

JULY 2021

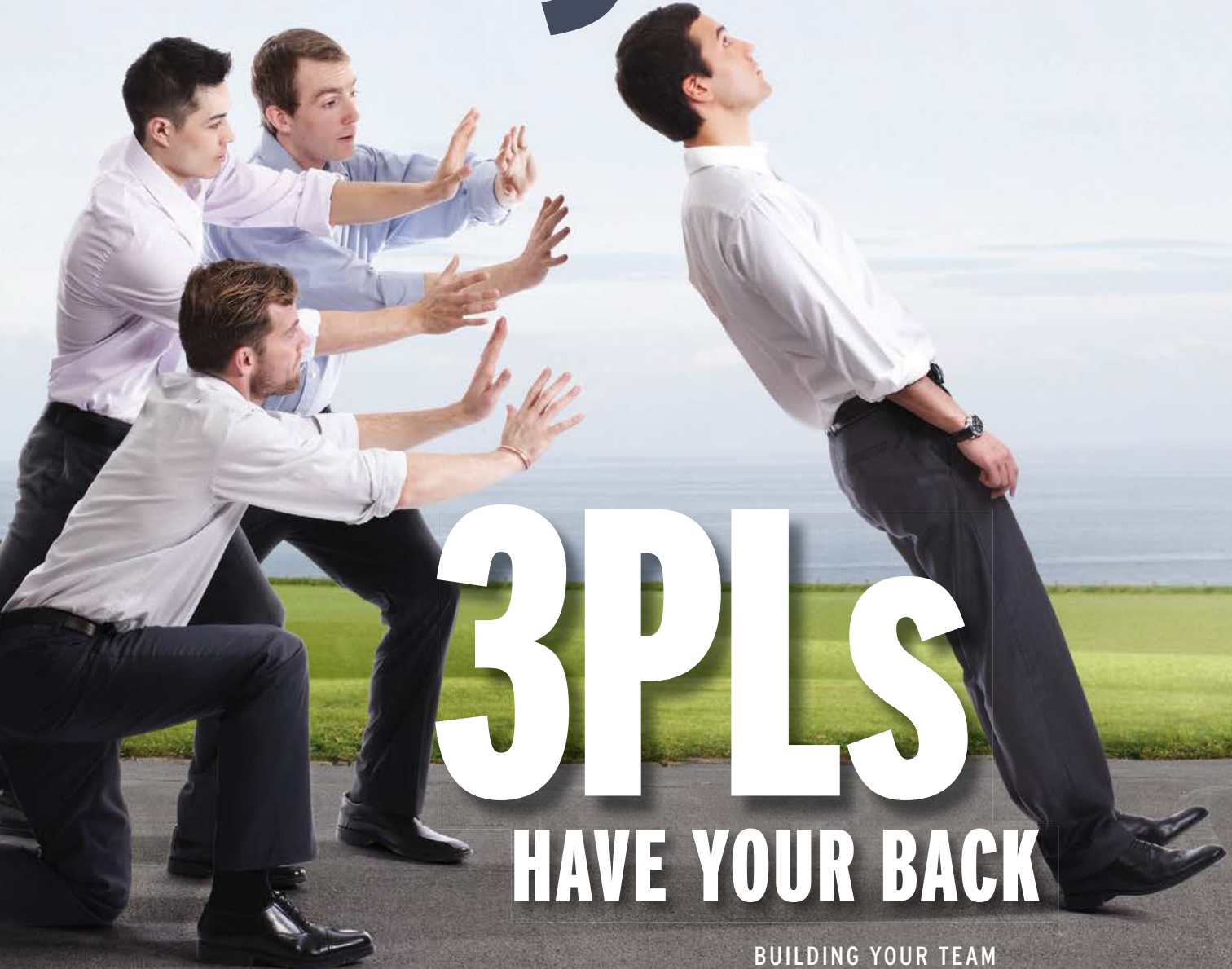
SPECIAL REPORT

U.S. - CANADA
TRADE: A CLOSE
CONNECTION

inbound logistics

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THE MAGAZINE FOR DEMAND-DRIVEN ENTERPRISES



3PLs

HAVE YOUR BACK

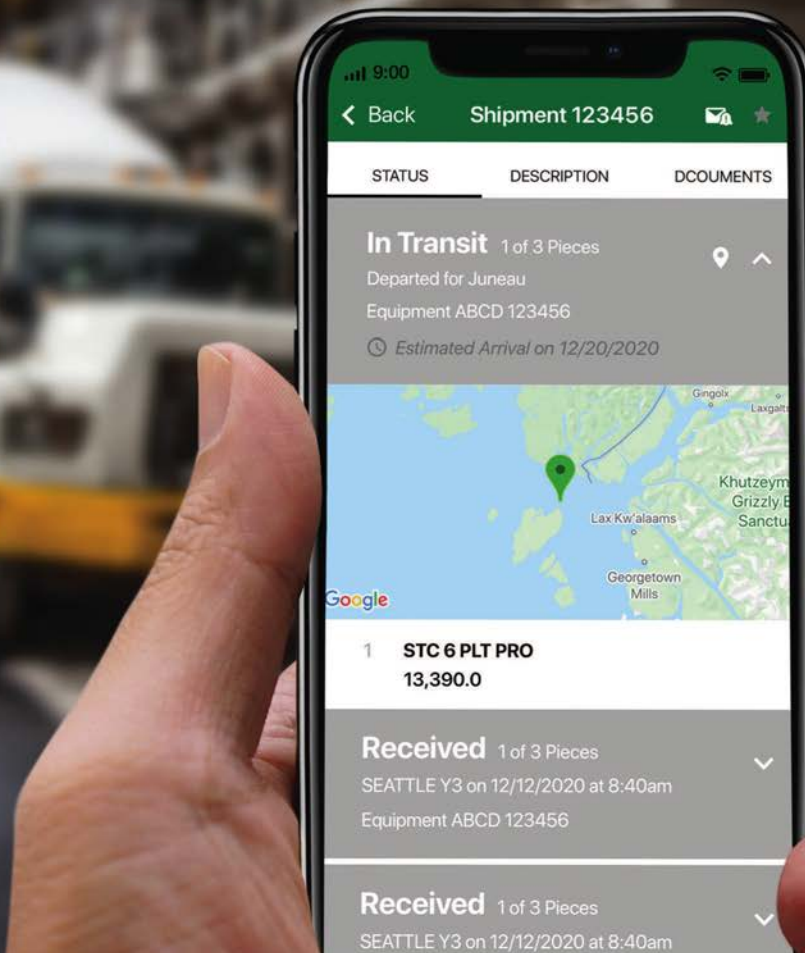
BUILDING YOUR TEAM

TOP 100 3PLs

THE PROVIDERS YOU TRUST

TOP 10 3PL

EXCELLENCE AWARDS



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Info **SNACKS**

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION

CHIPS AHoy

“I don’t expect the chip industry is back to a healthy supply-demand situation until 2023. For a variety of industries, it’s still getting worse before it gets better.”

— Pat Gelsinger, CEO, Intel Corp., regarding the shortage of semiconductors that’s hurting industries from consumer electronics to automotive.



BUT I DON'T WANT TO BE A PIRATE!

When Jerry Seinfeld famously wore his puffy shirt on the Today Show, little did he know that nearly 30 years later, Michelin would be outfitting cargo ships with a similar look.

As part of an initiative to green its supply chain, Michelin is deploying Wing Sail Mobility—autonomously deployed, inflatable sails—on a cargo ship. The technology harnesses wind energy to reduce the use of diesel fuel and cut greenhouse gas emissions.

The wing can improve a ship’s fuel efficiency by up to 20%, Michelin estimates. For a large container ship, that could mean avoiding burning tens of thousands of gallons of fuel daily.

The company plans to test the technology on a commercial freighter in 2022.

94%
of respondents to the annual Interos Global Supply Chain Report cite some negative impact to revenue as a result of supply chain disruption—from COVID and the Suez Canal blockage to cyber breaches and financial risks.

\$184M
ANNUALLY

How much global supply chain disruptions cost large companies, on average, according to Interos.



MAIL ORDER RIDE

As its Long Life Vehicles (LLVs)—manufactured from 1987 to 1994—continue to age, the United States Postal Service has long been investigating replacement options.

In February 2021, the USPS finally awarded a contract to the Oshkosh Defense unit of the Oshkosh Corporation to manufacture the Next Generation Delivery Vehicle (NGDV). Oshkosh will deliver up to 165,000 trucks over 10 years. The first vehicles will hit the road in 2023.

The NGDVs have been designed to meet a list of requirements from the USPS: Being able to reach mailboxes while drivers remain seated, being able to see the ground around the vehicle from the driver’s seat, a walk-in cargo area with cab access, and various modern safety features that the LLVs lack.

The vehicles will be fitted to keep pace with advancing electric vehicle technologies, as well as have either battery-electric drivetrains or fuel-efficient internal combustion engines.

2019: \$5.78 billion
2027: \$20.36 billion

Predicted growth for the global same-day delivery market, fueled by the development of the e-commerce industry and a rise in trading activities due to globalization. —Allied Market Research

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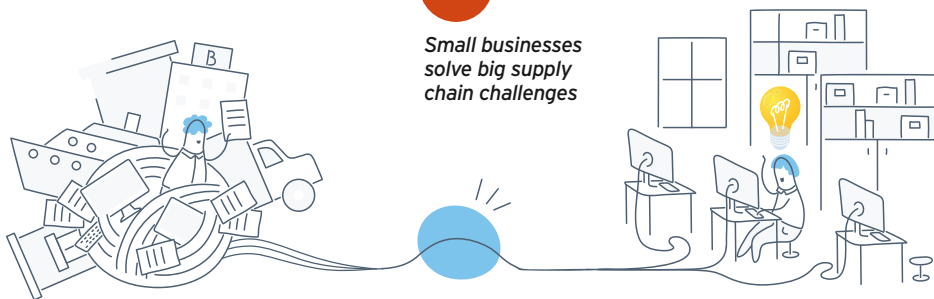
8 SUREFIRE WAYS TO NAVIGATE GLOBAL SUPPLY CHAIN UPHEAVAL

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*Small businesses
solve big supply
chain challenges*





BIG NEWS!

TRANSGROUP
GLOBAL LOGISTICS

TransGroup Global Logistics is pleased to announce that we will be changing our name to our global brand name, **Scan Global Logistics**.

Scan Global Logistics has been our tradename outside of North America for more than 10 years – with our partnership going back to 2004. Same great team, same great service, same great technology!

Today, our journey begins as one global brand. Spanning over 120 offices on 6 continents, with over 40 offices in North America alone, our goal is to **Uncomplicate your World™**.

SCAN GLOBAL
LOGISTICS

UNCOMPLICATE YOUR WORLD »»

scangl.com

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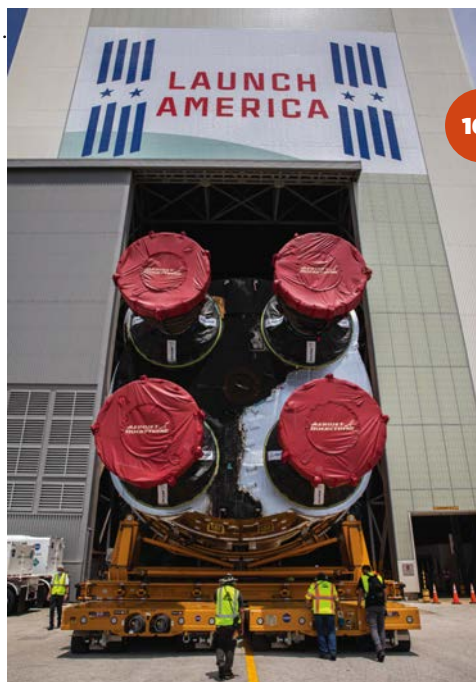
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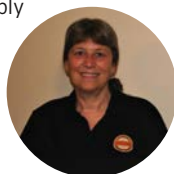
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*Launching logistics
for a NASA rocket*

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Farmers and food retailers dig AI

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hubgroup.com/50years



LINKS

JULY 2021



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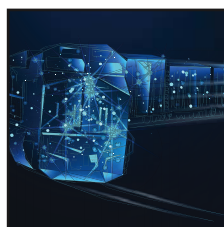
MORE NEWS ONLINE



AUTOMATE YOUR WAY TO SUCCESSFUL PEAK SEASONS

Micro-peaks can now strike year-round and often without warning. As shippers contend with changing consumer behaviors, unifying brick-and-mortar and e-commerce channels with tech-enabled warehouse operations is critical for long-term peak season success.

bit.ly/PeakAutomation



RAIL NETWORKS RIDE ON SATELLITE CONNECTIVITY

To achieve greater control over their assets, transport leaders deploy technologies from train control systems to intelligent cruise control. For successful digitization, access to communications infrastructure with a resilient connectivity backbone is key.

bit.ly/RailNetworks



4 WAYS TO UNLOCK THE TRUE POTENTIAL OF WAREHOUSE AUTOMATION

While logistics professionals are great problem-solvers, they sometimes don't have access to data that anticipates factors that will impact operations. Here are four ways AI-powered orchestration engines can improve productivity in your warehouse.

bit.ly/WarehousePotential

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DECISION SUPPORT TOOLS

Search our databases of the Top 100 providers in key segments of the supply chain industry.



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CHECKING IN

Catch Me When I Fall



Keith Biondo, Publisher

A trust fall is a team-building exercise where the one doing the falling willingly trusts that those standing behind will catch them before they hit bottom.

We chose the trust fall as an apt theme for our annual third-party logistics edition. Whether you voluntarily fall or are shoved by business realities—pandemic, labor shortages, remote workforces, supply scarcity, mercurial price increases, inflation, the surprise consumption explosion—the question is the same: Who has your back? Does anyone?

The answer for more enterprises this past year was to turn to a trusted third-party logistics partner and many took the trust fall for the first time. A full 84% of 3PLs responding to our annual market research study (*see p. 74*) report that new customer acquisition was up significantly year over year. In fact, several respondents say new customer sign ups totaled more than 30% for the year.

Respondents also report that sales of new solutions to customers were up more than 88% year over year. Clearly, this past year caused many more companies to search for, engage with, and trust a logistics partner as a panacea for pandemic pain.

TRUST FAIL

For the past 20 years, companies have refined their sourcing, purchasing, and supply chain operations to be extremely efficient, satisfactorily serving customers with fast-moving lower inventory levels, relying on partners to keep steady inbound product supply in place. Supporting those models were transportation networks that consistently performed with a proven measure of reliability.

It's not for lack of trying, and sometimes heroic efforts by carriers and other key players fighting friction outside of their control, but trust in the reliability of global transport networks is largely broken. It follows that the best technology, and the most perfect plans driving finely tuned inventory regimes, is in shambles for many. Restoring that trust will take the best efforts of key players and time—a lot of time.

The first marker on the road to recovery is a sign that reads: Resiliency. "Successful companies today—and in the years ahead—will redesign their operations and their supply chains to protect against a wider and more acute range of potential shocks and disruptive events," according to a timely McKinsey & Company study. More than 40% of respondents to that study say their ability to compete globally is damaged.

Given the interconnected nature of global supply chains, going it alone is not an option for some. As a result, more companies trust 3PLs to help provide operational resiliency in the face of disruption and catch them should they fall. ■

Keith Biondo

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A TOP DOG 3PL ...AGAIN!



THANKS FOR
YOUR SUPPORT!
—  KENNY

With 70 years of industry experience, Kenco is a third-party logistics provider you can trust. That's why our average customer engagement is 14 years – almost three times the industry average.

We at Kenco strive to live up to our motto: Serve. Be Honest. Get Better. Doggedly determined to exceed the expectations of our partners, our associates unleash boundless energy every day to keep your supply chain on-track and strong.

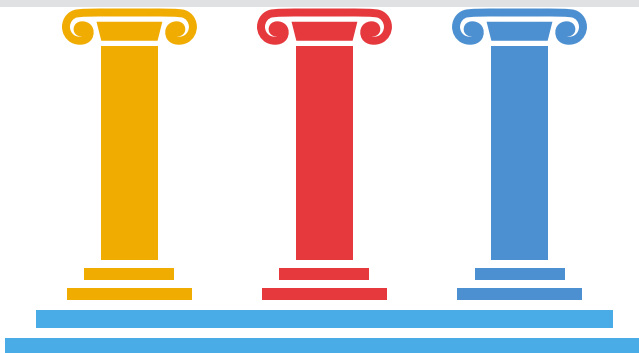
We wouldn't be a Top 10 3PL without those that took the time to choose us as their Top Dog. For that, we are truly grateful.



What is the secret to a successful shipper/3PL partnership?

THREE FUNDAMENTAL PILLARS define a successful partnership: a direct application programming interface (API) integration, a shared target customer, and a partnership mentality focused on solutions. When any one of these pillars falter, the client suffers and that is unacceptable. As a 3PL, it's our responsibility to help clients mitigate pain points and enable growth.

—**Matthew Carpentieri**
VP of Partnerships, Ruby Has



IT'S THREE SIMPLE KEYS: great communication, working with culturally like-minded vendors, and building a strong network to support our shippers' needs. Making sure you are proactive and not reactive when having a national network is important. Building confidence with your shipper so they know you have their back 24/7 is critical.

—**Richard Whitlock**
President, CX Logistics
CLDA Member

AGILITY IS KEY for forging successful relationships between shippers and their 3PL partners, with the ongoing over-the-road supply chain uncertainty. If a 3PL can turn

on a dime and provide out-of-the-box solutions—such as intermodal alternatives—shippers will experience fewer disruptions and delays in delivering their products.

—**Charlie Midkiff**
SVP, Global MLS & Client Services
Odyssey Logistics & Technology Corporation

SET CLEAR EXPECTATIONS on the processes and costs of the service up front, and then communicate regularly. 3PLs must communicate if they're having labor or capacity shortages, and the shipper must provide good forecasts of inbound and outbound volumes so the 3PL can plan.

—**David Glick**
CTO, Flexe

SIMPLE AND EASY would be the two words I would use; not many have the technology capabilities but it is the secret. There are a lot of moving parts and when it is easy for both parties to work together that is where the magic happens. Easy to communicate, easy to request quotations or information, easy to use technology. It is really that simple.

—**Sarah Barnes-Humphrey, CITP**

A THOROUGH AND FLEXIBLE REQUEST FOR PROPOSAL (RFP) is imperative for a successful partnership between shippers and 3PLs. Market trends and consumer demand fluctuate, directly influencing capacity and rates. The RFP must entail proactive blueprints for agility and steadfast communication among all parties in the midst of (un)expected variances. Everyone's bottom line will benefit.

—**Brock Romano, M.S.**
Sr. Logistics Specialist
Total Wine & More

THE STRONGEST RELATIONSHIPS are built on mutually beneficial partnerships that leverage access to rich data and nimble business models. When a shipper is armed with powerful analytical tools and data and a 3PL is delivering service in a non-asset-biased, collaborative model, the alliance will unlock savings and improved service.

—**Tom Nightingale**
CEO, AFS Logistics

HAVING CLEAR SERVICE-LEVEL

AGREEMENTS with mechanisms and technology in place to monitor successes and opportunities for improvement, as well as having a deep understanding of the shipper's end-to-end supply chain and vertical industries. The secret to a successful shipper/3PL partnership comes down to these factors.

—**Chuck Oeleis**

Chief Revenue Officer, NEXT Trucking

ADAPTING THE 3PL SUPPORT TO

THE SHIPPER context, maturity, and specific needs over time is key. It means for the 3PL to provide a drawer offer customizable to each client, and for the shipper to recognize where they are relevant—what they can do and what to have done.

—**Wael Cheaib**

CEO, Safecube

**BOTH THE SHIPPER AND 3PL
MUST COMMUNICATE OPENLY**

and be transparent for a successful partnership. This can mean integrating systems, sharing data, discussing industry changes, identifying retailer compliance requirements, and beyond. In practicing transparency, the partners will gain a better understanding of one another's operations, which in turn builds a resilient supply chain and a strong, lasting partnership. Transparency creates trust, accountability, agility, and ultimately business growth.

—**Kevin Williamson**

CEO, RJW Logistics Group

TRUST, BUT VERIFY. Set appropriate expectations upfront, and then monitor deliverability and billing on an ongoing basis. A tracking API/service can help ensure the 3PL is fulfilling orders in a timely manner. Additionally, using your own carrier accounts can sometimes help, but often the 3PL will have better rates.

—**Jarrett Streebin**

CEO, Easypost

TRUST ME ON THIS

Flexibility and trust. It's our job to help clients grow business and profitability through a scalable, stable, configurable, affordable, and API-friendly solution. Any successful partnership also requires the ability and willingness to continually improve and work with clients on a proactive and honest basis, to arrive at workable solutions together.

—**Smitha Raphael**

Chief Product and Delivery Officer, SnapFulfil

It starts with a strong foundation built on trust. As the saying goes—**nothing will last if it is built on sand.** Successful partnerships that are built to last share the same goals and work tirelessly to meet them.

—**Florian Langenmayr**

Head of Business Development USA
DACHSER Americas Air & Sea Logistics Corp.

A successful shipper/3PL partnership is built on trust. This is not just a buyer-seller relationship. **The 3PL works together with the shipper** to solve problems. The best partnerships start with the shipper's business plan, objectives, and desired outcomes in mind. The 3PL then aligns its strategies to produce measurable results.

—**Clay Gentry**

President, Managed Transportation
Transportation Insight

It's all about trust, and building an **"open book" relationship.** This is much more easily achieved when the 3PL is able to be 100% integrated into the supply chain from end to end. That gives you full visibility of performance and spend, so you can negotiate fees accordingly.

—**Jens Andersen**

Strategic Advisor
Zencargo

Trust. If a shipper knows that you truly care about keeping them satisfied, a true relationship is built. **Going the extra mile** to make that next move happen, even if it means sending them to your competitor, establishes that trust.

—**Kristy Knichel**

CEO/President, Knichel Logistics

A CLEAR MANAGEMENT STRUCTURE,

the right technology in place, and continual monitoring of agreed KPIs ensure the business side is set right for growth. Not less important are softer factors like regular communication and mutual trust which are key to building and maintaining a successful partnership with your 3PL.

—**Marcus Karten**

Vice President Global
Business Development
Arvato Supply Chain Solutions

**Have a great answer
to a good question?**

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

Can brick-and-mortar retail make a comeback? How?

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






[INSIGHT]

DIALOG

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Re. June 2021
Checking In:
EV Power Play

bit.ly/EVpowerplay

Folks who talk about the inevitability of electric vehicles seldom—well pretty

much never—talk about the folks who buy these things and how much actual interest there is from them. And they don't talk about why, when they've been available for so many years and clearly are so wonderful, we have to continue to subsidize them to initiate purchases and what that dynamic actually suggests.

—John Fischer

Palatine, Illinois, via email

Re. February 2021 Checking In:
Buddy, Can You Spare a Can?

bit.ly/Feb2021_CheckingIn

On maritime carriers' decision to reject some U.S. exports and bring empty containers to Asia:

I don't know from a strict legal stance but carriers are likely to be able to invoke *force majeure* due to the pandemic and its consequences. Then the disputes will be over which rejections fall under *force majeure*. The simple fact it happened means shippers will need to account for the possibility in their go-forward negotiations for future capacity and insist on clauses in carrier contracts that provide guarantees or penalties for such eventualities. Failing that, shippers should go to insurers.

—Michael Zimmerman

Partner, Americas Lead, Kearney



STARBUCKS IN NORTHVALE,
NEW JERSEY, ON JULY 17, 2021

Re. Good Question: What's the supply chain buzzword of 2021?

bit.ly/2021_SC_buzzwords



Concerns persist around product availability, food safety, and food security. We've become increasingly

reliant on global supply chains, which makes it important to ensure the security and predictability of the global supply chain, especially when it comes to food.

Digitization of the supply chain is incredibly important, as is ensuring you can trust the supply chain for critical supplies like food, vaccines, and medication.

Here are key buzzwords for 2021:

1. Shortage
2. Digitization
3. Reliability
4. Visibility
5. Security

—Ajay Rane

VP, Global Ecosystem Business Development
Sigfox

SPOTTED: SHORTAGES

Starbucks' situation, where multiple key products are unavailable simultaneously, is a microcosm of the current state of the national—and even global—food and beverage supply chain. Shortages are no longer just affecting a single product, but rather whole swaths of the sector.

—Tony Uphoff
President & CEO
Thomas

Fast TAKES

The supply chain is the most critical, yet fragile, aspect to any business.

For grocery retailers especially, ensuring on-time and in-stock fresh items is vital.

Retailers can work to offset disruption and create greater resilience with access to real-time data and visibility across the supply chain in order to predict impacts from internal and external factors, as well as respond quickly when changes arise.

The White House task force announcement is one step in realizing how indispensable yet vulnerable the food supply chain is, and will aid companies in establishing systems to ensure more efficient supply chain management.

However, as we move forward, it is up to grocers and food retailers to take the necessary steps to implement a future-proof supply chain infrastructure.

—Patty McDonald

Global Solution Marketing Director,
Symphony RetailAI, on the White House's
launch of a task force to tackle supply
chain discontinuities

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10 TIPS

Streamlining Retail Logistics

Here are 10 ways for retailers to streamline logistics operations and implement best practices so you will have the right inventory at the right location.

1 EMBRACE AUTOMATION.

Automation reduces manual tasks and eliminates steps in the process, helping orders to get out faster. An optimized transportation management system (TMS) automates these tasks while lowering transportation costs, improving logistics efficiencies and productivity, and providing real-time visibility that enables proactive actions and responses.

2 PREPARE TO HANDLE DEMAND VOLATILITY.

The ability to scale with flexible logistics operations to handle demand is key. Work with your suppliers to emphasize demand planning and forecasting to ensure optimal amounts of inventory arrive at the right locations at the right time.

3 TREAT DRIVERS WELL AND PAY FAIRLY.

Drivers want work-life balance, so use scheduling tools (often built into a TMS) that take into account their preferences, like returning home after each trip. Give them the tools and perks they need to smooth the way for your freight.

4 WORK WITH REPUTABLE CARRIERS.

Find carriers that are dedicated to best practices. Every retail operation needs access to quality carriers that are responsible for getting products delivered on time, in full, and in excellent

condition. Create KPIs and measure carriers using scorecards to help improve performance. Honest two-way conversations between shippers and carriers is a win-win that can lead to a more satisfied relationship.

5 EMBRACE GREEN PRACTICES.

The call for sustainability in fashion has reached a new high, and many retailers are following suit. A TMS can help reduce mileage and fuel usage by optimizing routes. Smart trip planning reduces out-of-route miles and provides the most advantageous stops for fuel and rest. Look for a TMS that reduces deadhead miles where trucks eat up mileage without carrying a load.

6 TRACK SHIPMENTS FROM START TO FINISH.

A TMS monitors ELDs, telematics, and GPS devices to show the status of all shipments and sends alerts to management if any delay occurs. If an issue arises, being proactive and resolving it quickly leads to happy customers.

7 USE MOBILE TOOLS.

Mobile tools allow drivers to upload critical documents. This speeds invoicing and settlement, allowing you to send a bill within hours of delivery and shorten the time to receive payment. Proof-of-delivery mobile apps help improve customer satisfaction for last-mile deliveries. Drivers take

pictures of the delivered product to prove the order arrived safely. Some mobile apps provide turn-by-turn directions, which help speed deliveries.

8 VERIFY DELIVERY ADDRESSES.

As you type in the address, a TMS can verify to make sure it is a valid address with the right ZIP code. This reduces errors and speeds processing.

9 RUN WHAT-IF SCENARIOS.

Use analytics tools that factor loads, origins and destinations, hours-of-service (HOS), and real-world ETAs to see how your assigned drivers' current and future load routes mesh with your strategic goals and KPIs. The goal is to develop a step-by-step plan defining where drivers need to go for their pickups and deliveries and enabling them to automatically stay compliant with HOS requirements.

10 COORDINATE INBOUND SHIPMENTS.

This will eliminate crowded docks and long lines in the yard. Communicating with truckers prior to their arrival will reduce time spent in the yard or at dock doors. A mobile app can show drivers their assigned loads, dock door location, and appointment times so they don't waste time driving around the yard.

SOURCE: RYAN CAMACHO, DIRECTOR OF STRATEGY AND BUSINESS DEVELOPMENT, AXELE

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WHAT'S THE WORD

The Language of Logistics

Duty

vs.

Tariff

The terms *duty* and *tariff* are often used interchangeably, but there are subtle differences. Both are a form of tax that the government imposes, payable on imports and exports.

Duties are indirect taxes imposed on the consumer.

Tariffs are a direct tax applied by a government on goods and services imported from or exported to a different country.

The most important distinction is that a duty is charged to the consumer for specific commodities, whether they are domestically produced, imported, or exported goods and services. Tariffs are only charged on imports and exports in order to protect domestic production and restrict trade from a particular country.

SAY
WHAT?

Freight Favoritism

Less-than-truckload carriers favor smaller and more manageable freight in the 8- to 12-foot range, leaving larger partials 12 to 20 feet in the lurch. Large LTL carriers signal they don't want this freight by increasing rates for shipments falling outside their ideal linear foot range. With LTL carriers pricing themselves out of the middle-sized freight market, alternatives for shippers include moving freight through the consolidator network or as part of a shared truckload.

—OREN ZASLANSKY
Founder and CEO, Flock Freight



JUST-IN-TIME is not sustainable these days. **JUST-IN-CASE** supply chain models with inventory buffer ensure sales demand can be fulfilled.

—MATTHEW HILL

head of Maersk North America's import business, at the Council of Supply Chain Management Professionals' annual State of Logistics Report presentation, June 2021

"SHED"

AKA Customer Fulfillment Center (CFC) for grocery e-commerce. U.S. supermarket retailer Kroger teamed up with robotics and software company Ocado to open its first shed in April 2021. The Monroe, Ohio, CFC can fulfill thousands of orders per day with more than 1,000 robots on 3D grids working alongside some 400 human employees to pick, sort, and deliver items.



AUTONOMOUS MOBILE ROBOTS

A.M.R.

Machines that can navigate warehouses, finding the most efficient paths and managing obstructions, without direct operator supervision or use of a fixed preset route.

"The AMR industry was worth more than \$1 billion in 2020 and is forecast to grow to close to \$10 billion in 2024."

—ASH SHARMA

senior research director and warehouse automation lead for market research firm Interact Analysis



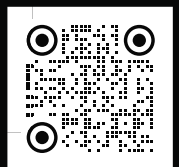


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Agriculture



UNEARTHING THE LAND OF COTTON

You can sell unwanted cotton clothes at a garage sale or donate them to avoid landfills, but what about burying them in soil? The Goondiwindi Circular Cotton Project in Australia recently found that old cotton textiles can improve soil quality on farms, potentially unearthing a large-scale circular solution for textile supply chains.

One advantage that cotton has over synthetic materials is its natural fibers quickly break down in soil. Because cotton fibers are made from cellulose, they become food for bugs and microbes, which means the soil becomes more active and favorable for growing cotton.



The Cotton Research and Development Corporation conducted a study in 2020, burying small squares of cotton into moist Goondiwindi soil and then incubating it for almost six months. Results showed that the shredded cotton increased the bacteria and fungus in the soils, had no impact on seed germination, and all but the tightest woven cotton pieces broke down significantly.

The cotton was shredded to resemble fluff, which was mixed with compost before it was spread across the paddock. Figuring out what to do about synthetic threads, zippers, tags, and buttons will be one of the next steps, the research says.

FARM TO PLATE FILLS UP ON AI AND BLOCKCHAIN

Food fulfillment often involves a fragmented supply chain. To fill the gaps, farmers and food retailers are looking to artificial intelligence and blockchain to make food fulfillment easier and more transparent. Here are two examples of the technology in use:

Japan-based **SECAI MARCHE** received \$1.4 million in seed funding from Rakuten and Beyond Next to build a logistics platform that bundles products from different farmers into the same order. It uses an AI-based algorithm to predict demand based on consumption trends, seasonal products, and farmer recommendations, making fulfillment more cost-efficient for farmers selling their crops to restaurants, hotels, and other food and beverage businesses domestically or overseas.

PARAMOUNT SOFTWARE SOLUTIONS released Farm to Plate, a blockchain platform designed for the food supply industry that extends data-sharing transparency from the point of origin to the consumer to improve supply chain resilience and food safety compliance. Trace-and-track systems typically disclose information starting with the distributors, but Farm to Plate starts with the farmer, enabling complete supply chain transparency. Initial food demographics include meat, cheese, and produce, with a geographic focus on the United States, Mexico, and Canada.

WHEAT COULD BE THE BREADWINNER

Farmers are gearing up to collect abundant wheat crops (*see chart*), which will help ease the recent global grain shortage and balance surging prices after global food costs reached nearly a decade high, says a Bloomberg report.

Spring rains hit the Black Sea region, U.S. Plains, and European Union, boosting suppliers' prospects for wheat. The staple is the first major crop collected in the Northern Hemisphere, and hefty harvests will help replenish grain silos that were emptied by surging demand in China and unfavorable weather in 2020.

Conditions for soft wheat in France, the EU's top producer, are the best for this time since 2015. In the United States, Kansas' predicted yield, if realized, will be the highest on record for the breadbasket state, with well-timed rains late in the season boosting prospects.

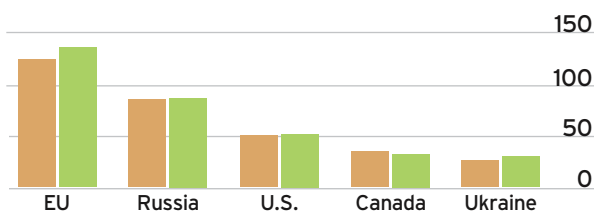
For now, some wheat-importing countries are holding out for cheaper prices. Top importer Egypt canceled its third order this year, and Saudi Arabia booked less supply for August and September than expected, the report says.



WHEAT HARVESTS

Abundant wheat crops are expected from many key Northern Hemisphere growers.

TONS
(millions)



SOURCE: U.S. DEPARTMENT OF AGRICULTURE

“WHEAT IS A COG IN A BIG MACHINE. IT’S GOING TO TAKE AT LEAST ONE SEASON, IF NOT TWO, FOR SUPPLY AND DEMAND BALANCES TO COME BACK INTO KILTER.”

—James Bolesworth, CEO, CRM AgriCommodities

THE U.S. EGG PACKAGING MARKET IS EXPECTED TO REACH \$405 MILLION AT A COMPOUND ANNUAL GROWTH RATE OF 4.4% BY 2025.

—Arizton Global Egg Packaging Market Outlook and Forecast



Smilepack's fiber egg cartons are 100% plastic-free.

CRACKING THE GREEN EGG MARKET

Next on the menu for the \$6.1 billion U.S. egg industry is introducing climate-friendly eggs and recyclable egg cartons into food supply chains. Producers are shifting to sourcing eggs from farms using regenerative agriculture, which implements special farming practices to cultivate rich soils that trap greenhouse gases.

Labeled organic and animal friendly, these eggs are appearing on supermarket shelves for as much as \$8 per dozen while some cartons of conventional eggs still sell for less than \$1. The industry is waiting to see if consumers are willing to pay that much more for the greener option.

It's not only the eggs themselves that are getting greener. Packaging solutions provider Huhtamaki released Smilepack, a 100% plastic-free, molded fiber egg carton, in the United States and Brazil. Designed specifically for the egg industry, the cartons provide a sustainable alternative to traditional polystyrene foam and plastic packaging.

The egg cartons are made with fiber recovered from recycled paper, which can be reused up to seven times. The cartons can be recycled with regular paper and are compostable. One large U.S. producer and distributor of free-range eggs is already using Smilepack, which will eliminate approximately 4.6 million plastic egg cartons or 200 metric tons of plastic annually.

AGTECH TAKES FARMING INDOORS

The indoor farming industry must manage a complex supply chain in which produce is traditionally grown in one location and shipped thousands of miles, risking food-borne illness, excessive emissions, and bottlenecks. Agtech innovations feeding the space include:

Desert farms. AeroFarms broke ground on the world's largest vertical farming research center in the United Arab Emirates. The research center will help advance controlled environment agriculture in arid and desert climates and address global agriculture supply chain issues. It is expected to be completed and operational in the first quarter of 2022.

More berries. California Giant Berry Farms and agtech startup OnePointOne are partnering to improve accessibility to fresh berries. OnePointOne's automated, indoor farming technology improves crop quality and is closer to end consumers. It uses 99% less land and water than traditional agriculture and is 100% free of pesticides. OnePointOne will grow the berries in its automated indoor farm. This data

paves the way for improved nutrient density, taste, and availability, while minimizing environmental impact.

Fresher greens.

Indoor farming company BrightFarms recently invested millions to form a new research hub in Ohio. Its lettuce is healthier, tastier, and fresher than field-grown produce transported from the West Coast, the company says. Its five greenhouses produce 9 million pounds of spinach, romaine, and arugula each year using a hydroponic system and natural sunshine. BrightOS, the company's AI system, collects millions of data points to streamline operations.

In-store farms. Swedish vertical farming company Swegreen recently agreed to produce hyper-locally grown vegetables for ICA Focus with an automated cultivation system located inside the grocer's Gothenburg store. This Farming-as-a-Service model enables food retailers and restaurants to offer consumers fresh crops year round, harvested on site.

The farm has a cultivation room, sensors, and an AI-based control system that optimizes the environment remotely, the company says.



SOURCE: VERTICALFARM DAILY

LEADERSHIP

Conversations with the Captains of Industry

From Cornflakes and Cars to Logistics



Val Hoge
Chief Operations Officer,
DP DHL Supply Chain
North America

In the transparent, open, and honest work environment Val Hoge created for DP DHL Supply Chain, teams are empowered, feedback is considered a gift, and even the coaches get coached.

by Merrill Douglas

Val Hoge arrived at her current job by way of cereal and cars. Hoge was working as program director, North American logistics, at breakfast cereal producer Kellogg's when one of that company's logistics service providers, Exel, offered her a job in its automotive division. "I had always been interested in joining the automotive world," says Hoge.

In her work, she took particular pleasure in process mapping, standardization, and robotics. "The automotive world was always much further ahead in those areas," she notes.

Exel is now part of DP DHL Supply Chain. Since 2013, Hoge has served as chief operations officer for that company's North American business. In a conversation with *Inbound Logistics*, she spoke about her development as an executive and some of her current priorities.

IL: What was one experience early in your career that helped to shape you as a leader?

The president of Kellogg's Canada was an innovator, always looking for ways to improve the business. When he asked me to lead one of his projects, I felt it was beyond my capability. But he convinced me to take it on, and throughout he mentored and coached me, providing constructive feedback and always operating in an open, informal way.

As it turned out, I loved the work, and I was able to complete it successfully. The experience helped build my confidence and showed me the importance of taking risks and receiving honest feedback.

IL: If we followed you around on the job for a week, what would we see you doing?

Unfortunately, because of the pandemic, you'd mostly see me at home in front of the computer on virtual meetings. My day usually starts early in the morning, when I represent North America in meetings with DP DHL Supply Chain's global Operations Excellence team. Most of our initiatives emerge from this group. You would see me learning, providing input, sharing best practices, and determining fit for North America.

Work then begins with our North American business leaders to embrace those initiatives—such as standardized processes, technology, or robotics—in our North American organization. The goals are to gain efficiencies, delight our customers, and motivate our associates. All this work is accomplished

through my leadership team. We meet regularly to review ongoing design for pursuits, operation implementations, and continuous improvement.

IL: How are your days different in non-pandemic times?

When my team and I are able to meet face to face, we usually do it on the floor at a site, to see how it is adapting the tools and processes we've introduced into the organization.

A lot of what we do involves coaching associates on the floor. It's interesting; coaching doesn't come naturally to a lot of our operational leaders. So we have a program to coach the coaches. We help them step out of their comfort zones and become the type of leader who can embrace input from all of their associates, and help those associates achieve maximum performance and job satisfaction.

IL: What's your leadership style?

I'm very transparent. I empower my team, and we have an environment of open and honest communications. I like to build trust, and I like an informal and comfortable working environment. I like to understand how people think to maximize input and engagement, so we use a lot of feedback tools.

One training module for managers talks about how feedback is a gift. We like to give gifts to each other regularly; this helps us all continue to develop and grow in the organization.

IL: What projects currently get most of your attention?

Our diversity and inclusion program is one. As one of only two C-level women in our North American Supply Chain organization, it's important for me to mentor women to be successful, and to make sure we lead the way for other minorities in the organization. This is essential for our success.

Another key project is innovation, which includes accelerated digitization and integrating robotics into our labor force. Innovation also includes using data analytics and machine learning to become more predictive, so we can improve our quality and enhance our customer relationships.

Sustainability is also a hot topic. We have aggressive goals not just to offset our carbon emissions but to truly reduce them. We also have programs that will create lasting social impacts in the communities where we work.

Think Beyond Your Main Love

As a girl, Val Hoge planned to become a veterinarian. "I worked in pet kennels and grooming studios," she says, "I worked with many veterinarians to gain experience, so I could go to veterinary school."

Then she encountered a substantial roadblock: "I loved animals, but I didn't love biology," she says.

Clearly, Hoge needed a new plan. "But I had little knowledge of what the world had to offer in regard to careers," she says. Then an entry-level position at Kellogg's Canada provided a chance to learn about other options, and she discovered the pleasures of corporate work.

This led her to pursue a degree in computer science and business administration through part-time study while continuing to advance her career. "I thoroughly enjoyed logistics, information technology, and working on projects across multiple areas," she says.

So what advice would Hoge give her 18-year-old self? "Be open," she says. "Learn as much as you can and find opportunities to grow. Think beyond your main love when it comes to career options."

IL: What's one of the biggest curveballs a customer has thrown you, and how did you handle it?

When I joined DP DHL, we won some business that involved multiple warehousing and transportation solutions across the United States. As we started implementation, we recognized that the requirements were very different from what the customer had described. The business wasn't just storing and shipping goods; it was mostly bringing in components, building kits, and then shipping them out. Building kits requires different skill sets and different systems.

But we met the challenge. I quickly learned that an open and honest relationship with a customer is essential to work through any scenario and provide a solution that works.

IL: With whom would you switch jobs for a day if you could?

I'd love to work at Walt Disney Studios. I've always admired Disney's creativity and innovation, and the company's vision and mission statements are admirable.

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

I enjoy spending time with my husband and two dogs, and family and friends. I try to take at least two hours daily for physical activity. A walk in the woods is my meditation. ■

READERPROFILE *as told to Karen Kroll*

World-Class Service From the Warehouse to the Kitchen



MARCIA BREY is vice president, distribution, with GE Appliances, a Haier company.

RESPONSIBILITIES: Lead the distribution network including warehousing, transportation, logistics, and delivery.

EXPERIENCE: VP, distribution; business continuity planning co-leader during COVID; executive director, lean enterprise leader; plant quality manager; supply chain manager of post sales service and parts, all with GE Appliances.

EDUCATION: Masters, quality and reliability engineering, Univ. of Arizona; Masters, mechanical engineering, Univ. of Louisville. Undergrad degree: Engineering, Univ. of Louisville.

I love appliances. When I visit other peoples' homes, I always peek in the kitchen. GE Appliances is a fun place to work because of the connection people have to our products.

I've worked in almost every function within GE Appliances. In customer service, I learned a complaint is a gift. It helps you prioritize problems through the eyes of customers and ensures we take actions that matter most to them. GE products are the heart of our customers' homes, and they need us to be dependable.

GE Appliances was the first major appliance company to offer in-home installation services. Now, we deliver an appliance every 4.5 seconds. Our expertise is a strength as we grow our delivery capabilities.

The company has 11 distribution centers across the United States and about 160 cross-dock locations. We're able to do next-day or two-day delivery within about 90% of the country through our hub-and-spoke model.

GE Appliances uses technology to track inventory at every moment, and identify defects or delays, such as port hang-ups, as soon as possible so customers don't feel the pain. We're not perfect, but that's where we're going.

I very much believe in a Lean approach, and in trying and learning. If an approach doesn't work, step back, learn, and try again.

With COVID, the company's approach was constant communication. In the beginning, we communicated

I very much believe in a Lean approach, and in trying and learning. If an approach doesn't work, step back, learn, and try again.

multiple times a day to our executive team and with our front-line workers.

We learned and implemented best practices across the country so we didn't have to shut down facilities while keeping employees safe, other than the first week to implement safety measures. Once our protocols were in place, we grew 20 to 25% through the pandemic, with a great safety record.

As a kid, I'd use my dad's tools to take things apart. I've always loved solving problems. My mom encouraged me to go into engineering.

At GE Appliances, I had a career plan to be an engineer for life. Then, some of my mentors encouraged me to develop my leadership skills. I thought they were crazy, but I took their advice.

I found I loved working with people, and I loved learning different functions of the business. I wouldn't be where I am today if not for my great coaches who said, "There's more you can do."

My heart is in distribution because its problems are the most complicated to solve. I am thrilled to solve problems for customers and to have the opportunity to grow the next generation of leaders. ■

Marcia Brey Answers the Big Questions

1 If you could speed the development of a supply chain-disrupting technology, what would you choose?

In the world of big, bulky deliveries, it feels like we're still using some of the same basic equipment, such as hand dollies during the final-mile delivery or clamp trucks in the warehouses.

I'd like to find different ways that are more ergonomically friendly and more effective for moving different sizes of bulky items.

2 If you had \$1 million to start a new business or philanthropic venture, what would you do?

I would build on the work I have done with Catholic Charities, a local philanthropic organization that helps refugees resettle and acclimate to a new life in the United States.

The journey refugees make as they try to build better lives for themselves and their families is profound. I feel

strongly about using my privilege to give back and help these strong, brave individuals be self-sufficient so they can achieve their dreams.

I would also become more involved in helping with logistics planning and execution when the American Red Cross responds to disasters.

3 What movie or television show have you seen that left an impression on you?

I'm a huge Wonder Woman fan. I love her confidence. As a female in a male-dominated space, I've sometimes tried to act like I thought others expected me to act. Wonder Woman exudes confidence and is true to herself.

I wish I wouldn't have wasted as much time in my career journey trying to be something I wasn't.

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[IN FOCUS]

NOTED

The Supply Chain in Brief

> GREEN SEEDS



- **Leonard's Express** adopted a new source of alternative energy for its national fleet of long-haul diesel trucks by using the SPI Energy Reaction System. The system alters the chemistry of combustion by reusing the exhaust gases that are being wasted.



- To reduce pollution and noise disturbance, **GEODIS** invested in a green fleet for urban delivery in France, ordering 200 compressed natural gas vehicles fueled with biogas. GEODIS chose 107 IVECO Daily and 93 Eurocargo vehicles powered by BioGNV, a fuel that reduces carbon emissions by up to 95%. Performance is the same as a diesel-fueled vehicle.

- Food logistics supplier **Quality Custom Distribution** will deploy 14 Volvo VNR

Electric models in its Southern California last-mile delivery routes. By the end of 2022, the company will have 15 VNR Electric trucks in its fleet. Quality Custom Distribution currently operates a fleet of 700 Class 8 tractors, more than half of which are Volvo VNR and VNL models.

- **General Motors** will increase spending on electric and autonomous vehicles to \$35 billion through 2025 to expand its rollout of electric vehicles and accelerate production of its battery and fuel cell technologies. GM plans to sell more than 1 million electric vehicles annually by 2025.

- Following the successful launch of its carbon reduction option service for less-than-containerload shipments, **DHL Global Forwarding** expanded the option to full containerload shipments. By 2030, DHL aims to invest \$8.3 billion in climate-neutral logistics solutions and cover at least 30% of fuel requirements with sustainable fuels.



> SEALED DEALS

- **Circle K Hong Kong** launched 100 **Geek+** autonomous mobile robots in its distribution center, which handles deliveries for more than 300 Circle K convenience stores. With products ranging from small everyday items to food, Circle K uses the robots to streamline warehouse operations, ensuring effective daily handling of more than one million products.

- **GameByte**, a community of 6.5 million gamers, partnered with order fulfillment provider **3PL** to expand its e-commerce capabilities. 3PL will provide fulfillment, distribution, and a range of other services for all U.K. orders on GameByte's website, which sells more than 1,000 products including merchandise, gaming accessories, hardware, consoles, and games.

- **Lands' End** selected **Manhattan Associates'** supply chain technology solutions to deliver a seamless customer experience for its growing footprint. The casual apparel and home products retailer will implement Manhattan's transportation management system and warehouse management system in its U.S. distribution centers to drive its uni-channel strategy.

- **Kencoa Aerospace**, a global aerospace and defense manufacturer, partnered with blockchain solution **SyncFab** to deliver digital transformation for its clients. Kencoa will utilize the smart contracts technology to optimize end-to-end supply chain compliance and traceability supporting Tier 1 relationships.

m&a

■ Phoenix-based third-party logistics solutions provider **GlobalTranz** acquired **TAKTIK Logistics Group**, a California-based freight brokerage and logistics company.

■ Supply chain visibility technology provider **project44** acquired San Francisco-based **ClearMetal**, an international ocean freight visibility platform.

■ **Enstructure**, a U.S. terminal and logistics provider, entered into an agreement to acquire **Patriot Ports**, a provider of breakbulk, specialty cargo, and cold storage services.

■ Supply chain solutions provider **AIT Worldwide Logistics** acquired Illinois-based **Multimodal International**, a licensed U.S. customs broker.

■ Tank truck transporter and logistics provider **Kenan Advantage Group** acquired **Ag Trucking**, a liquid bulk transporter of food products.

■ Refrigerated warehousing company **Lineage Logistics** acquired Dutch freight company **UTI Forwarding**, which specializes in transporting temperature-controlled and containerized food products to ports across Europe.

■ **Panasonic** agreed to acquire **Blue Yonder**, an end-to-end digital fulfillment platform provider.

■ Global freight forwarder **Gebrüder Weiss** signed an agreement to acquire transportation services provider **Rhenus Bulgaria**.

> GOOD WORKS



• **Sky One FZE**, a full-service provider for aircraft leasing, charters, and support services, covered the full cost of routing a Boeing 747 freighter transporting 50 tons of COVID-19 relief aid to New Delhi. The delivery of oxygen concentrators, N95 and KN95 masks, and isolation gowns from California's San Bernardino Airport was coordinated by the not-for-profit Another Joy Foundation.



• **Crowley Maritime's** Crowley Cares program donated \$25,000 to provide groceries and other wellness initiatives to support military families facing food insecurity in Jacksonville, Florida. The money goes to the First Coast American Heart Association in an alliance with the United Services Organization of Jacksonville.

• **Allyn International**, a supply chain consulting firm, donated \$6,500 to Feeding America. The donation will provide 65,000 meals to families in need. The donation is part of the incentive Allyn International offers to all employees who receive their COVID-19 vaccinations.



• **Pelican Products**, a manufacturer of protective cases, temperature-controlled packaging solutions, and portable lighting systems, partnered with nonprofit group human-I-T to turn its e-waste into reusable products for underserved communities by holding electronics recycling drives at its locations. Twenty two pallets of technology were donated, resulting in 11,000 pounds of e-waste diverted from landfills.



• Freight forwarder **Dimerco** transported 75,000 N95 masks and respirators, 15,000 gowns and shields, and 50 boxes of tracheostomy tubes to help India manage its COVID-19 crisis. The company's New York team partnered with the charity Breath for Humanity to source and donate nearly two tons of medical devices. The supplies were shipped from Philadelphia to Bangalore in collaboration with Thomas Jefferson University Hospital, The Islamic Council of North America, and The Hospital of the University of Pennsylvania.

NOTED

> RECOGNITION

- **Old Dominion Freight Line's** executive chairman David Congdon received **The Order of the Long Leaf Pine Award**, the highest award granted by the office of the governor, for his exemplary service to the state and his community.
- Sam's Club named third-party logistics provider **Kane Logistics** its **3PL Partner of the Year** for 2020. The award recognizes operational excellence and dedication to customer service. Kane operates three of the retailer's 17 U.S. distribution centers.
- **Dayton Freight Lines** received the **Transportation Excellence Award** from Scotts Miracle-Gro for its superior performance in the regional less-than-truckload category. Mike Cronin, executive vice president (*left*), and Tom Cronin, president (*right*), accepted the award.
- **Sylvan (Sonny) Holtzman** was named a **Hall of Fame Inductee** by the Center for Urban Transportation Research. Known for his dedication to the transportation industry, Holtzman served in numerous volunteer roles and is the founding chairman of the Miami-Dade Expressway Authority.
- **Southeastern Freight Lines** was named **Transplace 2020 Regional Carrier of the Year** based on its overall spend and market share, automation metrics, and feedback in a survey measuring carrier performance.



> SHOVEL READY

- **Northwest Grains International** broke ground on a transloading facility in South Carolina to serve agricultural producers. The site will handle containerized soybeans, lumber, logs, peanuts, cotton, cotton seed, and yellow peas through the Port of Charleston via rail-served Inland Port Dillon, and then deliver the products to the Port of Charleston for exporting to overseas markets.
- **Tractor Supply Company** began construction on its new distribution center in Navarre, Ohio. The 895,000-square-foot facility will service more than 250 Tractor Supply stores at full capacity and is designed to meet high energy efficiency and environmental standards.
- Online home furnishings retailer **Wayfair** is opening a 1.2 million-square-foot distribution center at MRP Industrial's Eastgate Logistics Park in Maryland. Its location near Interstate 95 will allow Wayfair to reach one-third of the U.S. population in an overnight drive.
- **Kroger** opened the first of 20 planned automated warehouses for fulfilling online grocery orders. The 375,000-square-foot Ohio facility uses advanced robotics and automation to enable efficient picking and delivery. More than 1,000 bots move across 3D grids to retrieve products and bring them to pick stations, where they are sorted for delivery.

up the chain

- **Hillebrand**, a logistics services provider for the alcoholic beverage industry, hired **Jerry Knight** as its director of warehousing in North America.



Knight will oversee U.S. trucking operations as well as all warehouses in the United

States and Canada. Knight previously directed warehousing and supply chain networks for Gallo, Foley Family Wines/Epic Ventures, and PepsiCo.

- **Wen-Parker Logistics**, a global freight forwarder, hired **Shana Riggs** as its new vice president of operations. Riggs previously held key operational roles with BAX Global and Ann Inc., and

was vice president of operations at Chico's.

- **Bridge Industrial** hired **David Aschenbrand** as its new vice president of cold storage. Aschenbrand will oversee day-to-day operations and management, serving as a liaison between cold storage users and Bridge's market officers. He previously served as director at Lineage Logistics.

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[IN FOCUS]

TAKEAWAYS

Shaping the Future of the Global Supply Chain



Drones Pick Up the Slack

Reduced air activity and increased port congestion during the pandemic highlighted the need for more urgent transportation options. To ease this supply chain strain, German freight forwarder Hellmann will use unmanned planes operated by drones to speed deliveries of vital goods in Europe.

The drones, from Bulgaria-based aircraft company Dronamics, have successfully transported machinery spare parts, vaccines, plasma, and other pharmaceuticals. They require approximately 1,300 feet of airport space to take off and land, and will fly between air terminals.

The unmanned planes, which will commence commercial flights in 2022, can carry 772 pounds of cargo and travel up to 1,553 miles.

ACING YOUR STRESS TEST

Facing more frequent disruptions—from natural disasters to the pandemic—supply chain professionals are shifting their focus to mitigate risk and assess resilience.

Post-pandemic, 93% of executives responding to a McKinsey survey say they expect to increase resilience by rebalancing their supply chains, an increase from 70% before the pandemic.

A supply chain resilience stress test is a key first step in assessing risk. Because risks are always changing, conduct the test on a recurring basis, the report advises. A stress test assesses resilience across the following factors (*see chart*):

• Industry attractiveness.

How well does your industry create economic profit and perform on cash conversion compared to other sectors?

• Corporate resilience.

How well does your company perform on

earnings and cash-conversion cycle compared to similar companies?

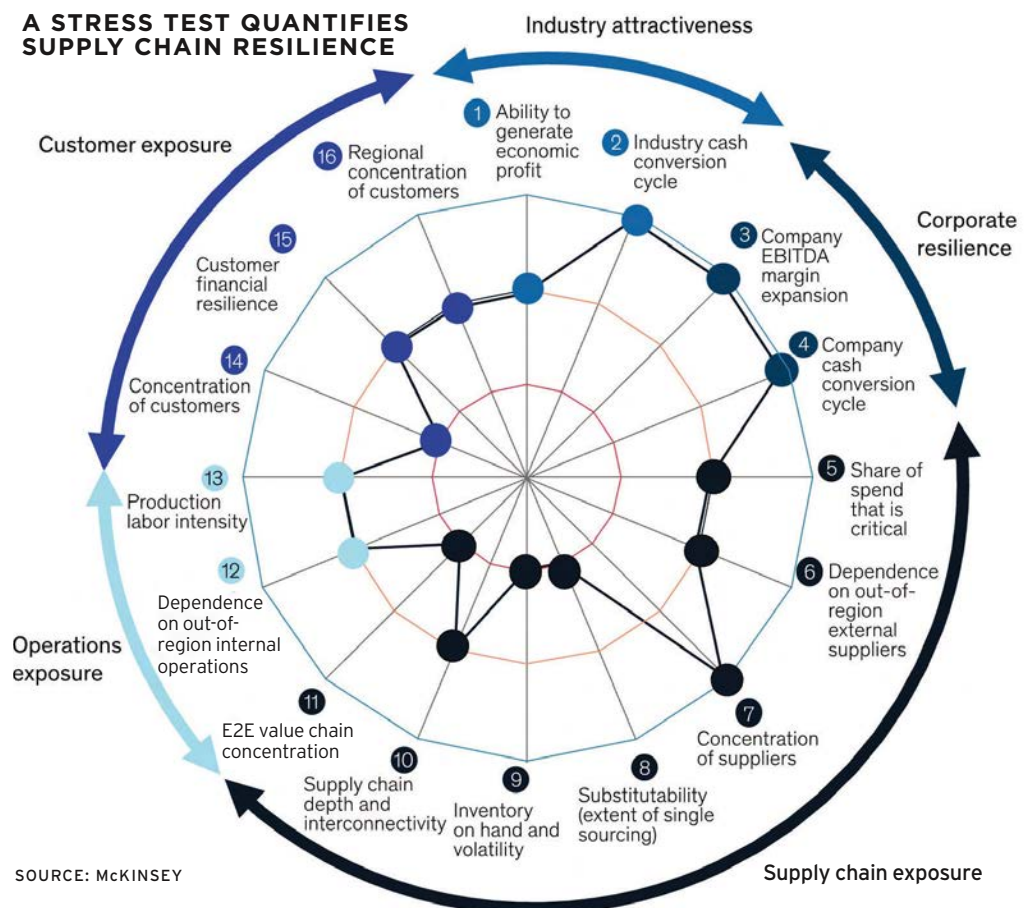
• Global supply chain.

What parts of the supply chain, including suppliers, could be at high risk when major disruption occurs?

• **Operations.** Which internal operations and labor pool could be severely impacted in the face of major disruption?

• **Customers.** What customers might be at high risk when major disruption occurs?

A STRESS TEST QUANTIFIES SUPPLY CHAIN RESILIENCE



PLASTIC PALLETS STACK UP SUSTAINABILITY

What's in store for the pallet industry, and how will it affect retailers' sustainability goals? Jeff Pepperworth, president and chief executive officer at iGPS Logistics, a national plastic pallet pooling services provider, shares his outlook.

Q: What's the state of the plastic pallet industry at the moment?

Right now, the industry is robust. We see more demand than we have supply to fill, which is a great problem to have. Some pallet providers are turning customers away, or putting customers on allocation—meaning that they'll only provide a certain number of pallets at a time. In some cases, those companies are looking elsewhere for additional pallets to meet demand.

Some companies, such as Costco, are pushing toward an all-plastic pallet environment as part of their safety and sustainability goals.

Q: Why has sustainability become such a buzzword?

Business leaders are looking more closely at environmental, social, and corporate governance than ever before. Not only is sustainability ethically desirable—it has also become a business imperative. In manufacturing pallets, the focus on weight is a driver; by making them lighter than alternatives, we can cut down on carbon emissions.

Q: What role do plastic pallet makers play in some of the big sustainability efforts of major retailers?

Virtually every large retailer, manufacturer, and e-commerce provider has a strong sustainability focus in place, and pallet providers play an important role. For example, iGPS is working on a program with



Costco that involves recycling pharmaceutical bottles into our pallets, which are recyclable and made primarily from post-consumer plastic.

Q: In what ways has the pandemic shaped the supply chain?

While some aspects of the supply chain have flourished, numerous facets of the industry will be slow to recover. Driver shortages and transportation challenges will persist for the foreseeable future. Material shortages are another concern;

I recently visited an automobile dealership, and they had only 12 new cars on the lot. It's harder to get finished components to manufacturers right now.

Lumber costs are also a challenge for the wood pallet industry and suppliers who use them. In the spring, lumber prices hit a high of more than \$1,600 per thousand board feet, an increase of more than 350% over the prior year. This creates opportunities for plastic pallet makers, but its ripple effects will be felt throughout the industry over several years.

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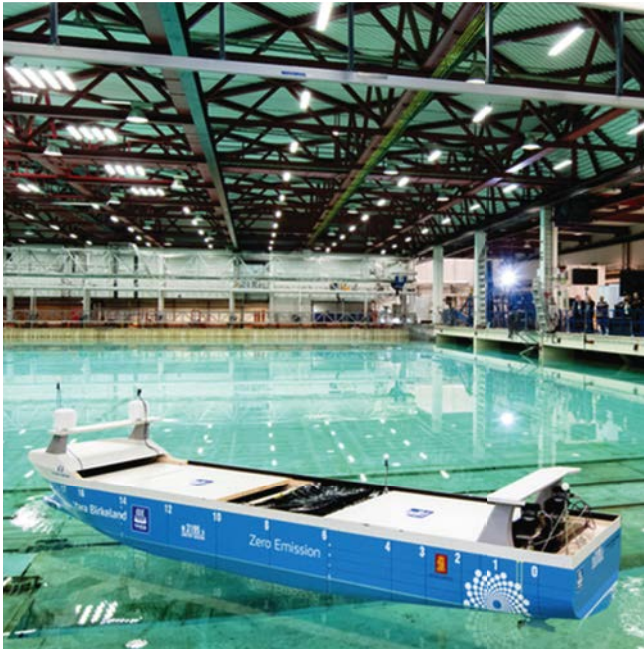
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TAKEAWAYS



SOURCE: TRACPLUS

Fertilizer Company Launches Autonomous, Zero-Emission Vessel

In an effort to reduce its reliance on diesel trucks, Norway-based fertilizer company Yara International has developed the first autonomous, zero-emission cargo ship.

The Yara Birkeland is fully autonomous in piloting as well as port operations, allowing the vessel to dock, tether, and begin the cargo transfer process on its own.

Yara relies on diesel trucks to move products from its factory, totaling 40,000 trips per year. This new vessel will complete more immediate coastal journeys, reducing the need for fossil fuel-powered cargo transport.

Technology company Kongsberg developed the sensors and the electric powertrain and propulsion units, and is testing semi-autonomous technology with existing petrol boats when sailing from port to port.



A partnership of trust and transparency.

At Syfan, our commitment to shippers remains steadfast and true. The demands of COVID have created a shortage of carriers and tight capacity that have strained partnerships with some shippers – but not Syfan Logistics. Throughout the challenges of the past year, Syfan has not wavered from standing by its customers and continuing to provide drama-free service.

Because when we make a promise, we deliver.

E.coli

Eats Up Plastic and Churns Out Vanilla

U.K. scientists used E. coli to transform plastic waste into vanillin, the molecule responsible for the characteristic smell and taste of vanilla. This means it's possible to transform plastic into a highly useful material for cosmetics manufacturing.

Researchers used genetic engineering to create a strain of E. coli that converts one of the chemicals used to make plastic into vanillin.

Because vanillin can produce many other higher value-added products, this is a big step toward a circular supply chain for plastics, researchers say, because it transforms plastic waste into a usable material.

Researchers plan to optimize and scale the reaction, and explore how to make other valuable molecules from plastic waste.



EVs GET A CHARGE OUT OF ALUMINUM-ION BATTERIES

Aluminum-ion rechargeable batteries charge 10 times faster than lithium-ion batteries, recent test results show in a study by Australia-based Graphene Manufacturing Group. Although their energy density is about 60% of the energy per weight of the best lithium-ion batteries, they provide other benefits:

Speedy charge. A smartphone running an aluminum-ion battery could charge fully in one to five minutes. While an electric vehicle using the new battery would only drive about 60% the distance of a comparable vehicle with the lithium-ion battery, its charge speed would

be so fast that a shorter driving range wouldn't matter.

Quality of life. Aluminum-ion batteries have a longer life cycle than lithium batteries. They can undergo 2,000 charges with no apparent deterioration in performance. Aluminum-ion batteries are safe, with low potential for catching fire, and are more recyclable at the end of their life.

No sweat. The batteries don't require cooling gear, which means cooling systems could be eliminated from an electric vehicle and replaced with larger aluminum-ion battery packs to provide the same energy density as a lithium-ion battery.

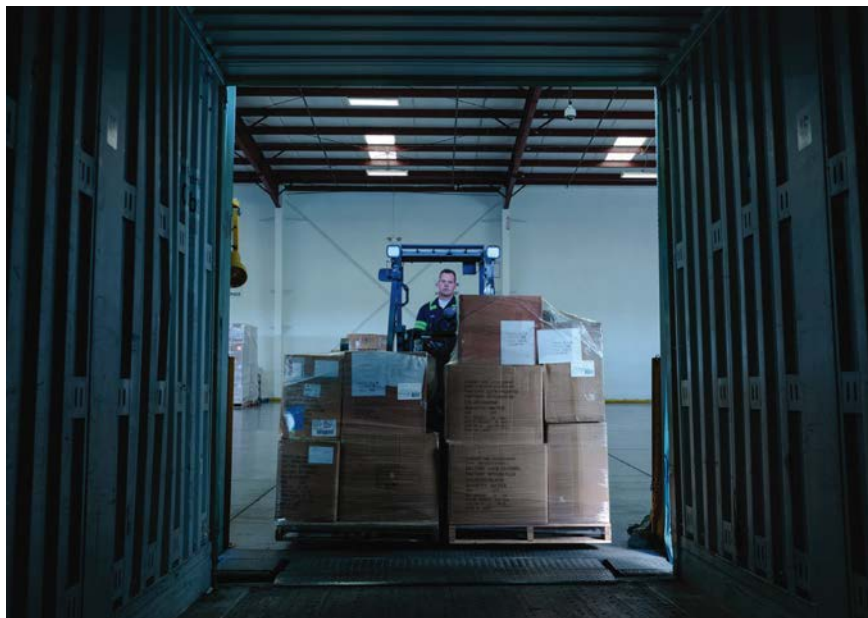


An American Tradition in Transportation

IN GOD WE TRUST

5 Ways to Keep Your Supply Chain on Track in 2021's Unprecedented Peak Season

Peak season 2021 is gearing up to be one of the most active in recent history. If your business is often unprepared for shipping surges, this peak season won't be any easier.



The good thing is, right now is the optimal time to start planning for peak season. You should have a good idea for your forecast, so putting a strategy in motion now can be the difference between letting 2021's demand environment get the best of your budget or staying ahead of the curve. While you plan your strategy, here are five key things to keep in mind:

1. Quality of Forecasting

More than ever, quality of forecasting is critical to preplan capacity for your network, but that's just half the battle these days. Having an open, continuous channel of communication to your supply chain stakeholders to revise and change forecasting can help avoid last-minute changes and costly spot market coverage.

2. Scheduling Flexibility

Everybody is focused on getting product on the shelf, but when you're laser focused on a rigid transit schedule, you might be leaving some savings on the table. There are cost-effective ways to still drive supply chain performance, including flexible pickup windows and delivery days, which can oftentimes open up the carrier network to a broader array of providers and create competition for your freight.

3. Alternative Modes of Transportation

If the goal is to get your product off your shipping dock, paying a carrier a premium to pick up freight today when the delivery time doesn't matter won't help keep the budget in check. Be open to alternative modes of transportation where you can sacrifice speed to market

for significant savings with steady pickup performance. Modes like intermodal or LTL consolidation can help find savings while keeping your network moving.

4. Avoid the Spot Market—Or Better Yet, Single Source It

The tables often turn during peak season, where shippers are sometimes forced to compete for available capacity on the spot market just to get their goods moving. Working with a provider that has a fully outsourced transactional freight product, like Hub Group's Complete Spot solution, can help you gain access to greater buying power through a bundled carrier spend with better coverage for all shipments.

5. Align with a Proven Provider

Collaboration is always rewarded in logistics. If you're already struggling to get ahead in today's demand climate, working with a 3PL that can put your network on their shoulders is a wise decision. They can use proven processes, dedicated teams, expert leadership, and a 100% focus on customer success to gracefully lead your supply chain through 2021's peak season.

.....
—By Chris Hoffmeister



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.....
For more than 50 years, Hub Group has helped customers meet their needs during retail peak season with a focus on service, integrity, and innovation. For more information, visit www.hubgroup.com or contact your Hub Group representative today.

3PLs in Agriculture: Know the Roots of the Industry to Make Your Impact

From LTL and dedicated route service to seasonal and year-round storage, 3PLs need to be well versed in the space to meet the specialized needs of agriculture companies.



For third-party logistics companies, serving the agriculture industry requires more than moving commodities from point A to point B. Whether it is transportation, seasonal and year-round storage, or another operation entirely, there is specific knowledge to be learned in order to effectively manage these types of businesses.

Agriculture companies have a unique set of needs that require a 3PL partner to be well versed in the space. Here is what you should know to successfully serve the industry:

Embrace seasonality. Like growers that plant in the spring and harvest in the fall, 3PLs have to work around the industry's seasonality. When something needs to be done, it's not possible to push it off. After all, tomorrow could be a "rain day." From spring input to summer maintenance and fall take-down of crops, 3PLs have to react within a specific time frame.

Be flexible. Agriculture clients must be able to trust their 3PL partners to get the job done, day after day, year after year. This can include on-time LTL and dedicated route service performance,

as well as any services the agriculture business may need: warehouse space, people, forklifts, trucks, drivers, trailers, customer pickups, and expertise in warehousing and transportation. As a 3PL serving the industry, we help our client Growmark with next-day LTL and dedicated route delivery services to all of their Southern Illinois co-op member locations during the peak farming season running from March through June.

Invest in equipment. Agriculture is thought to be old-fashioned, but the truth is, it's one of the most technologically advanced industries in the world. From farming equipment run solely by GPS to forecasting weather, the industry is advancing rapidly. As a 3PL, you may have to invest in agriculture-specific equipment like hopper-bottom trailers to ensure you have what it takes to meet your clients' needs.

Leverage location. Pursue partnerships that make sense from a geographic standpoint. NOTS Logistics' location near the center of the Midwest's farming universe in Southern Illinois has proven to be a perfect fit for many agriculture companies to easily reach their customers throughout the region.

Grow together. Be prepared to grow alongside your clients. The industry is rapidly consolidating, with big firms getting bigger and smaller players getting squeezed. You must change, evolve, and adapt to customer supply chain requirements. The bigger companies are looking for strategic alliances to grow and need a reliable 3PL to be there to flex up and down. Growmark just recently expanded their service area into several other states and asked NOTS Logistics to help with this expansion. We not only built these new warehouses but also manage all phases of logistics for the company. We are working together to find new opportunities around inventories, warehouse space, transportation, equipment, and potential future locations.

Like many other industries, agriculture is experiencing supply chain challenges, with prices going through the roof. As a 3PL, you must be fully committed to the industry and knowledgeable of the local market—and it certainly doesn't hurt to have a personal interest in agriculture. Not every 3PL is equipped to serve the industry, but for those who are, it's nice to have a niche.

.....
—By Andy Kirchner



President and CEO, NOTS Logistics
Sales@notslogistics.com
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Combating Labor Shortages: New Warehouse Tech Offers a Competitive Edge

Innovative technology combats unpredictability and streamlines processes. An augmented, connected worker is more efficient and more valuable than ever before.



As we've learned over the past year and a half, unanticipated changes to the supply chain can have a massive ripple effect on warehouses and entire industries. The COVID-19 pandemic created logistical obstacles and made getting goods from point A to point Z a lot more difficult.

Moreover, U.S. labor shortages have posed a challenge: There are major worker shortages in the United States and e-commerce, a surging industry, feels that. According to Indeed, there are more than 7 million open jobs across the country.

One of our premium partners is Procensis. Their clients seek network, device, and convergence technologies to achieve effective workflows, and ultimately, gain a competitive edge. Jobs are available, which means people have an increasing number of choices when looking for jobs, and they often look for those with improved technology that allows them to receive incentives.

Innovative technology is indeed paving the way for countering the unexpected and helping companies increase productivity, while combating unpredictability and streamlining processes. Mastering micro efficiencies helps companies see the bigger picture and prepare for whatever may come. New technology is also

empowering workers—an augmented, connected worker is more efficient and more valuable than ever before.

The Challenges of the New Warehouse

With the global shift toward e-commerce, focus on speed and accuracy of distribution has never been more important. Tightening labor markets paired with increased demand are forcing companies to quickly expand their warehouse data entry operations to increase productivity. Retailers and their warehousing and fulfillment operations are caught in the crosshairs of this dramatic shift, as are the technologies, labor, and work site procedures for stocking goods, managing inventories, and fulfilling orders.

Online ordering has dramatically changed the layout of warehouse workflows, how pickers perform their tasks, and the devices and technologies which support them. The explosion in online ordering during the pandemic led to workers each day picking far more “eaches,” or much smaller, individual orders, often one or two items to a box.

That, coupled with a shortage of workers in some companies, creates a need for greater efficiency and connected devices that work together to maximize speed and efficiency.

A Bundled Solution to Maximize Efficiency

New warehouse solutions apply technologies and devices uniquely suited for today's high-velocity e-commerce environment—and support the heightened health and safety needs of essential warehouse workers. To us at ProGlove, it is extremely important to work with organizations that are investing in their workers to ensure they are as productive as possible. And

the more up-to-date technology the warehouse workers have, the easier the job. That can increase worker satisfaction.

Procensis uses two components to solve this problem for customers: a durable smartphone—the Samsung Galaxy XCover Pro—paired with a wearable scanner to collect the data—the ProGlove MARK Display. Such solutions are easily deployable: It can be in workers' hands—ready to use—in as little as five days.

Ivanti Velocity software integrates the units and provides a connecting interface through the wireless network to the warehouse management system (WMS) platform.

Popularity of Hands-Free in the Warehouse

Static workstations and legacy hardware impede productivity. As a consequence, processes can't match the rapid fluctuations in e-commerce transactions. It enables higher pick productivity and safety. Procensis works to overcome this challenge by applying its technology to the forefront. The worker is hands-free for tasks such as climbing a ladder or operating a forklift.

Upgrading to a mobile-first strategy and enabling workers with untethered wearable solutions addresses these issues. When access to materials handling systems is optimized for worker ergonomics with smart wearables, companies will see gains in accuracy and efficiency.

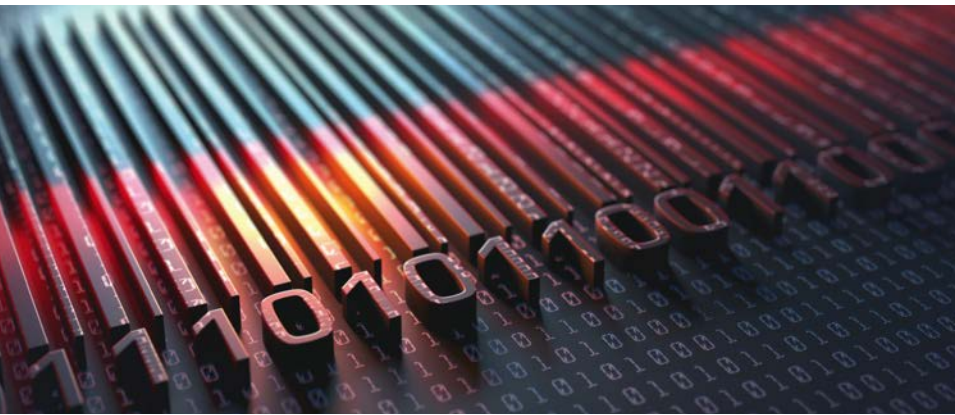
—By Axel Schmidt

Senior Communications Manager
ProGlove

ProGlove's leading industry solutions are available at Procensis. For more information visit: procensis.com

Need Speed Across the Supply Chain? It's All About the Barcode.

To streamline warehousing processes, one of the smartest places to start is also one of the simplest—barcode label printing.



The Amazon effect was already straining supply chains in early 2020, but the pandemic amplified the challenges even more. We learned speed and efficiency in warehouse and distribution center operations are critical to the success of the supply chain.

Managers in these industries are following the lead of their e-commerce peers and looking at ways to streamline their receiving and warehouse processes. One of the smartest places to start is also one of the simplest—barcode label printing.

SMB warehouses still running on 10-year-old labeling technology (and there are many) must first realize that getting the labeling process under control is the first step to efficiency. Newer barcode solutions that deliver immediate efficiency improvements, *plus* quick ROI, are proving to be well worth the investment.

Upgrading to newer barcode solutions that speak the language of today's supply chain saves time and helps ensure accurate information at every key warehouse station, including:

- **Receiving:** Applying barcode labels as soon as inbound items arrive ensures they can be accurately unloaded, checked-in, put away, or handled by automated applications.

- **Picking:** Generating labels for each item picked allows them to be scanned in a staging or packing area where they are easily sorted for shipment.

- **Packaging:** Creating new labels is vital for identifying finished goods that you have kitted, assembled, or packaged.

- **Shipping and returns:** Ship-to order applications can incorporate customer-specific labeling, scanning to fulfill orders, and generating return shipping labels and paperwork that include time-saving credit and put-away location data.

- **Cross-docking:** Ideal for time-sensitive or fast-moving goods, cross-docking sends inbound items out again without their spending time in your facility. Warehouse workers with mobile printers and scanners can hop inside inbound trucks at the dock and start relabeling cartons for store or customer delivery, increasing the efficiency of that important last-mile delivery.

Select the right barcode printer.

To print crisp, scannable labels at strikingly high speeds, all day or night, industrial tabletop models like the new Brother *Titan Industrial Printer Series* are optimal. And Brother takes it a step further by offering seamless integration to existing WMS systems, best-in-class warranties, and unparalleled life-time-of-product support.

For more compact 4-inch printing, a high-performance industrial desktop label printer is best. The Brother *TD-4* series delivers market-leading performance, connectivity, ease of use, and very competitive pricing. This format is ideally suited for the SMB warehouse.

For truly mobile printing from forklifts and pallet jacks, to carts, to wearable mobility—lightweight yet rugged printers like the *RuggedJet 4 Series* from Brother enable mobile printing on the go, anywhere inside or outside the four walls.

In today's competitive environment, there's no room for failure. To achieve 100% scannable labels, opt for reliable, quality label printers with the right technology for your application.

.....
—By Ravi Panjwani



Vice President
 Brother Mobile Solutions
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How Short-Term Bids Can Produce Long-Term Benefits

Mini-bids act as a supplemental strategy, providing short-term revisions to rein in costs and shore up routing guides. You need accurate data to execute a mini-bid strategy.



What's the best way to repair a broken routing guide? In these days of continued upheaval, the question comes up often, with widespread market disruptions and network imbalances leaving many supply chain experts scrambling for solutions.

At a recent roundtable discussion, members of the Freight Market Intelligence Consortium—a group of leading shippers who rely on analytics from DAT iQ—discussed the rising adoption of mini-bids.

While not designed to eliminate the annual procurement process, mini-bids act as a supplemental strategy, providing short-term revisions to rein in costs and shore up failing routing guides. It's an approach that's been used for decades, but now with access to cutting-edge freight analytics, the strategy is becoming more and more common.

In general, there are four trigger events for a mini-bid.

1. Network Expansion

Whether you're introducing a new product that requires new inbound lanes or adding new regional markets that require new outbound lanes, expanding your network requires contract rates for

new lanes that weren't in scope at the time of your annual procurement cycle.

2. Distressed, Failing Carriers

When markets become volatile, some carriers may fail to meet expected service levels. And when volatility continues for an extended period, some carriers may be forced to close operations.

In either scenario, you need new options for the lanes those carriers serviced, and targeted mini-bid events are an approach to getting back on track and/or testing new service providers.

3. Tight Capacity

When capacity is tight and spot rates exceed contract rates, carriers may turn down shipments or ask for higher rates. In some cases, a carrier could be seeking these rates for a short period as a way to reposition equipment to a different region.

In these scenarios, the carrier's actions may indirectly initiate a mini-bid process that ultimately helps you strengthen your long-term relationship.

Tight market conditions that lead to routing guide failures and spot-market premiums can cause you to spend budget at an unsustainable pace. Mini-bids can help contain costs in these conditions. You

can even anticipate seasonal spikes and plan a mini-bid proactively.

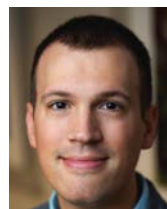
4. Soft Markets

When capacity is plentiful, spot rates might drop well below your contract rates. A wide gap might initiate a mini-bid to lower your rates and align more closely to the market. However, you may want to honor these contract rates as a bargaining chip for future scenarios when the tables turn and the carrier is tempted to refuse contract rates.

Regardless of what triggers the event, you need the most accurate and reliable data to execute a successful mini-bid strategy. That includes up-to-date insights into daily changing truckload rates, plus the ability to benchmark your network's performance against the overall market.

With that 360°-view, your operations will have the agility and insights to respond to markets in real time, empowering your transportation teams to make clear and confident decisions.

.....
—By Ken Adamo



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Reducing Customer Costs Through Strategic Inventory Movements

The supply chain presents a considerable, albeit unavoidable, cost to companies. Efficient operations with a proactive logistics partner are vital in allowing companies to maintain a balance between this expense and the final cost of product.

At Taylored, customer Quarterly Business Reviews outline current performance and identify areas of opportunity through case studies. In this case study, our customer is a parent company and two of its subsidiaries that sell both direct to consumer and wholesale.

Traditionally, one-third of total spend is on inventory costs. Having risen above that threshold, our customer care team took actions to evaluate and provide recommendations. After analyzing the current operation, the team determined both pallet consolidation and strategic inventory movement changes would significantly reduce costs.

Although the two subsidiaries operate independently, inventory is often cross-transferred. These transfers are done based on exact inventory demand, prompting moves of partial cases between physical locations. These movements involve multiple touch



points after initial warehousing because it is common to transfer the same product multiple times. In addition to repeated inventory movement costs, there is a significant reduction in location efficiency. The customer care team found that solely by consolidating pallets, the company would free 587 locations with a weekly cost savings of \$2,348.

The team also presented the customer with three options to better strategize their inventory transfers. The most

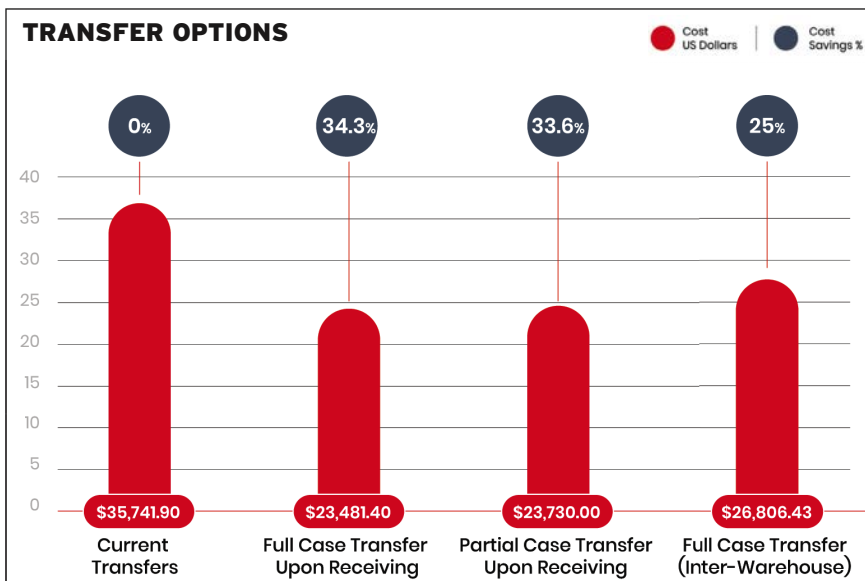
desirable solution involved transferring inventory at the full case level upon receipt into the facility. Instead of warehousing product and transferring at a later date, inventory would go directly to the new location and reduce customer spend by 34.3%. A second possibility is transferring partial cases upon receipt. This option allows the customer more flexibility to respond to exact inventory demands, but decreases the cost savings to 33.61%.

A final potential solution presented to the customer was less impactful, but implied fewer changes to their current operation. Transferring only full cases between companies, instead of partial cases, resulted in a cost savings of 25% in comparison with their current strategy. The team also recommended the company analyze the possibility of arranging these transfers internally before arrival at the warehouse facility as a viable option for further cost reduction.

This case study is an excellent example of Taylored's commitment to customer success. Our Customer Care team is experienced in both operations and sales, giving them a unique perspective and ability to bridge different challenges that customers face. Their unique approach allows them to develop independent processes designed to drive the success of their customers through increased operational transparency and strategy.



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Essentially Forward

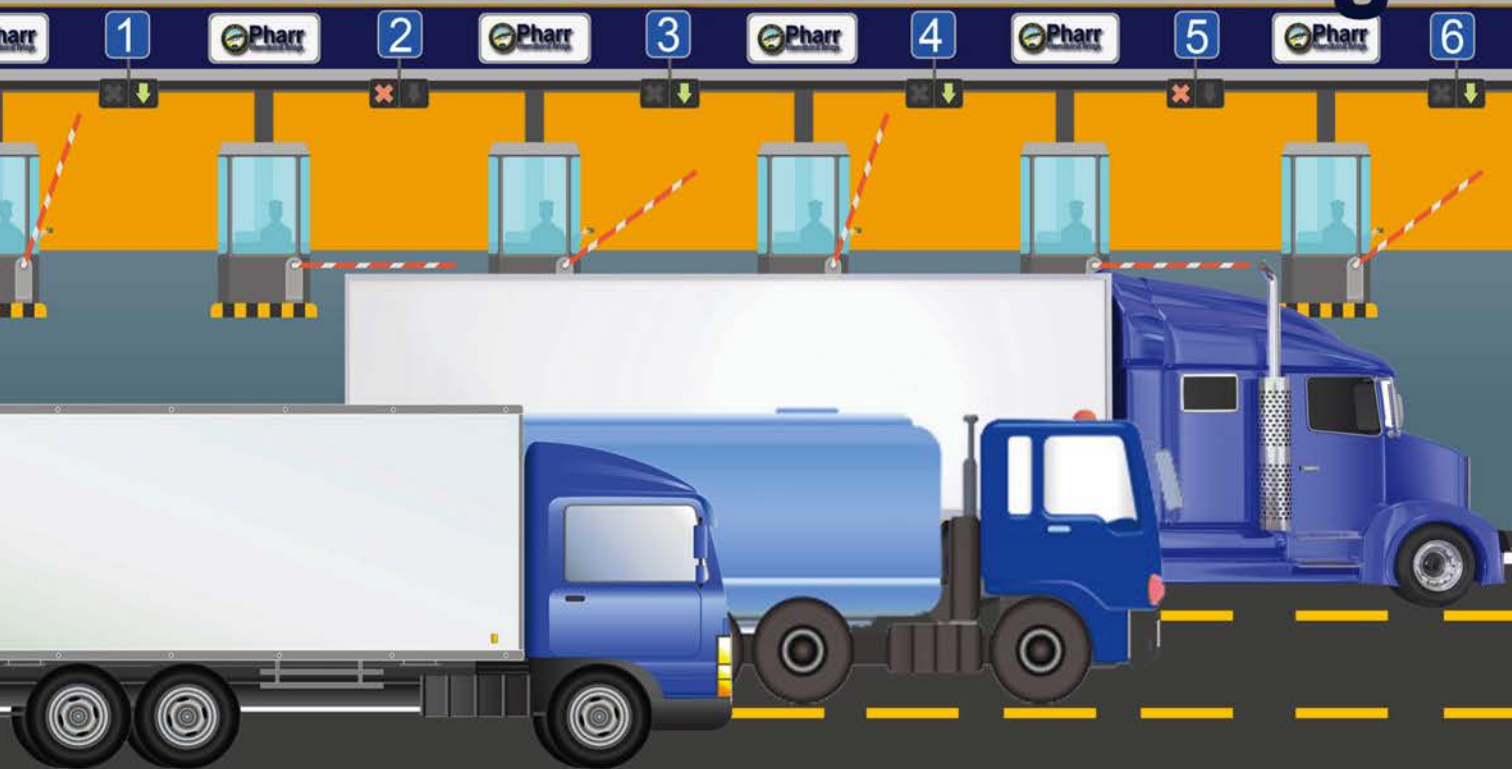
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Pharr International Bridge



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[INSIGHT]

LEANSUPPLYCHAIN

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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Demand Accuracy in Your Supply Chain

During the pandemic, a lot of the focus on supply chain tended to be on the supply side, and rightly so, due to the highly publicized sourcing, production, distribution, and transportation issues. As a result, organizations continue to look to increase productivity, flexibility, and agility through programs such as Lean, increased automation, robotics, artificial intelligence, and others.

However, the supply side shouldn't be the only area of focus. To one degree or another, human behavior has tended to exacerbate the issue, resulting in volatility on the demand side.

The impact of panic buying, hoarding, and last-mile delivery option changes has created a clear example of the bullwhip effect, where variations at the consumer demand end of the supply chain result in a ripple effect that highlights and exaggerates weaknesses in upstream processes.

IMPROVING TIMING AND ACCURACY

This brings us back to visibility, collaboration, and communication as the keys to improve demand timing and accuracy. These strategies can help minimize the impact of a global pandemic or other local and global events that seem to be regularly occurring.

Companies that still primarily rely on using historical demand data to create forecasts are, in effect, driving while

looking in the rear-view mirror. We know the result of that.

Not only do we need to collaborate with our key customers, it is also critical to drill down further toward the customer. Using data such as retail and e-commerce point of sale (POS) and customer warehouse withdrawals helps determine what is really going on.

It also helps to monitor events such as weather, environmental issues, changing tastes and preferences (sometimes triggered by and found in social media) that can cause fluctuations in demand and assess their possible impacts.

Luckily, we are in a time when we finally have a better set of technological tools to deal with the ever-increasing amount—and speed—of new events and changing tastes and preferences that can increase demand volatility,

FLATTENING VOLATILITY

Today, organizations need to develop highly robust demand sensing and shaping processes with the aid of

technology to flatten out and better predict this volatility, at least to some degree. Organizations also then need to share these resulting, more accurate forecasts up and down the extended supply chain to gain maximum benefit or “surplus” to all participants.

ENABLING ACCURATE FORECASTS

However, as the volume of data coming at us is exponentially increasing, now is the time to finally start embracing the following concepts to enable more accurate forecasts through better, more informed decision making:

Supply chain data analytics. This consists of:

- Descriptive analytics (what happened)
- Diagnostic analytics (why it happened)
- Predictive analytics (what is likely to happen)
- Prescriptive analytics (what action to take)

Machine learning, which is based on the idea that machines should be able to learn and adapt through experience.

Artificial intelligence. AI is a broad idea that machines can execute tasks “smartly.” AI applies machine learning, deep learning, and other techniques to solve actual problems.

Improving demand processes not only requires using new and better technologies, but it also requires employees who are trained, willing, and ready to use them. ■



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[INSIGHT]

ECODEV

by Mayor LeRoy Burcroff

City of Romulus, Michigan

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Creating a Business-Friendly Environment

At the crux of Michigan's central expressways, five Class A rail lines, and the Detroit Metropolitan Airport, you'll find the City of Romulus, which residents refer to as the "Home of Opportunity." The city's access to transportation and 3,146 acres of undeveloped land have positioned Romulus as a logistics hub for developers from Michigan and across the nation.

Working closely with logistics companies over the past year, the city has seen significant economic development despite the pandemic—progress that has proven to be equally important to the developers it does business with, such as Kroger and Amazon. Here are four ways to create a logistics-friendly business climate that is a win-win for municipalities and developers alike.

1. Evaluate infrastructure improvements. The logistics sector relies heavily on high-quality infrastructure—both above and below ground. Infrastructure that is visible to the eye, such as roads, sidewalks and parks, plays a significant role in easing transportation and boosting quality of life for businesses and their employees.

Upgrading and monitoring underground infrastructure, however, is equally important. Romulus recently upgraded its water system to include larger pipes, in turn increasing capacity for the Kroger distribution center in the city.

The city has also established an open-door policy with the major energy supplier in the area to make sure the local grid can support the electricity needed to run existing and future large-scale businesses. When it comes to infrastructure, there is more than meets the eye, and logistics developers should inquire with municipal partners about the status of both above and below ground assets before taking the leap on a new investment.

2. Streamline processes and remain flexible. Bureaucratic red tape in the development process is a surefire way to complicate and slow down progress. To speed things up and make progress easier for both developers and municipalities, Romulus streamlined the development process to reflect successful best practices in the business community.

We created a one-stop shop, with economic development, planning, the department of public works, and the building department all under one roof. This enabled us to loosen bottlenecks

and remove unnecessary hurdles in the process—from permitting to breaking ground.

We found this consolidation method particularly beneficial during the pandemic, when we managed to bring in 27 new businesses since January 2020. Our streamlined FAST TRACK review and planning process helped both the Amazon and Kroger distribution centers move quickly to get up and running.

3. Create partnerships and host hiring events. Companies seeking to set up distribution centers in a new geographic region often need support in finding and recruiting new talent. Municipal partners can and should be willing to help, in turn creating good-paying jobs for their residents.

Ask your municipal partner if they would be willing to co-host a hiring event, and leverage their platforms—website, social media channels and e-newsletter—to help promote new positions. The result of these events is a win-win: residents can land jobs right in their hometown and businesses have access to local skilled labor.

As technologies and businesses continue to advance, the logistics sector has tremendous opportunities to grow. Creating a busy-friendly environment and strong partnerships between municipalities and business leaders is a win-win for all parties involved. ■

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[INSIGHT]

IMPORTINGINSIGHT

by Peter Quinter

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Avoiding Freight Detention and Seizure

Every day, at every U.S. land border crossing and international seaport and airport, uniformed U.S. Customs and Border Protection (CBP) officers select, stop, and examine imported merchandise.

CBP may detain a container for a few hours or for many weeks while it determines the admissibility of the imported merchandise, and whether the cargo in the container was properly declared for an accurate description, quantity, value, tariff classification, and country of origin.

CBP is required to advise the importer and its customs broker of the reason for the examination; however, CBP officers often will not do so or the Notice of Detention is vague. The importer only learns that the cargo detention has become a seizure when CBP's Fines, Penalties and Forfeitures Office provides a formal Notice of Seizure letter by describing the date, place, and legal basis for the seizure.

U.S. Customs removes the contents of the container into a seized property warehouse, and returns the container to the port of entry. The owner of the seized merchandise can then file a Petition for Relief with CBP to attempt to regain possession of the merchandise.

For shippers and importers of merchandise into the United States, it is best to be prepared to answer any

questions if CBP examines your imported cargo. Believe it or not, even after the cargo has been cleared and delivered to a private warehouse, it is common for CBP to issue a Request for Redelivery of the container back to CBP for examination.

Finally, a CBP import specialist may issue a Request for Information about the shipment up to five years after the arrival of the cargo into the United States.

The most common reasons CBP seizes a shipment are:

1. False country origin. For example, to avoid anti-dumping or countervailing duties, CBP will seize imported cargo declared as country of origin Vietnam, Thailand, South Korea, or Malaysia when it is believed to have been made in China. This is what CBP would call an illegal transshipment.

In this situation, the importer should have a complete set of production and transportation documentation from the overseas supplier available upon request.

2. Suspected counterfeit merchandise. It is common for a foreign supplier to use an American trademark, such as HP, Apple, or Bluetooth, without the trademark owner's authorization. In

this situation, the importer should have, in advance, a digital sample of the product and its packaging, and identify and obtain written trademark license approval from the trademark owner or its representative before paying for any merchandise. Have those documents ready upon CBP request.

3. Unmanifested or undeclared merchandise. If a shipment has narcotics combined with it, the entire shipment will be seized, even if the remaining shipment is legitimate. For an incorrect or false tariff classification or undervaluation, it is more common for CBP to assess a monetary penalty against the importer than to seize the shipment.

Waiting for CBP to examine the contents of a container before getting it released is frustrating. Promptly getting a customs broker and attorney who specialize in these matters is recommended. It may be that communication with CBP will result in an understanding of why the cargo is being detained, and what information is required to get it released promptly. Promptly initiating contact with CBP after it selects a shipment for examination is critical.

Moreover, CBP may have selected the container based on a request from another federal agency, so learning which agency made the request will help the importer focus on the potential concern to be addressed. ■

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[INSIGHT]

IT MATTERS

by Greg Price

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There's No Easy Button for AI and ML

It's easy to get excited about using artificial intelligence (AI) and machine learning (ML) to transform supply chain and logistics operations. Take a bunch of data, run it through a model, and uncover the hidden answers that take your business to the next level.

The truth is, it's a lot harder than that. There's no Easy button: Push this, get that. Businesses must work on building their AI and ML from the ground up.

Companies willing to give AI and ML a chance often start with technological solutions versus focusing on the outcome, execution, and maintenance of the solution. There's a far more effective way. Here's how to avoid getting off on the wrong foot with AI and ML.

START FROM OUTPUT, NOT INPUT

The intuitive way to begin an AI/ML project is by looking at the data in front of you. Those models need a lot of data to produce insights or predictions, and many businesses get caught up in the details of what goes into the model.

Instead, focus on the output. What problems or business objectives are you trying to solve? Defining the question you're trying to answer often indicates whether AI and ML is the right tool for the job. Some of the most common applications are: streamlining operational efficiency, optimizing procurement to achieve better margins,

reducing WIP or inventory levels, increasing inventory turns, reducing lead time, identifying supply chain risks and disruptions, improving ETAs for more consistent on-time delivery, and creating better overall customer experiences.

PREDICTIVE AND PRESCRIPTIVE

Two of the strongest use cases for AI/ML are predictive and prescriptive analytics. A predictive example would be foreseeing a spike in trucking capacity heading to Florida during produce season because of a favorable weather forecast. With that in mind, companies could take advantage of cheap headhauls to move their goods into Florida at that same time.

A prescriptive case takes that even further. Using AI and ML models, businesses can employ a dynamic routing guide (an automatically running, rule-based method of interrogating sourcing options for a shipment). When signals from the market indicate spot rates have fallen below established contract rates, the routing guide short-circuits the traditional contract-based,

waterfall approach. When the market corrects itself, the guide reverts back to its standard format.

The dynamic element of the routing guide takes the underlying automation and makes it responsive to unfolding conditions and adaptive in being able to learn over time.

GET THE RIGHT PEOPLE

Most businesses don't have the right people in place to adequately execute adding AI and ML to their processes. The key is to have a business translator on your team. This is an individual who can translate the business need to AI technology specifications and can help oversee the actual adoption and implementation of the technology while helping the organization own the business outcome.

A VIRTUOUS CIRCLE

With the right data and right people in place, businesses can create a virtuous circle. Information from your analytics tells your systems what to do, which identifies where AI and ML makes the most sense for your company.

But be patient when chasing the latest shiny AI and ML object. If you don't have the right people and the right data to be able to execute your plans, then you have an expensive research project that sits on the shelf. ■

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LOGISTICS MGMT

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It's Time to Rethink the Routing Guide

The routing guide is the manifestation of a shipper's transportation strategy and a rough estimate of its budget for the upcoming year. It connects the annual bid with actual load tendering within a TMS, and strategically allocates and assigns each shipment to the appropriate carrier.

For most shippers, the routing guide handles 80% to 90% of all shipments—essentially, all contracted moves. But while the routing guide works well for certain lanes, it can fail spectacularly in others.

For example, lanes with intermittent, non-consistent, and low freight volumes tend to have disproportionately low primary-carrier acceptance ratios, all else being equal, according to research at the Massachusetts Institute of Technology's FreightLab and elsewhere.

Analysis of more than 100 shippers in DAT's Freight Market Intelligence Consortium revealed an abundance of lanes with very low volume. Typically, lanes with fewer than 12 loads per year constitute 50% to 80% of all lanes within a shipper's network, yet these lanes comprise just 3% to 7% of total volume.

Worse, these ultra-low-volume lanes account for 20% to 40% of the shipper's total spot truckload freight volume. Compare this to lanes with more than 100 annual loads where the average is just 2% to 4% spot.

The high percentage of spot freight on lanes with intermittent or low volumes demonstrates the failure of the routing guide.

Unfortunately, most shippers include low-volume lanes as separate point-to-point lanes within their annual bid. Awarding them can create problems for carriers as many of these lanes never have any volume to tender.

One approach is for shippers to aggregate several low-volume point-to-point lanes into a zone-to-zone lane in order to compile "enough" volume. Unfortunately, these zone-to-zone lanes, even with more loads, have low primary-carrier acceptance rates.

THERE IS A BETTER WAY

A better strategy involves segmenting lanes into a portfolio of three buckets: dedicated, contract, and dynamic. In the first bucket are those high-volume, consistent, balanced lanes that are best served by a dedicated or private fleet. The second bucket consists of medium-to-high-volume one-way lanes that aren't

sufficiently balanced within the shipper's own network. These should be bid out with the annual bid and run through the traditional routing guide. The third bucket contains lanes where volume is sporadic or low.

Instead of throwing these lanes into the routing guide with contract rates that rarely materialize, shippers can hand them directly to a third party, perhaps through an API connection from the TMS. When a "third bucket" load comes down, it's automatically tendered to a 3PL, broker, or carrier with the rate set dynamically using indices or with negotiated guardrails.

This dynamic approach to tendering non-core lanes has many benefits: it reduces the amount of work required to design and run the annual bid; it reduces the size of the routing guide; and it allows the shipper to focus attention on lanes that truly move the needle.

The routing guide is still an important component within a TMS, just not for every move or every lane. Technology, communication, and data science advances enable shippers to better manage their freight network as a portfolio—fully utilizing dedicated, contract, and dynamic approaches.

Given persistent lane imbalances and the need to manage costs and capacity, the venerable routing guide is a good place to start. ■

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[INSIGHT]

SUPPLYCHAINVISIBILITY

by *Michael Rabinowitz*

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Precision Starts with Visibility

The new must-have supply chain qualities are speed and accuracy—and the cost for not measuring up is unequivocally high. Manufacturers have been given a seemingly simple choice: maintain optimal levels of accuracy, dependability, and responsiveness, or pay the hefty price. Assuming success will be easy is a costly mistake.

As big and small retailers alike up the ante on supplier expectations—as well as the fines associated with the inability to meet requirements—organizations are realizing the one roadblock to quickness and precision is a lack of visibility. To overcome these challenges, businesses are leveraging data analytics powered by the right technology.

THE CRUX OF THE PROBLEM

The “I want it and I want it now” mentality has taken hold of the supply chain. Our society expects everything with lightning speed, to the point where a slower internet connection, or three-day delivery instead of two, is unacceptable and frustrating. That sentiment has seeped its way into nearly every aspect of modern life—including the supply chain.

With cutthroat expectations, suppliers need to adjust operations to meet these stringent standards. But a major roadblock is firmly planted in the path to achieving these optimal performance levels: lack of visibility into the supply chain. A recent Deloitte study reveals up to 90%

of organizations rate visibility into their supply networks as moderate to very low.

With such a clouded view into operations, manufacturers and suppliers have no way to know where problems lurk and what improvement is needed. Without knowing the problem, how can you possibly find a solution? The bar has been raised for supply chain managers, and the answer lies in achieving visibility.

THE HEART OF THE SOLUTION

The demand has been set, so much so that 63% of supply chain professionals list “getting real-time visibility” as their top priority to increase supply chain agility and resilience. To protect customer relationships, brand reputation, and revenue, suppliers need to guarantee speed and accuracy. Managers must be able to pinpoint the exact agitators causing friction in their chain of operations.

Enter analytics. With millions of data points, dozens of touchpoints, and constantly changing information, the ultimate driver in the success of operations comes with investing in the

right analytics platform. From analyzing your supply network and flagging potential threats to integrating and streamlining complex EDI data, the right tech and analysis will pivot you from a reactive to proactive approach.

Integrating powerful technology will provide your organization with an explicit view across your entire network, putting the power in your hands to anticipate and successfully avoid any future trouble that may come your way, and ultimately putting you on the clear path to achieving the speed and precision you need to keep up with—and exceed—demands, landing you on firm footing for future success.

The complexity and challenges around the supply chain continue to rise, but the value of technology concurrently continues to mount. As vendor and customer expectations grow increasingly high, the power of speed and accuracy is undeniable.

The right tech and data-driven analytics put manufacturers in the pilot’s seat, allowing them to rise above their operations and access the clearest possible view, and providing them with predictive insights to act before problems arise.

While the events of 2020 taught us the future can be fickle, the shifting attitudes and transition to digitization are here to stay. Now is the time to build resiliency, agility, and longevity for the long term. With the right tech in place, there’s no question about your ability to succeed. ■

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[INSIGHT]

RETAILRETHINK

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3 Ways Dynamic Pricing Helps Retailers

Dynamic pricing is everywhere. Just about anything purchased through Amazon has been impacted by some element of dynamic pricing. Surge pricing on Uber, toll road prices that rise as traffic builds up, and even concert tickets are using the technology.

While you probably have realized the impact this has on price, you may not have noticed the ways both physical stores and online retailers use dynamic pricing to control inventory and manage supply lines.

1. Manage product pricing.

Retailers have thousands of products and optimizing pricing on all those items is near impossible. Most retailers use spreadsheets with rules built in to adjust prices based on a number of factors.

Retailers who use dynamic pricing, however, can ensure that merchandise is priced correctly. Driven by data and AI engines, dynamic pricing platforms consider competitor pricing, inventory levels and other data to recommend the optimal sales price, frequently at multiple points throughout the day.

While this has been challenging to implement in physical stores, electronic shelf labels (ESL) enable those shops to adjust pricing without having their staff spend all day changing prices. By connecting ESLs to an AI-based dynamic pricing engine, these stores are able to stay on top of pricing and ensure that everything is priced at an optimum

level. We call this marriage of ESL and dynamic pricing Next-Gen Pricing.

2. Control inventory. Most retailers don't connect inventory to price unless they have an overstock situation and need to reduce price to move merchandise. As a result, they rarely explore ways that pricing can help control inventory. As products sell and inventory is reduced, retailers have an opportunity to increase their pricing on the remaining items.

This accomplishes two things. First, future units sold net higher profits. It also ensures that the store doesn't run out of products. There is nothing more aggravating to a consumer than coming to a store and finding they are out of stock.

At the same time, retailers can reduce prices to move unwanted inventory. Electronics stores can push last year's TVs out the door using lower prices. Groceries can promote produce or dairy products as they near expiration.

By implementing an AI-driven dynamic pricing engine, the system manages inventory needs, and recommends prices that will meet warehousing and stocking needs.

3. Manage supply chains. Supply chain managers always try to balance having enough supply in the pipeline to meet demand without holding on to too much stock. Ideally, cycle stock would meet 100% of the demand without having any inventory on hand. Safety stock would still contain some additional stock, to account for supply and demand uncertainty.

The role of dynamic pricing in supply chains is poorly understood, but it should be used to optimize inventory supply chains. Dynamic pricing is bi-directional, meaning that it determines whether it's advantageous for a retailer to raise or lower prices.

At the same time, demand is also a bi-directional variable based on consumer needs. As demand changes, it's beneficial to the supply chain that prices change as well. Products in high demand but limited supply benefit from higher prices, as it allows suppliers to meet demand.

Conversely, if supply is high, retailers can move products out of the supply chain by lowering prices. Profit isn't high for each item, but they make money on volume while realizing savings as items are removed from the supply chain. The result is a win for the supply chain.

Retailers who maintain their own supply chain channels need to recognize their ability to control inventory levels by manipulating price. ■



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[INSIGHT]

MANAGING DISRUPTION

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Navigating Unexpected Hiccups

Uncertainties and unexpected hiccups can hit businesses at any time. Without resilience and enough preparedness, a business can struggle to cope with these unforeseen events.

For supply chain enterprises, a small event like a truck getting into a crash could cause minor day-to-day impacts—such as a delay in last-mile delivery. Bigger unseen events like a global pandemic could cause more catastrophic and long-term impacts, pushing businesses to revisit supply chain strategies and adopt new operating models.

A recent example of an unexpected supply chain bottleneck was when a vessel became lodged diagonally in the Suez Canal. As a result, more than 150 large container ships, carrying oil and gas, grain, and other commodities were stuck for days at either end of the canal, causing huge revenue losses and shipping delays globally.

No business had anticipated an accident like this. But logistics enterprises that operate on roads commonly face transport glitches due to lack of visibility and ineffective navigation. Optical limitations and lack of real-time data are the top reasons why on-ground accidents, delays, and navigation inefficiencies take place through supply chain routes.

These events lead to operational inefficiencies, poor customer experience and loss of revenue. Without real-time data, and ability to trace ongoing supply

chain activities, businesses cannot respond effectively to uncertainties and often fail to take quick preventive measures.

Preparing for unforeseen supply chain disruptions is possible with proactive business practices, resilient strategies, and powerful data-driven decision making. Advancements in data science, AI, and machine learning are transforming supply chains across the globe, boosting resilience and preparing businesses for unpreventable circumstances.

DIGITAL TWIN TECHNOLOGY

When there is an impact in one leg of the supply chain, ripples are often felt across other areas. To handle these supply chain hiccups effectively, companies need to be agile and analyze data for fast decision making.

Leveraging advanced logistics tools such as digital twin technology can instantly show the impact of an unforeseen event on the big picture using multiple simulations. Digital twin is a virtual simulation of an on-ground supply chain that helps companies test various what-if scenarios to arrive at a well-thought-out strategy.

Even in a modern business landscape,

many supply chains still struggle with poor logistics planning due to heavy dependency on human intelligence and manual processes. Automated logistics planning software helps businesses optimize key operational processes such as dispatch planning, distribution scheduling and delivery route planning. Digitization of logistics planning saves valuable time and costs, while improving productivity.

DATA-DRIVEN VISIBILITY IN REAL TIME

On-ground data is a valuable asset for logistics businesses. But companies often fail to manage and utilize this data to their advantage. Availability of real-time information helps businesses understand loopholes in their logistical processes and accurate data analytics provides logistics businesses with meaningful and actionable insights for improved decision making.

Live visibility tools help logistics managers stay on top of ongoing supply chain operations, monitor workforce productivity, and take corrective measures in case of sudden or unexpected hiccups.

Logistics and supply chain enterprises are realizing the growing need for adaptability and responsiveness, and are letting go of redundant, manual business operations, making room for digitization and data-driven processes. It's the only way supply chains can fortify their core operations, while continuing to grow despite uncertainties. ■



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RISKS&REWARDS

by *Omer Abdullah*

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7 Critical Questions You Need to Ask

With a huge number of constantly shifting variables, suppliers, and other factors to consider, it's easy to feel that managing supply chain risk is an unending battle that you'll never win.

But managing and mitigating supply risk is just about having relevant and timely insights into the key factors that could disrupt your supply chain and then acting proactively or reactively on the information. Here are seven risk questions to help you get started.

1. Are we looking at risk at a supplier-specific level or across the entire value chain? Looking at either of those in isolation won't give you a complete picture of your current risk.

If you have only a holistic view of risk across the value chain, it's hard to understand exactly where your biggest issues lie—leaving you unable to resolve or act on them. Similarly, if you look at risk at just a supplier level, you can't fully understand the impact that each supplier's risk level has on your overall risk exposure, or how broadly their risk level could impact your operations.

2. Do we understand the “risk profiles” of critical categories and suppliers? Chances are your organization depends on a few key suppliers and categories more than most. When you work with these suppliers and categories every day, it's easy to get complacent from a risk perspective.

When a supplier or category is critical to your business, it's essential that you always understand their risk profile. That means frequently reassessing risk levels and exposure, not simply relying on what you think you know, or what you learned when you first started working with them.

3. How current and relevant are these profiles? It's important to have a structure in place for maintaining those risk profiles, and keeping them up to date. Conduct exploratory exercises frequently, to ensure that you stay ahead of any potentially damaging shifts within your critical categories or suppliers.

4. Are we integrating both qualitative and quantitative considerations? Numbers and trends can give you a broad picture of overall risk history and potential exposure. But strong qualitative analysis must supplement those figures to surface any threats that key performance indicators and other figures can't pick up.

5. Are we assessing trending issues and performance and avoiding snapshot perspectives that rapidly become out of date? At a time of crisis, you'll naturally start asking big questions about supplier risk, and you'll probably want to do some rapid reassessment.

That's valuable to help you navigate the short term, but you shouldn't rely on those snapshots for longer periods. A risk picture based on a supplier's exposure in July 2020 shouldn't be relied upon for decision making in 2021 and beyond.

6. Are we working to be as predictive as possible with regards to the impact or implications of the risk parameters being investigated? It's not enough to simply consider how exposed you may be to particular risk parameters across your supply chain. You must also carefully assess how each one could more broadly impact your operations, should the worst case become reality.

Modeling supply chain crisis events can help you better understand the knock-on impacts of the risks you're trying to safeguard against. Then, you can start preventive action by taking charge of factors that you have complete control over, instead of hoping that key suppliers are equipped to mitigate those events themselves.

7. Is risk management integrated with our ongoing supply chain, sourcing and category management activities? Risk management is an ongoing process that must be deeply embedded in your procurement and supply chain activities. That means equipping teams with a stream of reliable insights so they can consider the impact of their everyday decisions as they make them. ■

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[INSIGHT]

SMARTMOVES

by Jackie Jacobs

Senior Fleet Transaction Analyst and Project Manager, Fleet Advantage

info@fleetadvantage.com | 954-615-4400

It's Time for Women in Transportation

When the pandemic first hit the United States, it wiped out millions of jobs, particularly among women who found themselves back home and coordinating everything from elderly parent medical issues to home-school activities for kids.

One year later we have made great strides to bring back many of these jobs. But sectors that have traditionally offered a larger pool of jobs for women, such as hospitality, travel, and catering, were particularly hit hard by the pandemic.

While many women are looking to restart or advance their careers, they might find some of the best opportunities in trucking and transportation, which has traditionally offered careers that have been filled predominantly by men. The industry look vastly different from just a few short years ago.

A significant driver shortage remains in the trucking industry. Women could have a significant impact in helping to reduce the shortage, and more companies are looking to hire women to fill these roles. Driver opportunities abound for women, in addition to a plethora of other career potential.

Gender-diverse opportunities are growing every day inside the corporations that operate within the trucking industry. The transportation industry has shed its years-ago perception that it was filled with old men driving dirty

trucks. The trucks themselves are now state-of-the-art in many cases, and the companies that oversee a multitude of operations are brimming with careers in fields such as finance, asset management, procurement, legal, technology, data and analytics.

Women in particular are playing a leading role in shaping the technology that's being used to advance today's transportation industry.

COMMITMENT TO DIVERSITY

For companies outside the trucking industry, embracing new recruiting channels can be key to generating candidates from all backgrounds as the job market evolves. In that process, companies should highlight their commitment to diversity to demonstrate their intent around hiring.

Also, building partnerships with professional associations such as Women In Trucking and academic institutions can aid in recruiting a diverse pool of job candidates.

The opportunity to build a professional career leveraging my data and

analytics expertise was exactly what I hoped for, but I didn't initially think I'd find it in the transportation industry. Forward-thinking companies in the industry see the value in this type of gender-diverse skillset, where my ongoing analysis, reporting, and statistical modeling helps the company provide custom analytic reports for our clients and bank partners to establish an optimal fleet modernization strategy.

I began my career in the consumer goods sector, but quickly realized my skillsets were better suited for a B2B industry such as transportation where advanced business intelligence and data analytics are being leveraged to help large enterprise-level companies make decisions that improve their bottom line.

A growing number of companies in the trucking and transportation industry are realizing the unique skillsets that women offer. Organizations like Women In Trucking also have been instrumental in advocating for women to learn more about opportunities in the industry.

America's economy needs the transportation system more than ever today. As more gender-diverse career paths open up inside transportation companies, these organizations will unlock even greater potential for growth through the advancement and empowerment of a more diverse workforce. ■

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[INSIGHT]

COVIDRECOVERY

by *Ali Hasan R.*

Co-founder and CEO, ThroughPut Inc.
ali@throughput.ai | 650-265-1193

3 Ways to Bolster Your Supply Chain

Organizations across industries have spent decades optimizing supply chains for maximum profit, but the pandemic highlighted almost overnight how little attention these companies have paid to resilience. As production and mobility of goods experienced historic disruptions, demand quickly exceeded supply and forecasts have failed to produce reliable information for months.

We're all learning, and there's no single action that can prevent another supply chain crisis like the one brought on by the pandemic. However, the following measures can mitigate the impact of the pandemic and any other catastrophic disruptions.

1. Optimize the product mix. The pandemic didn't just change the way customers bought items—it changed what they bought. Must-haves took center stage as luxuries fell by the wayside, and this shift should prompt you to look carefully at your own product mix.

Artificial intelligence (AI) and data-driven solutions can help you break down your product catalog into high-value, highly reliable products all the way to low-value goods with highly sporadic demand. This process helps production and operations managers plan better and decide which SKUs to eliminate or localize to certain areas or seasons.

2. Achieve end-to-end visibility of operations. If one broken link in the supply chain can stall the entire system, you need to reexamine the flow of materials and goods from sourcing and transformation to distribution. The goal is to create an anti-fragile system that can withstand numerous significant impacts.

Tie real demand to actual, end-to-end capacity, which incorporates constrained resources, dependency on these raw materials, delivery lead times, and even the mode of transportation. Use various brokerage firms to ensure non-reliance on singular delivery partners. Chalk out alternative modes of transportation in case one method experiences a disruption, such as the nearly week-long blockage of the Suez Canal in March 2021.

3. Invest in technology to tie in existing data that captures demand, capacity, and supply behavior. In 2021, there's even less room for manual data capture. Physical trucking logs, for

example, are heavily reliant on humans to manually translate information into digital data. These error-prone processes cause discrepancies and dirty data problems, which ultimately impact decision-making.

Today, industrial businesses are continuously improving their material flow and free cash flow strategies. Failure to improve leads to losses in revenue, market share, or customer business.

Digital transformation and automation, however, have fallen short on expected output and bottom-line gains. The few successful projects have failed to scale globally, and the gains have been unsustainable.

Executives are no more prepared to make the right decisions around capital expenditures and working capital today than they were before. This has led to larger unsold inventory piles, more operational costs, and unfulfilled customers. In addition, AI-based software can optimize routes and shipment of goods.

If your employees are constantly crunching numbers, their time isn't well spent. To mitigate the supply chain risks facing 2021 and beyond, you'll need to invest in the kinds of time-saving technology and data-driven solutions that will help your organization make better-informed decisions and plan for the future. ■



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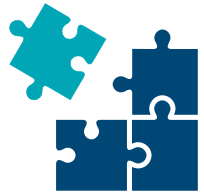
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Supply Chain Challenge?

SOLVED



Blend of Solutions Saves the Day for Yogurt Maker

When yogurt company Noosa needed to sleeve bottles of drinkable yogurt while maintaining temperature integrity, Verst provided a mix of solutions to make sure processes went smoothly.

THE CHALLENGE

Noosa reached out to Verst to immediately sleeve filled bottles of drinkable yogurt as their co-packer who was filling the drink could not properly apply the shrink sleeve with their equipment.

The biggest concern was that they needed Verst to apply the sleeve to filled bottles of yogurt that had to stay below a specific temperature, otherwise the product would spoil. This is not an ordinary request as most of what Verst decorates are empty containers, and if it is filled, the temperature of the product is not a factor (like alcohol for example).

THE SOLUTION

Verst Packaging was ready for the challenge and was able to take learnings from a similar project it ran years ago.

The company already had the application tooling in house, had line availability to auto-apply the sleeves and bundle wrap the trays, and was able to



address the stringent storage conditions. (Product had to remain below 47°F at all times.)

This project was run in two passes:

1) The bottles were removed from cold storage, sleeved, placed in trays, and returned to cold storage (to minimize temperature exposure).

Verst was able to start production within weeks of the initial request for a shrink sleeve solution, making sure yogurt company Noosa kept their drinks cool.

2) They were then removed from cold storage, the trays were shrink bundle wrapped with in-house equipment, and then returned to cold storage.

At the same time, the QA team took temperature readings of the yogurt to ensure that the product remained below the allowed maximum temperature.

Although this was a short-term project, Verst was able to start production within weeks of the initial request and saved the day for Noosa.

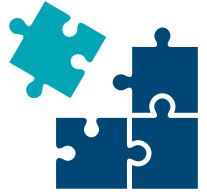


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Supply Chain Challenge? **SOLVED**



From Robots to Running Shoes

With homebound consumers buying new shoes and gear like never before, DHL Supply Chain and Locus Robotics helped Brooks Running race to meet consumer demand and prepare for future growth.

THE CHALLENGE

Brooks Running is the number-one brand in performance running in the United States, and pre-pandemic, they sold 90% of their units through a retail store.

When the pandemic shut down brick-and-mortar stores in March 2020, Brooks thought they might have to slow their pace.

Then, people stuck at home during lockdowns started running, walking, and buying new shoes and gear like never before.

Though Brooks had been developing an omnichannel strategy for years, they needed to ramp up their direct-to-consumer channels quickly to meet the spike in e-commerce demand.



THE SOLUTION

To help navigate the shift to direct-to-consumer and manage e-commerce distribution, Brooks opened a new distribution facility in July 2020.

The company turned to its 3PL partner, DHL Supply Chain, and its e-commerce experience and knowledge of emerging technologies, to help maximize the value of its supply chain and deliver on increasing consumer expectations and demand.

Drawing on its deep experience, DHL Supply Chain knew LocusBots from Locus Robotics—often called collaborative robots or “cobots”—provided many immediate benefits and needed to be a part of the solution for Brooks.

LocusBots could be up and running quickly, and associates at the site could be easily trained to work alongside them within the first shift on the job. They also reduce order cycle times, allowing associates to pick and pack orders to get products into consumers’ hands more quickly.

DHL knew associates enjoyed working with the technology for several additional reasons—a less physically taxing work experience with less walking and without having to push heavy carts; worker engagement and motivational opportunities through Locus’s innovative built-in gamification feature; and powerful, real-time management visibility into operational productivity and workflow progress.

Most importantly, LocusBots give Brooks the ability to quickly scale up or down, depending on consumer demand and as the business grows.

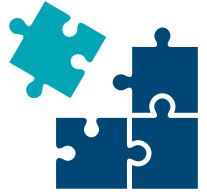
DHL Supply Chain’s collaboration with Locus Robotics has successfully helped Brooks capitalize on the 27% year-over-year increase in volume they experienced and strongly positioned them for future growth.



To learn more:

DHL.com/AllBusinessNoBoundaries

Supply Chain Challenge? **SOLVED**



Echo's Managed Transportation Solution Supports Resin Distributor's Rapid Growth

Leveraging enhanced technology and a dedicated LTL carrier network, Echo's solution enables M. Holland to meet national business needs with a more strategic routing process.

THE CHALLENGE

A leading international distributor of thermoplastic resins, M. Holland supports more than 4,000 clients in industries ranging from automotive to healthcare.

Following a period of robust growth, M. Holland saw an increase in LTL shipping and needed to find a way to keep pace with demand. Company leadership decided a national freight broker with technology expertise was the solution it needed to become a shipper of choice.

THE SOLUTION

A Better Outbound Shipping Process. Echo's Managed Transportation solution introduced proprietary technology to M. Holland's transportation management operations, allowing the company to

automate its routing process and increase visibility into shipments. M. Holland's logistics team was able to reallocate its time to business objectives while Echo:

- Helped validate distribution center locations with improved analytics
- Assessed M. Holland's shipping costs to identify savings opportunities
- Provided guidance on quality issue resolution with strategic insights
- Identified pain points related to market segment, region, and time of year

By presenting M. Holland with a broader view of its shipping practices, Echo was able to provide information about the company's total lane operation and offer insights into establishing a more efficient network design.

A Partnership Focused on Strategy. Echo provided M. Holland guidance for educating customers, account managers,

With Echo, we experienced an attitude of continuous improvement. Very quickly we realized that Echo could optimize, refine, and create a more efficient routing process for our needs.

—Pete Nutley
Vice President of Operations
M. Holland

and industry partners on the challenges facing the freight market. As a strategic partner, Echo:

- Hosted quarterly business reviews
- Helped M. Holland develop long-term business goals
- Introduced a new outlook on shipping operations
- Supported panel discussions during streaming web conferences

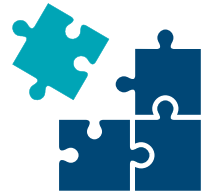


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Supply Chain Challenge?

SOLVED



Flexing Labor Practices to Respond to Supply Chain Disruptions

Responding to e-commerce surges without compromising service levels, MD Logistics developed flexible labor solutions across its business by emphasizing four core elements.

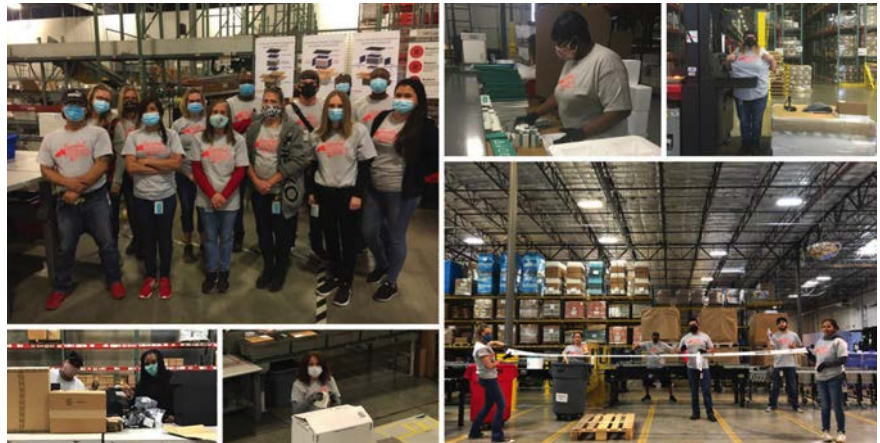
THE CHALLENGE

The COVID-19 pandemic transformed the world and forever altered the way in which supply chains, everywhere, operate. One of the many disruptions the supply chain experienced during this time was a shortage of available labor. Prior to the pandemic, due in part to the growing demand for e-commerce, the supply chain was already experiencing a shortage of readily available labor. The ensuing days of the pandemic only exacerbated that challenge as more and more consumers moved to e-commerce channels for all of their shopping needs.

This shift, coupled with the need to take time off to care for family members due to illness or the closing of schools, created a labor challenge for 3PL providers and supply chains everywhere. They were now tasked with finding a solution to respond to this influx of orders, without compromising on the level of service the consumer has come to expect.

THE SOLUTION

MD Logistics operates as a 3PL within two very distinct and separate industries: Life Sciences and Pharmaceuticals, and Retail and Consumer Goods. These two industries have their own set of handling requirements and quality controls in place to ensure the integrity of the product. Because these two industries are so distinctly different, traditionally, the best way to deliver a lasting customer experience would be to have separate,



highly specialized teams operating within each industry.

While this worked for many 3PLs, including the team at MD Logistics, in the past, the events of the past year have proven a need for greater flexibility across all areas of the supply chain. Throughout the pandemic, as some areas of our business slowed, others got busier. We used this opportunity to alleviate a portion of the labor shortage we were experiencing by flexing labor across the business. The solution is made possible by keeping these elements in mind:

Collaboration. Cross collaboration between the facilities within our four-facility Plainfield, Indiana, campus ensures that all areas are properly staffed, flexing team members where needed.

Open communication. Consistent open channels of communication ensure that as additional staffing needs arise,

they can be met and fulfilled.

Company culture. The culture at MD Logistics supports a “can do” attitude and is very much a team environment. Creating an environment which supports assistance within the organization produces a team-oriented group of individuals all with a willingness to assist where needed.

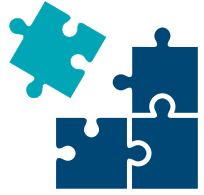
Technology. Utilizing the same WMS across the MD Logistics organization creates a more seamless transition of personnel from one operation to another.



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Supply Chain Challenge?

SOLVED



Holman Logistics Uses Artificial Intelligence to Increase Forklift Safety

Holman partners with OneTrack to bring AI solutions to the issue of forklift accidents.

THE CHALLENGE

For Holman Logistics, nothing is more important than the safety of its team members and the customers for whom they provide manufacturing logistics, warehousing, omnichannel fulfillment, and transportation services.

“Our core values set the foundation for the work we do, and we have no more important core value than safety. We constantly seek technology, training, and other innovative resources to help us maintain our superior safety performance,” commented Brien Downie, president of Holman Logistics.

Holman operates forklifts in all of its locations across the U.S., and operations managers and customers understand the human and financial costs of forklift-related accidents. Holman always monitored and tracked forklift activity; however, management wanted to understand the root causes of mishaps and find out if it was possible to create a system to warn of problems and prevent accidents from occurring.

THE SOLUTION

Along with ensuring that it hires, trains, and develops technically proficient forklift drivers, Holman chose to partner with OneTrack to leverage that company's expertise in Computer Vision and Deep Learning, also known as Artificial Intelligence (AI).

Computer Vision refers to software processing images from an onboard camera. While the concept of Computer



Holman custom logistics solutions are both cost-effective and safe. AI technology provides real-time feedback and detects patterns to prevent collisions.

Vision has been around a long time, recent advancements in Deep Learning allow computers to detect, recognize, and predict high-level concepts from images with superhuman accuracy and reliability.

A system powered by Deep Learning has the ability not only to detect that an incident occurred but also to learn why that incident occurred. Most importantly, it can recognize the same pattern in the future and provide a real-time warning when it thinks a similar incident is about to happen. Such a system continues to learn while deployed, actively preventing incidents and continuously getting better at doing so. As the system learns, drivers become safer and more effective, and the number of accidents can be reduced over time.

These technologies create a safer, more efficient workplace for everyone, which is important for Holman because

processes, requirements, and workflows can vary greatly by customer and location across its network of facilities.

Brien Downie concluded, “I am confident that these AI tools, along with our never-ending safety focus, are helping us move steadily closer to our goal of accident-free operations. AI technology can have a positive impact on the safety performance of the entire industry.”

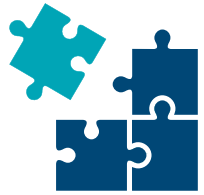


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Supply Chain Challenge? **SOLVED**



Pool Distribution Increases the Speed to Market for Fast-Fashion Giant

A major fast-fashion retailer got a leg up when SEKO Logistics streamlined workflows with a 24/7 performance portal to manage metrics, outside market conditions, and costs.

Fast-fashion retailers, like Forever 21, work with designers for both regular fashion items and collections which are, in turn, themed and timed for release around traditional retail sales events. However, a key differentiator between fast-fashion and traditional retail is that inventory for fast-fashion is determined during the design phase and pushed through the supply chain directly from origin to store; instead of the typical planning and ordering by the individual stores to meet sales projections.

THE CHALLENGE

Due to the fact that shipments are controlled by the origin manufacturer, the local warehouse has no visibility to the incoming inventory—hence no volume projections—until the distribution center (DC) processes cartons to SEKO for transport to destination markets.

To maintain transparency, IT infrastructure needed an upgrade and alignment to address data management best practices and workflow management.

From line haul to the last mile, SEKO created an intake variance/condition reporting workflow detailing truck routing in accordance with the daily forecast and POD process. This new operational workflow enabled the compilation of clean data to maximize financial workflow efficiency.



THE SOLUTION

SEKO Logistics worked hand-in-hand with our partner to increase visibility and ensure the yard has sufficient resources, planning, and contingency equipment to handle any unexpected spikes in volume, while also managing store inventories for exception events such as road closures and COVID response conditions.

SEKO provided the client with an SLA/KPI live-update portal that enables Store Managers, District Managers, and HQ OPS to access a daily forecast of arriving inventory to plan for unexpected needs. Using industry-standard IT specifications for creating and maintaining SEKO's data feed, freight milestones were converted to XML format for complete end-to-end alignment.

A control tower process enables data management from the DCs, into the client systems, and concurrently back into SEKO's systems to meet any financial expectations. In addition, this performance portal tracks DC-to-store delivery metrics, delivery window accuracy, and carton forecasts.

Daily snapshots are relayed to the management team to monitor key metrics, and a highly controlled master delivery schedule ensures DCs deliver within scope to save on added labor expenses.

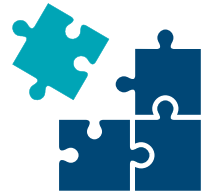
SEKO provides 24/7 management of DC performance metrics and develops responses to provide continuous improvement to the client's supply chain. Enhanced customer service communication drastically improves client-side visibility, providing a means to manage operational responses within established cost constraints for a truly scalable solution.



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Supply Chain Challenge?

SOLVED



3PL Outsourcing Beyond the Initial Goals

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

THE CHALLENGE

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

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

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

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



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

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

THE SOLUTION

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

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

Ritchie, president and CEO of RedStone Logistics.

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

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

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

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

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2021

INBOUND LOGISTICS *PERSPECTIVES*

3PL MARKET RESEARCH REPORT

Our 16th annual 3PL market research report reveals the current state of the union between shippers and their logistics service partners.

BY MERRILL DOUGLAS

With COVID-19 still raging in some regions while fading in others, it's a complicated time for supply chains. Many buyers have cash in hand and the will to spend it, but shortages of key commodities such as microchips and plastics are slowing production of the items they crave. Port congestion, labor shortages, tight freight capacity, and other constraints also stymie shippers as they try to maintain the flow of materials and finished goods.

Third-party logistics (3PL) service providers are the natural allies of shippers in these perplexing times. These logistics partners help shippers devise and execute new strategies to deal with today's unusual conditions as they evolve. Often, they help overcome supply chain challenges with broader and deeper resources, more sophisticated technology, and more clout in the transportation marketplace than shippers command on their own, plus insights they've gained while serving a broad spectrum of clients.

Clearly, a good number of shippers understand the benefits 3PLs provide. Most of the 3PLs who responded to *Inbound Logistics'* annual 3PL marketplace survey in 2021 report growth in their revenue, profits, and customer base.

Inbound Logistics' 16th annual 3PL Perspectives report uses data gathered from 3PLs and shippers to paint a picture of how these relationships work across the whole spectrum of 3PL services. After diving into this report, check out the Top 100 3PLs for 2021 (*page 84*) for a closer look at the companies that help shippers keep their supply chains fluid, flexible, and smart.

ABOUT THE 3PL RESPONDENTS

ASSET-BASED OR NON-ASSET-BASED

Both **48%**
Non-asset **45%**
Asset-based **5%**

GEOGRAPHIC COVERAGE

North America **45%**
Global **39%**
U.S. Only **16%**

2020 REVENUE

Participants in this survey report in excess of **\$178 billion** in sales. Several did not report revenue so the amount is likely higher.

MARKETS SERVED

Manufacturing **87%**
Transport sector **87%**
E-commerce **75%**
Retail **74%**
Wholesale **73%**
Services **54%**

TOP CHALLENGES SHIPPERS FACE



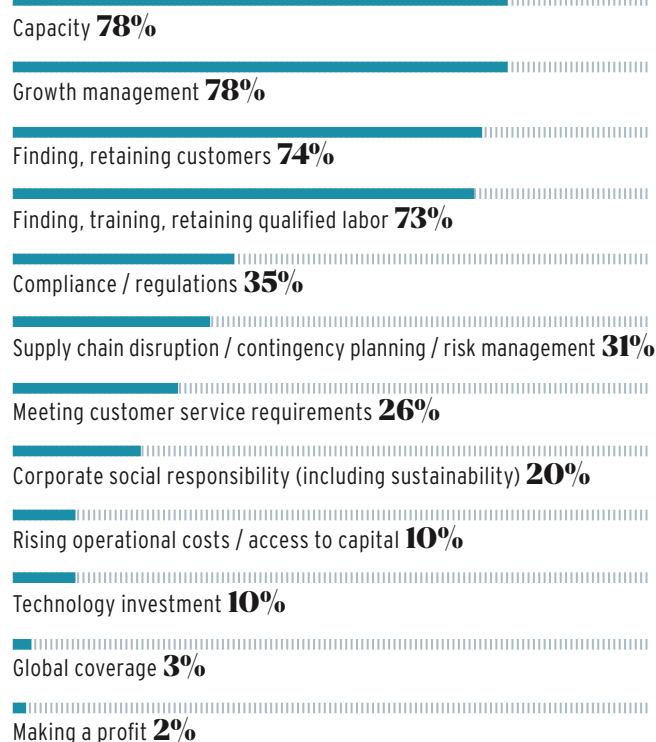
With capacity tight and freight rates running high, it's no wonder the need to cut transportation costs tops the list of challenges shippers face in 2021. Half of respondents list transportation spending as a crucial concern. While that's a smaller group than the 70% who were seriously concerned about transportation costs in 2020, many shippers are still trying to figure out how to spend less on getting freight where it needs to go.

Nearly as crucial for shippers this year is finding, training, and retaining qualified labor, cited by 47% of shippers who took part in the 2021 survey. That's the same percentage as last year, suggesting that labor shortages—those triggered by COVID-19 on top of the nearly chronic shortage of commercial drivers—haven't eased in the past 12 months.

Forty-four percent of shippers cite e-commerce as an important challenge this year, an increase from 37% in 2020. The pandemic accelerated consumers' shift to online shopping, and that effect has persisted even as the United States emerges from COVID quarantine, making e-commerce an urgent concern. And in an era of commodity shortages and port congestion, 39% of shippers say they face challenges in managing inventory, up from 31% in 2020.

Notably, only 4% of shippers this year say they are concerned about corporate social responsibility, including sustainability, down from 14% in 2020, reflecting the precedence of existential concerns and urgent challenges.

TOP CHALLENGES 3PLs FACE



Among the challenges 3PLs face in 2021, four stand out as key concerns for three-quarters or more of respondents, and all four have gained weight since 2020. Capacity and growth management top the list, each cited by 78% of 3PL respondents. In 2020, just 49% named capacity as an issue, and only 32% cited growth management.

Finding and retaining customers runs a close third in 2021, noted as a challenge by 74% of respondents. In 2020, that issue topped the list, although it figured in responses from slightly fewer 3PLs—67%.

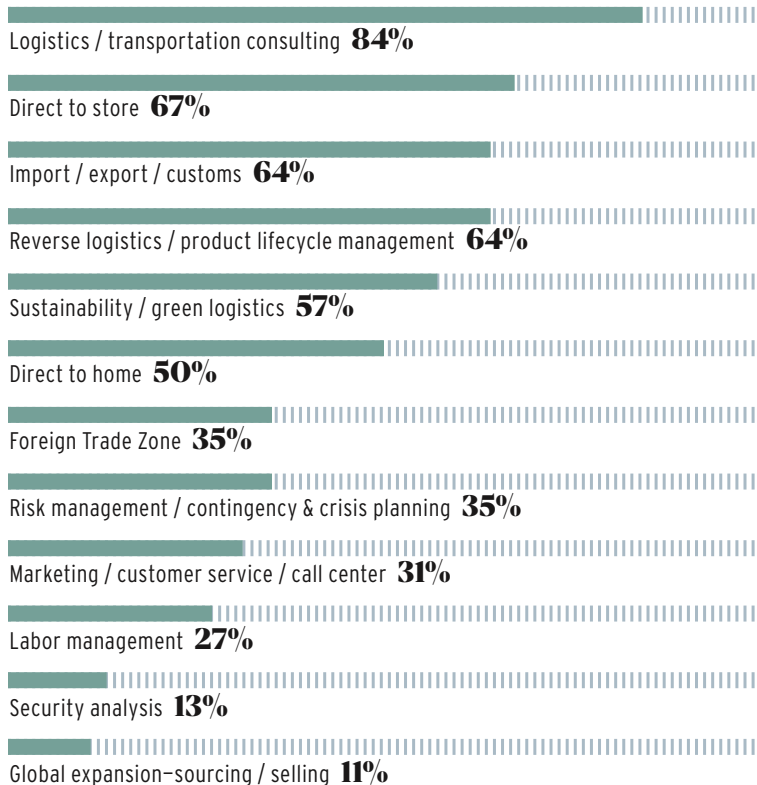
Like employers in many other industries, 3PLs are feeling the effects of a tight labor market: 73% of respondents say finding,

training, and retaining qualified labor is an important challenge. That's a big jump from one year ago, when 58% cited challenges related to the labor pool.

One surprise is the relatively small number of 3PLs that name supply chain disruptions/contingency planning/risk management as a challenge—31%, compared with 63% in 2020. Given capacity and labor shortages, port congestion, and manufacturing delays, disruption and risk seem to be important issues in 2021.

Perhaps many 3PLs have learned to anticipate potential disruptions and mitigate their effects, transforming disruption and risk from special challenges into business as usual.

SPECIAL SERVICES 3PLs OFFER



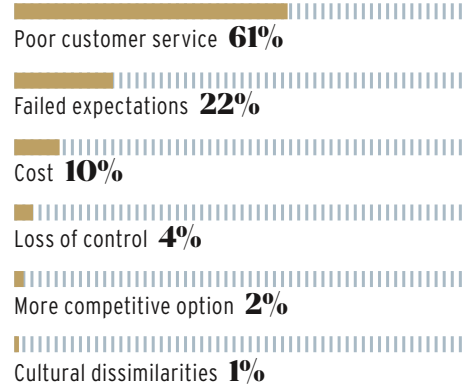
Basic logistics services—planning and executing transportation, storing inventory, etc.—are the bread and butter of many 3PL businesses. But most of these companies also offer more specialized services. Foremost among those are consulting services to help shippers develop their logistics and/or transportation strategies and put them into action. Eighty-four percent of our 3PL respondents offer such services.

The second-most common set of special 3PL services helps shippers deliver product directly to retail stores, rather than to retailers' distribution centers. Sixty-seven percent of this year's respondents provide that service, down a bit from 75% in 2020.

Two other important themes in 3PLs' service portfolios are import/export/customs services and services for handling reverse logistics and managing the product lifecycle, each of them cited by 64% of respondents. The other services offered by half or more of our respondents are sustainability/green logistics (57%) and direct-to-home delivery (50%).

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

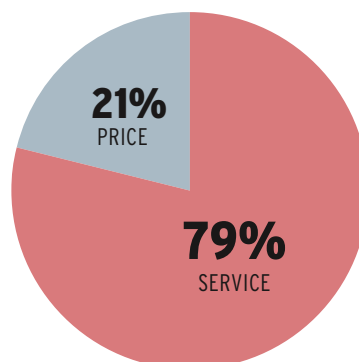
SHIPPERS SAY:



When things go sour between a shipper and its 3PL, the problem is far more likely connected to performance than to price.

Sixty-one percent of shippers cite poor customer service as the top reason for a failed 3PL relationship. Another 22% mention a related cause: failed expectations. Only 10% cite cost as the top reason for a shipper-3PL breakup, and just 2% say relationships have foundered when the shipper found a service provider with better pricing.

SHIPPERS, IS PRICE OR SERVICE MORE IMPORTANT?



Even as shippers grapple with how to control transportation and logistics costs, most know better than to skimp on relationships with 3PLs. A solid 79% tell us that service outranks price when they judge the quality of a logistics partner. Asked why their favorite 3PLs deserve industry recognition, many shippers offer comments such as "excellent service." Others were more specific:

"They help me move freight with ease and go above and beyond."

"Quick on quotes, great customer service, on-time deliveries, always helpful."

"They consistently invest in new technology and meet our needs. They go above and beyond with access to all levels of leadership."



ON YOUR MARK, GET SET...**FLOW.**

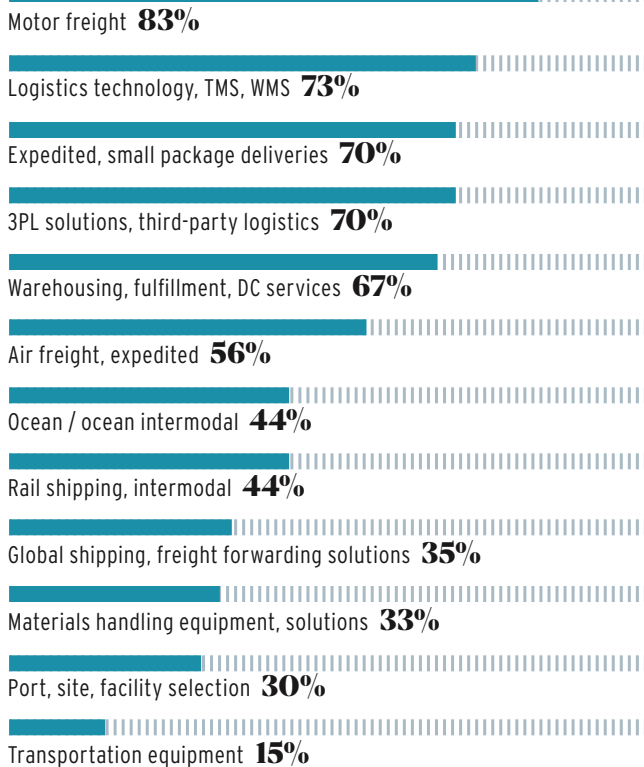
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SERVICES SHIPPERS BUY



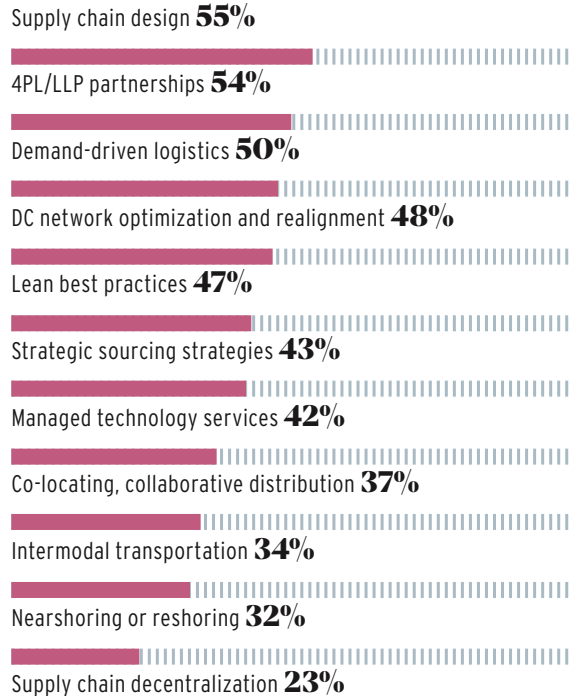
Most shippers rely on their 3PLs to move product from Point A to Point B: 83% say they buy motor freight services through their logistics partners. And 70% work with 3PLs to purchase services for expedited and small package deliveries, a growing need as more companies join the direct-to-consumer marketplace.

While over-the-road is the transportation service shippers are most likely to purchase through their 3PLs, other modes also play an important role: 56% buy airfreight services through these partnerships, while 44% cite ocean and ocean/intermodal services and the same number mention rail and rail/intermodal.

Shippers also rely heavily on 3PLs to receive and store inventory and then arrange to move it to its next destination. Among our respondents, 67% say they use 3PLs for warehousing, fulfillment, and distribution center (DC) services.

3PLs remain strong players in the world of logistics information technology. Although the market abounds with pure-play technology vendors, 73% of our shipper-respondents say they purchase transportation management systems (TMS), warehouse management systems (WMS), or other logistics technology solutions from 3PLs.

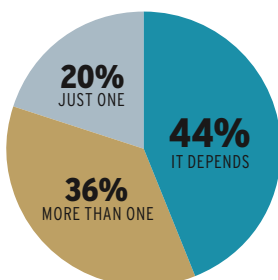
STRATEGIES 3PLs AND SHIPPERS USE TO MANAGE CHALLENGES



Of the top five strategies shippers and their 3PLs use to manage challenges, two of them involve the geographic dimensions of the supply chain. Supply chain design, cited by 55% of 3PLs, can encompass all aspects of product flow, from where a company sources goods, to how they're transported, to what distribution points offer the most efficient access to customers. DC network and realignment, which 48% of 3PLs mention, focuses on the best locations for distribution centers.

Fifty-four percent of 3PLs say they use a fourth-party logistics (4PL) provider or lead logistics provider (LLP) model to orchestrate the services of multiple service companies. Half of this year's respondents focus on demand-driven logistics.

While pandemic-induced supply chain disruptions have sparked predictions that more companies might soon source products closer to home, only 32% of this year's 3PL respondents say they're using nearshoring or reshoring to manage challenges.



SHOULD SHIPPERS PARTNER WITH ONE OR MORE 3PLs?

Shippers remain open-minded about 3PL partnerships, perhaps reasoning that different providers are best-equipped to serve different needs. Only 20% of shippers who participated in this year's survey say that a shipper should work with just a single 3PL. Thirty-six percent say that it's best to work with more than one, and 44% say the answer depends on the situation. When we shifted from theory to practice, asking shippers how many 3PLs they actually use, responses ranged from one to 10, depending on company size. The median number is two.

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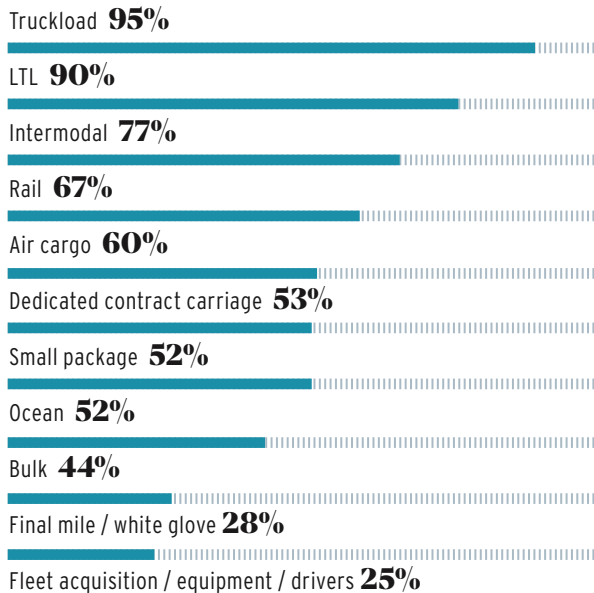
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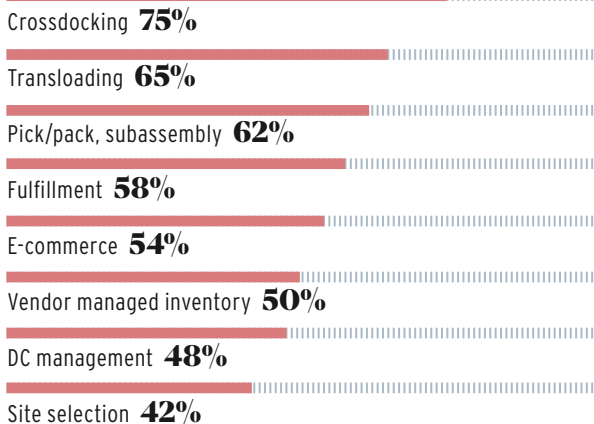
3PL SERVICES + CAPABILITIES

TRANSPORTATION



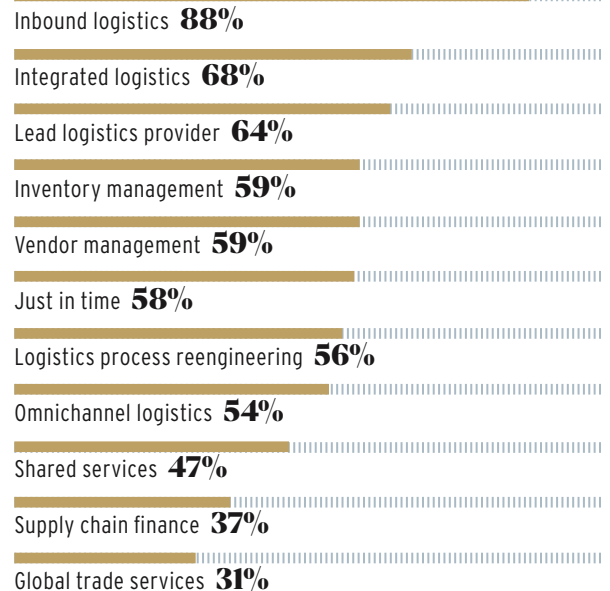
Almost all 3PLs provide truckload transportation, and nearly as many offer less-than-truckload (LTL). Beyond that, 3PLs offer transportation by a variety of other modes, as well as specialized transportation services such as small package, bulk, and final mile/white glove.

WAREHOUSING



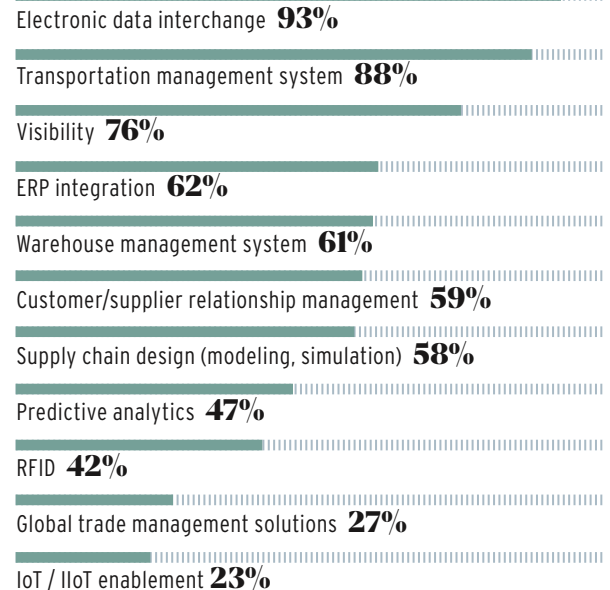
Warehousing services a 3PL is most likely to offer include crossdocking, transloading, and pick/pack and subassembly. In an era of accelerating growth in direct-to-consumer sales, shippers may be pleased to note that more than half of 3PLs provide e-commerce services.

LOGISTICS



A large majority of 3PLs offer inbound logistics services. Sixty-eight percent provide integrated services to manage the entire logistics process. Nearly as many—64%—can serve as a lead logistics provider, coordinating several companies to serve the shipper's needs.

TECHNOLOGY



Technology solutions that 3PLs are most likely to offer address basic logistics functions such as electronic data interchange (EDI), transportation management, and supply chain visibility. About half also offer software with a more strategic focus, for functions such as supply chain design and predictive analytics.

Our name is local but our service knows no boundaries

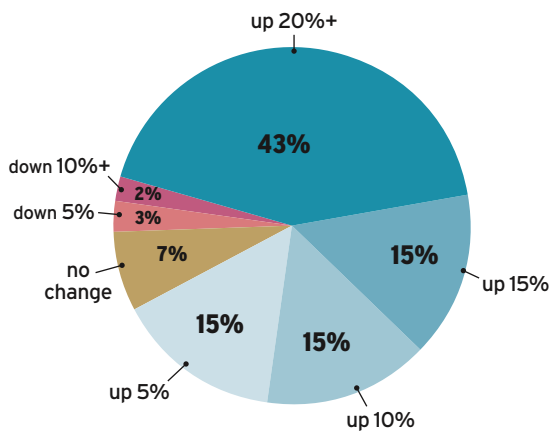


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total customer satisfaction.



3PL SALES



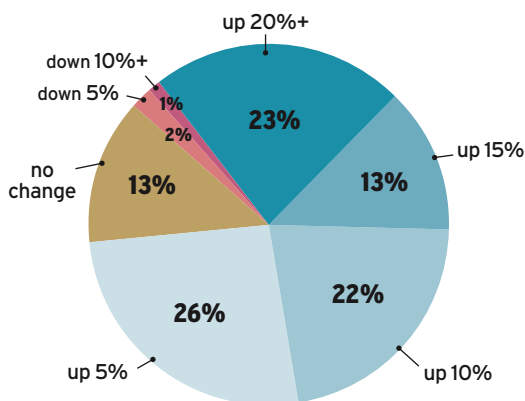
Most 3PLs have grown and prospered over the past year. Among our respondents, 88% report increased sales (compared with 74% in 2020); 84% have enlarged their customer bases (slightly up from 83% in 2020); and 83% have seen profits rise (compared with 72% in 2020). 3PLs haven't quite returned to the pre-pandemic strengths they enjoyed in 2019, when 95% reported increased sales and 92% saw increased profits. But they are certainly gaining ground.

A look at specific levels of gain reinforces the positive picture for 3PLs. Fifty-eight percent of our 3PL respondents report their sales have grown by 15% or more, and 51% have seen profits grow by that much. Customer gains,

however, have not been as strong. Just 36% of respondents saw their customer bases increase by at least 15%, while 26% saw 5% growth.

Many 3PLs attribute their growth in the past year to pandemic-related conditions. Customers needed help finding capacity in a tight market and shipping higher volumes of freight as demand for their products swelled. For some 3PLs, COVID disruptions offered an opportunity to rethink how they did business. Their investments in talent and technology helped their operations run smoothly, and their ability to maintain high levels of service in tough times kept customers loyal.

3PL CUSTOMER BASE



MOST IMPACTFUL TECHNOLOGIES

Artificial intelligence/machine learning **66%**

Autonomous vehicles **47%**

Internet of Things / industrial Internet of Things **40%**

Blockchain **32%**

Drones **22%**

Wearable technology **18%**

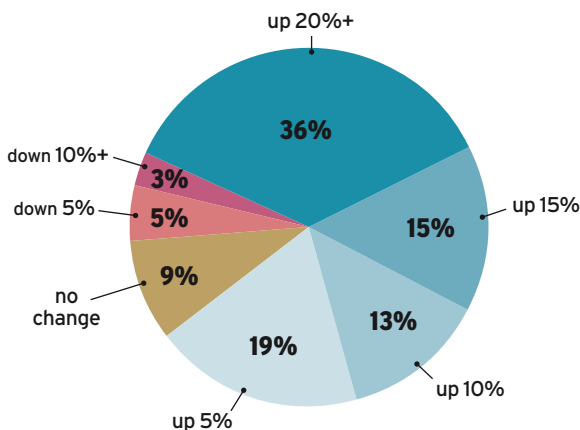
3D printing **5%**

Artificial intelligence/machine learning by far tops the list of technologies that 3PLs say will have the greatest impact on the way they do business, cited by two-thirds of respondents. While few 3PLs currently offer AI or machine learning capabilities to their shippers, those technologies can enable predictive analytics, which nearly half of 3PLs do offer.

No other technology comes close to AI in its disruptive power, according to our survey. But 47% of 3PL respondents expect autonomous vehicles to prompt significant changes, and 40% say the same about Internet of Things/industrial Internet of Things (IoT/IIoT) technologies.

With blockchain-based technologies such as cryptocurrency constantly in the news, about a third of respondents say they expect blockchain to make a major impact on logistics, up a bit from last year's 25%. ■

3PL PROFITS





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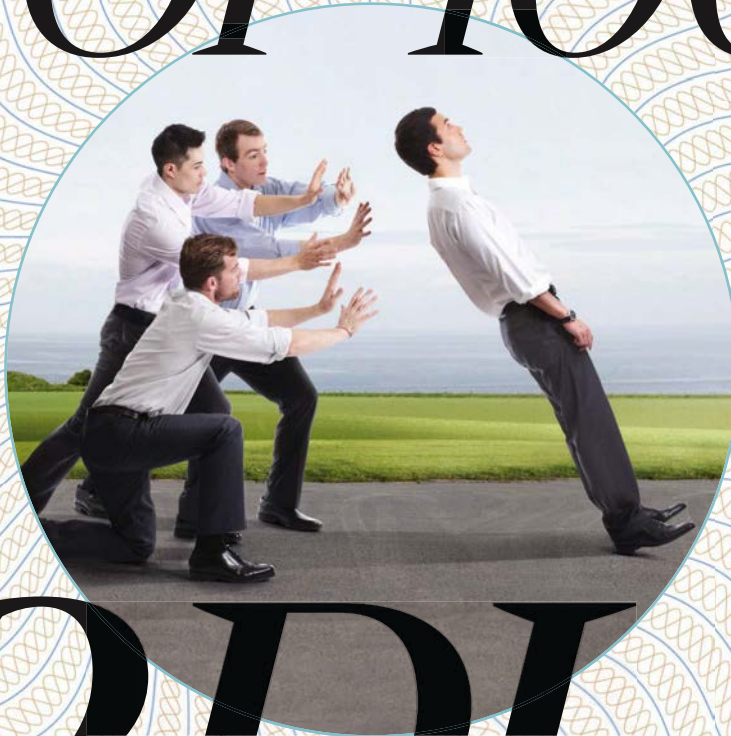


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2021

TOP 100



BPLS

When your enterprise faces supply chain and logistics challenges, these partners won't let you fall. In alphabetical order, here are the 100 third-party logistics providers deemed best of the best by *Inbound Logistics* editors.



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AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Inbound Logistics, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Shared Services

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

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

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

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

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ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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ASSET/NON-ASSET: Asset

AREAS SERVED: Global

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

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

KEY

CRM / SRM Customer/Supplier Relationship Management

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

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, Truckload, Equipment/Drivers, Final Mile/White Glove

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

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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, Inventory Management

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

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

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, Global Trade Management, Optimization, TMS, Visibility, WMS

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ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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

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

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

Ascent Global Logistics

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ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: JIT, Global Trade Services, Inbound Logistics, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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ASSET/NON-ASSET: Asset

AREAS SERVED: U.S. only

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

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

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

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

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

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

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ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: Integrated Logistics, Omnichannel, JIT, Inbound Logistics, Inventory Management, Vendor Management

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

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

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

Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, TMS, Visibility, WMS

Bender Warehouse

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ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S. only

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

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

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

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

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

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

BlueGrace Logistics

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ASSET/NON-ASSET: Non-Asset

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Inbound Logistics, Supply Chain Finance, Payment Auditing/Processing/Claims, Shared Services

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

SPECIAL SERVICES: Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

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

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ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: Transportation

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

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

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

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

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

Brown Integrated Logistics

423-309-2411 / www.brownintegratedlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

MARKETS SERVED: Manufacturing, Wholesale, Transportation

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

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

TRANSPORTATION SERVICES: Truckload

SPECIAL SERVICES: Labor Management

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

Cardinal Logistics

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ASSET/NON-ASSET: Asset

AREAS SERVED: North America

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

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

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home

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

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ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Vendor Management, Shared Services

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, DC Management, Site Selection, Transloading

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

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

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WMS Warehouse Management System

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

C.H. Robinson

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ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

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

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

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

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

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

3PL DECISION SUPPORT TOOL

SEARCH on any of the data points to match your requirements to the Top 100:

bit.ly/3PL-DST

Choptank Transport

410-673-1240 / www.choptanktransport.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: North America

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

LOGISTICS SERVICES: Integrated Logistics, Omnichannel, JIT, Inbound Logistics, Supply Chain Finance, Payment Auditing/Processing/Claims, Shared Services

WAREHOUSING SERVICES: Crossdocking, Transloading, Fulfillment

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Logistics/Transportation Consulting, Sustainability/Green Logistics

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

CJ Logistics America

847-390-6800 / www.cjlogisticsamerica.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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

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

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

CLX Logistics

970-531-7478 / www.clxlogistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Shared Services

WAREHOUSING SERVICES: Crossdocking, Transloading

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

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

TECHNOLOGY SERVICES: ERP Integration, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

Corporate Traffic

904-727-0051 / www.corporatetraffic.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

MARKETS SERVED: Manufacturing, Retail, Wholesale

LOGISTICS SERVICES: LLP/4PL, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Vendor Management

WAREHOUSING SERVICES: Crossdocking, Transloading

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal, Rail

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

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

Coyote Logistics

877-626-9683 / www.coyote.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL

WAREHOUSING SERVICES: Vendor Managed Inventory

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

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

TECHNOLOGY SERVICES: EDI, Optimization, TMS, Visibility

CT Logistics

216-267-2000 / ctlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

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

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

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

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 / www.ctsi-global.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

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

WAREHOUSING SERVICES: Site Selection

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

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

dfYOUNG

610-725-4000 / www.dfyoun.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

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

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Site Selection, Transloading, Vendor Managed Inventory

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, Global Trade Management, Predictive Analytics, Supply Chain Design, Visibility, RFID, WMS

DHL Supply Chain

877-272-1054 / www.dhl.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End to End Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Global Expansion, Security Analysis, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Blockchain, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Artificial Intelligence, Machine Learning, RFID, WMS

Dimerco Express Group

22 796-3660 / www.dimerco.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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

3PL DECISION SUPPORT TOOL

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bit.ly/3PL-DST

KEY

CRM / SRM Customer/Supplier Relationship Management

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

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

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

Distribution Technology

704-587-5587 / www.distributiontechnology.com

ASSET/NON-ASSET: Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: Integrated Logistics, JIT, Inbound Logistics

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

TRANSPORTATION SERVICES: LTL, Truckload, Rail, Dedicated Contract Carriage, Equipment/Drivers

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

TECHNOLOGY SERVICES: EDI, ERP Integration, Visibility, RFID, WMS

DSV Global Transport and Logistics

678-281-9400 / www.us.dsv.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

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

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

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

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

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

Dupré Logistics

877-889-0780 / www.duprelogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, 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, 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, Sustainability/Green Logistics

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

Echo Global Logistics

800-354-7993 / www.echo.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Vendor Management, Shared Services

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, 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, Logistics/Transportation Consulting, Sustainability/Green Logistics

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

ELM Global Logistics

631-299-3595 / www.elmlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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: EDI, Global Trade Management, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

Evans Distribution Systems

313-388-3200 / www.evansdist.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Inventory 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, 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: CRM/SRM, EDI, TMS, Visibility, RFID, WMS

KEY

FedEx Logistics

800-249-2953 / www.fedex.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

FLS Transportation Services

800-739-0939 / www.flstransport.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: North America

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

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

WAREHOUSING SERVICES: Crossdocking

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

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, TMS

Forward Air

800-726-6654 / www.forwardair.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

MARKETS SERVED: Manufacturing, Transportation

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Final Mile/ White Glove

SPECIAL SERVICES: Direct to Home, Import/ Export/Customs

TECHNOLOGY SERVICES: EDI, TMS

GEODIS

615-514-0331 / www.geodis.com/us

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/ Claims, Inventory Management, Vendor Management, Shared Services

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

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

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

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

CRM / SRM Customer/Supplier Relationship Management

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

GlobalTranz

866-275-1407 / www.globaltranz.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/ Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

TRANSPORTATION SERVICES: 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, Security Analysis, Contingency/Crisis Planning, Logistics/ Transportation Consulting, Sustainability/ Green Logistics

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

3PL DECISION SUPPORT TOOL

SEARCH on any of the data points to match your requirements to the Top 100:

bit.ly/3PL-DST

Holman Logistics

253-872-7140 / www.holmanusa.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

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

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

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Intermodal, Rail, Bulk, 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, Logistics/Transportation Consulting, Labor Management

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

Hub Group

630-271-3600 / www.hubgroup.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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, 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

317-707-2841 / www.ingrammicroservices.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: E-Commerce, Retail

LOGISTICS SERVICES: LLP/4PL, Omnichannel, Inbound Logistics, Inventory Management

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

TRANSPORTATION SERVICES: LTL, Truckload

SPECIAL SERVICES: Foreign Trade Zone, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center

TECHNOLOGY SERVICES: EDI, TMS, WMS

J.B. Hunt Transport Services

877-256-2882 / www.jbhunt.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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

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

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

Kenco Group

423-643-3401 / www.kencogroup.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

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

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

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

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

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

**3PL
DECISION
SUPPORT TOOL**

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bit.ly/3PL-DST

KEY

Landstar System

800-872-9400 / www.landstar.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, JIT

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

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, Expedited

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, Predictive Analytics, TMS

LEGACY Supply Chain

877-224-0335 / www.legacyscs.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

MARKETS SERVED: E-Commerce, Transportation

LOGISTICS SERVICES: Integrated Logistics, Omnichannel, 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, Truckload, Intermodal, Ocean, Rail, Bulk, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

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

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

Lynden

888-596-3361 / www.lynden.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

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

TECHNOLOGY SERVICES: EDI, Optimization, Visibility, RFID

Mainfreight

800-283-8888 / www.mainfreight.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Sustainability/Green Logistics

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

CRM / SRM Customer/Supplier Relationship Management

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

Matson Logistics

925-887-6237 / www.matsonlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Global Expansion, Logistics/Transportation Consulting, Sustainability/Green Logistics

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

MD Logistics

317-838-8900 / www.mdlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

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

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

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

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

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

MGN Logistics

800-645-0727 / www.mgnlogistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Wholesale, Transportation

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

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

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

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

Mitco Global Logistics

253-891-0600 / www.mitcoglobal.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

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

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

NFI

856-470-2726 / www.nfiindustries.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

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

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

nVision Global

770-474-4122 / www.nvisionglobal.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: Integrated Logistics, Inventory Management, Vendor Management

TRANSPORTATION SERVICES: LTL

SPECIAL SERVICES: Logistics and Transportation Consulting

TECHNOLOGY SERVICES: TMS

ODW Logistics

614-549-5000 / www.odwlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

LOGISTICS SERVICES: Integrated Logistics, Omnichannel, JIT, Inbound Logistics, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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

SPECIAL SERVICES: Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting, Labor Management

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

**3PL
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SUPPORT TOOL**

SEARCH on any of the data points to match your requirements to the Top 100:

bit.ly/3PL-DST

Odyssey Logistics & Technology

203-448-3868 / www.odysseylogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

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

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

Penske Logistics

800-529-6531 / www.penskelogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Shared Services

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Contingency/

Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

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

Performance Team, A Maersk Company

424-358-6967 / www.performanceteam.net

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

TRANSPORTATION SERVICES: LTL, Truckload, Ocean, Rail, Equipment/Drivers

SPECIAL SERVICES: Direct to Store, Foreign Trade Zone, Reverse Logistics/Product Lifecycle Management, Sustainability/Green Logistics

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

Phoenix Logistics

414-253-8010 / www.phoenix3pl.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

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

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

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Bulk, Dedicated Contract Carriage, Equipment/Drivers

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Reverse Logistics/Product Lifecycle

KEY

CRM / SRM Customer/Supplier Relationship Management

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

Management, Contingency/Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

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

Pilot Freight Services

610-891-8100 / www.pilotdelivers.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management

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

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

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

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

PLS Logistics Services

724-814-5100 / www.plslogistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, JIT, Inbound Logistics, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management

WAREHOUSING SERVICES: DC Management

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, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Sustainability/Green Logistics

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

Polaris Transportation Group

905-671-3100 / www.polaristransport.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

MARKETS SERVED: Manufacturing, Retail, Wholesale, Transportation

LOGISTICS SERVICES: Inbound Logistics, Inventory Management

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

TRANSPORTATION SERVICES: LTL, Truckload

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

Port Jersey Logistics

609-495-1300 / www.portjersey.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

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

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

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal, Ocean, Rail

SPECIAL SERVICES: Import/Export/Customs

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

ProTrans

317-240-4100 / www.protrans.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Retail, Wholesale, Transportation

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

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

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

SPECIAL SERVICES: Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

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

R2 Logistics

214-451-4676 / www.r2logistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: Omnichannel, JIT, Global Trade Services, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Vendor Management

WAREHOUSING SERVICES: Crossdocking, Transloading

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

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

TECHNOLOGY SERVICES: EDI, ERP Integration, Global Trade Management, Predictive Analytics, Supply Chain Design, TMS, Visibility

Red Classic

866-768-8809 / www.redclassic.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Vendor Management

WAREHOUSING SERVICES: Crossdocking, Transloading

TRANSPORTATION SERVICES: Truckload, Intermodal, Rail, Dedicated Contract Carriage, Equipment/Drivers, Final Mile/White Glove

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

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

3PL DECISION SUPPORT TOOL

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bit.ly/3PL-DST

KEY

RedStone Logistics

913-998-7910 / www.redstonelogistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

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

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

SPECIAL SERVICES: Direct to Store, Contingency/Crisis Planning, Logistics/Transportation Consulting

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

Redwood Logistics

844-467-3396 / www.redwoodlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management

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, Final Mile/White Glove

SPECIAL SERVICES: Import/Export/Customs, Security Analysis, Contingency/Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

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

Regal Logistics

866-300-5580 / www.regalogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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

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

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

Rinchem Company

505-247-6500 / www.rinchem.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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

CRM / SRM Customer/Supplier Relationship Management

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

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

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

RMX Global Logistics

479-202-4376 / www.rmxglobal.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S. only

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

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

WAREHOUSING SERVICES: Crossdocking, Transloading, Vendor Managed Inventory

TRANSPORTATION SERVICES: Truckload, Intermodal, Rail, Dedicated Contract Carriage, Final Mile/White Glove

SPECIAL SERVICES: Direct to Store, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting

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

Romark Logistics

800-276-2719 / www.romarklogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, 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, Truckload, Intermodal, Ocean, Rail, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

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

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

RSI Logistics

517-908-3657 / www.rsilogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

MARKETS SERVED: Manufacturing, Wholesale, Transportation

LOGISTICS SERVICES: Inbound Logistics, Shared Services

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Transloading

TRANSPORTATION SERVICES: Intermodal, Rail, Bulk, Dedicated Contract Carriage

SPECIAL SERVICES: Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, ERP Integration, Optimization, Predictive Analytics, IoT/IloT Enablement, TMS, Visibility, RFID, WMS

Ruan

866-782-6669 / www.ruan.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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

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

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

Ryder System

305-500-4547 / www.ryder.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

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

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

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

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

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

Saddle Creek Logistics Services

888-878-1177 / www.sclogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

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

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

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

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

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

Scan Global Logistics

206-244-0330 / www.scangl.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: Integrated Logistics, JIT, Inbound Logistics, Inventory Management

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, Final Mile/White Glove

KEY

CRM / SRM Customer/Supplier Relationship Management
DCC Dedicated Contract Carriage
FTZ Foreign Trade Zone
GTM Global Trade Management
IoT / IIoT Internet of Things/Industrial Internet of Things
LLP Lead Logistics Provider
LTL Less than Truckload
PLM Product Lifecycle Management
TMS Transportation Management System
VMI Vendor Managed Inventory
WMS Warehouse Management System

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

TECHNOLOGY SERVICES: EDI, ERP Integration, TMS, Visibility, RFID, WMS

Schneider

920-592-4200 / www.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, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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

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

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

SEKO Logistics

630-919-4966 / www.sekologistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

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

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

The Shippers Group

214-381-5050 / www.theshippersgroup.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: LLP/4PL, Omnichannel, 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, Truckload, Intermodal, Ocean, Rail, Bulk

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

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

Sunland Logistics Solutions

864-295-0081 / www.sunlandlogisticssolutions.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: Omnichannel, JIT, Inbound Logistics, Inventory Management, Vendor Management, Shared Services

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

TRANSPORTATION SERVICES: Dedicated Contract Carriage

Sunset Transportation

800-849-6540 / www.sunsettrans.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: Integrated Logistics, JIT, Global Trade Services, Inbound Logistics, Supply Chain Finance, Payment Auditing/Processing/Claims, Vendor Management

WAREHOUSING SERVICES: Crossdocking, Transloading

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

SPECIAL SERVICES: Foreign Trade Zone, Import/Export/Customs, Logistics/Transportation Consulting

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

3PL DECISION SUPPORT TOOL

SEARCH on any of the data points to match your requirements to the Top 100:

bit.ly/3PL-DST

Syfan Logistics

855-287-8485 / www.syfanlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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 and Transportation Consulting

TECHNOLOGY SERVICES: EDI, TMS, Visibility

Symbia Logistics

855-467-9624 / www.symbia.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: North America

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

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

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

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

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, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

Syncreon

248-377-4700 / www.syncreon.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, 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, Vendor Managed Inventory, Fulfillment

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

SPECIAL SERVICES: Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

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

Taylor Services

732-750-9000 / www.taylorredservices.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: Omnichannel, Inbound Logistics, Inventory Management, Vendor Management

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

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal, Final Mile/White Glove

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

TECHNOLOGY SERVICES: EDI, TMS, WMS

TForce Logistics

855-396-2639 / www.tforcelogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

LOGISTICS SERVICES: Integrated Logistics, Omnichannel, JIT, Inbound Logistics, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce, Crossdocking

TRANSPORTATION SERVICES: Small Package, Final Mile/White Glove

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

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

Transplace

866-413-9266 / www.transplace.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Retail

LOGISTICS SERVICES: LLP/4PL, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Vendor Management, Shared Services

WAREHOUSING SERVICES: Pick/Pack, Sustainability, Crossdocking, Site Selection

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

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

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

3PL DECISION SUPPORT TOOL

SEARCH on any of the data points to match your requirements to the Top 100:

bit.ly/3PL-DST

KEY

Transportation Insight

877-226-9950 / www.transportationinsight.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/ Claims, Inventory Management, Vendor Management, Shared Services

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Logistics/ Transportation Consulting, Sustainability/ Green Logistics

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

Trinity Logistics

866-603-5679 / www.trinitylogistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, Global Trade Services, Inbound Logistics, Supply Chain Finance, Payment Auditing/Processing/ Claims, Vendor Management

WAREHOUSING SERVICES: E-Commerce, Crossdocking, Transloading, Fulfillment

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

SPECIAL SERVICES: Direct to Store, Marketing/Customer Service/Call Center, Logistics/Transportation Consulting, Sustainability/Green Logistics

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

Tucker Company Worldwide

856-317-9600 / www.tuckerco.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: North America

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

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

WAREHOUSING SERVICES: Crossdocking, Site Selection, Transloading, VMI

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

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

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

UniGroup

636-305-5000 / www.unigrouplogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/ Claims, Inventory Management, Vendor Management, Shared Services

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

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

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Global Trade Management, Optimization, TMS, Visibility, WMS

CRM / SRM Customer/Supplier Relationship Management

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

Universal

586-467-1457 / www.universallogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/ Claims, Inventory Management, Vendor Management, Shared Services

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

TRANSPORTATION SERVICES: Air Cargo, Truckload, Intermodal, Ocean, Dedicated Contract Carriage, Fleet Acquisition, Equipment/Drivers

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

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

UPS Supply Chain Solutions

800-742-5727 / www.ups.com

ASSET/NON-ASSET: Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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

Verst Logistics

859-485-1212 / www.verstlogistics.com

ASSET/NON-ASSET: Asset

AREAS SERVED: North America

MARKETS SERVED:

E-Commerce, Transportation

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

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

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

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

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

Wagner Logistics

816-421-3520 / www.wagnerlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: Integrated Logistics, Omnichannel, JIT, Inbound Logistics, Inventory Management

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

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Intermodal, Bulk, Equipment/Drivers, Final Mile/White Glove

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

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

Warehouse Specialists, LLC (WSI)

920-252-2735 / www.wsinc.com

ASSET/NON-ASSET: Asset

AREAS SERVED: North America

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

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

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

TRANSPORTATION SERVICES: 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: EDI, Optimization, Supply Chain Design, TMS, Visibility, RFID, WMS

Weber Logistics

562-677-2227 / www.weberlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

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

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

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

SPECIAL SERVICES: Direct to Store, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, ERP Integration, TMS, Visibility, RFID, WMS

Wen-Parker Logistics

888-978-7871 / www.wen-parker.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: Omnichannel, Inbound Logistics

WAREHOUSING SERVICES: E-Commerce, Crossdocking

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

SPECIAL SERVICES: Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, ERP Integration, TMS, RFID, WMS

KEY

Werner Enterprises

402-895-6640 / www.werner.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management

WAREHOUSING SERVICES: Pick/Pack, Subassembly, Crossdocking, Site Selection

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

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

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

Whiplash

908-380-3237 / www.whiplash.com

ASSET/NON-ASSET: Both

AREAS SERVED: North America

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

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

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Reverse Logistics/Product Lifecycle Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, ERP Integration, TMS, RFID, WMS

XPO Logistics

203-399-6998 / www.xpo.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

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/IoT Enablement, TMS, Visibility, RFID, WMS

Yusen Logistics

800-414-3895 / www.yusen-logistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, Integrated Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Payment Auditing/Processing/Claims, Inventory Management, Vendor Management, Shared Services

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

CRM / SRM Customer/Supplier Relationship Management

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Foreign Trade Zone, Import/Export/Customs, Reverse Logistics/Product Lifecycle Management, 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/IoT Enablement, TMS, Visibility, RFID, WMS

3PL DECISION SUPPORT TOOL

SEARCH on any of the data points to match your requirements to the Top 100:

bit.ly/3PL-DST



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SAY ALOHA TO SUPPLY CHAIN PARADISE.

Hawaii Freight Solutions for Any Business.

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approvedforwarders.com

TOP 10 3PLs READERS' CHOICE EXCELLENCE AWARDS



These third-party logistics providers have earned your trust—and your votes—with their consistency and customer service.

Shippers seek constancy and support from their third-party logistics (3PL) providers as upheaval and disruption have punctuated supply chains for the past year. The 3PLs garnering a Top 10 3PL Excellence Award were the most steadfast of all.

With more than 14,500 votes cast, our audience has revealed the 3PLs they trust the most. The providers on this short list have been reliable and responsive in uncertain and unpredictable conditions, through material shortages and demand volatility.

“They make our job easier” is a constant refrain among voters, when asked why their favorite 3PL merits recognition. For instance, a Lexington, Kentucky-based maker of power tools says of our top spot holder Echo Global Logistics: “One email or phone call and it’s done.”

The ability to execute shipments consistently is no less than a lifeline as freight capacity constraints persist. By managing a portion or all of a shipper’s transportation and logistics operations, 3PLs keep supply chains moving, even in the face of port congestion and labor shortages.

They do this by leveraging their expertise, resources, and increasingly, their technology to optimize shipper operations and provide efficiency-boosting insights. For instance, a respondent from U.S. Paint, a manufacturer of custom paints and coatings, says of Sunset

Transportation’s information technology (IT) solution, “Their platform provides reporting to track out spend and opportunities for improvement.”

Even with a wealth of choices among pure-play technology vendors, the majority of our audience rely on 3PLs for IT systems, with 73% of shippers in our *3PL Perspectives* report (see page 74) indicating they leverage transportation management systems, warehouse management systems, and other IT solutions from their 3PLs.

The importance of IT applies to supply chain touch points across all verticals, which are represented in our Top 10 survey. From consumer packaged goods to pharmaceutical to automotive sectors, survey respondents hail from wide-ranging markets (see *About the Survey respondents*, page 106).

Voters include supply chain decision-makers from trillion-dollar companies Amazon, Apple, and Microsoft; retailers such as Best Buy, Target, and Walmart; as well as manufacturers Boeing, Caterpillar, General Motors, and Tesla (See *Thank You to All Who Voted* on page 116).

Year after year, our audience lauds the 3PLs most proactive in communication and customer service. The most trusted and turned-to providers get the job done, every time. They’re resourceful and responsive, offering technology solutions that yield supply chain efficiencies.

**AND THE
WINNERS ARE:**

1

ECHO GLOBAL LOGISTICS

2

HUB GROUP

3

KENCO

4

(tie)

**SUNSET TRANSPORTATION
GLOBALTRANZ**

5

SEKO LOGISTICS

6

FEDEX SUPPLY CHAIN

7

**UPS SUPPLY CHAIN
SOLUTIONS**

8

WERNER

9

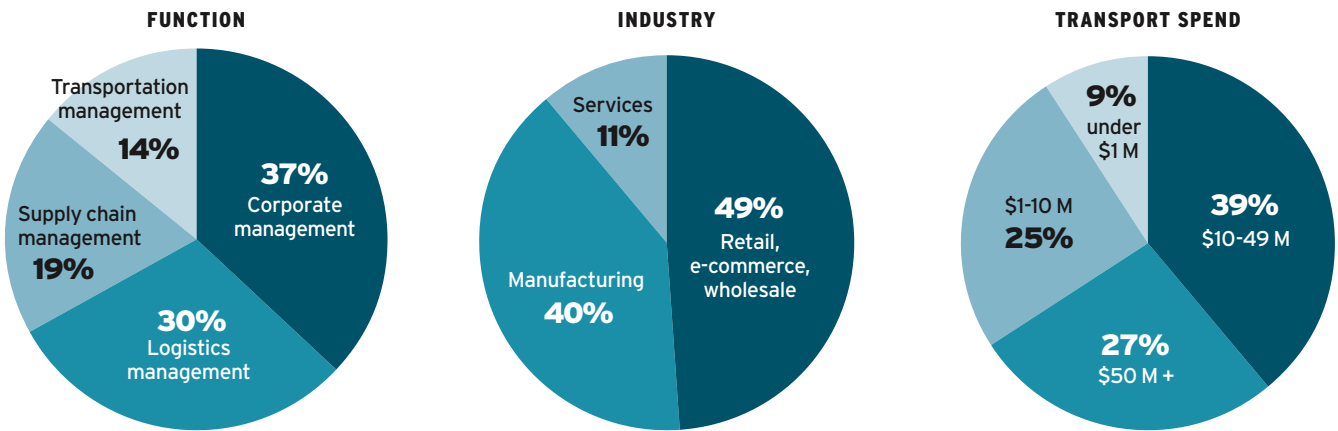
DHL SUPPLY CHAIN

10

(tie)

**R2 LOGISTICS
XPO LOGISTICS**

ABOUT THE SURVEY RESPONDENTS



ONES TO WATCH

These 3PLs received a good number of votes, but not quite enough to crack the Top 10 list.

- BlueGrace
- C.H. Robinson
- Dimerco
- Fulfillment by Amazon (FBA)
- GEODIS
- Landstar System
- Maersk NeoNav
- Penske Logistics
- Saddle Creek Logistics Services
- Schneider National
- Uber Freight
- Unishippers

IN THEIR OWN WORDS

I consider Echo Global Logistics more than just a 3PL—to me, they're a co-worker.

—Camping World

Sunset Transportation has shown excellence beyond words in customer service, responsiveness, cost reduction initiatives, services, functionality, tracking, coordination, integration, etc. They have by far exceeded the standard.

—Wexford Labs

Kenco manages a large, complex business on our behalf, while driving out cost and improving service/quality.

—Stryker

R2 Logistics is the one and only vendor that is willing to help us at the drop of a hat.

—D3H Home

Sunset Transportation is a right-size 3PL with a family-owned mindset and flexibility to adapt to larger problems.

—BizLibrary

GlobalTranz is available whenever I call and provides ongoing updates on critical shipments. They are friendly, helpful, and provide logistics information as to what is happening around the world. I feel well informed.

—Signicast

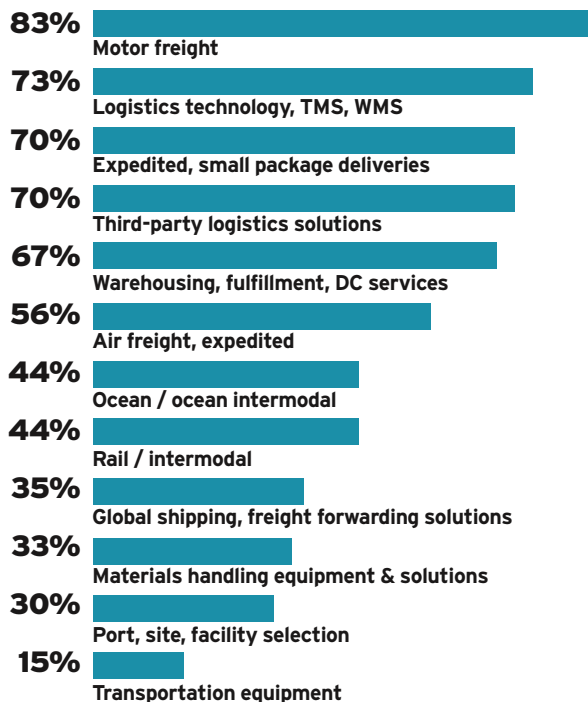
Kenco is a company that stands behind its word, with people who are honest and pledge to serve the customer.

—Blue Buffalo

Our company has a ton of last-minute changes and SEKO Logistics helps to accommodate us every step of the way. SEKO is great at handling our logistics to 1,000+ partners and is efficient with handling returns as well. SEKO hits urgent delivery deadlines.

—Company name withheld by request

SERVICES THE IL AUDIENCE BUYS





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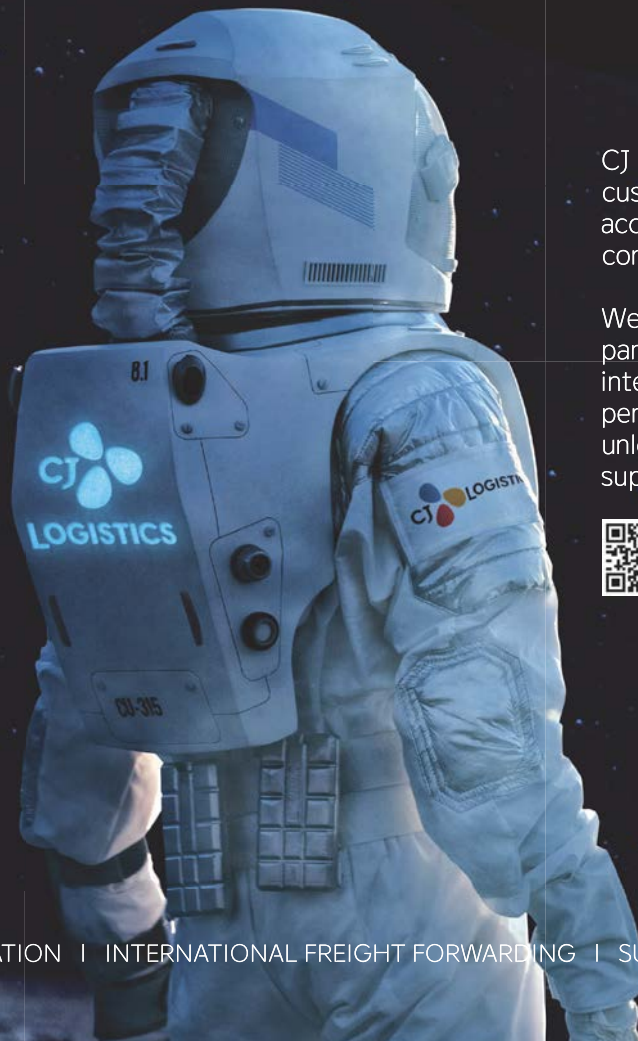
 **SaddleCreek**
LOGISTICS SERVICES

Imagine new possibilities.

CJ Logistics' innovative
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We design the future.

WE DESIGN LOGISTICS



CJ Logistics maximizes customer value through accelerated innovation and continuous improvement.

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ECHO GLOBAL LOGISTICS

WHY THEY WON:

Echo has developed strong partnerships with 50,000+ carriers, creating a robust network that allows the 3PL to move 16,000+ shipments every day for more than 35,000 clients.

The trust and credibility built in a highly competitive industry are testaments to Echo's expert logistics professionals, industry-leading technology, and exceptional service, which allow them to provide shippers and carriers with the best solutions to meet their unique needs.

"We've worked with Echo for many years and have developed a strong partnership based on communication and trust," says David Wozniak, marketing director at Taraca Pacific. "We know we can rely on Echo to go above and beyond for us, whether that's finding the best route for a single shipment or guiding us in developing and improving our entire distribution network."

"They have done an excellent job of sourcing capacity from top-notch carriers at some of the best rates in the market without sacrificing safety on the road or the care of our goods," he adds.

This past year, Echo launched EchoShip Rewards, a loyalty program for clients, and added new benefits to EchoDrive Preferred, a rewards program built for carrier partners.

Many of Echo's clients were impacted by the pandemic, and each client has their own specific set of issues. Echo is committed

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to ensuring their supply chains remain uninterrupted. Recognizing that one solution does not fit all, Echo works closely with each client to evaluate their current network and constraints and make recommendations that improve shipping operations and eliminate supply chain bottlenecks.

Echo's clients have access to EchoShip, a self-service web portal that enables them to quote, book, ship, manage invoices, and track shipments in real time, all while supported by Echo's team of experts.

With EchoDrive, Echo's proprietary web portal and mobile app, carriers are able to search, bid, book, manage, track, and get paid on freight hauled for Echo.

CLIENT ROSTER:

- Archway
- Culligan International
- Duracell
- Greenheck
- Johnstone Supply
- Newell
- Omron
- Purely Elizabeth
- Taraca Pacific



Doug Waggoner
Chairman of the Board
of Directors & CEO

HUB GROUP

WHY THEY WON:

Hub Group is celebrating 50 years of service, integrity, and innovation. The company creates innovative, end-to-end supply chain solutions tailored to each client's unique business needs.

From activating comprehensive technology for added visibility and efficiency, to leveraging strong third-party relationships and the industry's second-largest private intermodal fleet, Hub Group provides access to the right support and the right end-to-end supply chain solutions, at the right time.

Customers recognize the value Hub Group brings to their operations. "Hub Group has been a strategic provider for TrinityRail for more than six years," says a TrinityRail spokesperson. "Hub Group delivers value to our supply chain through increased visibility, service, and savings."

"Having solid relationships with stakeholders is key to staying ahead of supply chain disruptions. Regardless of the challenge or situation, Hub Group can be counted on to provide innovative solutions and a path forward that supports our long-term company goals," adds the spokesperson.

Hub Group personalizes its offerings to meet each client's needs. With a single point of contact, a robust lineup of tech-enabled assets, and strong third-party relationships, customers are on the receiving end of innovative, new ideas that drive long-term potential.

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Phillip D. Yeager
President &
Chief Operating Officer



Denis Reilly
President & CEO

3

KENCO

WHY THEY WON:

During an unprecedented year, clients acknowledged Kenco's ability to quickly adapt to change, whether that was sudden shifts in consumer demand, the need for new safety measures, or creative approaches to a difficult labor market. Kenco has always touted its agility and customer service, but 2020 was the year Kenco proved that it walks the walk.

Because the single greatest challenge right now is the labor market, where it is increasingly difficult to attract and retain quality employees, Kenco is doubling down on investing in innovative labor solutions.

For instance, in 2020 Kenco co-invested with one of its Fortune 500 clients to implement an automated storage and retrieval system that significantly reduces their dependence on labor as well as their footprint. Kenco is also the first North American 3PL partnering with Phantom Auto to use its remotely operated forklift solution, expanding the labor pool by removing geographic restrictions to hiring.

The pandemic accelerated trends that were already in motion, including the shift to omnichannel, tightening capacity, and the need for more supply chain agility and resilience. It also highlighted the fragility of supply chains, from overdependence on Chinese manufacturing and top cybersecurity threats to backlogged U.S. ports.

As a domestic 3PL, Kenco is often the final link in the supply chain. That's why Kenco is increasing

its investment in innovative automation and technology solutions to relieve labor, space, and freight capacity constraints and increase speed of delivery.

CLIENT ROSTER:

- Carrier
- Dr. Squatch
- Dupont
- Fresh Clean Tees
- General Mills
- Ingredion
- Jeni's
- Oatly
- Stryker
- Whirlpool

SUNSET TRANSPORTATION

WHY THEY WON:

Sunset's culture is a definite differentiation from other 3PLs. The company doesn't try to be everything to every customer, but rather forms a partnership of trust that builds over time.

The internal Sunsetter team embraces the company's family-style approach of accountability and creating relationships, and that mindset translates into how much Sunset cares about doing the right thing for customers.

Despite the significant growth Sunset has experienced over the past few years, they have worked hard to maintain the Sunset Way culture in every aspect of the business.

During the past 18 months of an extremely challenging pandemic, Sunset's customers have valued stability and communication from their 3PL over anything else. Sunset remained committed to their changing needs while making sure safety and

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A TIE!

CLIENT ROSTER:

- Alberici Constructors
- Diamond Pet Food
- LeJeune Steel Company
- Navistar
- Tacony International
- Paric Corporation
- Vi-Jon

flexible solutions are effectively communicated.

While it hasn't been "business as usual" this year for so many people, Sunset has stayed loyal to these core values and that has made all the difference in their growth and success.

Customers appreciate that commitment.

"Sunset is an important and strategic partner in the Navistar logistics network," says Taip Memishi, senior procurement manager of global logistics at Navistar. "Sunset remains committed to supporting business requirements and ensuring superior performance."

"With an unwavering team, Sunset has earned a position of trust and reliability; leading with a solid 'customer-centric' approach," Memishi adds. "Sunset is well-deserving of their Top 3PL ranking."



Lindsey Graves
CEO

WHY THEY WON:

Today's shippers are navigating increased customer expectations, changing buying behaviors, evolving inventory management, and ongoing market volatility. GlobalTranz partners closely with customers to drive supply chain resiliency, competitive and operative advantage through data-driven supply chain optimization, multimodal solutions tailored to their business needs, award-winning technology, and exceptional carrier relationships.

Customers recognize GlobalTranz' exceptional service. "We work very closely with our GlobalTranz account team," according to one client in the food and beverage industry. "They are always quick to answer our phone calls and emails and they provide efficient solutions to our logistical needs."

"We think of them as an extension of our business due to their constant contact and hard work on our account," the client adds. "We look forward to a lasting partnership with the team at GlobalTranz and we appreciate all their efforts to help us grow our business."

4

A TIE!

GLOBALTRANZ

Bob Farrell
Chairman & CEO

"They are prompt with email responses, quick to act, and accommodating for many challenging scenarios," says another customer. "We use the GlobalTranz Transportation Management System (TMS) to book LTL shipping to deliver furniture pieces to customer residences and businesses."

"We find the GlobalTranz TMS convenient and easy to use, including filing claims. As a furniture company, we value customer satisfaction and rely heavily on quality shipping."

SEKO LOGISTICS**WHY THEY WON:**

SEKO provides complete supply chain solutions, specializing in transportation, logistics, forwarding, and warehousing. Its innovative and configurable IT solutions provide a seamless flow of information and give its growing client base true supply chain visibility.

SEKO's unique business model provides customers with hands-on service and support; personal relationships; creative, configured solutions; responsiveness and reliability; and flexibility and consistency.

SEKO's lean and nimble management structure enables them to deliver solutions that can meet each customer's exact requirements, increase decision-making speed, and implement configured solutions.

SEKO is committed to developing efficiencies and optimizing every customer's supply chain. It takes the time to understand each client's requirements and builds its processes and services around that business.

SEKO's logistics solutions are lean and efficient, with the core aim of improving customer satisfaction and keeping businesses running at peak performance. As a customer-focused organization, SEKO is "fast on its feet" in delivering solutions that meet clients' exact requirements.

Just ask Ember. "We knew we needed a great third-party logistics partner to handle projects like launching in Apple stores in 26 different countries and, in a single day, opening global e-commerce channels and supplying to Tmall China," says Phil Poel, chief operating officer at Ember. "That in and of itself tells the story of why we needed a reliable logistics partner on our side."

5



James Gagne
President & CEO

CLIENT ROSTER:

- Beckman Coulter
- Canyon Bikes
- Castore
- Cath Kidston
- Dell EMC
- Escalade Sports
- Peli BioThermal
- Thuma
- Weber



Scott Temple
President & CEO



FEDEX SUPPLY CHAIN

WHY THEY WON:

FedEx Supply Chain has the experience and skill to help companies succeed when faced with even the most complex logistics challenges. The 3PL provides objective insight into logistics processes, helping customers identify which changes to make—and which to avoid.

Whether it's an established business or a rapidly growing company, FedEx Supply Chain provides solutions designed to scale with the business over time. For small businesses, FedEx Supply Chain offers a comprehensive warehousing, fulfillment, and returns solution that enables a seamless experience for both the SMB and its customers.

"FedEx Supply Chain worked with us to find the best solution for our needs and enabled us to scale, which we wouldn't have been able to do alone," says Luke Geddie, CEO of Skinny & Co.

FedEx's experts identify opportunities in the supply chain and work to develop best-in-class solutions to achieve profitable growth.

"Our company prides itself on creating a meaningful connection with our customers," says Deepa Gandhi, founder and chief operating officer, Dagne Dover. "We are excited to work with a 3PL that understands this and helps us create those connections."

FedEx Supply Chain's services range from e-commerce fulfillment to supply chain and transportation solutions. It offers its supply chain expertise across key industries including retail, healthcare, industrial, technology and electronics, and consumer goods.

UPS SUPPLY CHAIN SOLUTIONS

WHY THEY WON:

UPS Supply Chain Solutions (SCS) helps companies of all sizes see the big picture. It is focused on providing customers with the visibility, expertise, and control to make more informed business decisions by putting the customer first, being people led, and driving innovation, which helps deliver more value across the entire supply chain.

The 3PL's supply chain expertise, end-to-end services, and value-added solutions are designed to scale with growing businesses and help them grow even faster.

"I didn't realize UPS had an e-commerce fulfillment solution for small business," says Tim Gibb, co-founder, Tidal New York, a UPS SCS customer. "Their all-in-one platform coupled with a bicoastal fulfillment network differentiated UPS. It has let us focus on the important parts of running our business while UPS takes care of the warehousing and order fulfillment. It was an easy choice."

UPS SCS helps companies manage their flow of goods from receiving to storage to order processing to shipment. The company offers warehousing and distribution services, e-fulfillment, and service parts logistics.

"UPS SCS has been focused on connecting our digital technologies across the end-to-end supply chain, including warehouse systems, robotics, artificial



Philippe Gilbert
President

CLIENT ROSTER:

- Aria Vent, Inc.
- Cool Carats
- Core Health & Fitness
- eSecuritel
- Garage Flooring Inc.
- Japan Airlines
- K12
- Kingsdown
- Lupin Pharmaceuticals
- Overstock.com
- Sealed Air
- The Neff Company
- Tidal New York

intelligence, visibility and shipping platforms, sensor technology, and many other innovative solutions," says president Philippe Gilbert. "This is transforming how we do business and the experience for our customers."



Derek Leathers
Chairman, President
& CEO

WERNER

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WHY THEY WON:

Werner Logistics focuses on providing a premier experience to all of its customers, carriers, and talent. As an asset-based 3PL, its team of experts has all the tools and resources to solve customers' supply chain challenges.

In addition to its talented team, Werner is on its way to becoming the first North American carrier to move its entire tech stack and operations to the cloud. This includes the implementation of MasterMind, a new cloud-based transportation management system that aims to make supply chains smarter and more efficient.

This year, Werner also introduced Carrier's EDGE, a self-serve, digital carrier platform designed to increase available freight visibility and streamline communications.

Even though the transportation and logistics industry continues to see strong growth, post-pandemic supply and demand have created extreme challenges for 3PL customers. Werner utilizes multiple capacity solutions to meet the demands of consumers, including more than 33,000 alliance carriers, 7,700-plus trucks, 24,000 trailers, access to 95,000 rail containers, and 170-plus final mile terminals.

CLIENT ROSTER:

- Dollar General
- The Home Depot
- Walmart

Ocean capacity is extremely tight, and carriers are adjusting their networks to maximize the availability and utilization of containers. The result is fewer inland services being offered in most countries, especially the United States.

This trend is creating increased demand on domestic trucking, transloading, and rail providers. Companies that can effectively manage multiple modes will have the best chance of preserving supply and maintaining transit times.

Werner is working with customers to integrate its domestic capabilities into the traditional international supply chain to keep freight moving. This advantage of having assets and a strong network of transportation partners allows its customers to engage multiple transportation modes through one relationship. This is an essential piece as many companies are not equipped to manage more complex multi-mode shipments.

DHL SUPPLY CHAIN

WHY THEY WON:

DHL Supply Chain, a global and North American contract logistics provider, attracts and retains dedicated associates with a team-based culture focused on continuous improvement and operational excellence.

DHL offers a broad suite of integrated solutions, bringing greater flexibility, predictability, and speed to customers' supply chains. Anticipating and adapting to the changing market, DHL committed this year to purchase 2,000 robots from Locus Robotics to deploy in e-commerce or consumer warehouses, increasing efficiency and accelerating delivery processes for customers.

Against a background of rising costs and volatile markets, companies are under pressure to do more with less and get the goods to market even faster—while improving service levels for customers. DHL Supply Chain enables customers to grow their business by providing more certainty in operating performance, as well as implementing lean logistics processes that deliver greater efficiency, flexibility, agility, and resilience. By optimizing supply chains to enhance performance, the customer can spend more time focused on core business and strategy.

Customer behavior has been thrown off kilter by the pandemic, which has made it extremely difficult to predict flows and trends. Having the right logistics infrastructure and operations will be crucial to provide a seamless customer experience, ensure total logistics cost savings, and, more importantly, rapid response and resilience.

The operational agility that DHL Supply Chain provides its customer network has significant strategic advantages in establishing competitiveness and enabling them to adapt quickly to changing social and economic climates.

“Working with DHL Supply Chain, we have an exciting opportunity to further strengthen our services and support our goal of generating above-market growth through the execution of our material conversion and water management solutions strategies,” says Scott Barbour, president and CEO, Advanced Drainage Systems.

CLIENT ROSTER:

- Advanced Drainage Systems
- Brooks Running Shoes
- Carrier
- Ferrero
- Glanbia
- IKEA
- Siemens Healthineers
- Xerox



Scott Sureddin
CEO North America

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Ben Gase
Founder & CEO

A TIE!

R2 LOGISTICS

WHY THEY WON:

R2 Logistics offers industry-leading supply chain management services to shippers of all sizes. R2's strong reputation as an industry leader was built on its culture of reliable service and relentless passion.

R2 Logistics utilizes technology to ensure the highest level of accuracy and service. With an integrated customer portal, the company's tools deliver real-time connectivity across the supply chain. R2's transportation management system allows customers to rate shipments and receive real-time visibility into their logistics network.

The company provides the right solution to meet any customer needs, whether it's LTL, truckload, managed transportation, expedited and air, intermodal, ocean, flatbed/specialized, or reverse logistics. R2 Logistics works with a vast array of industry types. With this variety comes an assortment of needs for each customer. A talented and expert team of transportation professionals understands these individual requirements. Whatever a customer's need may be, R2 has a solution.

That dedication to customer service is embedded in the culture of R2 Logistics. Its service principles hang on the walls of each R2 office and serve as a reminder to always offer an unrivaled customer experience.

"As we faced the challenges of last year head on, I'm incredibly proud of the work our team has accomplished to keep our service-based model running at such a high level," says John Pavlick, president of R2 Logistics. "Having our carriers and customers validate this by voting us into the *Inbound Logistics* Top 10 3PL Excellence Awards again this year is very special, and we thank them for their continued partnership.

"We are honored to be recognized as a Top 10 3PL for the third consecutive year," he adds.

XPO LOGISTICS

WHY THEY WON:

XPO Logistics brings technology, scale, and expertise, as well as something unique—customized logistics solutions that transform challenges into competitive strengths—to every customer relationship. Its scale helps deploy innovations across multiple geographies in a relatively short period of time.

"We constantly pilot new innovations that deliver smarter supply chains to better serve our customers," says Mario Harik, CIO.

Customers want to de-risk their supply chains with more automation and better visibility into the movement of their goods. XPO Connect, a digital freight platform, gives customers the flexibility to source reliable truckload capacity at the optimal price, gain market insights, and tender loads at their convenience.

With compressed fulfillment times, a cost-effective way to meet customer expectations is through advanced automation and intelligent machines in XPO's distribution centers.

XPO customers appreciate that innovation. "We want to solve the challenges around visibility when shipping less-than-truckload," says Brad Strang, senior logistics manager, Floyd Home. "E-commerce demands real-time visibility into

A TIE!



Mario Harik, Chief Information Officer

our supply chain, and we wanted a solution that lets us see how our goods move from the beginning through to delivery.

"With the XPO Direct model, we've been able to achieve that," he adds.

The acceleration of e-commerce is driving significant growth across the supply chain, fueling the shift to outsourced logistics. E-commerce requires human and technological resources to address rapid growth, seasonal peaks, and shifts in consumer behavior.

"Automation gives our operations the ability to flex with demand and deploy our resources where they have the most benefit," Harik says. "We also use predictive analytics to reduce goods-in-transit time by repositioning inventory close to target populations as demand patterns change. This shortens time from order to delivery and cuts response time for inventory stocking and replenishment."



Who said logistics has to be complicated?

We certainly didn't.



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THANK YOU

TO ALL WHO VOTED

*Who votes for the Top 10 3PL Excellence Award winners? The **Inbound Logistics** audience does!*

Here's a sampling of voters' companies—from leading corporations to SMBs. They cast more than 14,500 votes, sharing praise for the 3PLs that have their back through thick and thin.



3M
 Abbott Laboratories
 Abercrombie & Fitch
 ADP
 Alcoa
 Amazon
 American Airlines Cargo
 American Heart Association
 Anheuser-Busch
 Apple
 Applebee's
 Archer-Daniels-Midland
 Arizona Beverages USA
 AT&T
 Auntie Anne's
 AutoZone
 Avery Dennison
 Avon
 Bacardi USA
 Baldor/ABB
 Bank of America
 BASF
 Baxter Healthcare Corporation
 Bayer
 Bed Bath & Beyond
 Belk
 Berkshire Hathaway
 Best Buy
 Big Lots
 Blue Apron
 Boeing
 Bridgestone Tire
 Bristol Myers Squibb
 Caesars Entertainment
 Campbell Soup
 Cardinal Health
 Cargill
 Carnival Cruise Line
 Carvel
 Caterpillar
 Celanese International
 Charlotte Russe
 Chase
 Chevron
 Chicago Cubs
 Chi-Chi's Restaurants
 Chicken of the Sea
 Cinnabon
 Circuit City
 Cisco Systems
 CITGO Petroleum
 citibank
 City of St. Charles
 Clorox
 Coca-Cola
 Coleman
 Colgate-Palmolive
 Colliers International
 Colordyne Technologies
 Comcast
 ConAgra Foods
 Conair
 ConocoPhillips
 Continental Mills
 Continental Paper & Plastics
 Costco
 CSX
 Cummins
 Cushman & Wakefield
 CVS Health
 Dean Foods
 Del Monte Foods
 Dell
 Dick's Sporting Goods
 Disney
 Dole
 Dollar Tree
 Domino Foods
 Domino's Pizza
 Dove
 Dow Chemical
 Duane Reade
 Duke University
 Dunkin' Donuts
 E & J Gallo Winery
 Elizabeth Arden
 Exxon Mobil
 Family Dollar
 Federal Reserve Bank
 Federated Group
 Fiat Chrysler Automobiles
 Florida Power & Light
 Ford
 Frito-Lay
 Garmin
 General Electric
 General Mills
 General Motors
 General Nutrition Centers
 GlaxoSmithKline
 Golden Pantry Food Stores
 Habitat for Humanity
 Hachette Book Group
 Halliburton
 Harbor Freight Tools
 Hardee's
 Hasbro
 Herr Foods
 Home Depot
 Honeywell
 IBM
 IKEA
 Ingersoll Rand
 Intel
 InterContinental Hotel Group
 International Paper
 Jersey Mike's Subs
 Johnson & Johnson
 Kellogg's
 Keurig
 Kleenex
 Kohler
 Kohl's
 Kraft Heinz
 Krispy Kreme
 Laura Ashley
 Lenova
 Lowe's
 Mack Trucks
 Macy's
 Marriott International
 Marshalls
 Mary Kay
 Mastercard
 McCain Foods
 McCormick & Company
 McDonald's
 McLain Foods
 Mead Johnson
 Merck
 Meritor
 Mervyn's
 Miami Herald
 Michelin

Microsoft	Page Hardware Supply	Rayonier Advanced Materials	Southwest Airlines
MillerCoors	Pak 'N Save	Rayonier America	Spectrum Brands
Modell's Sporting Goods	PanTheryx Group	Raytheon	Sprint
Monsanto	Paper Cutters	RCN Telecom	SSM Medical Group
Monster Energy	Papermax USA	Red Bull	State Farm Insurance
Motorola	Parade of Shoes	Red Wing Shoes	Stericycle
Mutual of Omaha	Paramount Cosmetics	Regal Hardwoods	Sterno Products
Naked Earth Wine	ParkUSA	Reliable Tape Products	Stewart Candy Company
Neapco Components	Pay 'N Pak	Remington	Stryker Medical
Needak Manufacturing	Payless Cashways	RENIN Doors	Subway
Nestlé	Peek's Floor Company	Rentech Boiler Systems	Summerfield Foods
Newell Rubbermaid	Pemex	Republic Plastics	Sun King Brewing
Niagara Bottling	Penguin Random House	Robert Bosch	Sunny Delight Beverages
Nice Group USA	Penn Fruit	Robinson Fresh Food	Swiss Valley Farms
Nice-Pak Products	Pentel of America	Rotadyne-PMD	Sysco Guest Supply
Niche Foods	Pepperidge Farm	Rudolph Foods	Taco Bell
Nickerson Farms	PepsiCo	Ruger	TAG America
NIFCO America	PepsiCo Foods Mexico	Ruiz Food Products	Tailored Brands
Nike	Performance Advantage Company	Rustler Steak House	TamaNet (USA)
Nissan Americas	Performance Elastomers	Rust-Oleum	Target
Noodle Kidoodle	Performance Minerals	Sable & Rosenfeld Foods	Tempur-Sealy International
Norben Company	Pet Supplies Plus	Safe T Climb Ladders	Tesla Motors
Nordstrom	Petco	SafePak	The Chefs' Warehouse
NORPAC	Peter Lamas Products	Salem Baking	The Chia Company
Norris Technologies	Petra Hygienic Systems	Sam's Club	The Clorox Company
North Coast Ink Supply	Petsource	Sanitary Grocery Stores	The Hershey Company
Northampton Peanut	Pfizer	Sarasota County Government	Thomasville
Northern Lights	PharmaDent	Sarpes Beverages	Thyssenkrupp UK
Northern Roof Tiles	Philip Morris International	Savannah Distributing	Timberwolf Products
Northern States Metals	Phillips 66	Save On Boxes	Toshiba International
Northrop Grumman	Phoenix Industries	Savers Thrift Stores	Toyota Material Handling
NSG/Pilkington	Phoenix Technologies	Savino Wine	Toyota Motor Sales USA
Nutra Food Ingredients	Phoenix Textile	Savory Foods	Toys"R"Us
Oasis Bags	PICORP	Sawdust City Furniture	Triumph Aerostructures
Obaachan Sauce Company	Piece Goods Fabric	Scapa Tapes NA	True Value
O'Bryan Barrel	Piedrafina Cleaning Products	Schiek Sports	Under Armour
Ocean Spray Cranberries	Pilkington Glass of Canada	Schlumberger	United Airlines
Office Supply Solutions	Pinnacle Entertainment	Schneider Electric	United Technologies
Ohio Valley Manufacturing	Pioneer Chicken	Schnitzer Steel	United Wine and Spirits
Oklahoma Tire & Supply	Pioneer Plastics	Schnuck Markets	UnitedHealth Group
Olam Edible Nuts	Piramal Glass USA	School Specialty Products	Urethane Sciences
Old America Stores	Piston Automotive	Schucks Auto Supply	U.S. Air Force
OldCastle Materials Group	PKG Equipment	Schuster Electronics	U.S. Army Materiel Command
Olson Electronics	Plaskolite	Schuyler Rubber	U.S. Marines
Olympic Sports	Plasson USA	Schwab's Screw Machine	U.S. Military
Omni Superstore	Plastilite	Scientific Games Corporation	Valeant Pharmaceuticals
OnProcess Technology	Playworld	Scrubs & Beyond	Valspar Global
Oppenheimer Companies	PMP Fermentation	Sealed Air	Vanderbilt University
Optikon Corporation	PNC Bank	Sears Homelife	Vanseal Corporation
Opti-Tek	PODS	Security Sporting Goods	Ventura Foods
Oracle	Polar Pak	Seneca Foods	Verizon Communications
Orange Julius	Poly Green Foam	Sensient Cosmetic Technologies	Volkswagen Group
Orchard Brands Global	Poly Pharmaceuticals	Sensus Pharma	Wacker Chemical
Orchard Supply Hardware	Polyfab	ServiceSource	Walgreens
Organic Partners International	Polymer Technologies	Seyer Industries	Walker Bay Boats
Origin Food Group	Popchips	Shell Oil	Walmart
Orkin Pest Control	PPG Industries	Sherwin Williams	Warwick Lubrizol Chemicals
Ortho Clinical Diagnostics	Praxis Industries	Short's Brewing Company	WD-40 Company
Osage Industries	Precision Automation	Sig Sauer	Weber Automotive
Owens Corning	Precision Fabrics Group	Sigler Companies	Wenner Bread Products
Owens-Illinois	Precision Laser	Signature Brands	Westlake Chemical
Ozark Fluid Power	Precision Marshall Steel	Smith & Wesson	Weyerhaeuser
PACA Foods	Premier Foam	Smithfield Specialty Foods Group	Whirlpool
Pace Industries	Premium Pet Health	Smurfit	White Castle
Pacific Foods	Price's Electronics	Snacks on Racks	Wholesale Direct
Pacific Gas & Electric	Procter & Gamble	Snap-on Tools	Wickes Furniture
Pacific Stereo	Propel Fitness Drinks	Solar Roof Dynamics	Wingstop Restaurants
Pacifica Foods	Quad Graphics	SolarCity	WOW Baking Company
Package All Corp	Quality Building Products	Solino Farms	Wricley Nut Products
Packaging Plus	Quantum Industrial Supply	Solvay America	Yamaha Jet Boat
Packsize	Questcor	Sonexus Health	YETI Coolers
Pac-Van	Quintel USA	Sonoco Alloyd	ZuGo Bike



3PLs HAVE YOUR BACK

Shippers trust their third-party logistics partners will be there for them—no matter what the business conditions.

BY KAREN KROLL

While the partnerships between logistics providers and their clients are always important, many proved to be even more so during the past year. The pandemic prompted spikes in demand for some products, straining capacity and upending supply chains.

Stay-at-home orders and safety protocols changed processes in many warehouse and transportation operations. The jump in e-commerce sales, although a positive in many ways, increased supply chain complexity. Sustainability became a greater focus.

The logistics providers and their clients highlighted here navigated a difficult year with trust, smart work, innovation, and commitment.

MUNICIPAL + Saddle Creek

OFF TO A RUNNING START

MUNICIPAL, the men's apparel brand co-founded by actor and producer Mark Wahlberg, producer Stephen Levinson, and Harry Arnett, has grown quickly in the year it has been in business, despite having launched during the pandemic.

MUNICIPAL, whose mission is to "build a global community of inspired people who refuse to stop pursuing their full potential," needed a logistics partner that would help it navigate the pandemic and could craft a solution to support the company's rapid growth.

FROM HOODIES TO TRACK PANTS

The partner also needed to manage the company's product assortment, which ranges from hoodies to track pants to hats, all in multiple sizes and colors. Saddle Creek Logistics Services' order fulfillment expertise, ability to scale, and responsiveness were all draws, says Tyson Alvarez, MUNICIPAL's director of operations and planning.

To streamline e-commerce fulfillment operations, Saddle Creek implemented a SpeedCell storage solution rather than traditional racking. The rolling shelving can fit thousands of SKUs within a tight



To ensure accurate and efficient order fulfillment for its high-performance sport utility gear, MUNICIPAL turned to Saddle Creek Logistics Services.

space and helps reduce picking times, says Christopher Svatek, regional senior director with Saddle Creek.

A pick-and-pass system further speeds the process. Every order picker is assigned a specific zone in the warehouse and only picks items from that zone for each order. Orders are transported via a powered conveyor from one zone to the next; additional items are inserted as needed until the orders are complete.

"Pick-and-pass streamlines the overall process by minimizing excess travel in the order flow," Svatek says. "It has allowed us to increase efficiency by about 20%."

Another benefit of pick-and-pass systems: They can scale as order volumes grow. That's critical any time, but particularly when labor is tight and costs continue to increase.

ORDER VOLUMES TAKE OFF

That scalability is already proving its value. MUNICIPAL's sales, all online, have zoomed, particularly after HBO aired a mini-series focusing on Wahlberg's businesses. "Order volume

has increased beyond our expectations," says Rick Robertson, MUNICIPAL's chief financial officer.

The Saddle Creek team was able to increase capacity quickly, addressing the immediate need and creating a good line of sight for future growth, he adds.

Along with robust technology and detailed processes, solid communication is key to the relationship between MUNICIPAL and Saddle Creek. "One big factor in a strong partnership is communication and working through potential issues," Alvarez says.

Because it's a startup—albeit highly visible and rapidly growing—forecasting sales for MUNICIPAL remains tricky. "We have faith and confidence in the team at Saddle Creek," Robertson says.

If sales surge or a challenge arises, MUNICIPAL can quickly connect with Saddle Creek to "adjust, pivot, and leave customers happy," he adds.

AMMEX + Pegasus

GLOVE AT FIRST SIGHT

Remember the difficulty healthcare providers and others had accessing protective equipment during the pandemic? AMMEX, a wholesale distributor of disposable gloves and barrier protection products, turned to Pegasus Logistics Group to help it secure capacity during some of the most challenging periods.

"In about 18 years with AMMEX, I've seen container shortages before, but nothing like this," says Gene Herbst, the company's vice president of supply chain. AMMEX, which has sister operations in China, saw the pandemic emerging before many other companies in the United States. It was able to secure additional capacity from its manufacturing partners.

Then, Herbst and his colleagues reached out to shipping companies, seeking more space to move these items from Asia to North America. This was a shift; Herbst typically signs direct contracts with four ocean carriers each year.

"Last year was the first year I reached

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out to companies like Pegasus,” he says, adding that volume was three times what he’d normally expect.

Similarly, Herbst usually doesn’t need to pay peak season freight rates, as his volume is steady throughout the year. In 2020, he transacted at spot market pricing.

DO THE HUSTLE

Pegasus leveraged its international solutions team to help Herbst quickly access the capacity he needed. “For us, it was about hustling and working with our partners,” says Chad Heller, executive vice president, global development. “We were on the phone at 2 a.m., getting space. We talked to our partners daily.”

At the same time, Heller and his team were careful to be transparent and realistic in their client communications. For instance, promising a fixed rate when a higher FAK (freight all kind) rate was more likely, “would be misleading,” Heller says. Moreover, making this promise likely would put the customer in the position of having to take the FAK rate because it would already have been committed.

For the most part, Pegasus employees were able to “make sure the right network was in place for domestic as well as ocean shipments,” Heller says.

Reaching out to Pegasus “cut down the time my team had to spend working to get these bookings,” Herbst says.



Finding capacity to distribute its disposable gloves during the pandemic was critical for AMMEX. Pegasus Logistics helped the company secure the space it needed.

Why 3PLs Need a Hand-Holder-in-Chief

A new 3PL relationship can be exciting, full of promise, and—just like all partnerships—sometimes difficult to navigate. This is where the hand-holder-in-chief comes in—an individual dedicated to onboarding new shippers to ensure expectations are set, best practices are followed, and the project is a success.

Onboarding

The complexities of onboarding can overwhelm even a senior team of professionals. Introducing a proven implementation methodology breaks things down into reachable milestones, and sets up all parties for a successful launch.

Key steps of the methodology include:

- One main point of contact to provide a holistic view of the project and understand dependencies.
- A structured plan that clearly lays out each organization’s responsibilities and task owner.
- A customized timeline for each project to meet shippers’ planned initiatives.

These steps provide stability in what feels like a monumental, and sometimes chaotic, project.

Transition

Shippers are often winding down in-house operations or negotiating an exit from an incumbent 3PL while running their day-to-day business during the implementation phase. 3PLs can make the transition easier by leveraging their industry expertise and experience.

The above tools, such as a single point of contact to manage calls, timelines, and deliverables, are an example of that lived experience. As the saying goes, “every project needs a champion.” In this case, the hand-holder-in-chief works across the organization to enable each

department to focus on their individual tasks to ensure they meet milestones. The shipper can focus on project deliverables instead of project management.

Manage Performance

A successful go-live isn’t the only important measure of new client onboarding. 3PLs must understand the lifecycle of bringing an account from contract execution to operational stability.

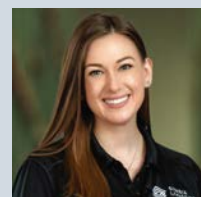
The timeline for stability doesn’t end with a launch date. It requires a transition timeline with a single long-term point of contact who has the tools in place to continue the momentum.

- All processes, documentation and open deliverables are transitioned to the account management team.
- Formal hand-off to project stakeholders.
- Open tasks delegated.
- Critical operational and account management goals circulated.
- Account review proactively scheduled.

After a well-executed handoff, the hand-holder-in-chief lets the account management team take over day-to-day communication while remaining engaged and available behind the scenes.

Account reviews provide a formal event to evaluate goals and share updates. More importantly, that touch base reminds the shipper that a team is ready to implement the next phase of their company’s growth.

—By **Jamie Scott**, Implementation Manager, Symbia Logistics





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Floyd Home + XPO Logistics

FURNISHING VISIBILITY

Each year, more than nine million tons of furniture wind up in landfills. Concerned, Kyle Hoff and Alex O'Dell co-founded Floyd Home in 2013 in Detroit to develop a set of table legs that allow anyone to convert just about any material into a table. They then added sofas, chairs, and other products. Today, Floyd products can be found in more than 50,000 homes around the world.

During the pandemic, demand for beds, shelving, and other large home items surged. The team at Floyd contacted XPO Logistics for a solution “that could help them keep up with surging demand during the pandemic, while providing real-time visibility into inventory levels and shipment progress,” says Ashfaque Chowdhury, XPO’s president, Americas and Asia Pacific.

A primary supply chain challenge? Gaining visibility when moving less-than-truckload (LTL) shipments.

“E-commerce demands real-time visibility into our supply chain, and we wanted a solution that lets us see how our goods are moving from the beginning all the way through to delivery,” says Brad Strang, senior logistics manager for Floyd.

Many solutions, however, were fragmented between fulfillment, middle-, and last-mile transportation, he adds.

VISIBILITY AT A GLANCE

That wasn’t the case with XPO’s solution. The XPO Direct model lets the team at Floyd Home track all products at a glance. This real-time visibility into Floyd Home’s supply chain at every stage of the process, from order to delivery, allows Floyd to adjust as demand changes.

XPO Direct, a flexible solution for inventory management, employs a shared distribution network to position goods closer to consumers, cutting delivery times, Chowdhury explains. In fact, by leveraging XPO’s assets



To manage growing e-commerce demand for its large home items, Floyd Home needed visibility to inventory in the warehouse and in transit. A partnership with 3PL provider XPO Logistics delivers the goods.

and supplier relationships, customer inventories can be positioned within one- or two-day ground delivery of approximately 99% of the U.S. population. XPO’s nationwide network handles small goods as well as furniture, appliances, and other large items.

Floyd Home is using XPO Direct across multiple sites in major metro areas, along with XPO’s Last Mile delivery services. “XPO Direct is a solid end-to-end solution with low fixed costs, immediate service benefits, and scalability, if and when we need additional resources,” Strang says.

With XPO Direct, Floyd Home has been able to reduce time-in-transit, as well as damage rates and losses. “The end-to-end visibility has given us a new level of control and exception management, while reducing outbound transportation costs,” he adds.

Fresh Clean Tees + Kenco Group

TEE TIME

Fresh Clean Tees, a designer and online purveyor of yes, t-shirts, grew several-fold over the past few years, outpacing the scale and capabilities of its previous logistics provider. The company then turned to Kenco Group, drawn by its depth and breadth of experience.

“We had the feeling Kenco would work through every possible problem,” says Jason Finkelstein, director of operations with Fresh Clean Tees.

Once the two companies signed a

contract to work together, Kenco had little more than one month to enable the shift and onboard the company. Given the complexity inherent in transitioning inventory from one logistics provider to another and integrating new technology solutions, Kenco had to craft a detailed plan and then be ready to adjust daily or even hourly, so “all spokes in the wheel work in concert,” says Dan Coll, Kenco’s e-commerce fulfillment senior executive and business unit leader.

“Open communication and working closely together” helped ensure plan adjustments were effective, Finkelstein adds.

Kenco manages Fresh Clean Tees from a new facility in Jeffersonville, Indiana, that’s engineered for



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direct-to-consumer operations and has the infrastructure to handle growth. The e-commerce technology stack offers pre-built integrations to sales channels including Amazon and Walmart, as well as to platforms such as Shopify. It also connects clients' sales channels to Kenco's fulfillment solution.

Because Kenco receives orders in real time, brands can offer same-day fulfillment. Rich reporting and analytics help drive optimization in upstream supply chain decision-making.

OMS? OMG!

A robust operating management system (OMS) handles complicated inventory assortments, which are typical with apparel companies that sell products in multiple sizes and colors. The Kenco OMS allows Fresh Clean Tees to offer complex combinations without having to create individual SKUs for bundles or kits, as traditionally has been required.

Once items leave the distribution center, Kenco's proprietary transportation solution identifies the lowest-cost option among major carriers of small e-commerce shipments, while still meeting customer expectations. Many companies enjoy savings of 30 to 40%, Coll says.

Because Fresh Clean Tees, like many apparel companies, has a complex global supply chain, its logistics provider is both "our final and first line of defense," Finkelstein says. When tackling challenges involving logistics, raw materials, or other issues, "having a strong 3PL between customers and production is critical," he adds.

Nature's Logic + eShipping

IT'S ONLY NATURAL

Nature's Logic, a provider of natural pet foods, turned to eShipping to help achieve its goal of carbon neutral distribution. eShipping offers data-driven distribution chain management solutions and transportation management system technology, among other services.



By working with 3PL provider eShipping, premium pet food company Nature's Logic achieved 100% carbon neutral shipping and warehousing, a major milestone in the pet industry.

A first step in achieving carbon neutrality is measuring the carbon impact of all company activities, says David Yasulka, chief executive officer with Nature's Logic. To start, Nature's Logic is assessing its warehousing and shipping activities. This includes the fuels needed to heat and power the facility where it stores products, as well as the fuels used to transport them.

IN RARE FORM

With many logistics providers, assembling this information is difficult. "It's rare to get consistent visibility within a transportation mode, and even more rare to get consistent visibility across modes," says Tony Totta, chief sales officer with eShipping.

If, for instance, a procurement department arranges to purchase a handful of pallets from a supplier, the transaction may be essentially invisible to anyone outside procurement until the package arrives on the receiving dock.

"There are so many buckets in which information can get buried within an organization," Totta adds.

Whether shipments are in transit or in storage, eShipping captures every available data point. It then directs the relevant data to the right person or department. So, financial data flows to accounting and finance, while supply chain information heads to operations.

"eShipping helps make the measurement of our collective carbon footprint easy, because it is so

data-driven," Yasulka says. With Nature's Logic, eShipping can track the number of miles its products travel, and the form of transportation used, as well as the power consumed within the warehouse. This information is converted to metric tons of carbon.

Armed with this data, Yasulka and his colleagues know the amount of carbon offsets they need to purchase. For every pound of carbon the company sends to the atmosphere, it's investing in projects that remove a pound. One project involves helping a community in India shift from coal to renewable energy; another is investing in regenerative agriculture, or farming techniques that sequester carbon in the ground rather than emit it.

DATA AND MOTIVATION

In looking for a partner to support Nature's Logic's journey to carbon neutrality, two qualities were key. First was the ability to collect data. If they don't normally have it available, it can be costly to assemble, Yasulka says.

The other attribute is motivation. eShipping is truly committed to sustainability, he adds, noting the company has joined the Pet Sustainability Coalition.

After working on the program for about six months, Nature's Logic achieved carbon neutrality in early 2021. Businesses today need to be focused on sustainability because, Yasulka says, "Change is coming."



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A large EASE Logistics truck is shown in motion on a multi-lane highway during sunset. The truck's trailer is white with the word "EASE" in large, bold, black letters. The background features a bright orange and yellow sunset sky, with light trails from the truck's wheels and other vehicles in the distance. The overall scene conveys speed and reliability.

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Q 3PLs and retailers are planning for volume surges ahead of peak season. What is driving this?

A This peak season, as consumers regain financial confidence, e-commerce is expected to exceed a level of volume that exacerbated the supply chain the previous year. Warehouses are already experiencing painful labor challenges including high turnover and shortages that affect throughput. Labor reports show these challenges will continue throughout the upcoming peak season and stunt productivity at warehouses across the country. Forward-thinking 3PLs and retailers are making moves now to digitize their operations and prepare for possibly their best peak season yet.

Q What is the average time necessary to plan and deploy a robotics-driven fulfillment solution?

A Every business team has its own requirements for making the decision to automate. From our experience, though, it doesn't have to be an arduous process. We have incredible operation design engineers that create a business case for the integration, implementation, and deployment of a multi-bot solution at a facility. Ideally there is a 1- to 3-month planning phase before signing the contract.

We're looking at a 4- to 12-week deployment depending on certain factors. So 3PLs and retailers looking to go-live before peak should have agreements signed by early September. After that, the entire process goes smoothly. Evo, an e-commerce retailer, signed a contract

with us to bring the Locus solution into their fulfillment facility and were up-and-running in just 53 days. The best way to get started is to reach out to us sooner rather than later so we can help create the business case that brings the automation plan across the finish line.

Q How does a robot automation solution increase fulfillment during peak volume spikes?

A Traditional picking involves workers pulling carts around a fulfillment site between pick locations. A multi-bot solution separates the cart from the worker by assigning workers to a zone while a fleet of robots travel between pick locations; this allows the associate to walk less and pick more.

Locus technology optimizes tasks using proprietary algorithms to determine the most efficient mix and release of work for robot missions. This minimizes the distance traveled by the robot, which in turn speeds up cycle times when volumes spike.

Locus's Robotics-as-a-Service (RaaS) model offers considerable flexibility as volumes and workflows change. When peak occurs, management can choose to meet surging demand by renting more robots rather than find, hire, and train temporary labor.

Embedded AI and machine learning allow additional robots to be up and running almost instantaneously—no extensive reconfiguration or complicated setup. RaaS gives operators the flexibility to quickly scale up to meet peak demand by allowing them to rent more bots when they need them and send them back when volume returns to normal.

Technology Can Supercharge Your Supply Chain, Here's Where to Start



Matthew Telesca
President & CEO
MGN Logistics, Inc.
mgnlogistics.com
800-645-0727 x6

Q What are the most important technology trends in the supply chain?

A With the COVID-19 pandemic still impacting global supply chains, real-time product and shipment visibility has become paramount to disruption planning and customer expectations. According to the most recent Gartner study, "By 2023, 50% of enterprises will have invested in a real-time transportation visibility platform."

Unfortunately, the majority of these platforms will be utilizing last-generation technologies that solely rely on partner carriers' data. And while a shipment status of "in transit" is better than nothing, detailed real-time information is always preferred.

Let's face it, in today's customer-centric environment, it's not sufficient to simply let your customer know their product has shipped. Customers demand more, and not the generic statuses of the past, but rather, real-time shipment visibility.

Q How can shippers gain this level of shipment intimacy?

A It is not achieved through any singular technology, but instead through a comprehensive mix of metadata and input sources including vendor APIs, GPS, ELD, cellular, and RFID to name just a few. The most advanced systems, like MGN Logistics' Tracking and Tracing module, combine machine learning and artificial intelligence, along with travel and weather advisory data, to supercharge the customer's peripheral experience, providing near seamless transparency. This experience can be further customized to the customer's desired level of automated notifications and alerts.

Q What other technology trends should shippers be aware of?

A The trifecta integration of traditional business intelligence, transportation data, and traditional KPIs is another important trend. Most enterprises have data silos in operations, customer service, accounting, and transportation; therefore, they struggle with mining this valuable information. The bigger the enterprise, the greater the challenge in viewing this data organizationally.

Often decisions that improve performance in one department, negatively impact another and therefore, the enterprise in its entirety. However, with the introduction of artificial intelligence in today's most advanced TMS platforms, once nearly impossible calculations are being easily solved, providing insights not previously obtainable.

The complex data integration between business intelligence, freight data, and traditional KPIs creates sophisticated visualization reporting tools that provide easily translated actionable data. This inevitable trend of utilizing artificial intelligence in the supply chain has already started to pay forward.

Advanced TMS platforms such as MGN Logistics are heavily investing in this next-generation technology with substantial current market applications. The complex crossroads between departmental silos and actionable organizational data have been simplified. Sophisticated visualization tools with real-time data have begun to replace static KPI charts. Metrics that often seemed to contradict, now make sense as complex algorithms are being rapidly calculated in the background to provide the best organizational outcomes possible. The future of logistics is here today.

Rail Transportation: What Shippers Need to Focus On



Bob Tuchek
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517-349-7713

Q How have the recent rail mergers changed the rail landscape for shippers?

A Shippers have been averse to rail mergers due to concerns of a reduction in competition, imposed routing limitations, and an increase in service disruptions. The two most recent mergers between the CSXT-Pan Am Railway and Canadian National-Kansas City Southern are still under review by the Surface Transportation Board (STB), so their impact has not registered yet; however, shippers should be investigating the impact of each proposed merger to their business and voicing their concerns to the STB.

Q How would you describe the current level of rail service, and do you see any emerging trends?

A For those rail carriers that implemented Precision Scheduled Railroading (PSR), the most pronounced result is more consistent and reliable transit times. PSR has allowed shippers to reduce their fleet size; previously, shippers would have to size their railcar fleet to accommodate erratic transit times.

During the implementation of PSR, service levels were jeopardized to the point that the STB required each Class I rail carrier to submit weekly metric reporting, including yard dwell, train delays, and cars held. Since PSR was rolled out, shippers could clearly see improvements in each of these reporting categories. However, the one thing that has not been captured in this data is the switching performance of each Class I carrier.

First and last mile service has been, and continues to be, a struggle for shippers. As

the railroads reduced switching frequency and manage through reduced labor, shippers have had to deal with railcar bunching and inconsistent switching service. We expect to see many of the Class I carriers abandon local switching by outsourcing to lower-cost third-party operators.

Q What advice would you give to help rail shippers control their rail spend?

A Shippers must focus on their rail rates. This is the one area that shippers, through proper management, can yield cost savings and minimize typical rail rate increases. A shipper needs to understand which lanes are competitive versus non-competitive. Competitive lanes typically possess routing options, alternative interchanges, and reciprocal switching. Once competitive lanes are identified, a shipper can build a business case around the information and negotiate with carriers, often yielding positive results.

In many cases, shippers maintain their own railcar fleet, and proactive management of equipment can reduce overall turn times, thereby reducing the number of cars needed. Although often overlooked, railroad accessorial charges, which include charges such as demurrage and storage, are typically realized a month after the expense was incurred.

RSI's customers rely on RSInet® to gain shipment visibility of their rail shipments and to mitigate excess demurrage and storage charges. Establishing good communications with your rail carrier can also provide measurable benefits in controlling costs and improving service.

Adopt an Integrated TMS to Tackle Supply Chain Complexity



Dave Maddox
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Q Why should I consider a transportation management system (TMS) now?

A Rates and capacity in all modes will be volatile for months to come. Without the ability to manage rates and carriers, you'll likely pay more for shipping than you should. Manual tracking or relying on forwarders, brokers, or carriers for updates means you'll have many surprises when shipments are delayed.

With so much complexity and volatility for the foreseeable future, it's never been more important to be able to have a holistic view of your supply chain.

Q What's the benefit of an integrated TMS?

A You can use one solution for planning, executing, and analyzing your shipments—both inbound and outbound. Many small to medium shippers still rely on outdated or homegrown systems and processes that may require moving data between spreadsheets and applications and lots of manual inputs. Everything takes longer and is prone to error.

You don't have deep visibility into rates and the ability to monitor performance in real-time. Many companies don't realize how much of the process can be automated, allowing their staff to focus on more strategic activities.

Q How can an integrated TMS impact operations?

A A TMS uses a single source of data for the entire shipment—inbound shipments start with the purchase order from the ERP as the foundation of the process. You can manage scheduling because an early load can be as much of a problem as a late one. Automated freight audits and payments compare the bill of lading and proof of delivery to ensure they match. Finance can track freight spend in real-time to manage cash flow. There's much less manual labor, and you have a comprehensive view of your situation for execution and planning. You can manage the process from a single application, and if you use a cloud-based solution, you can do it from anywhere.

Q How can I use a TMS to uncover better rates and capacity?

A One of our clients used the spot auction tool to find a cross-Europe rail route instead of an all-ocean move from Asia to the United States. The rate was about half, and the transit was only a week longer, and the ocean move would have been delayed by that much or more anyway.

Q What if I'm not ready for a full-scale TMS implementation?

A Look for a solution that allows à la carte selection for the functions you need. Maybe you want to concentrate on outbound execution first or use a spot auction tool to find capacity. You can automate a lot of back-office tasks with freight audits and payments to get started and then expand the use as you get comfortable with the solution.

Supply Chain Continuous Improvement Requires Collaboration, Trust, and Tolerance for Failure



Ryan Frederiksen
Vice President, Operations
Ruan
ruan.com

Are you looking for a 3PL partner that is committed to collaborative continuous improvement initiatives? Contact Ryan and team at Solutions@ruan.com or 866-782-6669, ext. 1.

Q How can a 3PL affect continuous improvement of their partners' supply chains?

A Ruan's approach to effective continuous improvement (CI) is centered around creating value within our partners' businesses. CI begins with a clear understanding of each unique supply chain and baseline performance measures. Although tools and techniques vary, the first steps involve analyzing supply chain data, applying proven best practices, and altering the supply chain process to incorporate the improvement. Measuring performance after implementing the process change determines the value created.

In some cases, value creation can be realized quickly, but often, CI takes patience, creativity, and a strong commitment to the cause. The desired technology doesn't always exist, or there may be an operational or cultural shift needed before the proposed initiative can be put into practice. Eventually, improvements either become feasible to implement or the problem becomes obsolete.

Q What results have you achieved?

A Together with our partners, Ruan teams achieve millions of dollars in hard savings each year. That work begins with collaborative, strategic planning to counterbalance potential instability of network changes, market variability, and global events that wreak havoc on supply chains. Improvements in network design, route optimization, and robotic process automation, for example, are ongoing and easily measurable initiatives due to the transactional natures of our partners' supply chains.

We have solved partners' challenges with creative equipment specifications that offer enhanced payload, safety, strength, accuracy, or efficiency qualities. Examples of equipment improvements include deploying high-capacity super tankers for milk operations, robotic picking within warehouse operations, and pallet jacks with scales certified for trade within retail delivery environments. Generally, the benefits of these solutions include at least a 10% improvement.

Q What is the key to a successful partner-provider CI program?

A Collaboration is an obvious component to CI, but the most critical success factor is trust within the partnership. Trust enables the collaboration, providing the foundation for the team to try new things and explore highly complex "What if?" initiatives, which can produce value-creating improvements.

Partnerships with a high degree of trust are willing to try and fail together, in order to improve.

Trust is earned over time, and in many cases, Ruan quantifies the level of trust by the partnership's longevity. Our dedication to creating value for our partners is consistent, however, whether they are just beginning to work with us or have been a partner for decades. We are intentional when choosing vendors and clients who desire a true business partnership and who will dedicate resources to CI that benefit all parties involved. Choose partnerships carefully, build trust, and be willing to fail as you succeed.

Reducing Inbound Freight Costs and Improving Accounting



Nick Fisher
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www.artraffic.com
732-213-5081

Contact us at AR Traffic Consultants to see how we can help you lower your inbound freight costs and improve your accounting.

Q How can our company account for inbound freight costs on our month-end accrual reports? We prefer to route our own freight and use our own third-party carriers for these collect orders.

A Unfortunately, you are experiencing an industry-wide issue. Pre-rating based on purchase order information can pose a real risk. Your purchase order may include the vendor shipping origin as well as the products.

However, you do not actually control your vendor-supplied shipments. As such, it's common to discover your vendor has shipped from one of its sourcing locations that is not in your system. In addition, the vendor may split your order and ship from multiple locations on multiple dates. Further complicating the issue is determining the actual ship weight and commodities of the product on the shipment.

Your vendor has different priorities in carrier selection for your inbound collect shipments. The cost is irrelevant to them. They would rather tender the load(s) to their preferred carriers, as they often pick up loads daily, decreasing loading dock utilization and time spent booking loads.

Given the above, attempts to pre-rate inbound shipments based upon purchase order information lead to too many required corrections/adjustments and an improper month-end accrual.

One solution is to have your internal TMS carrier rate engine pre-rate advanced shipment notifications provided by your vendors.

Q Very few of our vendors are sending us their shipments with the data necessary to pre-rate them. How can we optimally route, track, and accrue the shipment information?

A Optimally the shipper will provide shipment details and request a routing, but this almost never occurs. Another solution is to use a web-based Vendor Routing Portal. Suppliers log in to a portal rebranded with your company's logo to process shipments.

The suppliers' purchase orders are visible for their selection to ship partial or full orders. Shipment details are entered for routing by the vendor. Your rates and preferences are then used to determine optimal carrier selection based upon your criteria (price, transit time, carrier preference). Loads are then tendered to the selected carrier, assuring carrier selection compliance. This lowers your inbound freight spend and automates the carrier selection process.

Once the shipment leaves your vendor, it is tracked and added to your accrual file. This provides your accounting department with an immediate and accurate cost of the freight and true month-end accruals.

Q How good is vendor compliance?

A As a supplier, you already work with similar tools to route freight to your clients. This is not uncommon and your company will be penalized for noncompliance. Similarly, when a supplier is noncompliant, a few charge-backs of the freight differential will quickly change their priorities.

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TECH SUPPORT

**THE NEED FOR SUPPLY CHAIN RESILIENCE,
VISIBILITY, AGILITY, AND CONTROL DRIVES
TECHNOLOGY ACROSS MULTIPLE SECTORS.**

BY KAREN KROLL

The combination of technology and supply chain management “is incredibly powerful,” says Steven Carnovale, PhD, assistant professor of supply chain management at Rochester Institute of Technology. The reason? Technology can mitigate variability and uncertainty, the twin banes of supply chain management.

There is a “genuine technology arms race in the world of supply chain,” notes Suketu Gandhi, partner and global leader for digital supply chain with consulting firm Kearney. The focus is not on transactional technology—say, streamlining purchase order processing, although that remains important—but on solutions that enable what he calls “cognitive intelligence,” such as algorithms that can confidently forecast demand for a company’s products.

The growing interest in supply chain technology is a shift. Many supply chain executives had long assumed they’d

always find a way to access supply. “That myth was shattered in the past 12 months,” Gandhi says. Technology helped companies navigate supply shortages.

Along with supply shortages, many supply chain professionals had to manage dramatic swings in order volume in 2020, such as the 45% jump in demand for hand sanitizers. Technology can help there, too.

While technology is impacting supply chains across multiple industries, it has accelerated more quickly in some, such as retail and trucking, says Sean Maharaj, logistics and supply chain expert with consultancy AArete. Investors and technology firms view these sectors as ripe for transformation, often due to chronic issues that hamper profitability and productivity.

Along with these two verticals, here’s how technology is being applied across other multiple sectors to gain supply chain control, resilience, visibility, and agility.

RETAIL

The pandemic-induced boost in e-commerce sales heightened interest in distributed order management (DOM) systems.

DOMs optimize order fulfillment by determining how to most effectively allocate inventory across an enterprise. So if one customer orders an item for store pickup and another customer orders the same item for seven-day delivery, the DOM calculates how to economically fill each order, while meeting delivery requirements. DOMs are particularly useful for retailers with numerous stores and distribution centers, as well as a range of product and delivery options.

Virtual store features that allow consumers to, for instance, try on hair dye before actually buying it, are also capturing attention. Customers can experiment and identify the right product before they spend their money.

Many demand forecasting solutions implemented before the spike in online shopping are unable to optimize the various options available to customers, such as multiple lead times and delivery modes. Newer solutions can leverage machine learning and artificial intelligence and incorporate a broader range of information—including social media reviews, and shipping and returns options—into their forecast models.



MANUFACTURING

One way senior executives are boosting supply chain and manufacturing resilience is by investing in advanced manufacturing technologies, according to Kearney and the World Economic Forum.

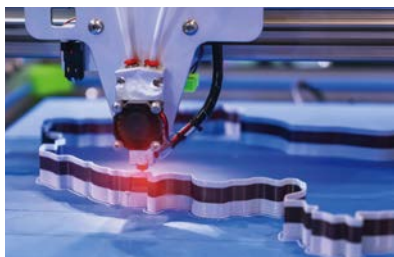
IoT and artificial intelligence can help identify which elements of a supply chain fall within risk areas, their report notes. Once the risk areas are identified, data analytics can help supply chain professionals optimize decision-making. 3D printing solutions can help boost agility.

Predictive analysis tools can monitor machine use so supply chain professionals can schedule preventive maintenance “before disaster starts,” says Carnovale of the Rochester Institute of Technology.

The combination of location-based solutions and 5G, or the fifth generation of cellular technology, will help supply chain organizations better track products and will become more prevalent over the next few years.

Blockchain allows manufacturers to show the chain of custody of their products and “ensure the customer holds an authentic product in their hands,” says Andre Luecht, global practice leader, transportation and logistics, with Zebra Technologies.

New GS1 standards support item-level visibility. They uniquely identify, accurately capture, and automatically share product and other information, and enable blockchain users to maintain a single, shared version of the truth about supply chain events.



IMPLEMENTING TECHNOLOGY FOCUS ON THE OUTCOME

A few guidelines can help when implementing supply chain technology. “Configure versus customize,” advises Jonathan Foster, principal consultant with Proxima.

The difference? Configuration refers to the application setup, while customization generally requires modifying the software code and can tie a company to a particular technology solution.

Speed has become critical. While few companies launch with a big bang, pilot implementations have increased in scope. The key is finding the sweet spot—accelerating deployment while proceeding prudently.

Technology implementations



that add the greatest value generally proceed through several stages, says Keith Moore, chief product officer with Autoscheduler.ai.

To start, technology helps assemble data. Next, the solutions leverage that data to accurately forecast what is likely to happen, such as changes in demand. Then technology links together the previous two steps by providing insight to the action the organization needs to take to navigate the changes ahead.

Many companies focus on the technology itself, rather than the outcome, undercutting the potential value of the solution. “First, understand what success looks like,” Moore says.



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DISTRIBUTION & FULFILLMENT

Changing consumer habits impact distribution and fulfillment operations as much as they do retailers.

The decrease in total order size and resulting shift from pallets to “eaches” has “increased complexity and costs for distribution and fulfillment operations,” says Cal Petty, vice president, supply chain consulting, with Tompkins Solutions, a division of Tompkins International. Many warehouses also are struggling with a labor shortage.

Automation can help. Picking assist autonomous mobile robots (AMRs) do much of the traveling to picking locations, cutting operators’ travel time. Sorting assist AMRs provide a flexible way to move picked product, while also providing unit sortation and order consolidation capabilities. For instance, they could sort cases according to which stores they’re replenishing.

Cube automated storage and retrieval systems (cASRS) use robots to store and retrieve products, and then deliver them to processing stations for picking and putaway. Because of their storage area density, a cASRS works particularly well in dark stores and microfulfillment centers.

USE YOUR IMAGINATION

Advances in technology mean robots today can lift and move pallets “in a way unimaginable a few years ago,” says Jason dePreaux, principal analyst at Interact Analysis.

One reason is the real-time connectivity enabled by the Industrial Internet of Things, or IIoT. Many mobile robots know each other’s location, as well as the location of their human colleagues, and can navigate around both.



TRUCKING & LOGISTICS

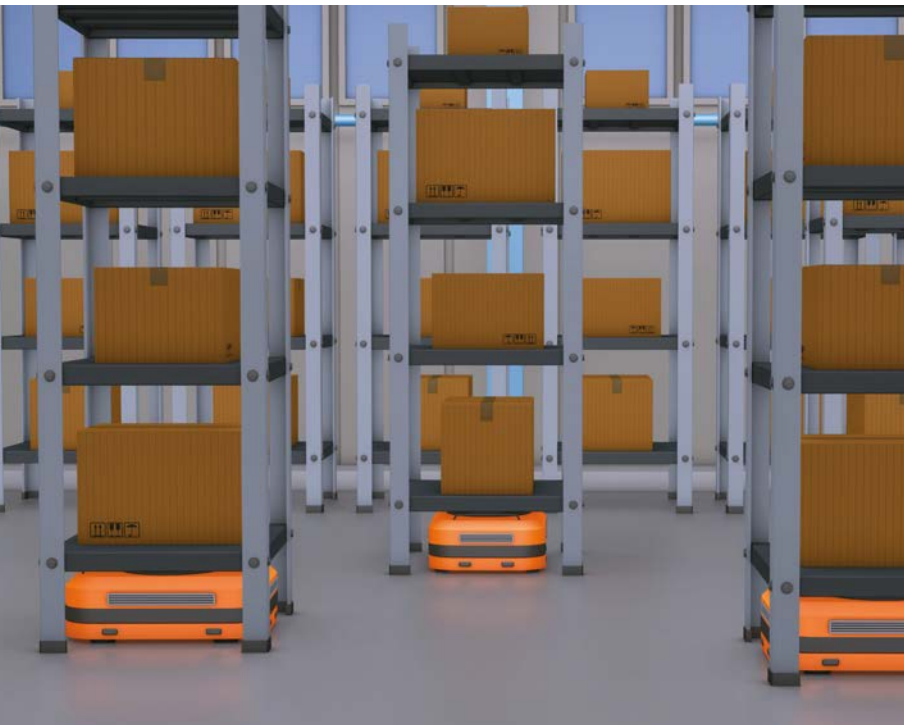
The trucking industry has been the subject of much technological transformation to address declining profitability and margins due to rising costs, manual processes, and lack of innovation, says Maharaj of AArete.

Add on competition from organizations such as Amazon and rideshare companies, and the result is “a ripe environment for the large-scale introduction of technology and tools,” he adds. About \$28 billion in funding for trucking and logistics technology startups flowed to the industry between 2015 and 2019, according to McKinsey research.

One focus of investment is telematics to enable communication with drivers and equipment. The telematics firms operating today offer improved visibility, reporting, transparency, and control, Maharaj says.

Workflow solutions allow drivers to leverage electronic documents. This both minimizes person-to-person contact and boosts productivity.

Few conversations about technology’s role in transportation can conclude without addressing autonomous driving. These solutions still must prove themselves and face numerous legislative hurdles. Yet if driver shortages persist, technology could prove critical to advancing this component of the supply chain.





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HEAD OF THE CLASS

REVAMPING THE EDUCATION SUPPLY CHAIN

Early in the pandemic, schools had to change how they deliver information to their students—essentially creating new supply chains, says Brian Gibson, PhD and executive director with the Center for Supply Chain Innovation at Auburn University.

Technology played a critical role. Many schools turned to videoconferencing systems, using synchronous meetings for discussions, while also allowing students to asynchronously review material on their own.

Schools also used online learning management systems to distribute tests, grades, and other material.

While these shifts often occurred within days after the pandemic sent students home, “there’s no turning back,” Gibson says. Moving forward, he says, most schools will incorporate both online and in-person approaches.



PHARMACEUTICALS

When analyzing technology in the pharmaceutical supply chain, it helps to break the chain into several stages. “At each level in the pharma supply chain, we see a different technology focus,” says Rachna Shah, PhD, and professor of supply chain and operations at the University of Minnesota.

During research, technologies that streamline the development of different drugs are key. For instance, robotic process automation enables data to be automatically gleaned and coded.

When manufacturing pharmaceutical products, machine learning and artificial intelligence can help optimize capacity. This is becoming key as demand grows more fragmented. While the United States consumes a large proportion of all drugs produced, consumption in other countries is increasing, Shah says. Manufacturers can use these technologies to help optimize their manufacturing and distribution networks.

Visibility tools are also critical. By providing transparency to the supply chain, blockchain can aid in getting ahead of potential disruptions and also ensure product integrity.

Before these technologies can fill their potential, data collection needs to become more robust and streamlined, Shah says. In the United States, drug manufacturers must comply with myriad FDA guidelines. Currently, many manufacturers spend hours observing and documenting compliance, often using largely manual processes that are time-consuming and can boost the risk of errors. Automation would cut time from the processes and allow the information to be used with more confidence.

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A line-art illustration of a person with blue hair sitting at a desk with a computer monitor. A glowing yellow lightbulb is shown above their head, indicating a bright idea. In the background, there are shelves with various boxes and a window with a cross pattern. To the left, a large speech bubble contains the article title. A blue sun is partially visible on the far left.

**Small companies
take big steps to
navigate supply
chain challenges.**

BY KAREN KROLL

Small Companies

A simple line-art illustration of a commercial airplane in flight, positioned at the bottom center of the page.

Over the past 15 months, inland freight transportation costs more than tripled, says Nathan Vazquez, chief executive officer with Pipsticks, a subscription sticker service. His company currently pays almost as much to move its product about 200 miles from Long Beach to San Luis Obispo, California, as it does to ship it from China to Long Beach. On top of that, some established carriers have canceled shipments at the last minute.



Vazquez isn't the only small business executive facing supply chain challenges. More than half of small business owners responding to an April 2021 National Federation of Independent Businesses survey indicate supply chain disruptions are having either a significant or moderate impact on their operations.

Businesses of all sizes are confronting supply chain disruptions and delays. The largest enterprises, however, can take steps that are often out of reach for smaller companies. The Home Depot, for instance, has leased its own containership.

Supply chain disruptions can be more damaging to small and mid-sized businesses (SMBs) than to larger ones. "For many SMBs, one shipment could contain all of their inventory or enough product to turn a profitable month into an unprofitable one," says Harris Rainbow, chief operating officer with NTG.

In addition, SMB employees often handle multiple roles, limiting their ability to also troubleshoot logistics issues.

Congestion and a lack of

containers has led to more convoluted transit routes. Until recently, some shippers would send international containers directly to their customers' door. Now, more are routing them to their own facilities and then transloading them to domestic trucks for delivery.

"This creates more freight touches, more delays, and more cost," says Tim Carey, executive vice president, strategy with Target Freight Management.

Another challenge is a greater number of lost shipments, especially in the less-than-truckload network. One reason: labor shortages mean a greater number of less experienced employees are moving packages. That can lead to more mistakes.

BOOSTING VISIBILITY

While the challenges are real, smaller companies can address them. A first step is boosting visibility.

Technology is key. For example, to address the post-pandemic buying frenzy that led to "exploding" sales, says founder and CEO Stephanie Carter, Wallaroo Hat Company implemented radio frequency (RF) scanning to assist in packing orders. RF scanning allows for easier, more accurate, and faster tracking of products.

By capturing and transmitting data, technology boosts worker efficiency, says John Wirthlin, industry principal, manufacturing, transportation, and logistics with Zebra Technologies, a provider of barcode printing, mobile computing and data capture solutions. For instance, real-time locationing solutions, as the name indicates, can track the location of workers, items, and equipment such as forklifts in real time.

By linking this data with ordering and transportation systems, the solution can direct workers to pick the items closest to them. Then, other transport mechanisms can move the products to a staging area for shipping. Without such a system, workers may traverse much of the warehouse to fill each order.

The emergence of autonomous mobile robots (AMRs)

Small businesses such as Pipsticks, which sells stickers and sticker subscriptions, have been stuck with rising labor and domestic freight transportation costs.





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facilitates the next step in efficiency, Wirthlin says, by eliminating much of the item transportation in the fulfillment process. The worker pulls items off the shelf and places them on the robot; the robot then travels to the next location, perhaps to retrieve another item or straight to a staging area.

“This approach increases worker and order fulfillment efficiency and reduces unproductive foot travel time,” Wirthlin adds.

SOLUTIONS WORK WITHIN SMB BUDGETS

Costs for many Industry 4.0 technologies, such as sensors, 5G implementations, and artificial intelligence, continue to decline, says Jason Alexander, national manufacturing sector leader with consulting firm RSM U.S. All these technologies provide greater visibility to operations, enabling more informed decision-making, he adds.

While technology integrations in the past often consumed shippers’ time

SMBs CHALLENGED BY DISRUPTION NEED TO LEVERAGE TECHNOLOGY AND PROCESSES TO ENHANCE VISIBILITY AND FLEXIBILITY, AND MANAGE THROUGH THE UPHEAVAL.

and attention, many solution providers today can handle integration and implementation. “That’s mainstream now,” Wirthlin says.

Following a few steps can boost the chances of a successful technology implementation.

First, identify the supply chain problems that are having the greatest impact, suggests Robert Steward, CEO of End2End Solution, a software visibility system. Is it, for instance, one of the handoffs in the supply chain? Once you know this, you can narrow your focus.

Second, identify any gaps in your capabilities, Wirthlin says. One

example: Does your business have technicians who can maintain the equipment you plan to install? If filling the gaps internally isn’t feasible, consider working with a logistics provider that can offer the skills you need.

While technology is often part of a visibility solution, simple, no-cost steps can also help. To minimize the risk of lost shipments within the LTL carrier network, Carey recommends using boldly colored labels or shrink wrap to better identify shipments at terminals. He and his colleagues can then check if the terminals have seen the brightly colored pallets.

A SMALL COMPANY’S MOVE TO A LARGER DC: ‘A SILVER LINING’

Shipments from overseas have been “extremely inconsistent” during the past six to nine months, says Denielle Finkelstein, co-founder and president of The Organic Project, or TOP, a provider of organic feminine hygiene products. Orders placed the same day would arrive months apart. The inconsistency was on top of generally longer ocean transit time.

These delays were occurring just as TOP was planning to launch in another supermarket chain, and with new packaging. “The key to success was communication with the manufacturer, retailer, broker, and distribution center,” Finkelstein says. She and her team tracked the shipments each day. Once the shipment arrived at the distribution center, employees knew they had just two days to receive, process, and get the products back on the road. Because of the ongoing communication, the retailer also knew when its shipments would hit.

At about this same time, TOP outgrew its previous distribution center. So early in 2021, and even as business was booming, TOP moved to a new distribution center operated by logistics provider Mainfreight Inc. In addition to helping TOP move product from overseas, Mainfreight handles trucking within the United States, eliminating the need for TOP to broker transactions, as it did before, Finkelstein says.

“We didn’t think we were ready for a larger DC, but Mainfreight’s efficiencies and previous work with retailers has proven to be invaluable,” Finkelstein says. For instance, Mainfreight employees know how to meet retailers’ detailed labeling guidelines. In contrast, Finkelstein and her team often had to educate employees of their previous 3PL on these requirements. TOP’s growth “forced our hand faster than we would have anticipated,” Finkelstein says. “But the move to a new 3PL turned out to be a silver lining.”





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To combat increasing labor costs, Pipsticks asked its supplier in China to handle many of its product kitting requirements. The company also shut down its self-run warehouse in California and shifted operations to Bulu Inc., a subscription fulfillment company in Lincoln, Nebraska. “They are able to manage fulfillment and pick and pack far more affordably,” Vazquez says.

Logistics providers can help small businesses in several ways. Many third-party logistics (3PL) providers can justify technology investments that would be out of reach for some companies because they can spread the costs across multiple clients.

With the increase in e-commerce, many businesses are looking for 3PLs that can integrate with Shopify or other e-commerce platforms. “It has become more of a standard to ensure the warehouse can turn orders the same day,” says Stephen Cagnio, warehousing sales and account management with logistics provider Mainfreight Inc.

Logistics providers also can offer expertise, such as in transportation planning, that may not make sense for a smaller business to keep on staff, Harris says.

COMMUNICATE & MANAGE EXPECTATIONS

Even advanced technology, stellar processes, and strong partners won’t magically alter the logistics challenges occurring across the globe. Supply chain professionals need to communicate with their carriers and customers, manage expectations, and often, adjust lead times.

To manage delays of up to six weeks in ocean freight from Asia, Rise Gardens, which offers an indoor hydroponic gardening system, added lead time to its ordering process, says Hank Adams, founder and CEO. This consumed more working capital, but was needed to maintain reasonable delivery time frames, he adds.

When talking with carriers, the goal is to gain a sense of operations, Carey says. For instance, if LTL carriers face congestion in a certain terminal, his company diverts some other carriers from the area, so new freight doesn’t add to the congestion.

Also use a solid mix of national and regional carriers, Carey advises. “Nobody out there can work through this on their own,” he says.

Finally, communicate with clients and try to manage expectations or suggest alternative solutions. When shipping delays mean some popular SKUs at Wallaroo Hat Company are out of

stock, Carter and her colleagues point customers to similar products they know are strong sellers.

FOCUS ON THE FUTURE

Many experts expect supply chain disruptions to continue well into 2022, Carey says. Supply chain professionals need to leverage technology and processes to enhance visibility and flexibility, and manage through the upheaval.

They also need to be proactive, says Hitendra Chaturvedi, professor in supply chain management with Arizona State University. While the daily blocking and tackling of operations can feel urgent, supply chain leaders need to make time to consider where they want to be five years out, he says. Then, they need to plan how they’ll get there.

Among other steps, this may mean investing in technology and cultivating additional suppliers to hedge against supply risk. While resource constraints often are a challenge, Chaturvedi says, “start by taking baby steps.” ■

Rise Gardens, an SMB that sells hydroponic gardens for indoor use, added lead time to its ordering process to maintain reasonable delivery windows.



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SUREFIRE WAYS TO NAVIGATE GLOBAL SUPPLY CHAIN UPHEAVAL

BY KAREN KROLL



Having visibility to inventory helps supply chain managers take action when faced with disruption.

When the pandemic hampered sourcing options, Burlap & Barrel partnered with new farmers to supply its organic spices.



**Demand volatility coupled with capacity shortages.
Lead times stretching out weeks, even months.
Congestion at ports worldwide.
What can shippers do to keep their supply chains moving?
Plenty.**

TUESDAY, FEBRUARY 1, 2022 is a date supply chain managers will want to mark on the calendar. This date—the day of the Chinese New Year—is when many industry experts estimate the disruptions and delays currently upending global supply chains will finally start to dissipate.

While the shortages of cleaning and paper supplies prevalent during most of 2020 have largely abated in many countries, numerous supply chain challenges remain. The pandemic showed how tenuous many supply chains already were.

“A lot of companies were pushed to their limits, so of course this is what happened,” says Ethan Frisch, co-founder and co-chief executive officer with Burlap & Barrel, which provides spices sourced directly from farmer cooperatives and small farms. “It was on the verge of happening anyway.”

Along with transit delays, Frisch’s company saw prices for shipping containers jump sevenfold.

In early summer 2021, when many countries loosened restrictions around COVID, they also unleashed pent up consumer demand, says Adam Hill, president and COO of logistics consulting firm Scarbrough International. That has resulted in lead times stretching six to nine months out, or into early 2022, when some semblance of normal might return, he adds.

The pandemic created something like a “game of musical chairs,” says Hitendra Chaturvedi, professor of supply chain management at Arizona State University.

When the lockdown started, many empty shipping containers remained where they were. While Asia opened up before many other regions, it had few shipping containers, many of which remained locked in pandemic-hit countries. “This artificial container shortage boosted prices,” Chaturvedi adds.

Then, there were the multiple one-off disruptions. In March 2021, the *Ever Given*, along with its approximately \$1 billion cargo, remained stuck in the Suez Canal for nearly a week. A few months later, a COVID-19 outbreak at China’s Port of Yantian led to a six-day halt of export containers. According to one report, more than 90% of the world’s electronics move through this port.

The percentage of “blank sailings,” in which carriers skip a port, averaged between 20% and 67% through mid-June 2021 for the three major alliances, according to an analysis by project44.

“All these challenges are because demand is outpacing supply to such a degree that there isn’t much room for any slack should a sudden disruption occur,” says Nick Marro, lead analyst, global trade, with the Economist Intelligence Unit.

International passenger air travel, with planes often used to transport cargo,

remains well below pre-COVID levels. In April, the International Air Transport Association (IATA) forecast revenue passenger kilometers (RPKs) for 2021 to be just 43% of 2019 levels.

Some steps shippers traditionally take to avoid congestion have lost effectiveness. For example, congestion at the Port of Los Angeles prompted some carriers to move to the Port of Oakland. However, they weren’t alone.

“You can pull these levers for so long, but everyone else is also pulling them,” says Brian Whitlock, senior director analyst with Gartner. The traffic jams simply shift from one place to another.

Securing space and equipment were their greatest supply chain challenges, according to nearly two-thirds of respondents to an April 2021 webinar survey by Flexport Inc. In navigating today’s global logistics challenges, “no silver bullet exists,” says Anders Schulze, Flexport’s global head of ocean and trucking.

However, the following steps can help.

**1.
BOOST VISIBILITY**

Many tools that provide visibility to supply chain risk, like machine learning and artificial intelligence, have advanced by leaps and bounds in the past 12 months.

Visibility enables supply chain leaders to decide when to re-route inventory to minimize or counteract delays. “It allows



you to make decisions based on facts,” says Robin Jaacks, senior vice president, international growth, with project44.

Visibility also provides a handle on risk across the supply chain network. For instance, organizations can plan how they will obtain parts if an earthquake strikes their critical suppliers.

Greater visibility into inbound inventories and port congestion also enables companies to assess the downstream impact delays might have on their distribution and labor planning, as well as the availability of inventory, says Andre Luecht, global transport and logistics vertical practice lead with Zebra Technologies. Supply chain leaders can act to minimize disruptions and meet customer demand.

2.

PRIORITIZE SHIPMENTS

Facing lengthening delays in ocean transit, Frisch began shipping a portion of Burlap & Barrel’s inventory via air. The volumes were enough to tide over the company until the larger ocean shipments arrived.

With the delays in some ocean freight, “air becomes more competitive and a necessity at some level,” Hill says. For example, if container lead times are about 40 days, and a company has enough stock to last 30 days, it can use

air to ship enough inventory to cover those last 10 days.

When considering air travel, communication between the shipper and logistics provider is critical, Hill says. Services can range from next-flight-out to economy flights that may not occur for more than a week. The flight booked should address the challenge at hand.

3.

BREAK DOWN SHIPMENTS

Breaking larger shipments to smaller containers boosts the likelihood at least some of the products will move, Schulze says. For instance, critical shipments may be able to move with less-than-truckload (LTL) carriers.

With critical shipments, it also makes sense to explore premium transportation offerings, Schulze says. These cost more but are another way to move products more quickly.



4.

CONSIDER GEOGRAPHICALLY DIVERSIFIED SUPPLY SOURCES

“Look at geographic diversification,” suggests Jason Alexander, national manufacturing sector leader with consulting firm RSM US. Consider whether another country could be a source for raw materials or components. While that’s not always an option, it’s worth exploring ways to diversify a supply chain.

To combat delays in Burlap & Barrel’s supply chain, Frisch sought to partner with additional farmers. In all, Burlap & Barrel boosted its supplier base by about 20%.

A growing number of supply chain organizations are expressing interest in again manufacturing in the United States, says Michelle Comeford, industrial and supply chain practice



leader with Biggins Lacy Shapiro. Their interest is driven both by risk mitigation and a desire to make products closer to their customers.

For some products, it’s possible to automate much of the production, cutting into the advantages of low-cost labor in other regions of the world. Companies reshoring within the United States created a record 109,000 jobs in 2020, according to The Reshoring Initiative.

ANNOUNCING NEW WEST COAST LOCATION

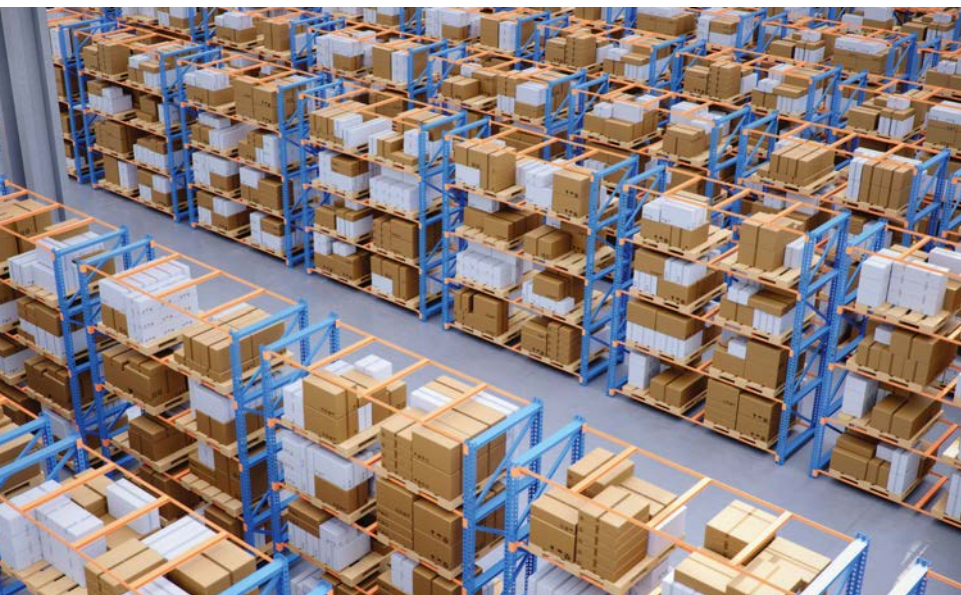


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5.

BOOST SAFETY STOCK

Just as many people who lived through the Great Depression learned to economize by patching clothes and growing their own vegetables, supply chain leaders who experienced the pandemic likely will maintain higher levels of safety stock than they did previously.

“Managers who had taken for granted that their supply chains would remain solid got rattled, and rightly so,” says Jonathan Foster, senior director of procurement with Lanter Delivery Systems, a transportation firm.

Supply chain leaders will need to work with their colleagues in finance to assess the financial impact of larger safety stocks. Typically, this will mean more money tied up in inventory.

6.

PLAN, BUT REMAIN FLEXIBLE

Planning becomes more critical when disruptions are prevalent. “Planning further out is more important, so that you can counteract those delays,” says Drew Herpich, chief commercial officer with logistics provider NTG. Instead of ordering inventory as customers place orders, many shippers will need to order

supply before receiving orders, in case any shipments are delayed.

In addition, changes to cargo-ready days reduce the likelihood that cargo is fully loaded, Schulze says.

At the same time, agility is key. While shippers used to have 48 hours to confirm bookings, they now might need to make decisions in about 20 minutes. “Companies have to understand that’s how fast freight is moving,” Hill says.

7.

TRANSLOAD

Transloading, or moving a shipment from one mode of transport to another, can cost more upfront, but also can provide better predictability and faster transit times, Schulze says. For instance, shipping by truck rather than rail currently can shave two weeks off transit times in the United States, he says.



8.

SET EXPECTATIONS

Keeping customers updated on supply chain challenges is “100% the most important piece,” Hill says. While nobody likes to make excuses, it’s reasonable to let clients know the challenges the industry is facing and how they’re likely to impact their shipments.

Resilience Moving Forward

The good news is that the current supply chain challenges should eventually resolve. Supply and demand will start to come into balance.

Technology also will help. For instance, autonomous vehicles will become more viable and brokerage technology, such as apps, will help streamline processes, Herpich says. Blockchain will also continue to redefine how we view the supply chain.

The current supply chain shocks, by highlighting the importance of robust and sufficient infrastructure, such as ports and transport links, may have a side benefit. “This might be an area where we see strong justifications for future government spending, including as part of post-pandemic recoveries,” Marro says.

While opinions differ on the chances of another global upheaval happening again any time soon, it’s likely no company wants to be vulnerable, Comeford notes. Most will want to show they’ve made changes to boost the resilience of their supply chains.

Making these changes can benefit the entire organization. Burlap & Barrel, in addition to diversifying its supply chain, accelerated its build-out of the company’s e-commerce channel. These efforts allowed the company to pivot to consumer e-commerce sales when its restaurant business nosedived.

Overall, business jumped 500% in 2020. “We were in the right place at the right time,” Frisch says. “If the disruption had happened a few years ago, we would not have been ready.” ■



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**E-COMMERCE
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**E-COMMERCE BRANDS LOOKING TO PROTECT MERCHANDISE AND
REDUCE THEIR CARBON FOOTPRINT ARE EXPLORING SURPRISING NEW
PACKAGING MATERIALS, DESIGNS, USES, AND RE-USES.**

BY SANDRA BECKWITH



Ecovative Design's protective Mushroom Packaging is made from just two ingredients—hemp and mycelium (the root structure of a mushroom) and is fully compostable.



The sudden e-commerce growth

triggered by COVID-19 created a ripple effect that extends beyond supply chain, fulfillment, and transportation challenges. It helped change e-commerce packaging as well, especially for grocery items.

Fragile bags of potato chips, for example, weren't designed to be handled as many times as they are now as e-commerce orders are filled and shipped. Leakage isn't unheard of with laundry detergent bottles ordered online and moved multiple times, then jostled during shipping. Shampoo bottles shipped to consumers have been known to break on impact during shipping, too.

"Packaging for e-commerce is different than packaging for retail," explains Hank Canitz, vice president of industry solutions at supply chain software provider Nulogy. "It needs to be more robust to meet the demands that come with being processed through multiple distribution centers and last-mile carriers so it arrives intact and undamaged."

"E-commerce is the end of 'up' for packaging," adds Jonathan Quinn, e-commerce packaging and shrink films market manager at NOVA Chemicals. "Packaging that was designed to sit vertically on a pallet or shelf now needs to be designed for 360 degrees of impact."

Companies are also exploring new options for the external packaging that holds products ordered online as they continue to seek ways to reduce weight or improve sustainability.

Here are three e-commerce packaging innovations gaining traction today.

PRODUCT PROTECTION

Packaging engineers and others are working to reduce or eliminate damage risk, particularly with packaging that wasn't designed for direct-to-consumer shipping.

"We've done work to improve closures, reduce and eliminate leakage,

and improve the barrier technology that helps air pillows and bubble wrap keep air as long as they need to," says Quinn.

For example, NOVA Chemicals has developed a material for caps and closures that improves sealing properties while eliminating the need for using mixed materials that keep the package from being recycled curbside.

Using flexible packaging with leak-proof seals—think pouches—also helps minimize container breakage during shipping.

"The robust nature of this material, whether it's plastic, mono-material, or a combination, helps reduce leakage and packaging breaks because pouches with liquid can withstand being dropped, moved, or crushed more than traditional paper or cardboard can," says Alison Keane, president of the Flexible Packaging Association.

Protection is paramount for direct-to-consumer brand Fracture, which prints digital photos onto glass. When developing its minimalist but highly

protective packaging, the brand sought to find the intersection of function, form, and sustainability. Form contributes to the customer's unboxing experience.

"Unboxing can be a magical experience when it's your memory you're unpacking," says Abhi Lokesh, CEO and co-founder of Fracture.

Fracture's e-commerce packaging uses no bubble wrap or peanuts—just recyclable corrugated in a highly engineered design developed after Lokesh's co-founder "invested a lot of time understanding the physics and angles around how to ship a piece of glass from point A to point B," Lokesh says. "There's a science to understanding how much pressure it can take and where the pressure points are."

The brand's hand-packed box enjoys a damage rate of less than 5% on more than 1 million orders.

PACKAGING MATERIALS

A spot check of Amazon deliveries will show fewer corrugated boxes with dunnage—crumpled kraft paper or inflated poly film pillows—and more polybags and fully recyclable paper padded mailers.

The paper mailer has four layers of paper and a water-based cushioning material using components found in the glue used to make cardboard. "This kind of option is more expensive than plastic but sustainability wins are much better," says Jarrett Streebin, CEO of EasyPost.

Using paper in new ways pales in comparison with Ecovative Design's Mushroom Packaging, though. The firm licenses its technology to companies that "grow" custom-molded packaging from just two ingredients—hemp and mycelium (the root structure of a mushroom)—for e-commerce and other needs. What's more, Ecovative's product is fully compostable, dissolving into the earth in 45 days.

In the United States, licensee Paradise Packaging Co. creates Mushroom

INNOVATING FOR SUSTAINABILITY

With a goal of becoming a net-zero carbon company by 2030, Imperfect Foods, an online provider of less-than-perfect groceries, is innovating with conventional e-commerce packaging.

The San Francisco-based grocer offering home delivery for everything from produce to snacks extends its "cultivate sustainability in everything we do" core value to collaborating with customers to recycle or reuse packaging.

Its redesigned logistics system of distribution centers and last-mile delivery partners allows customers to donate flattened delivery boxes to food banks and return gel packs and insulated liners so they can be re-used or recycled.

While customers have always been able to recycle delivery boxes curbside, they couldn't do that with insulated liners and gel packs. What's more, most gel packs are in good enough condition to be used again. The packaging waste frustrated both them and the grocer.

The situation was exacerbated during the pandemic, when the company, which serves 80% of the country in 42 states, experienced a 60% increase in its customer base by Q4 2020.

"There's so much consumer guilt because of all the packaging," says Madeline Rotman, head of sustainability. "We wanted to provide a solution for our customers and to innovate on what it means to deliver food and how we can do it better."

To return packaging, shoppers leave it outside for pickup when they're expecting another delivery. Delivery and pickup in one trip mean the program

doesn't add to the carbon footprint.

The company donates flattened boxes to food banks; partner organizations recycle liners and prepare gel packs for re-use. "We aggregate the insulated liners in rail cars, then send them off via rail to recycling centers so they can be turned into household goods," Rotman says.

In keeping with the brand's values, it uses rail because that transportation mode has lower



Imperfect Foods allows customers to donate flattened delivery boxes to food banks and return gel packs and insulated liners so they can be re-used or recycled. Customers leave them outside when they're expecting their next delivery.

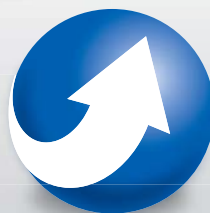
emissions. The rail cars storing and transporting the liners are as imperfect—but useful—as the groceries the company sells.

Gel packs go to sanitation partners that wash and dry them before returning the units to distribution centers so they can be frozen and used again.

The grocer's e-commerce packaging innovation is paying off: Imperfect Foods saves 500,000 pounds of packaging waste from landfills every month.

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Instead of bubble wrap or peanuts, Fracture uses hand-packed, recyclable corrugated in a highly engineered design to protect its glass photo prints, with a damage rate of less than 5%.

Packaging for e-commerce brands by pouring a mix of hemp hurds (the hemp plant's woody inner core) and mycelium into custom-made, 3D-printed plastic trays, where it grows for four days. The packing parts are removed from the trays and left to grow two more days before they're dried to ensure they're no longer biologically active.

Low tooling costs up to a certain volume and the packaging's sustainability make it particularly appealing to new businesses. "Because we can do small volumes, it tends to be a real boon for bringing products to market," says Gavin McIntyer, co-founder of Ecovative Design Co. "Brands still get the engineering excellence they'd get from a molded plastic foam alternative."

RETURNING AND REUSING PACKAGING

Some innovators have devised ways to re-use, rather than recycle, packing and packaging materials. One such company, Imperfect Foods, delivers less-than-perfect groceries to homes in 80% of the country, and makes it possible for consumers to donate shipping boxes to food banks, recycle insulated liners, and return freezer gel packs for re-use (see sidebar).

"Customers have been asking for this for a while," says Madeline Rotman, head of sustainability at the online grocer. "Imperfect Foods is the first national grocer to offer these options from the customer's doorstep."

Believing that recycling isn't enough, Finland-based RePack offers e-commerce shippers packaging that's returnable and reusable. "For every returned RePack, we remove the need to manufacture a new packaging, and the need to manage its waste," according to the company's website.

Its research shows that the packaging reduces carbon footprint by up to 80% when compared with disposable packages. It also reduces up to 96% of total packaging waste.

Each soft RePack is made of recycled polypropylene from post-consumer waste. Because the polybag isn't

designed for significant protection, it is used globally primarily by fashion and footwear companies that include California running apparel brand rabbit.

Shoppers use the package for returns or follow instructions printed on the outside to return it empty via the U.S. Postal Service. Some brands facilitate and encourage this by repeating the return instructions in package inserts or offering incentives such as a discount on the next purchase.

About 70% of bags are returned. In the United States, they're inspected and cleaned in RePack's Salt Lake City warehouse. Damaged bags are upcycled or recycled; the rest go back into the system.

Not surprisingly, the reusable bags cost more than conventional e-commerce packaging options. "The most common way that brands deal with the higher cost in the United States is with a pop-up at checkout that asks if the customer wants to ship the order in reusable packaging for an extra fee," says Sophie Robel, sales and marketing coordinator for RePack in North America. "It's a good way to appeal to those who do care and not force it on others."

Everybody wins with innovation. "There's less material needed to protect the product, fewer greenhouse gas emissions, less water used in manufacturing, more cost-efficient transportation, fewer product returns because of breakage, and less material going into landfills," says Keane. ■

RePack offers apparel, footwear, and other e-commerce shippers packaging that's returnable and reusable.



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SLS is the most powerful rocket NASA has built for deep space missions, including missions to Mars. Its core stage is the longest item ever shipped by a NASA barge.



TAKE IT TO THE LIMIT

Demanding logistics projects can bring out the best in teams as they band together to navigate an array of complex challenges.

By Tom Gresham

Some logistics challenges are nothing like any project done before. These special projects require unique approaches that depend on a combination of extensive planning and dynamic decision-making. Whether transporting dangerous wild animals, critical medical aid, or a rocket stage designed to power missions to deep space, these projects demand that supply chain teams think through difficult questions, collaborate across diverse teams and execute sophisticated solutions.

Here are three projects that exemplify those challenges.

Borne to be Wild



On April 29, 2021, three lions, one lioness and three cubs arrived at the Kouga and Swinburne nature reserves in South Africa after living confined in inhumane conditions in the Ukraine.

Their arrival was the culmination of more than two years of work by activists determined to help them. It was also the result of the diligent efforts of Qatar Airways Cargo team members, who tackled the task of transporting the animals across three continents to get them to their new home.

"This was a big logistical challenge, but it was a great feeling for all of us who worked on this to see the video of the lions when they were released," says Kirsten de Bruijn, senior vice president, cargo sales and network planning, Qatar Airways.

The project was the first of Qatar Airways' new "Rewild the Planet" initiative, which resolves to transport wild animals back to their natural environments for free at the request of wildlife protection organizations. The initiative represents chapter two of the airline's WeQare sustainability program.

THE WOW FACTOR

Qatar Airways Cargo agreed to manage the transportation of the lions in October 2020 in coordination with the Warriors of Wildlife (WOW) organization. WOW had been working to rescue the lions, but the complexity of the operation delayed the move until April 2021. The project revolved around a three-day trip from Kiev to Doha to Johannesburg.

The airline rerouted one of its passenger freighters from another station in Europe to Kiev, where the airline does not have passenger flights, to pick up the lions. The animals were transported in the lower deck, or belly, of the plane. WOW staff looked after the animals' well-being during the trip.

Team members overseeing the transport of rescued lions pay careful attention to the cages and their locks, and keeping cages tied down during transportation.

When the passenger aircraft reached Doha, it was parked alongside Qatar Airways Cargo's live animal facility. There, the animals were fed raw meat and provided water through their cages. The wait for the lions' next flight was about four hours.

"We have the best people working for us who made sure the animals remained calm throughout their journey, including during transit," de Bruijn says.

Numerous team members—from ramp operators and forklift drivers to the live animal facility team and the charter teams that managed the rerouting of the flight, among others—ensured the process went smoothly.

Qatar Airways Cargo is accustomed to transporting a range of animals, but lions and other wild animals create unique challenges.

"For animals such as lions, the operational procedures and checks are more important than usual," de Bruijn

says. "And because these lions were from private owners and captured for so long in a very specific environment, it made it even harder to know how they were going to react."

Qatar Airways Cargo paid careful attention to every detail.

"Over and over again, we checked the quality of the cages and did all the proper checks with the ground operation staff at departure about the way that the lion cages would be loaded," de Bruijn says. "We wanted to make sure that the animals would be stable throughout their journey."

Qatar Airways Cargo's team in Johannesburg managed the unloading of the lions after the flight from Doha, and WOW oversaw the 12-hour truck trip that followed to the nature reserve.

SET FOR LIFE

The lions will spend a few months in a protected area, becoming accustomed to exploring nature, before being transferred to a much larger nature reserve where they will be protected for the rest of their lives.

"This logistics project was special," says de Bruijn. "And we're talking to other nongovernmental organizations because we want to do more, and we want other airlines to follow."



PHOTO: QATAR AIRWAYS

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A Wing and a Prayer

When India was struck by a dramatic surge of COVID-19 cases in spring 2021, IAG Cargo, the cargo division of International Airlines Group, and its sister airline British Airways were watching closely.

“We have deep affection for the country and its people,” says John Cheetham, chief commercial officer at IAG Cargo. “The way the virus accelerated in India caused us great concern. When some charities reached out, desperate to get aid to the people there, we immediately wanted to help.”

LIFE-SAVING SUPPLIES

In response, IAG Cargo and British Airways organized and funded a special charter to send aid to India. The flight, which departed on May 5, 2021, carried 27 tons of medical aid to Delhi. The life-saving supplies—which totaled more than 1,300 items—included hundreds of oxygen cylinders, oxygen concentrators, respirators, and blood oxygen saturation monitors. British Airways also donated care packages for families in need.

Charities contributing medical aid included the High Commission of India, Khalsa Aid International and London’s



PHOTO: IAG CARGO

British Airways and IAG Cargo sent aid items on scheduled flights, but also fully funded special charter air lifts.

Neasden Hindu Temple, the largest Hindu temple outside India.

IAG Cargo put together a special project team to manage the process. Because the flight carried cargo donated for charity, there was uncertainty beforehand as to what the shipment would encompass – how large it would be and what exactly it would contain. That made planning for how to load the plane and manage the inventory difficult.

The items being moved also created particular logistics challenges in those uncertain circumstances. Oxygen cylinders, for instance, are difficult to stack and load.

“The charities didn’t know exactly what supplies they were going to have and when and how they were going to be delivered,” Cheetham says. “They didn’t have all the details that normally we would have for an advanced shipment, but through a lot of communication and collaboration we got it done.”

IAG Cargo depended on crew members to volunteer to participate in the effort, including a double crew on the flight since crew members were not allowed to stay over in India because of COVID-19 restrictions.

“Our crew knew what we were trying to achieve and the reason we were trying to achieve it,” Cheetham says. “They were prepared to go the extra mile to get this done.”

“We had people working all hours of the day trying to coordinate and make this happen,” he adds. “Everyone realized the severity of the situation and has a deep personal affection for colleagues, friends, and families in India.”

TEAMWORK COMES THROUGH

IAG Cargo collaborated with British Airways’ operations control personnel, crews and management to stand up the aircraft. It also teamed with DB Schenker, which served as the freight forwarder, to ensure the freight was prepared, customs was cleared, and the appropriate labeling was implemented.

The first effort was so successful that IAG Cargo and British Airways worked with partners to deliver urgent medical aid to India a second time, a few weeks later. This time, the shipment comprised 18 tons and 5,000 pieces, including PPE supplies and oxygen concentrators for frontline hospital workers, donated by charities including Oxfam, Khalsa Aid, and Christian Aid.

“It’s rewarding to help,” Cheetham says. “But there’s always more to do.”



PHOTO: IAG CARGO

IAG Cargo and British Airways maintained a vital air link between London and India throughout the pandemic.



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Setting the Stage for Deep Space

At a towering 212 feet, NASA's Space Launch System (SLS) core stage is the world's tallest rocket stage and the most powerful rocket ever built for deep space missions. Manufacturing and testing SLS is a highly complex process requiring expertise, intense planning, and collaboration. So is moving it.

In April 2021, SLS arrived by water to NASA's John F. Kennedy Space Center in Cape Canaveral on the eastern coast of Florida. It completed a 900-mile journey on a specialized barge called *Pegasus* in preparation for the planned 2021 Artemis I launch, the test flight of NASA's Orion Astronaut Spacecraft and SLS.

The SLS trip began at NASA's Michoud Assembly Facility in New Orleans, where it was manufactured. *Pegasus* first ferried SLS to the Stennis Space Center near Bay St. Louis, Mississippi, for testing—a one-day trip—and then to Kennedy, which took six days.

BY TUG AND TOW

Tugboats and towing vessels moved the barge, which has no engine, over the course of a journey that included both inland and open-ocean waterways. The SLS core stage represents the longest item ever shipped by a NASA barge.

Once SLS arrived at Kennedy, a new challenge began as the massive rocket stage was transferred from the barge into the Vehicle Assembly Building for eventual integration with twin solid rocket boosters, the Orion spacecraft, and additional flight hardware.

Preparations at Kennedy for the arrival of the core stage were extensive. "There was an extraordinary level of communication structured into the core stage transport," says Mike Chappell, deputy director for program integration for Jacobs, the prime contractor for NASA's exploration ground systems.

Ahead of SLS' arrival, approximately one dozen trucks of ground support



equipment arrived by commercial carrier at Cape Canaveral to be offloaded and positioned for the processing of the core stage. Preparing the ground systems in the Vehicle Assembly Building to accommodate and process SLS was "an enormous undertaking," Chappell says.

Team members also needed to be prepared and in place to dock the barge and offload it. It took a couple of days to transport ground support equipment off the barge and to remove the core stage.

The arrival of SLS was the centerpiece of preparation for the Artemis launch. That process involves an array of supply chain challenges, as unique, sophisticated

hardware is manufactured, tested, and moved in careful coordination.

"There are different components designed at different locations, and different contractors are involved, too," says Lilli Villarreal, exploration ground systems operations flow manager for NASA.

For example, solid rocket motors manufactured in Utah traveled via rail to Cape Canaveral. The launch vehicle stage adapter was made at Michoud, and, like the core stage rocket, sent to Stennis for testing and then shipped to Cape Canaveral by barge.

Chappell says NASA and its contractors remain focused on a launch schedule. Delays happen with individual pieces of the project, affecting other components as a result.

UP FOR THE CHALLENGE

"Everybody working on this project has to be extraordinarily flexible and adaptable because it's a very dynamic process," Chappell says. "We constantly adjust schedules because there are so many moving pieces, parts, and players. Everyone needs to be flexible and have the systems set up to do that."

Fortunately, NASA is accustomed to exactly these types of challenges.

"At NASA, we love these big, complex projects," Villarreal says. "There are always going to be issues that come up, but that's what we do best – get over hurdles, resolve issues, and keep moving forward." ■

Once completed, NASA's Space Launch System will enable astronauts to explore destinations far into the solar system.



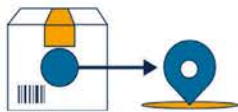


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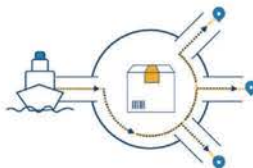
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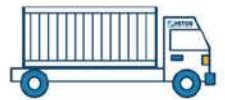
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No sooner had Joe Biden been sworn in as president of the United States on January 20, 2021, when Press Secretary Jen Psaki announced—to no one’s surprise—the new president’s first meeting with a foreign leader would be with Prime Minister Justin Trudeau of Canada.

“The president’s early calls will be with partners and allies,” Psaki said. And the United States has no stronger partner and ally than its northern next-door neighbor.

The Government of Canada states it officially: “The Canada-United States partnership is forged by shared geography, similar values, common interests, deep personal connections, and powerful, multi-layered economic ties. Canada and the United States enjoy the largest trading relationship in the world. A secure and efficient flow of goods and people across the border is vital to both countries’ economic competitiveness and prosperity.”

Biden and Trudeau committed to a “Roadmap for a Renewed U.S.-Canada Partnership” to revitalize and expand the historic relationship between the countries. The agreement establishes a blueprint for mutual prosperity, including a partnership on climate change and strengthened cooperation on defense and security.

STRONG AND STEADFAST

For logistics professionals on both sides of the border, this agreement translates into a continuation of the most steadfast trade relationship in the world.

Consider these most recent figures reported by the Office of the United States Trade Representative:

- Canada was the United States’ largest goods export market in 2019.
- U.S. goods exports to Canada were \$292.7 billion, up 43% from 2009.
- U.S. exports to Canada were up 191% from 1993 (pre-NAFTA). U.S. exports to Canada accounted for 18% of overall U.S. exports in 2019.
- The top export categories were: vehicles (\$52 billion), machinery (\$45 billion), electrical machinery (\$25 billion), mineral fuels (\$25 billion), and plastics (\$13 billion).
- U.S. total exports of agricultural products to Canada totaled \$24

billion in 2019. Leading domestic export categories included: prepared food (\$2 billion), fresh vegetables (\$2 billion), fresh fruit (\$1.5 billion), general snack foods (\$1.4 billion), and non-alcoholic beverages (\$1 billion).

- On the import side, Canada was the United States’ third-largest supplier of goods in 2019.
- U.S. goods imports from Canada totaled \$319.4 billion in 2019, up 41.2% from 2009.
- U.S. imports from Canada were up 187% from 1993 (pre-NAFTA). U.S. imports from Canada account for 12.8% of overall U.S. imports in 2019.
- The top import categories were: mineral fuels (\$86 billion), vehicles (\$53 billion), machinery (\$23 billion), returns or goods shipped back (\$18 billion), and plastics (\$11 billion).
- U.S. total imports of agricultural products from Canada totaled \$24 billion in 2019.

Simply put, Canada is the United States’ largest customer. Canada buys more goods from the United States than China, Japan, and the United Kingdom combined. Likewise, Canada is the top trading partner in most of the individual U.S. states. Further, Canadian companies operating in the United States directly employ 725,000 American workers.

The trading relationship between Canada and the United States helps both countries grow stronger economies, support economic growth, eliminate barriers, and compete globally.

The numerous trade and investment agreements involving Canada and the United States directly impact trade and, therefore, the logistics sector. These include both the Canada-U.S. Free Trade Agreement (CUFSTA) and the Canada-United States Mexico Agreement (CUSMA).

Signed in 1987, CUFSTA placed Canada and the United States at the forefront of trade liberalization. CUSMA, which went into force in July 2020, preserves key elements of the long-lasting trading relationship among the countries and incorporates new and updated provisions that seek to address 21st-century trade issues and promote opportunities for the nearly half billion people who call North America home.

In practical terms, this extraordinary collaboration means border crossings are accomplished with relative ease—that is, when shippers have the assistance and advice of logistics professionals who keep up to date on the rules, laws, policies, and protocols as they evolve to keep pace with commercial concerns.

Just as with the partnership between the two countries themselves, relationships and history between shippers and their professional logistics partners are essential to success.

POLARIS TRANSPORTATION GROUP COMMUNICATION AND CONSISTENCY ARE KEY

As the saying goes, the more things change, the more they remain the same. From the perspective of Polaris Transportation Group, highly regarded for its scheduled LTL service between the United States and Canada, the saying translates into seamless border crossings amid political transitions and even a worldwide pandemic.

“Both governments have always been a pleasure to deal with,” says Dave Cox, president of Polaris. “With respect to supply chain security, it has always been a great working relationship.”

Based in Toronto’s neighboring city of Mississauga, Ontario, Polaris specializes in the shipment of dry goods and is an industry leader in transit to and from the United States, including Alaska.

The company maintains U.S. headquarters for Polaris Motor Freight, Inc., in the Cleveland, Ohio, suburb of Willoughby. Given the company’s hybrid geography, Cox describes Polaris as “an American company headquartered in Canada.”

Border transfers are “business as usual,” he says, while Polaris navigates the process between the two countries in a collaborative and cooperative manner. Border security is always paramount, Cox says, adding that business continues

to be robust even as supply chains have been reimagined due to the pandemic. Prospects for the future are likewise positive, he says.

“Capacity is tight across the board,” Cox acknowledges, but good communication has been a key to diminishing the impact. “We spend a large part of every day talking to our customers and business partners,” he says, in order to ensure that the company continually understands both their current and future needs.

Despite the commonalities that exist between the U.S. and Canadian markets, Cox says, there are important distinctions that shippers on both sides of the border must bear in mind, particularly as market conditions evolve after COVID.

“Canadian shippers may not understand the capacity crunch as much as they should,” he says, adding that Canadian distributors “need to be enlightened” about the stresses that currently exist on the U.S. side.

FORGING RELATIONSHIPS

Cox advises companies to maintain consistency in their relationships with existing supply chain providers so that they can work together in the effort to secure capacity. It is natural for rates to ebb and flow along with market conditions, he points out, but it is essential that good value is maintained at all times on both sides of the equation. “The key is fairness,” he says.

The border-crossing process is greatly assisted when the proper documents are provided as early as possible. “We move 300,000 orders across the border—both ways—every year,” Cox says. “We need to get the documents early and have all our ducks in a row.”

In the end, it is all about communication and relationships.

“Good relations with your custom broker are essential,” he says. “And custom brokers need to do a good job educating their clients” about new laws and protocols.

“We work with a lot of custom brokers,” Cox says. “We get as much information



Polaris Transportation Group is an expert in cross-border LTL freight. The company handles all types of commodities with a specialization in dry goods and high-value products.



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Polaris Transportation Group is proud to be named the 2021 Mastio Quality Award winner for the Canadian LTL Carrier Study. We continue to be a service-first company made up of great people who truly care about our customers and this approach to transportation has been recognized by ranking Polaris number one, against key competitors, in multiple categories, including the following:

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and detail into our automated system as early as possible.” Taking such careful steps has paid dividends through the COVID crisis.

“The world has changed since March 2020,” Cox says. “When we went into March we didn’t know what to expect. Looking back, it is staggering to see where business is despite the crisis.”

TFORCE LOGISTICS: STAYING ON TRACK

In logistics as in life, every journey begins with the first step. But when the journey is about getting products to market, the final mile may be the journey’s most important segment of all. For moving products across the Canada-U.S. border, getting to the consumer’s doorstep means partnering with final-mile providers.

“By getting closer to the end consumer, manufacturers and distributors get the final-mile delivery completed with speed, reliability, visibility, and competitive price,” says Dean Mills, vice president of sales, North America, for TForce Logistics, an asset-light final-mile logistics and transportation provider with extensive coverage across the United States and Canada.

“Due to the demand for faster deliveries, TForce Logistics hosts branch locations and delivery zones in population-dense areas across Canada and the United States,” Mills says. Five established regional networks cover the U.S. Northeast, Central Canada, Texas, Southern California, and Western Canada, with a sixth network in development in the U.S. Southeast.

“This networked solution expansion allows shippers to inject their shipments into one TForce Logistics location, for an overnight interline to the other final-mile branches,” Mills explains.

“For instance, in the Northeast, the New Jersey branch serves as an injection location, connecting into New York, Philadelphia, Baltimore, and Washington, D.C. for next-day delivery,” he adds. “This provides significant value and flexibility for companies managing inbound freight



TForce Logistics, an asset-light final-mile logistics and transportation provider, offers coverage across the United States and Canada, with more than 70 locations in major cities.

requiring next-day final-mile shipping.”

Final-mile considerations were among the areas of logistics significantly impacted by the waves of change that swept the world in the recent past.

“The dynamics of the past few years prioritized the importance of carrier diversification,” Mills says. “One option is to hire additional transportation managers to oversee multiple final-mile carriers, depending on the carrier’s individual network reach. This results in a vendor-heavy portfolio, multiple systems, and administrative resources.

“The other option is to partner with carriers like TForce Logistics, with a broad reach that meets your network portfolio’s needs,” he adds.

STRATEGIC LOCATIONS

Companies are setting up micro fulfillment centers close to their customers, Mills explains, manually building solutions that get product inventories closer to the end consumer.

“There is significant upside to partnering with 3PLs who work with importers, manufacturers, and shippers to get their products closer to the end consumer,” he says. “Companies with a fast and reliable next-day final-mile delivery service are winning the hearts and reviews of their customers.”

TForce Logistics has more than 70 locations strategically placed in all major U.S. and Canadian cities. In June

2021, the company launched its Texas expansion, using four warehouses to cover 191 ZIP codes in Dallas, 127 ZIP codes in Houston, 74 ZIP codes in San Antonio, and 56 ZIP codes in Austin. This means e-commerce shippers can use Dallas as an injection site with next-day service in the four largest cities in Texas.

In 2020, the company announced an expansion of its dedicated last-mile delivery capacity in Toronto with the opening of the Torlake center, its third facility in the greater metropolitan area.

The new facility, a 21,000-square-foot distribution center, is located in south-central Toronto’s Etobicoke neighborhood. Torlake complements TForce Logistics’ current footprint in the greater Toronto metropolitan area, which also is served by a 21,500-square-foot distribution and fulfillment center in Brampton and a 5,000-square-foot operation in Markham.

Collectively, the TForce Logistics final-mile operations make upward of two million deliveries annually in the Toronto area.

As in everything related to logistics, the goal is to get closer to customers. The unique spirit of cooperation and collaboration that exists between Canada and the United States, coupled with strong relationships among logistics providers, combine to make cross-border trade a particularly bright spot on the landscape of international trade. ■

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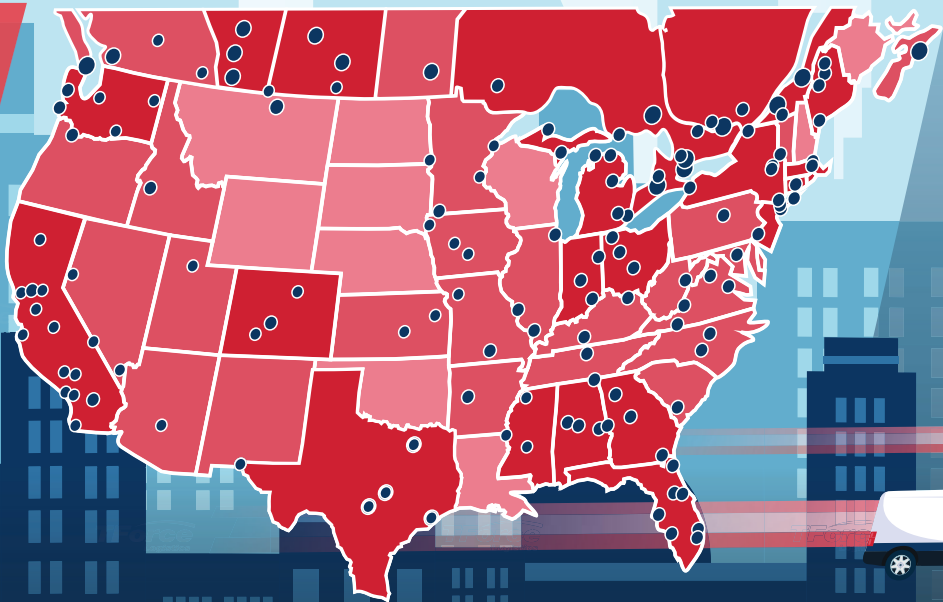


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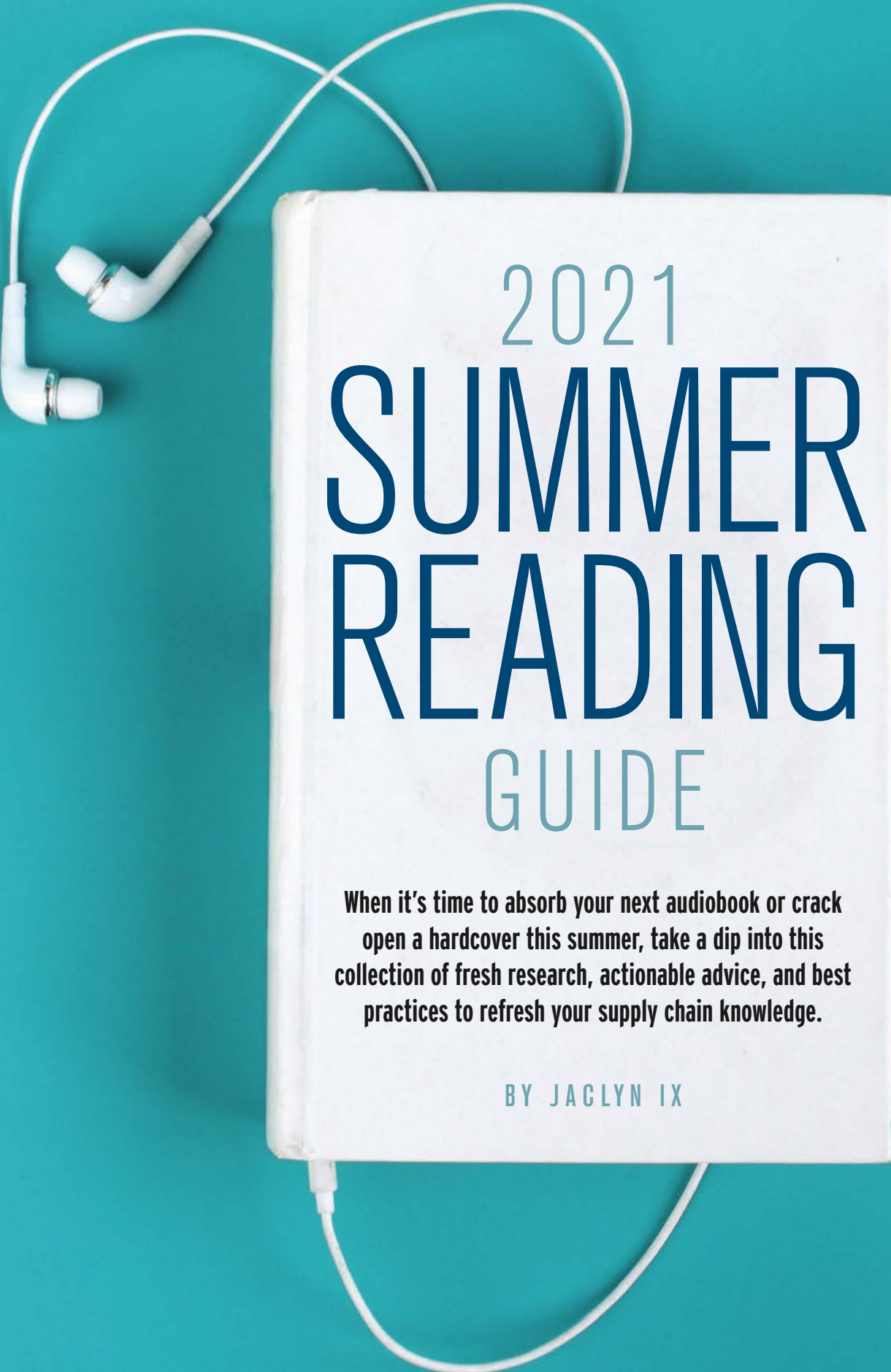
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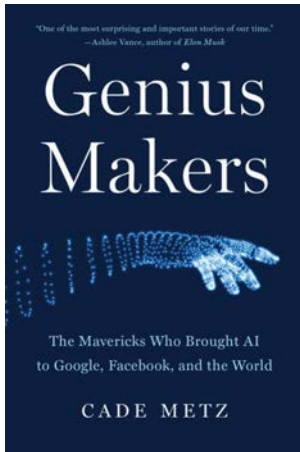
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2021 SUMMER READING GUIDE

When it's time to absorb your next audiobook or crack open a hardcover this summer, take a dip into this collection of fresh research, actionable advice, and best practices to refresh your supply chain knowledge.

BY JACLYN IX



GENIUS MAKERS

The Mavericks Who Brought AI to Google, Facebook, and the World

BY CADE METZ

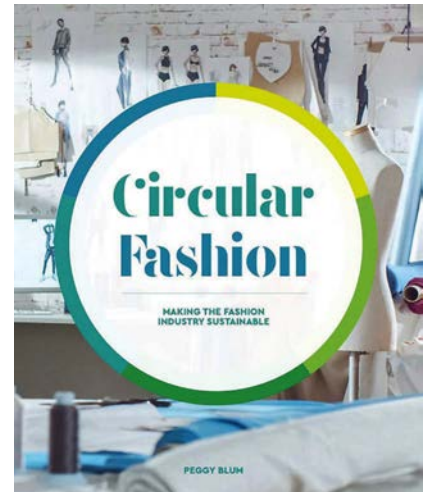
Artificial intelligence started out as a project at the fringes of the science community. Now, supply chains everywhere are using it to streamline operations. This book presents the conflict AI creates between national interests, shareholder value, the pursuit of science, and concerns about privacy, bias, and prejudice, culminating in a vital question: How far will we let it go?

CIRCULAR FASHION

A Supply Chain for Sustainability in the Textile and Apparel Industry

BY PEGGY BLUM

This introduction to sustainability in fashion lays out case studies and profiles key companies such as Patagonia, Veja, Christopher Raeburn, and Stella McCartney. It starts with an overview of the fashion industry—dissecting the linear production model of make, use, and dispose—and then dives into the concept of a circular supply chain.



THE MAKING OF A MANAGER

What to Do When Everyone Looks to You

BY JULIE ZHUO

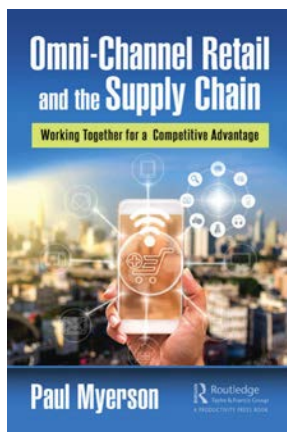
New supply chain and logistics managers face endless questions and uncertainties. But one truth is that great managers are made, not born. This modern guide provides everyday examples and insight to the difference between a great manager and an average one, when to look past an awkward job interview, and how to build trust with your team. Whether you're new to the job, a veteran supply chain leader, or looking to be promoted, this handbook will help you become the kind of manager you wish you had.

OMNI-CHANNEL RETAIL AND THE SUPPLY CHAIN

Working Together for a Competitive Advantage

BY PAUL MYERSON

This book describes the impact that omnichannel marketing can have on supply chain and logistics. It is intended to not only help management meet the needs of today's ever-changing world, but also anticipate what may be required in the future to achieve superior customer service, profitability, and a competitive advantage.

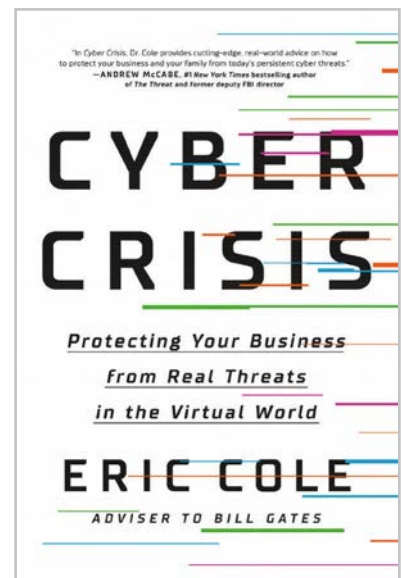


CYBER CRISIS

Protecting Your Business from Real Threats in the Virtual World

BY ERIC COLE

By the time they discover a cybersecurity breach, most businesses have already been compromised for at least three years. Drawing on his experience as a professional hacker for the CIA, the author provides actionable advice that even those with little technical background can implement to protect their supply chains, businesses, and themselves. This book will help you put together a proactive plan to minimize exposure and damage to your supply chain.



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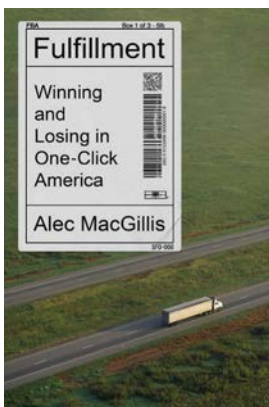


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FULFILLMENT

Winning and Losing in One-Click America

BY ALEC MACGILLIS

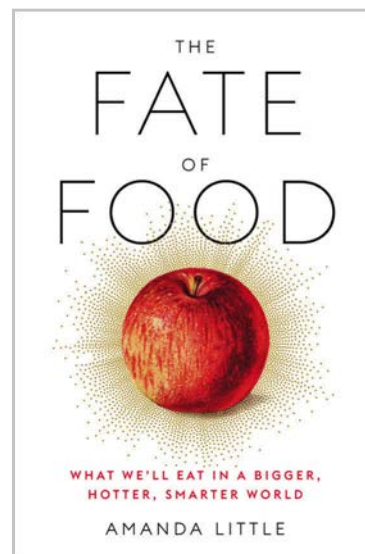
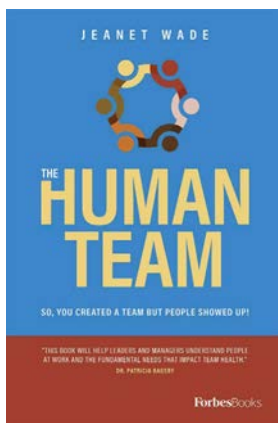
Many consumers now shop with just one click, and the pandemic has only intensified that transition. Amazon's network of delivery hubs, data centers, and corporate campuses is creating a gap between winner and loser cities, and work has become increasingly isolated. This book tells the stories of those who have thrived and those who struggle to thrive in this rapidly changing environment.

THE HUMAN TEAM

So, You Created a Team But People Showed Up!

BY JEANET WADE

With a combination of business research and anecdotes from her career, the author describes how to attend to human needs by clarifying assignments, showing baseline consideration, and inspiring confidence in your supply chain team. Personal profiles, new research, and insight from a successful business leader make each chapter dynamic and useful for overcoming global talent challenges and navigating disruption.

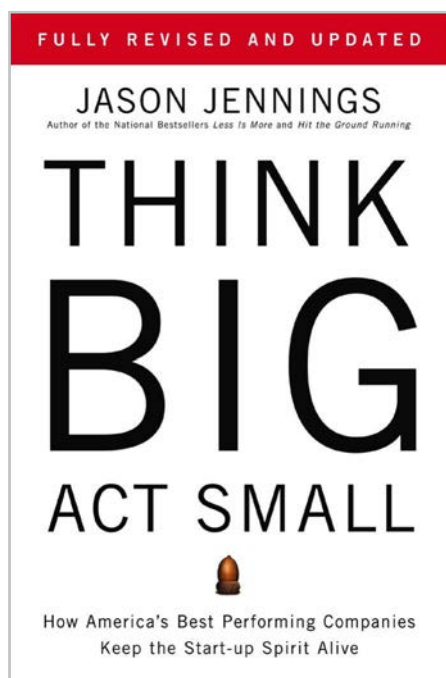


THE FATE OF FOOD

What We'll Eat in a Bigger, Hotter, Smarter World

BY AMANDA LITTLE

How can the food industry feed 9 billion people sustainably? Reinventing the global food chain presents two challenges: solving existing problems in industrial agriculture, and preparing for future disruption. Through interviews with farmers, scientists, activists, and engineers, this book explores new and old strategies for food production while tracking the growth of a movement that could redefine sustainable food on a global scale.

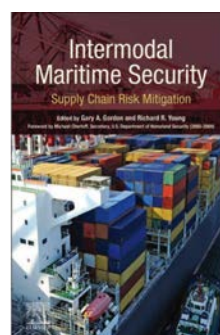


THINK BIG, ACT SMALL

How America's Best Performing Companies Keep the Startup Spirit Alive

BY JASON JENNINGS

Nine profitable companies that have increased profits by 10% or more for 10 years in a row are embracing new supply chain and business strategies to achieve consistent growth. All these companies built their culture using a simple edict: Think big, act small. Discover the power of combining the strengths of a large organization with the drive of a startup. Companies of all sizes and across multiple industries can benefit from these models.



INTERMODAL MARITIME SECURITY

Supply Chain Risk Mitigation

BY GARY A. GORDON AND RICHARD R. YOUNG

Learn how to assess key supply chain risks, threats, and vulnerabilities related to transportation and maritime trade. Connect the dots between new technologies and intermodal operations and analyze critical policies, operations, and infrastructure. This book provides the foundation of knowledge needed for anyone involved with transportation and maritime trade, from students to experienced practitioners.

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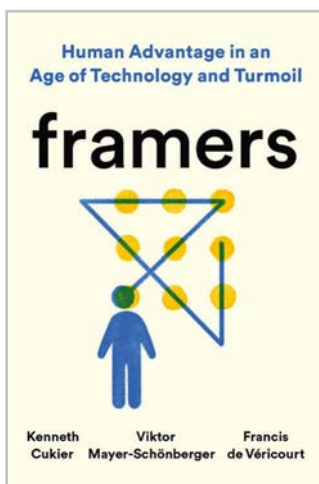
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FRAMERS

Human Advantage in an Age of Technology and Turmoil

BY KENNETH CUKIER, VIKTOR MAYER-SCHÖNBERGER, AND FRANCIS DE VÉRICOURT

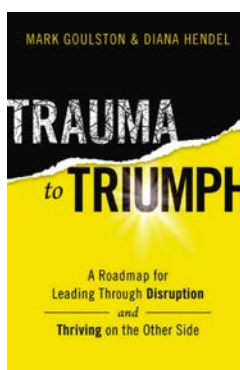
Framing is not just a way to improve supply chain decision-making in the era of algorithms, but a means of survival in a time of disruption. Framing is creating a mental model that enables us to identify patterns and predict how things will unfold. Illustrating their case with examples and research, the authors examine how Spotify beat Apple by reframing music as an experience, the disaster of framing COVID-19 as a seasonal flu, and more.

TRAUMA TO TRIUMPH

A Roadmap for Leading Through Disruption (and Thriving on the Other Side)

BY MARK GOULSTON AND DIANA HENDEL

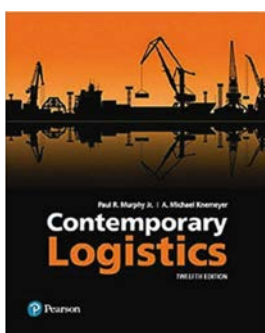
When COVID-19 hit, businesses reinvented themselves overnight. Supply chains faltered, consumer behaviors shifted, and workers either went remote or navigated new safety protocols. Leaders and employees adapted to a new normal. The pandemic might seem like a one-off crisis, but all organizations need to be prepared for future crises. This book shows you how.



CONTEMPORARY LOGISTICS (12th Edition)

BY PAUL R. MURPHY JR. AND A. MICHAEL KNEMEYER

This book explores the foundation of contemporary logistics from a managerial perspective, zooming in on geopolitical tensions, increasing trade, vulnerabilities caused by disruption, and rapid technological advancement. This new edition provides up-to-date insights and perspectives from reviewers, adopters, and other stakeholders.

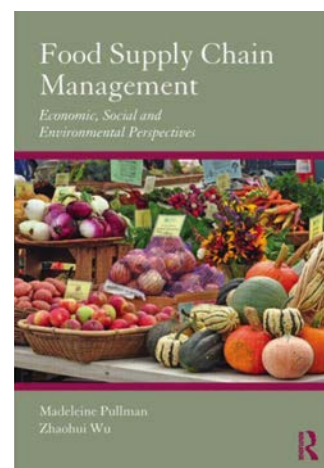


THE DIGITAL SUPPLY CHAIN CHALLENGE

Breaking Through

BY RALF W. SEIFERT AND RICHARD MARKOFF

Today's supply chain leaders are expected to understand all aspects of the business and the expectations of upstream and downstream partners. They also need to be technology savvy to navigate Industry 4.0. This book distills the authors' 50-plus years of combined supply chain experience into short articles and best-practice case studies to help you find benchmarks and relevant insights, and get a handle on the essentials of supply chain digitization.



FOOD SUPPLY CHAIN MANAGEMENT

(2nd Edition)

BY MADELEINE PULLMAN AND ZHAOHUI WU

With an introduction that speaks to both academic and non-academic audiences, the second edition of this comprehensive guide to food supply chain management covers new topics such as cold chain, last-mile logistics, blockchain and traceability, and the implications of global trade and climate change. Quick facts, and mini and full case studies examine the farm-to-table movement, sustainable co-ops, and more.

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CASEBOOK

Supply Chain Boot Camp

THE CUSTOMER

Founded in 2014, Undercover Boots creates original and comfortable rain boots that embed art and culture. With each pair of Undercover rain boots purchased, the company donates to organizations focused on supporting children in need, animal protection, and environmental conservation.

THE PROVIDER

DHL Express specializes in international shipping and courier delivery services and transportation.

by Karen Kroll

Undercover Boots, based in Panama, has been designing and selling its colorful rain boots and shoes since its founding in 2014. Over the past seven years, it has expanded sales to 72 countries, even though only eight individuals are listed on its employee roster.

Undercover Boots' partnership with DHL Express has been key to its growth and success, says Mary Quintero, Undercover Boots' founder and chief executive officer. While the partnership initially focused on shipping, Quintero then participated in DHL's Pymexporta program, where she gained critical insight into customs, finance, and other export functions.

Given that Panama lies slightly north of the equator, it's not surprising the rainy season extends for seven to eight months each year. What was surprising was how difficult it was to find "really cool rain boots," Quintero says.

MAKING A DIFFERENCE

After a decade working in hotel management in Switzerland, when Quintero combined her passion for travel and languages, she returned to Panama to figure out her next steps. When she left Europe, Quintero brought with her several brands of rain boots that weren't available in Panama. When she was out and about, people would ask her where she bought her boots.

Quintero had found her calling. As

she considered how to turn it into a business, her dad told her, "There are 10,000 companies making rain boots. You really need to make a difference to be competitive."

Taking his advice to heart, Quintero started with a small collection of boots that infused art and culture. One current style features a colorful cityscape, and another shows a vibrant desert scene.

As eye-catching as the boots are, when it took nine days for a customer to receive an order, Quintero knew she needed to change her shipping methods. Instead of using the Panamanian national mail service as she had been doing, Undercover Boots made DHL Express its exclusive shipping partner.

Because Panama currently lacks a strong manufacturing infrastructure, the company produces its boots in China. For most sales, Undercover Boots works with DHL to fulfill orders from warehouses in Panama and the United States.

HELPING SMALL BUSINESSES THRIVE

DHL Express, an international express service provider, operates in about 220 countries and territories, says Mike Parra,

CASEBOOK STUDY

Getting the Boot

THE CHALLENGE

Undercover Boots wanted to reduce shipping times and acquire the information needed to expand sales worldwide.

THE SOLUTION

The company partnered with DHL Express and participated in its Pymexporta program, which offers information critical to exporting, such as customs, banking, packaging, and the differences between various markets.

THE RESULTS

Over the past several years, Undercover Boots expanded the number of countries it exports to from 12 to about 72, while increasing the proportion of e-commerce sales from 30% to about 90%. The company also partnered with DHL Express to create a limited-edition collection of boots and shoes.

NEXT STEPS

Continue growing sales, including export sales, and penetrate the U.S. market.

chief executive officer of DHL Express Americas. Outside of the United States and Canada, it's number one in its respective markets, he adds. About 80% of the company's active customer base consists of micro, small, and mid-sized enterprises.

By participating in DHL's Pymexporta workshops, which are offered throughout Central and South America, Quintero learned about a range of topics critical to building a growing, international brand.

In these workshops, DHL experts, working with government agencies and other businesses and organizations, share their insight on subjects such as customs, exporting, banking, packaging, and market differences. This helps businesses like Undercover Boots more efficiently and effectively reach global markets.

The goal is to help small businesses "be successful and be able to take their businesses global," Parra says.

MASTER CLASS

The structure of the Pymexporta programs can vary, as local managers and their teams decide on the seminars, webinars, classes, and other media that make sense for their area. Classes typically meet monthly or quarterly. During the pandemic, they shifted to a virtual format. Becoming a DHL customer is not a requirement and the program is open to non-customers.

Through her work with DHL, Quintero decided to implement the Delivered Duty Paid program, which calculates customs

charges at shipment, rather than waiting to collect it from customers at delivery. This makes shipping "easier and seamless," Quintero says, as customers don't need to worry about additional import paperwork and payments. Another DHL program, the On Demand Delivery Service, allows customers to specify where and when their packages are delivered.

GOING GLOBAL

In 2018, Undercover Boots won DHL's Pymexporta award for growing its export operations, and for bringing Panamanian art and culture to consumers across the globe. "Every year we award a local company in the country that embodies values similar to DHL," Parra says.

"Undercover Boots is very purpose driven," he says. "Besides wanting to grow a business, Mary Quintero wants to give back to the world."

With a goal of leaving "positive footprints," Undercover Boots has supported Pro Niños del Darien, which provides food, clothes, and other items to children in need, as well as the National Association for the Conservation of the Environment of Panama.

The growth Undercover Boots has seen since partnering with DHL shows how a small business can grow in a short time by leveraging e-commerce and the resources of DHL. The program gave Quintero "the momentum and the confidence to decide to take her business global," Parra says.

Quintero agrees, noting that the



After Undercover Boots partnered with DHL Express to be its exclusive shipping partner, the two companies issued a cobranded line of rubber boots available for purchase worldwide in a limited run.



When Undercover Boots first began working with DHL Express, it shipped its rain boots to just 12 countries. Today, it ships to 72 countries worldwide and the proportion of e-commerce sales has increased from 30% to about 90%.

information and partnership helped change her mindset, and she began to think of herself as a chief executive officer and leader of a business. “The tools DHL provides transform you,” she says. “You will change as a human being and your vision will change. To me, that has no price.”

PREPARING FOR THE NEXT STEP

When she had still been working as an employee, one of Quintero’s bosses told her that nobody is ever truly ready for their direct next position. If they were, they’d simply skip it and go to the position after that.

When Undercover partnered with DHL to go global, “maybe we weren’t 100% ready,” Quintero says. Yet while Undercover’s growth has been swift, “the program guides you in every level,” she says, with the array of information it offers.

DHL also can introduce growing businesses to banks and government economic development agencies. The knowledge and connections can help companies move their businesses to the next level. “If you are a brand that has a good product, and you want to export and tell the world who you are, DHL shows you how and guides you,” Quintero says.

Undercover Boots keeps a map of the world on a wall. Each time an order comes in from a new country, Quintero and her colleagues mark it off.

The pandemic hit Undercover Boots

just as it did most businesses. “The first month was bad,” Quintero says, noting that Panama’s lockdown lasted about seven months, during which Undercover Boots’ brick-and-mortar store remained closed.

“It would have been easy for us to sit down and just wait,” Quintero says. But she chose to figure out how she’d navigate the pandemic and lockdowns, and then act.

Fortunately, Quintero already had an online business. While e-commerce has been popular in many areas of the world for years, it wasn’t as popular in Panama. “We had to really push it,” Quintero says.

ADAPT AND CHANGE

Quintero and her team changed the website so it can accept international payments. It also now shows prices in multiple currencies, while shoe sizes are shown in both inches and centimeters. In roughly seven months, the percentage of e-commerce orders jumped from about 30% to about 90%.

Quintero also changed Undercover’s slogan to “fashion that protects.” Front-line and essential workers began wearing Undercover shoes and boots.

With Undercover Boots’ brick-and-mortar store closed, Quintero’s home became an e-commerce fulfillment warehouse. She filled the orders, labeled the boxes, and then ran them down the stairs to a truck or motorcycle, which took them to DHL; designated an essential

business, DHL facilities remained open. “The concierge of my apartment building kept laughing and asking, ‘What are you doing?’” she says.

COBRANDING OPPORTUNITY

There were more questions when Quintero signed a contract in May 2020—just several months into the pandemic—to produce the DHLUndercover collection. The limited-edition boots, raincoats, and plush toys feature DHL’s red and yellow brand colors.

“People said, ‘You must have lost your mind. You don’t know what’s going to happen,’” she says, adding “we had so much faith in the project.” Within about seven months, the collection nearly sold out.

DHL has partnered with other companies including Casetify, a producer of phone cases and other tech accessories based in Hong Kong and Los Angeles; and Switzerland-based fashion brand Vetements.

As the worst of the pandemic eases in many parts of the world, Quintero is still going strong. Among other steps, she is raising capital to fund the company’s growth. She’s also launching a three-year plan to more fully penetrate the U.S. market.

Quintero’s advice to other business owners and entrepreneurs? “Don’t be the first one to put limits on your dreams. Just live them with true passion.” ■



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Light Through the Cloud

THE CUSTOMER

Home décor and lighting brand Regina Andrew operates in both the B2B marketplace and as a direct-to-consumer e-tailer of distinctive furnishings designed to electrify a room literally and figuratively.

THE PROVIDER

San Mateo, California-based NetSuite is a cloud computing company that provides software and services to manage business finances, operations, and customer relations. Founded in 1998, it was acquired by Oracle Corporation in 2016, prompting its name change to Oracle NetSuite.

by June Allan Corrigan

Regina Andrew did more than survive the pandemic—it thrived. “If you didn’t do well in the home furnishing industry during the pandemic, then you were doing something wrong,” says Jim Bonomo, the company’s chief operating officer.

Bonomo assumed his current role in 2015 after seven years of performing part-time accounting duties. “When I came on board full-time, I sought to hone operations and look at the efficiencies Regina Andrew can deliver,” he says.

The company sprang from the imagination of real-life couple Carla Regina and James Andrew, who founded their Detroit-based business in 1998. Their initial focus centered on case goods—furniture such as chests, dressers, bookshelves, and cabinets designed for storage.

REGINA ANDREW SEES THE LIGHT

It was a foray into decorative lighting in the early 2000s that put them on the map. Today, Regina Andrew markets itself as a lifestyle brand specializing in lighting, furniture, and décor.

In simple terms, Regina Andrew creates beautiful products. It designs and fabricates prototypes stateside, manufactures with its partners overseas, and ships finished product to its Michigan headquarters where it is warehoused. Ultimately, products are picked and packed and delivered to customers.

First stop on the campaign to

hone Regina Andrew’s supply chain operations was to overhaul its enterprise resource planning (ERP) and customer relationship management (CRM) systems. It sought to gain an omnichannel commerce platform that would provide full visibility into its inventory and entire supply chain.

The company—which employs 44 full-time individuals and another 35 outside sale reps, and uses sourcing agencies in China, India and Vietnam—also wanted to ensure all its data was housed in one place so that each of its teams could easily access it. After considering several cloud computing companies, Regina Andrew landed on Oracle NetSuite in 2015 and has been a customer ever since.

“You’ve got to analyze the functionality and ask a lot of questions about any technology you invest in,” advises Bonomo. “And then you have to tailor the solution to fit your business needs.”

LEVERAGING ORACLE TECHNOLOGY

One benefit to Regina Andrew’s particular choice of cloud business management software is the ability to take advantage of the robust Oracle

CASEBOOK STUDY

Shine a Light

THE CHALLENGE

Home décor and lighting brand Regina Andrew needed to update its enterprise resource planning and customer relationship management systems. The business operates in both the business-to-business marketplace and as a direct-to-consumer e-tailer.

THE SOLUTION

By implementing Oracle NetSuite cloud business management software and services, the brand gained an omnichannel commerce platform. Regina Andrew achieved full visibility into its inventory and supply chain, as well as centralized data.

THE RESULTS

By implementing Oracle NetSuite system solutions, Regina Andrew is experiencing hyper growth after the pandemic led to an e-commerce sales explosion.

NEXT STEPS

Regina Andrew is currently working on an advanced warehouse management solution with Oracle NetSuite. It would also like to lean into more analytics.

infrastructure while running the NetSuite application. It is possible to leverage Oracle technology such as machine learning, artificial intelligence, and blockchain.

“A nice benefit of Oracle NetSuite is its vast community,” Bonomo notes. “You can reach out to the community to figure out how things are done and learn different ways to achieve your goals. Asking lots of questions is key.”

As for tailoring a solution to meet Regina Andrew’s challenges, Bonomo



After years of running on siloed, legacy systems, home furnishings company Regina Andrew needed a solution to improve inventory management, provide engaging online experiences and support long-term growth. It chose NetSuite's unified cloud platform to consolidate systems, streamline operations, and optimize online purchasing for its B2B buyers.

readily admits the process is ongoing. “It’s never finished because there’s always another efficiency to achieve,” he says. “That’s one way we manage to elevate our employees and our workforce. Instead of just throwing people at a challenge, we prefer to throw technology and to look at systems and processes.”

POWER SOURCE

“It’s common for our product-based customers to outgrow their ERP and CRM systems,” says Gavin Davidson, industry product manager at Oracle NetSuite. He points out that NetSuite was basically founded on three pillars—financials, commerce, and CRM.

“We find the use of CRM and commerce tools is higher for the vast majority of our product industries—manufacturers, distributors and retailers—than some other verticals,” he says. “So, NetSuite fit in nicely with Regina Andrew’s business model.”

For any business coming from an environment where every division operates in a silo—meaning they can’t share information because of

system limitations—Oracle NetSuite cloud business management software frequently is a game changer.

“Users no longer have to fight fires dealing with siloed systems,” says Chris Benner, a master industry principal at Oracle NetSuite. “They appreciate being able to look at all their data—financials, inventory, sales—in one place.

“The system also offers the ability to do what we call ‘safe searches’ where users can go in, make a query, and find any type of customer, transaction, or data,” Benner adds. “Having it all at their fingertips is very appealing.”

DIMMER SWITCH

When COVID hit, there was the potential for the lights to go out, or at the very least dim, at Regina Andrew. As it turned out, they merely flickered.

“It’s fortunate that we had NetSuite,” recalls Bonomo. “When we sent our people home, we gave them a laptop or a computer to take along and set up their network. Meanwhile, our IT team made sure everything was secure so our employees could work from home and continue to handle orders and processes.”

The only difficulty COVID posed was centered around the company's warehouse operations. "We lost a lot of our business partners, and we were shut down for about one month," says Bonomo. "Later we were able to work with a small group of people through shifts, incorporating COVID protocols to assemble teams."

FROM ADVERSITY TO OPPORTUNITY

Preferring to look on the bright side, Regina Andrew viewed the temporary warehouse situation as an opportunity.

"When we sent our customer and quality care people home to work remotely, it forced our warehouse team to dig in and ask a lot of NetSuite questions," Bonomo explains.

As they went about the business of processing orders, picking, packing, shipping, and receiving containers, there was no one else around if they ran into a problem. "Team members couldn't wander into someone's office and say, 'Hey, this order is stuck, go fix it.' They had to do it themselves.

"Instead of just throwing people at a challenge, we prefer to throw technology at systems and processes."

**—Jim Bonomo
CEO, Regina Andrew**

"Remote work made them a lot more efficient," he adds. "Their ownership of the ability to tackle the problem was beneficial. It made us a much stronger company."

The warehouse team's experience reflects Oracle NetSuite culture. "One of our goals is that NetSuite not just be easy to use but also consistent to use," says Davidson. "We tell users if you learn to do one type of transaction—for instance, a quote or a sales order—then you can enter anything. Purchase orders,



Regina Andrew's big challenge is managing more than 1,000 SKUs that turn over 30 times a year. Now that it has a single source of inventory data with NetSuite's warehouse management solution, the company is better able to increase warehouse efficiencies.

invoices, and work orders are all based on the same template. There is a lot of similarity across the system."

The consistency of the experience encourages users to stretch and try other things they may not have tried before.

Regina Andrew reported 108.8% year-over-year growth in May 2021. It considers itself lucky to be in the home goods industry since so many people have been decorating their homes over the past 18 months.

"Customers analyzed their virtual meeting backgrounds then decided to get rid of a table or floor lamp and replace it with something new," says Bonomo.

SHOPPING FOREVER CHANGED

For a business such as Regina Andrew, the pandemic has proved interesting.

"During much of last year we focused on delivering our products to people's houses through our various partners and our own website," says Bonomo.

However, even with stores and design centers re-opening and lots of

product being bought, he doesn't see the traditional shopping experience coming back full force. "People are so used to shopping on their phone and through e-commerce that if a company is not online, its product is probably not going to be found," Bonomo says.

KEEPING CUSTOMERS IN THE LOOP

Regina Andrew is pleased to be able to show real-time, as well as future, availability on its website. "We can offer that information to customers because the front end of our website is hooked into the back end of our website, which is NetSuite," Bonomo explains. "As we approve and process orders throughout the day, we can give these pieces of information to customers, so they experience a more enjoyable buying space."

For a business that was planning on a conservative growth ratio of 30% this year, Regina Andrew is actually on pace to grow 71% given its current run rate.

Its future shines bright.

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WEBINAR



MICRO-FULFILLMENT STRATEGIES FOR THE FUTURE OF OMNICHANNEL RETAIL

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High-density, small-footprint, micro-fulfillment center automation has emerged where retailers need it most: with direct-to-consumer delivery or in-store pickup. Learn how retailers use emerging technologies in their micro-fulfillment centers to help shorten fulfillment cycle times and reduce the distance from their customers.

bit.ly/HoneywellJun21Webinar

WHITEPAPERS



PEAK SEASON PLAYBOOK

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To remain profitable in an already thriving marketplace, today's 3PL warehouses must prepare now for the upcoming peak season. This will ensure they can continue to scale, remain nimble, and meet customer demands without impacting shipping efficiency. Learn how 3PLs can optimize operations during heightened shipping seasons and realize their potential.

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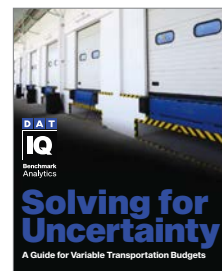


E-COMMERCE FULFILLMENT OUTSOURCING GUIDE

*Offered by Saddle Creek
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Recent e-commerce growth has forced many fulfillment operations into overdrive. To keep customers satisfied, record order volumes must be filled quickly, seamlessly, and cost-effectively. Third-party logistics providers can help retailers and brands navigate this complexity. Read this e-book to learn about today's top fulfillment challenges and find outsourcing strategies to help overcome them.

bit.ly/SaddleCrkApr21SCI



SOLVING FOR UNCERTAINTY: A GUIDE TO VARIABLE TRANSPORTATION BUDGETS

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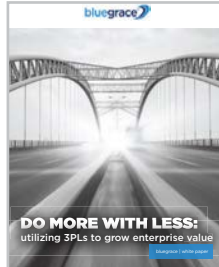


ADVANCED ASSET TRACKING SOLUTIONS WITH ENVIRONMENTAL MONITORING ENABLE CARGO VISIBILITY

Offered by Sierra Wireless

Supply chains are becoming more complex and prone to disruption. For logistics managers, being able to track assets anywhere in the world and get real-time information is a major advantage. Download this e-book to learn how advanced asset tracking is transforming supply chain optimization using environmental sensors, the key benefits of IoT-based asset tracking, and typical use cases.

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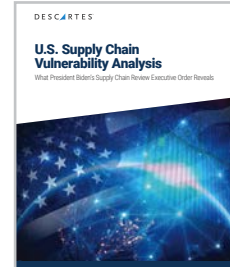


DO MORE WITH LESS: UTILIZING 3PLs TO GROW ENTERPRISE VALUE

Offered by BlueGrace

Working with third-party logistics providers has the potential to help businesses grow, even in the face of the many challenges associated with expanding logistics operations. The technology offered by 3PLs, their vast experience in developing and tailoring processes for any situation, and the logistics they bring to the table can help companies leap over the logistics hurdles that come with enterprise value growth.

bit.ly/BluGMar21SCI



ANALYZING U.S. SUPPLY CHAIN VULNERABILITY AND MITIGATING RISK

Offered by Descartes Systems Group

The Biden administration recently ordered a review of U.S. supply chains to prevent shortages, which have been exacerbated by the pandemic. This free whitepaper analyzes the current situation to offer a perspective into what the Biden administration's review could reveal, and provides insights to all companies—not just those based in the United States—on how to mitigate supply chain risk and challenges.

bit.ly/DescartesApr21SCI

PODCAST



Jim Berlin

NATIONAL LOGISTICS DAY: THE LOGISTICS SECTOR EARNS ITS SPOTLIGHT

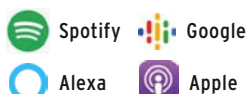
GUEST: Jim Berlin

Founder & CEO,
Logistics Plus

Supply chains took center stage during the pandemic to keep things moving and transition to a new normal, thanks in large part to the essential services of logistics professionals. Listen in as Jim Berlin, CEO of Logistics Plus, discusses the importance of National Logistics Day and how shippers can continue to accomplish great things.

bit.ly/LogisticsPlusJun21Pod

Listen on:



WEBINAR



ACHIEVING ROI WITH DIGITAL SUPPLY CHAIN TECHNOLOGIES

Offered by Generix Group and Inbound Logistics

Enabling resiliency with technology is more critical than ever. Listen in to hear panelists from Generix Group, Barcoding, and Browns Shoes unpack the three fundamentals for a strong ROI, how to upgrade your warehouse, and overcoming pandemic challenges.

bit.ly/GenerixJun21Rec

WHITEPAPERS



FIXING FAILED DELIVERIES

Offered by Loqate

With high e-commerce growth comes certain challenges, such as late or failed deliveries, which are often caused by inaccurate address information. Download this free whitepaper to uncover the true impact failed deliveries are having on your business. Plus, discover top tips to optimize the customer experience and stamp out failed deliveries for good.

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5 BIGGEST CHALLENGES FOR TODAY'S WAREHOUSE MANAGER

Offered by Brother

From surging e-commerce demands to labor shortages, compliance concerns, and budget burdens, the pressures for today's warehouses are plentiful. But as e-commerce soars, so can your warehouse. Read this whitepaper to find out where to focus your time, attention, and resources so you can act faster and operate better—today and in every season to come.

bit.ly/BrotherJun21SCI



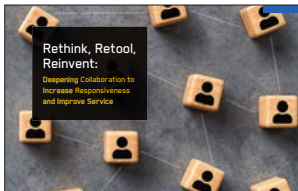
OPTIMIZE YOUR SUPPLY CHAIN STRATEGY

Offered by C.L. Services

Establishing an efficient supply chain and shipping strategy can sometimes seem like a never-ending battle. If you aren't periodically evaluating your shipping and supply chain procedures, you could be losing potential business and overpaying for services. Read this free e-book to learn what you could be doing to make the most of your supply chain and transportation budget.

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WHITEPAPERS



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Offered by Nulogy

Did you know less than 10% of companies invest in agility? The number one strategy for improving resilience and agility is to deepen collaborative relationships with key customers and suppliers, according to Gartner, and yet less than 10% of companies pursue agility investments in areas like collaboration. Find out how your company can stay nimble by downloading this free e-book.

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TOP 5 SUPPLY CHAIN PLANNING MYTHS: DISCOVER THE NEW GOVERNANCE MODEL TO DEFEAT DISRUPTION

Offered by Kinaxis

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2021 MAGIC QUADRANT FOR MULTIENTERPRISE SUPPLY CHAIN BUSINESS NETWORKS

Offered by Bamboo Rose

Multienterprise supply chain networks connect retailers and manufacturers with their industry business partners to drive digital transformation and resilience. The 2021 Gartner Magic Quadrant for Multienterprise Supply Chain Business Networks report provides a wide-angle view of the supply chain software market, helping leaders better understand the strengths, challenges, and overall capabilities of key software vendors in the space.

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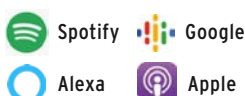
Rick Thomas

HOW SHIPPERS CAN ADDRESS CAPACITY CONCERNS AND FIND SUCCESS

GUEST: Rick Thomas

Senior Vice President
of Business Development,
GEODIS

Listen on:



The pandemic may have permanently altered how supply chains operate globally—especially with its continued impact on capacity constraints. Combined with accelerated e-commerce demand, shippers have become more agile and adaptable. Tune in as Rick Thomas of GEODIS shares his observations and strategies for success in 2021 and beyond.

bit.ly/GEODISJun21Pod

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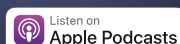
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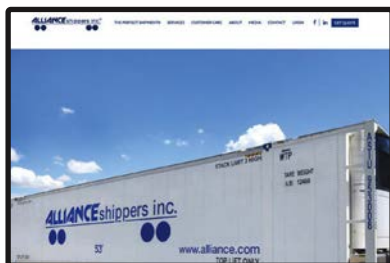
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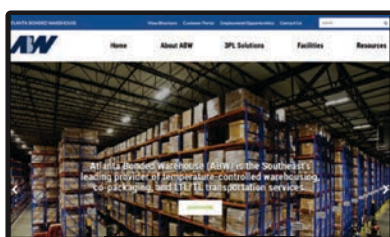
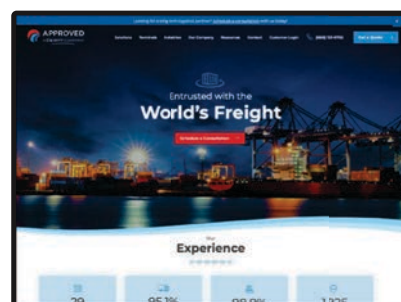


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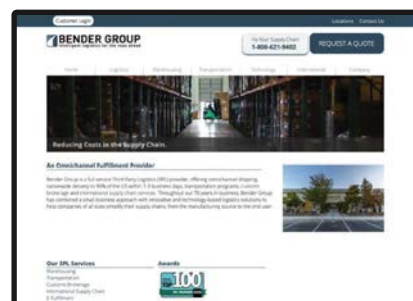


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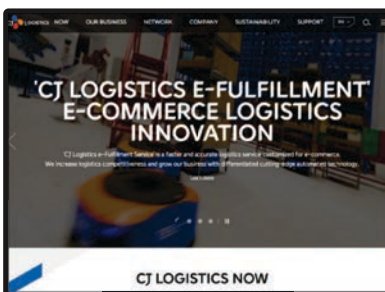
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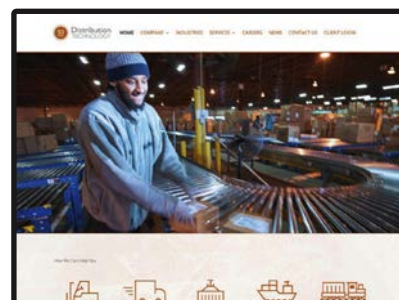


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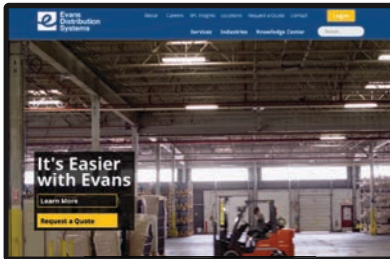
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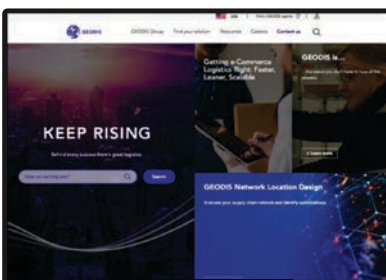
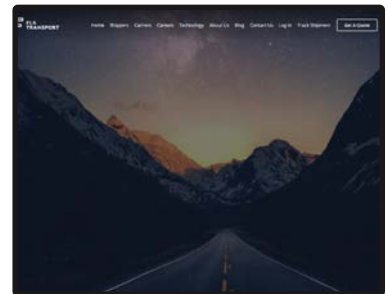
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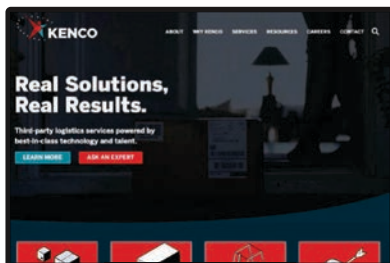
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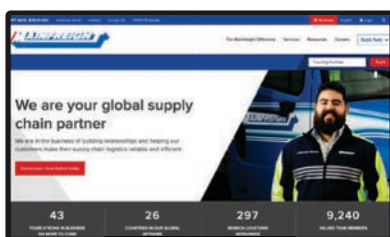


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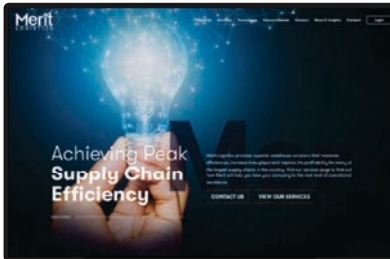
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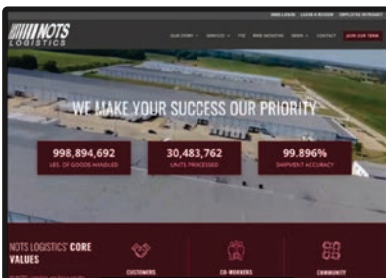
3PL

**MERIT LOGISTICS • www.meritlogistics.com**

Merit Logistics is partnered with many of the nation's leading grocery chains, retailers, and 3PLs to provide flexible, skilled warehouse labor solutions that assist them in optimizing efficiency, throughput, and profitability for their distribution centers. Merit strives to help clients succeed by providing the most reliable, responsive, expert warehouse labor services available to support their supply chain goals, while providing our warehouse associates with opportunities to grow, succeed, and prosper. We offer highly personalized service, making each client feel like our only customer, while also maintaining a national footprint to service their warehouse requirements anywhere in the US.

MITCO GLOBAL LOGISTICS • www.mitcologistics.com

Mitco Global Logistics is recognized as an industry leader in helping importers get their goods to market. By continuously investing in people, technology and operations, Mitco creates supply chain formulas that are specific to customers' needs. With integrated services and data management across all service segments—ocean, drayage, warehousing and transportation—Mitco delivers against promise.

**NOTS LOGISTICS • www.otslogistics.com**

NOTS Logistics specializes in customized supply chain solutions for the mobility of your product. NOTS understands the changing demands of your business and knows what it takes to keep your business running smoothly. As an asset-based company with over 4 million square feet of warehouse space in strategic locations, with a service area that covers the entire United States, NOTS offers dedicated drivers and equipment, warehouse management and staffing, reverse logistics, and cross docking. Whatever your logistical needs may be, NOTS has you covered.

nVISION GLOBAL • www.nvisionglobal.com

nVision Global is an industry leader in providing configurable logistics services and solutions for customers around the world, enabling them to optimize their supply chain and gain access to critical data. We offer a full suite of logistics services and solutions that allow for end-to-end shipment and supply chain management and visibility. Our solutions include a global, multi-modal TMS application, international freight audit and payment, loss & damage/overcharge/service failure claims management, as well as industry leading logistics analysis solutions.



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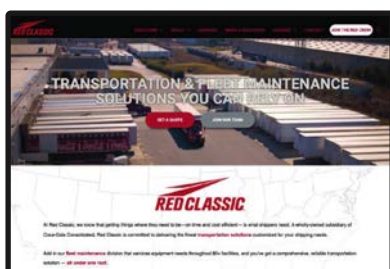
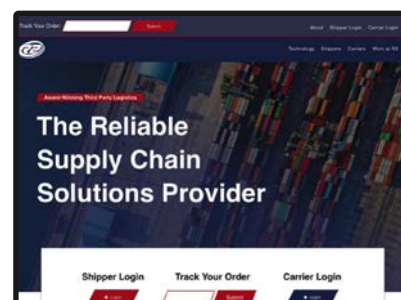


PROTRANS INTERNATIONAL • www.protrans.com

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.

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.

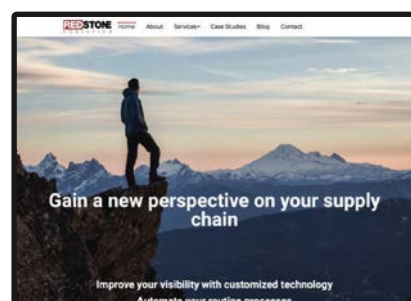


RED CLASSIC • www.redclassic.com

Red Classic began as the private fleet for Coca-Cola Consolidated, transporting raw materials and finished products to and from the Coca-Cola bottling facilities. However, as we evolved, we recognized the opportunity to increase efficiency by filling empty backhauls with new customer freight. In 2010, Red Classic commercialized as a for-hire carrier and began serving customers throughout the Southeast. Since then, Red Classic has rapidly expanded its operating footprint by combining our asset base with a growing OTR network and more than 28,000 carrier partners. Today, we drive operational efficiency for customers across dozens of industries by offering a full range of transportation and fleet maintenance solutions—all under one roof.

REDSTONE LOGISTICS • www.redstonelogistics.com

The leadership at RedStone Logistics has extensive experience managing large and complex supply chains around the world. We've designed RedStone to bring our expertise and experience to you as an extension of your logistics department. Whether your supply chain is simple or complex, we have the talent to make your operation run more effectively, and at a lower cost. Consider RedStone Logistics as an extension of your logistics department. Put the power of experience to work for you—the power of RedStone Logistics.



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**REGAL LOGISTICS • www.regallogistics.com**

With 50 years' experience, Regal Logistics offers comprehensive services, quality and value. Customers benefit from our expertise shipping to 800+ retailers, fulfilling Walmart OTIF and SQEP, supplying Amazon successfully and distributing to 90% of the U.S. within 3 days. 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.

RMX GLOBAL • www.rmxglobal.com

Your Single Source Logistics Provider...Customer-Focused by Design. At RMX Global Logistics, we're here to find logistics solutions for you 24 hours a day, seven days a week. Our state-of-the-art systems manage more than 150,000 moves each year. That means we have the strength and capacity to meet your most demanding needs, along with the flexibility to customize operations to your unique requirements. For a partner with in-depth understanding of supply chain management and an international logistics network, look to RMX Global Logistics...The Logistical Choice.

**ROMARK LOGISTICS • www.romarklogistics.com**

Romark Logistics is a premier third-party logistics and cold chain provider in North America since 1954. Romark has created a flexible environment for its customers providing both contract and public distribution and fulfillment solutions in NJ, PA, GA, TX, and CA. We specialize in food grade and temperature-controlled distribution. We offer a full suite of services and have a proven track record of excellence in customized kitting, packaging, and reverse logistics and returns management. Romark Logistics can customize a supply chain solution for your most demanding challenges.

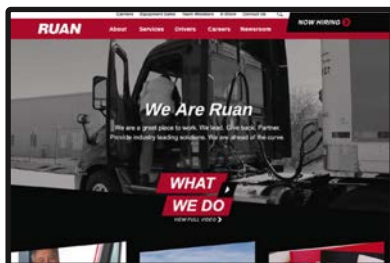
RSI LOGISTICS • www.rsilogistics.com

For more than 30 years, rail shippers have been relying on software and services from RSI to make their rail shipping simpler, more efficient and more cost-effective. RSI's expertise improves the effectiveness and reduces the administrative cost of rail transportation programs. Through RSI's specialized services, companies are able to more effectively manage their rail shipping while enabling internal logistics personnel to concentrate on core business needs.



IN THIS SECTION: 3PL

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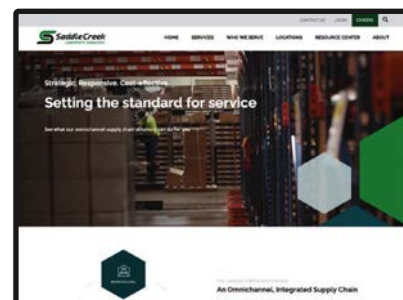


RUAN • www.ruan.com

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.

SADDLE CREEK LOGISTICS SERVICES • www.sclogistics.com

Saddle Creek is an omnichannel supply chain solutions company providing a variety of integrated logistics services, including warehousing, fulfillment and transportation. Our custom solutions leverage advanced operational methods and sophisticated technologies to help retailers, manufacturers and ecommerce companies get products where they need to be quickly, cost-effectively and seamlessly. For more information, visit www.sclogistics.com.

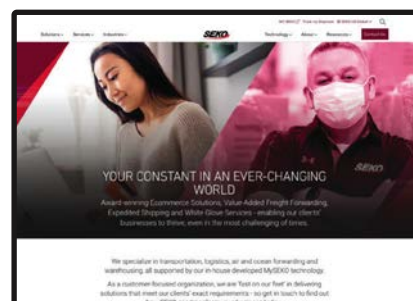


SCAN GLOBAL LOGISTICS • www.scangl.com

Anybody can move goods from A to B. The difference is how you do it, and the work you do before and after. Scan Global Logistics gives you freedom to concentrate on the things you are best at. As experts in logistics, we know about processes that will ultimately make your day easier and more effective. At the core of our DNA is a 'can-do-attitude' and the willingness to always walk the extra mile to find the right solution—whether by road, rail, ocean or air.

SEKO • www.sekologistics.com

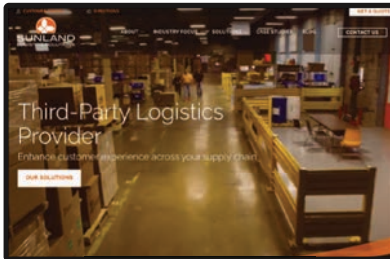
SEKO prides itself on a commitment to customer service, whether it's a 2 a.m. pickup for a critical industrial part for a plant that is 4,000 miles away, or the cost savings achieved from proactive communication with your vendors overseas. SEKO offices have the knowledge and expertise to expedite or 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.



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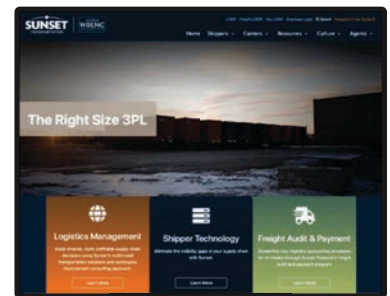
3PL

**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

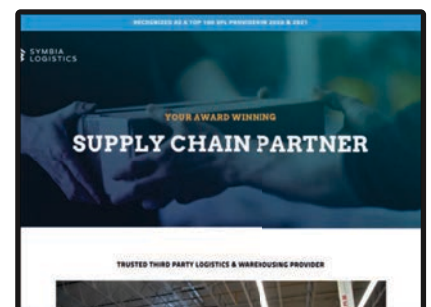
Through our diversity of services and technology to our transparent and customer-focused culture, Sunset Transportation is positioned as a dominant logistics management partner for mid-market and large businesses. Sunset's flexibility and entrepreneurial spirit makes us The Right Size 3PL for your growing business—large enough to provide professional, multi-modal solutions while remaining agile and committed to our roots with personalized service.

**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.

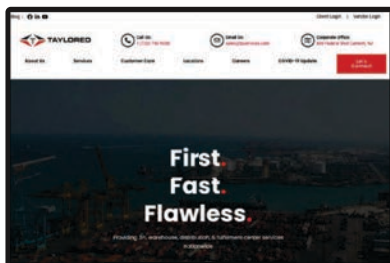
SYMBIA LOGISTICS • www.symbia.com

As a privately held family business with over 150 years of combined experience, the Symbia Logistics team has provided facility-based supply chain support to a variety of industries including sporting goods, apparel, dry grocery, health and beauty, aerospace, chemical, industrial goods, kitting, and direct-to-consumer fulfillment services. The Symbia Executive Team has been developing customized solutions and processes for logistics clients since 1989. We consistently exceed customer expectations and establish long-term partnerships.



IN THIS SECTION: 3PL

3PL



TAYLORED SERVICES • www.tayloredservices.com

At Taylored Services, we look at your business as if we were a box moving through your supply chain. Our goal: to provide a comprehensive array of fulfillment services that best fit your business needs. Award-winning retail experts. Strategically located bi-coastal facilities. Expertise in wholesale and retail distribution. Best-in-class systems and technology. A full range of logistics services including: drayage management, transload, DC bypass, crossdock, case distribution, unit fulfillment (B2B, B2C, Digital), and value-added distribution solutions (repacking, reticketing, point of purchase, display assembly, inserts and labeling, returns). Visit www.tayloredservices.com or contact sales@tpservices.com

TRANSERVICE LOGISTICS • www.transervice.com

Transervice provides cost-effective dedicated transportation solutions for fleets across North America. Whether your network is store delivery, inter-facility, plant-to-customer direct, or to distribution centers, Transervice delivers with total reliability, responsiveness, and flexibility. Our dedicated programs are based upon full disclosure to actual costs, plus we offer gain sharing and annual maximum rate guarantees. Contact us and see how our design team and modeling process can benefit your company.

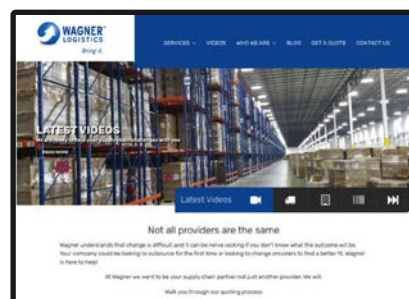


VERST LOGISTICS • www.verstlogistics.com

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

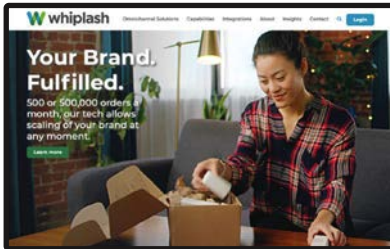
Wagner Logistics offers dedicated warehousing, transportation management, packaging, and assembly operations across the United States with over 3 million square feet of warehousing space. We provide genuine customer service to our customers and our superior onboarding process will make your customers' 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.



IN THIS SECTION:

3PL - Canada

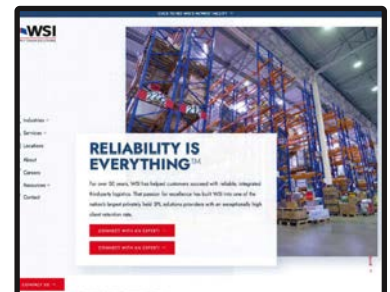
3PL

**WHIPLASH • www.whiplash.com**

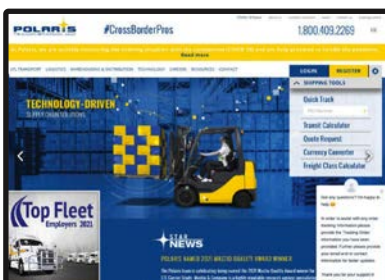
Whiplash is the nation's leading provider of omni-channel logistics services, including value-added warehousing and distribution, transloading and crossdocking, e-commerce fulfillment, and national transportation. With 6.5 million square feet of warehouse space strategically located in and around major North American ports, Whiplash provides the critical link between international transportation and the last-mile supply chain.

WSI (WAREHOUSE SPECIALISTS, LLC) • www.wsinc.com

Reliability is everything. At WSI, that has been our approach to integrated logistics and supply chain solutions for over 50 years. Our promise of Condition, Count & Time ensures accurate, timely, and sound performance—every time. Recognized as one of the top 3PL providers in North America, WSI delivers custom solutions for warehousing/distribution, fulfillment, transportation, import/export, information technology, and customer support services. Depend on WSI for increased efficiency, reduced costs, and absolute reliability.



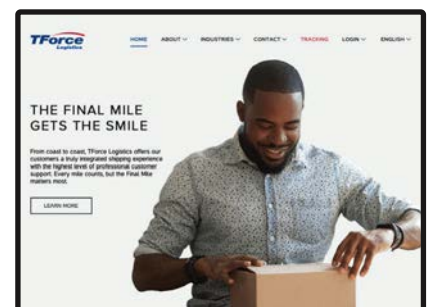
CANADA

**POLARIS TRANSPORTATION GROUP • www.polaristransport.com**

Polaris Transportation Group is best known for scheduled LTL service between Canada and the United States. Polaris specializes in the shipment of dry goods. But it also has developed complementary transportation services including: specialized movement of trade show displays and exhibits, third-party cross-border and domestic freight management, cross-border and domestic intermodal service, expedited ground and air service, and global air and ocean freight forwarding.

TFORCE LOGISTICS • www.tforcelogistics.com

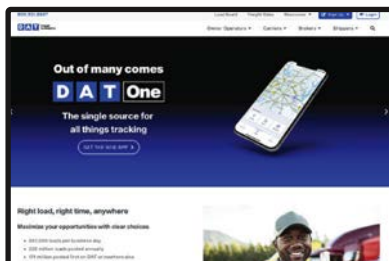
TForce Logistics, a wholly owned operating company of TFI International Inc., is the leading same-day final mile transportation solutions provider in North America, successfully delivering over 100 million shipments per year. A regional provider with national coverage, this network provides capacity and reach. Strategic advantage and value are delivered through the uniquely flexible and integrated supply chain partnership, matching customer needs. For more information, visit tforcelogistics.com.



IN THIS SECTION:

Freight Marketplace - Materials Handling

FREIGHT MARKETPLACE



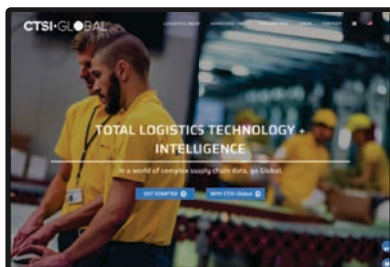
DAT SOLUTIONS • www.dat.com

DAT operates the largest truckload freight marketplace in North America. Transportation brokers, carriers, news organizations, and industry analysts rely on DAT for market trends and data insights derived from 249 million freight matches and a database of \$110 billion of market transactions. The DAT freight marketplace enables shippers to find the right load at the right place, any time; get capacity they can count on; and tap into the clearest view of the freight markets.

FREIGHT PAYMENT/AUDIT SERVICES

AR TRAFFIC CONSULTANTS • www.artraffic.com

AR Traffic has been providing shippers with advanced transportation management software and third-party logistics services since 1964. All its products and services are designed to improve your efficiency, accuracy, record-keeping, control and auditability as well as to lower your freight costs. For a free study to show how you can cut costs, improve customer service, and streamline your business, visit the website today.



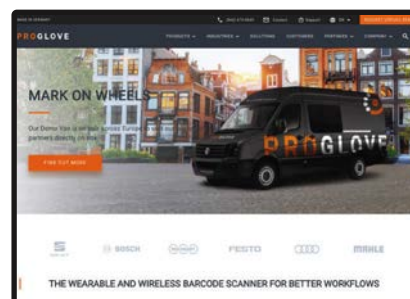
CTSI-GLOBAL • www.ctsi-global.com

Since 1957, CTSI-Global has developed industry-leading supply chain management expertise and technology. Shippers and 3PLs manage their global supply chains through CTSI-Global's transportation management system, business intelligence solutions, freight audit and payment, and consulting services. Partnering with one expert provider for all your logistics needs ensures seamless integration to eliminate redundant processes and costs while providing the visibility you need. CTSI-Global is your link to supply chain solutions.

MATERIALS HANDLING

PROGLOVE • www.proglove.com

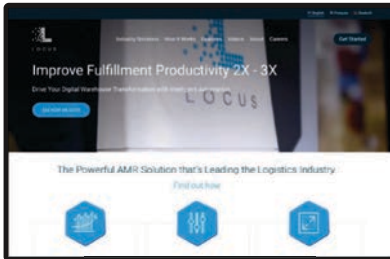
ProGlove builds the smallest, lightest, and toughest barcode scanners in the world, connecting workers to the Internet of Things. This promotes human-machine collaboration and drives the digitization of the shop floor. More than 500 renowned organizations in manufacturing, production, logistics, and retail use these smarter workforce solutions. The World Economic Forum named ProGlove a Technology Pioneer in 2020. More information is available at www.proglove.com.



IN THIS SECTION:

Robotics - WMS

ROBOTICS

**LOCUS ROBOTICS • www.locusrobotics.com**

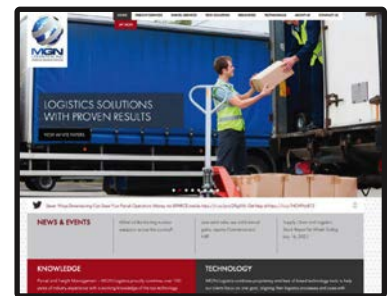
Locus Robotics' innovative autonomous mobile robots make it easy to optimize your warehouse operation, and respond to e-commerce volume growth and seasonal peaks while giving you control over your labor costs. LocusBots operate safely alongside people, making them more efficient and effective compared to traditional order fulfillment systems. Workers are able to fulfill more orders with less labor without the need to reconfigure or disrupt your warehouse.

TRANSPORTATION MGMT/FREIGHT MGMT

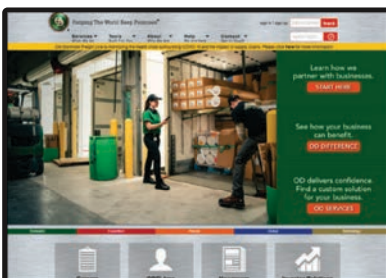
MGN LOGISTICS INC. • www.mgnlogistics.com

MGN Logistics Inc.(MGN), is a leading provider of IT solutions for the freight management and transportation industry. Headquartered in Pennsylvania, with offices in Boston, Orlando, Chicago, New Jersey and Dominican Republic, the company has been providing sophisticated transportation related technology to Fortune 1000 companies since 2000.

Offering advanced cloud-based freight management software, best-in-class freight audit and payment services, as well as enhanced analytics and benchmarking, MGN Logistics has quietly been the engine behind some of the country's largest brokerages and web-based 3PLs. With their product offerings now available to small and mid-sized companies, find out why the largest brokerages in the country have entrusted their freight management solutions to MGN Logistics.



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.

WMS

3PL CENTRAL • www.3plcentral.com

3PL Central is a leader in cloud-based warehouse management system (WMS) solutions built to meet the unique needs of the 3PL warehousing community. Serving as the backbone of our customer's operations, our platform aims to quickly transform paper-based, error-prone businesses into service leaders who can focus on customer satisfaction, operate more efficiently, and grow faster. Offering a comprehensive warehouse management platform, we endeavor to make it easy for 3PLs to manage inventory, automate routine tasks, and deliver complete visibility to their customers.



[IN FOCUS]

INBRIEF

New Services and Solutions



> Port Manatee-based **World Direct Shipping** (WDS) expanded its weekly services crossing the Gulf of Mexico—deploying a larger vessel, introducing a fleet of 53-foot-long containers, and adding a fourth Mexico port of call. The latest addition to the WDS fleet, the 590-foot-long *M/V Queen B III* (pictured) can carry as many as 1,800 TEU units of containerized cargo.

> TECHNOLOGY

> **BookYourCargo** launched the Digital Drayage Platform to provide shippers with instant quotes and shipment visibility. Featuring machine learning engines, the platform integrates API/EDIs with existing third-party software platforms. Customers and vendors can search and compare rates by location, move type, and driver availability through access to a mobile device app.

> Shippers gain end-to-end digitization with the partnership between digital freight network **Convoy** and global logistics platform **Flexport**. Leveraging Convoy's North American carrier network, shippers can move their goods via international and domestic transportation through the Flexport platform.

> Smaller distributors in North America can now take advantage of a “Three for Free” program from cloud company **Infor** to help

them leverage cloud ERP technology. For a limited time, small and mid-sized businesses can receive a subscription for three free user licenses of Infor CloudSuite Distribution with an optional fixed-fee services engagement.

> **FourKites'** supply chain visibility platform is now available on SAP Store, the online marketplace for SAP and partner offerings. FourKites integrates with SAP Logistics Business Network and provides real-time, end-to-end visibility and predictive arrival times for truckload, LTL, ocean, and air transportation.

> **CEVA Logistics** offers ground and rail shippers real-time visibility through a new alliance with **project44**, a supply chain visibility solutions provider. The track-and-trace services will roll out globally in 2022. The visibility solutions cover CEVA's global ground and rail operations, from domestic distribution networks to cross-border, multi-modal solutions.

> Retailers can improve existing e-commerce platforms or enter into e-commerce for the first time with **Hy-Tek's** ECOMPLETE e-commerce solution. Hy-Tek Integrated Systems incorporated **Kindred's** SORT



> Autonomous yard trucks developed by startup **ISEE** are designed to support safe and efficient trailer loading, unloading, and transportation. The AI-powered solution works alongside human distribution workers to optimize throughput and improve predictability. The system has been implemented at yard management company Lazer Spot, and Maersk, an investor in ISEE.

robotic systems with Hy-Tek's materials handling solutions to automate fulfillment operations.

> Organizations gain the ability to make real-time decisions based on actual events with the supply chain asset monitoring and tracking partnership between **Cloudleaf** and **7PSolutions**. Cloudleaf provides a digital intelligence platform that leverages IoT and digital twin technology while 7PSolutions provides global real-time GPS monitoring and tracking solutions.

> Manufacturers can assess the impact of supplier risk and engage suppliers in mitigation plans with the partnership between **LevaData's** AI sourcing platform and the **Kinaxis** RapidResponse platform. LevaData applies its AI-based predictions to supply chains to detect and highlight vulnerabilities. Combined with Kinaxis' what-if scenarios, companies can accelerate response times.

> **PortPro**, a drayage technology provider, launched *drayOS Mobile*, a new mobile application for carriers in the ports of Long Beach and Los Angeles. The new app helps shippers by consolidating a network of drayage carriers.

> **Cass Information Systems** launched *Cass FreightClaim360*, a freight claims management application that automates each step of the claims lifecycle and provides visibility into claims details.



> **Lufthansa Cargo** is increasing its air cargo capacities. Starting in early 2022, the company will offer additional capacity in Europe by permanently converting Airbus 321 passenger aircraft into freighters. The twin-engine medium-haul aircraft will receive large cargo doors to enable the transport of containers on the main deck as well. Lufthansa CityLine will operate the aircraft, which will be stationed in Frankfurt, on behalf of Lufthansa Cargo.

>TRANSPORTATION

> **American Airlines Cargo** enhanced its transatlantic services to/from Israel by launching flights from John F. Kennedy International Airport and Miami International Airport to Ben Gurion Airport. B777-200 aircraft deploy on both the daily, year-round service between New York and Tel Aviv as well as the three-times weekly route between Miami and Tel Aviv. Flights initially carry around 15 tons of freight and will depend on passenger load factors.

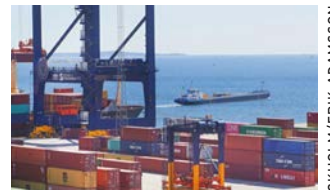


> **Yang Ming** took delivery of a new 11,000-TEU ship to upgrade its South America service. *YM Tiptop* is the fifth to be delivered in the series. The vessel is deployed on its Far East - South America service, SA3.



> **Dole Fresh Fruit**, a subsidiary of Dole Food Company, now includes Port Tampa Bay in a new containerized service between Central America and the U.S. Gulf. The service includes a weekly direct call at Port Tampa Bay from Puerto Cortes and Puerto Castilla in Honduras, and Puerto Barrios, in Guatemala. In addition, Dole's commercial cargo division, **Dole Ocean Cargo Express**, offers a fixed weekly full containerload containerized cargo service.

> **Maersk** launched a Transpacific/Panama Canal service, with the first ships arriving at the Port of Baltimore in late August. The new Maersk TP20 loop service, which covers Southeast Asia/Vietnam and China, includes a string of up to 13 ships with carrying capacities of 4,500-plus TEU containers.



> Sweden's first container barge shuttle service on inland waterways started operation between Stockholm Norvik Port and the Port of Västerås. German shipping company **Deymann** operates the service, which utilizes smaller EU class vessels. Sailing time is 15 hours, with two sailings per week.

PHOTO: PORTS OF STOCKHOLM/ERIK ADAMSSON



> **Samskip** added a call at the Port of Waterford and a bigger ship to its recently launched Amsterdam-Ireland lane. The service upgrade introduces the 750-TEU-capacity container ship *Edith*. Samskip's Rotterdam-Ireland services are sustained separately by a pair of 800-TEU vessels.

> **time:matters** expanded its same-day air service between the United States and Europe by adding more than 30 direct flights per week between Paris and 10 U.S. stations, including Atlanta, Boston, Chicago, Detroit, Houston, Los Angeles, Miami, New York, San Francisco, and Washington, D.C.

> To accommodate Europe-bound cargo, **MSC** launched the Taiga service, which combines its intra-Asia shipping network, rail service in Russia, and short-sea feeder network in Europe. Total transit time from Shanghai to St. Petersburg is 24 days via this combined solution, compared with 41 days by ocean freight.



> **Dachser Mexico** introduced a new less-than-containerload (LCL) service between the port of Altamira, Mexico and the port of Santos, Brazil. Supporting smaller cargo shipments, Dachser Mexico's LCL service provides ocean shippers with a guaranteed departure/arrival time schedule with the cargo typically arriving at the destination port in 22 days.

> SERVICES

> **DHL** expanded in Kansas City to accommodate growth in international e-commerce shipping. The company relocated its Kansas City operation to a newly constructed building that's more than double the size of the previous location and is near the Kansas City International Airport.

> **Ruby Has**, an e-commerce fulfillment company, launched the DTC Consortium, an industry alliance and think tank for the direct-to-consumer (DTC) space. The DTC Consortium helps organizations navigate market strategies including funding, technology, fulfillment, reverse logistics, and vertical-specific considerations.

> **RoadOne IntermodalLogistics** teamed up with warehouse and fulfillment company **Kinimatic** to extend its warehousing and transload capabilities. RoadOne's shipper customers now have access to Kinimatic's national network of storage and fulfillment services for expedited local delivery.

> **Aeronet Worldwide** opened a 6,000-square-foot station in Austin, Texas, to provide domestic and international logistics services for the Central Texas area, working in conjunction with other Aeronet operations in Dallas and Houston. This new facility is located 20 miles from Austin-Bergstrom International Airport.



> **Dayton Freight Lines**, a provider of regional less-than-truckload transportation services, relocated its Omaha service center to a new facility. With 37 dock doors, and room to expand to 67 doors, the larger facility in Council Bluffs, Iowa, is expected to improve transportation arrival times, and allow the carrier to cover more ZIP codes in western Iowa.

> **3PL Murphy Logistics** expanded its footprint in Kansas City, Missouri, by adding a new logistics center, which provides an additional 250,000 square feet of warehouse space and expanded rail capabilities. The Safe Quality Food-certified logistics center is suited for food products, bulk metals, roll paper, lumber, and animal feed.

> Frozen and refrigerated food companies in Massachusetts will gain public cold storage warehouse capacity and access to **RLS Logistics'** temperature-controlled

LTL shipping programs. Through affiliate RLS Partners, the cold chain solutions provider is opening an 83,000-square-foot cold storage warehouse in Q1 of 2022 in Sturbridge, Massachusetts.

> **Optimas Solutions**, an industrial distributor and service provider, opened a regional distribution center in Knoxville, Tennessee. The facility offers more than 25,000 square feet of warehousing and distribution space and is located along the I-40 and I-75 corridors in Tennessee, near the McGhee Tyson Airport.



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manifest2022.com

Discover the future of logistics technology and the players transforming the industry. Explore thought-provoking topics and networking opportunities to help you stay ahead of the curve.

**SEPT 13-17, 2021
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bit.ly/LondonShipping

This global shipping and maritime event offers sessions and networking opportunities for leaders across all sectors. High-level government and shipping leaders explore how the shipping industry can balance recovery with mounting pressure and opportunities. The key drivers of trade, finance, technology, and people are highlighted, backed by the principles of environment, social responsibility, and governance.

**SEPT 14-16, 2021
WASHINGTON, DC**

Parcel Forum

parcelforum.com

The small-package supply chain and those working in it became essential to connecting the entire globe. Reconnect and get up to speed with other e-commerce B2C and B2B shippers at this learning event. Choose specific learning pods that offer content specific to your profession, or customize your learning experience by choosing from 45 sessions and workshops.

**SEPT 19-22, 2021
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cscmpedge.org

The Council of Supply Chain Management Professionals conference supports the supply

chain management community by fostering relationships and building careers through education, professional development, and networking. Curate your own agenda with 22 dedicated tracks and more than 120 sessions spanning the end-to-end supply chain.

**SEPT 25-28, 2021
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Truckload 2021

truckload2021.com

Attend truckload-specific educational sessions with industry experts, insightful panel discussions, and engaging keynotes. Take advantage of dozens of unique networking opportunities with trucking's most engaged leaders as well as dedicated exhibit hours to learn about the latest products and technology for your fleet.

**SEPT 28-30, 2021
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RLA Conference and Expo

rla.org/event/125

The Reverse Logistics Association presents industry thought leaders who discuss how to navigate the demanding world of reverse logistics, especially during these challenging times. Take part in powerful keynotes, content-driven panel discussions, and an ample number of networking opportunities.

**OCT 3-6, 2021
NASHVILLE, TN**

TMSA Rise

bit.ly/TMSARise

Meet with other industry professionals in person to share ideas and experiences with peers in transportation, logistics, sales, and marketing. Regroup with industry experts on the unprecedented disruption, and gain meaningful insight from interactive roundtable discussions, the expo, and networking activities.

**OCT 23-26, 2021
NASHVILLE, TN**

ATA Management Conference & Exhibition

mce.trucking.org

Focused on celebrating the growth of trucking, this event will be one of the first in-person industry meetings. Join more than 4,000 decision-makers for policy discussions, educational sessions, and exhibits, and hear from government officials and executives about what the future holds for trucking.

**OCT 25-27, 2021
ORLANDO, FL**

Gartner Supply Chain Symposium/Xpo

bit.ly/GartnerXpo

Purpose-driven supply chains take center stage at this conference as top-performing chief supply chain officers embrace not only profitability, but a human element to create

the capabilities needed for success. Discover key insights, strategies, and frameworks supply chain leaders need to build the sustainable, societal, and profitable supply chains required for a dynamic world.

**OCT 26-28, 2021
MIAMI, FL**

Air Cargo Americas

bit.ly/AirCargoEvent

Air Cargo Americas gathers executives from all sectors of the aviation and logistics sectors to exchange views and experiences to enhance the growth of the cargo industry. Topics include security, regional consolidation, manufacturer and shipper needs in high-growth cargo, trade facilitation, service quality, responding to market changes, and controlling costs while streamlining customer service.

**NOV 16-18, 2021
BARCELONA, SPAIN**

Smart City Expo World Congress

smartports.tv

This cross-platform experience includes the combined physical event of Smart City Expo World Congress and the digital Tomorrow.Mobility World Congress. Join city and mobility players with a critical influence in the post-pandemic economic recovery to learn about smart ports, drones, AI, and more.

These in-person events were scheduled to proceed as of press time.



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FINDING A CAFFEINE FIX

Consumers drink more coffee than is being produced. To match percolating demand, coffee purveyors blend advanced planning with more delivery options.

SPILLING THE BEANS

Three major coffee-producing countries are struggling with supply chain issues—at harvest and at the port.

Brazil. Beset by drought, Brazil's total coffee harvest in 2021 is expected to record the biggest year-over-year drop since 2003, according to the USDA. Its arabica crop is forecast to be almost 15 million bags smaller than last year. Brazil, which accounts for 30% of global coffee trade, is the world's largest exporter of the commodity.

Colombia and Vietnam: Both are grappling with port delays. Colombian coffee exports plummeted when protests shut down highways and ports. Vietnamese farmers, meanwhile, faced a shortage of shipping containers and surging freight costs.

HANDLE WITH CARE

Unlike other commodities such as sugar, which can be shipped on dry bulk vessels, coffee beans are moved around the globe in containers. Air freight is utilized for roasted coffee bean exports

because they're sensitive to environment and temperature fluctuations. Roasted beans are packed in vacuum boxes and thermal blankets to protect them from temperature variations.

GRINDING IT OUT

Portland, Oregon-based **Sustainable Harvest**, which imports specialty coffees from around the world, is navigating shipping delays by:

- increasing its lead time for upcoming shipments from 2-3 months before the delivery date to 3-4 months

- assisting its staff and suppliers at origin to find alternatives if needed
- monitoring shipments and issues around them
- keeping customers informed about any problems

CONSUMER PERKS

Peet's Coffee, which grows its business through retail, grocery, on-premise, and e-commerce channels, added a direct-to-consumer option: a carbon-neutral coffee subscription. Partnering with Enveritas,

a nonprofit helping coffee farmers, Peet's Coffee sponsors the planting of three mangrove supertrees in Myanmar for every 2 pounds of Peet's Coffee delivered—or 36 trees for a year's subscription.

The world drinks more than
2.25 B
cups per day

WORLDWIDE JOLT

Global coffee consumption in 2021 is expected to exceed production for the first time since 2017, according to the USDA. The department expects

165 MILLION
bags of beans to be consumed in 2021,
1.8 MILLION BAGS MORE
than 2020.

Meanwhile, global coffee production is expected to decline to 164.8 million bags*.

*One bag of coffee beans = 60 kilograms or around 132 pounds

Sources: U.S. Department of Agriculture; National Coffee Association; Sustainable Harvest; Peet's Coffee; Dachser USA Air & Sea Logistics; The Wall Street Journal



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