GLOBAL

888-836-5135 | ctsi-global.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Inbound Logistics, Supply Chain Finance, Vendor Management

WAREHOUSING SERVICES: Site Selection

SPECIAL SERVICES: Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, Supply Chain Design, TMS, Visibility

DF YOUNG

610-725-4000 | dfyoung.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Global Trade Services, Inbound Logistics, Inventory Management, Vendor Management

WAREHOUSING SERVICES: Crossdocking, Vendor Managed Inventory

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Import/Export/Customs, Marketing/Customer Service/Call Center

TECHNOLOGY SERVICES: EDI, ERP Integration

DHL SUPPLY CHAIN

877-277-1054 | logistics.dhl

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Shared Service

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Truckload, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers

SPECIAL SERVICES: Direct to Store, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Global Expansion, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS



DISTRIBUTION TECHNOLOGY

704-587-5587

distributiontechnology.com

ASSET/NON-ASSET: Asset-based

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management, Shared Service

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: LTL, TL, Intermodal, Rail, DCC, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Reverse Logistics/PLM, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

DLS WORLDWIDE, AN RRD CORPORATION

630-226-6531

rrdonnelley.com/dlsworldwide

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, Global Trade Services, Inbound Logistics, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCCC, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Consulting

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, TMS, Visibility



DSC LOGISTICS

847-390-6800 | dsclogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Srvc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS



DUPRÉ LOGISTICS

832-452-8973 | duprelogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, Retail, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management

WAREHOUSING SERVICES: Crossdocking, DC Management, Transloading, Vendor Managed Inventory

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility



ECHO GLOBAL LOGISTICS

312-429-9537 | echo.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Management, Shared Services

TRANSPORTATION SERVICES: Truckload, Intermodal, Fleet Acquisition, Equipment/Drivers

SPECIAL SERVICES: Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility



ELM GLOBAL LOGISTICS

631-299-3595 | elmlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS



ENGLAND LOGISTICS

801-656-4500

englandlogistics.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Management

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS



EVANS DISTRIBUTION SYSTEM

313-388-3200 | evansdist.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Packaged, Air Cargo, LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Contingency/Crisis Planning, Labor Management

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, TMS, Visibility, RFID, WMS

FEDEX SUPPLY CHAIN

800-677-3110

supplychain.fedex.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Services/ Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, LTL, Truckload

SPECIAL SERVICES: Direct to Store, Import/ Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, Optimization, Predictive Analytics, Supply Chain Design, Visibility, WMS

FIDELITONE

847-487-3300 | fidelitone.com

ASSET/NON-ASSET: Both

AREAS SERVED: US only

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Omni-Channel Logistics, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Rail, Bulk, DDC, Equipment/Drivers, Final Mile/ White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Global Expansion, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

FLS TRANSPORTATION

800-739-0939 | flstransport.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, Retail, Wholesale, Services/ Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/ Customs, Contingency/Crisis Planning, Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, TMS, Visibility

FREIGHT MANAGEMENT

714-632-1440

freightmgmt.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Inbound Logistics, Supply Chain Finance, Vendor Management

WAREHOUSING SERVICES: DC Management, Site Selection

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Reverse Logistics/PLM

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, TMS, Visibility

CRM/SRM Customer/Supplier Relationship Mgmt

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

PLM Product Lifecycle Management

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

GEODIS

877-401-6400 | geodis.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/ Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/ Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/ Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/ Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/ Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

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GLOBALTRANZ

866-275-1407 | globaltranz.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Srvcs/ Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Supply Chain Finance, Inventory Management, Vendor Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Marketing/Customer Srvcs/Call Center, Global Expansion, Crisis Planning, Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

HOLMAN LOGISTICS

253-872-7140 | holmanusa.com

ASSET/NON-ASSET: Both

AREAS SERVED: US only

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: LTL, TL, DCC, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Reverse Logistics/PLM, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, TMS, Visibility, RFID, WMS

HUB GROUP

800-271-3600 | hubgroup.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/ Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Global Expansion, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, WMS

INGRAM MICRO COMMERCE & LIFECYCLE SERVICES

888-744-9473

ingrammicroservices.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

CRM/SRM Customer/Supplier Relationship Mgmt

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTW Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

PLM Product Lifecycle Management

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/ Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Ocean, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Sourcing/Selling, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, Global Trade Management, Optimization, Supply Chain Design, TMS, Visibility, WMS

J.B. HUNT

479-820-0000 | jbhunt.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/ Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS



JOHANSON TRANSPORTATION

800-742-2053 | johansontrans.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing,
Retail, Wholesale

LOGISTICS SERVICES: Integrated Logistics,
Omni-Channel Logistics, JIT, Global Trade
Services, Inbound Logistics, Logistics
Process Reengineering, Supply Chain
Finance, Vendor Management

WAREHOUSING SERVICES: Crossdocking, DC
Management, Site Selection, Transloading

TRANSPORTATION SERVICES: Air Cargo, LTL,
Truckload, Intermodal, Ocean, Rail, Bulk
Dedicated Contract Carriage

SPECIAL SERVICES: Direct to Store, Import/
Export/Customs, Reverse Logistics/PLM,
Marketing/Customer Service/Call Center,
Logistics/Transportation Consulting,
Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI,
Global Trade Management, Optimization,
Predictive Analytics, Supply Chain Design,
TMS, Visibility



KAG LOGISTICS

877-203-3283 | kaglogistics.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Transportation

LOGISTICS SERVICES: Integrated Logistics,
Supply Chain Finance, Inventory
Management, Vendor Management

WAREHOUSING SERVICES: Transloading

TRANSPORTATION SERVICES: TL, Rail, Bulk,
DDC, Final Mile/White Glove

SPECIAL SERVICES: Contingency/Crisis
Planning, Consulting

TECHNOLOGY SERVICES: EDI, Optimization,
Predictive Analytics, Supply Chain Design,
TMS, Visibility

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KANE IS ABLE

570-344-9801 | kaneisable.com

ASSET/NON-ASSET: Both

AREAS SERVED: US only

MARKETS SERVED: Manufacturing,
E-Commerce, Retail, Services/
Government, Transportation

LOGISTICS SERVICES: Integrated Logistics,
Omni-Channel Logistics, Inbound
Logistics, Inventory Management, Vendor
Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/
Pack, Subassembly, Crossdocking, DC
Management, Site Selection, Transloading,
Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package,
LTL, Truckload, Intermodal, Rail, Dedicated
Contract Carriage

SPECIAL SERVICES: Direct to Store, Direct
to Home, Foreign Trade Zone, Import/
Export/Customs, Reverse Logistics/
Product Lifecycle Management,
Logistics/Transportation Consulting,
Labor Management, Sustainability/
Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP
Integration, Optimization, Supply Chain
Design, TMS, Visibility, RFID, WMS



KEYSTONE DEDICATED LOGISTICS (KDL)

877-535-7717 | kdlog.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, Wholesale

LOGISTICS SERVICES: LLP/4PL, Integrated
Logistics, Inbound Logistics, Supply
Chain Finance

WAREHOUSING SERVICES:
Crossdocking, Transloading

TRANSPORTATION SERVICES: Small Package,
Air, LTL, Truckload, Intermodal, Ocean, Rail,
Bulk, Designated Contract Carriage, Fleet
Acquisition, Equipment/Drivers, Final Mile/
White Glove

SPECIAL SERVICES: Direct to Store, Direct to
Home, Import/Export/Customs, Reverse
Logistics/Product Lifecycle Management,
Marketing/Customer Service/Call
Center, Global Expansion, Logistics/
Transportation Consulting

TECHNOLOGY SERVICES: CRM/SRM, EDI,
Optimization, Predictive Analytics, Supply
Chain Design, TMS, Visibility



KENCO LOGISTICS

800-758-3289 | kencogroup.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce,
Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated
Logistics, Omni-Channel Logistics, JIT,
Inbound Logistics, Logistics Process
Reengineering, Supply Chain Finance,
Inventory Management, Vendor Management,
Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/
Pack, Subassembly, Crossdocking, DC
Management, Site Selection, Transloading,
VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package,
Air Cargo, LTL, TL, Intermodal, Ocean, Rail,
Bulk, DDC, Equipment/Drivers, Final Mile/
White Glove

SPECIAL SERVICES: Direct to Store, Direct
to Home, FTZ, Import/Export/Customs,
Reverse Logistics/PLM, Security Analysis,
Contingency/Crisis Planning, Consulting,
Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP
Integration, Optimization, Supply Chain
Design, IoT/IIoT Enablement, TMS, Visibility,
RFID, WMS



KNIGHT-SWIFT LOGISTICS

602-352-5110 | knightscs.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing,
E-Commerce, Retail

LOGISTICS SERVICES: LLP/4PL, Integrated
Logistics, JIT, Inbound Logistics,
Logistics Process Reengineering, Supply
Chain Finance, Vendor Management,
Shared Services

WAREHOUSING SERVICES:
Crossdocking, Transloading

TRANSPORTATION SERVICES: Small Package, LTL,
TL, Intermodal, Bulk, DCC, Equipment/Drivers

SPECIAL SERVICES: Direct to Home,
Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, ERP Integration,
Optimization, Supply Chain Design,
TMS, Visibility



LANDSTAR SYSTEM

877-696-4507 | landstar.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Contingency/Crisis Planning, Consulting

TECHNOLOGY SERVICES: CRM/SRM, EDI, Optimization, Predictive Analytics, TMS, Visibility

LEGACY SUPPLY CHAIN SERVICES

877-960-2094 | legacyscs.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, DCC, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

LOUP LOGISTICS

800-303-4544 | loupl logistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Crossdocking, DC Management, Site Selection, Transloading, VMI

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Contingency/Crisis Planning, Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

LYNDEN

888-596-3361 | lynden.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, Transloading, Vendor Managed Inventory, Fulfillment

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, Visibility, RFID

MALLORY ALEXANDER INTERNATIONAL LOGISTICS

800-257-8464 | mallorygroup.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, GTM, Optimization, Supply Chain Design, IoT/IoT Enablement, TMS, Visibility, RFID, WMS

MATSON LOGISTICS

925-887-6232 | matson.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Inventory Management, Vendor Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal, Ocean, Rail, Dedicated Contract Carriage

SPECIAL SERVICES: Direct to Store, FTZ, Import/Export/Customs, Global Expansion, Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, ERP Integration, Global Trade Management, Optimization, Supply Chain Design, TMS, Visibility, WMS

MD LOGISTICS

317-838-8900 | mdlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: US only

MARKETS SERVED: E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Contingency/Crisis Planning

TECHNOLOGY SERVICES: EDI, ERP Integration, TMS, Visibility, RFID, WMS

MGN LOGISTICS

800-645-0727 | mgnlogistics.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Management

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Consulting

TECHNOLOGY SERVICES: EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IloT Enablement, TMS, Visibility

NFI

877-544-5835 | nfindustries.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IloT Enablement, TMS, Visibility, RFID, WMS

ODW LOGISTICS

614-549-5000 | odwlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: US only

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, LTL, TL, Intermodal, Ocean, Rail, Bulk, Designated Contract Carriage, Fleet Acquisition, Equipment/Drivers

SPECIAL SERVICES: Direct to Store, FTZ, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Security Analysis, Consulting, Labor Management

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

CRM/SRM Customer/Supplier Relationship Mgmt

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT/IloT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

PLM Product Lifecycle Management

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

ODYSSEY LOGISTICS & TECHNOLOGY

855-412-0200 | odysseylogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Inventory Management, Vendor Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, Predictive Analytics, IoT/IloT Enablement, TMS, Visibility, WMS

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PENSKE LOGISTICS

800-800-8001 | penskelogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Supply Chain Finance, Inventory Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Contingency/Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

PERFORMANCE TEAM

866-775-5120 | performanceteam.net

ASSET/NON-ASSET: Both

AREAS SERVED: US only

MARKETS SERVED: E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Intermodal, Rail, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, Supply Chain Design, TMS, Visibility, RFID, WMS

PHOENIX LOGISTICS

414-253-8010 | phoenix3pl.com

ASSET/NON-ASSET: Asset-based

AREAS SERVED: US only

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, LTL, Truckload

SPECIAL SERVICES: Direct to Store, Direct to Home, Reverse Logistics/PLM, Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, ERP Integration, Visibility, WMS

PILOT FREIGHT SERVICES

800-447-4568 | pilotdelivers.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Services/Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, Omni-Channel Logistics, Global Trade Services, Inbound Logistics, Inventory Management, Vendor Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Bulk, DCC, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Global Expansion, Consulting

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, TMS, Visibility, WMS

PLS LOGISTICS SERVICES

724-814-5100 | plslogistics.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: JIT, Inbound Logistics, Supply Chain Finance, Inventory Management, Vendor Management

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility

PORT JERSEY LOGISTICS

609-495-1300 | portjersey.com

ASSET/NON-ASSET: Both

AREAS SERVED: US only

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, LTL, TL, Intermodal, DCC, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Reverse Logistics/PLM, Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

USE THE 3PL
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SEARCH on any of
these data points
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PORT LOGISTICS GROUP

877-901-6472

portlogisticsgroup.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, LTL, TL, Intermodal, Rail, Bulk, DCC, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Reverse Logistics/PLM, Sustainability

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, TMS, Visibility, RFID, WMS

PROTRANS INTERNATIONAL

317-240-4100 | protrans.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, Transportation

LOGISTICS SERVICES: LLP/4PL, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, Vendor Managed Inventory

TRANSPORTATION SERVICES: Air Cargo, LTL, TL, Intermodal, Rail

SPECIAL SERVICES: FTZ, Import/Export/Customs, Consulting

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, Supply Chain Design, TMS, Visibility, WMS

PUROLATOR INTERNATIONAL

888-511-4811

purolatorinternational.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Supply Chain Design, TMS, Visibility, WMS

R2 LOGISTICS

904-394-4677 | r2logistics.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, Optimization, Supply Chain Design, TMS, Visibility



REGAL LOGISTICS

866-300-5580 | regallogistics.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Rail, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, TMS, Visibility, RFID, WMS

CRM/SRM Customer/Supplier Relationship Mgmt

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

PLM Product Lifecycle Management

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System



RINCHEM COMPANY

505-345-3655 | rinchem.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IloT Enablement, TMS, Visibility, WMS



ROMARK LOGISTICS

800-276-2719 | romarklogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: US only

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Marketing/Customer Service/Call Center, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, Supply Chain Design, TMS, Visibility, RFID, WMS



RUAN

866-782-6669 | ruan.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Contingency/Crisis Planning, Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IloT Enablement, TMS, Visibility, WMS



RYDER

305-500-4547 | ryder.com

ASSET/NON-ASSET: Asset-based

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, LTL, TL, Intermodal, Bulk, DCC, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Global Expansion, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IloT, TMS, Visibility, RFID, WMS



SADDLE CREEK LOGISTICS SERVICES

888-878-1177 | sclogistics.com

ASSET/NON-ASSET: Asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Rail, DCC

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Reverse Logistics/PLM, Marketing/Customer Srvc/Call Center, Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, TMS, Visibility, RFID, WMS

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SCHNEIDER

920-592-4200 | schneider.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, LTL, TL, Intermodal, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS



SEKO LOGISTICS

630-919-4800 | sekologistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Global Expansion, Contingency/Crisis Planning, Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, GTM, Optimization, Predictive Analytics, IoT/IIoT Enablement, TMS, Visibility, WMS



THE SHIPPERS GROUP

678-981-3577 | theshippersgroup.com

ASSET/NON-ASSET: Both

AREAS SERVED: US only

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Intermodal, Rail, Designated Contract Carriage, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Labor Management, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS



SUNLAND LOGISTICS SOLUTIONS

864-295-0081

sunlandlogisticssolutions.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US only

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: DDC

SPECIAL SERVICES: Direct to Store, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, TMS, Visibility, RFID, WMS



SUNSET TRANSPORTATION

314-756-8580 | sunsettrans.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Retail, Wholesale, Services/Government

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage

SPECIAL SERVICES: Direct to Store, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

CRM/SRM Customer/Supplier Relationship Mgmt
DCC Dedicated Contract Carriage
FTZ Foreign Trade Zone
GTM Global Trade Management
IoT/IoT Internet of Things/Industrial Internet of Things
LLP Lead Logistics Provider
LTL Less Than Truckload
PLM Product Lifecycle Management
TL Truckload
TMS Transportation Management System
VMI Vendor Managed Inventory
WMS Warehouse Management System



SYFAN LOGISTICS

855-287-8485 | syfanlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/ Government, Transportation

LOGISTICS SERVICES: JIT, Inbound Logistics

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers

SPECIAL SERVICES: Logistics/ Transportation Consulting

TECHNOLOGY SERVICES: EDI, Optimization, TMS, Visibility



SYNCREON

248-377-4700 | syncreon.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Vendor Managed Inventory

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Bulk, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Labor Management, Sustainability/ Green Logistics

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, Supply Chain Design, TMS, Visibility, RFID, WMS



TAYLORED SERVICES

844-746-4833 | tayloredservices.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Inbound Logistics, Inventory Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal, Rail, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Reverse Logistics/Product Lifecycle Management, Marketing/ Customer Service/Call Center, Logistics/ Transportation Consulting

TECHNOLOGY SERVICES: EDI, ERP Integration, TMS, RFID, WMS



TOLL GLOBAL LOGISTICS

424-302-6678 | tollgroup.com

ASSET/NON-ASSET: Asset-based

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: E-Commerce, Retail, Wholesale, Services/ Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Final Mile/ White Glove

SPECIAL SERVICES: Direct to Store, Foreign Trade Zone, Import/Export/ Customs, Reverse Logistics/Product Lifecycle Management, Logistics/ Transportation Consulting

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP

Integration, Optimization, Supply Chain Design, TMS, Visibility, WMS



TOTAL QUALITY LOGISTICS

800-580-3101 | tql.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/ Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Shared Services

WAREHOUSING SERVICES:

Crossdocking, Transloading

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail

SPECIAL SERVICES: Direct to Store, Import/ Export/Customs, Reverse Logistics/ Product Lifecycle Management, Marketing/ Customer Service/Call Center, Consulting

TECHNOLOGY SERVICES: CRM/SRM, EDI, Predictive Analytics, Visibility



TRANSGROUP GLOBAL LOGISTICS

800-444-0294 | transgroup.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/ Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, JIT, Inbound Logistics, Inventory Management

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, VMI, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/ Customs, Reverse Logistics/PLM, Consulting, Sustainability

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Optimization, TMS, Visibility, RFID, WMS

TRANSPPLACE

866-413-9266 | transplace.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, Retail, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Management, Shared Services

WAREHOUSING SERVICES: Crossdocking, Site Selection, Transloading

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, Bulk, Fleet Acquisition

SPECIAL SERVICES: Direct to Store, FTZ, Import/Export/Customs, Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

TRANSPORTATION INSIGHT

877-226-9950

transportationinsight.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, TL, Intermodal, Ocean, Rail, DDC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Sustainability

TECHNOLOGY SERVICES: EDI, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IloT Enablement, TMS, Visibility, RFID, WMS

TUCKER COMPANY WORLDWIDE

856-317-9600 | tuckerco.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Inbound Logistics, Vendor Management

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Rail, Bulk, Dedicated Contract Carriage

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: CRM/SRM, Optimization, TMS, Visibility

UNIVERSAL LOGISTICS HOLDINGS

586-467-1457 | universallogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, DC Management, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Air Cargo, Truckload, Intermodal, Ocean, Designated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Contingency/Crisis Planning,



Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Optimization, IoT/IloT Enablement, TMS, Visibility, RFID, WMS

UPS SUPPLY CHAIN

800-742-5727 | ups.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation

CRM/SRM Customer/Supplier Relationship Mgmt

DDC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT/IoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

PLM Product Lifecycle Management

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System



Consulting, Labor Management,
Sustainability/Green Logistics

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

UTXL

816-891-7770 | utxl.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing,
E-Commerce, Retail, Wholesale, Services/
Government, Transportation

LOGISTICS SERVICES: LLP/4PL, JIT, Inbound
Logistics, Logistics Process Reengineering,
Vendor Management

WAREHOUSING SERVICES: Crossdocking

TRANSPORTATION SERVICES: Air Cargo, LTL,
Truckload, Intermodal, Bulk, Dedicated
Contract Carriage, Equipment/Drivers,
Final Mile/White Glove

SPECIAL SERVICES: Direct to Store,
Direct to Home, Foreign Trade Zone,
Marketing/Customer Service/Call Center,
Contingency/Crisis Planning, Logistics/
Transportation Consulting

TECHNOLOGY SERVICES: EDI, ERP Integration,
Optimization, Predictive Analytics, IoT/IIoT
Enablement, TMS, Visibility

VERST LOGISTICS

859-485-1212 | verstlogistics.com

ASSET/NON-ASSET: Asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing,
E-Commerce, Retail, Wholesale, Services/
Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated
Logistics, JIT, Inbound Logistics, Supply
Chain Finance, Inventory Management,
Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/
Pack, Subassembly, Crossdocking, DC
Management, Site Selection, Transloading,
Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package,
LTL, Truckload, Intermodal, Rail, Bulk,
Dedicated Contract Carriage, Fleet
Acquisition, Equipment/Drivers

SPECIAL SERVICES: Direct to Store, Direct to
Home, Reverse Logistics/Product Lifecycle
Management, Marketing/Customer Service/
Call Center, Contingency/Crisis Planning,
Logistics/Transportation Consulting,
Labor Management, Sustainability/
Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI,
Predictive Analytics, Supply Chain Design,
TMS, Visibility, RFID, WMS

VOLTA LOGISTICS

844-565-8290 | voltaanalytics.com

ASSET/NON-ASSET: Non-asset-based

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, Services/
Government, Transportation

LOGISTICS SERVICES: Integrated Logistics,
Inbound Logistics

WAREHOUSING SERVICES: Fulfillment

TRANSPORTATION SERVICES: LTL
Truckload, Intermodal, Rail, Dedicated
Contract Carriage

SPECIAL SERVICES: Import/Export/Customs,
Logistics/Transportation Consulting

TECHNOLOGY SERVICES: CRM/SRM, EDI,
Optimization, Supply Chain Design, TMS

WAGNER LOGISTICS

816-421-3520 | wagnerlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing,
E-Commerce, Retail,
Wholesale, Transportation

LOGISTICS SERVICES: JIT

WAREHOUSING SERVICES: E-Commerce,
Pick/Pack, Subassembly, Crossdocking,
DC Management, Site Selection,
Transloading, Fulfillment

CRM/SRM Customer/Supplier Relationship Mgmt

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTW Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet
of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

PLM Product Lifecycle Management

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

TRANSPORTATION SERVICES: Small Package,
LTL, Truckload, Dedicated Contract
Carriage, Equipment/Drivers

SPECIAL SERVICES: Direct to Store, Reverse
Logistics/Product Lifecycle Management,
Logistics/Transportation Consulting

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP
Integration, Supply Chain Design, TMS,
Visibility, WMS

WEBER LOGISTICS

855-469-3237 | weberlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, US/Canada/Mexico

MARKETS SERVED: Manufacturing,
E-Commerce, Retail, Wholesale, Services/
Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated
Logistics, Omni-Channel Logistics, JIT,
Global Trade Services, Inbound Logistics,
Logistics Process Reengineering, Supply
Chain Finance, Inventory Management,
Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/
Pack, Subassembly, Crossdocking, DC
Management, Site Selection, Transloading,
Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package,
Air Cargo, LTL, Truckload, Intermodal,
Ocean, Rail, Bulk, Dedicated Contract
Carriage, Fleet Acquisition, Equipment/
Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct
to Home, Foreign Trade Zone, Import/
Export/Customs, Reverse Logistics/
Product Lifecycle Management, Marketing/
Customer Service/Call Center, Global
Expansion, Security Analysis, Contingency/
Crisis Planning, Logistics/Transportation
Consulting, Labor Management,
Sustainability/Green Logistics

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

WERNER LOGISTICS

402-895-6640 | werner.com

ASSET/NON-ASSET: Asset-based

AREAS SERVED: Global

MARKETS SERVED: Manufacturing,
E-Commerce, Retail,
Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, Site Selection, Transloading

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Global Expansion, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID

WSI (WAREHOUSE SPECIALISTS LLC)

920-831-3700 | wsinc.com

ASSET/NON-ASSET: Both

AREAS SERVED: US/Canada/Mexico

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Security

Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, WMS

XPO LOGISTICS

844-742-5976 | xpo.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omni-Channel Logistics, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading, Vendor Managed Inventory, Fulfillment

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

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

USE THE 3PL DECISION SUPPORT TOOL

SEARCH on any of these data points to match your requirements to the Top 100:
bit.ly/3PL-DST

ABOUT THE TOP 100 3PL PROVIDERS LIST

When we started researching the 3PL sector in 1996, our goal then was the same as it is today: To help our audience find the best logistics partners, or more precisely, the 3PLs that best match their needs.

Back then, we asked logistics providers to supply input for what we called the Top 50 3PLs. We asked them for data on services, solutions, technology investments, geographic coverage, and financial stability. The edit team gathered much of that information by phone and followed up with a questionnaire via fax.

These days, to get the information you need on which partners make the best fit, we use a web form at bit.ly/3PLQuestions. The questions we ask have grown over the years and have been determined by two factors: input from customers seeking a 3PL partnership and specific solutions they require, and the evolution of the types of services that best-in-class 3PLs offer.

The 3PL selection team evaluates the data that 3PLs report with an eye toward matching the size, solutions, and culture of a logistics provider to our understanding of what our audience requires. The list is based not on the 3PL's size, but on specialty services and solutions, types of customers, corporate culture and, importantly, flexibility—the ability to help you solve the challenges unique to your operation.

The number of 3PLs offering qualified submissions exceeded 300 this year. Those selected come from a diverse mix of company types that are now offering 3PL solutions—warehouse operators, expeditors, roll-ups, truck leasing, technology, finance, brokers, carriers, and freight forwarders.

The data also drives our 3PL Decision Support Tool, which our audience uses to find suitable logistics partners: bit.ly/3PL-DST.



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PENNSYLVANIA

TEXAS

CALIFORNIA

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**OUR AUDIENCE HAS STAMPED IT LICENSE-PLATE OFFICIAL:
THESE TOP-TIER THIRD-PARTY LOGISTICS PROVIDERS DESERVE
ACCOLADES AND THE DISTINCTION OF BEING A TOP 10 3PL.**

This year more than 18,000 ballots—an all-time high—were cast. The 3PLs garnering the most votes in our Readers' Choice Top 10 3PL Excellence Awards survey received effusive praise, with voters listing the attributes that equate to excellence: attentiveness, reliability, flexibility, and ability to execute.

Being able to execute is key when the supply chain is dynamic and demanding. By handling a portion or all of a company's transportation and logistics operations, 3PLs deliver the goods.

GETTING IT DONE

Says one voter of top spot holder Echo Global Logistics, "Without them, I could not get my job done." With goods flowing and supply chains humming, companies can turn their attention to what they do best—customer service, production, and profitability.

3PLs also help shippers manage information, along with their goods. Our *3PL Perspectives* report (see page 72) underscores a key value they bring—technological expertise. They leverage technology to manage shippers' operations and deliver efficiency-boosting insights, as well as provide IT solutions that customers can use in house.

Information management is crucial when shippers can't afford to miss demand

signals and delivery deadlines. This applies to all verticals and links in the supply chain.

Nearly all facets of the supply chain are represented in our survey, which drew responses from varied verticals—consumer packaged goods, pharmaceutical, home appliances—and diverse job titles—from procurement to transportation management. (See About the Survey Respondents on the next page.)

Voters include supply chain decision-makers from well-known brands such as Avon, Best Buy, Costco, Dow Chemical, General Mills, Google, Macy's, Nestle, Nike, Toyota, and Whirlpool. (See Thank You Voters on page 112 for a bigger sampling of voters' companies.)

SERVICE REIGNS SUPREME

Without question, shippers value service—80% of respondents rate service as more important than price. This is an increase from last year when 75% indicated they prioritized service over price. Only 20% say price is their main consideration. Forty-four percent rate poor customer service as the reason 3PL partnerships fail.

Year after year, the *IL* 3PL survey reveals the key role customer service and execution play in shipper supply chains. The most laudable providers offer innovation, technology solutions, and the global connections necessary to keep shipments moving. ■

**AND THE
WINNERS ARE:**

1

**ECHO GLOBAL
LOGISTICS**

2

TRANSPLACE

3

HUB GROUP

4

C.H. ROBINSON

5

KENCO

6

WERNER

7

(tie)

**DHL SUPPLY CHAIN
GLOBALTRANZ**

8

**SUNSET
TRANSPORTATION**

9

(tie)

SEKO LOGISTICS

PENSKE LOGISTICS

10

R2 LOGISTICS



ONES TO WATCH

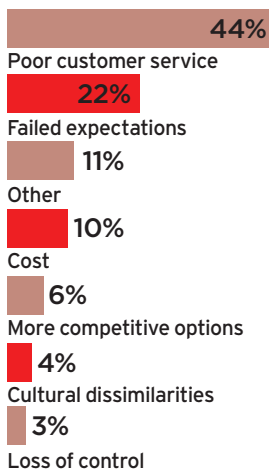
These 3PLs did not receive enough votes to place on this year's Top 10 list, but they have a large following among our audience.

- AMAZON FBA
- COYOTE
- EXPEDITORS
- J.B. HUNT
- R.R. DONNELLEY
- RYDER
- SADDLE CREEK
- UPS
- XPO

WHAT IS MORE IMPORTANT?



WHAT IS THE #1 REASON 3PL RELATIONSHIPS FAIL?



ABOUT THE SURVEY RESPONDENTS

FUNCTION

Corporate management	34%
Logistics/distribution	24%
Supply chain/purchasing/supply management	19%
Transportation management	12%
Operations	11%

INDUSTRY

Retail/e-commerce/wholesale	44%
Manufacturing	38%
Services	18%

ANNUAL TRANSPORT/LOGISTICS SPEND

\$10-\$49 million	46%
More than \$50 million	23%
\$1-\$10 million	21%
Less than \$1 million	10%

SERVICES READERS BUY

Motor freight (TL/LTL)	82%
Third-party logistics (3PL), contract logistics	77%
Small package delivery, expedited freight, express services	72%
Warehousing and distribution	67%
Supply chain technology, software/systems	56%
Air freight	48%
Rail, rail intermodal	46%
International shipping, freight forwarding	45%
Ocean, ocean intermodal	38%
Materials handling systems, equipment, forklifts	35%
Site, port, or facility selection	29%
Fleet operations, dedicated contract carriers	26%
Transportation equipment	20%
Packaging/labeling systems	10%

IN THEIR OWN WORDS

Echo Global Logistics offers accountability and personalized customer service.

—Archovations dba CavClear

Hub Group and our company work well together to achieve our common goal of exceptional service while controlling costs.

—Massimo Zanetti
Beverage USA

SEKO Logistics displays attention to detail and offers flexibility.

—Atlas Copco Compressors

Sunset has the bandwidth to get any job or project done

—Lakeside Foods Inc.

GlobalTranz offers the best service to residential locations.

—Chandra Rugs

Kenco delivers the results to make our customers happy.

—Dymatize

R2 Logistics makes exceptional service a priority every single day.

—Westlake Chemical

Source: IL Top 10 3PL Survey

A golfer in a white shirt and light-colored pants is captured in the middle of a golf swing on a lush green course. In the background, a yellow flag on a tall pole stands prominently, bearing the text "It's easier with Evans." The scene is set against a backdrop of rolling hills, trees, and a distant ocean under a bright, slightly cloudy sky.

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4 ECHO GLOBAL LOGISTICS



WHY THEY WON:

Echo combines service and technology to create impressive, customized third-party logistics solutions for each of its customers.

“At Echo, we put a premium on technology and customer service in order to meet the complex needs of this highly competitive, rapidly expanding industry,” says Doug Waggoner, chairman and CEO.

“Our employees follow through on Echo’s promise to simplify transportation management, helping our clients become a shipper

of choice and continue to do what’s best for their business,” he adds.

Steven Judge, senior manager at Newell Brands, praises the 3PL for providing accurate, reliable, and profitable results. “Our relationship with Echo began with the goal of helping us simplify our transportation management and has grown to include a deeper analysis of our shipping operations,” he says. “Echo acts as a true partner, always keeping our best interest in mind. They come to us with ideas

for improvement in a truly consultative manner.”

Echo prioritizes ensuring high-quality customer service and results. “Echo sets itself apart by solving the complex challenges that shippers and carriers face in the market,” says Waggoner. “Whether that’s addressing a lack of visibility into their supply chain or providing more robust, data-driven reporting, the company ensures its customers have the tools and reliable support they need to meet their transportation management goals.”

Doug Waggoner
Chairman & CEO



CLIENT ROSTER:

- Archway
- Cholula Hot Sauce
- Culligan International
- Greenheck
- Johnstone Supply
- Monster Beverage
- Stonecrop Technologies
- Newell Brands
- Taraca Pacific

CLIENT ROSTER:

- BASF
- Nestlé Waters
- Del Monte
- Cummins
- Huhtamaki
- USG Corporation
- Sonoco



Frank McGuigan
CEO

WHY THEY WON:

Transplace focuses its efforts on leveraging its deep vertical focus and proprietary technology to provide customers with logistically sound services. The company continues to invest in the latest technologies to ensure innovative solutions.

“Transplace delivers the optimal blend of managed transportation services, flexible TMS technology, deep vertical market expertise, and business improvement solutions to achieve profitable and predictable results,” says Frank McGuigan, CEO. “By combining advanced technology innovation with market intelligence and our \$9-billion transportation network, Transplace is able to consistently drive service and cost improvements for shippers.

“We continue to integrate machine learning, predictive analytics, and real-time visibility capabilities into our services and solutions to deliver greater supply chain optimization, visibility, and predictability,” he says.

Richard Wynne, global sourcing director

2 TRANSPPLACE

of Sonoco, admires Transplace’s commitment to providing solutions backed by education, hands-on experience, and expertise. “Sonoco selected Transplace because of its scale, strong engineering capabilities, and knowledge of the North American freight network,” he says. “The partnership has added significant value to our organization.”

Transplace understands the importance of consistency and visibility in the supply chain and continues to dedicate efforts toward helping clients achieve these goals.

“Transplace focuses on providing innovative logistics solutions that deliver the velocity, visibility, predictability and control shippers need,” says McGuigan.

WHY THEY WON:

Hub Group focuses its efforts on providing high-quality customer experiences and innovative technology to offer clients partnerships and solutions they can trust.

“We recently announced an end-to-end visibility program, which uses our state-of-the-art technology to provide customers with up-to-the-second insights,” says chairman and CEO Dave Yeager. “Powered by AI and machine learning and a fully GPS-enabled network in our fleet of over 37,000 containers, as well as data delivery by EDI, API, and our own self-service platform, we provide our customers with unmatched visibility to shipment pickup and arrival times.”

Customers recognize the value Hub Group brings to their operations. “Since moving the management of our inbound LTL freight in 2017 and outbound LTL freight in 2018 to Hub Group we have realized a significant reduction in freight costs while improving on-time delivery metrics inbound to our production facilities and outbound to our customer base,” says Tony Poole, transportation senior operations manager of Kimberly-Clarke. “Hub Group has provided us with expanded resources for the management of our LTL shipments, LTL industry expertise, and enhanced capabilities for reporting.”

The company understands how important these kinds of results are and remains committed to maintaining the quality of its services.

“Customers tell us their top concerns are controlling logistics spend, increasing visibility to their supply chain, and ensuring that their logistics provider understands their business needs,” says Yeager. “At Hub Group, our sophisticated supply chain professionals use their knowledge, experience, and our industry-leading technology to craft tailored solutions that give our customers excellent visibility to and control over their logistics expenses and supply chain performance.”



Dave Yeager
Chairman & CEO

HUB GROUP

4 C.H. ROBINSON



Bob Biesterfeld
President & CEO

WHY THEY WON:

C.H. Robinson's powerful, global suite of logistics services, combined with its proprietary technology, defines how it brings value to both the shipper and carrier communities.

“C.H. Robinson's industry-leading experience and scale deliver an information advantage, creating better outcomes and driving smarter solutions,” says Bob Biesterfeld, president and chief executive officer. “Our ability to turn data into actionable insights through our core services enables customers to work with C.H. Robinson for all of their global logistics needs.”

At the heart of the company's technology advantage is its single-instance, global

technology platform, Navisphere, which connects the company's entire network, providing real-time insights and visibility to customers and carriers, and driving process efficiency for employees. Navisphere's ability to easily connect to external platforms means C.H. Robinson meets customers and carriers where they want to buy.

Customer expectations are changing rapidly across the transportation landscape, and in the last decade alone, C.H. Robinson has spent more than \$1 billion in technology. The company will continue to invest in this critical area moving forward to leverage data and insights and deliver smarter solutions.





KENCO

5

WHY THEY WON:

The largest woman-owned third-party logistics company in the United States, Kenco is one of the only 3PLs that offers an in-house, vertically integrated suite of services.

"We are a nationally recognized leader in innovation, being one of the first and only U.S. 3PLs to establish a dedicated Innovation Lab," says Denis Reilly, president and CEO. "To help customers innovate, 3PLs need to enhance transparency and communication to create trusting relationships. Kenco uses a truly consultative

approach, providing insightful, long-range, customized solutions.

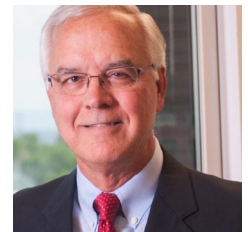
"We work with our customers as a valued partner through mutually beneficial collaborations, identifying their pain points and ensuring an alignment of vision and values," he adds.

The company's customers recognize that approach. "We have a very strong partnership with Kenco," says a senior distribution manager at a global consumer packaged goods company. "The Kenco employees at our sites honestly care about

us as a company and care about serving our customers' needs."

Kenco doesn't plan on slowing its progress anytime soon. "For over 68 years, Kenco has offered the scale and capabilities of a large corporation along with customer dedication and service that is focused on long-term value and entrepreneurial agility," says Reilly. The enterprise plans to continue innovating and moving forward to better serve its customers and save them money.

Denis Reilly
President & CEO



CLIENT ROSTER:

- Exxon Mobil
- Carrier
- Dow Chemical
- General Mills
- Honeywell
- Reckitt Benckiser
- Stryker Medical
- Whirlpool
- Samsung

WERNER LOGISTICS

6

CLIENT ROSTER:

- Dollar General
- The Home Depot
- Walmart



Derek Leathers
President & CEO

WHY THEY WON:

As an asset-backed 3PL, Werner Logistics is focused on providing a premier experience to all of its customers, carriers, and talent across one of the broadest portfolios in the industry.

"Our portfolio ranges not only across modes—truckload, LTL, final mile, intermodal, ocean and air—but also across our strategic freight management, contract, and transactional solutions," says Matt Parry, senior vice president of logistics.

"We also have the greatest scale and broadest reach across North America as the leader in the cross-border industry and we continue to strengthen our position," he adds.

The 3PL works with shippers to manage their supply chains while keeping costs down and

moves strategic. "Werner has been a consistent logistics provider for our company for over 10 years," says one customer.

"We recently had a critical weekend need to expedite two LTL shipments to avoid a production plant shutdown," the customer says. "Werner's customer service team was able to provide an over-the-road capacity solution to meet our needs and worked directly with the LTL provider to move these shipments directly from the LTL hub location."

Werner understands the pressure customers face to accelerate their supply chains, which is why the company leverages cutting-edge technology to deliver low-cost, high-value solutions.

WHY THEY WON:

DHL provides customers solutions, technologies, and assets to cut costs and maintain the flexibility to quickly respond to opportunities or challenges with minimum risk.

“Every customer we serve has unique needs,” says CEO Scott Sureddin. “Our broad service offerings and unparalleled scale enable us to deliver a customized solution to precisely match those needs, maximizing supply chain value through increased productivity, improved service and increased agility.”

DHL understands its customers are moving faster than ever and need products that can keep up. The 3PL focuses on leveraging data-driven insights and technology development programs to deliver results without extensive trial and error.

“Our customers rely on us to help them stay ahead of the technologies shaping the future of the supply chain,” says Sureddin. “Through our culture of continuous innovation, we are able to leverage our technology development program, partnerships with emerging technology providers, and our regional Innovation Centers to deliver proven, productivity-enhancing technology.”



Scott Sureddin
CEO, DHL Supply Chain
North America

A TIE!

**DHL
SUPPLY
CHAIN**

GLOBALTRANZ

Renee Krug
CEO



A TIE!

WHY THEY WON:

GlobalTranz works with customers to improve their processes by utilizing effective, reliable technology platforms that provide accurate results.

“Shippers are facing a host of challenges, including tariffs, an evolving e-commerce landscape, new competitive pressures, shifting customer demands, and more,” says Renee Krug, CEO.

“GlobalTranz helps our customers take on these challenges, including finding the right carrier capacity, managing costs, gaining visibility, and leveraging data to empower them to make more informed, real-time business decisions that

drive their growth and profitability,” she adds.

For many of its clients, GlobalTranz’s efforts are clear—and measurable.

“GlobalTranz has gone above and beyond for me,” says one customer. “They are dedicated to doing what needs to be done to service our needs, and provide top-notch customer service. GlobalTranz is a 3PL that will get the job done.”

Another customer praises the company for the ease it brings to their operations: “GlobalTranz is a valued business partner that makes the logistics side of day-to-day operations easy.”



8 SUNSET TRANSPORTATION



WHY THEY WON:

Sunset Transportation brings a fresh and innovative approach to third-party logistics, providing customers with transparent, accessible, quality solutions.

“We place the highest value on relationships and service,” says Lindsey Graves, COO. “We’re proud to compete on a larger scale among the bigger relic players by bringing a fresh attitude and family-style culture.”

Brian Kearins, COO of Tacony Corporation, praises Sunset for the commitment it brings to the table. “Tacony is proud to utilize

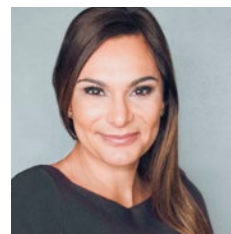
Sunset Transportation’s full suite of logistics solutions, most recently expanding our program by adding international logistics management to our partnership,” he says.

“The Sunset team has been integral in streamlining our supply chain, including placing one of their expert senior account managers on-site to ensure we’re receiving the highest level of customer service and attention,” Kearins adds. “It’s a testament to how our strategic alliance continues to mature in extremely positive ways.”

Sunset understands that the global market can sometimes be difficult for shippers to manage, and it is dedicated to continually evolving to meet those challenges.

“We see the need for more robust options and knowledge when crossing borders, especially in a turbulent time for foreign trade,” says Graves. “In 2019, Sunset is bringing our seventh branch office to fruition in Laredo, Texas/Nuevo Laredo, Mexico, with cross-border solutions, Mexico and U.S. customs clearance, warehousing, and

Lindsey Graves
COO



transloading access.

“We now have the capability to manage customers’ international shipments with complete supply chain visibility and control, including customs expertise we believe to be unparalleled in the 3PL space,” she notes.

James Gagne
President & CEO



CLIENT ROSTER:

- Cath Kidston
- Canyon Bicycles
- Dippin’ Dots
- Escalade Sports
- Electronic Express
- Feel Unique
- Birchbox
- Beckman Coulter
- TruGolf
- Ember

WHY THEY WON:

SEKO Logistics is well-regarded for its customer service, technology, and commitment to quality. “What differentiates SEKO is the coalescence of our global network and seamless technology, a hybrid business model paired with global-owned gateways, and our strategic partners,” says James Gagne, president and CEO.

“We have shifted in the past year to become more acquisitive and to strategically invest in operations and technology that will bolster our value proposition to better serve our growing and global client needs,” he adds.

SEKO understands its customers are challenged with rapidly changing consumer and B2B buying experiences, and the company continues to tailor its solutions to help each client achieve their unique goals.

“SEKO has been a great partner for us as we launched in the United States,” says Blair Clark, president of Canyon Bicycles USA. “They focused on continually improving the logistics



process as we were building and growing our volumes, which allowed us to focus on marketing and selling our innovative bikes and accessories to the U.S. market.”

The company believes the key to being a successful 3PL partner is maintaining focus and staying diligent. “We believe the future is not comprised solely of being a one-stop-shop logistics company with assets all over the world,” says Gagne. “It is not about being everywhere. It’s about having the right people, partnerships, and technology to create the best client experience possible.”

A TIE!

PENSKE LOGISTICS



Marc Althen
President

CLIENT ROSTER:

- Kroger
- Toyota
- GM
- Whirlpool
- Ford
- Novelis
- Lowes
- Nissan
- Kraft Heinz
- Schnuck Markets

WHY THEY WON:

Penske Logistics consistently implements new measures to improve its customers' supply chain operations. "Companies regularly turn to 3PLs like Penske Logistics to reduce their costs, improve their efficiencies, and deliver innovative solutions to optimize their supply chains," says Marc Althen, president of Penske.

The hard work the company puts into improving its methods and offerings for customers continues to pay off, with Penske winning multiple service awards and acknowledgements. During one award ceremony, Marco Palmieri, senior vice president and president of Novelis North America, said, "Congratulations to the Penske team and thank you for the strong partnership in safety, quality, delivery performance and innovation. The closed loop recycling system is a great example of realizing our company purpose, shaping a sustainable world together."



Ben Gase
CEO

CLIENT ROSTER:

- Owens Corning
- The Scotts Company
- Westlake Chemical
- PetSmart
- Anheuser-Busch
- Albertsons
- Chewy.com
- Aldi
- Kohler
- Halliburton

WHY THEY WON:

R2 Logistics prioritizes helping its customers find the longest-lasting, most impactful solutions to areas in their supply chains that need improvement.

"Universally, every customer and every company is looking for ways to get better and more efficient and operate smarter," says Ben Gase, CEO. "We try to work with all of our customers to find areas of inefficiency within their supply chain and then root out that waste."

Long-standing R2 Logistics customers have seen firsthand the benefits a partnership with the company can bring.

"We consider R2 a strategic partner—they are often the first dry van carrier we turn to in difficult situations where service is paramount," says Pat Cassity, director of

transportation for Owens Corning. "Our supply chain lives by doing what we say we are going to do and R2 certainly does what they say they are going to do."

The 3PL continues to stay focused on keeping that promise. "From transportation capacity, visibility, and reporting tools to working with customers on cost-out initiatives, our focus is always to provide long-term value to our customers," says Gase.

"We have continued to invest in best-in-class visibility and reporting tools to help our customers identify opportunities within their supply chains and to increase the speed of decision-making and execution of efficiency improvement programs."

R2 LOGISTICS



TO ALL WHO VOTED FOR THE TOP TEN 3PLS

THANK YOU

WHO VOTES FOR THE TOP 10 3PL EXCELLENCE AWARD WINNERS? THE INBOUND LOGISTICS AUDIENCE DOES! HERE'S A SAMPLING OF VOTERS' COMPANIES—FROM LEADING CORPORATIONS TO SMBs. THIS YEAR, MORE THAN 18,000 BALLOTS WERE CAST, SHARING PRAISE FOR THE 3PLs THAT SUPPORT YOUR SUPPLY CHAIN, LOGISTICS, AND TRANSPORTATION OPERATIONS AND KEEP YOUR COMPANY GLOBALLY COMPETITIVE.

ABBOTT NUTRITION
 ABBOTT LABS
 ABERCROMBIE & FITCH
 ACURA
 ADIRONDACK DIRECT
 AGC CHEMICALS AMERICAS
 AERO INDUSTRIAL
 ASHLEY FURNITURE
 AT&T
 ATLANTA BREWING COMPANY
 AUNTIE ANNE'S
 AUTOZONE
 AVALON FLOORING
 AVERY DENNISON
 AVITAR COMPANY
 AVON
 BACARDI USA
 BALLY PLUS
 BALLY SUNGLASS & OPTICAL
 BASF
 BASSETT FURNITURE
 BAY VALLEY FOODS
 BAYER
 BECCA COSMETICS
 BED BATH & BEYOND
 BELK HUDSON
 BENJAMIN MOORE
 BERKSHIRE HATHAWAY
 BEST BUY
 BEST FOOD SERVICE
 BIG DUTCHMAN USA
 BIG LOTS
 BILLABONG
 BIRCHBOX
 BISSELL HOMECARE
 BLUE APRON
 BMW
 BOEING
 BOMBARDIER
 BORGWARNER
 BOSCH THERMOTECNOLOGY
 BOUNTIFUL HARVEST
 BOYD METALS
 BP
 BRADFORD WHITE
 BRIDGESTONE AMERICAS
 BRISTOL-MYERS SQUIBB
 BROOKS FASHIONS
 BROWNING
 BRUGOLA USA
 BRUNSWICK/LIFE FITNESS
 BUCKSKIN MINING
 BUEHLER FOODS
 BUGLE BOY
 BUILDERS SQUARE
 BUILDMASTER TOOLS
 BULLDOG SAFETY ANCHORS
 BULLETPROOF COFFEE
 BUMBLE BEE FOODS
 BURGER CHEF
 CAMPBELL SOUPS
 CARDINAL STORES
 CARGILL
 CARNIVAL CRUISE LINES
 CARVEL
 CASCADES TISSUE
 CELESTICA
 CERRADO COFFEES USA
 CHAMPION BOLT & SUPPLY
 CHANNEL HOME CENTERS
 CHEFS' WAREHOUSE
 CHEVRON
 CHI-CHI'S RESTAURANTS
 CHICAGO CUBS
 CHICK FIL A
 CHICKEN OF THE SEA
 CHILDS RESTAURANTS
 CHOLULA FOOD
 CINNABON
 CISCO SYSTEMS
 CITCO
 CITI
 CLOROX COMPANY
 COCA COLA
 COCONUT'S RESTAURANTS
 COLEMAN
 COLGATE PALMOLIVE
 COLORDYNE TECHNOLOGIES
 COLORTECH
 COMCAST
 CONAGRA FOODS
 CONAIR
 CONOCOPHILLIPS
 CONSTELLATION BRANDS
 CONTINENTAL PAPER & PLASTICS
 COST PLUS WORLD MARKET
 COSTCO
 COTT BEVERAGES
 CULLIGAN
 CUMMINS
 CVS HEALTH
 DAVE & BUSTER'S
 DAVIDSON FOODS
 DEAN FOODS
 DEEP EDDY VODKA
 DEL MONTE FOODS
 DELCO ELEVATOR
 DELL
 DETROIT CHASSIS
 DETROIT STOKER
 DIAGEO
 DIAMOND PET FOODS
 DIAMOND PRODUCE
 DICKS SPORTING GOODS
 DIPPIN' DOTS
 DISNEY
 DIXIE PULP & PAPER
 DOLE
 DOLLAR GENERAL
 DOMINOS
 DOUBLETREE
 DOVE
 DOW CHEMICAL
 DR PEPPER SNAPPLE GROUP
 DUANE READE
 DUNKIN'
 ELECTROLUX
 ELIZABETH ARDEN
 EMBASSY SUITES
 EXIDE TECHNOLOGIES
 EXXON MOBIL
 FAMILY DOLLAR
 FEDERATED GROUP
 FIAT CHRYSLER
 FIREHOUSE SUBS
 FIRESTONE TIRE AND RUBBER
 FISHER RESEARCH LABS
 FLAGG BROS SHOES
 FLAGSHIP FOOD GROUP
 FLAGSHIP TIRE & WHEEL
 FLORIDA POWER & LIGHT
 FLORIDA SILICA
 FOAM CONCEPTS
 FOLEY MANSFIELD
 FOOD BARN
 FOOD FAIR
 FOOD MART
 FORD MOTOR COMPANY
 FOSSIL
 FOUR SEASONS RESORTS
 FREEPORT-McMORAN
 FRESH MARKET
 FRESH START
 FRICK'S QUALITY MEATS
 FRITO-LAY
 FUJIFILM
 GARMIN
 GE APPLIANCES
 GENERAL ELECTRIC
 GENERAL MILLS
 GENERAL MOTORS
 GEORGIA-PACIFIC

GIANT	JUST FOR FEET	MCDONALDS	PPG INDUSTRIES
GLAXOSMITHKLINE	K-FLEX USA	McLAIN FOODS	PREMIER FOAM
GLAZER'S	KAISER ALUMINUM	MEAD JOHNSON	PREMIUM PET HEALTH
GLICKS FURNITURE	KANDY KISS OF CALIFORNIA	MEDCARE PRODUCTS	PRETIUM PACKAGING
GOODYEAR TIRE & RUBBER	KANGAROO MANUFACTURING	MEDLINE	PROCTER & GAMBLE
GOOGLE	KELLOGG'S	MEDTRONIC	PROPEL FITNESS DRINKS
GOULD PAPER	KERRY INGREDIENTS & FLAVOURS	MENARD'S	QUINTEL USA
GRAHAM CHEMICAL	KESSEL FOOD MARKET	MENASHA	R.J. REYNOLDS
GREAT LAKES TOOL SPECIALTIES	KEURIG	MERCEDES-BENZ	RAYMOUR & FLANIGAN
GREAT NORTHERN	KEYSTONE CEMENT COMPANY	MERCK	RAYTHEON
GREAT WESTERN	KEYSTONE SCREW	MERCY MEDICAL CENTER	RCBA NUTRACEUTICALS
GREENBRIAR	KIKKOMAN FOODS	MERITOR	RED BULL
GTI CHEMICAL SOLUTIONS	KILO INDUSTRIES	MERVYN'S	RELIABLE TAPE PRODUCTS
GYMBOREE	KIMBERLY-CLARK	MICHAELS STORES	REMBRANDT FOODS
HABITAT FOR HUMANITY	KING COFFEE/FIVE O'CLOCK BRANDS	MICHELIN	REMINGTON
HACHETTE BOOK GROUP	KINNEY SHOES	MICHIGAN PACKAGING	ROBERT BOSCH
HALLIBURTON	KLEENEX	MICROSOFT	ROBINSON FRESH FOOD
HAMPTON FARMS	KLOECKNER METALS	MIELE	RUST-OLEUM CORPORATION
HANDY ANDY	KOCH COMPANIES	MILLERCOORS	RUSTLER STEAK HOUSE
HANESBRANDS	KOHL'S	MIZUNO USA	SAFEPAK
HARBOR FREIGHT TOOLS	KOHLER	MODELLS SPORTING GOODS	SAMS CLUB
HARDEE'S	KONA ICE	MODERN PLASTICS	SAMSUNG
HARLEY-DAVIDSON	KOOL PAK	MODERN POLYMERS	SCHNEIDER ELECTRIC
HARVEST FOODS	KRACO ENTERPRISES	MODULAR INTERIOR TECHNOLOGIES	SCHUSTER ELECTRONICS
HASBRO	KRAGEN AUTO PARTS	MONSANTO	SCHUYLER RUBBER CO
HEINZ KRAFT	KRAMER INDUSTRIES	MONSTER ENERGY DRINK	SCOTTS MIRACLE-GRO COMPANY
HERBALIFE INTERNATIONAL	KROGER	MOTOROLA	SHELL OIL
HERITAGE AMMUNITION	KRYSTAL	MOUNT HOPE WHOLESALE	SHERWIN WILLIAMS
HERR FOODS	L BRANDS	MUBEA	SIGNATURE BRANDS
HERSHEY COMPANY	L.B. FOSTER COMPANY	MULLIN RUBBER PRODUCTS	SMITH & WESSON
HESS CORPORATION	L.L. BEAN	MULTI-PACK	SMITHFIELD SPECIALTY FOODS
HEWLETT PACKARD ENTERPRISE	L'OREAL	MURRAY'S DISCOUNT AUTO STORES	SNAP-ON TOOLS
HIDDEN VALLEY INDUSTRIES	LANCASTER FOODS	NATIONAL CHEMICALS	SNYDER'S-LANCE
HILL'S PET NUTRITION	LAND O'LAKES	NATURAL CHOICE	SOLVAY AMERICA
HILLS BROTHERS	LARSON MANUFACTURING	NATURAL WELLNESS	SONOCO
HOBBY LOBBY	LAURA ASHLEY	NATURE'S BAKERY	SONOS
HOBIE CAT	LCH PRODUCTS	NAVISTAR	SOUTHERN GLAZER'S
HOME DEPOT	LEAPFROG	NCH	STARBUCKS
HONDA	LENOVA	NCR CORPORATION	STARKIST
HONEYWELL	LEXMARK	NEIMAN MARCUS	SUBWAY
HOULIHANS	LIBBEY GLASS	NESTLE	SUMMERFIELD FOODS
HUFFY CORPORATION	LIBERTY FASTENER	NEW EGG	SUNNY DELIGHT
HUGHES MARKETS	LIFEAID BEVERAGE CO.	NEWELL BRANDS	SYSCO
HUGS PET PRODUCTS	LIFT PRODUCTS	NIAGARA BOTTLING	TACO BELL
HUSKY CORPORATION	LINCOLN ELECTRIC	NICE-PAK PRODUCTS	TAILORED BRANDS
HUSSEY SEATING	LINDSAY MANUFACTURING	NICHE FOODS	TARGET
HUTCHINSON SEALING SYSTEMS	LINENS 'N THINGS	NICKERSON FARMS	TERADYNE
IBM	LOCKTON COMPANIES	NIFCO AMERICA	TESLA
IDEAL PRODUCTS	LOGAN ALUMINUM	NIKE	THE PINNACLE COMPANIES
IKEA	LOGO BRANDS	NISSAN	THE VITAMIN SHOPPE
ILLINOIS TOOL WORKS	LONGRIDER BREWING	NORTH AMERICA BEER SUPPLIES	THOMASVILLE
IMPERIAL FOODS	LOUISIANA SUGAR REFINING	NORTHERN LIGHTS	TIMBERWOLF PRODUCTS
INDUSTRIAL SUPPLY	LOWE'S	NORTHERN ROOF TILES	TIME INC.
INGERSOLL RAND	LP BUILDING PRODUCTS	NORTHERN STATES METALS	TOSHIBA INTERNATIONAL
INLAND STANDARD EQUIPMENT	LUBRIZOL	NORTHROP GRUMMAN	TOYOTA
INNOVATIVE CONCRETE TECHNOLOGY	LUCKY BRAND JEANS	NOVELIS	TRUE VALUE
INSECT SHIELD	M. HOLLAND COMPANY	OCCIDENTAL CHEMICAL	U.S. STEEL
INSULFOAM	MAAX BATH	OCEAN SPRAY CRANBERRIES	UNDER ARMOUR
INSULSAFE TEXTILES	MAC TOOLS	OFFICE DEPOT	UNILEVER
INTEL	MACK TRUCKS	ORKIN PEST CONTROL	UNITED TECHNOLOGIES
INTERCONTINENTAL HOTEL GROUP	MACMARR STORES	OVERSTOCK	UNITED WINE AND SPIRITS
INTERLINE BRANDS	MACY'S	OWENS CORNING	UNITEDHEALTH GROUP
INTERNATIONAL AEROSPACE	MAD-CROC	PACA FOODS	US ARMY MATERIAL COMMAND
INTERNATIONAL FLAVORS	MAGID GLOVE & SAFETY	PACCAR	VENTURA FOODS
INTERNATIONAL PAPER	MAGNOLIA METALS	PACIFIC FOODS	VERIZON COMMUNICATIONS
INTERSTATE BATTERIES	MALLKRODT	PACIFIC GAS & ELECTRIC	VOLKSWAGEN GROUP
INTERTECH COMMERCIAL FLOORING	MANCHESTER TOOL & DIE	PAPA JOHNS	WAKEFERN
INVALSA COFFEE	MANCOR CAROLINA	PAY 'N PAK	WALMART
IPSY	MANITOWOC FOODSERVICE	PAYLESS CASHWAYS	WALGREENS
IRVIN AUTOMOTIVE	MARC JACOBS	PENGUIN RANDOM HOUSE	WAYFAIR
JERSEY MIKE'S	MARS WRIGLEY	PEPPERIDGE FARM	WD-40
JET'S PIZZA	MARSHALLS	PEPSICO	WESTLAKE CHEMICAL
JEWEL MART	MARTEX FIBER SOUTHERN	PETCO	WEWORK
JEWELL HARDWOODS	MARVELL FOODS	PFIZER	WEYERHAEUSER
JIMMY JOHN'S	MARY KAY	PHILIP MORRIS	WHIRLPOOL
JINHUA GARDEN TOOLS	MASSIMO ZANETTI BEVERAGE	PHILIPS LIGHTING	WILLIAMS SONOMA
JOHN DEERE	MASTERFIT ENTERPRISES	PHILLIPS 66	WINGSTOP RESTAURANTS
JOHNS MANVILLE	MATCO TOOLS	PODS	WISE FOODS
JOHNSON & JOHNSON	MAXX AUTO GLASS	POLAR PAK	YAKIMA PRODUCTS
JOHNSON CONTROLS	MCCAIN FOODS	POPCHIPS	YAMAHA MOTORS
JOHNSONVILLE SAUSAGE	MCCORMICK & CO	PORTLAND PAPER PRODUCTS	YETI COOLERS

GONE BUT NOT FORGOTTEN

Some memorable 3PL providers that were on the list over the years have either gone out of business or merged with others. Who remembers Menlo Worldwide, TLC, GATX Logistics, Fritz Cos., Caliber, BAX, and Emery?

SIZE... WELL YOU KNOW

While the largest 3PLs have made the list over the years, plenty of small and mid-sized providers found their way on there, too.

WHAT'S YOUR TYPE?

Integrators/expeditors, technology-based providers, truckers, truck leasing companies, and brokers. Many different types of providers have secured a spot on the Top 10 list over the years, reflecting the diverse needs and preferences of the IL audience.

NEW ARRIVAL

R2 Logistics is brand new to the list in 2019—the only newbie amidst the group of reigning champions.

21 YEARS *of* TOP TEN 3PLS *a history of excellence*

Time flies when you're giving out awards. 2019 marks the 21st year we have been honoring the third-party logistics providers the IL audience votes best of the best. Enjoy some interesting stats and facts.

MOVING ON UP

Echo Global Logistics first appeared on the Top 10 3PL list in a tied spot for 10th place in 2011. It spent the next eight years climbing the rankings—and 2019 marks the company's third year at #1.

WE ARE THE CHAMPIONS

Just four companies have managed to hang on to the top spot since the beginning. Ryder was the first winner, wearing the crown from 1998–2002, when it was dethroned by UPS SCE from 2003–2006. It wrestled its way back to the top from 2007–2010, but ceded first place to C.H. Robinson, which sat at the top from 2011–2016. Reigning champion Echo has been there since 2017.

BASICALLY TWINS

You know what else was founded in 1998? A little company called Google. We like to think we're equally influential.

THE LONG HAUL

Only two companies have turned 21 with us, so cheers to C.H. Robinson and Penske for securing a spot on the list every year. Hat tip to Transplace, which made its first appearance on the list in 2003 and has never fallen off.

REMEMBER 1998?

The Top 10 3PL list made its debut in 1998, a summer that was all about sharing. Brandy and Monica's "The Boy Is Mine" held the Billboard Hot 100 top spot all summer and both our second-place and tenth-place slots were split between multiple companies.

1. Ryder; 2. (tie) C.H. Robinson + Menlo;
3. Caliber Logistics; 4. Penske; 5. J.B. Hunt Logistics;
6. Hub Group; 7. FedEx; 8. Schneider Logistics;
9. Emery (EGL); 10. (tie) TLC + Cardinal Logistics + Alliance Shippers + CRST Logistics



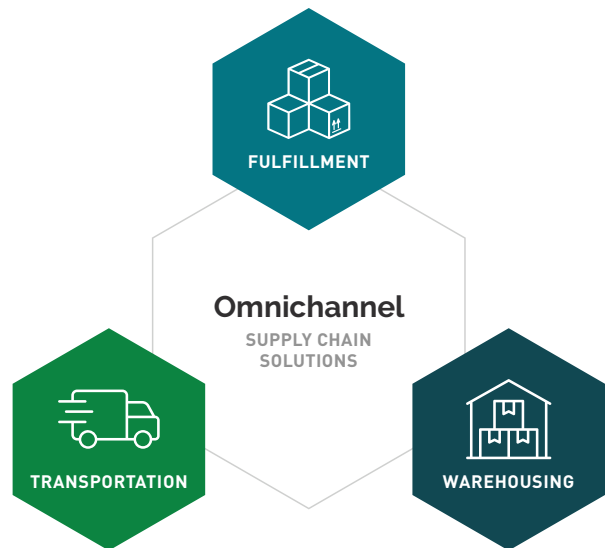
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**WHETHER BRAND NEW, SOLIDLY UP AND RUNNING, OR
DECADES OLD, SHIPPER-3PL PARTNERSHIPS THRIVE ON
OPEN COMMUNICATIONS, FLEXIBILITY, AND TRUST.**

3PL POWER

BY MERRILL DOUGLAS

A strong connection with a third-party logistics (3PL) company can make all the difference in your supply chain operations. When shippers and 3PLs function as partners, they jointly tackle challenges, devise innovative strategies, spot new opportunities, and respond nimbly to the ups and downs of daily operations.

Partnerships evolve over time. We visited with 3PLs and shippers at three different stages—a pair that has just started to work together, one that recently reunited after a hiatus, and one that has enjoyed a productive bond for nearly two decades.

At each stage, there's something to learn about how to work together to achieve the best results.

PLUGGED IN, READY TO GO

In summer 2019, a new kind of car will hit the road in southern California. Sold by startup Electra Meccanica Vehicles Corporation of Vancouver, British Columbia, the SOLO is a three-wheeled, single-seat electric vehicle that promises a range of 100 miles and a full charge in three hours.

Electra Meccanica manufactures the SOLO in Chongqing, China. The first shipment of production vehicles will land in Los Angeles in August 2019, bound for a showroom in Studio City, California. To manage the SOLO's door-to-door transportation, Electra Meccanica chose Crane Worldwide Logistics, a global 3PL based in Houston.

The SOLO posed an interesting transportation challenge. "Traditionally, finished vehicles are sent in a roll-on, roll-off solution from continent to continent," says Michael Labadie, vice president and global lead, automotive and industrial sector, at Crane Worldwide. But given the SOLO's size and shape, the shipper and 3PL decided it was more effective and less expensive to use intermodal containers.

SIX IN ONE

The Electra Meccanica team first assumed they could fit four SOLOs in one container. But Crane Worldwide worked with a partner company to develop a racking system that can carry at least six vehicles in a box. "This solution made things easier from a cost perspective and from the ability to move more cars quickly," says Cherrill Tyre, senior operations specialist at Electra Meccanica.

Electra Meccanica also needed a creative way to get cars to the showroom. "We don't have a footprint available to load and unload containers at our Studio City location," says Tyre. And the SOLO's unusual configuration ruled out a conventional auto transport trailer. So Crane Worldwide arranged to have containers hauled to a facility in Buena Park, California, and then transload them into dry vans with special handling equipment for the trip to the dealership.

Electra Meccanica chose Crane Worldwide as its 3PL in summer 2018. The partnership started with a detailed

ELECTRA MECCANICA + CRANE WORLDWIDE LOGISTICS

To manage transportation of its SOLO three-wheeled electric car, Electra Meccanica partnered with 3PL Crane Worldwide, which devised a unique racking system that fits six vehicles in an intermodal container.



implementation process, led by a Crane Worldwide project manager. The process considered not only standard operating procedures, but also how to respond to potential problems. "Crane knew the right questions to ask," says Tyre.

HONEYMOON'S OVER

People at Crane Worldwide sometimes joke that the project management office's job is to "end the honeymoon," Labadie says. "They try not to build the go-forward process with the assumption that everything's going to be perfect, but to build contingency plans for things that can be a problem."

Project managers also keep an eye on the client's future goals. "We make a point of understanding what success looks like to the client, and what their next five and 10 years will be," Labadie says. Crane Worldwide also holds quarterly business reviews with each client to make sure its performance matches that company's criteria for success.

When Crane Worldwide works with an engineering-focused client like Electra Meccanica, often one key to success is making sure the client understands logistics basics. "We explain transit times and the mechanics of packaging, moving, shipping, receiving, and importing," Labadie says.

For shippers, it's important to consider more than price when choosing a partner. "Price is important, of course," says Fred Wang, Electra Meccanica's production manager. "But so are many other intangibles—the structure of the implementation process, the open communication we constantly have with Crane, the structure of the meetings."

Another critical factor to consider is how the shipper will communicate with the 3PL's account team. "Who are the stakeholders on my vendor team? Who am I interacting with directly?" Tyre asks. "Clear communication ensures there's no overlap and no items that might have been missed."



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RIDING THE RAILS AGAIN

SIEMENS GAMESA RENEWABLE ENERGY + LOUP LOGISTICS

Siemens Gamesa Renewable Energy (SGRE) is one of several wind energy turbine manufacturers that started working with Loup Logistics in 2008. A wholly owned subsidiary of Class I railroad Union Pacific (UP), Loup has developed a network of specialized distribution centers known as wind railports, where original equipment manufacturers (OEMs) send wind turbine components by rail. Loup then arranges to offload components from the rail cars and load them onto trucks for transportation to OEMs' customers at their construction sites.

SGRE, based in Zamudio, Vizcaya, Spain, has manufacturing plants in Fort Madison, Iowa, and Hutchinson, Kansas. Components flow into Loup's railports from those locations, from SGRE factories abroad, and from third-party suppliers throughout the United States.

By 2011, SGRE had become one

had been receiving turbine blades from a supplier in another state, transported on a railroad other than UP.

To get blades to customers on time, Loup offered to receive SGRE's blades at its wind railport in Newton, Iowa. "It was a collective effort between the short line that serves our facility, our operator that was running the site, and SGRE," Leddy says. Among other things, Loup had to ensure the site—used at the time only for outbound rail transportation—had the equipment needed to unload blades from rail cars.

To keep operations humming, SGRE holds daily conference calls with all its suppliers, including Loup, which also

A partnership between Loup Logistics, a Union Pacific subsidiary, and Siemens Gamesa Renewable Energy ensures wind turbine components move safely and are delivered on time.



of Loup's biggest wind industry customers by volume. But in subsequent years, as trucking rates fell and SGRE started serving many customers close to its factories, it stopped using rail and therefore stopped working with Loup.

Some years later, circumstances changed again and SGRE was ready to return to rail. Unfortunately, the railroads weren't quite ready for SGRE. "An equipment shortage hindered our ability to use rail in 2017 and 2018," says Felipe Cecilio, rail coordinator at SGRE North America. "But then Loup and Union Pacific made a commitment to support us."

Loup and UP worked with SGRE to forecast shipping volumes and equipment needs. "We were able to internally sell the idea and externally work with them to get the equipment they needed to start moving business again in 2019," says Elizabeth Leddy, manager, carload sales at Loup Logistics in Omaha.

provides a daily report on activity at the distribution centers.

Loup and SGRE hold a kickoff meeting before starting any new project. They also meet twice a year to discuss recent performance and future business opportunities. Loup also solicits feedback on its performance through an annual customer survey.

This commitment to honest communication is important to any successful shipper-3PL relationship. "Coming up with solutions that benefit both companies, and keeping an open mind and open communication are key to success," says Cecilio.

In a rapidly changing environment, strategies that brought success in the past might not always work in the future. "We need to be open to new ideas or products that will move us forward," says Brian Siegman, director of carload sales at Loup Logistics. "Open communication, whether it be about pain points or opportunities, is a key element in driving progress."



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LOYALTY THROUGH THE YEARS

David Wozniak and Andy Hafertepe have worked together for about 20 years. Wozniak is marketing director at Taraca Pacific, a small firm based in Virginia Beach, Virginia, and San Francisco that imports and sells plywood. Hafertepe is divisional vice president at Echo Global Logistics in Chicago. But when he and Wozniak first met, Hafertepe and his group worked for a company called American Backhaulers.

The two stuck together through several mergers and acquisitions, most recently when Echo acquired Command Transportation in 2015.

Behind this long partnership is a set of close personal relationships. “When somebody knows your business and what your needs are, they cater to that,” says Wozniak. “Andy and his group have always done that.”

Echo’s main job for Taraca today is to manage distribution to a large home center retailer with locations throughout the United States. Echo holds the inventory in third-party warehouses located around the country. “And then they manage the trucking out of each of those locations,” Wozniak says. “We have an inventory set up, we carry backstock, and we ship daily to our large retailer as well as to other customers.”

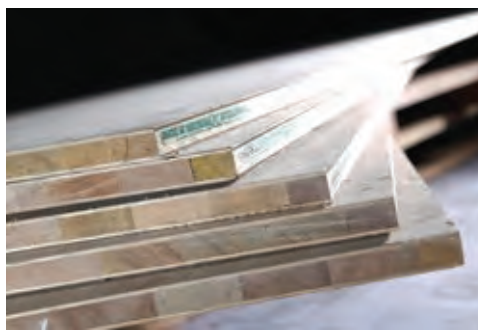
The 3PL team developed and improved that distribution network over time. “We started getting the rates down and getting the best carriers,” Hafertepe says.

When Hafertepe’s team became part of Echo, one big change Taraca saw was access to Echo’s in-house information technology. “That allowed us to have more controlled inventory management, and a system whereby we could order trucks right through their website,” Wozniak says. Taraca and Echo also started using electronic data interchange (EDI).

Recent trade conflicts have posed new challenges for the Taraca-Echo partnership. Taraca has traditionally sourced plywood from China. When the United States imposed tariffs

TARACA PACIFIC + ECHO GLOBAL LOGISTICS

Taraca Pacific manufactures and distributes lumber, plywood, and millwork. A long-term partnership—and friendship—with 3PL Echo Global Logistics is a key element of success.



on goods from that country in 2018, Taraca began to develop sources in other countries. It asked Echo for help with its evolving supply chain.

Echo quickly helped Taraca find additional, reasonably priced storage in ports where it was needed. “A lot of our changes had to be made on the fly,” Wozniak says. “The information was coming in the middle of the night from the White House, so we didn’t always know exactly what was going to happen when.”

Hafertepe’s team has also helped with simpler challenges. Once, a large customer told Taraca it wanted to add 4x4-foot panels to go with the 4x8-foot panels that Taraca currently supplied. To get that program going sooner, with a large inventory of the 4x8-foot product already in the United States, the logistics team brought saws to five warehouses and got to work.

“We took Taraca’s 8-foot SKU, cut the sheets in half, labeled and repackaged them, and Taraca was in business a lot sooner,” Hafertepe says.

According to Wozniak and Hafertepe, two keys to a successful shipper-3PL partnership are communication and trust. Those values are critical, for example, when discussing freight rates. Prices rise and fall with market conditions, Wozniak says, and he trusts Echo to give him the best rates available at the moment.

“We do check—we look elsewhere from time to time,” he says. “I’ve never found Echo not to be up to date on the market situation.”

All customers call around to spot-check prevailing rates on occasion. “When I go to sleep at night, I want to know that if Wozniak calls five other carriers for rates, that I’m within \$50,” Hafertepe says.

Open communication and a sense of loyalty have deepened the relationship between the shipper and 3PL teams over the years. “We’re friends now,” says Hafertepe. “If you can get to that point as a customer or a 3PL, it makes work so much easier.” ■



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THOUGHT LEADERS

Choosing the Right 3PL and Supporting Supply Chain Excellence



Tara Meier

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Choosing the right third-party logistics (3PL) provider can make or break your goal of achieving supply chain excellence and have a significant impact on your company's brand.

Q: *What are some top factors to consider when evaluating a 3PL's potential to deliver supply chain excellence while upholding your brand?*

A: You want to ensure that a capable and safe third-party logistics provider is managing your loads — your hard work and dedication. Your decision to select a 3PL should go beyond the bottom line and qualify the value that your 3PL partner can offer. Ask yourself:

- Will this 3PL do what's right, even when no one is looking?
- Will my goods arrive safely and be handled with precision and respect?

Q: *How is supply chain excellence related to "doing the right thing?"*

A: Brands that promote commitment to sustainability and corporate responsibility want a 3PL whose values align. Ruan believes environmental stewardship and community service are more than good business decisions; they are moral imperatives.

Ruan is a SmartWay Excellence Award recipient for industry leadership in supply chain environmental performance and energy efficiency. We design supply chain solutions that emphasize fuel efficiency, energy conservation, and using renewable energy, all of which improve the bottom line. These are savings we can—and do—pass on to our customers.

Customers are beginning to expect their preferred brands to combine efforts for social responsibility. Ruan has a long history of fighting food insecurity alongside our customers and suppliers. We have contributed to and coordinated many food collection efforts benefitting local, national, and international concerns.

Also, we endorse the World Food Prize, which recognizes significant contributions from any field that affects the world's food supply, including food and agriculture, science and technology, manufacturing, marketing, nutrition, economics, poverty alleviation, political leadership, or the social sciences. Many of our partners have contributed to the World Food Prize by speaking, attending, or sponsoring forum events.

Q: *Why is safety a pillar for supply chain excellence?*

A: All operational decisions are made with safety in mind—the safety of our drivers, technicians, warehouse workers, our customers' employees, and the motoring public, as well as our equipment and our customers' products.

Ruan was awarded the American Trucking Associations' President's Trophy in the over 100 million miles category. The President's Trophy is the highest safety award available to motor carriers that demonstrate innovative approaches to safety and go above and beyond to keep the highways safe.

Everything we do is done with integrity, and everything we do has no value if it is not done safely. Those promises are at the core of Ruan's brand and embedded in the solutions for our partners that deliver supply chain excellence.

How to Choose a 3PL and Reap the Benefits

Q: *What are the benefits of using a 3PL company for your shipping needs?*

A: You can streamline your processes by freeing up your employees' time to work on other priorities and objectives. You will save money and achieve greater flexibility by leveraging better economies of scale, established carrier relationships, and knowledge of the industry provided by 3PLs.

You can also take advantage of better customer service by establishing a relationship with your 3PL for all of your shipping needs. And if the 3PL operates through a nationwide Agent Station model, like we do at DLS Worldwide, you will find a partner who is familiar with key vendors as well as "who" can make things happen when needed in local markets.

Q: *What should you look for when choosing a 3PL?*

A: One thing you should consider is the breadth of offerings they provide. Can they handle any mode, any size, or type of shipment? Another consideration is technology. Do they offer robust technology that easily integrates with your existing systems? Is their

system easy to use? Does it offer cradle-to-grave capabilities and full visibility of your order throughout the process?

You should also seek a provider that is established and maintains a strong network of locations. Does the 3PL have a proven history? Do they have vast experience as a shipper and a logistics provider? Do they have offices and/or stations in numerous areas to help meet your shipping needs? Most importantly, will they be more than a simple service provider?

When you find a 3PL who can be a true partner to you, takes the time to understand your needs, and is flexible enough to keep up with changes, including with your vendors, the choice should be easy.

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THOUGHT LEADERS

How to Choose a TMS

Q: *What are some important things to consider when selecting a TMS solution?*

A: Deploying a Transportation Management System (TMS) can be complicated, time-consuming, and expensive. Fortunately, this does not need to be true, thanks to systems with a Software-as-a-Service (SaaS) delivery model, which help you navigate the process of selecting and deploying a TMS solution in a fraction of the time and cost of traditional solutions.

Frequently, enterprise-wide TMS are identified as the most-needed add-on module to established ERP and WMS deployments. While enterprise TMS solutions are an option, realizing quick ROI greatly depends on the delivery model. A cloud-based solution beats the legacy deployment methods by an order of magnitude. Deployment time is measured in weeks rather than months or years. Cost is predictable, with a monthly subscription versus millions in capital expenses.

With the SaaS delivery model, the vendor manages the hardware, infrastructure, software, tools, and personnel. Upgrades are seamless, and there is no need to schedule deployment windows to support upgrades, fixes, and patches.

In addition, there is no concern about who on your team will work with the added servers, databases, tools, and network connections and whether or not they have the right skills for the task.

Because integration with existing systems is important, select a vendor with proven experience in quickly integrating with leading ERP or WMS systems. This requires an open system architecture that supports multiple data formats including XML, EDI, and web services.

The next significant integration criterion is the scope of carrier connectivity. The higher the number of carriers familiar with the solution you are evaluating, the easier it will be to establish data links between your TMS and your carriers.

Consider these features in the evaluation checklist:

- Open architecture to enable accelerated data mapping
- Support for multiple integration options including XML, EDI, and web services
- Proven record integration with commercially available ERP or WMS
- Growing integrated carrier network
- Ad hoc, real-time reporting
- Cloud computing capabilities
- Security, redundancy, reliability, scalability
- Support for all pertinent modes of transportation

Q: *How long should deployment take?*

A: Once you have decided on a cloud solution, narrow your list down further by looking for a vendor with repeatable processes that get their customers online quickly and smoothly.

A three-month deployment window should be your benchmark. A short and efficient implementation process means you can start realizing the return on your TMS investment sooner than later. Implementation best practices include:

- Pre-filled forms to guide requirements-gathering and configuration
- Experienced deployment team with domain expertise
- Regular stakeholder check-in meetings

Rapidly realize ROI (in some cases, 10-12 weeks) with a short deployment cycle and savings in hardware, tools, and personnel.

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BUILDING BRAND LOVE



BY MIKE OGLE

Much like a good theater tech crew, your supply chain operates out of view but can have a tremendous impact on what happens onstage. Maximizing supply chain efficiency can ripple all the way up to your customers' unboxing process and create a lasting brand impression.

Supply chains are more than just cost centers to be efficiently fine-tuned on their own—they must match the objectives of brand strategies, measured to perform as part of brand support and designed to stay flexible and adjust to changes in consumer behavior. An efficient supply chain makes the best use of resources while supporting the many promises that companies make to customers.

A new paradigm is emerging as convenience, selection, and speed grow increasingly important to customers, says Brittain Ladd, founder and CEO of Six-Page Consulting. Their embrace of online shopping has created new brands with supporting supply chains that continue to raise expectations for how to provide better customer service.

Take Casper, an e-commerce mattress provider. The brand reengineered the mattress supply chain, packaging mattresses as parcels and shipping them directly to customers. More efficient sourcing, processing, and delivery without the retail store infrastructure underpin the entire brand experience.

What Do Brands Need From Their Supply Chains?

Companies may have many brands and many products, but specific products come and go while brands remain in the customer's mind as longer-term experiences or feelings. Each brand has different combinations and levels of quality, choice, user experience, and delivery expectations that the supply chain must support.

Here are the top five ways a supply chain can support the brand experience.

1. DELIVERY

Let's start with the brand promise of delivery time and available time windows. Companies are pressured to match Amazon's two-day delivery speeds—if not one-day or same-day delivery—and ever-tighter delivery windows. Customers want this speed not just for instant gratification, but also to try to efficiently manage their daily lives.

You only need to be as fast as your customers demand if factors other than the fastest delivery are more important to them. Torre Crupie, principal at supply chain consultancy LogistiPoint, cites this example: A company designs and manufactures bridesmaid dresses. Given the wedding planning cycle, the company focuses on providing online choices and flexible local fitting and sizing services. The company then transmits design choices for overseas production and shipping by air freight to deliver in plenty of time for the big day.

2. CHOICE

Choice can refer to providing customers with a wide range of products, options, and customizations, including a variety of sizes, colors, features, and accessories.

While enticing to customers, however, choice can be a supply chain burden when it creates a huge number of SKUs. Companies need to have clear start-up and exit plan conditions for their products. Supply chain efficiency may be compromised if poorly performing SKUs take up valuable space or sap resources that are better used for new product introductions or stronger-selling products.

3. USER EXPERIENCE

The way that products and services are presented to the customer, both during the shopping experience and during unpacking, setup, and even returns, is key to good branding.

The user experience may involve personal concierge services to help guide customers through feature options, ordering, and use of products. Efficient user experiences stem from information systems that deliver timely, accurate information when and where suppliers, customers, and supply chain partners need it.

4. QUALITY

Some companies focus on providing the best or most personalized products using the finest materials and ingredients. This isn't necessarily the right fit for every company, though. Quality, similar to the delivery speed, only needs to match the level of customer promise.

5. COST

As other supply chain factors become more important, it can be easy to forget about the role of cost in customer decision-making. However, with the great number of choices available today and the ease of switching brand allegiance, lower cost can still beat out a competitor, even if small compromises are made



A Taste for Meal Kits

A growing number of consumers let food experts shop, cook, and transport meals to their homes. But for e-commerce meal providers, the perishable products and unpredictable demand increase the cost risks.

Consumers want tailored, high-quality, nutritional meals that reduce preparation time, notes Mike Apostol, CEO of Factor 75, a national e-commerce provider of fresh prepared meals. The company manages its high growth by scaling supply chain functions such as sourcing, production, and shipping.

A fresh, healthy meal business requires a high-quality inbound supply chain, so Factor 75 uses three tiers of suppliers to support menus planned six to nine months ahead. If particular ingredient supplies are tight, the company can shift to pre-planned alternative ingredients and production setups.

The ordering process is highly scalable and provides customers with

detailed information about ingredients, while production capacity is modular and scalable by accommodating a wide range of menus. Customers expect free and quick delivery, so the company relies on nationally connected parcel delivery providers.

A lean supply chain enables growth at Little Spoon, an e-commerce provider of fresh, organic baby food blends. The company maintains close relationships with a network of at least three suppliers for every one of its 80+ ingredients and ships direct to consumers using its own DCs.

Production is flexible to meet seasonal needs and changing tastes. Efficient, scalable e-fulfillment services vary around the country depending on providers' delivery time and reliability. Little Spoon also emphasizes efficient packaging, using sets of fridge-sized convenient trays with handles that make it easier for the company to pack meals and customers to unpack and put them away.

on other attributes. Without efficiency, costs rise and threaten competitiveness. It's crucial for companies to look beyond just facilities, transportation, and labor costs; less obvious influences such as information delays and poor supplier and service partner coordination can be just as costly.

How Can You Achieve Supply Chain Efficiency?

AVOID DISTRACTIONS

Brick-and-mortar retailers used to be able to strictly govern their supply chain growth based on fairly predictable forecasts. But e-commerce products and service companies can quickly develop social media buzz and create a base of customers that overwhelms growth predictions. These are good problems to have, but can also lead to rapid supply chain growth challenges that may not focus on long-term efficiency.

Crupie of LogistiPoint describes a distribution-focused hierarchy: The key base-level requirement of a supply chain is to get orders out the door on time and accurately. Once you've mastered that, then companies can begin to tackle efficiency and cost.

BALANCE INTERNAL CAPACITY AND OUTSOURCING

Collaboration with service and capacity providers is becoming as important as products, since service-sensitive customers view these providers as an extension of brands. Balancing internal capacity and outsourcing provides the ability to efficiently scale and flex resources without committing to costly supply chain infrastructure investments.

Partnering isn't just for small, growing companies. Just look at the partnership between Kohl's and Amazon that allows customers to return items they purchased online through Amazon to a Kohl's store.

Emerging brands scaling their business often need experienced guides to efficiently apply forecasting, inventory management, and order fulfillment practices during critical learning periods. Otherwise, they can find themselves choked by logistical concerns, such as an excess of SKUs that aren't selling while other strong-selling SKUs are out of stock.

STAY AGILE

Supply chain efficiency considers the process of quickly recognizing changes in supply chain assumptions and forecasts, then adjusting to the new realities by refocusing resources in the most efficient way to achieve brand promises. Today, that means order fulfillment must concentrate more on flexibility and agility rather than raw speed. It is difficult to handle every size and shape efficiently, so it is important to apply mechanization and processes to families of like products.

Perfection is never attainable and disruptions will happen. The key is having contingency plans in place that can quickly

recognize potential disruptions to the smooth-flowing system and adjust resources. Companies sometimes overlook this form of efficient supply chain processes, but it is often more critical than squeezing out small picking and packing efficiencies.

UTILIZE TECHNOLOGY

Each company highlighted in this article has invested heavily in information technology, particularly customer-facing applications that provide visibility to products and order status. On the back end, these companies do the same with internal and supplier-facing capabilities, expecting suppliers to have the same philosophy regarding quick, accurate information availability.

“Efficiency today tends to revolve around turnaround time and service level, but also needs to clearly focus on the cost to serve,” says Randy Moore, principal at LogistiPoint.

Customers are more plugged-in and expect up-to-date delivery information, creating an increasing need for better user experiences regarding transparency and tracking. That requires more efficient information systems that quickly tap into information from a variety of sources—not just internal ERP and warehouse management systems (WMS), but also supplier databases, transportation providers, and other partners.

An efficient flow of information must consider all the devices customers use, but primarily focuses on the smartphone. The

smartphone is always at hand and always on for either direct requests or push notifications based on desired updates or need-to-know types of information. Dan Beard, chair of the Chicagoland

W E R C o u n c i l , has participated in multiple WMS implementations. He believes that a WMS and identification technology are musts for accurate and efficient operations.

Cloud-based systems with mobile apps are a good starting point for improving operations efficiency, as these systems do not require heavy infrastructure investments. Many of these systems also offer Advance Shipment Notices and other Electronic Data Interchange messages, enabling smaller, growing operations to communicate efficiently with mid-sized and large suppliers and partners. Companies looking to efficiently process large volumes may need much higher levels of hardware and software infrastructure.

The goal is to gain supply chain efficiencies by concentrating on the basics of flow to reduce delays and enhance internal and external coordination. Suppliers, service partners, and customers want visibility without lengthy communication processes. Efficient supply chain flows are

all about optimizing resources and coordinating supply and demand to support brand promises.

That leaves customers with a positive impression long after curtain call. ■

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SHIPPING OUT A CHAMPION

***Logistical expertise delivers victory
at the Indy 500***

by Mike Ogle

Just outside Indiana's capital city sits a township appropriately named Speedway, Indiana. Its population hovers at around 12,000 people, but that number increases 25-fold once a year—when it hosts approximately 300,000 spectators to “The Greatest Spectacle in Racing,” the annual Indianapolis 500, at the Indianapolis Motor Speedway (IMS).

Unlike the one nearby that shares its name, the city around the IMS appears and disappears every May as Memorial Day Sunday, race day, grows nearer. The entire month is full of a variety of events that include not just the qualifying race for the 33 slots of the Indy 500, but also a Grand Prix race, a huge concert, and many other smaller events. The month-long stay at the site makes it one of the most logistically challenging races of the

year for the race teams.

Welcome to the largest sporting facility in the world. The IMS is a 963-acre facility that includes not just massive grandstands and garage spaces for all the teams, but also several holes of a golf course, a Grand Prix racing circuit, and a solar farm.

Consider the scale of the place: Churchill Downs, Vatican City, the Roman Colosseum, the Taj Mahal, the White House, the Rose Bowl stadium, Liberty Island, and Yankee Stadium could all fit comfortably inside the 253-acre infield.

REVVING UP LOGISTICS

It takes a lot of shipments and distribution to keep so many fans happy, not only during the big race, but also through the month as the full set of

events takes place (*see box below*). A race like this one also ramps up purchases at the popular onsite racing museum and all the merchandise tents and booths.

Indy 500 racers have one shot each year to compete in the race, but the planning starts long before race day—basically the week after the previous race is over. Race logistics are critical to the success of the drivers, ensuring that everything is in place for both qualifying and the race.

“Indy presents a few unique struggles because of the length of time we are there,” says Chris Yoder, transportation director for Team Penske and a 15-year Penske veteran.

The first truck in 2019 left on April 26, a full month prior to the big race, containing all the supplies for move-in and setup in the garages. The garages

PHOTO BY JOE SKIBINSKI



INDY 500 LOGISTICS ... START YOUR ENGINES

Taking the wheel of the logistics around the Indy 500—and the month-long events wrapped around the race—requires scrambling for position and rallying the team. When the checkered flag waves, here is some of what the logistics teams must track.

THE TRACK

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INDY DOGS

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6,000
BRICKYARD
BURGERS

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TRACK FRIES

WASHED DOWN WITH

18,000+
GALLONS OF SOFT
DRINKS

AN ESTIMATED
114,000
GALLONS OF BEER

KEPT COOL BY
MORE THAN
200 TONS
OF ICE



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Team Penske is responsible for all of their logistics associated with the Indy 500, including transporting the race cars as well as golf carts and other supporting equipment.

can be like barren block shells, with just concrete floors, a few wooden benches, and doors, Yoder says.

The six people who go up with the first shipment start the transformation of that empty shell, outfitting the garage area not just for preparing the cars, but also to serve as a one-month home for the team.

The process includes laying down special flooring; setting up office and engineering areas; and providing livery, special cabinetry, and air conditioning.

Longtime partner Snap-on Tools helps Team Penske set up the tools and equipment that support all the testing and adjustments that are a critical part of race preparations.

The garage isn't functional just for racing. It becomes a showplace for the many Team Penske fans and media outlets that get an opportunity to either glimpse it when the doors are open or, if they are part of a lucky few, actually go inside.

Team Penske owner Roger Penske sets up shop in a 53-foot trailer, named RP1, that serves as his office. A hospitality trailer looks like a transporter, but contains a kitchen for hosting VIPs and feeding Team Penske.

As one of the top-performing teams in Indy car racing, Team Penske also offers a merchandise trailer for the fans of the team and its drivers. Because the transport trailers, merchandise trailer, and RP1 trailer are the face of the Penske name, they must be maintained in top condition.

Planning the logistics starts long before race day—basically the week after the previous race is over.

Once the basics were put in place, on Tuesday, May 7, 2019, Penske sent four race car transporters along with an additional support trailer carrying golf carts and a variety of other supporting supplies. Then it was time for the race teams to begin their work to get the cars ready for the IndyCar Grand Prix race on the IMS road course, followed by the qualifying race for the Indy 500.

Further complicating preparations, the team is one of the few that is not based in the Indianapolis area. The nine-hour driving distance causes struggles that can be magnified if any mistakes occur during preparation, particularly when the unknown or unexpected happens and requires shipments from Penske's Mooresville, North Carolina, headquarters.

So much time onsite and so many practice hours open up opportunities for damage and needed replacements. All trucks have a team of drivers to make sure they never have to stop.

RACING TO THE WINNER'S CIRCLE

The 103rd running of the race saw Simon Pagenaud, driver for Team Penske, holding the prestigious Borg-Warner Trophy decorated with the faces of each winning driver, drinking the traditional victory milk, and donning the

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wreath worn by the winners. Pagnaud then said, “My team has been so supportive, giving me what I need. We didn’t win by mistake.”

Team Penske didn’t just win, they also took two of the other top five positions, continuing an annual dominating performance at the Indy 500. In that same post-race interview, Pagnaud said, “When you are driving for Team Penske, it is expected of you to execute.”

That expectation extends throughout

Team Penske Racing, down to the people who make sure all the cars and supporting equipment arrive as needed at the site.

Planning for the next Indy 500 begins shortly after the transport team gets back from the race. The team gets together to discuss what went well, what challenges they faced, and how to do better the next year. But there isn’t much time to celebrate the victory together; the team has to quickly turn the cars around for

the next race the following weekend in Detroit, a race hosted and promoted by Penske Corporation and the Downtown Detroit Partnership.

After the race, it takes three round trips to get everything back to Mooresville. There are nine trucks at Indy and 17 truck drivers, including the four extra who fly in on Saturday of race weekend to provide fresh driving hours due to Hours of Service rules.

“The Indy race is the one we have to win.”

— Chris Yoder, transportation director, Team Penske

Four trucks that carry the cars take them out shortly after the race on Sunday to get them back to the home base on Monday and start preparing for the next race. By Tuesday evening, the cars have to be ready to roll to Detroit. After the Saturday and Sunday competitions in the Motor City, the return and preparation process is repeated to get the cars and team ready to head to Texas on Tuesday night for the next set of races.

VICTORY LAP

Despite the back-to-back-to-back race weekends starting with the Indy 500, “the Indy race is the one we have to win,” Yoder says. This year marked the team’s 18th win, but although winning is the number-one goal for race teams, the bar is set a bit higher than what the average transportation director faces.

Efficient use of resources is still important and costs are closely managed, but the balance clearly tilts toward making sure trucks, drivers, and supplies are always available where and when they need to be. Drivers and crews always have to be supplied, so an “out of stock” situation cannot occur.

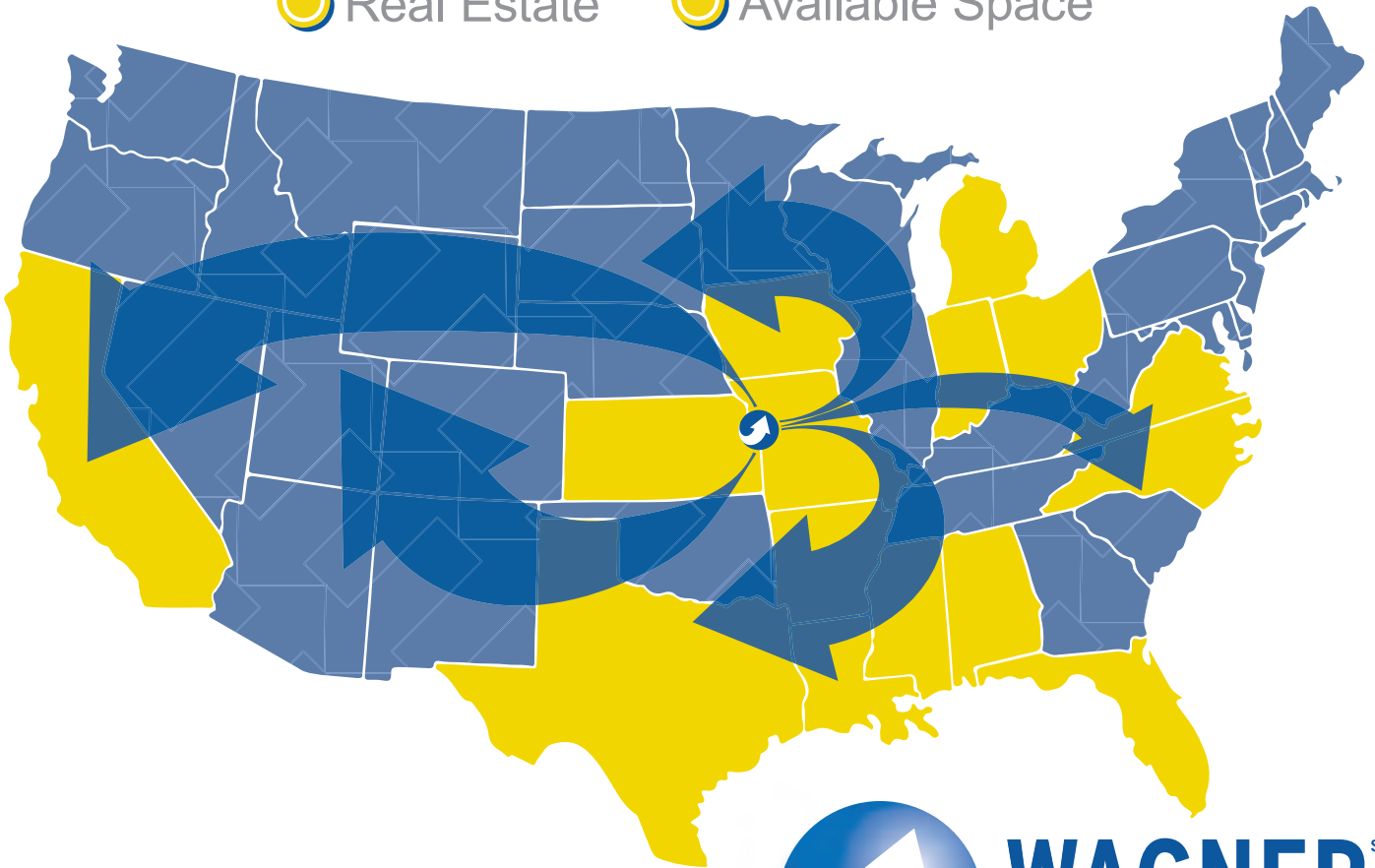
“We are a trucking company and logistics provider,” says Yoder. “For my team, racing just happens to be our commodity.”

Judging by the performance at the Indy 500, Penske’s metrics are on track. ■

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To compete in this fast-shifting sector, aftermarket auto parts companies have to speed into e-commerce and get their supply chains in high gear.



Americans' cars are going gray right alongside their drivers. Along with an aging population, the average age of the cars on the road in the United States has inched up to 11.8 years. Moreover, the number of vehicles between six and 11 years old will jump 27% between 2018 and 2023, according to IHS Markit.

This is good news for the aftermarket auto parts sector. Vehicles between roughly five and eight years old are in the repair “sweet spot,” says John Giangrande, director of sales with Fortna, a consulting firm focused on distribution operations. Most of these cars are out of warranty, so their owners are less likely to head to dealers for repair. Yet many are still in decent shape and worth an investment in parts and repairs.

At the same time, aftermarket auto parts businesses are facing significant challenges and changes. E-commerce is upending sales and delivery channels, while other advances in technology are changing the makeup of vehicles themselves. The businesses that succeed will learn how to leverage these changes to both retain and capture market share and reduce costs.

Different Lanes

The aftermarket auto parts supply chain can be broken roughly into two channels, says Chris Gardner, senior vice president with the Automotive Aftermarket Suppliers Association (AASA). One encompasses independent repair shops and service chains, such as Firestone and Jiffy Lube, as well as retailers like AutoZone and O'Reilly Automotive. These companies typically



In 2018, performance parts, such as turbochargers (pictured), accounted for more than \$10 billion of the U.S. aftermarket auto segment. Accessory and appearance products grabbed a \$23-billion share.



The global automotive aftermarket sector is expected to grow from its current value of approximately \$1 trillion to more than \$1.42 trillion by 2024, according to Global Market Insights.

buy aftermarket parts from a range of third-party suppliers.

The other channel consists of the original equipment supplier companies (OES). These are the companies that made the original factory parts for a vehicle.

To be sure, some overlap between the channels occurs. For instance, ACDelco is a General Motors brand. It's also “the brand we go to market with, with independent retailers,” says Vince Faletti, general director, global customer care and aftersales, supply chain and logistics with General Motors. Many aftermarket retailers, as well as online marketplaces, stock ACDelco products.

E-Commerce Overdrive

As in many other sectors, e-commerce is putting significant pressure on the distribution practices of aftermarket players. E-commerce, and especially Amazon, has been a “game changer” in the aftermarket, says Dennis Hamann, director, logistics, North and South America, with HELLA GmbH & Co. KGaA, a developer and manufacturer of lighting technology and electronic products for the automotive industry.

The reason? It combines requirements traditionally associated with original equipment customers, such as on-time delivery performance, with those typical of retailers, such as a large variety of products. Add fluctuating demand, and these shifts are “increasing the importance of proper demand planning and inventory forecasting,” Hamann says.

Changing customer expectations for

convenience, speed, selection, and value should prompt players in the aftermarket supply chain to develop their O2O, or online to offline capabilities. That's according to a recent report, “Digital Transformation: The ‘New Retail’ Future of the Aftermarket (and How to Win),” by AASA and strategy consulting firm Roland Berger. “A new retail aftermarket is emerging, characterized by a strong integration between the online and the offline worlds, differentiated customer experience, and lower cost-to-serve and working capital requirements,” states the report.

Navigating Intersections

This shift will create both winners and losers in the supply chain. The companies that develop a strong omnichannel strategy and capabilities will be best positioned for success, with a flexible supply chain that aligns with evolving consumer expectations, targeted marketing, and consistent pricing across channels.

Another key criterion is cost-effective management of the last mile, the movement of parts from distribution hubs to consumers—a widespread industry challenge. “Whoever can get to market first with the quickest way to handle the last mile will benefit,” says Karl Borgman, principal with Tompkins International, a supply chain consulting firm.

To compete, manufacturers need to apply the “Amazon model of logistics,” says Gigi Ho, data co-op director of operations with the Specialty Equipment Market Association (SEMA). That is, they may need to stock parts across

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Upgrades to pickup trucks account for the largest segment of the aftermarket sector, representing 27% of total retail dollars. Mid-range cars and SUVs are second and third with 16% and 13% market share respectively, according to the Specialty Equipment Market Association (SEMA).



multiple locations so they can quickly fill orders.

Partnerships also can be a way to move toward an omnichannel world. In late 2018, Advance Auto Parts and Walmart announced plans for an automotive specialty store on walmart.com. “At Advance, we are absolutely committed to building a best-in-class omnichannel experience,” Tom Greco, president and chief executive officer with Advance Auto Parts, said in an official statement.

The two companies are also partnering on fulfillment options, including home delivery and parts installation.

Onsite Assistance

Brick-and-mortar service providers will still have a role to play, especially for more complicated services. “This isn’t like buying shoes or clothes,” Giangrande notes. When it comes to some services, such as installing new parts, only a small segment of consumers can reasonably do it themselves.

To address the many consumers that need assistance, some online marketplaces, including Amazon, allow customers to select a service option when purchasing some car parts. Their purchases are delivered to service providers near them, who then handle installation. “It’s a major business model change,” with small garages now getting referrals from major internet providers, says Mike Rayne, managing director in the corporate finance segment with business advisory firm FTI Consulting.

Along with changing sales channels,

technology is altering cars themselves. “Today, you open the hood, and you have to work for NASA in order to do something,” Giangrande notes.

That’s impacting supply chains by driving growth in the “do-it-for-me,” or DIFM, market. In turn, that’s prompting some retailers to carry more parts geared to this market.

Automotive Upgrade

Repair shops also need to boost their tooling and employee training so they can effectively work on increasingly technical cars. And that costs money.

To meet this challenge, many independent garages in Europe have joined together to share parts distribution, training, marketing, and other services. GROUPAUTO International, a spare parts distribution and services network for passenger cars and commercial vehicles, spans 60 countries, encompasses more than 1,300 distributors, and provides a cost-effective alternative to vehicle manufacturers, according to its website.

Advancing technology is just one driver behind parts proliferation, along with the ever-increasing number of brands and models. Faletti’s division at GM works with nearly 500,000 parts. “It adds complexity,” he says.

The sheer volume of aftermarket parts can complicate inventory planning and management. Not only does it create more products to track, but some of the parts also lack decent historical information that could be used to estimate future sales.

While the difference between high- and low-tech products has always existed, it has become more pronounced as cars get more computerized. “Before, anyone could change a shock absorber,” Rayne says. That’s less true today.

Both the low- and high-tech sub-sectors face challenges. Lower-tech, commodity parts are vulnerable to pricing pressure, especially now that consumers can check prices with the click of a mouse.

This pressure is especially challenging for some historical players with established large infrastructures, like lengthy distribution networks. “It makes it difficult to reduce prices,” Rayne says.

Anticipating Demand

Conversely, some original equipment manufacturers and suppliers are making their high-tech parts and systems proprietary. Down the road, by using predictive failure analysis and vehicle monitoring, they may be able to predict when these parts will fail and will need repairs.

HELLA, for instance, is combining its competence in aftermarket parts with its diagnostics capabilities. “In order to be able to better understand our customers’ requirements, we need more and more customer- and part-specific information to know when a part needs to be replaced and where,” Hamann says.

Taking this capability a step further, a



HELLA, a manufacturer of lighting and electronic products for the auto industry, combines its aftermarket expertise with its diagnostic capabilities to anticipate demand.



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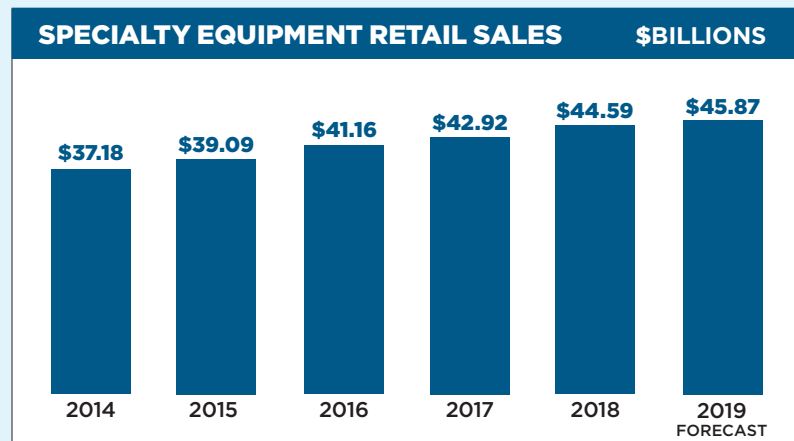


SPECIAL ORDER

The automotive specialty equipment market faces many of the same challenges as the rest of the aftermarket auto parts supply chain. E-commerce is changing how consumers shop, says Gigi Ho, data co-op director of operations with the Specialty Equipment Market Association (SEMA).

"Shoppers start online," she says, even when they ultimately finish their purchases in a brick-and-mortar store.

That makes digitizing product information even more important. "It has exponentially brought product information to the forefront," Ho says. Without rich, robust product data that consumers can easily access, manufacturers risk losing market



Source: 2018 SEMA U.S. Market Data

share. In addition, e-commerce is putting pressure on all manufacturers and distributors to continually cut delivery times.

While the major automotive manufacturers tend to turn to SEMA's members as "leading edge," and will share some information so these

manufacturers can develop products for their cars, they're also holding the technology in some systems, such as lane departure sensors, as proprietary.

The conversation about what's proprietary is in its infancy. "I hope it will grab the spotlight in the next few years," says Ho.

vehicle could even link to a service provider near its owner, so the owner could schedule the repair. "The entire industry changes from helter-skelter to more predictive," Rayne says.

The provider could order any parts needed on a just-in-time basis, reducing its need to carry inventory. In fact, as this transition occurs, much of the inventory currently in the field may not

be required, says Barry Neal, partner with Roland Berger and author of the AASA report.

At the moment, however, only a portion of car parts contains sensors. Even when the sensors are included, a fragmented market means data may flow to a range of companies, making it difficult to use it to develop a reliable maintenance schedule.

Right to Repair

The growing number of proprietary systems in vehicles also transfers more power to original equipment manufacturers and the technology companies that work directly with them. "That's key to original equipment manufacturers' strategy," Giangrande says. They're essentially forcing consumers to return to the manufacturer to maintain or repair their cars.

This is prompting concern, as seen in the growing number of "right to repair" bills. These bills would give

independent repair shops access to the parts, tools, and information they need to repair electronic equipment, including equipment increasingly embedded in vehicles. As of early 2018, 17 states had introduced "right to repair" legislation.

Data privacy and system security are additional concerns. For instance, if a car owner is found to have postponed replacing their brake pad and then is in an accident, can the car's maintenance record be used against them? Or, could a criminal remotely program a car so that, say, its brakes no longer work? The industry and regulators will need to address these concerns.

Driving Forward

The changes occurring in the aftermarket auto parts supply chain show no sign of stopping. Indeed, they'll likely accelerate.

One reason is the growing popularity of ride-sharing apps like Uber and



ACDelco, a General Motors brand, represents the overlap that occurs in distribution channels for aftermarket auto parts. While it's made by an original equipment manufacturer, the brand is offered by aftermarket retailers and online marketplaces.



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Lyft. As more consumers rely on them, it's possible fewer people will own cars. Instead, they'll simply call on fleets or car clubs managed by companies when they need transportation.

Similarly, autonomous vehicles, while likely even further out in the future, also may lead to more fleets of cars. The aftermarket supply chain will have to transition away from serving a range of consumers with DIY products and toward working with a smaller universe of fleet managers.

Up Ahead: Electric Cars

Another shift is the growth of the electric vehicle market. By 2025, electric and hybrid electric vehicles will account for about 30% of vehicle sales, JP Morgan forecasts.

While fossil fuel vehicles aren't likely to go away any time soon, they'll account for a smaller share of the market. This shift promises to heighten the challenges now



U.S. consumers are expected to spend approximately \$11 billion on performance products—including transmission and internal engine parts—for their vehicles in 2019, according to SEMA.

seen in the aftermarket supply chain. Cars will become even more complex, and parts proliferation will become even more of a challenge as electric and hybrid cars share the road with vehicles powered by internal combustion engines.

The changes occurring in the aftermarket auto parts supply chain offer both challenges and opportunities. Predictive repair capabilities may enable

service providers and retailers to provide a more satisfying customer experience while saving on inventory costs. And businesses that can execute a strong omnichannel strategy—say, using the internet to connect with customers while also offering top-notch repair services—stand to gain. “Those that succeed will be those that embrace new opportunities,” Neal says. ■



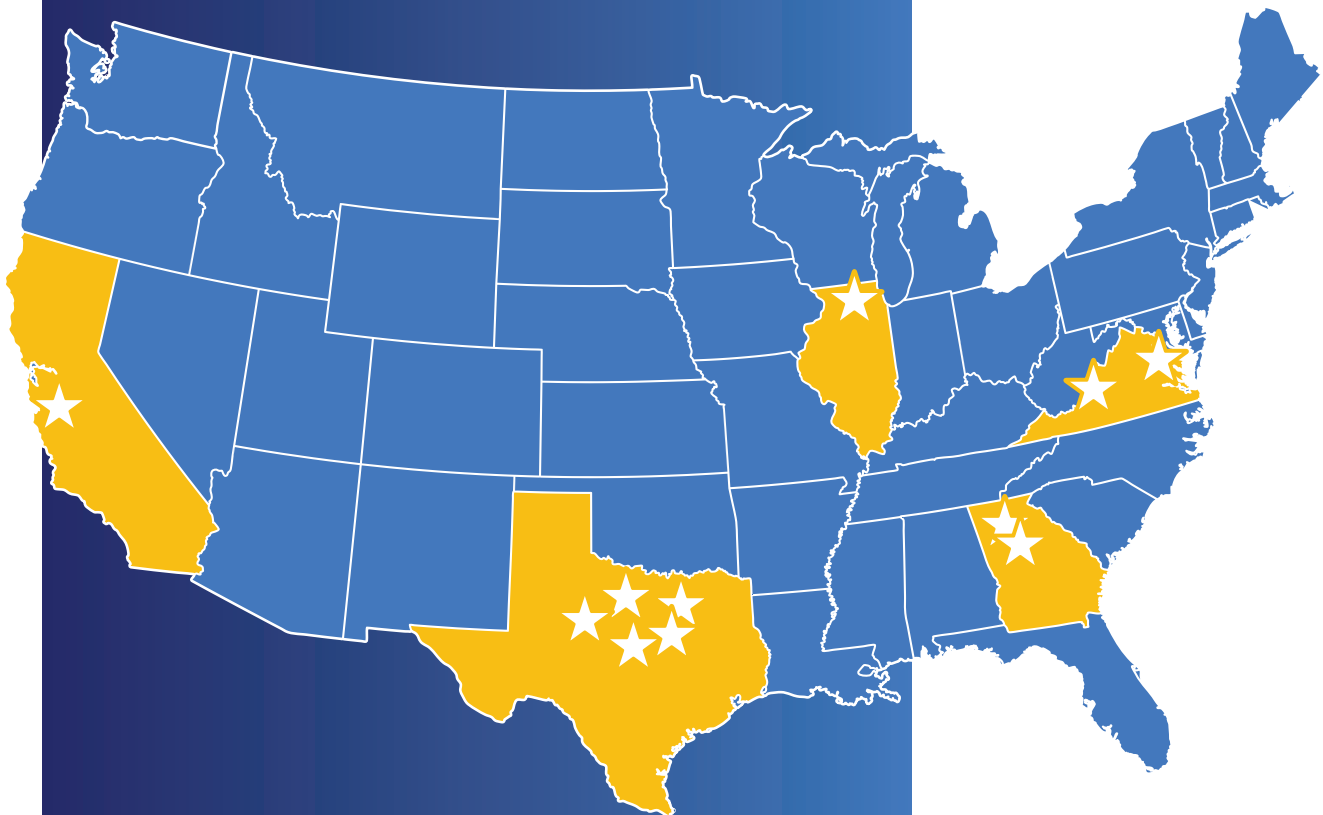
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SNEAKER SUPPLY CHAIN: BIG SHOES TO FILL

Now that consumers wear sneakers as everyday footwear, meeting the resulting supply chain challenges is no easy feat.

BY SANDRA BECKWITH

If James Dean were still alive, he might be surprised to see that one of his film's biggest impacts has been on the footwear supply chain.

After the famed actor wore sneakers in "Rebel Without a Cause", America's youth became enthralled with the idea that their rubber-soled gym shoes were fashion statements. But even a trendsetter like Dean couldn't anticipate what his classic canvas footwear would become.

Until the mid-20th century, sneakers were worn primarily as athletic footwear. But while still important on the track and court, function has given way to fashion as sneakers have become all-occasion footwear.

Since the first sneaker was created in 1892, technological innovations have included air and gel cushioning, power lacing with motors and gears, and Bluetooth connectivity that provides foot feedback to a smartphone app.

Serge Abecassis, CEO of Prodigy Brands in Florida,

knows this as well as anyone. His company manufactures seven high-end men's footwear brands, including Zanzara and English Laundry, each with a sneaker line.

"The sneaker trend we're seeing now began 10 to 15 years ago in Europe, where people wear sneakers even with suits," Abecassis says. He noticed and acted on this trend early.

Abecassis follows these types of fashion trends and timing, introducing new designs to buyers at stores such as Nordstrom one year before the styles become available at the retail level.

Some compare today's sneaker supply chain to women's fashion footwear. "They're similar in that the breadth of styles, colors, and sizes can be vast," says Brian Weinstein, vice president of business development at California-based third-party logistics (3PL) provider Port Logistics Group.

In addition to being fashion-forward, other consumer trends prevail in the

category: buzz-building strategies such as limited-edition styles, joint ventures (think Yeezy from Kanye West and Adidas), and individual personalization. For example, Nike By You lets consumers customize the look of specific sneaker styles in a number of ways, with delivery in three to five weeks.

GETTING PERSONAL

While it gives the consumer a sense of control, this type of personalization still relies on many of the same broader supply chain processes. The shoes are still made overseas by the same factories that produce the entire product line, personalized or not, says Jim Barnes, CEO at enVista, a supply chain information technology and software firm. But the consumer-designed sneakers are air-freighted to the United States rather than traveling by slower container ships.

Manufacturing in low-cost countries such as China and transporting inventory

to the United States by cargo ship adds to what Barnes says is a core problem of the sneaker supply chain: long lead times.

"High-end fashion retailers are doing a lot of air freight, but there's not enough gross margin in the average cost of sneakers to do that," he says. "The transit time for a slow boat coming from Hong Kong to Long Beach is 14 to 17 days on the water, with that inventory tied up in transit first on the steamship line and then going cross-country on rail."

In addition, concerns about a tariff on all Chinese imports have manufacturers of lower-priced brands looking at moving production to other countries such as Vietnam and India.

Another challenge is getting the right inventory into the right locations. "You've got multiple styles, colors, and sizes, so there's a large number of SKU permutations," Barnes says. "It doesn't matter how much artificial intelligence you have—getting the right SKUs in the right location is difficult."

EVEN SAUCONY RUNS ON DUNKIN'

In April 2019, sneaker brand Saucony teamed up with Dunkin' to outrun other brands competing for attention at the Boston Marathon, one of the world's premier running events.

For the second year in a row, the brands collaborated on a limited-edition version of Saucony's Kinvara 10. The sneaker in men's, women's, and children's sizes was first available for purchase

online at Saucony.com and MarathonSports.com, and at Boston-area Marathon Sports stores, three weeks before the April 15 marathon. It was also sold on-site at the event expo on race weekend.

The Saucony x Dunkin' Kinvara 10's bright graphics use Dunkin's logo on a white background. The design includes a strawberry-frosted donut medallion on the laces, a Dunkin' coffee

cup on the tongue, and the word "Boston" on a reflective strip. In keeping with the company's January 2019 rebranding, the repeating logo that forms the core of the design reads just "Dunkin'."

The clever collaboration carried over to the three different colored shoelaces included with each purchase as well as special packaging: The shoes are delivered in a shoebox resembling a Dunkin' donuts carrier.

The brand retained its "America Runs on Dunkin'" tagline in the rebranding, making this partnership with a popular Saucony running shoe one that should go the distance. The 2018 co-branded version sold out.

Fulfillment for one-offs such as these that are

designed to create event-related buzz has to be carefully planned.

"These require a quick turnaround, with all shoes shipped in two or three days," says Scott Hothem, senior vice president of customer solutions at Barrett Distribution Centers. "People order in advance to make sure they get their pair, so it's important to the brand that we get them to customers as soon as possible."

The marathon shoe was released just after Saucony began selling the limited edition Avocado Toast Shadow 6000, which sold out quickly. What's next? A limited edition brunch collection with French toast and mimosa designs? You might run to your sneaker retailer for those soon, too.





Non-athletic styles like these dress sneakers account for half of Prodigy Brands' footwear sales over seven brands.

The proliferation of SKUs presents fulfillment challenges for any brand.

"Inventory is one of the biggest costs in the sneaker supply chain," says Todd Alloway, vice president of sales at 3PL provider ODW Logistics. "As companies add SKUs, they require more space and additional pick fronts to ensure enough open slots for the product."

ODW uses data to provide feedback to clients about slow-moving products so they can be addressed effectively. That might involve discounting the shoes or moving them to an off-price retailer.

Prodigy Brands' biggest supply chain challenge revolves around how sneakers are made. Unlike dress shoes, sneakers use a molded outsole—the bottom part of the shoe that comes in direct contact with the ground. These molds are expensive to create.

"The cost of creating new molds to change styles limits the amount of differentiation you can add to the sneaker," Abecassis notes.

Before committing to the expense of new molds, Prodigy creates just one mold for new styles in a size 9 only, and presents those samples to store buyers to generate orders. Not enough interest? Unless it's a concept that Abecassis really believes in, the shoe doesn't go to market—and the company is spared the expense of creating molds for all sizes.

Returns are also a big piece of sneaker e-commerce. Because consumers often

order more than one size when they're not sure about fit, the return rate can be 20–35%, notes Scott Hothem, senior vice president of customer solutions at Barrett Distribution Centers.

Getting returns refurbished or in new packaging and back into inventory quickly so they can be purchased again is essential, especially with sneakers in trendy styles and popular sizes.

"If you ship sneakers and reverse logistics are a challenge for you, you're in the wrong business or with the wrong third-party logistics partner," says Weinstein. "It needs to be part of your DNA."

TECHNOLOGY AND INSTINCT

Technology is as important to the sneaker supply chain as it is to any other category. Manufacturers and retailers need to know where the product is in every stage of design, production, and shipping. Brands need to forecast demand accurately; distribution centers need to be optimized for fulfillment.

Still, there's something to be said for good old gut instinct.

Knowing that dressier men's sneakers would be a popular category, Abecassis introduced them to retailers when he started the company seven years ago. He encountered resistance, but, "I kept bringing them back to buyers every season," he says. "Now sneakers make up half of my business." ■

SIZING THINGS UP

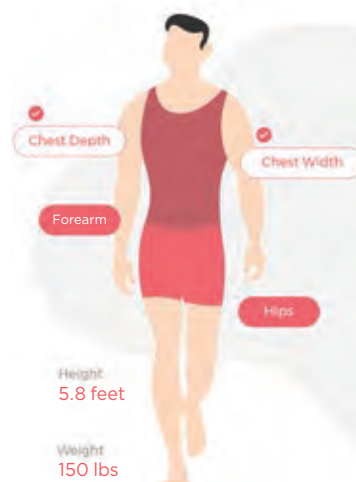
Because online shoppers worried about fit often order multiple shoe sizes and return at least one pair, footwear return rates are as high as 35%. It's no surprise, then, that online retailers are looking for ways to help consumers feel confident that they only need to purchase one size.

Enter MySizeID, the new mobile sizing app introduced by Israel-based My Size that lets shoppers capture their body measurements by scanning with their phone cameras. Participating online retailers, including many on the Shopify and Lightspeed Retail platforms, can use each shopper's recorded measurements to recommend the best size and fit for specific brands.

The app helps retailers significantly reduce the cost of reverse logistics.

"Retailers using our solution have had a 30–50% reduction in returns," says My Size CEO Ronen Luzon, with shoppers more confident that they're getting the right size.

Though it's currently available only for apparel sizing, the software is expected to add footwear sizing in Q3 2019.



Advice: It's everybody's responsibility to learn how to communicate with one another to most effectively get your point across. For instance, I'm more conscious of being very direct if the audience is mostly male.

CHRISTINE MORGAN
REGIONAL VICE
PRESIDENT,
PILOT FREIGHT
SERVICES,
A GLOBAL
TRANSPORTATION
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RENATA MIHICH
MANAGING
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Advice: You don't control change. It will happen and it may be painful. But you can control the transition. The faster you transition to the new, the more successful you can be, because the new becomes normal.

7 OUTSTANDING WOMEN IN SUPPLY CHAIN AND LOGISTICS

DENISE KOPKO
VICE PRESIDENT,
OPERATIONS,
SUPPLY CHAIN AND
LOGISTICS,
VEOLIA, A PROVIDER
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Advice: Be reflective. Take constructive feedback and learn from it. Also, you need to be okay with not everyone liking you. Sometimes, nothing you do is going to change their perception. So coexist, be professional, and move on.

Advice: Build your knowledge base and invest in yourself. Make time to learn through every interaction or experience. Challenge yourself to think outside your specific role.

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PRESIDENT AND CEO,
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**LYNN
TORREL**
PRESIDENT, AVNET
UNITED AND
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AVNET, A
DISTRIBUTOR
OF ELECTRONIC
COMPONENTS AND
SERVICES

Advice: Pursue diverse functional roles as early as you can in your career. By taking on different roles, you'll understand the impact a new supply chain program will have and you'll make better decisions.



**ANGELA
ELIACOSTAS**
PRESIDENT,
AGT GLOBAL
LOGISTICS, A
PROVIDER OF
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Advice: The good thing about trucking and logistics is that once you prove yourself, you're treated with respect. If you maintain your integrity, if you promise something and you continue to deliver, others start to not pay attention to the fact that you are a woman.

Like their counterparts in many other professions, women have steadily advanced within the logistics and supply chain sector over the past few decades. The women we interviewed are succeeding at the top levels within their companies due to a strong work ethic, a passion for supply chain and logistics, and the ability to be comfortable as one of a few—sometimes the only—women in the room. BY KAREN KROLL



**SUE
KIM**
AIR FREIGHT
MANAGER
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Advice: Learn everything—not just your job, but all aspects of the business. Be strong, be patient, but mostly be confident.

Over the past several decades, women have made steady, if slow, advances in many workplaces, including the logistics and supply chain sectors. About 39% of full-time employees in a supply chain role are female, up from 35% in 2016, finds a survey by Gartner and Achieving Women's Excellence in Supply Chain Operations, Management & Education (AWESOME), an organization focused on advancing women's supply chain leadership.

At the same time, the percentage of women dwindles closer to the top of the supply chain organizational chart. For instance, women account for just 11% of supply chain executives, the Gartner research shows.

The women succeeding at the top levels of supply chain and logistics took varied routes to get there but share several traits. These include an incredible work ethic, an enthusiasm for their jobs and companies, and the ability to be comfortable in what is still a male-dominated field.

HOW DID YOU START YOUR CAREER IN SUPPLY CHAIN?



ELIACOSTAS:

My dad owned small trucking and excavating companies. He'd let me drive a truck, albeit down abandoned gravel roads, when I was barely a teen. I also was responsible for filling up the tanks, and I earned \$1 per tank. The pumps were manual, and it took 296 pumps to fill each tank. I had pretty strong biceps back then.

I married and started a family when I was 18. When it became clear I needed to leave the marriage, I put together a plan, starting with a position as a billing clerk with a trucking company. Once there, I kept asking for more responsibility. Eventually I became general manager. In 2005, I started AGT.



KIM:

I started in operations with an ocean carrier and then shifted to air operations. Over the years, I learned to love the rewards, opportunities, and challenges. I also appreciate that no two days at work in the international logistics spectrum are ever the same.



KOPKO:

When I enrolled at Penn State, I declared marketing as my major. In my junior year, I took an introduction to business logistics class. The professor, Dr. John Coyle, gave such an interesting perspective on logistics and supply chain that a week or two later, I changed my major to logistics. I've never looked back. Every day you have an opportunity to solve a problem and find a better way of doing things.



LARIMER:

My background has been in business-to-business tech companies, specifically in hardware, software, and service. At Peak-Ryzex, I bring those together.

When I was at Motorola, I helped design programs our partners used worldwide to drive loyalty and profitability. When Motorola was sold, I headed to Zebra. After roles in marketing and sales, I was asked to run Zebra's North American business.

When Peak-Ryzex was looking for a new leader, I saw it as the perfect opportunity to apply my experience to advancing the company's mission of being a complete solutions provider to our customers, many of whom are in the same supply chain and logistics fields I've worked with throughout my career.



MIHICH:

I've been working for DHL for 22 years and have held just about every role in the organization, including customer service, sales, and marketing, before becoming the managing director for the organization in Canada. The active, people-driven nature of supply chain always appealed to me.



MORGAN:

For eight years, I worked as an aircraft electrician in the Air Force. When I left the military, I was still interested in the airline industry and I learned about an opening as an evening export agent at an integrated carrier.

At the time, I didn't have experience in the logistics field, but when I learned the company would be at an industry event, I went and sought out the hiring manager. I introduced myself, gave him a firm handshake, and asked if the position was still available. It was, we met, and I got the job.



TORREL:

After college, my first job was as an inside salesperson with an electronics company. I moved to a field sales role and gained an opportunity to transfer to Munich, where I

STARTING WITH STUDENTS

Women currently account for about 8% of truck drivers, says Ellen Voie, president and CEO of Women In Trucking Association, a nonprofit that supports women in the trucking industry. Yet men are 20% more likely to be in an accident, no matter the circumstances, according to the American Transportation Research Institute. Anecdotal, women are easier to train and better with paperwork, Voie adds. Moreover, bringing more women into the industry would help alleviate the truck driver shortage.

Patterson High School in California is working to bring both men and women into the trucking industry through its vocational truck driving training program. A number of distribution centers are located in the area surrounding the

school, making it a natural site for the program, says Dave Dein, CDL coordinator and instructor at the high school. As far as he knows, Patterson's program is one of two in the country.

Now in its second year, the program hosts 16 students, including the first female, Leilani Barradas. "I like to do things that are unorthodox," she says. A friend who took the course also piqued her interest, as did the daily field trips to meet with industry partners.

Barradas' short-term goal is to be a company driver; down the road, she hopes to open her own company. She also plans to attend college.

Several other women students have expressed interest in the class. "Knowing I can be a role model is pretty awesome," Barradas says.



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began handling corporate accounts and logistics. That's where I became taken with the impact supply chain has, both internally and with customers. And as I traveled throughout Europe working with colleagues, customers, and suppliers, I gained a deep appreciation for the need to balance global requirements with local needs.

DESCRIBE A CHALLENGE YOU'VE FACED AS A WOMAN IN A MALE-DOMINATED FIELD



ELIACOSTAS:

We were rolling out our services for a big customer, and I was in a meeting of 30-plus people, most of whom were men. I stood in front, going over our services. I said, "my phone is always on unless I'm traveling in an airplane and have to turn it off. Otherwise, if you call me, I will call you back."

There was a lot of noise in the back of the room. I stopped, waited a few seconds, and then said, "I can't help but overhear. You guys think I'm the front for this woman-owned company and don't really know what I'm doing. I guarantee you, if you want to throw out some questions, I can answer just about any of them. So please, ask away."

For weeks, I'd get phone calls at all hours. I'd answer and they'd hang up. They were tests to see if I'd answer.



KOPKO:

Early in my career, we had a train derailment and I was called into the vice president's office.

His feet were up on the desk, his shoes were off, and he asked me to get him a cup of coffee.

I decided to stand my ground, and said, "I just spent four years putting myself through college and it wasn't to get you a cup of coffee. If you'd like to discuss the reason I came into the office, let me know, and I'll be glad to talk to you about that."

He cracked up laughing and said, "You've got some backbone now, don't you?"



MORGAN:

Early on, when I was the only woman at my level, it was assumed I would not relocate for a career advancement. But this wasn't verbalized to me, so I didn't know it was the assumption.

At the time, I was a single mother running a small office in a small market. A new boss asked about my career objectives. I told him that I wanted to manage a larger station. He said, "with that kind of career goal, you'd have to be willing to move and you wouldn't want to do that."

I told him if the right opportunity presented itself, I would certainly move. He was receptive. Within six months, I had three opportunities presented to me.

WHAT TRAITS OR ACTIONS ARE KEY FOR WOMEN WHO WANT TO SUCCEED IN SUPPLY CHAIN AND LOGISTICS?



KIM:

Being a woman and Asian presents challenges. As a part of the culture, we are known for working

hard. I would advise other Asian women working in logistics to work hard, learn everything they can, and do not underestimate their value. Lastly, do not be afraid to speak up and share ideas. They will be warmly accepted.



LARIMER:

Recognize that different people have different communication styles.

That includes men and women. Make sure you understand your communication style and how to use it effectively.

Early on, my boss knew I had more to contribute, and asked me to speak up

more in meetings. I asked him to partner with me. I said, "Can you ask me what I think, so I'm invited in?" He did, and I appreciated him being willing to work with me. And, over time, he didn't have to ask me; I'd simply contribute.

Also, I've become used to being the only woman in the room. You can't let it intimidate you. You need to be comfortable with it and take opportunities to contribute value in any conversation.



MIHICH:

While it's still a male-dominant industry, it's well-balanced at the entry level. It becomes a

challenge at the senior or executive level.

Some of that has to do with ambivalence. Many women feel divided between their careers and parenthood. These decisions are challenging for sure and nobody can do it on their behalf. You need to decide what you want and then be clear about your future. A good organization will help women grow in their careers once they make their own decision to grow.

FORWARD MARCH

The strides women have made within the supply chain and logistics fields benefit both them and their organizations. Recent research from the World Economic Forum shows that adding more women to the workforce boosts productivity and growth.

"There's never been a better time to pursue a career in supply chain and logistics," Torrel says. "Over the course of my career I've seen the growing importance of supply chain in driving corporate growth and profitability."

Opportunities for women in logistics and supply chain will continue to grow. "Organizations are going to continue to optimize the efficiency and profitability of their operations," Torrel adds. "So the demand for innovative thinkers and creative problem-solvers in supply chain is on the rise."

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DESTINATION: THE CORNER OFFICE

Got your sights set on the C-Suite? It's no pipe dream. As the supply chain exercises more influence over business outcomes, its managers are rising to top leadership positions. The journey begins with expanding your skill sets and seeking job experiences that prepare you for the role.

BY TAMARA CHAPMAN



Today's professionals understand that the supply chain moves more than goods and materials. It also propels careers. It can take a savvy trailblazer into the beating heart of a business—to the negotiating table, to locations far and wide for sourcing products, and even to the C-Suite.

Better yet, it can lead to that coveted corner office. It was supply chain mojo that powered Tim Cook into the CEOship of mighty Apple. It steered Mary Barra into the driver's seat at GM. And it helped Bali Padda piece his way to the top of LEGO Group.

These supply chain success stories might have seemed downright anomalous not so long ago, when companies looked to more traditional proving grounds—marketing, finance and product development—for their CEOs.

managers, they needed to speak the language of business outcomes: What are we doing in the supply chain that will impact customer service, margins, and return on assets? That emphasis on outcomes has started to come to fruition."

What's more, says Dan Clark, a transportation industry veteran who founded Massachusetts-based logistics software company Kuebix, supply chain leaders typically have a breadth of knowledge that serves today's complex and collaborative organizations especially well.

"The supply chain touches every aspect of a company, so professionals in that function are positioned to understand their companies holistically, not just their own silos," he explains.

Jimmy Chen, assistant professor of management at Bucknell University in

nothing like it did even 15 years ago," Clark says. "Amazon's two-day, free-delivery promise shook up everything and has completely revolutionized customer expectations about when their products should arrive.

"It's no longer acceptable for any product to be delayed without detailed tracking information and customers want their products quickly, cheaply, and with accurate visibility," he adds. "The pressure on supply chains is only going to get stronger.

"Consumers are starting to think that supply chains can do the impossible," Clark says. "Those supply chain leaders who can make these once unfathomable dreams are reality for their customers are going to rise to the top."

Supply chain professionals determined to rise to the top can chart any number of paths, but Ferrari, Chen, and Clark suggest that they enhance their journey with the following key resume experiences and essential skills.

Spend time in all of the various dimensions of supply chain.

Although it will be time-consuming, firsthand experience serves the rising professional better than a textbook acquaintance with the job's demands and intricacies. For example, doing a stint in logistics and transportation provides a sense of materials movement, global costs and trade, and the nuances of international business culture.

Meanwhile, some time in product management will refine your sense of how constructing the supply chain in concert with product designers can leverage a successful market entry to create the desired business outcome—"whether it's margins or whether it's functionality," Ferrari says.

Dive into supplier relationship management and procurement.

"Procurement is different from all the other functions of a typical company," Chen notes. "Buyers assume a leader rather than a follower position in a



"IF YOUR GOAL IS THE CORNER OFFICE, LEARN HOW TO MAKE THE PIE BIGGER FOR EVERYONE IN THE SUPPLY CHAIN."

-JIMMY CHEN, ASSISTANT PROFESSOR OF MANAGEMENT, BUCKNELL UNIVERSITY

"Years ago, supply chain was like any other function—stove-piped into its own functional aspects of performance and performance indicators. And then it got discovered," says Bob Ferrari, managing director of the Ferrari Consulting and Research Group.

It got discovered in part because supply chain leaders became better at calling attention to how their everyday and big-picture decisions affect not just the expense sheet but also business outcomes.

"As company operations became more complex and global—with manufacturing and sourcing dispersed all over the country and over different parts of the globe—it drove home the supply chain's effect on outcomes," Ferrari says. "Supply chain professionals began to understand that if they really wanted to get the attention of their senior

Pennsylvania, agrees, noting that the supply chain has emerged as a sphere for business innovation.

"Disciplinary knowledge from fields such as accounting and finance is important, but those areas are relatively mature making it difficult to have groundbreaking evolutions," he says. "But supply chain management is still at a young age. We see innovations being reported or implemented in real life quite frequently—examples such as automation, e-commerce and omnichannel logistics, and one-day shipping."

These innovations are radically transforming customer expectations and relationships. That transformation makes supply chain insight increasingly imperative for anyone holding a top leadership post.

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supply chain. The influence and reach of a buyer's decisions could be well beyond the first-tier suppliers.

"Anyone whose goal is to be in the corner office or chief executive role must think beyond their own company's sustainability," he says. "They need to care about a greater scope—the supply chain's sustainability."

What's more, Chen adds, "Part of a buyer's responsibility is negotiation, which is full of conflicting interests as well as opportunities that need a mature mind to sort through."

That means looking for win-win situations and thinking about "how to make the pie bigger for everyone in the supply chain, especially in our clamorous times," he says.

Collaborate outside your silo and beyond your comfort zone.

"I can't emphasize enough the importance of collaboration," Clark says. "We live in a highly connected world and supply chain managers and logistics professionals who familiarize themselves with their businesses as a whole will be in the best position to achieve executive positions down the road.

"It's not enough to be fantastic at logistics or excellent at customer engagement," he notes. "Instead, leaders should be well-rounded and understand how the supply chain touches every department. No section of a company is unimportant and leaders need to understand the role each individual team plays in bringing their product to market."

Get up to speed with technology.

"Our world has become a digital one," Clark says. "Everything from our coffee pots to our doorbells is connected to the Internet of Things, and the supply chain is no different. If you aren't comfortable implementing and leveraging technology to speed processes in the supply chain and between internal departments, you're going to struggle to achieve a 'corner office.'"

Chen also touts the need to interact

effectively with technology. "One crucial skill to have is the ability to communicate not only with humans but also with computers," he says. "We can clearly see the trend of businesses integrating robots or artificial intelligence into their operations and decision-making processes. So having some basic coding skills with any computer languages would be helpful."

Learn to listen—really listen—to your customers.

Chen considers this intentional exercise essential for everyone in business leadership but especially so for anyone hoping to command the enterprise. After all, it's key to maintaining a company's flexibility and responsiveness to market fluctuations. Customers may well spur significant challenges to the status quo, insisting on, say, sustainable sourcing and products or socially responsible practices.

"Just because things have been done in certain ways does not mean they should be done the same way going forward," Chen says. "Markets change, people change—the way we

but junior or mid-career professionals will need strong business analytics skills so they can "scientifically and objectively convert data into actionable insights," Chen says.

Don't neglect your soft skills.

Soft skills are "absolutely critical," Ferrari says.

Even with the growing emphasis on analytics and artificial intelligence, "There's still a human dimension," he says. "Somebody has to manage people. Somebody has to make decisions based on all the data that is available. Somebody has to make tough decisions regarding what needs to get done. And somebody has to have a sense of hindsight and a sense of where a course of action may go."

Acquiring all these skills and experiences takes time and resilience. And while the prospect may seem daunting, Clark offers this last bit of advice to professionals intent on occupying a corner office: "Don't be afraid of the seemingly impossible. The reality of the supply chain is changing



"SUPPLY CHAIN LEADERS WHO CAN MAKE ONCE-UNFATHOMABLE DREAMS REALITY FOR THEIR CUSTOMERS WILL RISE TO THE TOP."

—DAN CLARK, FOUNDER & PRESIDENT, KUEBIX

do business must dynamically adapt as circumstances change."

That means that supply chain managers determined to lead a company will need to know how to evaluate the pros and cons of different supply chain configurations, all while keeping their company's sustainability in mind.

Sharpen your analytics skills.

Executives with decades of experience may be able to make decisions holistically or based on qualitative input,

constantly, and new and exciting technologies continue to be announced."

Stay current on trends such as artificial intelligence, the Internet of Things, blockchain, drone technology, the Amazon effect and autonomous vehicles, he adds.

"Twenty years ago, most of these innovations were unfathomable anywhere except for books and TV," Clark notes. "Now, it's up to supply chain professionals to take these technologies in stride and leverage them for the benefit of their companies." ■



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With a new treaty in hand, the long-established trade relationship between the United States and Canada continues to thrive to the benefit of both countries.



For all the political rhetoric on the international stage as governments and economies change, the relationship between the United States and Canada remains extraordinarily civil and cooperative. Each country recognizes the benefit of the other.

And the picture gets better over time. Some cases in point, from the Office of the United States Trade Representative:

- Canada was the United States' largest goods export market in 2018.
- U.S. goods exports to Canada in 2018 were \$298.7 billion, up 5.8% (\$16.5 billion) from 2017 and up 14.4% from 2008. U.S. exports to Canada are up 197% from 1993 (pre-NAFTA).
- U.S. exports to Canada accounted for 18% of overall U.S. exports in 2018.

The top export categories in 2018 were vehicles (\$52 billion), machinery (\$45 billion), electrical machinery (\$26 billion), mineral fuels (\$26 billion), and plastics (\$14 billion). U.S. total exports of agricultural products to Canada totaled \$24 billion in 2018, making Canada our largest agricultural

export market. Leading domestic export categories include prepared food (\$1.9 billion), fresh vegetables (\$1.9 billion), fresh fruit (\$1.5 billion), other snack foods (\$1.4 billion), and non-alcoholic beverages (\$1.1 billion).

U.S. exports of services to Canada were an estimated \$61.8 billion in 2018, 5.8% (\$3.4 billion) more than 2017, and 36.2% greater than 2008 levels. Services exports were up roughly 263% from 1993 (pre-NAFTA).

Canada is currently the United States' second-largest goods trading partner with \$617.2 billion in total (two-way) goods trade during 2018. While goods exports totaled \$298.7 billion, goods imports totaled \$318.5 billion.

"The trade relationship between our two countries remains very strong," says Paul Tessy, senior vice president, Purolator International. "Almost \$1.7 billion in goods crossed the border



each day during 2018, a rate that marked a 6% increase over the prior year. And this growth came despite a very loud and public discussion about trade issues.”

Purolator International, based in Jericho, New York, about 25 miles from New York City, is the U.S. subsidiary of Ontario-based Purolator Inc., Canada’s leading provider of integrated freight and parcel delivery services. With its feet firmly planted in both countries, Purolator International has an ideal perspective of the financial ebbs and flows by which trade is measured.

“While it is true that exports to Canada were soft in April compared to last year, Canada remains our top export market,” Tessy points out. “That said, there is reason for optimism that this relationship will recalibrate as key trade issues are resolved. We recently saw agreement on steel, aluminum, and retaliatory tariffs, and we’re now seeing momentum on the USMCA.”

A key element of USMCA—otherwise known as the United States Mexico Canada Agreement—that will impact northbound trade is a proposed increase in the de minimis

threshold for duties and taxes, notes Tessy. While still awaiting final confirmation, Canada has agreed to increase its de minimis threshold from \$20 to \$150 (CAD) for duty-free shipments, and the de minimis level for sales tax from \$20 to \$40 (CAD).

ON THE FAST TRACK

Businesses that ship goods that fall below the de minimis threshold do not have to follow “formal entry” procedures. This means a faster and less onerous clearance process for businesses that tend to ship goods valued at less than \$150 (CAD), while also being a win for Canadian consumers who shop from U.S. e-commerce retailers.

The U.S. and Canadian markets are not monolithic, of course, and it is important for U.S. businesses to understand key differences—some of which are legal requirements, and some of which are deeply rooted cultural nuances. Canada is officially bilingual, with 23% of the population speaking French at home. In the province of Quebec, almost 95% of



Canada and the United States: Going the Distance

the population speaks only French at home. This bilingualism is reflected in Canada's marketing and labeling requirements. Every label must be listed in French as well as in English, with other requirements (such as measurements) listed in metrics, and Canadian currency valuations.

Pricing is another key consideration. "Products generally cost more in Canada for a number of reasons," Tessy says. "These include the relatively small size of the market (37 million Canadians versus 327 million Americans), transportation costs, and unavoidable customs fees and duties."

A business also will need to become familiar with Canada's sales tax system. All products entering Canada are assessed a 5% Goods and Services Tax (GST). Depending on the province or territory to which a product is headed, a product may also be assessed a Provincial Sales Tax (PST), Harmonized Sales Tax (HST), and/or a Quebec Sales Tax (QST).

UNDERSTANDING THE MARKET

U.S. businesses can help themselves by taking the time to learn about the "distinctly Canadian" aspects of the market, says Tessy. A good place to start is the "Doing Business in Canada" commercial guide produced by Export.gov, which is the primary U.S. government online resource for businesses interested in export opportunities.

Purolator International also stands ready to help businesses navigate through the thicket. "Purolator International's strength is that we not only transport shipments to Canada, but we also manage the customs process that moves goods across the border," Tessy says. "And we then ensure seamless service within the Canadian market."

"We offer comprehensive service from point of pickup in the United States through end delivery in Canada," he adds. "No other U.S. logistics company can match our Canadian expertise or capabilities in that market."

"As a subsidiary of Purolator Inc., we



Purolator International offers complete service from pickup in the United States to end delivery in Canada, managing customs compliance and helping shippers leverage importer programs. Its parent company, Purolator Inc. is investing more than \$1B in through a five-year delivering the future grown and innovation strategy that builds on its commitment to deliver unmatched service.

have access to a distribution network that extends to every province and territory, and enables innovative solutions within the Canadian market," Tessy notes.

That distribution network is now poised to get even better. Purolator Inc. recently announced a \$1-billion growth strategy that includes a new \$330-million, 430,000-square-foot national hub set on 60 acres in Toronto, Ontario, set to open in 2021.

It also includes an \$8.5-million, 110,000-square-foot terminal in North York that will add up to 135 delivery routes. This terminal will open in September 2019 in time for peak season. These new hubs will allow for faster fulfillment for both courier and e-commerce shipments from the United States throughout Canada.

Canadian consumers also will be seeing more access points, including upgraded retail pickup locations, more Mobile Quick Stop service—which acts as retail outlets on wheels—as well as pilot programs with electric cargo bikes and self-service parcel lockers in downtown Toronto.

"Today's supply chain has changed," Tessy says. "Investing \$1 billion in our Canadian network will ensure that we continue to offer superior customer

service and unmatched delivery capabilities in Canada.

"Our Canadian expertise extends beyond deliveries," he adds. "For regulatory issues, we take many steps beyond compliance with customs mandates. For example, we encourage qualified businesses to take advantage of Canada's Non-Resident Importer (NRI) program."

The NRI program allows participating businesses to collect Canadian sales taxes and brokerage fees at time of purchase. Without NRI status, a U.S. business could face the prospect of its Canadian customer being presented with an unexpected invoice at time of delivery.

DRIVING INNOVATION

Purolator International continues to develop innovative solutions to help U.S. businesses succeed in the Canadian market, Tessy says. One such solution, called "CanadaOne," can be described as an "all of the above" strategy utilizing both ground and air resources. Shipments are picked up in the United States and undergo a consolidation process, whereby smaller shipments are combined into a single larger unit.

The consolidation step adds a high degree of efficiency, since the single unit



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Canada and the United States: Going the Distance

can clear customs as one unit and incurs reduced customs and brokerage fees.

Once in Canada, shipments enter Purolator's extensive courier or freight network for final delivery. CanadaOne offers two-day guaranteed delivery to the Canadian market, and is ideal for U.S. businesses that need to provide regular inventory or parts replenishment to their Canadian customers.

TAKING FLIGHT

Time is money, and nowhere is that truism more applicable than in logistics, where the objective is to turn days into hours and hours into minutes. That effort is the driving force behind the increasing importance of Rickenbacker International Airport in Columbus, Ohio. The airport, named for legendary World War I flying ace and Columbus native Eddie Rickenbacker, is one of the world's only cargo-dedicated airports.

The airport's location provides logistics professionals a decided advantage over airports in more traditional gateway cities. "Columbus is within one-day driving distance of a third of the Canadian population," says David Whitaker, chief commercial officer of the Columbus Regional Airport Authority, which operates Rickenbacker

Airport as well as John Glenn Columbus International Airport and Bolton Field.

"Lots of cross-border trade shipments transit to and from Canada every day," adds Whitaker, who points out that 48% of the U.S. population is within a 500-air mile radius of the Ohio capital city.

Not only does that radius encompass traditional gateway cities such as Chicago and New York, it also includes Toronto and extends deep into Canada's population base. "Those are pretty stunning statistics," Whitaker says, referencing the position of Columbus relative to the North American population.

Those statistics have contributed mightily to Rickenbacker's growing importance as a logistics launching point and an attractive alternative to more congested sites. The airport plays an essential role in the strength of the Columbus inland port, one of the largest U.S. integrated logistics complexes.

Air Canada Cargo uses Rickenbacker for supplemental lift for its air cargo operation. "They route some Air Canada-sold freight via Rickenbacker International and then truck it to Canada for distribution to their customers," Whitaker says. He cites Triple T Transport, based in nearby Lewis Center,

Ohio, as a trucking broker that works with Canadian trucking companies to move freight between Columbus and Canada.

"We have 20 scheduled flights every week, utilizing six international airlines," Whitaker says. "The industry remains very interested in Rickenbacker and our activity continues to grow. An important component of that activity is Canadian shipments. We've demonstrated that we can work very effectively with ground transportation companies such that border crossings are done seamlessly and do not interfere with commerce."

IN THE ZONE

At Rickenbacker, the Airport Authority operates Foreign Trade Zone 138, rated among the top 10 FTZs in the country based on the value of goods moving through the zone. "U.S. companies can receive goods into the zone without paying duty," Whitaker says. "They only pay duty on what remains in the United States and only after it leaves the zone."

In the past year, AirBridgeCargo, the leading all-cargo carrier based in Moscow, as well as China Airlines, based in Taipei, began serving Rickenbacker. Meanwhile, FedEx, UPS, and other international airlines including Cargolux, Cathay Pacific, Emirates, and Etihad turn to Rickenbacker for its ease of handling.

"The industry is taking note that Rickenbacker is a real solution with fewer headaches for airlines, shippers, and forwarders," Whitaker says. "We work diligently to make sure the industry is aware of what we offer."

Located about 13 miles south of downtown Columbus, Rickenbacker Airport features two parallel 12,000-foot runways capable of handling the world's largest aircraft. The airport, which has a Category I and II Landing System for all-weather landing capabilities, is open 24 hours a day, 7 days a week, 365 days a year. There are no nighttime noise restrictions. U.S. Customs and Border Protection is offered onsite.

The airport is adjacent to the Norfolk



One of the world's only cargo-dedicated airports, Rickenbacker International Airport in Columbus, Ohio, handles cross-border shipments to and from Canada daily.



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Canada and the United States: Going the Distance



Through its in-house digital lab and technology initiatives, Polaris Transportation Group is becoming a technology company that has trucks. Known for its scheduled LTL service between Canada and the United States, it applies its expertise to every border crossing.

Southern Rickenbacker Intermodal Terminal and has convenient access to John Glenn Columbus International Airport, where a diverse mix of air carriers offers more than 150 daily departures to 40 destinations.

STAYING SECURE

In logistics, the term “border security” has everything to do with opening country-to-country passageways as quickly and efficiently as possible, making border crossings seamless and trouble-free. Given the extraordinarily friendly and mutually respectful trade relationship between the United States and Canada, whether you are moving goods from here to there or from there to here, the stage is set for safe and secure transportation.

Still, following the rules is paramount to success. Polaris Transportation Group, known for its scheduled LTL service between Canada and the United States, brings a quarter-century of expertise in those rules to every border crossing. To ensure safe and secure transit, Polaris participates in every border security program—C-TPAT (Customs Trade Partnership Against Terrorism), PIP (Partners in Protection), CSA (Customs Self-Assessment), and FAST (Free and Secure Trade).

“We were early adopters of all border security programs and have incorporated automatic pre-arrival barcode systems PARS and PAPS to further avoid unnecessary customs delays,” says Dave Cox, Polaris Transportation Group president. “In addition, for some time now Polaris has integrated ACI (Advance Commercial Information) and ACE (Automated Commercial Environment) with direct data connections to Canadian and U.S. border services to better serve our customers.”

Understanding this alphabet soup of programs enables Polaris, which specializes in the shipment of dry goods, to move its modern fleet of trucks without costly delays. The company’s scheduled service connects Ontario and Quebec markets with the United States through a combination of its fleet and facilities along with those of its long-established partner carriers.

“Shippers want to know that their cargo is being handled professionally and efficiently,” says Cox. “From the get-go, we have been at the front of the line. As a small company, we needed to legitimize ourselves by staying on top of the standards.”

Cox refers to Polaris Transportation Group as “an American company headquartered in Toronto.” Based

in Toronto’s large neighboring city Mississauga, Ontario, the company maintains U.S. headquarters for Polaris Motor Freight, Inc., in Willoughby, Ohio, just outside Cleveland.

The company also differentiates itself through cutting-edge technology. “We’ve embarked on a journey, not just for ourselves but for digital business lines,” says Dave Brajkovich, chief technology officer. “We’re becoming more of a technology company that has trucks. We’re setting a path for the industry.”

DERIVING DATA INSIGHTS

Specifically, that path includes enhancements in artificial intelligence, robotic process automation, machine learning, distributed ledger, and smart contract process. And using integrated APIs rather than documents for more data exchanges enables better communication with customers and partners.

This approach, Brajkovich says, translates into “better, faster, smoother” transmission of information. “We don’t just pass documents, we pass data. That saves a lot of time,” Brajkovich says. “Data has an asset value, and the information we hold is an asset not just for us but for our clients.”

The company’s technology initiatives also include increased use of robotics, which reduces labor and allows people to concentrate instead on the complexities of logistics operations. “We are a focused player, helping tackle the challenging issues of logistics,” Brajkovich says. “We have always been that way.”

“The key is information,” adds Cox. He notes the company’s relatively small size enables it to scale up and back as need dictates.

“Polaris has stayed ahead by understanding the economics,” says Brajkovich, and both he and Cox have a positive outlook on the future of U.S.-Canada trade.

“The relationship will remain strong,” Brajkovich says, adding that trade tariffs and overall economic pressures will not damage the relationship long-term. ■

IF TIME DOESN'T MATTER, WHY DO THEY CALL IT A **RUNWAY**?

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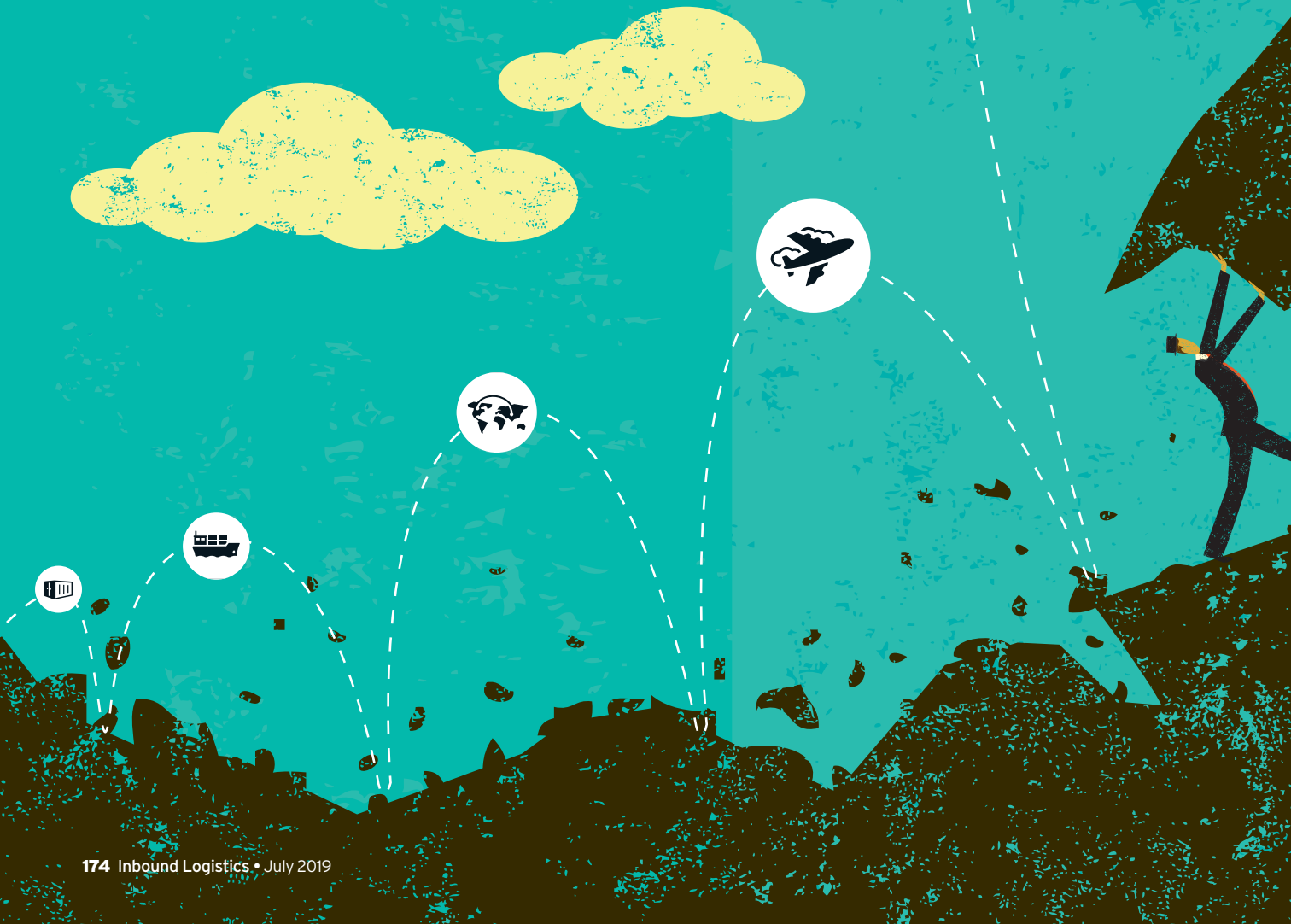
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EXTREME LOGISTICS

PROJECT LOGISTICS MANAGERS MEET THE
UNIQUE REQUIREMENTS AND CHALLENGES
INVOLVED IN ONE-OF-A-KIND MOVES.

BY KAREN KROLL





ALL LOGISTICS INITIATIVES CONTAIN CHALLENGES:

production mishaps that lead to late deliveries, traffic delays, communication errors. Some, however, pose unique challenges. Maybe it's because the goods moving are one-of-a-kind, oversized artwork that requires bespoke packaging and precise temperature control. Maybe it's the logistics know-how needed to build a state-of-the-art medical facility in a developing country. Or, it could be the detailed mapping required to move windmill blades across the country. With these projects, extraordinary efforts are par for the course.



WAITING FOR THE TUNA RUN

Moving two submersibles (two-person submarines) from British Columbia, Canada, to Koror, an island of the Republic of Palau, fell to Scott Rooney, president of SCR Air Services (now part of NFI Industries). Palau comprises 340 islands in Micronesia, about 6,400 miles from Nuytco Research, the subs' manufacturer.

Rooney knew he could move the subs by air freight to Hawaii, and from there to Guam. This would place the machines about 800 miles from their final destination. However, he couldn't locate a company that provided air service to Palau.

"We contacted everyone we knew," Rooney says. Finally, one contact told him some charter services fly from Guam to

Palau and return with the tuna harvest. Since their planes are basically empty going to the island, they might be willing to move the submersibles.

Rooney's team located such a service and learned they could use a freighter to move the subs to Palau. The catch? The freighters didn't make the trip every night. Tuna runs vary, depending on weather and tidal conditions.

Rooney needed to get the subs to Koror by April 25. For several weeks, he awoke in the middle of the night to phone Guam and check whether a freighter was headed to Palau.

Finally, hours before the deadline, Rooney learned a freighter was headed to Palau. The subs completed the last leg of their journey.

"If you work hard, dot your i's and cross your t's, you can make it happen," Rooney says.

LAB, WIND, AND SEA

Mobile laboratories are, by definition, mobile. However, few need to travel 5,000 miles across land and sea. Early in 2019, ITS Logistics Hungary was

charged with moving a mobile lab from Budapest, Hungary, to Hanoi, Vietnam.

What's more, ITS had to work within tight time constraints. Just 72 hours after ITS received the final go-ahead from the consignee, the shipment was ready to travel. "It required many steps at once," says Peter Kuzma, ITS managing director.

The mobile lab sits atop a trailer-truck and is equipped with solar panels and its own power supply. To ensure their safety, each item within the lab had to be packed and secured. For instance, the solar panels were covered with a special protective foil, says Aniko Patocs, chief operating officer with ITS. The lab also was covered in foil, and a wooden crate built around it.

The lab, equipment, and truck moved by trailer-truck from Budapest to Luxembourg. From there, the shipment would fly to Hanoi. Ocean freight would have been more economical but taken too long.

While the lab and truck were being packed, ITS was working to obtain multiple approvals for the shipment. The lab is classified as "dual usage," meaning it can be used for both civil and military purposes. Many airlines won't transport such goods. Even when they do, the airline has to take numerous steps, such as notifying the relevant authorities about the route. The airline also inspected the invoice, packing list, export license, and end-user license.

Further complicating the trip, the batteries used in the mobile lab were considered "dangerous goods." This also prompted additional safety steps.

A final step before the lab and truck took flight was a bomb check. That took another few hours.

Finally, the shipments were ready to go. The lab and truck

arrived in Hanoi safely and on time. "There were lots of unexpected changes with this shipment," Kuzma says. "But all problems were solved, and it was a good feeling when it arrived."



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A DOSE OF HEALTHCARE FOR AN EMERGING COUNTRY

Médecins Sans Frontières (MSF, or Doctors Without Borders) is known for the medical assistance it provides to people affected by conflict, epidemics, disasters, or exclusion from healthcare. While emergency assistance remains the purpose of the organization, it sometimes engages in major development projects that significantly impact critical access to healthcare in a specific area.

In March 2019, MSF

opened the first of five phases of the MSF Hangha Hospital in Sierra Leone's Kenema District. The remaining phases will open over the next three years.

"We're responding to a need," says Carolyn Muegge-Vaughan, logistics coordinator. Kenema, a six-hour drive from Freetown, a port city and the capital of Sierra Leone, has one of the highest mother-child mortality rates in the world. When the Ebola crisis hit several years ago, more than 200 healthcare workers in the area died.

The healthcare capacity needs to be rebuilt,

Muegge-Vaughan says. The hospital will have an attached medical academy.

The hospital is high-tech and conforms to standards used in much of the developed world. It's constructed of pre-fabricated materials. The pieces essentially click together, much like Lego blocks.

About 90% of the building components and medical equipment came from outside the country. Delays in obtaining supplies are common. At times, this is because it takes a while to fill the boat being used to bring supplies. In addition, moving through customs can consume several weeks.

Given the likelihood of delays, MSF will wait until equipment has arrived before it asks anyone who's coming to commission it. "We don't ask anyone to make flight arrangements until the equipment is on the ground," Muegge-Vaughan says.

Once the shipping containers arrive, they're put to good use. MSF has

converted about 20 shipping containers into workshops and storage.

One challenge, given the tropical weather that characterizes Sierra Leone, is maintaining cold chain integrity. To mitigate this, the hospital recently purchased a refrigerated truck. Previously, it would rent one when it needed to.

To ship small quantities of refrigerated items, MSF uses a "cold box." When properly packed with drugs and conditioned ice packs, the box can maintain temperatures between 36 and 46 degrees F for five days, as long as it is not opened.

The box also will send an alert if the temperature moves outside this range. MSF's freezers and refrigerators can hold their temperature for 15 hours.

The Kenema site has several backup generators and will be installing 1,635 solar panels. The panel farm will be the hospital's main power source.

NOW, ISN'T THAT SPECIAL?

ARTA, a logistics platform for shipping specialized items, received an inquiry from an individual who had been collecting stamps for more than 60 years. He asked to have his collection—90 volumes, insured for about \$160,000—moved from his home in New York to the floating apartment building to which he and his wife had retired. Moreover, the transfer would need to take place during the two days the ship would be docked in Norway.

ARTA had two and a half weeks to make it all happen. "The challenge is the fun," says Tyler Haughey, ARTA business development manager.

The volumes were packed in archival tissue and placed in a crate approved for international travel. The crate traveled on a fine arts shuttle from New York to Miami. From there, it flew to Norway, where it joined the collector on the boat.

"We work to find the best solution for every client," says Adam Fields, ARTA founder and CEO. For example, a gallery contacted ARTA one week before Art Basel, an international art show.

A painting by one of its artists needed to move from the United States to Switzerland for the event. However, the artist was still working on the painting. In fact, the work continued even once the shipping company arrived at the artist's studio. The painting was wet and required specific, careful packing.

After much coordination between the gallery, the artist's studio, agents in Basel, and the airlines, ARTA found a solution. The work arrived on time and in perfect condition.



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THE LOGISTICS BEHIND WIND ENERGY

The windmills that transform breezes into electricity feature blades about one-third longer than an NBA basketball court. Moving them requires the same skill and dedication needed to land three-pointers and free throws.

The Brownsville and Rio Grande International Railway (BRG), working with several Class 1 railroads and trucking companies, moved 90 wind turbine blades about 1,400 miles from the Port of Brownsville, Texas, to Manly, Iowa. “It was a collaborative effort,” says Norma Torres, BRG president.

The blades had traveled from Europe to Brownsville, where stevedores used cranes to offload them from the ship and to a staging area

so they could go through customs. To accommodate their length, the railroad relocated and realigned many of port’s fences.

Because windmill blades are made of carbon and glass fiber, they’re surprisingly fragile, despite their size. Damaged blades often can’t be used, resulting in the write-off of an investment that typically runs hundreds of thousands of dollars.

The stevedores, train engineers and conductors, and other individuals

handling the blades needed to learn how to move them carefully. The stevedores used massive cranes and forklifts, along with specialized securement equipment, to load them onto the railcars.

The first attempt took about eight hours. With practice, they soon were able to load several each day.

Each blade was transported on two articulated flatcars, as one car wouldn’t have been long enough. Even with the articulated cars, however, no section of the rail line could

curve more than about 15 degrees, or it might damage a blade. “Our challenge was to find a straight route to the windmill farms,” Torres says.

On top of that, all sections of the rail line needed to accommodate the heft of the blades, which weighed 77,000 pounds each. The team at Brownsville used software to map each mile of the route, taking into account the weight requirements and constraints on the amount of curve the trains could accommodate.



THE ART OF PROJECT LOGISTICS

In 2015, Atelier 4, a fine art services company, was charged with moving more than three dozen pieces of art from around the world to an art event on the Spanish island of Ibiza. The art included sculptures standing more than 18 feet tall as well as paintings measuring 12 by 9 feet. “There were lot of moving parts,” says Jonathan Schwartz, president of Atelier 4.

The pieces of art were wrapped with archival foam and braced within a wood case. The cases were covered in

marine-grade plastic wrap and two layers of tarpaulins.

Because of the size of some pieces, they initially were going to move by ocean vessel from Los Angeles. All was proceeding smoothly, until talk of a port strike grew stronger. “I was getting nervous about the timing,” Schwartz says, given his client’s need to meet the event’s opening date.

An employee of the NVOCC, with whom Atelier had formed a strong relationship, tipped them off to the imminent port closure. Schwartz and the client decided to cancel the shipments and fly the art to Europe. “If we waited an extra day, it would have been too late to retrieve the shipment,” he says.

The shipments landed in Luxemburg, were trucked to Barcelona, and then transferred by ferries to Ibiza. Atelier also had to locally source the cranes needed to lift and assemble the largest pieces and move them to the island. All pieces arrived on time.

At the destination, workers handled the painstaking task of removing the art from the crates, cleaning the pieces that required it, and assembling the sculptures. “It was a team effort,” Schwartz says, involving, among others, the artist’s dealer, a project manager, and a Madrid- and Barcelona-based art-handling team executing the installation. ■





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GOING DOCKSIDE AT WEST COAST SEAPORTS

West Coast ports embrace record trade growth with initiatives that strengthen and expand infrastructure.

As global trade wars continue to escalate, the watchword at West Coast ports is uncertainty. “The 360-degree trade situation that includes China, Canada, and the European Union has created a great deal of uncertainty,” confirms Gene Seroka, executive director of the Port of Los Angeles, which handles more container shipping by volume and dollar value than any other port in the United States.


Increased tariffs on goods imported from China have caused congestion and bottlenecks as importers front-loaded shipments at the end of 2018 to beat the first round of tariffs and again in the first half of 2019 before the June tariff increase. But West Coast ports face other challenges, as well. They include:

- A shift to larger cargo vessels requiring infrastructure, schedule, and labor changes. Fewer of the larger ships dock, but they carry more cargo than their predecessors.

- An increase in e-commerce contributing to cargo volume growth and requiring greater efficiency at the ports.
- Port-adjacent real estate that is maxed out in most cases, driving port leaders to find new ways to handle the volume increase within existing footprints.
- An increase in U.S. export volume thanks to a stronger middle class in Asia that wants U.S. goods.
- Pressure to be good community citizens; growth can't come at the expense of the environment.

The Port of Los Angeles and its neighbors—the Port of Long Beach, the Port of Oakland, and the Northwest Seaport Alliance of Seattle and Tacoma—are tackling these challenges directly. Each is shepherding a range of strategic initiatives designed to help them stay ahead of anticipated—and unanticipated—developments.

Here's a snapshot to highlight what's new, what's coming, and what's noteworthy at each bustling port.



Cargo Container Harbor,
Long Beach, California





The Port of Los Angeles is in the midst of a 10-year, \$2.6-billion infrastructure investment program aimed at raising the bar for cargo efficiency throughout the supply chain.

PORT OF LOS ANGELES

Ranked as the top container port in the United States every year since 2000, the Port of Los Angeles, located 20 miles south of downtown Los Angeles in San Pedro Bay, occupies 43 miles of waterfront. It includes both passenger and cargo terminals with automobile, breakbulk, container, dry and liquid bulk, and warehouse facilities.

Key stats from 2018 include:

- Moved a record 9.5 million TEUs (20-foot equivalent units).
- Handled 1,891 vessels of all types.
- Furniture is the top containerized import; paper/wastepaper is the top export.
- Top trading route is Northeast Asia.
- Cargo value is \$297 billion.
- Provided 526,000 jobs in a five-county region.

TAKING THE INITIATIVE

The Port of Los Angeles is managing a number of initiatives designed to increase efficiency and manage volume growth while targeting zero

emissions in 2030. The \$34-million Terminal Island Railyard Enhancement Project announced in October 2018 is one of the port's most significant rail improvement projects.

OPTIMIZING AND EXPANDING

The project will optimize on-dock rail operations and improve the flow of cargo while reducing truck trips, tailpipe emissions, and street and freeway congestion. It will expand an existing intermodal rail storage yard, adding more than 31,000 linear feet of track that will

increase the number of storage tracks from six to 11. By increasing capacity and Pier 400 on-dock railyard use by up to 525,000 TEUs annually, the project will increase port capacity by about 10%.

In addition, the Port Optimizer software, developed with GE Transportation, is a unique cloud-based platform that digitizes maritime shipping data for cargo owners and other supply chain partners. The software provides secure access to real-time detailed information on ship cargo and location sooner than it was available in the past.

Knowing two weeks in advance, rather than two days, that a vessel and its cargo will arrive in port allows all parties to better plan and schedule transportation, assets, and labor.

PORT OF LONG BEACH

Because the second-largest container seaport in the country is adjacent to the Port of Los Angeles, the two entities frequently share information and resources that help improve universal



The Port of Long Beach is one of the few U.S. ports currently equipped to handle today's larger containerships.

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operations and efficiencies. Port of Long Beach includes 31 miles of waterfront on 3,520 acres of land stretching 5.5 miles.

Key facts include:

- Handles 2,000 vessel calls annually at six container terminals with 62 berths.
- Uses 68 gantry cranes.
- Provides 51,090 jobs in Long Beach.
- Manages \$200 billion in trade in the form of 8.1 million TEUs of goods annually
- Generates \$5 billion in tax revenue contributions every year.
- Operates more than 1 billion square feet of warehouse space

DOUBLING DOWN ON RAIL

Currently, just 30% of containers leave the Port of Long Beach by rail. If the port is to meet growth projections, it needs to increase that percentage. Because combined Port of Los Angeles and Port of Long Beach volume is estimated to grow from 16 million TEUs in 2017 to 40 million by 2040, Long Beach is focusing its infrastructure improvements on doubling rail capacity.

The Pier B On-Dock Rail Support Facility Project is one of several rail expansion projects. It will reconfigure, expand, and enhance the existing Pier B rail facility to allow more efficient use of on-dock rail. Port terminals will be able to move cargo faster and more efficiently by assembling trains up to 10,000 feet long. This will ease roadway traffic and congestion while improving air quality.

Both the Port of Long Beach and Port of Los Angeles have collaborated on the 2017 Clean Air Action Plan Update that sets a goods movement goal of zero emissions. By 2030, terminal equipment will transition to zero emissions, followed by on-road trucks by 2035.

The port received nearly \$80 million in grant funding from the California Energy Commission and the California Air Resources Board to move ahead with six projects that will demonstrate zero emissions equipment and advanced energy systems in its operations.

PORT OF OAKLAND

In operation for nearly 100 years, the eighth-largest U.S. container port, serving Northern California and Nevada, added service to Vietnam in April 2019. Agricultural exports, which make up 40% of the port's exports, are up 11% to date in 2019.

Key facts include:

- Moved a record 2.55 million TEUs in 2018, which follows a record volume in 2017 as well.
- Sees cargo volume split 50-50 between exports and imports.
- Managed 1,600 vessel calls in 2018 using 28 weekly services at three international terminals.
- Ship-to-shore cranes move 30 to 40 containers per hour, the highest rate of any West Coast port.
- Provides 84,000 jobs in Northern California

The Port of Oakland has achieved a number of significant infrastructure improvements; one currently underway

has been more than one decade in the making. In 2018, the port raised four ship-to-shore cranes, opened a 283,000-square-foot Cool Port refrigerated distribution center, and finished expanding the TracPac marine terminal to double its size. Earlier in 2019, it purchased three more cranes to serve the larger vessels.

FOOTPRINT EXPANSION UNDERWAY

Construction is underway at the long-awaited CenterPoint Landing at the Seaport Logistics Complex, an ambitious project that represents a rarity at a West Coast port—a footprint expansion. The port is working with CenterPoint, a logistics-focused industrial real estate company, to turn half of the decommissioned U.S. Army base bordering the current port complex into a \$52-million, 460,000-square-foot logistics facility.

Designed to better serve all supply chain participants while creating jobs, the project includes a commitment to train and hire labor locally. The property borders the recently built \$100-million railyard, making it ideally situated for transloading.

The port has also added night gates and appointment scheduling to ease congestion and improve productivity.



The Port of Oakland loads and discharges more than 99% of the containerized goods moving through Northern California.



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The Northwest Seaport Alliance's regional marine cargo facilities are also a major center for bulk, breakbulk, project/heavy-lift cargoes, automobiles, and trucks.

NORTHWEST SEAPORT ALLIANCE

The combined marine cargo operating partnership of the ports of Seattle and Tacoma is the fifth-largest container gateway in the country.

The ports are a major cargo center for bulk, breakbulk, project/heavy-lift cargoes, automobiles, and trucks. Top imports are machinery and furniture; top exports are oil seeds and prepared

foodstuffs. Key facts include:

- Imports 1.374 million TEUs and exports 892,846 TEUs annually.
- Exports represent \$17 billion in commodities.
- Handles \$75.3 billion in cargo from 166 countries that generates \$136 million in tax revenue.
- Supports 58,400 jobs.
- Managed 3.8 million TEUs of container volume from 1,930 vessel calls in 2018.

GOING LARGE

The North Harbor Terminal 5 Project is a \$300-million infrastructure initiative designed to help accommodate increasingly larger containerhips by strengthening the dock, upgrading utilities, and

installing heavier cranes.

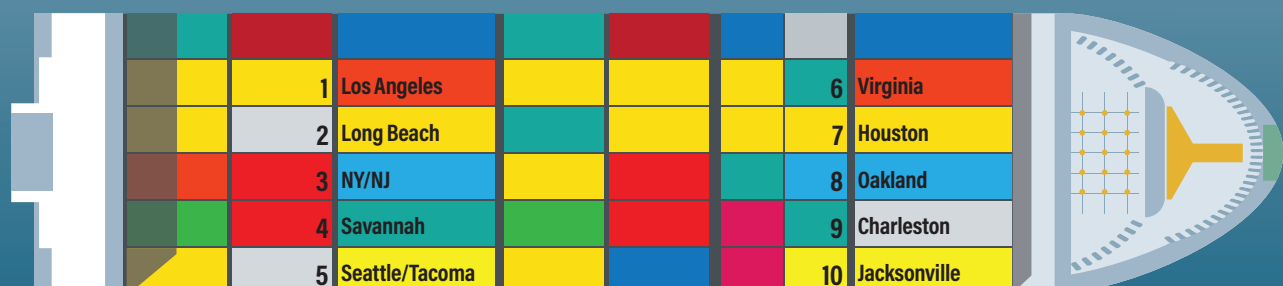
Environmental components include updating stormwater treatment systems and installing “shore power” infrastructure to allow vessels to plug into electricity while at berth, substantially reducing air emissions. The plan also includes technology improvements to manage truck flow.

The new Gate Efficiency Program helps avoid backups and bottlenecks both on- and off-terminal during peak season in 2019 and 2020 by expanding gate hours at international container terminals.

With three participation options, terminal operators in Seattle and Tacoma will be reimbursed based on the number of weekly off-hour gates offered during the 18-month period. ■

Top 10 U.S. Container Ports by Volume, 2018

West Coast ports hold three of the top 10 positions



SOURCE: American Association of Port Authorities

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THE PROVIDER

Tive Inc.'s solution combines cellular trackers and a cloud-based software platform to enable real-time visibility into shipment location and condition.

by Karen Kroll

Radio Frequency Systems (RFS) provides wireless and broadcast infrastructure products and solutions to customers around the globe. Because many of the company's products require installation, on-time delivery is critical. Late or damaged shipments raise costs when installation crews must wait for the equipment to arrive.

Karl Kirschenhofer, the chief operating officer of RFS, along with his colleagues, looked for a solution that would offer visibility to the location and condition of their shipments, no matter where in the world they might be, and no matter the transport mode.

"We needed to know what was happening to our goods in transit," he says. With this information, RFS could determine, for instance, whether to expedite a replacement for a shipment that had been damaged.

Existing automatic identification system (AIS) tracking solutions, however, often fell short. An AIS solution might report, for example, that a shipment had arrived when instead the ship had made it near the port, but been unable to actually pull up to the dock.

To meet its goal, RFS turned to a solution from Tive Inc. that combines a tracker and software to provide visibility to the location and condition of all RFS's shipments.

Kirschenhofer had used Tive's tracking solutions at a previous employer and was confident the solution would help RFS address its supply chain

challenges. "Tive is not the usual tracker," Kirschenhofer says, noting that the devices can sense acceleration, tilt, light, and other conditions. They're also able to send email or text notifications indicating the status of a shipment.

Moreover, RFS wouldn't need to install additional hardware or software to access data from the Tive platform. "Tive works without any pre-installed infrastructure, it is easy to use, and the company provides extraordinary support," he adds.

And at about 6 by 3.5 inches, the tracker is roughly the size of a mobile phone. Also like a mobile phone, each Tive tracker sends data over the cellular network.

COMPARISON TO RFID

That's in contrast to RFID solutions, which use proprietary wireless technology that is not as reliable as mainstream cellular technology. Moreover, RFID solutions require additional infrastructure that IT teams must install and manage. Finally, RFID is a passive solution, and only "connected" at facilities equipped with

CASEBOOK STUDY

Let's Get Visible

CHALLENGE

Radio Frequency Systems (RFS) needed a way to gain real-time, detailed visibility to the location and condition of its global shipments so it could provide timely, accurate deliveries.

SOLUTION

A Tive Inc. system combines tracking devices and software to provide visibility to shipment location and condition. The devices use the cellular network to sense acceleration, light, and other conditions of each shipment and convey this information to RFS.

RESULTS

- RFS knows the location and condition of each shipment, as well as any delays, enabling it to alert customers so they can prepare for the installation.
- RFS uses Tive to track cable drums in its production facilities' yards, a more efficient and accurate system than manually tracking them. The Tive devices also guard against theft.
- With the knowledge it gains from Tive, RFS has less need to expedite shipments because it quickly knows if a shipment is lost or damaged in transit.

NEXT STEPS

RFS is looking at using Tive to automatically track work in process. Unlike some other tracking systems, Tive doesn't rely on humans to indicate the location of pieces. This automation reduces the chance of error.



Users can return Tive's tracking devices via the U.S. Postal Service at no cost.

RFID equipment. "Tive is connected everywhere, thanks to pervasive and ubiquitous cellular coverage," says Krenar Komoni, Tive's chief executive officer and founder.

Supply chain and logistics professionals can access the information gathered by the tracker through Tive's cloud-based software platform. They also can set up custom alerts so they're notified when, for instance, a shipment deviates from established temperature or location parameters.

VISIBILITY AND INSIGHT

The data from the tracker also can be pulled into an organization's supply chain management, ERP, or other systems, allowing for better supply chain and workflow management. "Tive provides real-time visibility and brings insights supply chain professionals weren't able to get before," Komoni says.

This capability is key, as the fragmentation among shipping companies, third-party logistics providers, and others often results in breaks in the information available to shippers. "Customers use the Tive sensor to fill in the data gaps," Komoni says.

Tive's customer base includes

companies in the pharmaceutical, automotive, consumer packaged goods, and electrical industries. Most have complex supply chains, often with international and/or intermodal shipments. Their products may be sensitive to temperature changes or perishable.

Once a shipper places the Tive tracking device on a pallet or item, often by sliding it into the shipment label, it can begin transmitting data to the cloud. This means the shipper doesn't need to schedule additional implementation work from its IT department.

While one tracker per container usually suffices, some shippers may use more. For instance, if they need to check for temperature variations within a container, they may use several trackers.

When the Tive tracker reports about every six hours, the battery powering it can last up to 15 months. Shippers who need updating every hour typically will find the tracker lasts about 120 days. This compares favorably to other tracking devices, Komoni notes.

Once a shipment has reached its destination, the tracker can be returned through the U.S. Postal Service. Tive is working with postal services outside

the United States to provide a similar solution in other countries.

Tive also has released a single-use tracker that can simply be shipped back to Tive. While its functionalities are more limited than the traditional tracker, it's also less expensive.

A SUCCESSFUL PILOT

RFS tested the Tive device by having it monitor the location and condition of intermodal shipments of cables that were traveling by ocean, air freight, and truck across Europe. "RFS was successful in optimizing routes for deliveries from the production site in France to the hub in Sweden," Kirschenhofer says.

Once Tive proved itself on these shipments, Kirschenhofer extended its use to shipments between China and Europe, and then shipments traveling between China and North America. RFS also uses Tive to randomly evaluate shipping lanes to determine quality and accuracy across the supply chain.

Once a tracker is mounted on a shipment, RFS can determine exactly where it is. This is key when RFS is working with several entities, such as an airfreight provider, a freight forwarder, and a trucking company, and needs to know which one possesses the shipment.

"We have valuable goods and want

to see where they are and when they arrive," says Dietmar Brunsch, manager, new technology and innovation, with RFS. RFS then can alert its customers, so they can have the necessary permits in hand and be prepared to begin an installation immediately.

Other tracking systems may not flag goods as sitting idle; instead, they simply state that the goods are "in transit." Even if a system issues an alert, customers typically can't see the physical location of the goods. "They're left scrambling to call around to find where the goods are," Komoni says.

What's more, through its use of various mapping services, Tive can let RFS know whether shipment delays are caused by traffic congestion, weather conditions, or some other reason. Because Tive trackers include both location and condition sensors, RFS can gain a more complete picture of its shipments.

For example, a delay accompanied by a temperature spike may indicate that a shipment was inadvertently left outside on a hot tarmac or other potentially harmful environment. "Access to multiple data streams in real time makes all the data more useful than any individual data stream on its own," Komoni says.

Along with tracking international shipments, RFS is using Tive to track cable drums in the yards of its production facilities. At first glance, the cables often look the same—they're black and of roughly similar size—but they're not. Most are produced to differing customers' specifications.

RFS will use Tive to identify the cables' locations. "It provides a good registry of where they are," Brunsch says. Employees will be able to find the cable they're looking for more quickly than they could by manually searching.

And because the wire cables contain copper and aluminum, it's critical to guard against theft and damage. The Tive tracking solution assists in this effort, as well.

RFS is looking into using Tive to track work in process, Brunsch says. Unlike other tracking systems that rely on humans to indicate the location of pieces as they're being produced, the Tive system can provide this information automatically. That can cut errors.

Indeed, the Tive solution can be used throughout production, as well as through the supply chain. "The multiple use cases help it generate more value," Kirschenhofer says, as RFS can better manage its supply chain and provide information customers need, helping it become a premium supplier.

In the approximately two years that Tive and RFS have been working together, RFS has gained an "eye-opening" look into its goods in transit, Kirschenhofer says. RFS also has been able to more efficiently and accurately track products within its facilities. Both reduce the risk of theft and damage and help RFS more efficiently and accurately serve its customers. "Whenever you do something more for customers, you're differentiating," Kirschenhofer says.

The Tive solution also reduces the need to expedite shipments to replace those that were lost or incurred damage that didn't become apparent until they arrived at their destination.

"The benefits are a mix of lower expenses, greater productivity, and faster transaction speed," Kirschenhofer says. ■



Tive's multi-sensor trackers provide real-time visibility into the location and condition of in-transit goods.

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CASEBOOK

Robots and WMS: Living in a Materials World

THE CUSTOMER

Material Bank is an architectural and design-focused material resource library where architects, interior designers, and design professionals can search materials from leading brands on a single platform and receive samples by 10:30 a.m. the next day.

THE PROVIDER

Made4net's WarehouseExpert WMS solution and Locus Robotics' LocusBots robots.

by Jennifer Baljko

"Order any sample by midnight (EST). Get everything in one box, shipped FedEx Priority Overnight. Always Free." That's the first message users see on Material Bank's website. It's the promise the next-generation material sampling platform has built its entire operation around and will remain a driving force as it scales.

Material Bank, a Sandow brand and the world's largest materials resource library in the architecture and design industry, aims to streamline the complex way architects, interior designers, and design professionals request and ship samples.

The brain child of Sandow's chairman and CEO Adam Sandow, Material Bank started to take shape in 2015.

Working closely with architects and designers through several of its brands, including Interior Design and Luxe Interiors + Design magazines, Sandow had developed a deep understanding of the daily pain points these professionals experienced. Removing friction from the sampling process formed the basis for Material Bank.

Typically, designers and architects pore over eight to 12 different manufacturers' websites and then order, piece by piece, samples of the tile, paint, wood, carpet, textiles, or any other material they may use in a commercial space. Then, they wait for the boxes to trickle in. It takes an average of two to 10 days for designers and architects to receive the samples they may show customers, and it costs manufacturers millions of dollars each

year to fulfill these requests, notes Juan Lopez, executive vice president of engineering for Material Bank. Architects and designers frequently discard unneeded samples and manufacturers are often left without much return in terms of customer leads or future sales opportunities.

GETTING THROUGH BETA MODE

Material Bank set out to close this gap, and waded into the uncharted territory of bringing together both sides of the design community in a new and different way.

Executives prioritized the technology and logistics side of this business. A key to this overall plan was to build a focused network of solutions centered on logistics, warehouse management, and order fulfillment. This back end would support a dynamic e-commerce front end where users could rapidly obtain what they were looking for.

To achieve this, one of Material Bank's first steps was securing warehouse space. It deliberately searched for a facility in the same ZIP code as Memphis International Airport, FedEx's hub.

"We picked the property in Memphis for this reason: It has the latest possible

CASEBOOK STUDY

Logistics by Design

THE CHALLENGE

Material Bank wanted to streamline the complex way material samples are requested and shipped. Fulfilling its e-commerce promise that orders received by midnight EST are delivered the next morning was a top priority.

THE SOLUTION

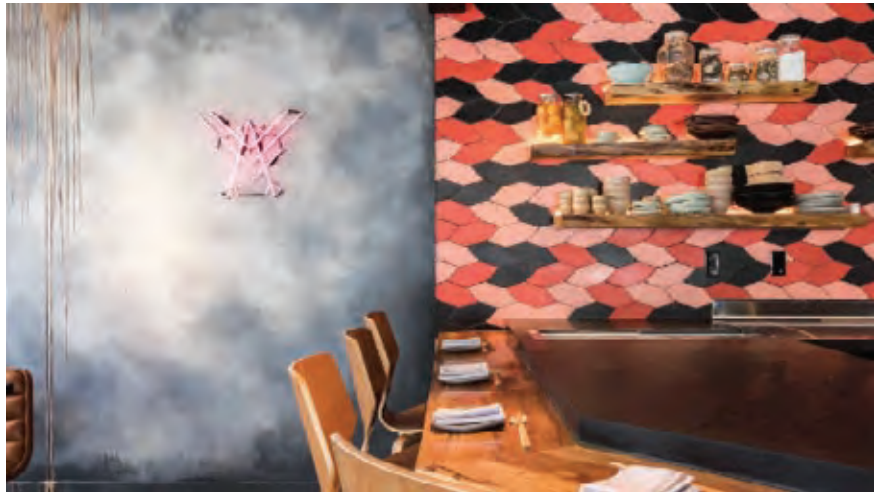
Made4net's WarehouseExpert WMS became one of Material Bank's baseline solutions, integrating with other systems to provide efficient and rapid order fulfillment and bundling, robot-assisted workflows, integrated shipping, and complex billing.

RESULTS (AS OF MARCH 2019)

- Managing about 200,000 SKUs in its logistics hub, with a planned 1 millions SKUs by the end of 2020.
- Outgrowing a 75,000-square-foot facility in Memphis and moving to a larger operation in early 2020.
- Executing on-time order fulfillment and shipping requirements for hundreds of orders every night by integrating WMS, e-commerce, robot automation, and billing platforms.
- Supporting a large scale materials return operation, which emphasizes sustainability and maximizes material reuse.

NEXT STEPS

Prepare systems and the logistics center for rapid growth as this business drives change into how the architectural and design community operates.



Material Bank connects interior designers and architects with material manufacturers, and streamlines the complex sample request and delivery process.

FedEx pickup time in the country,” says Lopez. “The trucks depart our warehouse well into the night and they drive directly into the FedEx pipeline.”

As the company began building its user and manufacturer community, Sandow executives also explored technology solutions that would support its third-party logistics and e-commerce requirements and allow it to scale. A warehouse management system (WMS) was a fundamental part of the equation; so was automation in the form of robots—a challenge because not all robots are able to pick and hold the various materials, textures, and sizes stored on the shelves.

“Material Bank is doing something no one has attempted to do before: provide overnight delivery for as many samples as interior designers and architects need from a large set of manufacturers, in one place, for free,” says Lopez. “Having a large number of samples from a large number of manufacturers makes the process complex.

“To be able to do this, we had to engineer systems all the way back to the warehouse, for the catalog, for the website, and for the sample attributes a designer and architect can search for,” he adds.

Lopez, who started out coding as a software engineer, attended ProMat, a supply chain, manufacturing, and distribution trade show, to shop for solutions.

“To follow the user experience and warehouse execution, selecting the right WMS was critical,” Lopez notes. “It had to be efficient. We had to be able to configure it easily. It had to be policy-driven—that was a top requirement. We didn’t want to be blocked by systems that were too strict.”

When Lopez discovered that Hackensack, New Jersey-based Made4net's WarehouseExpert WMS solution and Locus Robotics, the Wilmington, Massachusetts, provider of LocusBots robots, both used data queues to communicate between systems and to send and receive data, he was convinced he found a match.

In mid-2018, Material Bank began accepting orders in beta mode from a select group of interior designers and architects.

Today, orders come into the e-commerce platform and are dropped into the WarehouseExpert WMS. The WMS, which is integrated with the LocusBots platform, arranges the orders into waves, creates picklists and other tasks, and dispatches them to the floor.

The picklists are divided into different warehouse zones and handled by autonomous mobile robots equipped with touch-pad screens, barcode scanners, and color-coded bins to separate orders. The robots follow an optimized route to the designated warehouse location.



Architects and interior designers can order tile, paint, wood, and carpet samples by midnight (EST), and receive everything in one box, shipped free overnight, thanks to Material Bank and its Made4net WMS and robotics solution.

As user order history accumulated, Made4net's WMS started to recognize order patterns. If, for example, one user always orders in the morning and never late in the day, the WMS schedules that user's order to be picked, packed, and shipped in an earlier wave. For users who place orders more sporadically during the day or late into the evening, their orders are scheduled for the late evening or closer to the last pick-up time.

RIGHT OUT OF THE BOX

While it's a fast-moving warehouse environment, Made4net was able to meet Material Bank's requirements mostly with out-of-the-box functionality.

"From day one, we knew that this was going to be a dynamic environment," notes Amit Levy, Made4net's managing director. "We felt we could do much of what Material Bank needed with out-of-the-box functionality and that proved to be right.

"We also knew our teams could handle the variety of custom modifications Material Bank needed to support its unique business and we were right about that as well," Levy says of the cloud and subscription-based solution.

The main piece that required more

than "usual work," Levy says, was on the integration side because the system had to integrate to the shopping carts, the accounting system, and the robots.

In January 2019, Material Bank officially opened the site to more users and manufacturers. By March 2019, it had thousands of registered users, with thousands more on a waiting list and 170 material manufacturers committed to the program. The company plans to phase in more manufacturers and additional users each month.

"Because we are working within a B2B space, we have to execute to perfection," Lopez says. "We can't afford to miss a beat because professionals depend on the services we provide to get the job done. If we tell you that you can order until midnight with delivery by 10 a.m. the next morning, and you lose a deal because of us, that's not acceptable."

The company also plans to expand the number of SKUs it holds. As of March 2019, it had about 200,000 SKUs in the warehouse and anticipates growing to approximately 1 million SKUs by the third or fourth quarter of 2020. To accommodate the volume, Material Bank plans to shift from its current 75,000-square-foot warehouse in

Memphis to a facility six times larger by early 2020.

To close the cycle, Material Bank facilitates the largest material sample return process available today, as a way to collect and reuse discarded samples. The Made4net WMS enables the company to send a prepaid returns label with orders when requested, allowing users to send back, for free, the samples they don't need.

Using a receiving process tweaked by Made4net, the samples come back to the warehouse. If they pass quality assurance tests, they are put back on the shelves, extending the life cycle of each item and supporting Material Bank's focus on sustainability.

BEEP BEEP

Material Bank will continue to monitor its technology requirements as it grows its warehouse footprint and takes on other projects beyond the shop floor. But, for now, its daily afternoon activity provides enough excitement and motivation to focus on the task at hand.

"We see this working every day," Lopez says. "A dashboard on our cell phones pings us every time a new order reaches the warehouse, so we started getting all those beeps. It's very exciting." ■

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ETALES

E-Commerce Raises the Snack Bar

THE CUSTOMER

Nature's Bakery makes and distributes on-the-go soft-baked snacks, including oatmeal crumble bars and whole wheat fig bars. It sells its products through both brick-and-mortar retailers and e-commerce channels.

THE PROVIDER

ITS Logistics, headquartered in Sparks, Nevada, is a third-party logistics provider offering an asset-based dedicated fleet; distribution and fulfillment services; and a nationwide, multi-modal freight brokerage firm.

by Karen Kroll

To succeed in today's competitive marketplace, brands need to deliver a strong, direct-to-consumer experience across all their e-commerce and physical platforms, including social media, online marketplaces, website, and brick-and-mortar stores.

"Brands need to interact with consumers in the ways that they want to interact with you," says Jonathan Bradbury, vice president of e-commerce with Nature's Bakery, which makes and distributes wholesome snacks such as oatmeal crumble bars and whole wheat fig bars. He joined Nature's Bakery in 2018, charged with defining its omnichannel e-commerce strategy.

Successful brands are able to use the data captured through customer transactions to "get the right message to the right person at the right time on the right device," Bradbury adds. He worked with ITS Logistics to launch a direct-to-consumer channel through the Nature's Bakery website.

Nature's Bakery had several goals in mind when launching a direct-to-consumer channel. One was capturing data that's often difficult to access from third-party sellers, whether online or offline. After all, many third-party sellers take only a brand's top performers. These items gain even more exposure and sales, cementing their place as top sellers.

By selling directly to consumers through their websites, brands gain information on consumer preferences that they otherwise might miss,

Bradbury says. For instance, they may discover consumers like a product that hasn't broken out, and they can use that information to gain broader distribution for it. In addition, sales through a company's website often boast higher margins because they cut out some middlemen.

Moreover, a robust website can provide a positive brand experience, whether a consumer is starting to research product choices or ready to make a purchase. "It's about providing the right narrative and the most accurate information about our products," Bradbury says.

EXCEPTIONAL CUSTOMER EXPERIENCE

At the same time, it's critical that an e-commerce site provide an exceptional experience even after customers make their initial purchases. "Sometimes the post-purchase experience is neglected," Bradbury notes. For instance, can customers easily track their shipments? Do they receive the right merchandise, on time? Nailing down these functions, especially in the age of Amazon, can keep customers coming back and contribute to a brand's growth.

"The ultimate goal is to make the end

CASEBOOK STUDY

Bake It Up

CHALLENGE

Nature's Bakery, which makes on-the-go soft-baked snacks, needed to find a logistics partner that could provide an e-commerce order management system and reliably and accurately handle e-commerce order distribution and fulfillment.

SOLUTION

The healthful snack food company partnered with ITS Logistics, which provides an order processing system that offers end-to-end visibility on orders, as well as order status and tracking. ITS also provides fulfillment, retail distribution, and transportation of both raw materials and finished products, among other services.

RESULTS

E-commerce sales are growing by double digits each month, and average order sizes have been running higher than expected.

NEXT STEPS

Nature's Bakery may expand its e-commerce function to offer sales outside the United States and handle some business-to-business orders.



A real-time order processing system from ITS Logistics provides Nature's Bakery visibility to customers' orders, order status, and lot tracking. ITS also handles fulfillment and distribution of the company's e-commerce orders.

consumer experience the best it can be," he says.

ITS Logistics helped Nature's Bakery build a robust direct-to-consumer channel. "We looked at a lot of different third-party logistics (3PL) options and ITS's track record and reputation stood out," Bradbury says.

Nature's Bakery needed a partner that could help it capture and manage orders arriving through multiple channels: the company's e-commerce site, physical retailers, and online marketplaces. "Like everyone else, we're trying to grow sales, but we wanted to do it in a way that is fitting for this modern world," Bradbury says. "We needed a 3PL partner that understood how to do that."

EVOLVING AND GROWING

ITS Logistics often works with midmarket brands that "are evolving and growing their brand," says Ryan Martin, president of distribution. "We pride ourselves on finding solutions for those organizations to help them grow rapidly."

ITS Logistics provided Nature's Bakery with a real-time order processing system that offers visibility to customers' orders, order status, and lot tracking. ITS also provided fulfillment, retail distribution, and transportation of both raw materials and finished products, among other services.

The implementation process moved quickly. The two companies started working together at a high level in August 2018. The website launched in February 2019, just six months later.

QUICK IMPLEMENTATION

Bradbury, who has worked on more than 100 websites, says this was one of the fastest, as well as one of the most robust implementations he has been involved in. "The fact that we were able to launch when we intended to and required only six months to build a complicated system is a testament to the ITS team and their expertise and knowledge," he says.

To make things even more complicated, along with building a new brand and website, Nature's Bakery was implementing a new enterprise resource planning (ERP) system. "There were a lot of moving parts in an abbreviated timeframe," Martin says.

Keeping all these moving parts on schedule required "tons of communication," Martin says. This included numerous meetings and conference calls between ITS and Nature's Bakery to ensure the links between the two companies would be reliable.

"It was challenging, but it was definitely rewarding to hit all the dates





Nature's Bakery manufactures its wholesome, on-the-go soft-baked snacks at plants in St. Louis and Carson City, Nevada. A partnership with 3PL ITS Logistics helped the company build a robust direct-to-consumer e-commerce sales channel.

that we were supposed to for our go-live, and to ship our first orders on time,” Martin adds.

Because e-commerce touches every discipline within a company, almost all departments were involved in the implementation. For instance, the logistics team made sure the e-commerce function would work with its systems and processes. Representatives from accounting checked that the order processing system was correctly handling and reporting on orders, so they could correctly account for them. Bradbury also coordinated with his colleagues in forecasting to ensure they had the product properly allocated for the new e-commerce business and its potential growth.

The efforts appear to be paying off, as information flows smoothly between the Nature's Bakery website, which runs on the Magento e-commerce platform, and ITS's systems. Order information from Nature's Bakery travels seamlessly to ITS, which handles fulfillment and then informs Nature's Bakery of the shipment and tracking information.

As a result, Nature's Bakery can immediately let customers know the status of their orders. Minutes after an order is placed, it's being imported and processed within the ITS system. As soon as an order is shipped, Nature's Bakery

receives tracking information, which it can relay to its customers.

Given Nature's Bakery's focus on providing excellent customer service at all stages of each transaction, this data flow is critical. Shipping as quickly as possible is one key to gaining repeat purchases and capturing customers for the long term. “We need to make sure we're getting customers the right product very quickly,” Bradbury says. “The systems and technology that we built between the website and the ITS system has been flawless so far.”

Similarly, Nature's Bakery also needs an accurate, up-to-date picture of its inventory, so when customers place orders, it's able to quickly fill them. Companies that lack this information often resort to taking backorders, which tends to create confusion and dissatisfied customers.

Backorders also generate more work, as the company has to go back to its customers and ask them if they want to wait for a particular product, order something else, or request a refund. “It becomes a messy scenario,” Bradbury says.

DOUBLE-DIGIT GROWTH

The clean interface between Nature's Bakery and ITS has helped lead to double-digit growth in e-commerce sales month over month, Bradbury says. The

fundamental key performance indicators also are encouraging. For instance, Nature's Bakery is seeing higher average order values than it expected, with many customers buying enough to qualify for free shipping, which kicks in once their orders hit \$35. “That has been a good sign,” he adds.

Moreover, visitors to the site are converting at a strong rate. “Those fundamental key performance indicators tell me that we have a foundation that we can grow from,” Bradbury says.

Throughout this process, the ITS team has been responsive and professional. “They do things by the book, which is great for a company like ours that is learning how to do processes by the book and moving our operations to the next level,” he says.

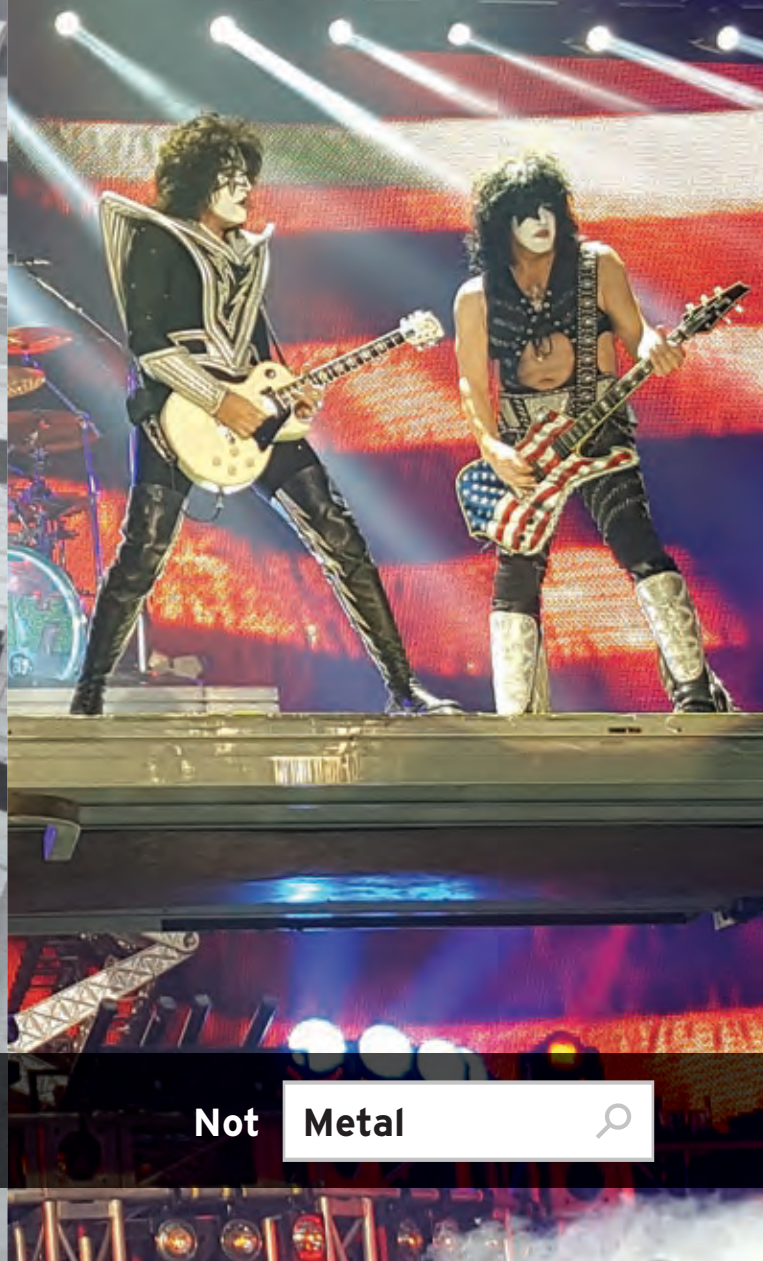
At this point, Nature's Bakery is shipping from its website only to customers in the United States. “We're learning to walk before we run,” Bradbury says. However, expansion throughout the rest of North America and then even farther internationally is possible.

In addition, in the future, Nature's Bakery may use its e-commerce site for some business-to-business orders. “We have a foundation we can grow from once we're ready for new business priorities,” he says. ■



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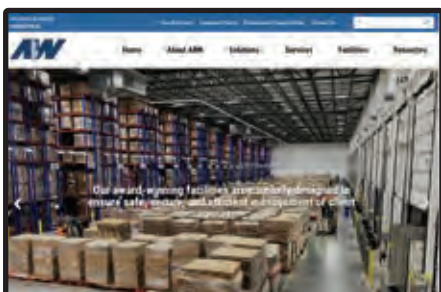
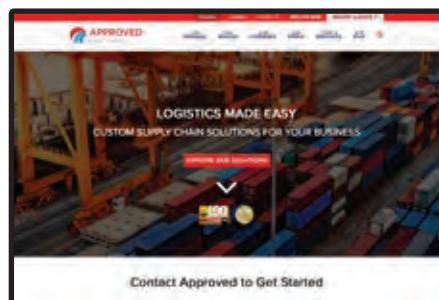


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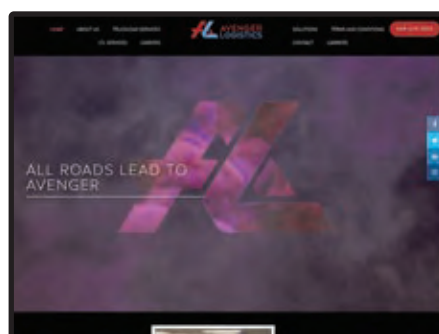


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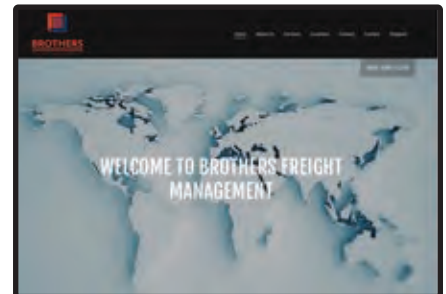
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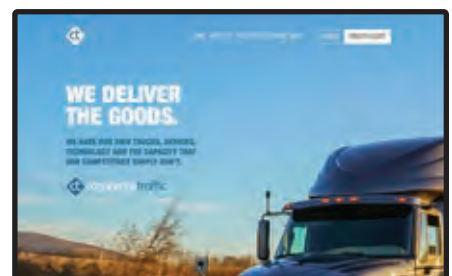
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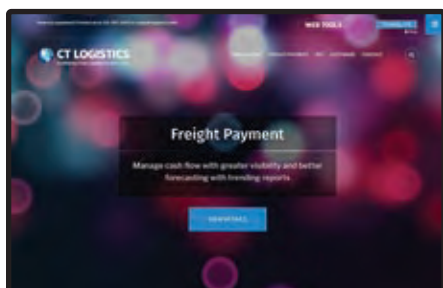
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For more than 30 years, Distribution Technology has built a tradition of logistics service excellence and reliability that meets and exceeds the needs of our customers. Through a combination of contract and public warehousing services, flexible freight management, sophisticated software technology, reverse logistics expertise, value-added packaging, and a dedicated organization, we provide you with a winning logistics supply chain partner. Consider us for your local, East Coast, or national coverage.

DSC LOGISTICS • www.dsclogistics.com

With experience, knowledge, and IT—as well as supply chain capabilities that are adaptable, versatile, and focused on changing customer needs—DSC Logistics helps companies reach their business goals. DSC provides supply chain analysis and design, strategic solutions-based consulting, systems integration, process improvement, and management of logistics operations such as warehousing, transportation, packaging, and fulfillment. In today's business environment, filled with rapid and unpredictable change, DSC manages change and information in the supply chain by using a strategy called sense-and-respond and by being ready for anything!



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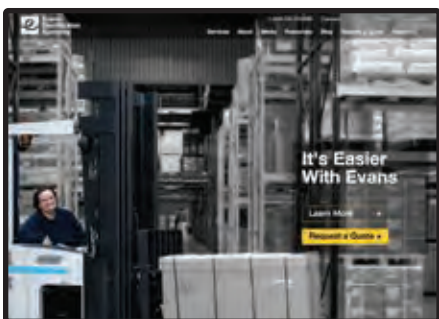
EAST COAST WAREHOUSE & DISTRIBUTION

www.eastcoastwarehouse.com

East Coast Warehouse is a preeminent leader of integrated temperature-controlled logistics services to the food and beverage industry. Its state-of-the-art, Safe Quality Food (SQF)-certified facilities strategically located in an overweight zone on the Port of NY/NJ & in Philadelphia, expedited U.S. Customs and Border Protection Exam services and transportation capabilities offer an end-to-end solution that is sophisticated and seamless. The company boasts a comprehensive approach, strong corporate values and commitment to customer service excellence.

ELM GLOBAL LOGISTICS • www.elmlogistics.com

ELM Global Logistics is a rail-served third-party logistics provider of warehouse and distribution services with locations in New York and Pennsylvania operating from one million square feet. The range of services includes pick/pack, cross-docking, repackaging, kitting, assembly, reverse logistics, and web access to inventory. All ELM facilities are supported with world-class supply chain management software solutions, which enable clients to readily engage in the e-commerce and business collaboration initiatives required today.



EVANS DISTRIBUTION SYSTEMS • www.evansdist.com

Evans Distribution Systems has been enabling customer success for more than 75 years. Evans provides warehousing, transportation, packaging, quality inspection, and complete 3PL management services for a variety of industries. Through its experience, flexibility, and innovation, the 3PL proves to its customers that “it’s easier with Evans.” Let Evans provide you with all the information you need to meet your logistics challenges.

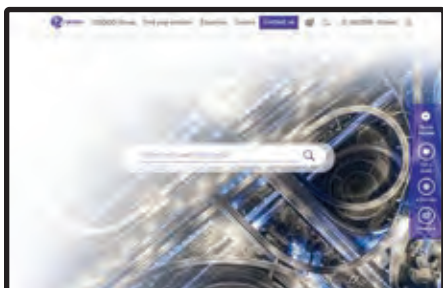
FREIGHT MANAGEMENT INC. (FMI) • www.freightmgmt.com

More than 40 years ago, Freight Management Inc. (FMI) began a revolution in freight cost management and freight audit services, reducing shipping costs for its customers. Today, FMI remains one of the industry’s most experienced, knowledgeable, and capable providers of logistics management, including freight audit and payment services. FMI is not a traditional third-party logistics company or freight broker; instead it is a full-service logistics company with superior data management and reporting capabilities.



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GEODIS • www.geodis.com

GEODIS is a leading global supply chain operator with a direct presence in 67 countries. Providing customers with end-to-end solutions, GEODIS operates three lines of business in the Americas: Contract Logistics, Freight Forwarding, and Supply Chain Optimization. With over 13,500 professionals, we manage 50M square feet of warehouse space and over 190 facilities. We specialize in customized innovative solutions, e-commerce and multichannel fulfillment, value-added services, and network design. Let us manage your supply chain so you can focus on your business.

GLOBALTRANZ • www.globaltranz.com

GlobalTranz is a technology-driven logistics company specializing in multimodal shipping, project logistics, and managed transportation solutions. Our mission is to help shippers and carriers succeed by providing full-service transportation and logistics solutions. Our innovative, proprietary technology and industry expertise work hand-in-hand to solve your unique supply chain needs. If you're looking for a logistics partner that delivers results through unparalleled relationships and technology, visit globaltranz.com today.

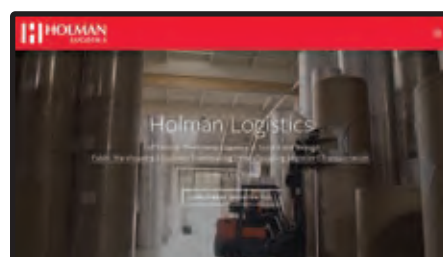


HOLLINGSWORTH • www.hollingsworthllc.com

Let Hollingsworth help you focus on your core business and drive sales by optimizing your supply chain. Hollingsworth's team of experts have over 27 years of industry experience and an unmatched commitment to service, all at a competitive price. Utilizing best-in-class warehouse management technology, Hollingsworth offers complete, real-time visibility of your supply chain. From complex order fulfillment strategies to detailed assembly and kitting operations, Hollingsworth's experience backed supply chain solutions will optimize the effectiveness, accuracy, and cost of the logistics in order to drive your business to the next level of success and beyond.

HOLMAN LOGISTICS • www.holmanusa.com

Holman Logistics is a 3PL and supply chain management service provider. With services ranging from public and contract warehousing to manufacturing logistics and transportation, this company has the solutions needed to ensure your company stays ahead of the curve.



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**HUB GROUP • www.hubgroup.com**

Hub's extensive service network—built over many years—enables it to provide innovative transportation solutions that are versatile, flexible, and designed to deliver maximum efficiency. With this advantage, Hub Group is able to collaborate with customers daily to help them meet their transportation challenges. With intermodal, highway, and logistics transportation offerings, the Hub Network is your single source—coast to coast, border to border. Visit the website to learn what Hub can do for you.

IEDS LOGISTICS • www.ieds.net

IEDS is known for exceeding customers' expectations through innovative supply chain and logistics management. The company maintains its commitment to distribution center excellence by maintaining a network of quality service center operations in the Pacific Northwest. From chemical warehousing and freight brokerage to shuttle services, IEDS has the customized solutions needed to streamline your supply chain.

**KENCO LOGISTICS • www.kencogroup.com**

Adding value to your bottom line? That's the mission of Kenco. For more than 50 years, Kenco has guided some of the most demanding supply chains in the world. Kenco's convergence approach can help you streamline your supply chain and bring a greater return on assets and investments. Kenco invites you to visit this website so that you might get to know its services. Then, contact Kenco so that you might truly understand its unique strategic advantages.

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.



IN THIS SECTION: 3PL

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MALLORY ALEXANDER INTERNATIONAL LOGISTICS www.mallorygroup.com

Mallory Alexander International Logistics is a leading third-party logistics (3PL) provider. As a specialist in global logistics and supply chain services, Mallory Alexander acts as a single source for all logistics and supply chain needs. Specifically, Mallory Alexander provides public and contract warehousing, freight forwarding (international, domestic, air, and ocean), customs brokerage, import/export services, intermodal trucking and transportation, logistics services, and consulting.

MD LOGISTICS • www.mdlogistics.com

MD Logistics is a third-party logistics (3PL) company specializing in customized supply chain solutions. Our vertical markets include life sciences and pharmaceuticals, retail and consumer goods, as well as transportation services.

In addition to cold chain storage and foreign trade zone warehousing, our services range from packaging, omni-channel fulfillment and distribution, to global supply chain solutions, freight forwarding and freight management.

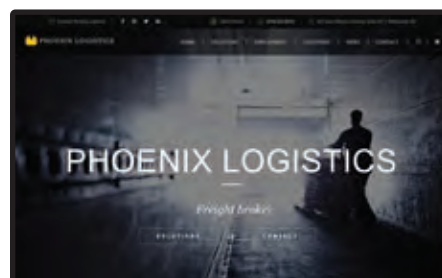


ODYSSEY LOGISTICS • www.odysseylogistics.com

Odyssey Logistics & Technology Corporation (Odyssey) combines deep industry expertise with leading technology to provide multimodal logistics management services to the chemical industry and other process manufacturers. Odyssey enables clients to outsource any part of their logistics processes to achieve savings through reduced transportation and infrastructure costs, measurable customer service and process improvements, and improved data quality and management. Odyssey is a leader in intermodal with expertise in liquid food, chemicals, and metals transport.

PHOENIX LOGISTICS • www.phoenix3pl.com

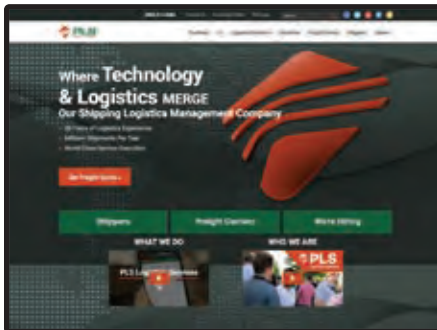
Phoenix Logistics offers a variety of solutions to optimize and streamline its customers' supply chain. By utilizing its strategic real estate space and warehouse management system Phoenix creates customized logistics solutions that support each business' unique needs.



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**PLS LOGISTICS SERVICES • www.plslogistics.com**

PLS is the leading provider of technology-based, custom third-party logistics solutions in the industries we serve. Our mission is to turn logistics into a competitive advantage for your business. We do this by harnessing the energy of more than 200 logistics professionals, backed by our proven processes, equipped with our exclusive technology, and fully accountable for delivering superior customer service. PLS serves a wide array of companies in the metals, lumber, building products, automotive, nuclear, oil and gas, and industrial equipment industries.

PORT JERSEY LOGISTICS • www.portjersey.com

For more than 56 years, Port Jersey Logistics has been the number-one choice for transportation, warehousing, and distribution on the East Coast. Port Jersey operates modern, state-of-the-art warehousing space, as well as in-house trucking and logistics services. Along with our wide array of value-added services and first-class customer service team, Port Jersey Logistics is your one-stop shop for all of your supply chain needs.

**PROTRANS INTERNATIONAL • www.protrans.com**

With nearly 25 years of experience in North America, ProTrans knows your supply chain is one-of-a-kind. That's why we specialize in designing impactful solutions that are uniquely customized to fit your company's needs. Our strong network, innovation, and professional experience make us more than just logistics providers to our clients. We're their one-of-a-kind strategic problem solvers.

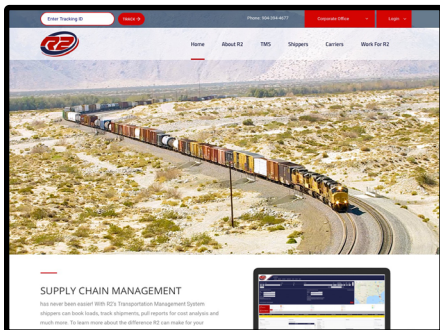
PUROLATOR INTERNATIONAL • www.purolator.com

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



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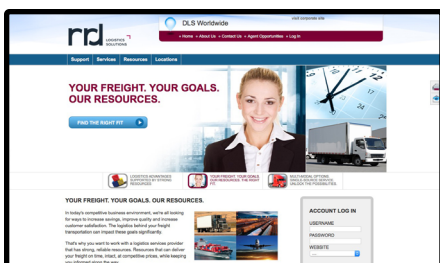


R2 LOGISTICS • www.r2logistics.com

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.

REGAL • www.regallogistics.com

With 50 years' experience, Regal Logistics delivers innovative shipping solutions, state-of-the-art systems, lower costs and better results. We offer comprehensive services, from Port to Sale, for companies importing from Asia and specialize in weekly replenishment services and distribution. Customers benefit from our expertise shipping to 800+ retailers and specialty stores, industry specific solutions and streamlined logistics processes that improve product flow. "Regal is an example we use when instructing new vendors on our expectations for routing and loading their freight," Walmart. "We chose Regal to be part of our new transportation initiative for high volume shippers," Amazon. EDI, real time shipment tracking, warehouse and transportation management systems exceed standards and accelerate goods to market via high-velocity Distribution Centers in multiple port gateways. Regal distributes to 90% of U.S. within 3 days. Planned expansion in 2020 will cut that to 2..

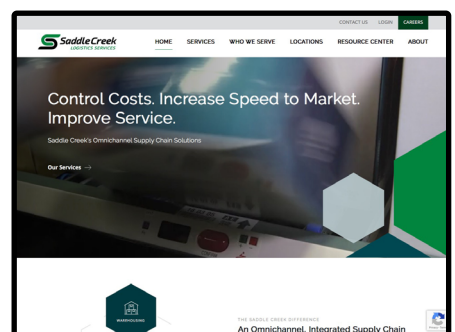


RR DONNELLEY / DLS WORLDWIDE • www.dlsworldwide.rrd.com

Experience the benefits that only come from working with a major, global shipper that is also a top-ranked 3PL. We offer multiple transportation modes, an established multi-carrier network, volume-leveraged rates and service levels, along with technology-enabled systems and processes. Visit our website and contact us today to see why customers have relied on us for nearly 150 years.

SADDLE CREEK LOGISTICS SERVICES • www.sclogistics.com

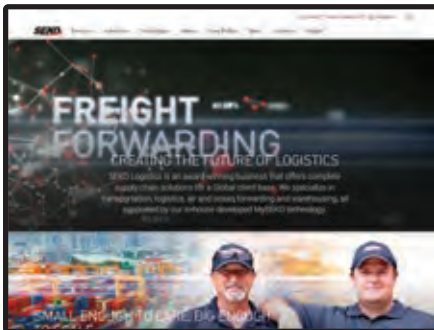
Saddle Creek is an omnichannel supply chain solutions company providing a variety of integrated services, including warehousing, omnichannel fulfillment, transportation and packaging. We leverage these capabilities, advanced technology and our nationwide network to customize scalable solutions that help retailers, manufacturers and ecommerce companies support their business goals. For more information, visit www.sclogistics.com.



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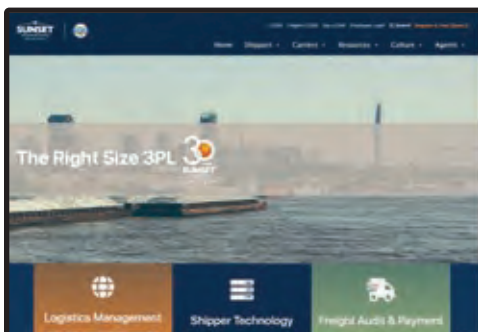
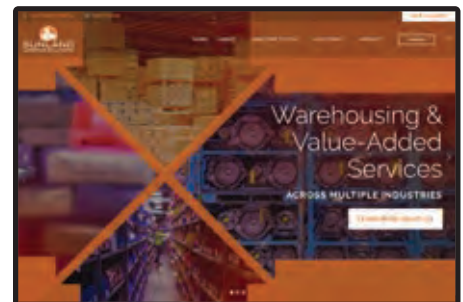
3PL

**SEKO LOGISTICS • www.sekologistics.com**

SEKO prides itself on a commitment to customer service, whether it's a 2 a.m. pickup for a critical industrial part for a plant that is 4,000 miles away, or the cost savings achieved from proactive communication with your vendors overseas. SEKO offices have the knowledge and expertise to expedite or to consolidate, depending on your need. From Hong Kong to Amsterdam, SEKO knows how to serve its clients. As a non-asset-based third-party logistics provider, SEKO has the flexibility to meet your supply chain needs using a variety of modes and carriers.

SUNLAND LOGISTICS SOLUTIONS • www.sunlandls.com

Sunland Logistics Solutions has warehousing operations conveniently located in and around Greenville/Spartanburg, S.C., and near the Port of Charleston, S.C. With 40 years of industry experience, Sunland specializes in providing warehouse services, transportation solutions, temporary staffing, and full supply chain management solutions. Sunland serves a number of verticals, including automotive, chemical (hazmat), retail, and paper. To learn more about Sunland, visit the website.

**SUNSET TRANSPORTATION • www.sunsettrans.com**

Sunset Transportation isn't just another 3PL. We are driven by the right-size fit for each business, using all levels of global and domestic supply chain resources and services. Our culture allows customers to feel like family, while offering advanced TMS solutions, reporting, and shipment reliability. Our approach is simple: through analysis of historical shipping data, we identify opportunities for optimization, service improvement, and technology enhancements. All this is done with five promises we make to every customer, every day: savings, visibility, data-driven decisions, continuous improvement, and relationships. Sunset is the right size 3PL for your growing business.

SYFAN LOGISTICS • www.syfanlogistics.com

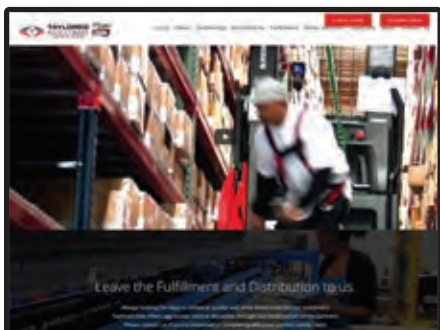
Since 1984, Syfan has provided customers with a competitive advantage through superior transportation and logistics services. Syfan consistently strives to meet and exceed customer expectations of service through timely communication and quality information. Leveraging its rich experience and dedicated team, Syfan's commitment is to provide you with on-time pickup and delivery—every time.



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TAYLORED FULFILLMENT SERVICES • www.tayloredservices.com

At Taylored Fulfillment Services, we look at your business as if we were a box moving through your supply chain. Our goal: to provide a comprehensive array of fulfillment services that best fit your business needs. Award-winning retail experts. Strategically located bi-coastal facilities. Expertise in wholesale and retail distribution. Best-in-class systems and technology. A full range of logistics services including: drayage management, transload, DC bypass, crossdock, case distribution, unit fulfillment (B2B, B2C, Digital), and value-added distribution solutions (repacking, reticketing, point of purchase, display assembly, inserts and labeling, returns). Visit www.tayloredservices.com or contact sales@tpservices.com

THE SHIPPERS GROUP • www.shipperswarehouse.com

The Shippers Group is a well-established regional provider with strong knowledge and insight into the economic and political infrastructure of the Dallas/Fort Worth region. All the facilities operated in the Dallas/Fort Worth metroplex are food grade, and consistently rated excellent and superior by AIB. Let The Shippers Group help you match your requirements to the appropriate location, whether it be a new facility, an existing facility, or additional space that can be leased in the area. Details are available on the website.

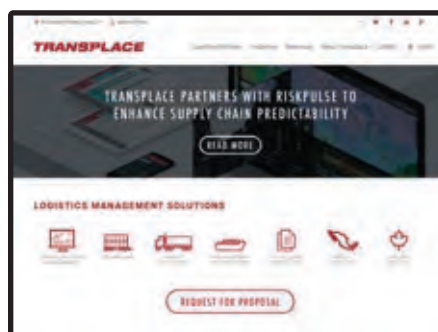


TRANSGROUP GLOBAL LOGISTICS • www.transgroup.com

www.transgroup.com provides comprehensive information about TransGroup Worldwide Logistics, including locations, services, and global transportation and logistics capabilities. Detailed information about TransGroup's Web-based logistics management tools is also provided, as well as customer log-in access and links to resources useful to shippers. To learn about TransGroup Worldwide Logistics, visit www.transgroup.com, or contact TransGroup at 800-444-0294, or by e-mail at info@transgroup.com.

TRANSPPLACE • www.transplace.com

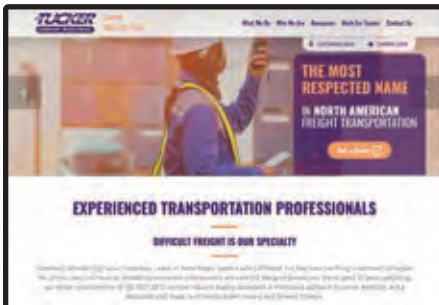
Transplace is the leading provider of transportation management services and logistics technology, helping manufacturers, retailers and distributors optimize supply chain operations and increase financial performance. Offering a complete suite of transportation management, strategic capacity, and cross-border & global trade services, Transplace's customizable logistics solutions and best-in-class technology give businesses greater control of their transportation operations and enhanced visibility of shipments and overall supply chain performance.



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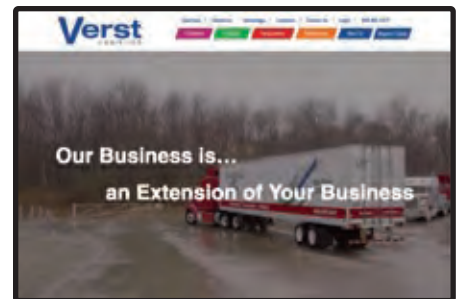
3PL

**TUCKER COMPANY WORLDWIDE • www.tuckerco.com**

Experiencing truckload capacity problems? Receive steady waves of truckload equipment—from dry vans to flatbeds, refrigerated to specialized equipment—with Tucker Company Worldwide. Experiencing problems implementing an inbound freight management program? We get the job done, under budget and fully controlled. Tucker Company Worldwide operates one of America's oldest freight brokerages. We co-founded the TIA, and are active members of TCA, NITL, SC&RA, NASSTRAC, and CSCMP. We are always interested in sales agents, reps, or those selling brokerages/3PLs.

VERST LOGISTICS • www.verstlogistics.com

Verst Logistics is a 3PL provider strategically based in Northern Kentucky/Cincinnati in America's manufacturing heartland, operating numerous ultra-efficient facilities with streamlined processes known for getting products to market faster, cost-effectively, and more efficiently than most national or regional 3PL providers, enabling us to help make our clients first with their customers.

**WAGNER LOGISTICS • www.wagnerlogistics.com**

Wagner Logistics offers dedicated warehousing, transportation management, packaging, and assembly operations across the United States with over 3 million square feet of warehousing space. We provide genuine customer service to our customers and our superior onboarding process will make your customers' transition seamless. We work tirelessly to find innovative solutions to reduce supply chain costs while increasing your speed-to-market with our latest award-winning technology.

WEBER LOGISTICS • www.weberlogistics.com

At Weber Logistics, we get your products to market faster on the West Coast. Our asset-based solutions include drayage (serving CA ports and rail), warehousing (11 high-velocity California DCs) and final delivery (dry and temp-controlled with standing delivery appointments with all major retailers). When combined, these operations give you one highly efficient, integrated logistics solution to help shrink your cash cycle, while your Weber team handles all the logistics details from port to market.



IN THIS SECTION:

3PL - Expedited Services

3PL



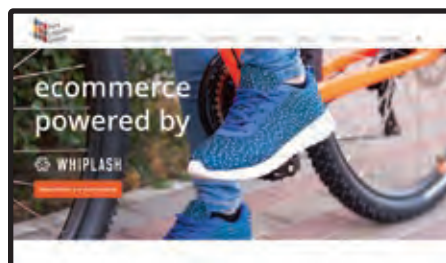
WERNER ENTERPRISES • www.werner.com

Werner Enterprises, Inc. was founded in 1956 and is a premier transportation and logistics company, with coverage throughout North America, Asia, Europe, South America, Africa and Australia. Werner maintains its global headquarters in Omaha, Nebraska and maintains offices in the United States, Canada, Mexico and China. Werner is among the five largest truckload carriers in the United States, with a diversified portfolio of transportation services that includes dedicated; medium-to-long-haul, regional and expedited van; and temperature-controlled. The Werner Logistics portfolio includes truck brokerage, freight management, intermodal, international and final mile services. International services are provided through Werner's domestic and global subsidiary companies and include ocean, air and ground transportation; freight forwarding; and customs brokerage.

E-COMMERCE

PORT LOGISTICS GROUP • www.portlogisticsgroup.com

Port Logistics Group is the nation's leading provider of omni-channel logistics services, including value-added warehousing and distribution, transloading and crossdocking, e-commerce fulfillment, and national transportation. With 6.5 million square feet of warehouse space strategically located in and around major North American ports, Port Logistics Group provides the critical link between international transportation and the last-mile supply chain.



RAKUTEN SUPER LOGISTICS • rakutensl.com

Rakuten Super Logistics (RSL) eases the headaches and high costs of e-commerce fulfillment, with its fast and accurate order shipping, cloud-based order management software, and personal and responsive customer support to ensure your e-commerce fulfillment runs smoothly. Since 2001, RSL has been at the forefront of order fulfillment, shipping millions of orders for hundreds of online retailers around the world, including Fortune 500 companies. See what RSL can do for you; visit the website today.

EXPEDITED SERVICES

LANDSTAR • www.landstar.com

Landstar's network of independent sales agents and transportation capacity providers offers greater flexibility and a local presence that has a global reach. The Landstar network is unmatched in the industry. With more than 1,100 independent agents, 9,000 leased owner operators, 14,000 trailers and 44,000 other available capacity providers, we have the flexibility and experience to find a solution to your transportation challenge.



IN THIS SECTION:

Fleet Management - Logistics IT

FLEET MANAGEMENT

**ARCLINE (2000) INC. • www.arcline2000.com**

Arcline (2000) Inc. develops Dispatch Management Software for freight brokers and trucking companies with small to medium sized fleets. Manage all aspects of your transportation business with our industry and time tested software since 1991. Some Arcmodules include: US and Canadian Customs integrations to both ACE & ACI Manifest, Mobile Driver App, Customer load tracking Apps, Internet shipment tracking, email notifications, and even your company's own private loadboard. Free 30 day trials available. Contact us today at 800-364-4905.

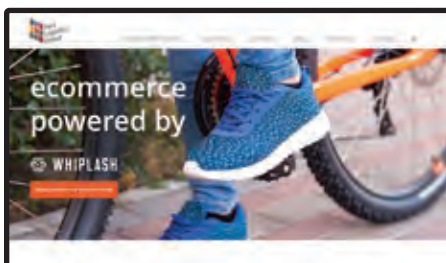
FREIGHT PAYMENT/AUDIT SERVICES

CASS INFORMATION SYSTEMS • www.cassinfo.com

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



FULFILLMENT

**PORT LOGISTICS GROUP • www.portlogisticsgroup.com**

Port Logistics Group is the nation's leading provider of omni-channel logistics services, including value-added warehousing and distribution, transloading and crossdocking, e-commerce fulfillment, and national transportation. With 6.5 million square feet of warehouse space strategically located in and around major North American ports, Port Logistics Group provides the critical link between international transportation and the last-mile supply chain.

LOGISTICS IT

SMC³ • www.smc3.com

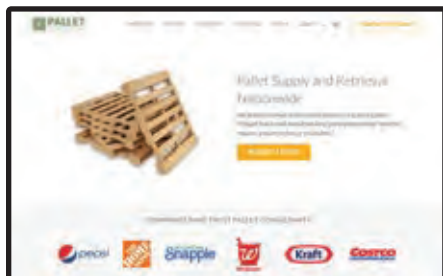
Shipping management software for companies of all sizes. Works with all carriers and modes. Use it to compare freight rates, select carriers, track shipments and audit freight bills. Provides end-to-end supply chain visibility. Use as a stand-alone application or integrate with your other software. Visit our website for more information.



IN THIS SECTION:

Pallets - Site Selection

PALLETS



PALLET CONSULTANTS • www.palletconsultants.com

Pallet Consultants supplies and retrieves pallets for high-volume pallet users nationwide. We manufacture top quality new, recycled, specialty, custom and combo pallets. Contact us today!

PORTS

MARYLAND PORT AUTHORITY • www.marylandports.com

Located in the nation's third-largest consumer group, the Port of Baltimore has an impressive array of distribution locations, with more on the way. As an import destination from China, the most cost-effective and quickest way to tap this affluent market is by bringing your cargo direct to Baltimore, where you will be greeted with world-class efficiency and customer service. Find out more at www.marylandports.com.



SITE SELECTION



CENTERPOINT PROPERTIES • www.centerpoint.com

CenterPoint Properties is focused on the development, ownership, and intensive management of industrial real estate, and related rail, road, and port infrastructure. We add value to our customers through forward-thinking solutions aimed at enhancing supply chain and operating efficiencies. We seek long-term relationships with customers, public and private business partners, internal colleagues, and the communities where we invest and operate. Member of NASCO.

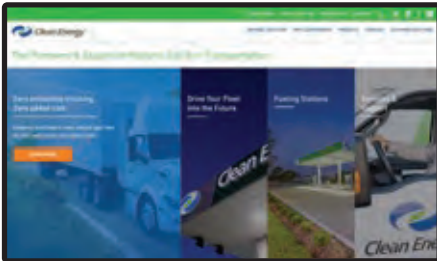
PHARR INTERNATIONAL BRIDGE • www.pharrbridge.com

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:
Sustainability - WMS

SUSTAINABILITY

**CLEAN ENERGY • www.cleanenergyfuels.com**

Clean Energy is committed to helping businesses increase the sustainability of their supply chains. By offering solutions that reduce pollution from the transportation industry, Clean Energy is able to make the planet safer and healthier while still providing high-quality, safe fuel sources.

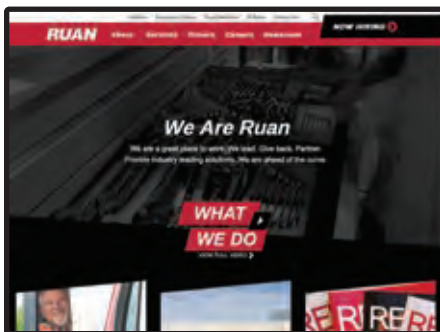
TRUCKING

OLD DOMINION FREIGHT LINE • www.odfl.com

Old Dominion Freight Line is a less-than-truckload carrier providing complete nationwide service within the continental United States. Through its four product groups, OD-Domestic, OD-Expedited, OD-Global, and OD-Technology, the company offers an array of innovative products and services to, from, and between North America, Central America, South America, and the Far East. The company also offers a broad range of expedited and logistical services in both domestic and global markets.



WAREHOUSING

**RUAN • www.ruan.com**

With Ruan, you can take advantage of door-to-door shipping solutions without the hassles and overhead associated with owning and operating your own fleet of trucks. We have more than 5,200 employees operating, servicing and coordinating some 3,400 power units and 5,600 trailers out of more than 100 locations throughout the continental United States. But you get more than just drivers and equipment — we become an extension of your team, advocating for your bottom line. Find out why the right partner can drive costs out of your supply chain — call 866-RUAN-NOW or visit our website — ruan.com.

WMS

3PL CENTRAL • www.3plcentral.com

Built exclusively for third-party logistics companies, 3PL Warehouse Manager™ is an easy-to-use, on-demand warehouse management system (WMS) that helps 3PLs run more efficiently, grow their business, and satisfy customers, all for less than \$500 per month per warehouse. 3PL Warehouse Manager™ is 100-percent Web-based and requires no investment in hardware, software, or IT resources. It includes features such as: EDI, global inventory visibility, order management, real-time reporting, billing management, bar-code scanning, and more. Sign up for a no-hassle, free trial today.



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Lion Technology

bit.ly/HazmatQuestions

In this Hazmat Autocomplete Challenge video, Lion Technology used a popular search engine to collect the web's most-asked questions about hazardous materials compliance. Watch as Flip De Rea, Lion's hazmat instructor, gives unscripted, off-the-cuff answers to the questions hazmat shippers are asking.



whitepapers



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bit.ly/SaddleCreekLogistics

Expanding from B2B to B2C: A Guide to Effective E-Commerce Fulfillment

Offered by Saddle Creek

Today, more and more business-to-business (B2B) companies are adding business-to-consumer (B2C) channels. They're connecting directly with end customers for better engagement, improved control of their brand, and greater profitability. To learn how B2C fulfillment differs from B2B, and what you need to know to deliver the optimal customer experience, check out Saddle Creek's free e-book.



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bit.ly/UnlockBusinessInsights

Leverage Freight and Parcel Audit Data to Unlock Business Insights

Offered by enVista

Global freight audit and payment solutions can be leveraged for more than just money-saving opportunities. In this whitepaper, learn how to drive value beyond transportation savings through freight audit; how freight audit and payment solutions can manage data and enable greater visibility; the insights that can be gleaned from analyzing transportation data; and how transportation data enables better business decision-making.



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bit.ly/LeveragePackagingProgram

Leverage Your Packaging Program as a Strategic Competitive Advantage.

Offered by Transportation Insight

Packaging is essential for delivery, but also presents a strong first impression to customers. Corrugated packaging can be just what your company needs to get an edge on the competition. By optimizing packaging, your company shows customers where its priorities lie, potentially drawing them back for more business. Download this whitepaper to see how corrugated packaging can benefit your company.

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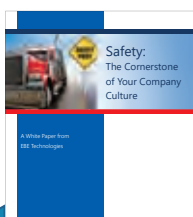
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bit.ly/PrivateFleet

Overcoming the Challenges of Private Fleet Management with Outsourcing

Offered by J.B. Hunt

Private fleets once seemed to be the best way for companies to carry out their operations. However, with today's increased costs and driver shortage, companies may want to consider an alternative. Outsourcing can provide many benefits to your business, while dodging obstacles that your company might face with a private fleet. To discover the advantages of outsourcing over using a private fleet, download this free whitepaper.



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bit.ly/SafetyCultureEBE

Safety: The Cornerstone of Your Company Culture

Offered by EBE Technologies

The crash rate for commercial fleets continues to be on the rise despite recent technological advancements surrounding safety. This whitepaper discusses the potential reasons why the problem is so significant, citing issues such as driver shortages and lack of qualified candidates. Download this free resource to find how to effectively implement technology to promote safety and prevent crashes within your fleet.



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bit.ly/EverybodyEatsC3

Making Sure Everybody Eats

Offered by C3 Solutions

Waste within the food industry is almost inevitable. In fact, nearly one-third of all food produced globally is wasted. However, supply chain operations managers in the food industry have the potential to significantly reduce this issue by implementing strategies such as Internet of Things, digitization, and temperature-controlled technology. Download this whitepaper to find out what strategies you can use to minimize food waste within your company.

podcast



Suneil Sastri

Is Your Company Prepared to Embrace IoT and Transform Your Supply Chain?

GUEST: Suneil Sastri, director of product marketing, SOTI

Technology continues to rapidly transform logistics. In an ever-competitive field, companies are looking to the Internet of Things (IoT) to gain an edge by increasing efficiency or decreasing vehicle downtime. But what are the challenges and potential benefits of getting your company up to speed to adequately handle the mobility era? Suneil Sastri, director of product marketing for SOTI, outlines how to integrate IoT into your workforce.

bit.ly/TransformSC



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video

PIZZA DOUGH CHALLENGE

Schmalz Inc.

bit.ly/PizzaDoughChallenge

The latest in vacuum technology supplier Schmalz Inc.'s "Can We Lift It?" video challenge kneads no explanation: picking up pizza dough. The company accepted the challenge, which was no problem with its Bellow suction cup SPB4 50 and Bellow suction cup FSGA 60. Check out the video to see how Schmalz handled this cheesy challenge.



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bit.ly/MissingLinkLLamasoft

Sustainability: The Missing Link

Offered by LLamasoft

It's becoming more common for companies to strive toward sustainability. Rather than aiming for typical sustainability efforts such as hybrid cars or reducing paper and/or electricity, companies should focus on their supply chains. Whatever the motivation is behind going green, sustainability is forcing companies to think differently about managing their supply chains. Download this whitepaper to learn how to integrate sustainability into your supply chain and reap the benefits.



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bit.ly/SupplyChainUncertainty

Take the Uncertainty Out of Your Supply Chain

Offered by Amber Road

As your supply chain grows in intricacies and complexity, more risk is introduced to your business. From the threat of labor shortages to rising transportation costs, the potential for exposure to risk may seem endless. It is critical for supply chain professionals to identify the areas of the potential impact from risk and uncertainty in their operations. Don't wait until it's too late, learn how to prepare your supply chain now.



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bit.ly/SampleDistribution

Direct to Representative Sample Distribution Services

Offered by Patheon Logistics

Pharmaceutical manufacturers require an efficient sample distribution program that enables sales reps to be as productive as possible. At the same, they must ensure full compliance with stringent industry regulations while minimizing product loss. Read this case study to discover how the Patheon Logistics team helped design a Direct to Representative sample distribution solution that optimizes efficiency while delivering improved service levels.

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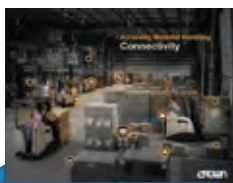
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Opportunities in Direct-to-Consumer Frozen Foods

Offered by Gray Growth Strategies

The direct-to-consumer (DTC) frozen foods business is in the early stages of rapid growth. As many food types are becoming increasingly available via direct-to-consumer, the share of total purchases allocated to frozen foods is higher in e-commerce than in brick-and-mortar sales. This whitepaper examines the state of the DTC temperature-controlled foods market and its prospects for future growth.



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bit.ly/MaterialHandlingConnectivity

Achieving Material Handling Connectivity

Offered by Crown Equipment

Big data and IoT hype overshadow many attainable benefits and gains in business value associated with greater warehouse connectivity. Supply chain and warehouse managers are working closely with forklift manufacturers to move products faster, easier, and at lower costs. This free e-book can help you on your journey toward a more connected facility. Learn how to introduce connected technology into your operations, implement a phased approach, and build a connected service experience.



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bit.ly/flytws-paper

Drone Automation for Warehouse 4.0

Offered by FlytBase

This new whitepaper highlights the central role autonomous drones play in the intelligent automation of warehouse operations given their ability to fly and hover autonomously, avoid obstacles, navigate indoors without GPS, land precisely on docking stations, operate in fleets, and be remotely managed. Learn how the business benefits of drones are significant and immediate given low capital expenditure and infrastructure investments; access to reliable, off-the-shelf drone hardware; and SaaS offerings for warehouse automation.

podcast



Jay Allardyce

How is Your Company Responding to AI's Continuing Evolution in Logistics?

GUEST: Jay Allardyce, Chief Product Officer, Uptake

Although many transportation companies had doubts about the abilities of artificial intelligence (AI), it's already proving to be crucial. Between decreasing unplanned maintenance and repair costs and improving driver safety, AI is delivering impressive, tangible results. As AI becomes more ubiquitous, what do companies need to know to manage expectations and fully embrace the technology? Jay Allardyce, chief product officer for Uptake, offers his take on AI's potential promises and pitfalls.

bit.ly/ContinuingEvolution



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INBRIEF

New Services and Solutions



> **Caster Concepts** unveiled TWERGO® MAXX, a heavy-duty industrialized caster designed to move up to 4,200 pounds. Ideal for carts, AGVs, and Tuggers, the casters alleviate the risk of injury by reducing the amount of force needed to push and pull materials handling equipment.

doors and is served by the Union Pacific Railroad.

> **Dayton Freight Lines** opened a service center in Topeka, Kansas, allowing the LTL provider to offer direct service to many points throughout the Midwest.

> **DHL Global Forwarding** launched myDHLi Quote & Book, an online service for comparing quotations and making instant bookings for air and ocean freight and door-to-door shipments. The service guides shippers through the quotation process and lets them compare options, including DHL Ocean Connect LCL as well as two speeds of air freight, DHL Air Connect and DHL Air Economy.

>PRODUCTS

> **Rite-Hite's** new wall-mount light/fan combines the Rite-Lite LED Dock Light with the CoolMan® 2800 Trailer Fan to provide loading dock workers with more visibility and heat relief inside trailers. The Rite-Lite dock light uses six high-intensity LEDs while the CoolMan 2800 trailer fan has a telescoping arm which can be raised, lowered, and extended.



> Facility and maintenance managers can reduce energy costs and extend the life of their forklift batteries with the V-HFM3 Series, **Crown Equipment's** new line of modular battery chargers. The energy-efficient chargers support lead-acid and lithium-ion batteries and feature automatic voltage sensing technology that identifies the battery upon connection.



>SERVICES

> **3PL Team Worldwide** expanded supply chain operations with the opening of a new facility in McAllen, Texas. The 70,000-square-foot facility offers transborder service both northbound and southbound.

> **The Shippers Group** opened a 560,000-square-foot distribution facility in the Dallas area. The facility has 89 dock

> **Hubtex**, a manufacturer of customized industrial trucks, introduced the FluX 70, a heavy-duty forklift. Its all-wheel-drive system enables a small turning radius in any direction, letting it navigate tight spaces in warehouses and on uneven surfaces.



INBRIEF



> **Asendia Singapore** opened a high-tech fulfillment center at Singapore Changi Airport. Based in the city state's Free Trade Zone, the new facility lets U.S.-based shippers manage their cross-border e-commerce fulfillment operations from Singapore.

> Port of Savannah shippers can expect increased cargo capacity. The **Georgia Ports Authority** added rubber-tired gantry (RTG) cranes with efficient engines to

automatically run at the lowest revolutions per minute needed to match the varying weight of containers. The RTGs have a lift capacity of 50 long tons, are tall enough to work containers stacked five high, and deep enough to cover six container bays and a truck lane.

> **CEVA Logistics** and **CMA CGM** launched a new cross-border service for ocean freight containers in Thailand and Laos. The new combined ocean freight and cross-border trucking service provides solutions for both import and export customers and enables importers to drop off their empty containers at a newly expanded CMA CGM container depot, operated by CEVA, outside the Laos capital, Vientiane.



> Shippers in Indiana, Louisville, Kentucky, and Cincinnati now have a more cost-competitive transportation option to eastern markets with **Schneider's** new intermodal services at the CSX Indianapolis ramp. Eastbound freight travels from Indianapolis to North Bergen, New Jersey, and Worcester, Massachusetts. Each lane operates six days per week and offers eastbound two- to three-day transit times, competitive with truckload transit time.



> Expedited LTL and FTL provider **Sterling Transportation** started operations in Houston, offering two-day express service to Florida. Hotline Delivery Systems acts as the handling agent in Dallas.

> **Averitt Express** is offering more direct-to-consumer delivery options for retailers. Aside from standard doorstep delivery, Averitt's white-glove services include room of choice delivery, unpacking, and debris removal. The services also feature real-time shipment visibility.

to their managed freight. The product offers visibility across supply chains, reducing yard congestion and improving carrier and driver productivity.

> **cargo-partner** introduced a container tracking service for full container transports by ocean freight. The service gathers data from a variety of sources, the time and place a vessel enters a certain zone, the expected dates for upcoming milestones, and further ports/stops along a container's journey, as well as pinpoints deviations with high risk potential.

> Companies can now map warehouses and yards in 3D with a warehouse design and simulation solution from **inconso**. With *inconsoCLASS*, users can access object libraries with basic elements, such as building envelopes, truck docks, floors, and storage systems. Heatmaps provide information about hot spots in the warehouse, enabling *inconsoCLASS* to analyze and verify process efficiency.

>TECHNOLOGY

> Organizations can more easily drive efficiencies and cost savings across their supply chain with the new SuiteApp, which TMS provider **Kuebix** built using the Oracle NetSuite SuiteCloud Computing Platform. With NetSuite and Kuebix TMS, companies can streamline shipping processes, automate order information entry, and access more data, such as the cost of goods and SKU level.

> With **FourKites'** new Network Visibility product, shippers can see location updates on their vendor-managed inbound and customer-pickup outbound freight, in addition



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INBRIEF

> Organizations faced with the cost and complexity of adopting warehouse automation solutions have a new program to turn to for help. **Manhattan Associates** launched the Manhattan Automation Network, a program designed to speed the development and implementation of modern distribution center automation and robotics in partnership with leading warehouse automation solution providers.



> These customizable shipping racks from materials handling systems maker **Steel King Industries** reduce damage and loss when shipping vehicle parts for final vehicle assembly. The racks help shippers “cube out” a trailer, maximizing the number of parts that can be handled in each truckload and reducing freight costs.

> **Panorays** now offers two tools to automatically discover third- to nth-party suppliers and to locate digital assets globally. This tool allows companies to adjust digital assets to follow regulations and ensure compliance, as well as provides in-depth insight into security issues within the supply chain.

> **Lufthansa Cargo** now provides digital cargo acceptance and delivery services as part of its eFreight initiative. Self-service terminals, mobile device apps, and the digital transfer of shipment data and status updates between airlines and customers promote time efficiency and boosts data quality.

> The **SAP®** Integrated Business Planning application is now available for demand-driven replenishment. The application, co-developed with **Camelot ITLab** and certified by the **Demand Driven Institute**, helps management with supply chain variability, compresses lead times, reduces inventories, and helps customers make more-informed supply chain decisions.

> The Savi Locate™ sensor for global multimodal shipments by **Savi** operates on all cellular networks, ensuring shippers have visibility to goods in-transit worldwide. The sensor removes supply chain uncertainty by delivering in-transit visibility data from locations around the world and offers broad coverage to help improve customer delivery



> With **Magazino's** “Pay-per-Pick” model, customers pay only for the work the robot performs instead of an annual software license, reducing the cost-per-pick up to 40%. The robot TORU specializes in autonomous picking, stowing, and transporting individual items in warehouses of online retailers or fulfillment providers.

performance while reducing carrying costs.

> Collaborative transportation network **Lanehub** launched Backhaul Assist Benefit Sharing, which gives shippers the ability to earn a benefit sharing credit when they help their contract carriers connect with other shippers in the network that have return freight to fill backhaul lanes. This capability in turn helps the carriers provide more reliable service to the head-haul shippers by getting the trucks back to them.



> GTM provider **Amber Road** unveiled a cargo screening solution to help identify shipments that may contain prohibited, hazardous, or dual-use goods based on limited information provided on a transportation manifest or air waybill. The solution screens product descriptions and other parameters, where an algorithm applies data points to calculate a risk score.

> Shippers can explore shipment options, as well as control risks and costs even months before a shipment, with **Panalpina's** new customer portal. Available later in 2019, the new portal offers collaborative shipment management, automated instant quotation, lane risk assessment, and shipment visibility.



> **AirBridgeCargo** and **CargoLogicAir** joined air cargo booking platform cargo.one to offer their global capacities digitally, becoming the first all-cargo airlines to make their spot capacities available for digital booking with instant confirmation. The move enables AirBridgeCargo and CargoLogicAir to reach new groups of customers and improve short-term capacity sales and load factors.

>TRANSPORTATION

> **Yang Ming** introduced its Intra-Asia, China-Thailand service, which will cover the

ports of Shanghai, Ningbo, Xiamen, Laem Chabang, Bangkok, and Hong Kong. A round trip takes 21 days.

> **Sealand - A Maersk Company**, the Intra-Americas regional ocean carrier of the Maersk Group, launched a direct, all-water service that connects South Florida's Port Everglades with the Dominican Republic (Rio Haina) and Haiti (Port-au-Prince). The Hispaniola service serves customers within Southern Florida and the Caribbean region with special focus on time-sensitive commodities.

> **American Airlines** is expanding its international cargo network with additional widebody service to Germany. New routes include Dallas/Fort Worth to Munich, Germany on a Boeing 787-800. The second new route from the United States to Germany is Philadelphia to Berlin, Germany on the Boeing 767-300.

> To provide ocean shippers with fast transit times from the Middle East, Pakistan, and India, **OOCL** introduced the Middle East / Indian Subcontinent - North Europe

Services (IP1 and IP2). The IP1 and IP2 provide direct linkage between the Middle East, Pakistan, India, the United Kingdom, France, Belgium, Netherlands, and Germany, offering competitive alternatives to transshipment options.

> **ZIM** started two direct services between the U.S. Gulf and Asia, further expanding its strategic operational cooperation with 2M Alliance members Maersk and MSC. The new services launch in August 2019 and offer two weekly cutoffs in Houston and Mobile to better serve U.S. exports.

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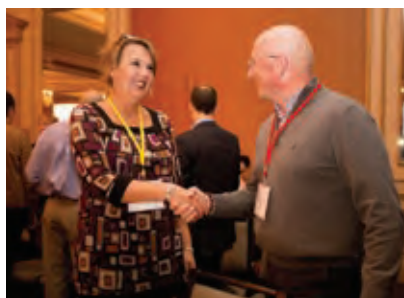
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SCOPE Supply Chain Summit

bit.ly/scopesummit

Hosted by Quartz Events, this summit focuses on increasing visibility in the supply chain, creating optimal workplace conditions, sourcing strategically, understanding rising technologies, and developing transportation management strategies that reduce costs.



**SEP 12-13, 2019
COLUMBUS, OH**

2019 IWLA Safety & Risk Conference

bit.ly/iwlasrc

The International Warehouse Logistics Association's conference teaches warehouse, safety, and operations managers how to keep employees and materials secure. This event helps professionals determine the strengths and weaknesses of their company protocols and enables them to discuss safety and risk issues with industry experts.

**SEP 15-18, 2019
LONG BEACH, CA**

Intermodal Expo 2019

intermodalexpo.com

Presented by the Intermodal Association of North America, this expo brings together intermodal buyers and providers to share insight on issues and trends shaping the industry.

**SEP 16-18, 2019
LAS VEGAS, NV**

ASCM 2019

bit.ly/ASCM2019

The Association for Supply Chain Management's 2019 conference focuses on sales and operations planning, inventory management, robotics, and virtual reality in the supply chain.

**OCT 8-10, 2019
HOUSTON, TX**

Breakbulk Americas

bit.ly/breakbulk2019

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**OCT 10-11, 2019
CHICAGO, IL**

Chief Procurement Officer Summit

bit.ly/CPOSummit

Hosted by Marcus Evans Inc., the CPO Summit brings together buyers and sellers to offer solution providers and procurement executives an intimate environment for a focused discussion of key new drivers shaping the industry.

**OCT 13-16, 2019
PALM SPRINGS, CA**

MHI Annual Conference

www.mhi.org/conference

The MHI Annual Conference is a thought leadership event for manufacturing, material handling, and supply chain professionals. This conference focuses on the digital supply chain equipment and technology, leading trends, and best practices explored in the 2019 MHI Annual Industry Report.

**OCT 28-30, 2019
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parcelforum.com

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**NOV 5-6, 2019
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Distribution Logistics Summit

dlssummit.com

Hosted by Informa Markets, the Distribution Logistics Summit (DLS) focuses on expanding and evolving the interconnected supply chain sector. DLS connects logistics and transportation to warehousing, distribution, and fulfillment, and covers topics such as warehouse site selection and management, order fulfillment, and multimodal transportation management.

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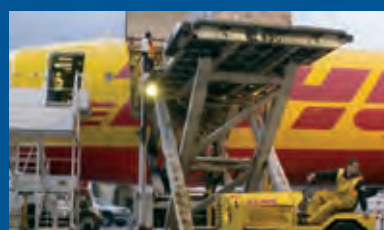
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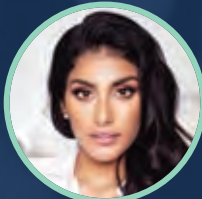


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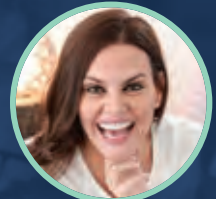
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of fireworks
is in full
display with
revenues
ablaze.**

Igniting the Supply Chain

In 2018, China
accounted for
90%
of total U.S.
fireworks imports.

After China, the
leading sources of
fireworks imports
to the United
States are:
ISRAEL
HONG KONG
GERMANY
SPAIN

U.S. consumption
of fireworks has
exploded. In 2000,
Americans set off
152 million lbs of
fireworks. In 2018,
that increased to
more than
277 million lbs.

40%
of Americans
planned to attend
a Fourth of July
celebration with a
fireworks display
in 2019, according
to a National Retail
Federation survey.

Top gateways for
fireworks imports in
2018 (by value):

- 1**
Port of Los Angeles
36%
- 2**
Port of Long Beach
31%
- 3**
Port of Newark
8%
- 4**
Port of Charleston
4.4%
- 5**
Port of
Savannah, Georgia
3.9%

Almost
\$1B
Consumer fireworks
revenue in the
United States in
2018

Sources: Statista;
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Retail Federation;
American Pyrotechnics
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