

MARCH 2022

SPECIAL REPORTS

THE GEORGIA  
CONNECTION(S)

SOLVING THE  
E-COMMERCE  
EQUATION

# inbound logistics

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THE MAGAZINE FOR DEMAND-DRIVEN ENTERPRISES



GLOBAL SUPPLY CHAINS:

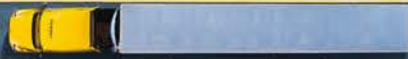
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# Info SNACKS

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION



## UNDER ARMOUR PLAYS DEFENSE

**“We expect many supply headwinds to continue well into fiscal 2023 until longer-than-usual transit times, backlogs, and congestion find balance and inbound shipping delays subside.”**

– David Bergman, chief financial officer, Under Armour, during an earnings call warning that the company is taking a hit

## FULL STEM AHEAD

- 75% of women and 80% of men are likely to recommend a career in manufacturing.
- STEM programs are the most effective pathway for women to enter into the manufacturing industry.
- Training programs have had the most significant impact on career advancement.

– Career Advancement for Manufacturing, an annual report from Thomas and Women in Manufacturing that outlines key insights surrounding diversity and career opportunities for women in the manufacturing sector.

## 6,000

Current number of dark stores across the globe

## 45,000

Estimated number of dark stores by 2030

(A dark store refers to a brick-and-mortar location that has been shut down and turned into a fulfillment center.)

– Interact Analysis

## \$401 million

Estimated loss of goods from a fire aboard cargo ship *Felicity Ace* on its way from Germany to Rhode Island.

The ship was carrying about 4,000 Volkswagen AG vehicles, including Volkswagen, Porsche, Audi, Bentley, and Lamborghini models. The loss could cost the automaker at least \$155 million.

## THAT'S THE WAY THE COOKIES CRUMBLE

Supply chain and labor issues experienced by Little Brownie Bakers, one of the two companies the Girl Scouts licenses to make its famous cookies, is resulting in a nationwide shortage of the organization's newest offering—Adventurefuls.

To help address the shortage, each council is limited to carrying just 7% of the minimum order forecast in November 2021. Additionally, the organization has also called on sellers to discontinue further Adventureful orders and even offer customers alternative flavors.





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## THE GEORGIA CONNECTION(S)

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# CHECKING IN

## Rowenta Irons Out Inventory Challenges



Keith Biondo, Publisher

Where do I go when it is too painful to watch TV? To my garage workbench. As it happens, my daughter had a project for me. Her pricey Rowenta iron was staining and scorching clothes. I can't fix what's going on in the world, but I'll try my hand at this!

Having broken several appliances while fixing them, I've learned to get expert guidance first. I put the iron on my workbench and headed to the Rowenta website looking for the user manual. In addition to irons,

Rowenta, a multinational global company, manufactures home appliances including heaters, vacuum cleaners, fans, air purifiers, and humidifiers.

However, my search on Rowenta.com turned up something I was not looking for—insight into Rowenta's business model and the company's philosophy of using supply chain management to serve their customers better than all others in the home appliance sector.

As part of an ongoing sustainability initiative, the company has spent the past 10 years developing "eco-intelligent" products, explains Alain Pautrot, vice president of consumer satisfaction for Rowenta.

The front end to that starts with product engineering teams who craft small appliances with longevity and repair-ability in mind. On the back end, they sought to guarantee "that repairs will generally cost less than a new product," Pautrot says, and that the spare parts will be globally available at their network of repair centers "within a few days—for 10 years after purchase," he adds.

How can the home appliances Rowenta manufactures last or be quickly repairable for "at least 10 years"? The company backs that goal with an inventory investment and global supply chain operation with a stated mission: to stock a global network of repair stations with spare and repair parts available to support repair for at least one decade after the appliance was first manufactured.

"We realize that our products are deserving of a long life," Pautrot says. What gives his statement legs? Maintaining a global inventory of nearly six million spare parts in 165,000 square feet of global warehouse space.

It gets better. Rowenta sets aside half of those parts to repair products it no longer manufactures. Finally, the repair life cycle can be "extended indefinitely," says Pautrot, with the use of additive manufacturing, or 3D printing.

It all adds up. You have sustainable product design, a massive global inventory stock, rapid delivery of repair parts, and 3D printing technology all combining to drive supply chain operations that support an incredible commitment to customer service.

Oh, and that iron is still on my workbench. I've got at least 10 years to try and repair it.

*Keith Biondo*

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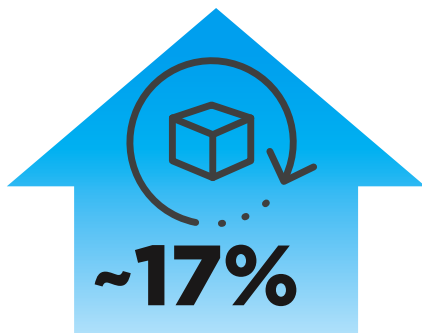
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## What's your best reverse logistics tip?



According to the National Retail Federation, the total rate of returns was 16.6% in 2021, up from 10.6% in 2020. The best way to reduce returns is to understand the total cost of your returns and to make sure your reverse supply chain is optimized along with the rest of your supply chain.

—**John Haber**  
President,  
Parcel Transportation Insight

**INVEST IN PAINLESS RETURN SOLUTIONS.** Retailers and brands should implement solutions like physical drop-off locations that make returns more convenient for customers, helping them to compete with major players like Amazon and Walmart. Brands should keep a pulse on challenges in their returns processes and correct them in order to acquire and retain customers.

—**Tierney Wilson**  
SVP, Consulting and Client Services  
January Digital

**SHARE THE COST WITH COMMERCIAL COUNTERPARTS** and invest in online merchandising. Measure the reduction in returns that comes from better product descriptions and photos, customer reviews and ratings, and demo videos.

—**Dustin Burke**  
Global Co-Leader, Manufacturing and Supply Chain, Boston Consulting Group

**IDENTIFY IoT AND TECHNOLOGY TO COLLECT ESSENTIAL DATA.** Reverse logistics is essential to customer experience and to business success, involving repair, replacement, coordination between locations, information from service management and inventory systems.

—**Sarah Nicastro**  
VP, Customer Advocacy, IFS  
Creator, Future of Field Service

**PROVIDE LABELING AND PACKAGING** that make it easy for the consumer. If goods can be quickly received and routed, then half the battle is over.

—**John Wirthlin**  
Industry Principal, Manufacturing, Transportation and Logistics, Zebra

**RATHER THAN DISMISSING RETURNS** as a cost additive, investigate how you can reduce costs while getting the items that can be re-sold back into stock sooner for resale. Are there ways to increase throughput, while reducing touches, like managing staff based on throughput goals and incentive-based pay?

—**Harold Baro**  
SVP and General Manager  
SIMOS Solutions - A TrueBlue Company



## Prevention Prevails

**Avoid reverse logistics in the first place** by having better upstream control. Ensure the right product and process quality control throughout the inbound flow, and you will take away key reasons for returning products.

—**Elger Postma**  
Asia Commercial Head, APL Logistics

**Avoid it, at least where you can.** Work to ensure that your customers are truly receiving what they want and that it will work for them. Whether it's clothing that has a detailed size chart or technology that answers customers' questions, make sure they are equipped with enough information so they're certain they're getting the right product.

—**Nancy Korayim**  
Founder and CEO, MetroSpeedy





## CX Strong Point

### Don't skimp on the customer experience for returns.

It's a unique opportunity to delight a customer under a non-ideal experience (no one likes returns), which generates super-fans for your brand.

—Chris Deck

CEO and Founder, Deck Commerce

**Make it easy for the customer.** Provide simple access to labels and shipping, immediate credit for the returned product, and incentive to shop again. These simple steps build brand loyalty and positive customer sentiment, resulting in more purchases and product recommendations that offset any investment required to deliver this seamless experience.

—Laura Ritchey

COO, Radial

**Start with the goal of a great customer experience.** A value-added returns process is aligned across all stages—beginning with clear instructions, expectations, and returns systemization for the customer; then creating seamless flow of product and information between returns fulfillment center, customer service, and outbound re-delivery functions, with meaningful visibility along the way.

—Brandon Feeler

Director of Client Solutions  
Legacy Supply Chain

### DOCUMENT YOUR RETURN

**PROCESS** and make it easy to find on your website. Include a return label and make durable packaging that's easy to reuse. On the back end, use a strong forward/backward product tracking mechanism and processes to handle the repair, replacement, or recycling of the item being returned.

—Scott Hebert

CEO, SYSPRO USA

### DEFINE THE APPROPRIATE

**STRATEGY** for your products, processes, and customers. Reverse logistics is defined differently based on the industry-specific lens you view it through. Solutions are diverse across the products and services developing customer-centric processes.

—Andrew Moul

Director of Warehouse and  
Distribution Solutions  
A. Duie Pyle

### ENSURE RETURN SHIPMENTS

**COMPLY** with all hazmat regulations. Simplify returns processes for customers, and ensure safe, compliant shipping, by giving them next-generation shipping boxes designed for shipping regulated materials (such as electronics containing lithium batteries) that arrive pre-assembled and pre-labeled with simple closure instructions.

—Brian Beetz

Director, Regulatory Affairs and  
Corporate Responsibility  
Labelmaster

### FIND A WORKFLOW THAT

**ENCOURAGES EXCHANGES** to keep the customer happy and also keeps their revenue in your business.

—Donny Salazar

Founder and CEO, MasonHub

### SEEK SOLUTIONS THAT

#### AUTOMATICALLY REFRESH

**INVENTORY** and financials to keep systems from accidentally selling inventory they don't have in stock. Consumers today are buying products they can't see or touch, so they order multiple versions of a product online and ultimately return all but one.

—Samuel Parker

Product Evangelist, Cin7

**VIEW AND OPTIMIZE THE ENTIRE REVERSE LOGISTICS PROCESS** and not just single components. Allow technology to drive the optimal routing when the customer initiates a return.

—Steve Rop

Chief Operating Officer, goTRG

### KEEP STOCK IN GOOD SHAPE

and get returned parts back into inventory. Sometimes returned parts may become a "hot" item and need to be picked again quickly. Getting

them back into inventory as quickly as possible becomes key.

—Tony Oakes

Continuous Improvement Engineer  
TA Services

### LOOP PRODUCT DATA BACK TO

the original source. The way many companies currently manage their product data only allows for the one-directional flow of information from suppliers to buyers.

—Thomas Kasemir

Chief Product Officer, Productsup

## Have a great answer to a good question?

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

Is it possible to compete with the logistics dominance of e-commerce behemoths? How?

We'll publish some answers.

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[INSIGHT]

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## PERSPECTIVE Women in Supply Chain

Recently, I attended a conference that hosted a Women in Supply Chain luncheon. I assumed the event would be almost exclusively female, giving us the opportunity to discuss key challenges we have experienced or are seeking advice on as a leader or emerging leader in supply chain.

Surprisingly, the room was also filled with many of our male colleagues. I was taken aback by this.

I realized this was an important milestone—not only do we need female representation in supply chain leadership roles to encourage women to be a part of this vibrant industry, we also need support and acknowledgment from our male colleagues that women equally deserve to be in these roles and at the boardroom table.

After all, businesses with diversity, and not just gender diversity, are more likely to be successful and grow. Although the proportion of women in senior management roles grew to 31% globally in 2021, according to Catalyst, diversity is clearly still lacking. It takes our entire industry to promote change.

**—Karin Stevens**  
General Manager  
Overhaul  
via email

## Re. Good Question: How can brick-and-mortar retail make a comeback?

[bit.ly/Aug21\\_IL\\_GQ](https://bit.ly/Aug21_IL_GQ)



The basics will win—inventory, customer service, selection, convenient hours, and a great purchase experience.

**—Danny R. Schnautz**  
Clark Freight Lines

## Re. 2022 Supply Chain Predictions

[bit.ly/SC\\_predictions\\_0122](https://bit.ly/SC_predictions_0122)

Supply chain management has transformed across the globe through technological innovation. The pandemic has accelerated this process, and decarbonization has taken a lead role in shaping that transformation. Embedded in this transformation are legal, regulatory compliance, and data transparency issues that all companies must deal with.

In the United States, efforts are underway to pursue a customs modernization act, called the 21st Century Customs Framework, bringing U.S. customs laws and regulations into the 21st century to match up with e-commerce challenges and address money laundering, cybersecurity, trade facilitation, and intellectual property rights enforcement, among other issues.

The market will respond and develop programs that increase data transparency and reduce risk, strengthening accountability across the supply chain.

We can expect this to be accomplished through blockchain technologies based on cryptocurrency platforms formatted for compliance with U.S. and other countries' financial services regulatory systems. These new programs will reshape

the landscape for both commodities trading and supply chain management.

**—Marc C. Hebert**  
Partner, Corporate Practice Group  
Jones Walker LLP

## Global VIEW

All eyes are on Ukraine as the Russian invasion wreaks havoc on

already strained supply chains. It is imperative the world plans for both the short- and long-term consequences.

In the short term, the exodus from Russian investments and SWIFT legislation is severely complicating payments. Prices across the board—from energy to transport and manufactured goods—are soaring.

The world's reliance on Russia for commodities such as wheat and sunflower oil is being exposed and goods that are transported through the Black Sea face significant difficulties. Shipping from Ukrainian ports has practically ceased and as airlines warn of Russian airspace closures, transportation costs will soar, making some routes unusable.

With sales and trading with Russia increasingly ceasing, procurement leaders must create lasting solutions should the sanctions become permanent and ultimately isolate the Russian market from global business.

Supply chains can no longer ignore geopolitical risks in Europe. The conflict must become a fundamental pillar of procurement strategies.

**—Simon Geale**  
Executive Vice President  
Proxima





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# 10 TIPS

## Choosing a 3PL

Selecting a third-party logistics (3PL) provider is a strategic business decision so treat it that way. Your 3PL should be a catalyst for producing unmatched retail logistics performance levels and total supply chain optimization. Here's how to choose the right partner.

### 1 CONSIDER THE ADVANTAGE OF ASSET-OWNED PROVIDERS.

*An asset-based third-party logistics provider owns and operates its trucking fleet, warehouses, and proprietary analytics technologies. Ownership of assets eliminates middleman costs passed on by 3PLs that outsource their warehousing and trucking. Suppliers benefit from improved control, the ability to pivot quickly, and increased supply chain efficiencies.*

### 2 FOCUS ON ONE STRATEGIC REGION.

Centralized warehousing and inventory control produce economies of scale throughout supply chain operations. By controlling inventory from one inventory location, suppliers avoid redundancies at multiple warehouses, reduce overall operational costs, improve efficiencies, and achieve a more consistent product flow to store shelves.

### 3 LEVERAGE RETAIL CONSOLIDATION.

Consumer product goods (CPG) suppliers share truckloads with other customers to create a single, full truckload to the same retailer distribution center. It's a simple concept that yields immediate cost savings, decreases carbon footprints, and improves overall supply chain performance. Importantly, it also

improves compliance to eliminate retailer fines while increasing in-stocks and line extensions.

### 4 TURN INSIGHTS INTO MEANINGFUL ACTION.

Real-time visibility and access to critical data is essential for improved decision-making and supply chain optimization. Working with a 3PL that offers an advanced analytics platform to improve transparency, control, and real-time insights is critical in today's business climate.

### 5 EMBED SUSTAINABILITY ACROSS THE CHAIN.

Your 3PL partner should be a catalyst for helping suppliers integrate supply chain best practices that reduce operational costs, decrease environmental footprints, and produce a greater return on investment.

### 6 INVEST IN PEOPLE.

Work with a 3PL that has invested in subject matter experts with functional areas of expertise who own deep categorical and industry knowledge.

### 7 BENEFIT FROM VALUE-ADDED SERVICES.

From labeling to repackaging to merchandiser assembly and more, 3PLs should offer value-added services that reduce overhead costs and turnaround times. This allows suppliers to focus on growing their businesses.

### 8 LOOK AT RETAILER RELATIONSHIPS.

Your 3PL partner should have deep relationships with today's retailers that provide you with insights to drive seamless integration into retailers' systems. This access to critical knowledge drives process optimization, while developing stronger relationships to increase retail presence and sales.

### 9 EXAMINE RETAILER COMPLIANCE.

On-time and in-full shipping standards will only continue to increase as more retailers adopt stricter regulations to meet consumer demand. Your 3PL should have a pulse on each major retailer's evolving compliance demands—and the logistics solutions to help you meet them.

### 10 VET TO MAKE SURE RETAIL LOGISTICS ARE MASTERED.

*With ever-increasing demands and disruptions, put your supply chain in the hands of a retail logistics expert. Conduct due diligence to research, vet, and select a 3PL partner that can grow with your business.*

SOURCE: GREG FORBIS, EXECUTIVE VICE PRESIDENT STRATEGY AND BUSINESS DEVELOPMENT, RJW LOGISTICS GROUP



# *Excellence of Ocean Quality 2021*



## *Where Ocean Excellence Meets Carrier Quality*



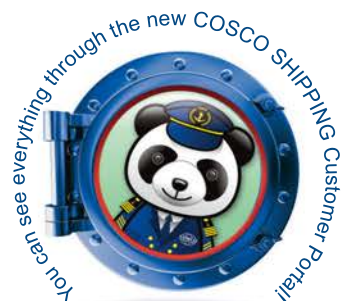
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## DO YOU WANT SUSTAINABILITY WITH THAT?

McDonald's is making its supply chain more sustainable by manufacturing its Happy Meal toys with significantly less plastic by the end of 2025. The fast food chain will make some toys, such as board game pieces, with plant-derived or recycled material. Super heroes and movie characters will be 3-D cutouts rather than plastic figurines. In the past, lower-plastic options included Pokemon cards and books.

The chain is also looking into switching from plastic wrapping to plant-based and certified fiber packaging. The newer options will be cost-neutral for franchisees because the effort was designed with the existing price in mind, the company says.

McDonald's has already been learning from feedback in France, the U.K., and Ireland, where the toys have rolled out. The goal is to make sure they are safe and sturdy enough for children. It's also looking to recycle the old plastic toys in its restaurants. Its U.K. and Japan locations have reused the plastic for playgrounds and restaurant trays.

More than 100 countries worldwide sell Happy Meals at McDonald's locations. The toys have become a marketing strategy for movies, TV shows, and more through partnerships with Disney, Warner Brothers, and Hasbro.

**MCDONALD'S SELLS MORE THAN ONE BILLION TOYS PER YEAR THROUGH ITS HAPPY MEALS.**

— CNBC Report

## TOYING WITH RESHORING

A U.S.-based toy industry may be possible as manufacturers face continued facility closures, freight issues, and rising costs. Some toymakers are ready to explore reshoring and nearshoring, says a report from Toybook.com. Highlights from the report include:

**Challenges:** While nearly 70% of American consumers would prefer to buy and pay more for products labeled "Made in the USA," the toy industry faces several roadblocks. Opening a new U.S. factory requires upfront capital investment, machines sourced from overseas, and environmental considerations. A new facility must be operated by a workforce that's hard to come by during a labor shortage.

**Possibilities:** In 2021, Walmart committed to purchasing \$350 billion in products made, grown, or assembled in the United States as well as uniting businesses with economic development groups to create regenerative supply chains. Simplay3 collaborated with Walmart to develop its Monster City Extreme Wheels Track in just 17 weeks, because the design, engineering, and manufacturing all took place in Ohio.

**Classics coming home:** Hasbro sold its facility in Massachusetts to the Cartamundi Group back in 2015, but the companies formed a partnership in which Cartamundi manufactures select Hasbro products, such as Monopoly, Clue, and Play-Doh in the United States.

**Know the nuances:** Toymakers cannot put "Made in the USA" on their labels unless all final assembly and processing occurs in the United States, and virtually all components are made and sourced in the United States, according to the Federal Trade Commission. Qualifiers include wording such as "Made in the USA of U.S. and China components," or similar labels that are truthful and not misleading.

**Upcoming plans:** New Jersey-based LaRose Industries, maker of Cra-Z-Art and RoseArt products, opened a 315,000-square-foot manufacturing facility in Florida. Cra-Z-Art now maintains more than 1 million square feet of space dedicated to producing toys, art supplies, craft kits, and school supplies in the United States. Toymaker Starplast USA plans to invest nearly \$18 million to open a second U.S. manufacturing facility in Virginia.

**"WE DECIDED THAT NOT ONLY WERE WE GOING TO PRODUCE OUR PRODUCTS IN THE UNITED STATES, BUT THAT WE WOULD ALSO SUPPORT U.S. SUPPLIERS OF COMPONENT PARTS."**

— Brian McDonald, vice president of sales and marketing, Simplay3



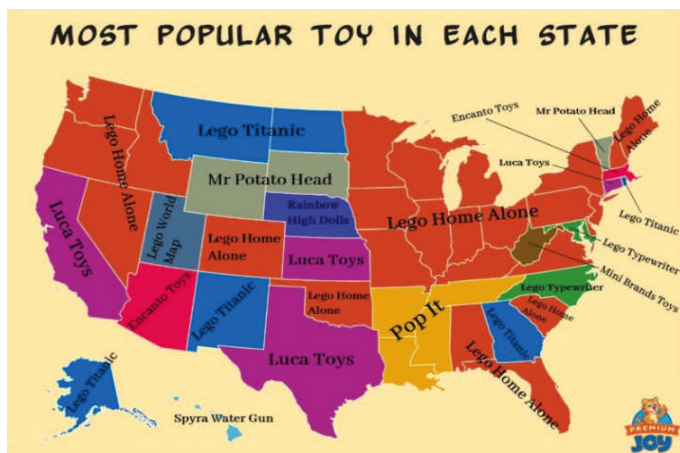
## LEGO BUILDS MOMENTUM

No matter how pricey they get, Legos remain one of the most loved toys in the United States (see *infographic*), according to recent research by toy company Premium Joy.

Four expensive Lego sets, the cheapest of which costs \$200, are the most popular toys in 34 states. Lego Home Alone is the most popular toy overall, even though it costs \$250. The second most popular toy, Lego Titanic, costs \$630 and is one of the most expensive sets Lego currently offers.

Consumers sometimes get attached to a particular toy because it evokes nostalgia. "Kidult" toys have surged in popularity as young adults look to childhood toys for comfort during the pandemic. In the past year, about 25% of all toy sales have gone to young adults aged 19 to 29, reports *Toy World*.

Lego has tailored its supply chain strategy to meet the demands of adult consumers bored with being confined at home. To make products more readily available, Lego has expanded its retail footprint away from major shopping centers and into the suburbs closer to its consumers, the company says.



Source: Premium Joy

## TOP TOY TRENDS IN 2022

Toy supply chains will focus on sustainability, escapism, and sensory products, with a strong focus on creative play, says the Toy Association. Here are the top trends expected to drive consumer spending on toys in 2022, the report says:

### 1. Content Creation

From food play toys to artistic and building toys, items that encourage kids to use their imaginations and customize their own experiences, like content creators, are on the rise. It's also a trend that encourages intergenerational play between kids and parents, as well as one that taps into science, technology, engineering, arts, and math skills.

### 2. Escapism

Most (76%) parents believe play provides a positive escape from the reality of the pandemic. More toys will focus on escapism to decompress from day-to-day life. This includes a mix of travel-ready toys and games and international-themed puzzles and games that take kids on adventures. This trend transports players into the digital world, such as NFTs, virtual reality, and toys tied to video games.

### 3. Sensory Toys

Spurred by viral videos on platforms like TikTok, autonomous sensory meridian response (ASMR) has become synonymous with creating soothing moments out of mundane activities. More toys, such as light-up objects that let kids express their changing moods, fidget play, and toys that provide calming social-emotional comfort, will engage the senses in this manner.

### 4. Social and Environmental Good

Most (78%) parents say a toy's sustainability is important to them. In 2022, many toys will not only incorporate more sustainable materials, but also emphasize a commitment to teaching kids how to be better global citizens. From the protection of endangered species to social justice issues, products that walk the walk resonate with consumers. As this trend grows, toys become tools for engaging kids in critical issues.

## TOY PLAYERS STAY IN THE GAME

Despite supply chain issues and higher consumer prices across the toy industry, toymakers Mattel and Hasbro experienced solid growth during the pandemic, says a NASDAQ report. Parents have been spending more on toys and board games to keep children occupied due to limited vacations, boosting sales during the crucial 2021 holiday period. Highlights include:

- Mattel saw 10% year-on-year sales growth during the holiday quarter, and growth is projected to continue in the near term, with strong Q4 earnings in February.
- Mattel gained global market share within the dolls category in 2021, with Barbie ranking as the No. 1 toy brand globally.
- Mattel expects strong growth from Hot Wheels, Barbie, Thomas & Friends, and action figures, driven by movie tie-ins with Jurassic World Dominion and Lightyear.
- Mattel's recent agreement with Disney to make dolls for Disney Princess and Frozen will be a big sales driver in 2023.
- Hasbro's net revenue rose to \$1.7 billion in Q4, from \$1.43 billion one year earlier.
- Hasbro surpassed estimates for quarterly revenue in February 2022, boosted by demand for its board games, such as Monopoly, and collectible cards from consumers seeking at-home entertainment.



# READERPROFILE *as told to Karen Kroll*

## There's Always Something to Make Better



**DANIEL POLITOWICZ** is logistics & transportation manager of Tubelite, an architectural aluminum manufacturer and division of Apogee Enterprises.

**RESPONSIBILITIES:** Oversee freight movement, distribution, and continuous improvement initiatives for the transportation and logistics of Tubelite's storefront, curtainwall, entrances, and daylight control systems.

**EXPERIENCE:** Supply chain manager, Velocity Glass; operations & procurement manager, Palogix Supply Chain; sr. transportation mgr., Coca-Cola Refreshments; U.S. Marine Corps Staff Sergeant, as a O431 Logistics and Embarkation Specialist.

Along with producing and shipping doors and frames and miscellaneous parts, at Tubelite we move a lot of 24-foot aluminum extrusions on our dedicated carrier base. Occasionally, we have to ship these extrusions by common carriers.

The less-than-truckload (LTL) world can be scary. Sometimes a 24-foot extrusion is bent and returns as a 22-foot extrusion. Or, some might disappear. Most LTL carriers are not willing to move this type of material.

In reviewing the processes we used to load and move the extrusions, as well as the volume of damages, I brought together the carrier, the packaging engineer, the safety people, and others, making sure everybody who touched the items was involved. When you bring together the affected departments so they have input on the project, they're going to help make sure it works.

We went through about eight renditions of the packaging before we came up with the final design. It works really well. We dropped our damage claims down to less than 0.01%.

Similarly, when I adjust customers between routes and carriers to make

the routes more efficient, I bring the carriers into the same room and we go over the changes together. The open communication with our carriers, who also communicate with each other, makes a working partnership. For instance, at times one carrier may be short a driver and another carrier will help them out and vice versa.

### A MARINE CORPS START

I started in the Marine Corps the year after I graduated high school. They needed people in logistics—embarkation as they called it. I didn't know what logistics meant, but I took classes and started to learn.

My job was to move everybody into the necessary operational area, and support them with whatever they needed, such as food, ammo, and repair parts. Then, I'd dissolve everything and bring them home.

Then we'd do an after-action report and ask what we learned. It was always important to talk with each other. In the Marine Corps, you got the guy on your left and the guy on your right. That's how you survive. If you don't communicate with them, there are problems.

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*In reviewing the processes we used to load and move aluminum extrusions, I brought together the carrier, packaging engineer, safety people, and others. When affected departments have input, they will help make sure the process works.*

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The military has acronyms for everything. One is SMEAC, which stands for Situation, Mission, Execution, Actions, and Command Control. You look at every situation in that order, a practice I still use daily.

If something goes wrong, I ask: What needs to be done to correct it? What are we solving for? How do we put a plan in motion and communicate it to the proper people?

If you think that you have everything running perfectly and nothing can be improved, that probably means you need to move on. There's always something to make better. ■

## Daniel Politowicz Answers the Big Questions

### 1 How would you describe your job to a five-year-old?

I would get some trucks and say, 'I'm going to put this Lincoln Log on this truck, and bring it over here to this guy, so he can build his house.'

### 2 Who are your heroes?

My dad passed away early in my life. My next-door neighbor, Mr. Goodenough, really helped me through a difficult time. Without stepping in, he took care of and guided me.

Then when I needed a place to go, my brother Rich took me in and let me finish school. I also admire his motivation. He owns a big company that does home remodeling and repairs, and he makes sure everything is done right. As a kid, I'd watch him put a 100-pound sack of feed on each shoulder, walk down a big hill to the pasture, and feed the cows. His strength and fortitude stayed with me.

### 3 As logistics manager, what three things do you check each morning?

First, I make sure everything shipped out the previous night. After that, I get coffee and check my thousands of emails for emergencies. Then, I walk out on the floor and ask everyone how they're doing. I like doing that.

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[IN FOCUS]

# NOTED

## *The Supply Chain in Brief*

### > GREEN SEEDS



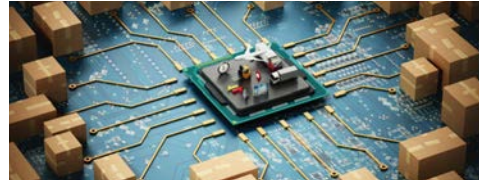
- **CMA CGM Group** will no longer transport plastic waste aboard its ships. Ten million tons of plastic waste end up in the sea each year due in part to open-air storage and the absence of processing infrastructure for plastic waste that does not get recycled. CMA CGM's move prevents this type of waste from being exported to destinations where sorting, recycling, or recovery cannot be assured.

- **PepsiCo** is using material developed by Israeli startup UBQ to develop a sustainable pallet made with unsorted household waste. The company will redirect more than 1,629 pounds of mixed waste from landfills and loop it back into the material as a valuable resource. During the manufacturing process, waste is diverted and greenhouse gas emissions are prevented.

- The Environmental Protection Agency awarded the **Port of Baltimore** a \$1.8 million grant for its Diesel Equipment Upgrade Program, which replaces older cargo-handling equipment and dray trucks with cleaner and more efficient models. The additional funding will help further reduce emissions at the port and its surrounding residential neighborhoods.

- Logistics technology company **Odyssey** released first-year results from its Cloverleaf Sustainability Program aimed at reducing carbon emissions. The program reduced emissions for its clients by 489,831 tons in 2021, surpassing the original projection of 300,000-plus tons. Odyssey anticipates a reduction target of 529,017 tons in 2022.

### > M & A



- Logistics software-as-a-service company **Descartes** acquired **NetCHB**, a provider of customs filing solutions in the United States.

- International technology group **Körber** signed an agreement to acquire the global mail and parcel business of **Siemens Logistics**.

- **FleetPride**, a truck and trailer parts distributor, acquired the assets of **Nationwide Truck Service** of Louisville, Kentucky.

- Charlotte-based third-party logistics brokerage **HTL Freight** acquired Wilmington, Delaware-based third-party logistics provider **Matchmaker Logistics**.

- **FourKites**, a provider of real-time supply chain visibility platforms, acquired European supply chain visibility provider **NIC GmbH**.

### > SHOVEL READY

- **Amazon** started construction on a massive fulfillment center in Los Lunas, New Mexico. At more than 1 million square feet, the facility is slated to open in 2023. Workers at the facility will pick, pack, and ship items for delivery.

- Canada-based online furniture retailer **Article** is building a 507,000-square-foot warehouse in the Houston metro area at TGS Cedar Port Industrial Park, its first fulfillment center in Texas. The new warehouse will help get products delivered quickly and easily. By focusing on a digital-first experience, Article is able to pass along savings to consumers.



## > SEALED DEALS

- **About You**, a European fashion platform, selected **CEVA Logistics** to manage a new 40,000-square-meter fulfillment operation in Poland. CEVA's automation and technology capabilities help deliver greater productivity and shorter lead times for About You's e-commerce activities.

- **Sheetz**, a restaurant and convenience chain in the Mid-Atlantic, will partner with **RELEX Solutions**, a provider of unified retail planning solutions. The partnership helps position Sheetz for store growth and unifies its demand-planning processes to ensure an efficient flow of products from suppliers to stores. The supply chain management solution improves collaboration and visibility throughout the vertically integrated network.

- **DHL Supply Chain** is investing \$15 million in robotics solutions from **Boston Dynamics** to further automate warehousing in North America. Boston Dynamics will deliver a fleet of its Stretch robots, which are specifically designed to automate the unloading process in distribution centers, to multiple DHL warehouses during the next three years.



## > GOOD WORKS

- Jim Berlin, chief executive officer at **Logistics Plus**, created a fundraising effort at [lpukrainerelief.com](http://lpukrainerelief.com) to help support the company's employees in Ukraine with the goal of reaching \$1 million. The company's Ukraine team consists of about 50 people.

## > RECOGNITION



- **Hyster's** J155-190XNL high-capacity lift truck series won the **2021 Good Design Award**. The sit-down, counterbalanced lift truck is powered by a factory integrated 350-volt lithium-ion battery. It offers a zero-emission alternative with performance comparable to the internal combustion engines typically used in high-capacity applications.

- The Home Depot recognized **Hub Group** with the **Domestic MVP Award** for supply chain support across intermodal, over-the-road, emergency, and transfer freight. The home improvement retailer presented its **Online Final Mile Carrier of the Year Award** to Hub Group's final-mile business for providing the best service, flexibility, and solutions for online home delivery and named Hub Group the **Intermodal Carrier of the Year** for its dependable intermodal capacity and solutions.

- Global logistics company **Ascent** was named a **Partner-Level Supplier** for 2021 in John Deere's Achieving Excellence program. Partner is the highest level in the program for strategic suppliers to Deere & Company. Ascent provides on-demand, mission-critical air and ground expedite solutions across North America.

## > UP THE CHAIN

- **Wiliot**, an Internet of Things solution for manufacturers, named **Manish Bansal** as its chief product officer, responsible for developing and scaling the platform. Bansal joins the company after a 15-year career with Amazon, serving as director and general manager in supply chain optimization technology.



# TAKEAWAYS

*Shaping the Future of the Global Supply Chain*

## 4 TECH PREDICTIONS THAT CAME TRUE

From companies spending billions on cybersecurity to the cloud becoming the biggest thing in desktop applications, some of the top tech predictions from those in the know in various tech fields were proved right in 2021. Here are four trends that came true:

### 1. Natural Language Processing

The branch of artificial intelligence that helps computers understand human speech and writing patterns, natural language processing was predicted to rise from the least funded subcategory in 2018 to the highest funded in 2021. While it didn't get the top spot for all of 2021, it did get there for a short while in Q3 and managed to raise \$5 billion throughout Q1 to Q4.

### 2. Special-Purpose Acquisition Companies (SPACs)

SPACs saw a huge rise—double that of 2020—with more than 500 companies going public in this way, including Aurora Innovation, the \$2-billion SPAC run by former Google and Tesla executives. They're working to revolutionize the future of transportation with innovative self-driving technology.

### 3. Cybersecurity

Due to the boom in work-at-home life, cyberattacks were rampant. Investing in cybersecurity training for employees, as well as top cybersecurity programs for all employee devices, is now imperative. The prediction of the surge in cybersecurity training was spot on, with a 53% increase from 2020.

### 4. The Cloud

Using desktop apps like Word in the cloud is now the way of the world. This magic cloud has become the biggest thing in desktop applications, and according to Gartner, is expected to continue growing to reach \$482 billion in 2022. In addition, more cybersecurity monitoring tools will also be moving to the cloud to become less prone to hacking.

## Electric Trucks Save the Planet...and Some Cash

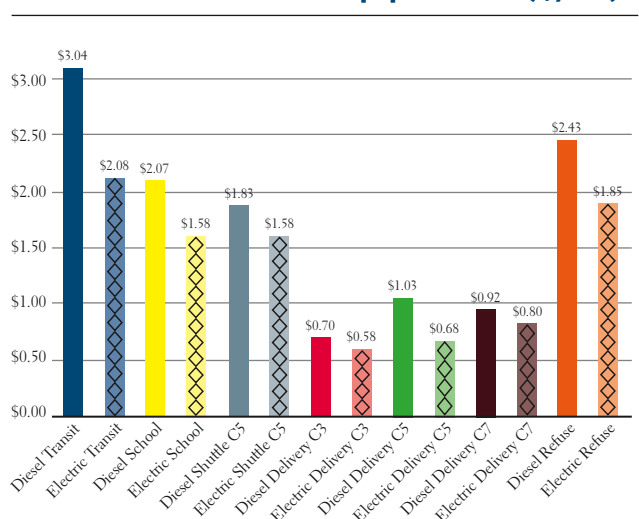
By 2027, electric freight trucks and buses will become less expensive to purchase and operate than their combustion engine counterparts, says a study by Roush Industries for Environmental Defense Fund, with lower maintenance and energy costs.

These electric vehicles will not only help save truckers and fleets money, but also provide substantial health and welfare benefits. The cost savings will overcome any added costs from charging infrastructure, and the lower upfront costs are largely driven by steeply decreasing battery costs, the study says.

Although freight trucks and buses make up less than 10% of the vehicles on U.S. roads, they are responsible for almost 25% of all pollution from the transportation sector. They also emit more than 50% of the transportation sector NOx and particulate pollution.

The EPA is expected to propose pollution standards for model year 2027 for medium and heavy-duty vehicles, and President Biden has directed the EPA to consider the role that zero-emitting vehicles can play in eliminating harmful pollution.

### Total Cost of Ownership per mile (\$/mi)



Source: Roush Industries for Environmental Defense Fund





## TAKEAWAYS

### Digital Businesses Look At the Bright Side

Digitized businesses report even higher levels of optimism than their offline peers, says a report from Alibaba.com, bolstered by stronger sales performance, larger anticipated investments, and more global exports. Key findings from the report reveal:

- **Digitized SMBs far outperformed businesses still operating offline in terms of sales and sourcing:** 61% of digitized businesses saw increases in sales in 2021, compared to just 34% of those not online.
- **Expanding digital commerce and exploring international channels:** 47% of U.S. trade among B2B small to mid-sized businesses is now through e-commerce, a nearly 12 percentage point jump in two years.
- **Digitized SMBs invest in growth:** Digitized businesses are more likely than non-digitized businesses to make investments, including hiring more full-time employees (48% vs. 32%) and increasing capital expenditures (49% vs. 33%).
- **Digitized businesses are better equipped to go global:** 39% of digitized businesses expect to grow exports in 2022, versus just 13% of those who rely on offline channels.
- **Digitized SMBs are significantly more confident about their future:** 91% of digitized businesses are confident in the future of their business, compared to 80% of non-digitized businesses.



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# Take Control of Your Imports— Save Time and Money

**Importers can mitigate supply chain disruption and the resulting escalation of costs by taking control of their shipments at origin and moving their goods more strategically.**

**T**he impact on Americans from supply chain disruption is ubiquitous and, despite a few apparent regional improvements, likely to continue for some time.

Whether it's the shortage of drivers, trucks, containers, warehouse space, ocean carrier capacity, terminal capacity, air cargo service—it's really affecting us all.

Those who import have particular challenges as their cargo often arrives at congested terminals. In addition, importers often have no control over the routing or timing resulting in storage, demurrage, and/or detention charges.

While ocean carriers, ports, airlines, and air terminals have reduced their allowed "free time," congestion and domestic/inland transport shortages delay the pick-up from the terminals, increasing the cost of goods to the merchants and consumers.

## Taking the Reins

Importers can combat/mitigate this escalation of costs by taking control of their shipments at origin and moving their goods more strategically. For instance:

**1. Air shipments arriving on Friday evening or on Saturday will incur storage charges.** Importers who ensure their air shipments arrive at the destination airport on Sunday through Thursday and see to it that they are picked up within 24 hours will avoid additional costs.

**2. Routing ocean shipments to a seaport that is not congested, has plenty of chassis available, and**



**readily available drayage service will avoid delays and demurrage.**

It's often better to have a longer dray from port to destination than to have containers sit offshore for days or, worse, on a pier awaiting pick-up and gathering demurrage.

## Setting the Terms

The buyer/importer owns the goods and is paying for the inbound transport even when the cost of transport is included in the cost of the goods. Taking control of how the goods move may mean changing the terms of purchase from FOB, DAT, CFR, or CIF to EXW or FCA.

Such a change gives the buyer control over the routing, enabling the buyer/importer to take U.S. port/airport circumstances into consideration and providing them the opportunity to avoid additional expenses at destination.

In inflationary times, reducing transport costs becomes even more important and effective in reducing the cost of goods sold, and doing so takes some creativity and much effort. It takes requiring suppliers to change their procedures and it requires buyers to change the way they think about how they manage getting their goods to their distribution facilities. Yes, it's quite challenging these days.

Importers should discuss these transport issues with their customs broker and explore avenues to cost and time savings.

**—By Robert J. Schott**



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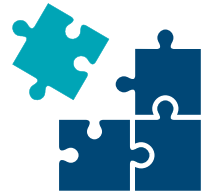
[artc-logistics.com](http://artc-logistics.com)





## Supply Chain Challenge?

# SOLVED



# Deploying an End-to-End Solution to Support a Major Product Launch

Faced with a considerable supply chain challenge—a large-scale product launch—a manufacturer turned to Hub Group for a holistic, end-to-end approach, from drayage to fulfillment, that also enables expansion.

### THE CHALLENGE

How do you launch a critical new product in the middle of a pandemic and historic supply chain disruptions?

In late 2021, a manufacturer of sustainably sourced retail products had an exciting new opportunity: to introduce a product into the largest retailer in the world, Walmart. The manufacturer had secured space for 24 SKUs for 1,500 Walmarts by May 2022. But with the supply chain backlogs and port delays, this would be no small feat. And the company's current supply chain had been designed for e-commerce fulfillment and lacked the ability to store and ship to retail distribution centers.

The manufacturer selected Hub Group based on its holistic, end-to-end approach to this supply chain challenge. Hub Group's team of engineers reviewed the company's plans and performed a full needs-assessment and designed an efficient and cost-effective solution.

While shipping product from China before the Chinese New Year holiday was key, it also created the potential for significantly higher storage and demurrage costs.

### THE SOLUTION

Looking at the supply chain from beginning to end, Hub Group designed



a fully integrated solution. The first step was to arrange pickup of the customer's international containers at the port of industry, then transferring the drayage to a transload facility close to the port of entry, mitigating storage costs.

The intermodal middle mile portion of the journey carried the shipment to a single, centrally located warehouse that served as the final step in fulfillment and delivery to the retailer's loading dock. Hub Group also arranged for the return drayage of the empty international containers.

To expedite the timeline, Hub Group's warehouse and operations team met with the manufacturer to review an optimized schedule that would significantly reduce the time it normally takes to make such a large-scale operational change. The design and implementation of a complex end-to-end solution of this scale normally

would take upwards of 65 days to complete—but Hub Group was able to implement it within 20 days from discovery to launch.

Hub Group built a holistic consolidation solution for the manufacturer that not only provided a cost per case improvement while getting the product on-shelf, on-time—it also created an optimized, scalable model that allowed for expansion into additional retail

stores in the future.

As a result of applying Hub Group's end-to-end solutions model to the manufacturer's critical needs, Hub Group became a one-source supply chain solutions provider for drayage, transloading, first mile logistics, consolidation, and fulfillment to the end retailer, saving the manufacturer on its costs while streamlining its processes. The product was on-shelf, on-time, and the manufacturer now has a playbook for future expansion.



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[INSIGHT]

# AUTOMATION

by *Shan Haq*

Vice President of Corporate Strategy and Development, Transcepta  
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## Logistics Managers Should Care About AP

Regardless of industry, logistics managers are charged with establishing and maintaining strong relationships with their suppliers. Good logistics managers strive to be easy to work with so their supply chain runs smoothly. However, with so much on their plates, developing relationships with suppliers may not be their top priority.

In 2020, logistics managers' jobs became more difficult as pressure from the pandemic forced all organizations to rethink their approach to business. Logistics managers suddenly found themselves dealing with stressed-out suppliers who were scrambling to collect payments to keep their doors open.

Luckily, there is an easy solution to this problem: By investing in accounts payable (AP) automation powered by AI and machine learning, managers can make suppliers happier by ensuring they're paid predictably while increasing internal productivity and maximizing profitability. Here's how.

**Giving suppliers visibility into payment status.** When logistics managers invest in AP automation, they form a direct connection between their business and their suppliers. By doing so, they give suppliers complete visibility into payment status. Instead of having to deal with vendors calling and asking where payments are, managers know that all of their partners can quickly see where payments stand at a glance.

As a result, suppliers know they will be paid in a predictable, timely fashion. And let's face it: That's the easiest way to keep them happy and make sure they'll continue doing business with you.

As an added bonus, with the right AP automation solution in place, all of the information logistics managers need is readily available. Managing supplier information—including W9s, contact information and banking details—is easier.

**Eliminating invoice exceptions.** According to recent research, invoice exceptions are the root cause of 32% of late payments and 36% of supplier-related phone calls. When payments are late and suppliers have to take time to track them down, this doesn't create the best experience. At the same time, no AP team will be thrilled about having to respond to those phone calls and sift through their records.

AP automation tools can help organizations eliminate invoice exceptions and achieve 100% straight-through invoice processing. Using artificial intelligence

and machine learning, the technology is able to automatically solve invoice exceptions by intelligently conducting three-way matches with zero manual input required.

Not only does this help ensure suppliers are paid when they should be paid, but it also frees up accounts payable teams to focus on other value-adding areas of operations.

**Optimizing cash flow.** Some suppliers count on getting paid early and are happy to give organizations a discount in return. Other suppliers have deeper pockets and are perfectly fine waiting several weeks or even months to get paid.

AP automation can help here, too. The technology gives logistics managers complete visibility into invoices and supplier preferences so they can keep their fingers on the pulse of accounts payable and pay each supplier at the opportune time.

As a result of this operational efficiency, organizations can optimize cash flow while making sure their suppliers are paid when they expect it.

### BECOME A STAND OUT

Most logistics teams look the same to suppliers. By making one simple investment in technology, you can make sure that your logistics team stands out among the rest—thereby ensuring suppliers keep your business a top priority. ■





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[INSIGHT]

## 3PLLINE

*by Mike Glodzik*

President & CEO, Legacy Supply Chain  
contactus@legacyscs.com | 775-336-2850

# 5 Ways to Improve Driver Retention

COVID tightened up the supply chain with shortages of medical supplies, computer chips, consumer products, and household goods. Not only has demand increased relative to supply, but employee and customer satisfaction continue to be on the decline.

Many corporations have taken proactive steps toward improving customer and employee satisfaction and have appreciated the rewards of taking this stance. At Legacy, we found that truck drivers truly enjoy and value their job despite recent challenges and there is a good reason for this.

In contrast to an office, drivers spend their days on the open road enjoying the beauty of the countryside or the bustle of the city. They experience the freedom of working on their own and the reward of delivering valuable products to customers every day.

Maintaining a strong driver workforce to meet demand has become increasingly important. Acute shortages of front-line truck drivers have directly impacted the supply chain. It is critical that companies nurture these valuable team members for long-term retention.

Ensuring employees, particularly drivers, are happy is an initiative that every employer should take seriously. Legacy identified the following five key factors that contribute to improving and optimizing truck driver retention rates.

**1. Safety first.** Keep trucks maintained, in excellent condition and continuously inspected. Truckers appreciate high-quality vehicles, and want to maximize uptime. In addition, the terminal location where drivers check in should reflect a clean, safe, and positive environment.

**2. Understand the market for quality drivers and build compensation packages accordingly.** Wages, as well as bonus structures, are accelerating rapidly as demand increases. You must remain continually competitive to attract and retain good drivers. Creative benefits, like providing streaming services, can help round out your offerings.

**3. Stay in communication with drivers.** This ensures that they understand the value of their job, can provide powerful feedback, and bring new ideas to management from their on-the-road perspective. Listening often is a valuable way to keep drivers happy and engaged.

**4. Recognize high performance.** When drivers go above and beyond in terms of safety, service, and productivity,

provide incentives and formalized recognition programs to show your appreciation. It also makes sense to establish highly visible key performance indicators so both management and staff are working toward the same goals.

**5. Use technology more effectively.** Technology is a powerful tool that can help drivers find routes, use safer roads, and minimize traffic jam situations. Fleet tracking devices and transportation management systems can be used to optimize their drive. AI-powered dashcam programs that proactively help protect drivers from potential accidents can drive safety and compliance improvements.

The individuals on the road ensure customers' products make it to their destination safely and on time. This is vital to our economy's livelihood.

Manufacturers, consumer goods companies, and retailers must get creative, smart, and strategically savvy when it comes to overcoming the challenges of supply chain demand through transportation effectiveness, and that includes a major consideration of how they attract and retain quality drivers.

While it's becoming a balancing act between higher costs and meeting demands, one fact is certain—without a strong transportation system, backed by happy drivers, customers would not receive their products on time. ■



# Are You Ready for Today's New World?

Thanks to the explosion in e-commerce and the COVID-19 pandemic, a manufacturer, distributor, or retailer of consumer products can no longer just “fill the pipeline” and wait for orders to come in. Now, they must anticipate various purchases and delivery items, while at the same time minimizing costs.

To do this is no easy task; it requires a Lean, agile, and responsive supply chain.

There was no existing “playbook” for organizations to navigate their way through this new world – ***until now.***

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[INSIGHT]

## IT MATTERS

by *David L. Buss*

CEO, DB Schenker

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# Using Digitalization to Manage Disruptions

Industry 4.0 is a revolution in manufacturing and holds promise for improving supply chain efficiency and flexibility. The convergence of technology disruptions—automation, analytics, artificial intelligence, and augmented reality—drives this revolution. Why is digitization important and what key technologies are fueling the shift?

**Intelligent supply chains.** Intelligent technologies, such as automation, remote fleet management, and cargo tracking, are transforming supply chain technology to provide in-depth, real-time insights into locations and cargo status.

Cloud-based GPS and RFID technology provides instantaneous updates on cargo location, whether in warehouses or in transit, and assessing transportation performance and efficiency.

Automation and business intelligence technologies can improve flexibility and optimize the supply chain to adapt to changing customer demands. IoT-enabled sensors can detect disruptions or quality concerns and adapt workflows in real time, without unnecessary human intervention. Together, these technologies improve supply chain responsiveness and increase transparency and visibility across the entire ecosystem.

**Digital thread.** A digital thread is a communication framework that can share information to data consumers in a continuous feedback loop. A communication framework can ensure the

entire supply chain is responsive as shifts in volumes, manufacturing, design, and through-life service occur.

For this to be effective, workflows and people need to be integrated. This marks the evolution from supply chain network to integrated value chain, allowing suppliers and customers to achieve collaboration and efficiency while reducing costs.

**Demand-driven supply chain management.** In transportation and logistics, decisions need to be made quickly and agility is essential. Demand-driven supply chain management has been part of the industry for some time, but the high volumes of data and deep insights require a step up from traditional methods. In the past, forecasting was based on historical demand, but that may not be enough with the influx of data and current demands.

IoT-embedded sensor technologies enabled with predictive analytics and machine learning can gather, analyze, and report insights from the environment and provide real-time responses to stay agile in the face of increasing demands. Data also offers insights to

inform decision-making and build strategies and contingencies to adapt to future obstacles and maintain high levels of customer service, sales, and efficiency.

**Cyber threats.** Bad actors have more opportunities to exploit vulnerabilities in a digital supply chain, especially with third-party vulnerabilities that grant access to the real target. Conversely, manufacturers can have gaps that provide access to suppliers, destroying brand relationships across the entire ecosystem.

Suppliers and manufacturers need a rigorous protocol and evaluation process to assess risk and create stringent security across organizations and partnerships.

**Meeting customer expectations.** Customers have become used to fast order processing and deliveries and have little patience for delayed orders. To respond to these demands, some manufacturers are switching to centralized distribution and real-time inventory management.

The increasing demand for hyper-customization is also fueling shifts and linking the customers to the supply chain. Rapid prototyping and additive manufacturing are restructuring supply chains and more manufacturers are choosing on-premises manufacturing capabilities with lower waste.

Digitization holds promise for addressing current challenges in the supply chain environment and creating more opportunities moving forward. ■



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[INSIGHT]

# RETAILRETHINK

by *Troy Prothero*

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## Ensure Delight in the Grocery Aisle

Fulfilling customer needs and maintaining their ongoing satisfaction remains a critical priority. Disappointing a customer doesn't sit well with a retailer or store associate, and that sense of frustration is something retailers should be working to prevent, starting with the following strategic supply chain enhancements.

**Improve demand forecasting to reduce unwelcome surprises.** Typical seasonal products, be it Valentine's Day in February or Easter in the spring, are more straightforward to plan for. You know with some certainty the variety of products shoppers buy year after year for these events.

That being said, consumer preferences continue to evolve rapidly and sometimes a non-seasonal product will fly off the shelves that you didn't think to plan for—need I mention toilet paper, yeast, or bread flour in 2020?

To keep customers happy in the grocery aisle, retailers should fine-tune their demand forecasting capabilities. With AI and machine learning powering these processes, retailers can be alerted to changing demand signals and anomalies that a human couldn't detect as quickly or accurately.

You can't fulfill a customer need if you don't know how in-demand that product is today, or will be next week or next month. By the time you realize it's a key item for your customer base, it's too late

to optimize the upstream supply chain so you can ensure adequate stock levels on the shelf.

**Extend supply chain visibility through collaboration and real-time insights.** With demand forecasting top of mind, it's important to deepen relationships within your supplier network. Foster collaboration with wholesalers and manufacturers. Share meaningful data that will benefit both your business and theirs—AI can speed up these insights and present detailed what-if scenarios to contemplate. This will be paramount as supply chain disruptions persist.

As much as you're able, extend your visibility between the time when the order is placed with a supplier and when product arrives at the warehouse for distribution. As you work more closely with suppliers, you'll actually impact the customer in-store experience. The more you know about delays and realistic lead times, the more agile you can be in your supply chain decision-making at every step in the product journey.

**Expand your understanding of customers and communicate with transparency.** A major challenge for retailers is translating supply chain visibility into customer communication and relationship-building opportunities. There's a big difference between a shopper disappointed but forewarned of stockouts, and one expecting to come in and buy what they need only to find it absent from the shelf.

Make shoppers aware of the disruptions you're facing—supply chain frustrations are sure to continue for some time. Through transparent messaging, manage their expectations based on the knowledge you have for future availability. Then, reengage them with appropriate substitutions or other alternatives to satisfy immediate needs.

This plays into the importance of having a holistic approach to retail operations with interconnected systems that inform each other. If your supply chain solutions are integrated with marketing systems, you can quickly provide customized notifications to shoppers in an integrated way.

**Every day is an opportunity to get the in-store experience right.** By leveraging supply chain and inventory best practices, and implementing emerging technology to speed decision making, grocery retailers can ensure everyday delight in the grocery aisle. ■



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$$\sum + 3^2 \cdot \frac{y+2}{\sqrt{\pi}} + \left(\frac{a+b}{x}\right) \frac{N^3}{z} - y^2 = 2$$

# SOLVING THE E-COMMERCE EQUATION

**As labor constraints and capacity challenges persist, e-commerce complications multiply. Eureka! These logistics providers have it all figured out.**

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**T**otal e-commerce sales for 2021 were estimated at \$871 billion, a jump of 14.2% from 2020, the U.S. Census reports. “E-commerce exploded,” says Megan Smith, chief executive officer with Symbia Logistics. “It has gone from being one of many retail outlets to the outlet of choice for many people.”

As online sales have jumped, e-commerce companies have tackled constraints and shortages across every leg of the supply chain, says Abhinav Chandra, managing director with the consumer retail group of Alvarez & Marsal, a professional services firm.

“The effect is not additive, but multiplicative,” he says. Those at the tail end of the process bear the brunt of the challenges. Apparel retailers, for instance, typically need to sell their wares within a few months. Shipping delays cut into that timeframe, boosting the risk the retailer will have to discount its merchandise.

At the same time, consumers’ expectations for speedy, reliable deliveries have only increased, says Steve Rosenstock, partner, consumer products industry leader with Clarkston Consulting. Even as they strive to meet expectations, many companies are navigating labor shortages, dated back-end systems, and cybersecurity risks.

## OVERCOMING DELAYS

To mitigate shipment delays, e-commerce companies have several options. One is to establish more distribution centers or partner with logistics providers that offer locations near their consumers, cutting shipment times, says William Watts, managing principal, consumer markets services group with consulting firm Crowe LLP.

Another option is to “pull forward” products from distributors or vendors. That is, the e-commerce firm includes the products within its information systems and uses tools like artificial intelligence and robotics to help its

manufacturers or distributors identify items that are in demand and need to move quickly.

The competition for the availability of products has been strong, Watts says, in part because many e-commerce companies focus on the technology they use to interact with customers, and then contract with others to manufacture the products they sell. That leaves e-commerce firms competing with others to access products.

## BUILDING RELATIONSHIPS

One way to boost access is by building relationships with multiple suppliers, Megan Smith notes. That provides a safeguard if an option disappears.

As companies source and warehouse products from more vendors, the complexity of their supply chain increases. Logistics providers can help companies manage this complexity.

And just as they benefit by building relationships with suppliers, e-commerce firms can gain a competitive advantage by developing strong partnerships with their logistics providers, Smith says.

In e-commerce transactions, actions taken in the warehouse or during transportation directly impact the customer experience. If a package is delayed while on a delivery truck, the e-commerce company needs to communicate this to the customer.

Now that the red-hot growth in e-commerce seen early in the pandemic has slowed, many shippers are rationalizing their portfolio of carriers, says Dean Mills, vice president, sales and marketing, with TForce Logistics. They recognize they don’t need 20-plus

carriers, yet many also don’t want to restrict themselves to one or two carriers.

“They’re reaching a middle ground and partnering with a manageable group of reliable, cost-effective carriers,” he says.

## AUTOMATION ADDS UP

Along with material and transportation constraints, many e-commerce companies are battling worker shortages, prompting greater interest in automation. Before automating, however, several steps are key.

A starting point is ensuring the company’s warehouse, inventory, order, and transportation management systems are up to date. The company then can optimize the systems it already owns, and more easily integrate with advanced systems, Chandra says.

A second step is to verify the accuracy of the inventory records. Introducing automation to error-riddled records can often lead to more errors. For instance, if the system believes a product is out of stock when actually there is some on hand, a company will likely lose sales it otherwise could have captured.

Similarly, when integrating with a logistics provider’s business systems, business rules and processes should be incorporated early and accurately, Smith says.

She provides an example: A business has two products in five colors, for 10 stock-keeping units (SKUs). After the integration, it becomes clear the two products are different sizes. Adding this information, while necessary, can upend “the ecosystem” already incorporated within the business rules, creating additional work and potential delays.

While allowing vendors to access their information systems can streamline processes, e-commerce companies also need to safeguard these systems and the information within them. Among other steps, this requires evaluating the cybersecurity protocols their vendors have implemented, Watts says.

The evolving nature of e-commerce means the challenges also continue to evolve. Return logistics has become a



# SOLVING THE E-COMMERCE EQUATION

“hot topic,” Mills says. Companies are trying different ways to manage returns so they can keep costs low for consumers, while quickly returning products to the marketplace.

## PREPARING FOR THE FUTURE

Mobile devices, already a big player in consumer purchases, promise to take on a larger role in business-to-business e-commerce transactions, Watts predicts. Businesses need to prepare for this shift.

With more e-commerce companies accepting cryptocurrency payments from their customers, it's likely a matter of time until they pay their vendors with cryptocurrency, Watts says. To do that, they'll need to determine, among other issues, whether their bank will accept them, and how they'll protect this new asset.

Automation will become even more prevalent, predicts Tim Smith, chief technology officer with MagicLogic, a provider of load planning solutions. For instance, autonomous mobile robots (AMRs), guided by software, will increasingly free employees from manually picking and bringing items to pallets.

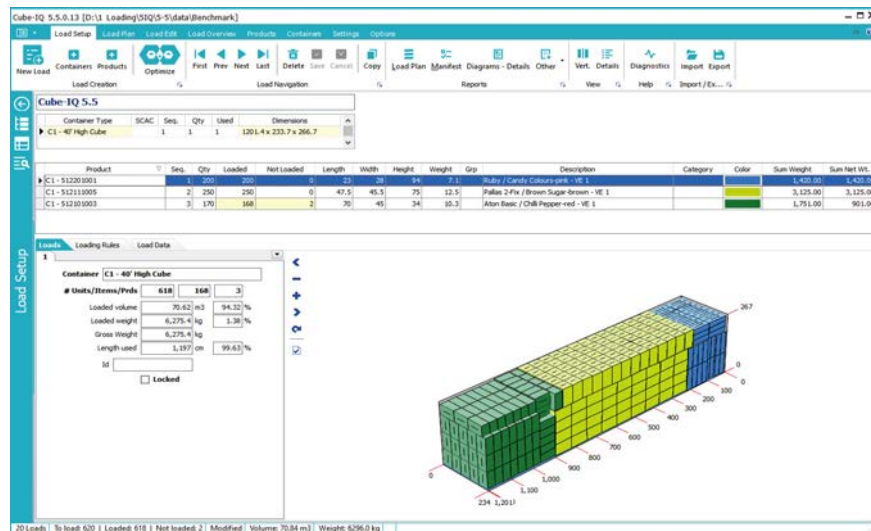
“Using AMRs is becoming more important, especially given the current staffing problems faced by many companies,” he adds.

E-commerce firms need to remain vigilant and agile and leverage data-driven solutions that can inform decision-making, while keeping their customers front and center. “The companies that are finding the greatest success are the ones prioritizing the consumer experience,” Rosenstock says.

A solid supply chain infrastructure, along with partnerships that can support a company's growth, will be key in tackling these challenges while building an e-commerce business that can continue to thrive, says Smith of Symbia.

## GAINING EFFICIENCIES THROUGH LOAD PLANNING

MagicLogic has specialized in load planning for more than 25 years, and 50 of the largest 100 companies in the world use its solution. “Our math and



**MagicLogic, a provider of load planning software, focuses on three essential functions: cartonization (loading small parcels for business-to-consumer purchases), palletization (arranging products onto a pallet), and placing boxes onto a truck or shipping container.**

algorithms have transformed load planning,” Tim Smith says.

The company developed its software in-house and boasts more than two decades of research and development focused on meeting one goal: providing the most powerful and capable load planning software possible. Its versatile, powerful algorithms are designed to achieve optimal results while working within its clients' complex business rules.

Clients benefit in several ways. They can craft more efficient load plans, while typically spending about one-third or less of the time required to plan loads manually.

Load planning generally encompasses three functions:

- Cartonization, or loading the many small parcels that make up most business-to-consumer purchases.
- Palletization, or moving many different products onto a pallet, is considerably more complex. It is essential to ensure the resulting build is stable and products protected, and many supply chain organizations are testing robots for use in this role.
- Placing multiple boxes onto a truck or shipping container, often to move long distances.

MagicLogic focuses on all three. Ensuring items are loaded correctly and safely is key, and MagicLogic provides fully customizable loading rules,

no matter how complex. These include complying with Hazmat and Li-ion, and axle weight limits, which is crucial for avoiding costly fines.

For example, MagicLogic provides efficient load planning solutions for organizations moving medicines that need to remain upright, temperature-controlled, and correctly labeled. “This is where the software tends to shine because the multitude of constraints becomes hard for any one person to keep in mind,” Smith says.

## COUNTING ON CUSTOMIZATION

Meeting complex loading rules has become particularly important given many warehouse operators' labor constraints. Often, MagicLogic software bests the ability of even the most experienced warehouse employees to develop efficient load plans.

The MagicLogic software suite consists of three primary applications:

Cube-IQ is an interactive load planning solution for desktop workstations.

Cube-IQ-Web is geared for use in browsers, on tablets and phones.

BlackBox is a scalable, rapid plug-in or service for high-speed cartonization and complex, mixed palletization from within a company's ERP or warehouse management system.

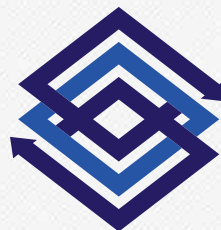
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## SOLVING THE E-COMMERCE EQUATION

is developed in-house, the team can customize it without bringing in third parties or adding software or licenses. “We can quickly adapt the software or incorporate new rules,” MagicLogic’s Smith says.

Another distinguishing attribute is the ease with which MagicLogic integrates with other systems—a key feature in a niche solution. “It’s because we’re designed in a modular format,” Smith says. And because MagicLogic has established partnerships with many companies, its solution can work effectively with most warehouse management or other solutions.

For example, MagicLogic recently worked with a pharmaceutical company that needed to boost the efficiency and effectiveness of its small parcel operation. Too often, its own rules that were supposed to govern product transportation, such as using temperature-control packaging for specific items, were not followed.

In addition, the company needed an efficient way to experiment with different loading patterns to identify the optimal solution when sending high-value items overseas.

Using MagicLogic’s software lets the client simulate different loading patterns.

Within seconds, employees can visualize how a load changes if they add, say, another 10 pieces of a specific product. By introducing MagicLogic’s software, the company is saving about \$250,000 annually due to greater efficiency and reduced product damage.

### SUPPORTING NIMBLE E-COMMERCE OPERATIONS

Megan Smith and her father, Jim Smith, Symbia’s founder, saw early on the significant role e-commerce fulfillment would assume within the logistics sector, and the ways in which supply chains would change, so goods quickly moved from point-of-order straight to consumers.

To build a company that would help clients thrive in this world, they assembled a team of expert logisticians and invested in the technology needed to provide the competitive edge e-commerce companies require.

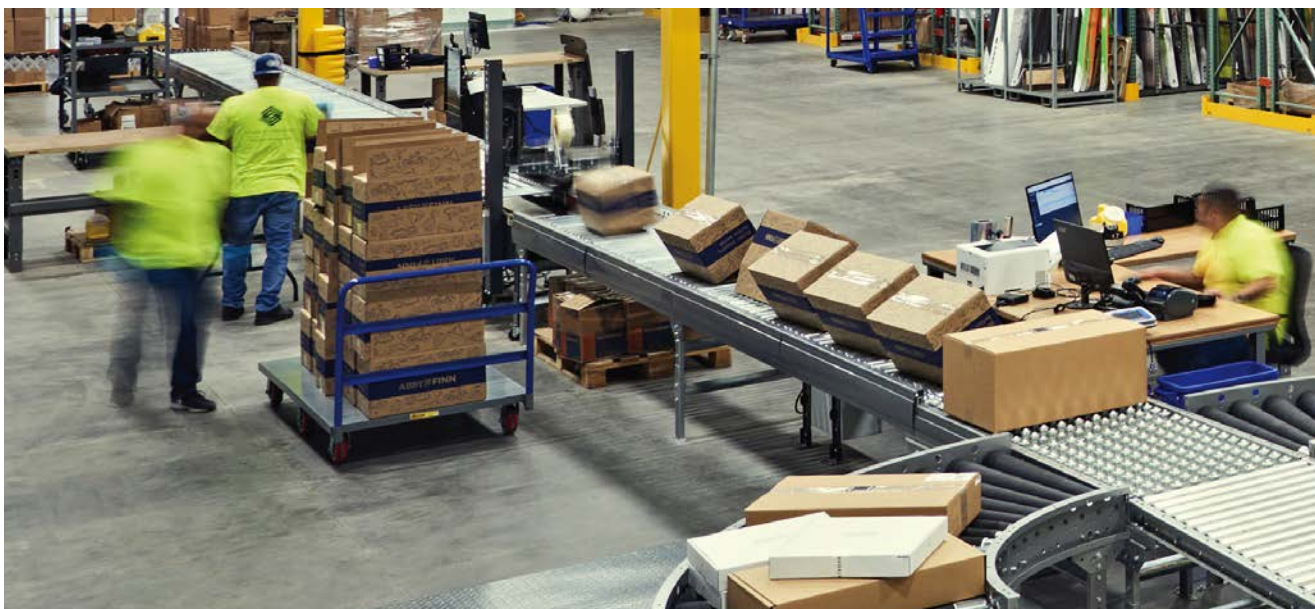
Symbia’s leadership team boasts more than 150 years of combined supply chain and information technology experience across a range of industries. Its services include order fulfillment, pick and pack, inventory management, logistics, Amazon fulfillment, dedicated warehousing, and pallet management.

Smith’s pioneering leadership also helps distinguish Symbia, one of a handful of logistics firms led by a female. “I thought it would be more common by now,” says Smith, who holds a masters in logistics, materials, and supply chain management from Michigan State University.

With the recent addition of a fulfillment center in Bolingbrook, Illinois, Symbia now operates 10 fulfillment centers across North America, and can quickly reach major population centers.

The new facility showcases the “mega warehouse technology” that highlights the company’s digital-first approach to supply chain management. Secured fiber technology improves internet connections, boosting visibility, while Symbia’s advanced warehouse management system consolidates information from multiple endpoints, providing clients with a comprehensive view of their supply chains.

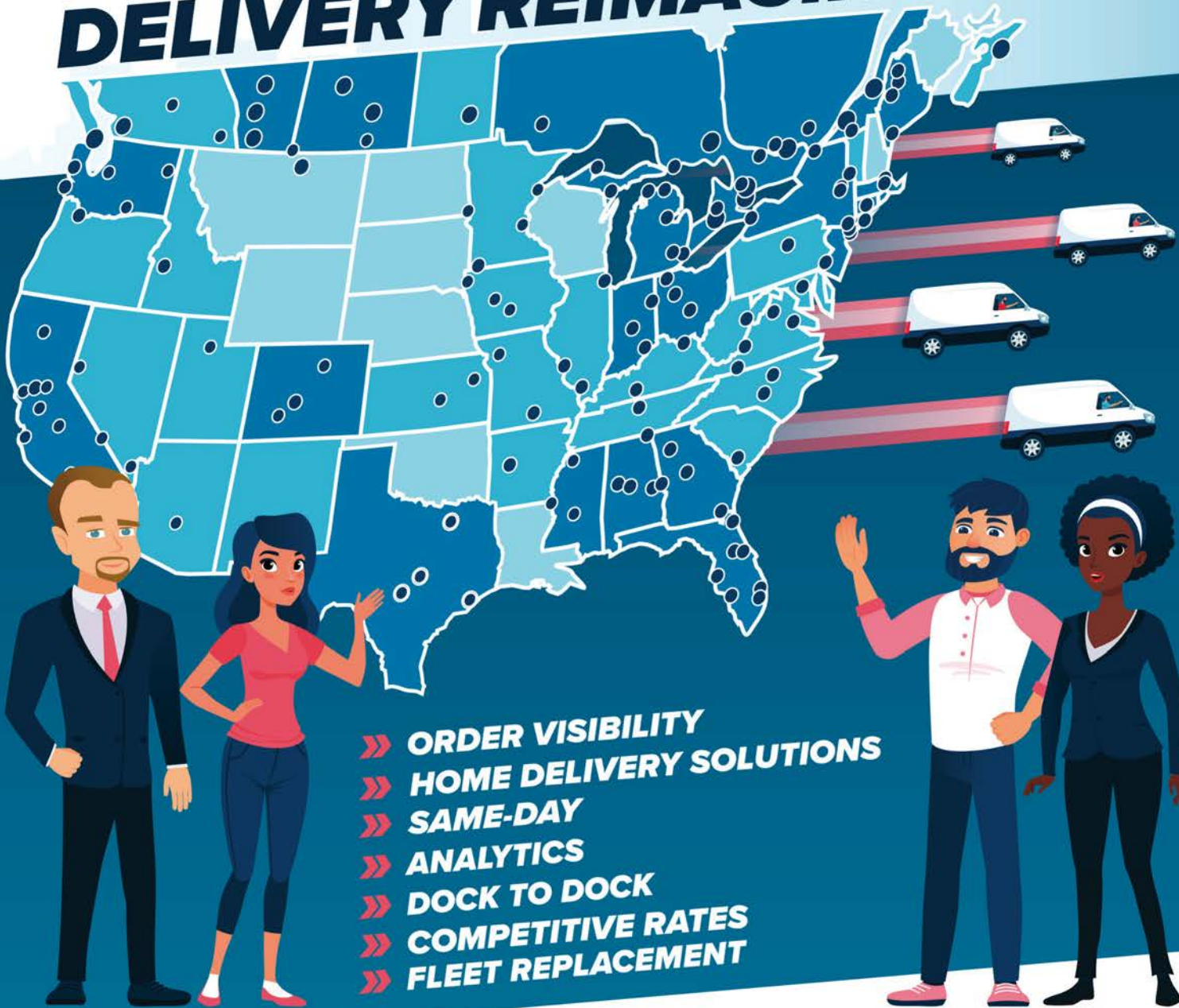
The system integrates with all major e-commerce platforms, so orders can be filled and shipped in minutes. Robust reporting allows clients to monitor orders and effectively manage their inventory. The technology integrates tablets and wearables, so data can be updated from anywhere on the warehouse floor,



Operating 10 fulfillment centers across North America, Symbia Logistics provides order fulfillment, pick and pack, inventory management, logistics, Amazon fulfillment, dedicated warehousing, and pallet management services.



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## SOLVING THE E-COMMERCE EQUATION

providing customers with up-to-the-minute shipment information. “These digital-first operations demonstrate our company’s versatility and leading-edge strategy,” Smith says.

Symbia has found a niche handling odd-shaped items, like furniture and outdoor equipment. It also provides fulfillment for many companies in the CBD industry. “Given our location, we’ve turned these niches into strategic advantages,” Smith says.

Symbia is committed to sustainable operations and was an *Inbound Logistics* Green Supply Chain Partner for 2021. A first step was installing energy-efficient LED lighting and embarking on a massive recycling initiative. In 2020, the company recycled enough metal to build four jumbo jets, along with more than 400 tons of cardboard, among other materials.

Every six months, Symbia purchases 10 trees for each of its clients, or about 3,000 trees annually. In addition to the benefit to the environment, these initiatives can save money.

While Symbia hasn’t been immune to the challenges facing supply chain organizations, its emphasis on an inclusive, equitable hiring process attracts many candidates who are nimble and interested in learning new skills. Cross-training prepares many employees to step into new positions. This ensures sustained, quality customer service.

While many logistics firms consolidate, Symbia plans to remain family-owned and independent. “People bust down our door daily, but we’ve held strong,” Smith says. “Our independence allows Symbia to remain flexible and able to invest in its employees and clients.”

### ACCELERATING CLICK-TO-DELIVERY SPEED

TForce Logistics, an asset-light final-mile logistics and transportation provider, works with many national carriers to offer a cost-effective solution.

“We offer a final-mile solution that can expand quickly and less expensively, particularly in areas of high population density,” Mills says.



**“WE OFFER A FINAL-MILE SOLUTION THAT CAN EXPAND QUICKLY AND LESS EXPENSIVELY, PARTICULARLY IN AREAS OF HIGH POPULATION DENSITY.”**

**-DEAN MILLS  
VICE PRESIDENT, SALES AND MARKETING  
TFORCE LOGISTICS**

While some regional final-mile companies operate only in a specific region, TForce’s distribution network covers many population centers across North America. In Canada, TForce’s network spans from Newfoundland to British Columbia.

In the United States, TForce built out its network several years ago, and now covers the most populous areas of the United States. While the TForce network spans much of the country, it has a particularly robust presence in the north-eastern and southeastern states, as well as in California and Texas.

As important as the network is the technology that connects drivers to TForce, Mills says. Because the company’s business model is asset-light, and isn’t tied to specific vehicles or drivers, it’s generally more cost effective than other options, he adds.

Advanced logistics tools enable TForce to identify the most cost-effective solution for each business’s needs. All its drivers are equipped with a TForce Logistics’ mobile app. This sequences the routing for each driver, so deliveries are made as efficiently as possible.

TForce provides its clients a range of cost-effective delivery and pricing options, including same-day and next-day delivery. TForce’s flexible solutions are also affordable, eliminating cost barriers for any business seeking same-day or next-day delivery options so they can compete with larger e-commerce entities. Its drivers can pick up and deliver from warehouses or stores or consolidate deliveries at TForce’s docks.

The TForce model also allows for flexibility, and in many cases, next-day

delivery. For instance, TForce drivers might pick up packages at a retailer’s fulfillment center starting at 8 a.m. and extending until 9 p.m. that night.

Because the cut-off time for capturing packages tends to be fairly late, most packages reach their destinations the next day. In contrast, some other carriers have earlier cut-off times, which shifts more packages to two-day delivery.

Once a package leaves an e-commerce company’s site, it moves to TForce’s facility, where it is sorted and co-mingled with other packages heading to the same general vicinity. This process helps ensure efficient deliveries and keeps costs down.

### DELIVERING EFFICIENCY

From there, the TForce Logistics mobile app maps each delivery person’s orders to create an efficient route. Indeed, TForce’s on-time delivery rate is in the high 90s, Mills says. When drivers make a delivery, they place the package in a secure location and photograph it.

An online order tracker provides enhanced visibility to shipments as they travel to consumers, who are able to monitor their orders while they’re in transit to see when their package will arrive. The app provides minute-by-minute status updates, push notifications, and location tracking.

“Everyone is striving to shorten the ‘click-to-delivery speed’ or the time from when an order is placed until it’s delivered,” Mills says. “We can help most customers achieve this.” As TForce meets this need for its clients, it will continue to grow. “There’s no end in sight,” Mills adds. ■





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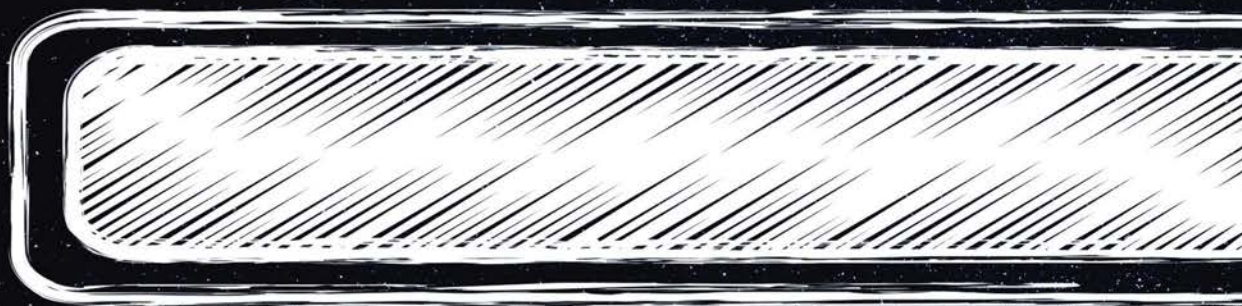


# 7 STRATEGIES TO REBOOT GLOBAL SUPPLY CHAINS

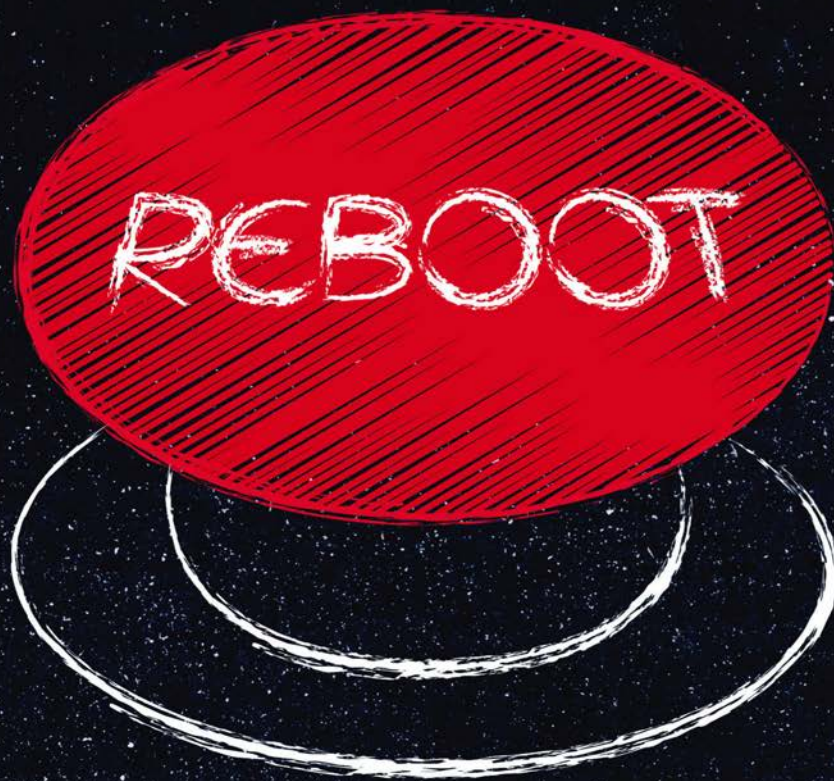
These tips will help your company restart operating systems, processes, and strategies through the new normal.

By Merrill Douglas

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**A**s we enter year three of the COVID era, companies worldwide are grappling with an all-too-familiar array of supply chain challenges—supply uncertainties, capacity and labor shortages, long transit times, and sky-high transportation rates. Tough times call for fresh strategies. As companies seek to reboot their supply chains for better success in 2022, here are some tips on how to navigate the new normal.

## **DIGITIZE TO MANAGE UNCERTAINTY**

Before you develop a supply chain plan, you first need to establish certain parameters—for example, how much lead time a supplier requires to produce a product, and how much demand you expect. Unfortunately, right now, the figures that underlie supply chain plans are anything but solid.

“Supply chain organizations are faced with tremendous disruptions, just trying to respond to the variability that’s occurring,” says Mark Balte, executive vice president, supply chain innovation, at Atlanta-based supply chain solutions provider Logility.

A vendor that used to take two weeks to fill an order might require six weeks today but only four next time you ask. A product that’s flying off the shelves today might languish in another month.

To manage variability, collect as much data as you can about supply and demand and apply machine learning to develop a sophisticated picture of changing conditions over time.

Take demand sensing, for example. “If we put a plan in place four or six months ago, the demand pattern is going to change as we get closer to that demand date,” Balte says. The more data the company collects, the better it can predict actual demand.

“We can begin planning earlier, perhaps make a change,” Balte explains. Maybe a company expects a shipment at the Port of Los Angeles. “I was planning to move it to a distribution center in Colorado,” he says. “Now I may only want to move part of it to Colorado and some to Dallas.”

Opportunities abound to collect

data that supports decisions, with new Internet of Things (IoT) devices coming on the market all the time. “But companies should begin the journey now, at least collecting data within their own enterprise, and then extending that outside the enterprise,” Balte says.

Data from publicly available sources, carriers, and IoT devices in company-owned or supplier factories can enhance the knowledge base, producing better forecasts.

## **RATE SOURCES FOR RISK**

Data analytics can also help you develop more resilient sourcing strategies. For instance, Stanley Black & Decker, based in New Britain, Connecticut, analyzes risks its suppliers face due to COVID infections or various other challenges. Those risks point to potential supply chain disruptions.

“We’re able to quickly narrow down the list of higher-risk suppliers that we

can evaluate much more carefully to see if their production rates have been hit,” says Guru Bandekar, chief supply chain officer for the company’s Global Tools and Storage business.

Stanley Black & Decker dual-sources or multi-sources components whenever possible. If supply from one vendor starts to look uncertain, the company can shift more order volume to a different supplier.

When dual- or multi-sourcing isn’t possible, Stanley Black & Decker maintains safety stock, setting the volume based on how long it would take to recover from a disruption. “If it will take us five weeks to re-source that part, because it takes time to get a new supplier up and running, then, to put it simplistically, we want to have five weeks of safety stock,” Bandekar says.

## **MOVE YOUR MANUFACTURING**

Supply chain disruptions have dramatically driven up freight rates and lengthened transit times. A container shipment from Asia to the United States that would have cost less than \$2,000 a few years ago cost as much as \$20,000 in 2021, according to Bloomberg.com. And capacity shortages and port congestion have added weeks to the crossing.

“A shipment from Asia to the United States used to take four weeks by ocean,” says Mustafa Hossaini, business



**Since the start of the pandemic, custom plastic injection molder Westec Plastics has seen an increase in inquiries from U.S. companies considering moving their production from overseas to the United States.**



Stanley Black & Decker, a manufacturer of industrial tools and household hardware, is managing supply disruptions through dual-sourcing and multi-sourcing components, as well as maintaining safety stock.



development manager at Westec Plastics Corporation, a contract manufacturer of plastic parts in Livermore, California. “Currently we see transit times of six to eight weeks.”

Since the start of the pandemic, Westec has experienced an uptick in inquiries from U.S. companies that might want to move their production from overseas to the United States.

While labor costs in the United States are relatively high, in some cases, domestic production cuts shipping costs so much that the math works out in favor of reshoring.

Hossaini cites a company whose drug delivery product uses plastic parts made in Europe. “They told us that on the last batch of products they received, the shipping costs were \$8,000,” he says. “Our shipping rate to them would literally be \$150, because they’re located a half hour away from us.”

Companies might also embrace domestic manufacturing to gain convenience and peace of mind, since they can easily visit a contract manufacturer to oversee quality issues and resolve problems, Hossaini says.

In addition, reshoring might eliminate language barriers. And many U.S. companies want to promote their products as “Made in America.”

Stanley Black & Decker strives to source components and assemble

products as close as possible to the markets where they are sold. When local labor rates make this hard, the company controls costs through automation. Although the company has used this strategy since the advent of new tariffs in 2016, localization has grown even more important since the start of the pandemic, Bandekar says.

## GET FLEXIBLE WITH CARRIERS

In an era of scarce capacity, shippers that strive to accommodate truckers’ needs have an easier time getting freight on the road. “We advise companies to be as flexible as possible with transit times, hours of operation, and trucks they would accept,” says Dave Menzel, president and chief operating officer at Echo Global Logistics, a third-party logistics (3PL) company based in Chicago.

Say a shipper wants a load picked up at 9 a.m., but the carrier can’t supply a truck until 1 p.m., Menzel says. If the shipper really wants that truck, it might adjust its schedule.

Shippers should also strive to get trucks loaded and unloaded quickly, to minimize downtime for truckers. “If a facility has a reputation for long lines and difficulty getting loaded or unloaded, then that facility is a lot less attractive, and trucks will choose different options,” Menzel says.

Fast loading and unloading are especially hard these days, when a tight labor market and COVID-related absences can leave shippers short-handed. Logistics managers should keep that in mind when they book appointments with truckers.

“They should be realistic about what they can load in a given day,” Menzel advises.

Shippers should also provide leeway when drivers arrive a bit later than planned. “Instead of telling them they need to get a new appointment, and the next available one is in two days, you might say, ‘If you miss your appointment by an hour, we will work you in,’” Menzel says.

## COLLABORATE

Good relationships with carriers and customers can also help shippers better deal with challenges such as uncertain transit times and shortages of crucial resources.

For instance, Stanley Black & Decker relies on strong partnerships with carriers and logistics providers to gain a steady flow of information about the progress of containers on the water.

“We can use that information to predict when we will get the product and then make commitments to our customers, to the best extent possible,” says Bandekar. “Customers want speed, but if they can’t have speed, they want predictability.”

The company also works with over-the-road providers to manage mutual challenges. “What can they do to get more chassis, or attract more chassis toward our supply needs?” Bandekar asks. “What can they do to attract more drivers?”

Stanley Black & Decker and its carriers hold many more conversations on such topics these days. “We are helping them prioritize, and they’re helping us understand the challenges so we can prioritize based on the changing dynamics,” he says.

Shippers may also overcome obstacles by sharing information with customers. “Don’t be afraid to discuss



with customers the problems you're facing, because they are going to face the same problems," says Lewis Black, chief executive officer of Almonty Industries, a Toronto-based mining firm that is a major producer of tungsten.

Almonty serves customers in the electronics, medical device, aerospace and other industries. The company's challenges these days include trouble procuring consumables such as drills, explosives and various grades of oil, as well as slow shipping, tight capacity, and high freight rates.

Sometimes, asking for a favor can help. "We ask our customers to send us a spare container if they have one," Black says. Or, they might ask a customer that manufactures drill bits to send some half-finished drill bit or ones they are going to recycle. "Send them to us and we'll use them," he says.

## RETAIN YOUR TALENT

The Great Resignation has hit supply chain organizations hard. Companies, especially those involved in e-commerce, are trying to add front-line workers and new facilities to meet increased demand. "But at the same time, you have constant and accelerating workforce turnover," says Dan Johnston, co-founder and chief operating executive of WorkStep in San Francisco.

WorkStep addresses the supply chain labor shortage with two technology platforms—*Hire*, a recruitment tool, and *Retain*, which employers use to gain insights to reduce employee turnover.

Companies have traditionally treated warehouse associates, drivers, and other supply chain workers as cogs in a machine, easy to replace, Johnston says. But in today's tight employment market, that mindset has changed.

"If you can keep the talent you have, you have to compete less for this incredibly hard-to-find new talent," he says. "And you can deliver more goods at a better pace to your end customers."

WorkStep's customers use *Retain* to collect feedback from employees periodically, asking their opinions on factors that affect job satisfaction. Using



**In addition to high freight rates, slow shipping times, and tight capacity, Almonty Industries, a global mining company focused on tungsten mining and exploration, currently has trouble procuring drills, explosives, and various grades of oil.**

a mobile phone or similar device, the employee takes a minute or so to answer a survey. *Retain* aggregates and analyzes the results, spotlights areas of concern, and then, when the company makes corrections, tracks how those changes influence turnover.

Using *Retain*, a 3PL that runs 350 warehouses learned that managers in some of those buildings weren't following correct orientation procedures for new employees. "You might see an average satisfaction with orientation of 90% across the organization, but in 10 buildings it was 50%," Johnston says.

By correcting those and other problems *Retain* uncovered, the 3PL cut turnover among new hires by 36%.

## IMPROVISE

Beyond strategies to help navigate the current supply chain environment, companies might also benefit from tactical creativity.

Black recalls a time in the 2000s when Almonty Industries struggled with a shortage of rubber tires, which the mining company's underground vehicles consume in large quantities. "What we came up with was very rudimentary, almost medieval," he says. "We started making steel wheels with wooden tires."

Almonty improvises in a similar way to beat today's shortage of shipping containers. These are especially hard for Almonty's European operations to get hold of, since the shipping lines focus so

heavily today on their lucrative Asia-to-North America lanes.

"There are no containers around, but there are lots of old shipping containers in scrap yards," Black says. Almonty retrieves those old containers, welds them back together and installs new, government-approved security latches.

"We have someone driving around who rings us up and says, 'I saw an old shipping container in pieces in a scrap yard,'" Black says. "We send a truck down there, buy it, and bring it back."

Unfortunately, once Almonty uses the recycled container to ship tungsten to the United States, someone there grabs it and the company never sees it again.

## LONG-TERM SHIFT

While pandemic-related disruptions have prompted many changes, companies are not likely to revert to the old ways as the virus finally runs its course. "These capabilities we are building will be the way we operate in the new normal," says Bandekar. "It's a long-term shift."

COVID has thrown a spotlight on issues that have always existed. But when normalcy comes back, other environmental issues, such as global warming and forest fires, will continue to disrupt the flow of goods.

Says Bandekar: "The way we manage our supply chains in the future will be much different from how we managed them in the past." ■





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# THE INS & OUTS OF IMPORT/EXPORT SUCCESS

The background of the page is a photograph of a port with stacked shipping containers and a crane. Overlaid on this is a semi-transparent world map. Several glowing blue dots are placed on the map, with thin white lines connecting them, suggesting global logistics routes. The dots are located in North America, South America, Europe, and Asia.





**Whether they are bringing goods into the country or shipping them out, import/export professionals embrace ingenuity, grit, and hard work to stay afloat.**

**By Karen Kroll**



**S**upply chain and logistics professionals responsible for imports and exports have faced numerous challenges over the past few years and few organizations have been spared. Nearly two-thirds of small businesses say they've been unable to acquire some products due to supply chain shortages. Nine in 10 consumer product company executives responding to a recent survey rate supply chain issues as the greatest threat to growth. Even the Girl Scouts and their pint-sized purveyors of sweet treats were hit with supply chain shortages of their newest cookie, Adventurefuls.

Despite these challenges, some import/export professionals have not only survived, but thrived. Their strategies include working hard and smart, and being open to experimenting. The recent trials presented “an opportunity to evolve,” says Bruce Lancaster, CEO of Wilson Electronics, a manufacturer of cellular signal booster technology.

Other traits that have proved critical include a willingness to go above and beyond, and to build productive collaborations. “Having strong, trusting relationships with customers and suppliers” has been critical for North American Meats & More, says owner Justin Marx. His company supplies restaurants and food service operators with premium meat, seafood, and other products.

The ingenuity, grit, and hard work of the supply chain leaders profiled here continue to help them succeed.

#### **WILSON ELECTRONICS: PLUGGED INTO DOMESTIC SUPPLIERS**

From its base in Utah, Wilson Electronics has prospered over the past few years by making greater use of domestic suppliers and beefing up its forecasting function, among other steps.

Many of its products come from a factory in southern Utah, where they're assembled, programmed, and tested. At the same time, Wilson's extended supply chains reach across the globe. Like many companies, Wilson has had to navigate freight

costs that quadrupled—or more—even as delivery timelines fluctuated. Given the company's location, the Port of Los Angeles has been the best option for receiving goods, despite recent congestion.

To address these challenges, Wilson moved some business to local suppliers, including a packaging supplier that's a three-hour drive away and a large supplier of assemblies that's about six hours away. “It helped to eliminate the variability,” Lancaster says.

Every two weeks, Lancaster and his team analyzed demand and customer input to adjust the forecast for every stockkeeping unit (SKU) Wilson offers. They also extended their forecast

timeframe by an additional six months, going out to between 12 and 18 months.

“This helped to ensure the company's place in line with key suppliers,” he notes.

Wilson's sophisticated API connections with key suppliers enabled the company to readily communicate any demand adjustments, helping to mitigate problems.

For instance, if demand fell for parts that were in short supply, Lancaster would let the supplier know so they could supply what Wilson actually needed. This also helped to manage inventory levels from a capital allocation stance.

The team at Wilson Electronics also worked with its suppliers' suppliers to



**Wilson Electronics, a cellular repeater technology company, moved business to local suppliers and bolstered its forecasting capabilities to address supply chain issues.**



resolve component and material issues. “We went down as far as we could to book materials and give visibility to our orders to ensure our suppliers could meet demands,” Lancaster says.

Lancaster began booking shipping containers further in advance, reserving capacity even before Wilson had material to fill them. “This ensured availability when parts were available,” he says.

There was a risk: If Wilson couldn’t fill the containers, it still would have to pay for them. As far as Lancaster recalled, that didn’t happen, likely in part because Wilson is large enough that it can consolidate orders from suppliers to fill the containers.

#### **CARPARTS.COM: DRIVING STRONG PARTNERSHIPS**

Over the past 20 years, CarParts.com, a leader in the e-commerce automotive aftermarket, has delivered more than 50 million parts. Several moves made prior to the pandemic bore fruit over the past few years, says Sherry Liu, vice president of international supply chain.

A largely new leadership team came on board several years ago, when the company was struggling. Team members recognized Carparts.com wouldn’t be successful entirely on its own. So, they worked to develop strategic relationships with a range of partners, including the company’s ocean carriers.

As congestion intensified at the Los Angeles and Long Beach ports, Liu’s team asked CarParts.com’s ocean carrier to instead send products to the Port of Houston, which is near one of their warehouses. The carrier did.

“The main takeaway is to maintain good relationships with external vendors,” Liu says, noting that when CarParts.com asked for additional support, their partners were willing to work with them.

Historically, many agreements between shippers and carriers are non-binding. In another move that proved fortuitous, CarParts.com agreed to a binding contract. It reserved a set amount of space with its ocean carrier, at



## **TAPRM: EXPANDING TO NEW STATES? HOLD MY BEER**

In the early days of the pandemic, orders at TapRm.com, a platform for everything beer, jumped from about 10 to 800 per day, says Jason Sherman, founder and chief executive officer. A positive development, but not without challenges. Alcohol distribution in the United States is both highly regulated and inordinately complicated, a lingering consequence of prohibition. TapRm operates within a three-tier distribution system that separates producers, distributors, and retailers.

In 2018, Sherman decided to build a platform that would enable beer brands to work within the system to sell online, and with a degree of accuracy that would rival Amazon. More than 98% of TapRm’s orders are delivered on time, intact, and accurately, Sherman says. Some competitors’ accuracy rates are in the 50-60% range, he adds.

Initially, TapRm shipped only within New York state. As it considered expanding to other states, freight rates were exploding. “That led us toward a micro-fulfillment center model,” Sherman says, which would offer faster delivery, lower freight costs and greater regional variety.

TapRm began partnering with beer retailers around the country, essentially creating dozens of smaller fulfillment centers, keeping freight costs down and speeding delivery times. The company’s partners receive fulfillment software, information on best practices, exclusive brands, and a network of couriers, among other solutions, that can “turn them into one of the largest alcohol e-commerce delivery centers in a given city,” says Sherman. TapRm currently covers about 40 cities in 34 states.

Along with multiple locations, the ability to take a deep dive into sales and inventory data helps ensure TapRm has the right products in the right places, and can dispatch items to customers at the right time.

Also important? “The number one thing that saved us has been hard work,” Sherman says. Especially when expanding to a new city, he and his team are comfortable showing up, packing boxes, and handling other functions, working into the night when needed. “You get great operations when people at the top see the challenges in real life,” he adds.





**To ensure growth continued through the pandemic, technology-driven e-commerce company CarParts.com developed strategic relationships with a range of partners, including its ocean carriers.**

a locked rate, and then placed funds in escrow to hold it. “Looking back, it was one of the best investments we made,” Liu says, as it went into effect about the time the pandemic hit, offering CarParts.com secured space while other companies struggled to find capacity.

Liu also worked with some of CarParts.com’s smaller vendors who were having trouble getting shipments from Asia. Instead of “pounding on them,” Liu says, she worked directly with these suppliers’ Asian operations, and then used its carrier partnerships to move items to the United States more quickly than many other companies could.

To further connect with vendors in Asia, Lui traveled to Taiwan for several months. After quarantining for two weeks, she was able to visit vendors and engage with them face-to-face. “It was key to keeping strong relationships,” she says.

#### **BIOCARESD: MULTIPLE SUPPLIERS AND EMPLOYEE EXPERTISE ARE LIFESAVERS**

Even when a company can access raw materials and components, it can be hamstrung by a shortage in packaging. Just ask BioCareSD, a specialty distributor of life-saving medications that often require refrigeration.

Before any products are shipped, the packaging and liners in which they

will be transported must complete an extensive validation process, says Andrew Kirk, chief revenue officer.

In spring 2021, a supplier of lining material was unable to source material, which delayed its shipment of liners to BioCare. The reason? The *Ever Given* ship blocking the Suez Canal.

BioCare’s warehouse manager went to work, contacting multiple vendors until locating a suitable replacement made from the same materials. Instead of insisting on its full order right away, BioCare communicated its exact shipping needs. The supplier was able to send one-third of the original order, which was enough to last until the remainder arrived.

“The important takeaway was to share honest, realistic needs so we could manage through the problem,” Kirk says.

BioCare also leased an inexpensive shipping container to store supplies, such as packaging materials, on its premises without eating into valuable warehouse space.

As they met these challenges, Kirk and his team learned several lessons. When validating packaging, it’s critical to consider the availability of related supplies, including inexpensive materials such as liners. They also worked even more diligently to maintain strong relationships and communicate with suppliers on all items.

At the same time, BioCare focused on sourcing from multiple suppliers. When the cost of a material or supply is negligible, sourcing from only one supplier to capture volume discounts can leave an organization vulnerable to shortages and delays, Kirk notes.

Also key was leveraging the experience of BioCare’s entire team, some of whom came from other industries and brought new contacts and insight to solve these challenges. “Don’t take supply chain people for granted,” Kirk advises.

#### **NORTH AMERICAN MEATS & MORE: AN APPETITE FOR PARTNERSHIPS**

One decision that proved fortuitous for North American Meats & More, particularly over the past few years, was to truly partner with Silver Fern Farms, a producer and exporter of grass-fed meat based in New Zealand. Together, the two companies improved the butchery and distribution processes, boosting yields of various cuts of meat by between about one-quarter and one-third. That’s key, given the price pressures bearing down on many restaurants.

North American Meats also regularly travels to New Zealand and has worked with Silver Fern to help them provide ready-to-portion cuts. These produce less waste and require less labor in the kitchen.

This has been significant, particularly recently, as many restaurants struggle to attract workers, often paying higher salaries for individuals with little experience. “Working with them on fabrication and butchery has been powerful,” says owner Justin Marx.

And as shipping delays intensified, Silver Fern, possibly working with other companies, began chartering ships from New Zealand to the United States. That helps ensure North American Meats can fill its clients’ orders on time.

“Logistics involves physical constraints—trucks, containers, warehouses, time and space,” Marx says. “Often overlooked are the communication and relationships that take time to build and that you can lean on in difficult times.” ■



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# GLOBAL TRADE MANAGEMENT SYSTEMS GUIDE 2022



**In today's complex and unsettled business environment, global trade management (GTM) systems are more important than ever. They can connect sourcing and logistics to make global trade more transparent and efficient. From resource planning and transportation management to data analytics, these GTM providers can help take some of the stress out of managing a global supply chain.**

## 3RDWAVE

Toronto, Canada

[3rdwave.co](http://3rdwave.co)

**Product:** 3rdwave GTM

**Platform:** Cloud based

**Description:** A fully automated and integrated solution that delivers product visibility across its entire life cycle. Combines automated transportation management with trade compliance—including freight contract audit, automated customs management, and pier control—to achieve successful outcomes and product visibility.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting

## ACUITIVE SOLUTIONS

Charlotte, NC

[acuitivesolutions.com](http://acuitivesolutions.com)

**Products:** AcuSource, AcuAudit, GetSpotQuotes.com

**Platform:** Cloud based

**Description:** Provides cloud-based control over inbound supply chains including end-to-end rate life cycle management, global freight bill pre-payment auditing, samples, production orders, DC bypass, store transfers, and ship-from-store e-commerce fulfillment.

**Features:** Transportation management

## APTEAN

Atlanta, GA

[aptean.com](http://aptean.com)

**Product:** Aptean WMS

**Platform:** Licensed to user (installed locally), hosted on the vendor's website, cloud based

**Description:** Purpose-built solutions support industry needs and unique business challenges while helping companies monitor and manage every link of the supply chain, automate processes, derive actionable insights from big data, and create a collaborative network view. End-to-end services result in enhanced productivity, efficiency, profitability, and customer satisfaction.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting, FTZ

## BAMBOO ROSE

Gloucester, MA

[bamboorose.com](http://bamboorose.com)



**Product:** Global Trade Management Software

**Platform:** Cloud based

**Description:** Provides retailers, suppliers, freight forwarders, carriers, customs brokers, and banks with a single unified view of their financial, logistics, and compliance operations. Integrates quality control, supplier compliance, import/export, supply chain visibility, customs, and financial forecasting. Provides a worldwide, centralized solution that helps mitigate supply chain and compliance risk.

**Features:** Supplier management, event management, compliance content, analytics and reporting

## BLUJAY SOLUTIONS

(Now part of E2open)

Holland, MI

[blujaysolutions.com](http://blujaysolutions.com)

**Product:** Global Trade Network

**Platform:** Cloud based

**Description:** A network of networks that helps shippers, carriers, service providers, suppliers, brokers, and forwarders connect and collaborate across their supply chains. Optimizes workflow and the movement of goods to better serve customers.

**Features:** Transportation management, supply chain performance optimization

## CDM SOFTWARE SOLUTIONS

Houston, TX

[cdmsoft.com](http://cdmsoft.com)

**Product:** CDM Global Shipment Compliance

**Platform:** Hosted on the vendor's website

**Description:** A web-based solution to help exporters, importers, and forwarders manage global shipments. From carrier bookings to importer security filings (ISF 10+2), CDM GSC utilizes data analytics and AI to anticipate and help resolve shipment bottlenecks. Helps large e-commerce companies and top importers meet their global shipment management needs.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting

## CENTRADE

Mendota Heights, MN

[centrade.io](http://centrade.io)

**Product:** Centrade

**Platform:** Cloud based

**Description:** A cloud-based platform built on the premise

of communication and collaboration that centralizes all facets of the supply chain. Connects systems, processes, stakeholders, and data in a single, automated network for a powerful supply chain.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting, FTZ

## CLEARTRACK INFORMATION NETWORK

Brentwood, TN

[cleartrack.com](http://cleartrack.com)

**Product:** Clarity Global Trade Management

**Platform:** Hosted on the vendor's website, cloud based

**Description:** Operates a global trading network and specialized software modules, enabling the global sourcing of goods; management of product quality, safety, and supplier compliance; source to delivery logistics, purchase order and item visibility; and the sourcing and spend management of ocean and domestic freight.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting

## DESCARTES SYSTEMS GROUP

Waterloo, Ontario

[descartes.com](http://descartes.com)

**Product:** Descartes Datamyne

**Platform:** Cloud based

**Description:** A suite of global trade data solutions that includes importer and exporter databases from 230 markets across five continents. Port authorities, manufacturers, retailers, commodity brokers, and logistics service providers use the solution to identify new opportunities and perform cost comparisons with a tool that covers up-to-date tariffs, duty rates, and fees. Generates in-depth business intelligence for effective and fast decision-making.

**Features:** Compliance content, analytics and reporting, FTZ

## DESCARTES VISUAL COMPLIANCE

Buffalo, NY

[visualcompliance.com](http://visualcompliance.com)

**Product:** Export Documentation Manager

**Platform:** Cloud based

**Description:** Lets companies enter data for all forms from a single screen, build shipment documentation from saved shipment templates, and develop their own database of

export classifications for future reference. Performs essential compliance activities, including restricted party screening, license determination, and Electronic Export Information and Automated Export System filing and submissions.

**Features:** Compliance content, restricted party screening, product classification verification, export licenses, audits

## DUANE CUSTOMS FREIGHT COMPLIANCE SOLUTIONS

Santos, São Paulo, Brazil

[duanesolutions.com](http://duanesolutions.com)

**Product:** Duane Compliance Solutions

**Platform:** Hosted on the vendor's website

**Description:** Specializes in foreign trade services, focusing on customs compliance operations, domestic and international freight, and sourcing. Import/export advices.

**Features:** Supplier management, transportation management, event management, compliance content

## E2OPEN

Austin, TX

[e2open.com](http://e2open.com)

**Product:** Global Trade Management

**Platform:** Cloud based

**Description:** Helps shippers reduce duties and tariffs, self-file customs documents, achieve global trade compliance, and establish streamlined processes. A suite of global trade management intelligent applications provides a consolidated supply chain platform to plan, execute, and administer global trade, backed by a comprehensive trade database. Reduces the cost of goods sold by leveraging trade agreements and duty savings programs.

**Features:** Supplier management, transportation management, booking functionality, compliance content, analytics and reporting, FTZ

## ELEMICA

Wayne, PA

[elemica.com](http://elemica.com)

**Product:** Move Suite

**Platform:** Cloud based

**Description:** Offers access to a global carrier network for insights into logistics operations in real time. Provides instant alerts, logistics performance data, and increased visibility across the supply chain. Elemica Move modules automate transactions.

**Features:** Booking functionality, automated freight invoicing, delivery time coordination



## ENVISTA

Carmel, IN

**envistacorp.com**

**Product:** myShipINFO

**Platform:** Licensed to user, hosted on vendor's website, cloud based

**Description:** Provides a single view of global freight spend by processing transportation spend and manifest files from disparate systems through data import tools. Offers shipment visibility, carrier performance monitoring, management reporting, currency, invoice auditing, and VAT visibility across all modes through cloud-based, global freight audit and payment solutions.

**Features:** Transportation management, compliance content, analytics and reporting

## FREIGHT MANAGEMENT INC.

Anaheim, CA

**freightmgmt.com**

**Product:** Global audit, rates and tracing

**Platform:** Cloud based

**Description:** Acts as a central payment hub for companies and conglomerates, supporting currencies around the world. Creates efficiencies and streamlines the life cycle of global trade. Maximizes visibility, captures and monitors KPIs, and provides custom reporting. Freight costing audits tied with transportation cost accrual solutions improve internal operational efficiencies.

**Features:** Transportation management, booking functionality, compliance content, analytics and reporting

## FREIGHTGATE

Fountain Valley, CA

**freightgate.com**

**Products:** visibilityCloud, complianceCloud, rateCloud

**Platform:** Cloud based

**Description:** Proprietary vessel and container monitoring. Modern user interface with bespoke/tailored reports. Different modules cover supply chain management milestones.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting

## FREIGHTOS

Miami Beach, FL

**freightos.com**

**Product:** Freightos Enterprise

**Platform:** Cloud based

**Description:** Provides instant rate benchmarking and lookups from contract rates, as well as live market comparisons. Helps support scalable operations across global logistics providers and internal employees with freight quote request workflows and management. Provides air and ocean freight insights from a rate database.

**Features:** Supplier management, booking functionality, analytics and reporting

## INFOR

New York, NY

**infor.com**

**Product:** Supply Chain Management

**Platform:** Licensed to user, cloud based

**Description:** Provides real-time supply chain orchestration by digitally transforming end-to-end supply chain processes and connecting companies to their supply chain partners. Offers a single view of orders, shipments, and inventory, allowing companies to gain real-time visibility to improve velocity and agility. Provides global partner onboarding and support.

**Features:** Supplier management, transportation management, analytics and reporting

## INTELLITRANS

Atlanta, GA

**intellitrans.com**

**Products:** Global supply chain visibility, Carrierpoint TMS, global vendor managed inventory, managed freight services

**Platform:** Cloud based

**Description:** Provides global supply chain visibility, TMS, vendor-managed inventory, and managed services for companies across rail, truck, intermodal, barge, and ocean shipments. Intervenes to keep problematic shipments moving. Drives efficiencies in dock, yard, and warehouse operations.

**Features:** Supplier management, transportation management, booking functionality, event management, analytics and reporting

## LOG NET

Tinton Falls, NJ

**log-net.com**

**Product:** LOG-NET

**Platform:** Hosted on vendor's website, cloud based

**Description:** Platform provides cloud-based global supply chain features; can be built to scale. Offers integrated automatic restricted party screening; electronic export information (EEI/U.S. export declaration); U.S. import automated manifest filing (AMS); U.S. importer security filing (ISF); customs entry event and cost management; and integrated VERMAS processing.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting, FTZ

## Longbow Advantage

Charlotte, NC

**longbowadvantage.com**

**Product:** REBUS

**Platform:** Cloud based

**Description:** Provides real-time visibility into distribution networks and supply chain performance analytics. Connects to supply chain execution systems, harmonizes data in a single database for speed and scalability, and unites WMS, LMS, and TMS data into a single platform.

**Features:** Analytics and reporting

## MAGAYA CORPORATION

Miami, FL

**www.magaya.com**

**Product:** Magaya Digital Freight Platform

**Platform:** Cloud based

**Description:** Focuses on the physical movement of goods, including rate management, booking, execution of shipments and operations, as well as visibility of the international movement of goods, complete with reporting. Customs compliance functionality supports foreign trade zones and customs brokerage, including real-time data exchange with U.S. Customs.

**Features:** Transportation management, booking functionality, event management, compliance content, analytics and reporting, FTZ

## NAVEGATE

Mendota Heights, MN

**navigate.com**

**Products:** Emerald Forward, Emerald ShipLens, Emerald TradeKey, Emerald Orderchain

**Platform:** Cloud based

**Description:** Tools and specialized cloud-based applications—from global freight booking and shipment visibility to analytics and final delivery—provide



sophisticated capabilities that transform global supply chains into a unified, collaborative network.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting, FTZ

## NVISION GLOBAL

Atlanta, GA

[corporate.nvisionglobal.com](https://corporate.nvisionglobal.com)

**Product:** Impact TMS

**Platform:** Cloud based

**Description:** TMS solution that provides the visibility and management of global shipments from creation through delivery. Integrates with nVision Global's other technologies such as freight audit and payment, freight claims, and business analytics.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting, FTZ

## ORACLE

Austin TX

[oracle.com/globaltrade](https://oracle.com/globaltrade)

**Product:** Oracle Cloud Global Trade Management

**Platform:** Cloud based

**Description:** Global compliance solution that centrally manages business processes related to cross-border trade. Companies of all sizes gain visibility and control over orders and shipments and ensure adherence to trade regulations.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting, FTZ

## PRECISION SOFTWARE

Downers Grove, IL

[www.precisionsoftware.com](https://www.precisionsoftware.com)

**Product:** QAD Precision Global Trade and Transportation Execution (GTTE)

**Platform:** Licensed to user (installed locally), cloud based

**Description:** Integrates end-to-end global trade management with multi-carrier transportation execution in a single solution. Solution is multilingual, multi currency, and supports multi-date formats. Import/export management, free trade agreements, restricted party screening, and trade compliance analytics.

**Features:** Supplier management, transportation management, event management, compliance content, analytics and reporting, FTZ

## QUESTAWEB

Clark, NJ

[questaweb.com](https://questaweb.com)

**Product:** Global Trade Management Software

**Platform:** Licensed to user (installed locally), cloud based

**Description:** QuestaWeb's solution, now part of Descartes Systems Group, helps companies manage the entire foreign trade zone process to minimize duties, fees, and taxes while remaining compliant with regulations. Facilitates quick and compliant movement of goods from origin to destination, across borders, anywhere in the world.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting, FTZ

## SAP

Newtown Square, PA

[sap.com](https://sap.com)

**Product:** Global Trade Services

**Platform:** Licensed to user (installed locally), cloud based

**Description:** Centrally manages global trade and offers a single repository for all compliance master data and content. Speeds customs clearance and reduces unnecessary delays. Minimizes fines and penalties from trade compliance violations.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting, FTZ

## SEKO LOGISTICS

Itasca, IL

[sekologistics.com](https://sekologistics.com)

**Product:** MySEKO

**Platform:** Hosted on vendor's website, cloud based

**Description:** Provides access to all SEKO global logistics and management tools in one portal, from booking international shipments to running custom reports. Enables full international tracking, with detailed visibility of shipment progress, and individual parcels for e-commerce companies. Features global search capability, order management visibility, multi-language support, and efficient load planning.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting, FTZ

## TRANSPOREON GROUP

Fort Washington, PA

[transporeon.com](https://transporeon.com)

**Product:** Transporeon and Ticontract

**Platform:** Cloud based

**Description:** Global collaborative shipment execution platform built for supply chain communication and freight assignment. Provides end-to-end visibility by simplifying complicated carrier connections. Enhances communication with partners by bringing logistics-specific information into the transportation management process.

**Features:** Transportation management, booking functionality, analytics and reporting

## TRANSPORTATION INSIGHT

Hickory, NC

[transportationinsight.com](https://transportationinsight.com)

**Product:** Insight TMS

**Platform:** Cloud based

**Description:** Provides transparency into international supply chains and visibility into shipments from point of origin to port of entry, helping to manage record-keeping and transition freight seamlessly from international to domestic shipment.

**Features:** Transportation management, booking functionality, event management, compliance content, analytics and reporting, FTZ

## TRANSPORTGISTICS

Mt Sinai, NY

[www.transportgistics.com](https://www.transportgistics.com)

**Product:** TGI-gTMS

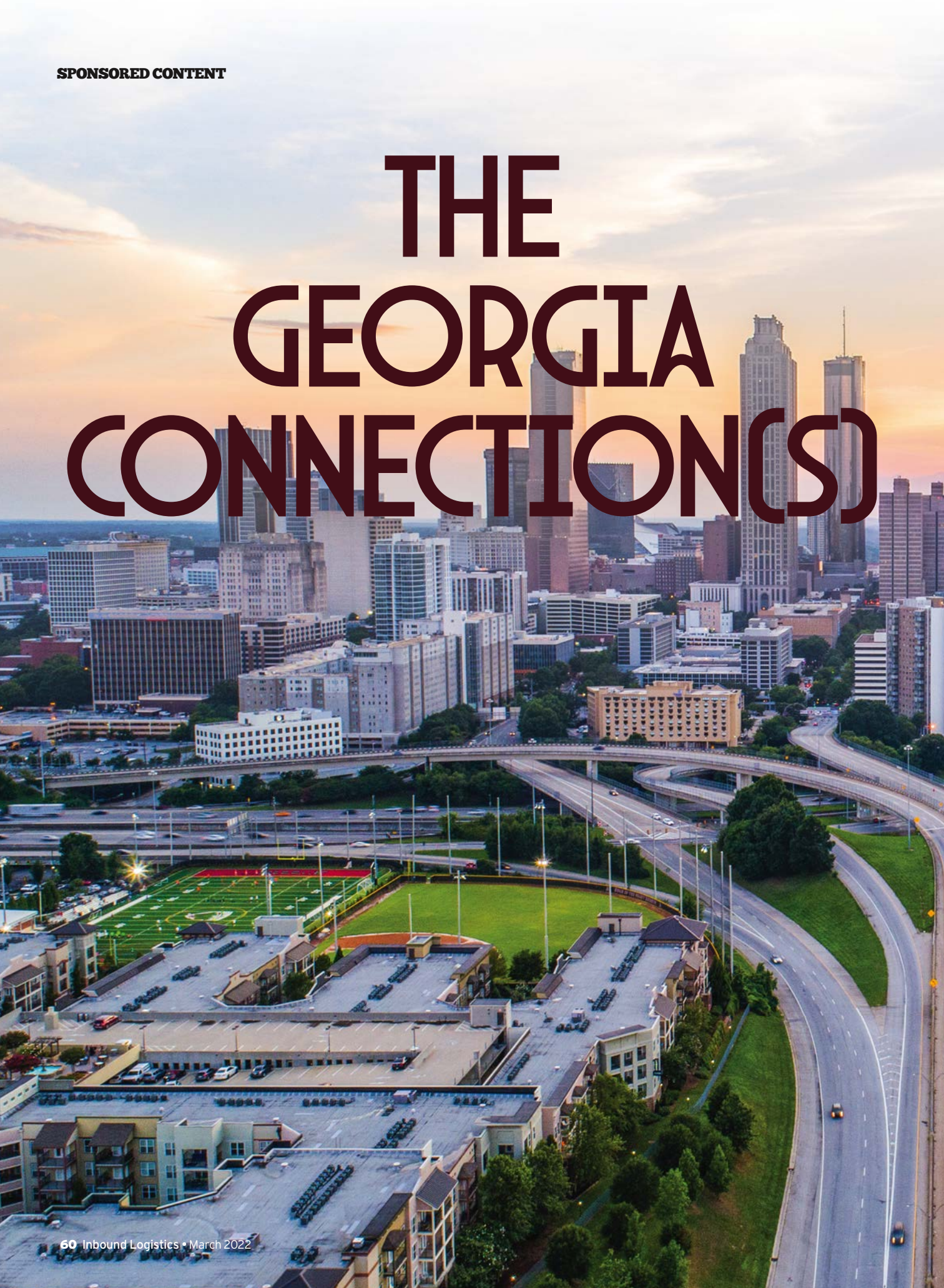
**Platform:** Licensed to user (installed locally), hosted on the vendor's website, cloud based

**Description:** Facilitates transportation procurement workflows from bid request through pricing management to accurate payment and closure. Offers shipment tracking and purchase order tracking. Provides landed cost pricing calculations, comparisons, and what-ifs. Supports decision-making through visual analytics, dashboards, and KPIs.

**Features:** Supplier management, transportation management, booking functionality, event management, compliance content, analytics and reporting



# THE GEORGIA CONNECTION(S)





**The essence of logistics is making connections. No surprise, then, that Georgia—a state where connectivity is a way of life—is a shining star on the logistics land (and air and sea) scape.**





**A**sk Pat Wilson, commissioner of the Georgia Department of Economic Development (GDEcD), to explain why his state repeatedly is cited as an American logistics superstar, and be prepared to hear—among the litany of obvious logistics assets including location, ports, roads, airports, education, workforce, and business climate—the one element that literally puts it all together: connections.

Logistics thrives in Georgia, Wilson says, because leaders have long understood that logistics is the art and science of making connections. Under the leadership of Gov. Brian Kemp, Wilson's department is charged with the responsibility of linking the state's assets to form what Wilson describes as a "logistics juggernaut."

In addition to the state's geographic, economic, education, and infrastructure advantages, the most vital links in the supply chain are Georgians themselves. Wilson tells the story of a CEO who made a site-selection visit to the state. After deciding to locate in Georgia, the CEO said what impressed him most was the familiarity business and political leaders had with one another.

"Everybody in that room knew each other," Wilson quotes the CEO as saying after meeting with business and government leaders. It was, the executive said, an experience unlike any other.

Site-selection experts often teach the lesson: In order for a location to attract business, it first must be somewhere that people want to live. For both business and pleasure, that requires great



**"WE LEARN TO UNDERSTAND A COMPANY'S NEEDS IN THE AREA AND PROVIDE A POINT OF CONTACT TO HELP THEM FIND THE RIGHT SPOT TO LAND IN GEORGIA. WE ARE THE QUARTERBACK ON THE STATE'S TEAM, AND WE PULL IN THE PLAYERS THAT ARE NEEDED."**

**-PAT WILSON**

COMMISSIONER, GEORGIA DEPARTMENT OF ECONOMIC DEVELOPMENT (GDEcD)

schools, great services, and an environment of hospitality, cooperation, and mutual support.

It all comes down to connections. And in Georgia, those connections often begin at the GDEcD. "One of the things we pride ourselves on is being a one-stop shop for companies," Wilson says. "We are the connection. We help leverage all the resources. That's our place in the model."

"All the resources" include technical colleges, universities, and local partners such as utilities, in addition to the state's ports, airports, rail lines, roads, and highways.

The GDEcD's Global Commerce team focuses on helping companies of all sizes, industries and regions—from Georgia and from across the globe—make the connections they need to ensure their businesses flourish in the Peach State.

## RAPID RESPONSE

To achieve that goal, external problems must be dealt with promptly and effectively. In March 2020, for example, Gov. Kemp called on businesses to assist in providing necessary medical resources in the wake of the pandemic.

The Global Commerce team continues to help Wilson's department spearhead this effort along with the department's Center of Innovation by connecting with manufacturers, small businesses, and innovators from across the state to produce, store, and distribute critical healthcare supplies.

"The response that our team has received from our partners has been

remarkable," Wilson says. Across responsibilities—including international trade—the GDEcD team has helped companies pivot from their original strategies, source raw materials for their retooled production, and navigate new protocols for health, safety, and sustainability.

Locales as diverse as China, Brazil, and Canada have provided direct aid and support while continuing to work with the state government to keep their Georgia-based employees safe and productive.

The Center's specialty is drilling down to the details and linking new and expanding businesses to staff experts and external partners and to independent mentors who can help spark inspired solutions for challenges and opportunities of any size.

The Center identifies "touch points" for businesses, including private sector partners, says Wilson. All services are free of charge. The Center's logistics team helps companies improve supply chain efficiencies, support growth, and increase global competitiveness. It connects companies to the technical industry expertise, collaborative research, and partnerships that cargo-owning companies need.

## LONG-TERM SUPPORT

Not only does the state government pride itself on recruiting businesses to Georgia and providing assistance in times of urgent need, but it also is structured to provide long-term support "once a company lands in Georgia," Wilson says.



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"If you are employing Georgians, we are going to work with you as you continue to grow," he says. "You have become part of the Georgia family of companies."

That ongoing sense of community and partnership is "truly a differentiator for the state," he says. "That's what sets Georgia apart." Georgia seeks to be a place where people want to "live, work, play, and enjoy their lives," he adds.

"For 150 years, the reason the economy has boomed in Georgia is logistics," Wilson says. "Throughout our history, we've had governors and General Assemblies that have made investment in logistics a priority."

The state's logistics assets reflect these efforts:

- Two international airports—Hartsfield-Jackson Atlanta and Savannah/Hilton Head—and nine of the top 10 cargo airlines in the world.
- Both of the Eastern U.S. Class I railroads, CSX and Norfolk Southern, along with 24 short-line railroads.
- Two deep-water ports, Savannah—the fastest-growing port in the United States—and Brunswick.
- Six U.S. interstates—1,200 miles of highway—connecting shippers to 80% of the country in two days or less driving time.

## SUPERIOR PORTS

Prominent among Georgia's logistics assets is the Georgia Ports Authority (GPA), a major driver of jobs and business opportunities in the state. Georgia's deepwater ports and inland barge terminals support some 500,000 jobs and contribute \$29 billion in income annually in Georgia. The ports generate \$122 billion in revenue and \$3.4 billion in state and local taxes.

The Port of Savannah handled 9.3% of total U.S. containerized cargo volume and 10.5% of all U.S. containerized exports in the 2020 fiscal year, GPA reports. Behind those numbers is an impressive record of service.

"GPA provides greater scheduling flexibility and market reach through Savannah, with 35 weekly containership services, direct interstate connections, and on-terminal rail," explains GPA Executive Director Griff Lynch. "Intermodal service is provided by Class I railroads CSX and Norfolk Southern.

"The Port of Savannah is closest and fastest by rail to the major population centers of Atlanta, Memphis, Nashville, Charlotte, Huntsville, and Birmingham," he adds. "On-terminal service from two Class I railroads means more schedule and routing choices."

A major expansion project, the Mason Mega Rail Terminal, has increased the

Port of Savannah's rail lift capacity to 2 million TEUs per year, Lynch reports.

As the most westerly major container port on the U.S. East Coast, Savannah is poised to take advantage of its broad global shipping network and enhanced rail capacity to provide expanded intermodal service to major inland markets. This stronger rail link will provide customers a new opportunity to take advantage of Savannah's timely, reliable terminal services.

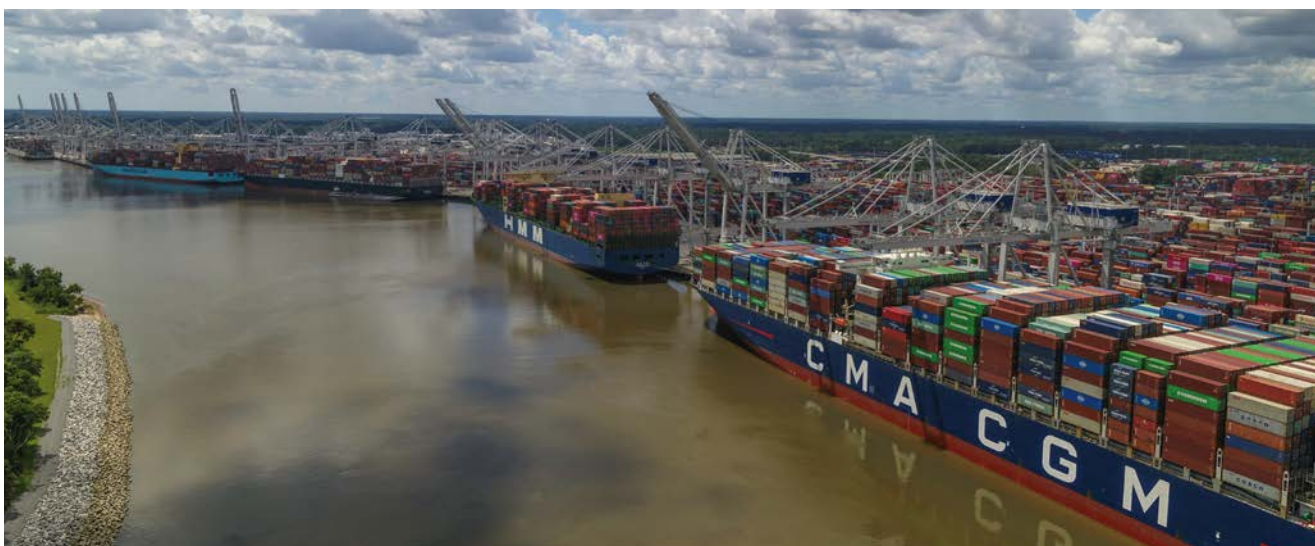
Additionally, the Port of Savannah enjoys superior truck connections. Immediate access to I-16 (East/West) and I-95 (North/South) means key cities and manufacturing points throughout the U.S. Southeast and Midwest may be reached within a one- to two-day drive.

## RESPONSIVENESS TO CHANGE

Lynch says the increasing role of digitalization in shipping has strongly affected GPA's approach to its work.

"Traditionally, the data used by the terminal operator is inclusive of the waterside operations, and lacking on the landside," he says. "GPA strives to improve the sharing of data and knowledge with the landside operations to improve the flow of cargo from berth to store.

"This is a pioneering effort, not standardized, and is gaining traction every day," Lynch adds.



The Georgia Ports Authority achieved a record level of container trade in 2021, handling more than 5.6 million twenty-foot equivalent container units of cargo. By June 2022, the GPA will grow the Port of Savannah's annual container capacity by 1.6 million TEUs.





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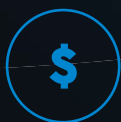
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For those considering moving to or expanding within Georgia, the state provides a series of job tax credits, including special enhancements for port-using industries. Additionally, there is ample land available near Georgia's port facilities and rail hubs to ensure the efficient movement of manufacturing components and finished goods.

Lynch describes the state's Quick Start program, which provides targeted workforce training, as a national model. Quick Start develops and delivers fully customized, strategic workforce solutions for qualified companies investing in Georgia.

Quick Start helps companies assess, select, and train new hires. Services are provided free of charge as a discretionary incentive for job creation for clients opening or expanding manufacturing operations, distribution centers, headquarters operations, and customer contact centers in a broad range of industries.

GPA grew its workforce by 145 employees in 2021. Lynch says the increase is due in part to Y.E.S., a workforce development program aimed at career-ready high school seniors, launched by GPA in early 2019.

The program, which has accepted 26 students to date, has been so successful that GPA recently expanded the Youth Learning Equipment and Safety/Youth Elevating their Skills and Training program, now known as Y.E.S.+

The initiative previously focused on terminal operations and maintenance positions, but Y.E.S.+ will begin including other departments such as finance and human resources when the 2022 program kicks off in August.

## PARTNERS IN GROWTH

Connectivity and communication go hand-in-hand in the supply chain, and the state's emphasis on forging strong links all along the way is a vital factor in Georgia's logistics success. Nowhere is this aspect of Georgia's logistics leadership more evident than the links that exist with its ports.

"The people we deal with at the Georgia Ports Authority are always on their game," says Hal Justice, vice



**Atlanta Bonded Warehouse (ABW) offers co-packing services and is a long-time provider of temperature-controlled and ambient warehousing as well as LTL/TL transportation.**

president of sales and operations for Atlanta Bonded Warehouse (ABW), a long-time provider of temperature-controlled and ambient warehousing, co-packing, and LTL/TL transportation services.

National and international logjams made the past two years particularly challenging for logistics providers, Justice acknowledges. But, he says, timely, open, and reliable communication helped minimize the stress of short inventory and limited flexibility in outbound transportation.

"Our contacts at the port are very upfront, very responsive," Justice says. "They give us the facts-on-the-ground so we can communicate expectations accurately to our customers."

The experience is typical of the cooperation that exists among the key links in Georgia's supply chain. "We rely a lot on drayage from the port," he says. "The drayage carriers and railroads were responsive. Everybody was working to fix the problems. Everybody put a shoulder into it."

This positive logistics environment contributed to another year of growth for ABW, which annually handles more than 700 million cases and 9.4 million pallets across 6.4 million square feet of space from 15 facilities across the Southeast and Southwest.

"We added a lot of business in the back half of the year," Justice says, "and our throughput volumes were up more

than 14% over 2020. This increase was in spite of short inventories."

The continued record of growth is especially remarkable in light of the unpredictable nature of 2021's inventory needs, stretched transportation resources, and evolving health regulations brought about by the pandemic.

"To say that 2021 was a challenge would be an understatement," Justice says. "Some customers had no issues with getting us inventory but those were the exception, not the rule."

## RIISING TO THE CHALLENGE

Employment challenges likewise complicated matters, but Georgia employers such as ABW rose to meet those challenges.

"We have never seen a year quite like last year for scheduling labor on top of finding, recruiting, and retaining a skilled workforce," Justice says, adding that ABW emphasized—and continues to emphasize—the importance of maintaining a skilled workforce whose primary focus is serving the customer.

Among other things, competitive wages figured prominently in the solution. "If you don't have enough applications to cover your growth and turnover, you are not offering a competitive starting and mature wage," he says.

Finding solutions, in turn, contributed mightily to Georgia's ability to maintain its status as a standout on the national logistics landscape by distinguishing the





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### LOCATIONS





state from other regions of the country. “We had several large customers shift out-of-region volume to us in spite of a transportation penalty simply because we could handle their orders,” Justice says. “It was difficult, but we have a great operations team who figured out a way to handle the volume.”

## PLENTIFUL RESOURCES

As its name suggests, nVision Global Technology Solutions takes a world view of logistics. From its perspective, Georgia is more than just a peach—it is a veritable orchard of logistics resources. And to keep the crops growing, water is as essential as the sun.

“Georgia continues to thrive in the supply chain,” says Stewart Dunsmore, senior vice president, supply chain services, at nVision Global. “This is driven by many activities such as the Savannah Port providing more access for larger vessels and additional open space for volume.

“Also, many shippers have made Georgia home for both corporate offices and logistics operations along with the distribution facilities required to support their growth in the Southeast and up and down the Eastern Seaboard,” Dunsmore says.

Georgia seaports have long been considered to be among the top ports in the United States, serving as gateways to the world. But, Dunsmore says, there’s more to the state’s “liquid assets” than just that: “Georgia has inland ports as well,” he points out. “Atlanta is one of the largest ports for both rail and air activity. Additionally, Georgia has a very extensive Foreign Trade Zone network throughout the state.”

As a world leader in end-to-end order management, nVision Global also enjoys a unique perspective on the progress achieved through supply chain digitalization.

“We have spent more than 30 years designing and developing some of the best solutions worldwide to address global freight management,” Dunsmore says. “Today, in the world of ‘digital order management,’ the old manual processes that were previously involved with global logistics have been replaced with a faster and more efficient digital approach.

“Our solutions provide customers with a frictionless experience to quickly deploy and evolve configurable technology solutions around their constantly changing requirements,” he adds.

All of this translates into enabling nVision’s customers to leverage the company’s cloud-based order-management platform, real-time intelligence tools, and customizable reporting to manage their day-to-day supply and demand chain activity.

“Our customers rely on this technology across every aspect of their business to ensure they deliver for their customers,” Dunsmore says. “Our global spend management solutions are built upon the cornerstone of our technology services—our pricing, rating, and auditing technology. These tools drive our worldwide robust freight auditing services.”

The company’s proprietary freight audit and payment technology is the most advanced in the market, according to Keith Snively, nVision’s senior vice president, global sales and marketing. “Our solutions are built on Microsoft DNA, our web portals are user-friendly and focus on real-time visibility and

transparency,” he says, adding that new system updates are released monthly.

The financial return for freight audit goes well beyond the errors identified during the audit process. “As it relates to freight audit and spend management, the potential savings are hidden in the details,” Snively says. “Something might seem simple at a first look, but upon further analysis with comprehensive spend management solutions, our customers maximize their returns. Freight audit and payment is just the first step in global transportation spend management.”

Snively says nVision’s extensive experience in transportation and logistics provides the company with a comprehensive understanding of all the peculiarities of freight invoice data.

“It helps us to understand how to harmonize charge items as well as global origin and destination data,” he says. “Our analytical tools are optimized to deliver detailed insights on specific line-item charges, freight, shipments, and much more.”

## THINKING AHEAD

The rapid changes and ever-increasing demands in today’s logistics marketplace require logistics providers to keep pace with—and anticipate—growth as never before. Fortunately, forward thinking is yet another way in which the state’s logistics providers have contributed to the state’s leadership in the industry.

Case in point: JIT Warehousing & Logistics, a Georgia family business with more than three decades of experience in the import/export field.

Located just a half mile from the GPA’s Ocean Terminal and about 3.5 miles from the Garden City Terminal,

**"GEORGIA CONTINUES TO THRIVE IN THE SUPPLY CHAIN. THIS IS DRIVEN BY MANY ACTIVITIES SUCH AS THE SAVANNAH PORT PROVIDING MORE ACCESS FOR LARGER VESSELS AND ADDITIONAL OPEN SPACE FOR VOLUME."**

**-STEWART DUNSMORE**  
SENIOR VICE PRESIDENT, SUPPLY CHAIN SERVICES  
nVISION GLOBAL TECHNOLOGY SOLUTIONS





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**JIT Warehousing & Logistics, a Georgia family business, provides warehousing, trucking, shipside delivery, port pickup, container drayage, stripping, stuffing, cross-docking, and over dimensional/crane services, offering specialized trailers for heavy haul.**

JIT—which stands for Just In Time—provides warehousing, trucking, shipside delivery, port pickup, container drayage, stripping, stuffing, cross-docking, and over dimensional/crane services. The company's over-dimensional division includes local road escort, rigging, cargo transfer on and off flat racks, securement to line requirements, and additional specialized trailers for heavy haul.

In response to increasing demand, JIT is now expanding both its vehicle fleet and its facilities. "We are expanding our over dimensional department," reports Ben Goldberg, company president. "We've added a new heavy-haul truck and three heavy-haul trailers. We've also opened a second yard to service import and export over dimensional loads."

Goldberg says JIT is putting a crane at its second Savannah heavy lift facility, enabling the project cargo division to handle heavier lifts at both yards.

Trevor Lockwood, JIT's vice president, project cargo, says the new equipment will enable JIT to significantly increase its capacity to assist importers and exporters with their project cargo needs.

Additionally, the company is breaking ground on a new 226,000-square-foot rail facility to service cargo to and from Norfolk Southern. JIT operates facilities on the Norfolk Southern rail line, in addition to several other Savannah locations, offering more than 750,000 square feet of warehouse space.

The fleet and warehousing footprint

expansions coincide with the GPA's port expansions. "We're excited about bringing online our new warehouse with Norfolk Southern rail line," says Evelyn Goldberg-Davis, JIT's executive vice president. The company is working with Norfolk Southern to transload more boxcars to ocean containers and ocean containers to boxcars.

"With additional trucks and company-owned chassis, our container volumes continue to increase," notes Anna Lockwood, vice president.

The company's driver dispatch software links with the port authority system for continual container updates. "Due to our variety and capabilities, we are a first call for problem solving for many of the lines and entities that work alongside the GPA," she says.

For company founder and patriarch Ben Goldberg, it all adds up to maintaining the company's place as a star on Georgia's logistics crown. "I'm very proud of our family's roots in Georgia," he says. "And you can be sure we will continue to study our assets to stay ahead of the curve."

## ANTICIPATING NEEDS

The exchange of data between various heterogeneous systems is a major challenge for logistics, says Steve Syfan, executive vice president of Syfan Logistics. Located some 50 miles northeast of Atlanta in Gainesville, Syfan is a full-scale, asset-based logistics

management company and a well-recognized logistics leader in Georgia.

"We have been developing a digital footprint that places us in a strategic position to rapidly handle these challenges," Steve Syfan says. "Leveraging relationships with technology partners inside and outside the logistics space allows Syfan to think outside the box and provide creative solutions to industry issues."

Syfan believes Georgia's technology infrastructure is one of the most redundant and robust of any state. The Atlanta region, he points out, is the hub for several large carriers and service providers.

"The state has always placed an importance on economic development, which attracts businesses to the state and creates an environment for existing businesses to grow," Syfan says, adding that Syfan Logistics distinguishes itself as a particular Georgia logistics asset in part through the broad reach of its offerings.

## CULTIVATING SOLUTIONS

"Syfan is diversified with a network of services to provide much more flexibility in addressing virtually any need of a shipping customer—from third-party brokerage representing thousands of carrier partners to its own fleet of trucks for dedicated loads or filling in gaps," he says.

"Syfan also has a sister company that provides terminal tractors and trailers for fleet leasing or new sales to warehousing and distribution customers," Syfan adds.

He says Syfan Logistics embraces technology "not as the driving force of logistics, but as a tool to extend the services offered to partners, and act as an advocate for the industry's digital transformation."

Like all businesses, logistics has been impacted by nationwide employment challenges. One way Syfan copes with the challenge of finding sufficient qualified workers is to tap into the state's rich logistics education assets.

"To meet our region's need for a professional logistics workforce, our company is proud to partner with the University of North Georgia in nearby Dahlonega to create the area's first supply chain academic curriculum and





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**Syfan Logistics is a full-scale, asset-based logistics management company and a logistics leader in Georgia. Syfan provides third-party brokerage services, representing thousands of carrier partners, as well as its own fleet of trucks for dedicated loads.**

logistics laboratory,” Syfan says. “We are always looking for innovative ways to build a larger pool of quality professional candidates for our industry and our growing company. We believe this collaboration with UNG will expose many more students to career opportunities in logistics, helping them while building an even stronger workforce in our backyard of Northeast Georgia.”

Syfan has an extensive internship program that exposes potential team members to the industry. Company CEO Jim Syfan, who worked with the University of North Georgia on this project, was recently appointed by Gov. Kemp to the University Systems of Georgia Board of Regents.

Meanwhile, Steve Syfan, who serves on the board of directors for the GDEcD, looks forward to the planned 104-acre Northeast Georgia Inland Port, set for completion in 2024. The inland port will provide a direct link to the Port of Savannah via Norfolk Southern.

## PROVIDING PROVEN EXPERTISE

Georgia’s infrastructure advantages certainly are key elements of the state’s logistics success. “Atlanta Hartsfield-Jackson International Airport and the Port of Savannah remain tremendous assets for Georgia logistics,” says Brian Thompson, chief commercial officer for SMC<sup>3</sup>.

But expertise and innovation are equally vital. As a leading provider of logistics intelligence solutions, SMC<sup>3</sup> plays a critical role in facilitating

high-speed, electronic communication between carriers, shippers, and third-party logistics providers across North America. With corporate headquarters in the Atlanta suburb of Peachtree City, SMC<sup>3</sup> enjoys a solid track record of pushing the LTL industry forward for more than 85 years.

“Georgia is a top state for doing business,” says Thompson. “It has nationally ranked infrastructure and IT operations to effectively reach domestic and global markets, so Georgia plays a huge role in effective supply chain operations.”

SMC<sup>3</sup> offers a range of freight transportation solutions that contribute to Georgia’s logistics prominence. Thompson says the company is uniquely positioned to help customers of any size across the continent, including those with diverse requirements.

“Our products continue to support customers’ needs as they grow, whether they’re a shipper dealing with 10 shipments per week or a logistics service

provider handling 10,000 shipments per day—or a carrier transporting those shipments,” Thompson says.

## FOCUSED ON SOLUTIONS

SMC<sup>3</sup> delivers solutions for those requiring high-powered tools to support transportation optimization and advanced modeling as well as those seeking simpler, secure solutions, he adds.

For example, Thompson says, shippers look to the company’s over-the-road transportation procurement solution, BidSense, to optimize freight spend and streamline transportation planning. LTL carriers share data and shipment information via APIs (application programming interfaces) and EDI (electronic data interchange), and SMC<sup>3</sup> offers solutions for both methods of communication.

The company continues to develop new technology solutions all with an eye to what Thompson calls a simple truth: “The introduction of innovative supply chain solutions into established supply



**“GEORGIA IS A TOP STATE FOR DOING BUSINESS. THE STATE HAS NATIONALLY RANKED INFRASTRUCTURE AND IT OPERATIONS TO EFFECTIVELY REACH DOMESTIC AND GLOBAL MARKETS, SO GEORGIA PLAYS A HUGE ROLE IN EFFECTIVE SUPPLY CHAIN OPERATIONS.”**

**-BRIAN THOMPSON**  
CHIEF COMMERCIAL OFFICER, SMC<sup>3</sup>



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chain processes is the best way to solve complex transportation issues,” he says. “This has never been more evident than during the pandemic.”

SMC<sup>3</sup> offers CarrierConnect XL, a solution enabling LTL carriers to communicate operational capabilities, such as lanes served, published transit times, and direct/indirect points. In 2022, the company is enhancing the program with advanced messaging capability that allows carriers to communicate location and lane-specific service disruptions directly into the shipper’s transportation management solution (TMS).

“The carrier can inform their customers about when the disruption begins, ends, and the reason for the disruption such as a storm, hurricane, fire, or even capacity constraints,” Thompson says. “During a time of unprecedented supply chain challenges, it is imperative that information be available to all parties in a manner that is immediate, efficient, complete, and accurate.”

CarrierConnect augments the company’s existing suite of standardized API and EDI solutions that work to close the communication gap in LTL transportation.

## MARKET GROWTH

In the end, the definition of logistics leadership is subjective and the factors that set one state or region apart are as numerous as customers’ logistics needs. This explains why Taylored Services is scheduled to open a new distribution site within 10 miles of the Port of Savannah in summer 2022. Taylored Services offers a range of high-quality and efficient logistics solutions that allow it to scale expeditiously to meet customers’ needs.

“Over the past few years, we tracked all the key renovations that the Savannah port has achieved to accommodate larger ocean vessels,” says Mike Letzter, Taylored’s vice president of distribution and fulfillment. “Taylored Services feels this is the next strategic port for our company growth to support our customers.”

The company, celebrating its 30th anniversary this year, is building on its established record of success in New Jersey and California, near the ports of Elizabeth (New Jersey) and Los Angeles.

“Taylored Services has been recognized as a Top 100 logistics company for the past seven years due to our company growth, brand recognition, and omnichannel capabilities,” Letzter says. Savannah’s \$1 billion investment in deepening the water level to accommodate the larger and wider ocean vessels has paid off, he adds, making the port the third largest in the United States.

“Savannah’s commercial real estate has been booming with new distribution sites over the past few years, so Taylored wants to participate in this regional market growth,” Letzter says. He notes that Taylored’s employee-centric culture meshes well with Georgia’s existing workspace. “We feel our company culture will be a terrific fit with the existing Georgia workforce,” Letzter adds.



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“Taylored Services has doubled our revenue growth from 2015-2020, and then doubled again over the past year, which has created tremendous job growth for our current distribution markets,” Letzter says. “We see Georgia as another strategic region to establish these employment opportunities that are beneficial for us and the local job markets.”

The company has adjusted to the labor shortfalls that have occurred since the pandemic. “Our job market has been affected through economics, fear, illness, and government intervention regarding compensation, which encouraged the labor force to consider staying home instead of continuing employment,” he says.

“Taylored Services had to pivot off of our normal labor strategies to overcome these challenges through enhancing our work environments to be even more employee friendly to encourage the workforce to return and be retained,” Letzter says. The company enhanced its workplace environment through weekly



**With locations on the East and West Coasts, Taylored Services supports supply chains spanning the United States. The company is scheduled to open a new distribution site within 10 miles of the Port of Savannah in summer 2022.**

prize raffles, onsite food trucks, performance bonuses, and competitive wage adjustments.

The company plans to be a major contributor to Georgia’s logistics culture in ways that go beyond the workplace. “Historically, Taylored Services has been a strong supporter and contributor to local communities and school environments through volunteer work and

financial support,” Letzter says. Taylored also takes pride in being a “green” company, with company policies and procedures designed to ensure a high level of recycling.

“Taylored Services has been built on flexibility, innovation, and fearlessness over the first 30 years,” Letzter says. “We will continue to pursue these same core values as we move forward into Georgia.” ■



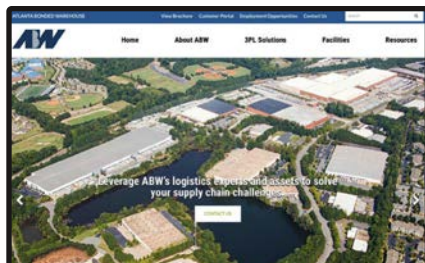
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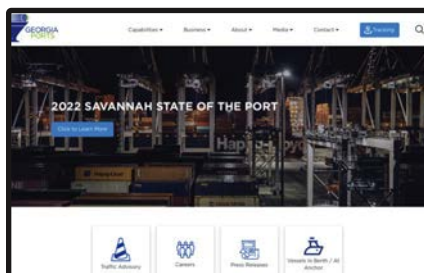


## Atlanta Bonded Warehouse • [www.atlantabonded.com](http://www.atlantabonded.com)

Atlanta Bonded Warehouse (ABW) has been providing public and contract food-grade, temperature controlled distribution services for 70 years. ABW is a leader in providing integrated asset-based logistics solutions for the food, pharmaceutical, household durables, and CPG industries. Our goal is total customer satisfaction through continuous innovation in technology and in best practices by focusing on teamwork, integrity, and accountability, all in a safe working environment.

## Georgia Center of Innovation - Logistics [www.georgia.org/center-of-innovation](http://www.georgia.org/center-of-innovation)

To grow a business, reshape product lines or launch new ideas, it's helpful to have a partner in the process rather than navigating solo. The Georgia Center of Innovation stands ready to be part of your team from start to finish, saving precious time and financial and human resources. If you're looking for impartial, professional advice, you've discovered the right place. The Center's team members bring wisdom and insight in their specific industries and have the ability to clear the path to innovation and expansion. Let's get started, visit the website today.

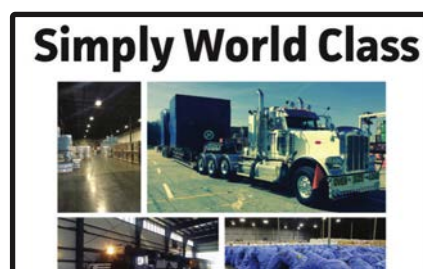


## Georgia Ports Authority • [www.gaports.com](http://www.gaports.com)

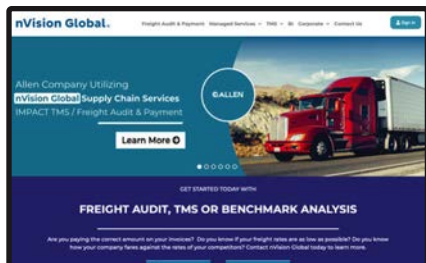
The Georgia Ports Authority (GPA), which includes the Port of Savannah, the Port of Brunswick, the Bainbridge Inland Barge Terminal, and the Columbus Inland Barge Terminal, is committed to maintaining its competitive edge through the development of leading-edge technology, marketing and operations to move cargo faster. Deepwater ports in Savannah and Brunswick, together with inland barge operations in Bainbridge and Columbus, are Georgia's gateways to the world; the critical conduits through which raw materials and finished products flow to and from destinations around the globe. Find out more at [www.gaports.com](http://www.gaports.com)

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JIT Warehousing & Logistics is a proven warehousing and distribution leader, offering world-class warehousing, trucking, shipside delivery, intermodal services, specialty hauling and much more. Based in Savannah, Georgia, JIT operates throughout the United States, moving a variety of commodities. Operating all company-owned equipment, JIT is your turnkey, just-in-time partner.







## **nVision Global Technology Solutions • [www.nvisionglobal.com](http://www.nvisionglobal.com)**

nVision Global is an industry leader in providing configurable logistics services and solutions for customers around the world, enabling them to optimize their supply chain and gain access to critical data. We offer a full suite of logistics services and solutions that allow for end-to-end shipment and supply chain management and visibility.

## **SMC<sup>3</sup> • [www.smc3.com](http://www.smc3.com)**

SMC<sup>3</sup>—the leading provider of freight transportation technology data and solutions—delivers the only integrated suite of intelligent technology data solutions geared toward the less-than-truckload and truckload industries. As a leader in both transportation software innovation and supply chain education, more than 5,000 North American shippers, carriers, logistics service providers and freight-payment companies rely on SMC<sup>3</sup>'s sophisticated LTL base rates, content, and expert bidding tools to make the best business decisions.

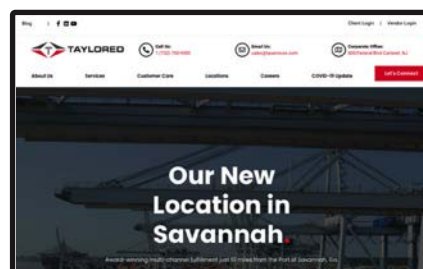


## **Syfan Logistics • [www.syfanlogistics.com](http://www.syfanlogistics.com)**

Since 1984, Syfan has provided customers with a competitive advantage through superior transportation and logistics services. Syfan consistently strives to meet and exceed customer expectations of service through timely communication and quality information. Leveraging its rich experience and dedicated team, Syfan's commitment is to provide you with on-time pickup and delivery—every time.

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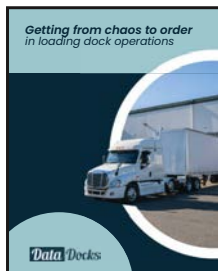
### OWN THE TRANSPORTATION CONVERSATION WITH THE C-SUITE

*Offered by DAT Freight & Analytics*

Have you ever dealt with C-Suite executives who have preconceived notions about supply chain and transportation management that don't mesh with reality? Dr. Chris Caplice, senior research scientist, MIT and chief scientist at DAT Solutions is here to help. In this webinar, he debunks six common transportation myths that (most) senior executives believe.

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## WHITEPAPERS

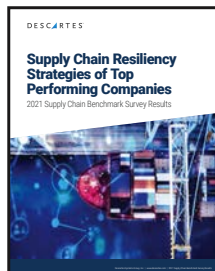


### GETTING FROM CHAOS TO ORDER IN LOADING DOCK OPERATIONS

*Offered by DataDocks*

Loading dock chaos is fundamentally not a process problem, but a communication problem. Each internal and external actor follows its own plan, without sharing information or recognizing how everything fits together. The solution is for facilities to take the lead. They must assert the benefits of implementing structure. They may face initial resistance to change, but ultimately every party will feel the improvement.

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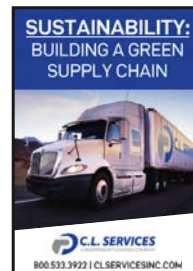


### GLOBAL SHIPPING CRISIS: GLOBAL TRADE INTELLIGENCE KEY TO MINIMIZING SUPPLY CHAIN IMPACT & DELAYS

*Offered by Descartes*

With the supply chain crunch likely continuing into 2022, the situation for many organizations could go from bad to worse unless they have solid strategies. This benchmark analysis uncovers the supply chain resiliency strategies of top-performing companies as well as the critical steps you can take to reduce risk.

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### HOW TO BUILD A SUSTAINABLE SUPPLY CHAIN

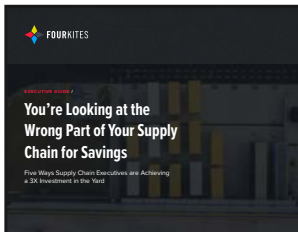
*Offered by C.L. Services*

U.S. transportation emits 1.9 billion tons of carbon every year on average, and about 23% of these emissions come from medium- and heavy-duty freight trucks. With continued expansion of global markets, freight trucking emissions could skyrocket in the coming years. Read this whitepaper to learn how companies are actively working to reduce emissions and build a more sustainable future.

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## WHITEPAPERS

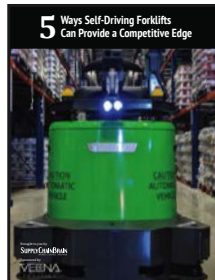


### 5 WAYS YARD MANAGEMENT SYSTEMS GENERATE ROI

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Supply chain budgets have been updated, revised, and revised again in the wake of global supply chain disruptions. You may notice a trend emerging: a significant increase not just in the cost to secure capacity, but the costs of holding onto assets for too long as well. Read this whitepaper to learn why reining in the high costs of facility operations is a necessary part of any executive's supply chain strategy.

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### TOP 5 WAYS SELF-DRIVING FORKLIFTS PROVIDE A COMPETITIVE EDGE

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Labor force insecurity combined with a shifting and intensifying market demand has made the cost of delaying improvements too high. Facilities that advance their operations with driverless equipment reduce overhead costs while speeding up fulfillment, improving workflows, and extending the staff they already have. Learn how companies using this equipment are getting ahead.

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### THIRD-PARTY LOGISTICS WAREHOUSE BENCHMARK REPORT

*Offered by 3PL Central*

Using aggregated responses from logistics professionals who own or operate third-party logistics (3PL) warehouses, this report provides insight on industry-specific topics including analysis of best practices for growth opportunities, the labor shortage, technology integration, and trends 3PLs need to know to remain competitive.

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## PODCAST



Margaritta Topielski



Thomas McCormack

### PREPARING FOR THE NEW BUSINESS LANDSCAPE

*GUESTS: Margaritta Topielski and Tom McCormack, Taylored Services*

As the world begins to slowly recover from a truly global disruption, the supply chain continues to deal with the aftershocks that have changed business forever. Companies that are quick to adapt and adopt new processes, innovative technologies, and dynamic strategies find that they are better prepared to respond to the dramatic new business landscape. Margaritta Topielski and Tom McCormack of Taylored Services discuss what they see today and down the road ahead.

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## IN THIS SECTION: 3PLs

### 3PLs

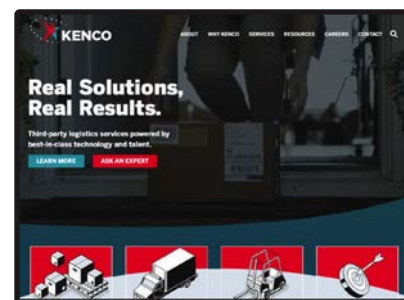


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Romark Logistics is a premier third-party logistics and cold chain provider in North America since 1954. Romark has created a flexible environment for its customers providing both contract and public distribution and fulfillment solutions in NJ, PA, 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

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## E-Commerce - Global Logistics

## E-COMMERCE

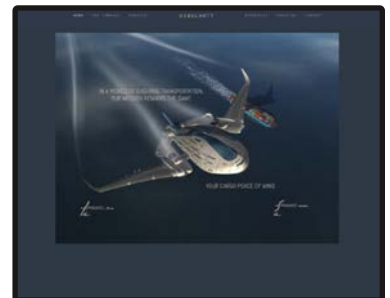
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MagicLogic provides complete Load Planning solutions using advanced algorithms developed in-house. Our software is capable of handling the most complex requirements, including mixed-mode Load Planning, mixed case Palletization software for packstations and robots, and high-speed Cartonization. Industry-standard APIs ensure our software is adaptable and fast to integrate. Comprehensive loading and stacking rules are modeled with ease. Solutions are available on-premise or the cloud.

## GLOBAL LOGISTICS

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AIRSCHOTT, INC., founded in 1977, is involved in various aspects of international transportation, specializing in the handling of sensitive and “special needs” cargoes including time sensitive shipments, perishables, heavily regulated commodities, government cargoes, hazmats, oversized/overweight and high-value merchandise. Our Quality Management System is certified under quality assurance standards ISO 9002-1994 for Customs Brokerage, Freight Forwarding, Trucking, Warehousing and Logistics.

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COSCO Shipping brings the highest quality of ocean cargo transportation services to every corner of the globe, with one of the largest, newest and “greenest” fleets making frequent and timely calls to the busiest ports worldwide. COSCO Shipping delivers your containerized cargo quickly, economically and securely, interfacing with rail, road, barge, air and more, with advanced equipment and technology leading the way to absolute supply chain efficiency. And, there is no other ocean carrier who knows China better.

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Since 1923, organizations have leveraged CT Logistics to provide global freight audit & payment and transportation management solutions. Partner with CT to design and implement customized supply chain and rate management solutions. CT's Business Intelligence platform provides global spend visibility and data analysis using SOCl and ISO 9001:2015 certified processes. Services also include: Shipment Execution, Bid Management, Shipment Planning and Execution Software, and Professional Services for consulting and advising.





## IN THIS SECTION: Global Logistics

### GLOBAL LOGISTICS



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Echo Global Logistics, Inc. (NASDAQ: ECHO) is a leading Fortune 1000 provider of technology-enabled transportation and supply chain management services. Offering freight brokerage and Managed Transportation solutions for all major modes, Echo works to simplify the critical tasks involved in transportation management. Echo maintains a proprietary, web-based technology platform that compiles and analyzes data from its network of over 50,000 transportation providers to serve 35,000 clients across a wide range of industries. For more information on Echo Global Logistics, visit: [www.echo.com](http://www.echo.com).

#### EVERGREEN SHIPPING AGENCY (AMERICA) CORP. [www.evergreen-shipping.us](http://www.evergreen-shipping.us)

Evergreen Shipping Agency (America) Corp. is the North America general agent for Evergreen Line, one of the world's leading ocean carriers. Serving U.S. importers and exporters since 1974, Evergreen Shipping Agency (America) Corp. offers one of the largest intermodal networks in the United States, including worldwide ocean shipping and inland transportation services. Together with its principals, EGA continues to offer unmatched international transportation service.



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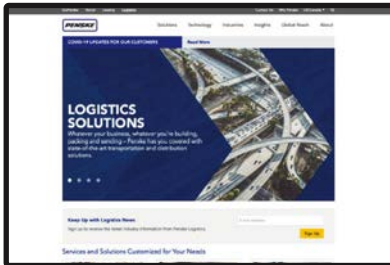
Over land, on the water, in the air - or in any combination - Lynden has been helping customers solve transportation problems for almost a century. Operating in such challenging areas as Alaska, Western Canada and Russia, as well as other areas around the globe, Lynden has built a reputation of superior service to diverse industries.





IN THIS SECTION:  
Global Logistics

## GLOBAL LOGISTICS

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**PHARR INTERNATIONAL BRIDGE • [bridge.pharr-tx.gov](http://bridge.pharr-tx.gov)**

The Pharr-Reynosa International Bridge serves as one of the most important ports of entry for the U.S.-Mexico border. It handles both commercial and passenger-operated vehicles and crosses about 175,000 vehicles monthly. The Pharr International Bridge is also the only commercial bridge crossing in Hidalgo County, and is the number two bridge in the country for crossing of fruits and vegetables. The Pharr International Bridge connects US Hwy. 281/I-69W to the City of Reynosa, Tamaulipas, the fastest growing city in Mexico.

**PORT OF LONG BEACH • [www.polb.com](http://www.polb.com)**

The Port of Long Beach is one of the world's busiest seaports, a leading gateway for trade between the United States and Asia. During the next 10 to 15 years, the Port of Long Beach plans to create at least four container terminals of more than 300 acres each, and to build at least one other large terminal. The new terminals will have dockside rail facilities, which allow cargo to be transferred directly between ships and trains. Such transfers speed deliveries between Long Beach and markets nationwide. For more information on the advantages and services offered by the Port of Long Beach, visit [www.polb.com](http://www.polb.com).

**PORT OF NEW YORK & NEW JERSEY • [portnynj.com](http://portnynj.com)**

The Port of New York and New Jersey is the largest port on the East Coast and gateway to one of the most concentrated and affluent consumer markets in North America. With access to more than 134 million consumers within 250 miles of the Port—our network of terminals, rail and roadways ensure that cargo moves efficiently, cost effectively and in a way that is environmentally sustainable.





## IN THIS SECTION:

## Global Logistics - Logistics IT

### GLOBAL LOGISTICS

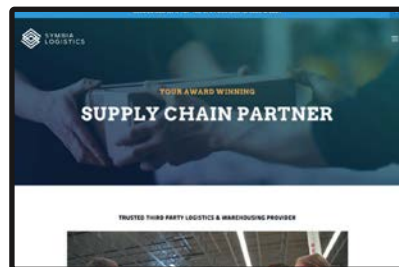


#### PORT OF TAMPA • [www.porttb.com](http://www.porttb.com)

Tampa/Hillsborough County boasts some of the highest-rated international and domestic shipping facilities in the nation. Strategically located on Florida's west coast, the Port of Tampa is easily linked to rapidly expanding markets in Central and South America, and beyond the Panama Canal. The port also provides ship building, maintenance, and repair. To learn more about these services, point your browser to the port's web site.

#### SYMBIA LOGISTICS • [www.symbia.com](http://www.symbia.com)

As a privately held family business with over 150 years of combined experience, the Symbia Logistics team has provided facility-based supply chain support to a variety of industries including sporting goods, apparel, dry grocery, health and beauty, aerospace, chemical, industrial goods, kitting, and direct-to-consumer fulfillment services. The Symbia Executive Team has been developing customized solutions and processes for logistics clients since 1989. We consistently exceed customer expectations and establish long-term partnerships.



#### TFORCE LOGISTICS • [www.tforce.com](http://www.tforce.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](http://tforcelogistics.com).

### LOGISTICS IT

#### 3PL CENTRAL • [www.3plcentral.com](http://www.3plcentral.com)

With well over a decade of working with top-performing 3PL warehouses, our entire team is dedicated to building supply chain warehouse management software based on 3rd party logistics best practices. 3PL Warehouse Manager, one of the leading cloud-based WMS systems, makes it easy for warehouses to manage inventory, automate routine tasks, and deliver complete visibility to their customers. Join our network of over 12,000 3rd party logistics professionals who use 3PL Warehouse Manager to manage their supply chain ecosystem.

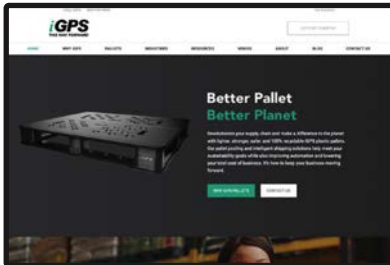




## IN THIS SECTION:

## Pallets - WMS

## PALLETES

iGPS • [www.igps.net](http://www.igps.net)

iGPS Logistics is North America's only pooler of 48x40 plastic pallets. iGPS pallets generate measurable savings in transport, reduced product damage, and other operational efficiencies. The world's only multi-use pallet to receive NSF Food Equipment Certification, iGPS' platform is a major advance in supply chain hygiene — a platform that can easily be cleaned. Contact us at 1-800-884-0225 or visit [www.igps.net](http://www.igps.net)

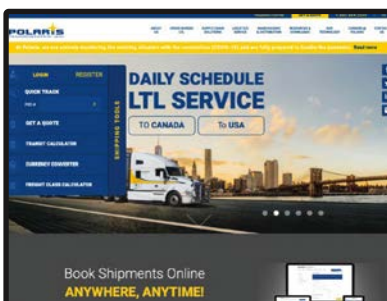
## RETAIL LOGISTICS

NORTH CAROLINA PORTS • [www.ncports.com](http://www.ncports.com)

North Carolina Ports offers port locations in Wilmington and Morehead City, along with a rail hub at Charlotte Inland Port. Our customer-focused approach means shippers receive excellent communication and customized service. Our customers experience the fastest turn times on the East Coast. And our expanding storage capabilities allow us to accommodate more customers than ever



## TRANSPORTATION

POLARIS TRANSPORTATION GROUP • [www.polaristransport.com](http://www.polaristransport.com)

Polaris Transportation Group is best known for scheduled LTL service between Canada and the United States. Polaris specializes in the shipment of dry goods. But it also has developed complementary transportation services including: specialized movement of trade show displays and exhibits, third-party cross-border and domestic freight management, cross-border and domestic intermodal service, expedited ground and air service, and global air and ocean freight forwarding.

## WMS

MANTIS • [www.mantis.group](http://www.mantis.group)

Mantis, established in 1996, is a leading international WMS / logistics software and solutions vendor with European origins. With 9 offices and many qualified partners, Mantis is present in 30+ countries in Europe, North & Latin America, Middle East & North Africa and Asia-Pacific. Mantis' flagship Logistics Vision Suite (LVS) is probably the only WMS / logistics software suite in the world that can be easily adapted for companies with sophisticated warehousing & distribution operations and automations. Its design represents a great leap in WMS / logistics technology, offering unique adaptability & outstanding upgradeability.





[IN FOCUS]

# SPOTLIGHT

*AMRs and AGVs*

> **inVia Robotics Picker Robot:** Through a robotics-as-a-service (RaaS) model, inVia Robotics combines its picker robots with AI-powered software to optimize warehouse operations. The solution uses algorithms to calculate inventory location, the optimal labor needed to complete fulfillment tasks, and the most efficient paths to take items from storage shelves to the central inVia PickerWall where workers are stationed to compile orders.



> **PopPick:** Geek+’s goods-to-person solution can increase picking efficiency to up to 650 totes per hour, improving warehouse storage density by 50%. Geek+ picking robots carry movable shelves to workstations where PopPick’s intelligent robot arms retrieve totes or boxes from the shelves and place them in two picking points for operators. PopPick incorporates order forecasts to automatically adjust tote locations within the inventory rack to optimize picking efficiency.



> **Vecna Counterbalanced Fork Truck:** This autonomous mobile robot (AMR) from Vecna Robotics offers vertical lift of up to 72 inches to help warehouses move a wide range of payloads and pallet types and lift inventory to and from equipment. The intelligent pallet-handling solution works alongside other materials handling vehicles and human workers to improve efficiency and throughput.

> **Magazino SOTO:** The mobile robot SOTO from Magazino automates material supply between the warehouse and the assembly line, transporting small load carriers or totes autonomously. The SOTO robot can pick up load carriers of different sizes and deliver them to flow racks at different heights, rotating them 90° to 180° as needed. Equipped with sensors, 3D cameras, and the ACROS.AI operating system, SOTO can perceive its environment, react to changes, and learn from experience.







**> Jungheinrich EKS 215a:** A compact automated guided vehicle (AGV), the EKS 215a can be used for mixed operations with manual trucks and pedestrians in warehouses. Featuring lithium-ion technology that enables 24/7 operation, sensors for safety, and a laser-guided navigation system for accuracy, the EKS 215a automated pallet stacker can be integrated into existing IT and software.



**> MHS AMR for Non-Conveyable Items:** These flexible autonomous mobile robot (AMR) solutions are designed for large or irregularly shaped items. Using AI mapping, these AMRs can quickly pick up and transport parcels throughout the logistics facility automatically, avoiding obstacles and

keeping their cargo secure. They have a small footprint and require no cables, wires, or floor channels, allowing for easy implementation and scaling as business needs change.

**> BlueBotics ANT Navigation:** The ANT navigation system by BlueBotics drives and directs AGVs and AMRs. The solution provides accurate and repeatable vehicle performance, allowing businesses to connect a range of vehicle types and brands in one fleet. As an organization's site and needs evolve, multiple vehicles can be connected using the ANT server, which can also interface with a business's WMS, MES, or ERP software.



**> Seegrid Palion Lift AMR:** The Palion Lift utilizes Seegrid IQ, a proprietary autonomy technology, to automate material movement to and from storage, staging areas, and workcells. Seegrid's navigation technology uses cameras, algorithms, and machine learning to navigate in dynamic environments alongside human coworkers. The solution provides end-to-end task automation for low lift processes, transporting payloads up to 3,500 pounds and placing them at heights of up to 6 feet.





[IN FOCUS]

# INBRIEF

## *New Services and Solutions*

### >TRANSPORTATION

> **ZIM Integrated Shipping Services** introduced the ZIM Ecommerce Baltimore Express (ZXB) service, which offers a fast transit time to Baltimore from Asia, calling on Yantian, Cai Mep, New York, and Boston. Starting as a bi-weekly service, it will become weekly within a few months, offering shippers dedicated out-of-gate lanes to avoid queues in Baltimore; guaranteed space and equipment without rolling; late cutoff from Asia ports; and expedited rail/air/road connections to inland destinations.

> **THE Alliance** is reconfiguring its ocean services in spring 2022 to provide more comprehensive port coverage. It is dividing its Asia-North Europe loop into two separate services (namely South East Asia to Europe; South East Asia and South China to Transpacific West Coast). It is also deploying larger ships for the most frequented services, including introducing fuel-efficient 11,000-TEU vessels to replace older tonnages.

> **Yang Ming Marine Transport** started a direct service connecting China and Australia. The China-Australia-2 Service (CA2) set sail on March 10, 2022. Deploying a fleet of six 3,500-3,900 TEU vessels,



> **P&O Maritime Logistics** now offers container-carrying services in Europe after completing a container fitting modification to the deck of a multi-carrying vessel (MCV). P&O Maritime Logistics' MCV fleet can now carry 20-foot, 40-foot, and 45-foot containers in addition to general and oversized project cargo. The MCVs are ideal for lower-volume, high-frequency shortsea routes as well as trade routes through rivers and to shallow water ports.

the new service is a joint operation with T. S. Lines Ltd., Pacific International Lines Ltd., and Sea Lead Shipping. The CA2 rotation includes Qingdao, Shanghai, Nansha, Shekou, Sydney, Melbourne, and Brisbane.

> **CMA CGM** consolidated its CAGEMA Mainliner service in South Florida to Port Everglades, which will serve as the single U.S. port of entry for the ocean carrier's direct route to the Islands. Southbound ports of call on the CAGEMA Loop 2 service

for Port Everglades include Kingston, Jamaica, as well as Point Lisas and Port of Spain in Trinidad and Tobago. The Northbound route includes Saint George's, Grenada; Kingston, Jamaica; and Lafito and Cap-Haitien, Haiti.

### >SERVICES

> **American Airlines Cargo** now offers a dedicated suite of life sciences and healthcare cargo products. For cargo under 100 pounds, bulk or containerized, its

Priority Parcel services or ExpediteFS services provide next-flight booking options, priority boarding, and short tender times. The airline offers handling and monitoring capabilities based on the level of handling a shipment requires.

> **RoadOne IntermodalLogistics** will open a 340,000-square-foot distribution and fulfillment center in Norfolk, Virginia. Expected to be delivered by August 2022, the transload facility is less than 6 miles from the Port



of Virginia and will have 80 dock doors for loading and unloading trucks, as well as more than 800 trailer parking spots. RoadOne will also be working with the Port of Virginia to deploy electric drayage trucks and yard jockeys for repositioning containers.

> **Smith Eagle Logistics** has been renamed **SEL Supply-Chain Solutions** (SELSCS), which now provides third-party logistics (3PL) services across the United States and Mexico. The new business serves an expanded national and international area as well as implements an entrepreneurial program for independent agents.

> **Atlas Air** entered into a long-term, dedicated charter agreement to operate two of its new Boeing 747-8 freighters on a global basis for freight forwarder **Kuehne+Nagel**. Atlas Air will commence operation of these aircraft for Kuehne+Nagel following their delivery from Boeing, in the third and fourth quarter of 2022.

> **Roadrunner**, a less-than-truckload (LTL) provider, now offers reduced transit times across its network as a result of improvements to its operations over the past year. New facilities and measures such as self-service and delivery processes for drivers, upgraded dock operations, and tracking technologies have sped up deliveries for its customers in 120 long-haul lanes.



> **DHL Express** started a route between Vietnam and the United States. The flight, which departs Tan Son Nhat International Airport in Ho Chi Minh City with its final destination at the DHL Express Americas Hub at the Cincinnati/Northern Kentucky International Airport, is operated by Kalitta Air with a dedicated Boeing 777F that serves the route once a week.



> **Bolloré Logistics'** container freight station (CFS) in Prince Rupert, Canada, now serves all trade lanes transiting through Prince Rupert, notably those connecting east Asia (China, Korea, and Japan) with North America, in particular eastern Canada and the U.S. Midwest. Consisting of a 20,000-square-foot warehouse, the CFS was opened to provide container destuffing and transloading services for a large industrial project in the region and now offers a permanent transload service at the Port of Prince Rupert.





> The new KR1018 cobot from **Kassow Robots** can complete pick-and-place tasks at high payloads. The user-friendly interface and plug-and-play design of the 7-axis cobot make it accessible to small and medium-sized enterprises without robot engineers. The seventh axis gives the KR1018 a small footprint, increased maneuverability, and wide range of motion to perform such tasks as the loading and unloading of heavy parts.

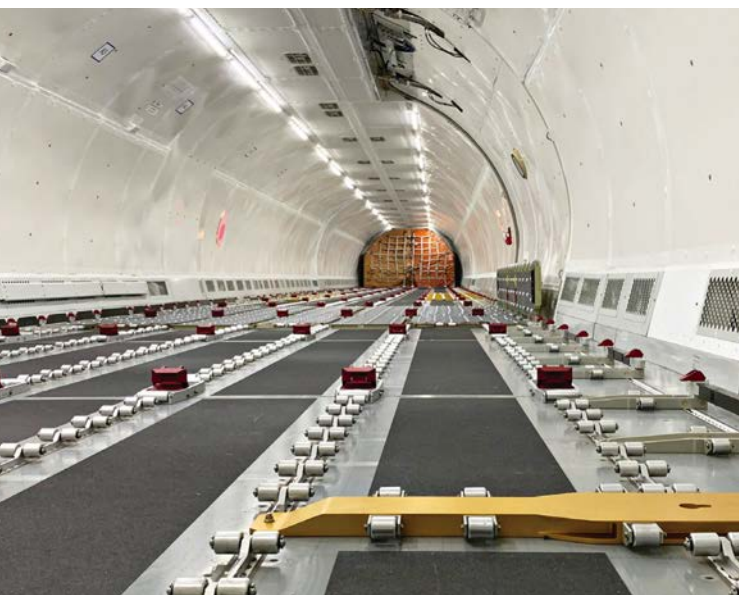
> **Taylorred Services** opened a new facility at the Port of Los Angeles. The new site provides 79 dock positions, secured trailer and container storage, 24/7 surveillance, transloading services, and warehouse space for new and existing clients.

## >PRODUCTS

> The **Treston Quick Edge Workstation** is suitable for different working environments, such as packing and logistic centers, where the height adjustment is done according to different sizes of boxes. With a wide height adjustment range, the workstation adapts for operators of different standing heights.

> The **Raymond Corporation** introduced the Raymond Automated Transtacker (TRT) to its line of automated warehouse solutions. The Automated TRT offers dual-mode operation: automated mode for full pallet moves and manual mode for case picking. It is designed to lift loads as heavy as 3,000 pounds in aisles as narrow as 54 inches, reaching heights up to 59 feet.

> **Zebra Technologies** introduced a new portfolio of accurate UHF Integrated RFID portals to help businesses track goods and materials throughout their operations. Zebra's four new integrated solutions include the Zebra Transition RFID Portal for use at dock doors; the Zebra Wall-Mount RFID Portal for doorways,



> **Chunker**, a warehouse marketplace, leased six state-owned sites in California for one year, with an option for a second year, to store shipping containers to alleviate congestion at California ports. The sites include three armories, a former prison site, and two fairground sites. Chunker will coordinate between California ports, trucking companies, and cargo owners to help move containers.

> **Transitex** completed construction of its first refrigerated warehouse in Portugal. Located within the facilities of the Plataforma Logística de Elvas, the new warehouse allows the company to provide integrated services to fruit and vegetable exporters in Portugal and Spain, as well as offer solutions for the cold chain of fruit imports originating in the southern hemisphere.

> **Lufthansa Cargo** launched a medium-haul network with converted A321 freighters, starting with the first commercial flight from Frankfurt to Dublin on March 15, 2022. Lufthansa Cargo will later add Istanbul, Tel Aviv, Malta, Tunis, Dublin, and Manchester. The carrier will also commence flights to Cairo starting March 29.



storage rooms, and hallways in offices and warehouses; the Zebra Fixed RFID Tunnel to monitor assets on a conveyor; and the Zebra Integrated RFID Table using a fixed reader for asset sorting and packing.

## > TECHNOLOGY

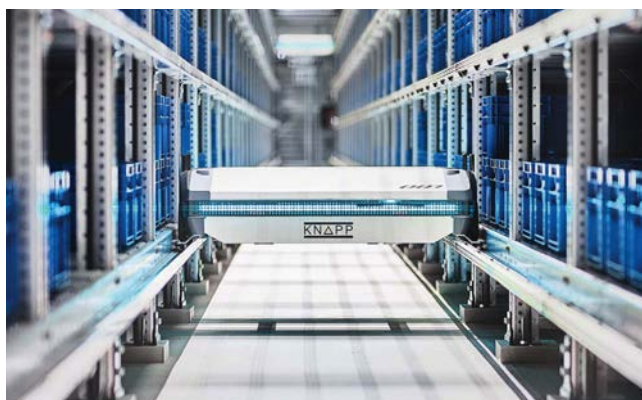
> **Logward** now offers a free search tool to compare carrier schedules and pairs this information with allocated capacity for its customers. Users can explore schedules from more than 200 carriers directly on Logward's website by inserting ports and dates.

> **DAT Freight & Analytics** integrated import and export data from IHS Market PIERs into DAT iQ's RateView and Benchmark Analytics reporting to provide shippers with more freight data. On average, PIERs analyzes nearly 60,000 bills of lading every day that are filed with U.S. Customs and Border Protection. The agreement gives DAT access to trade data from all U.S. waterborne port locations.

> Shippers now have visibility into cargo moving from one railway to another with **Blume Global's** end-to-end rail freight scheduler developed in partnership with Union Pacific Railroad, Norfolk Southern, and CSX. The provider's complimentary, cloud-native platform allows companies that leverage railroad intermodal services to coordinate cross-country rail freight deliveries.

## > Arvato Supply Chain Solutions

deployed a new multi-client-capable shuttle warehouse with picking system, to process and ship pharmaceutical products more efficiently to hospitals, pharmacies, doctors, laboratories, patients, and wholesalers across Europe. The company opted for a shuttle system with stacked bins from its service provider **KNAPP** to increase storage density at its Harsewinkel, Germany, location.



> **Manhattan Associates**, a provider of cloud-native supply chain software, extended its partnership with real-time supply chain visibility platform **FourKites**. FourKites adds location tracking for ocean and rail shipments to Manhattan Active Transportation Management, a transportation planning and execution system, providing predictive estimated times of arrival.

> **Avetta**, a provider of supply chain risk management software, launched Workforce Management, a solution to onboard, profile, verify, train, and manage site access for supply chain workers. The solution integrates the capabilities of acquired company Pegasus into the Avetta One platform, a single-source solution for managing operational, reputational, and regulatory compliance risks.



> The Combi-MR4 is a four-wheel electric-powered multidirectional reach-truck with **CombiLift's** new Dynamic 360° steering. The system provides rotation on each wheel, enabling directional change of the truck while on the move. With a low platform to maximize storage density, the Combi-MR4 has a capacity of up to 10,000 pounds.



# CALENDAR

## Logistics Events 2022

Connect with industry peers, join thought-provoking discussions, and discover the future of supply chain.



**JUN  
27-29,  
2022**

**SAN DIEGO, CA**

### Connections 2022

[smc3connections.com](http://smc3connections.com)

This SMC<sup>3</sup> event explores trends and innovations in today's supply chain. Thought leaders dissect the state of the industry and predict what's next. Attendees get a blend of informative panels and keynotes with ample networking opportunities.

**APR 26-28, 2022  
ATLANTIC CITY, NJ**

### International Partnering Forum

[bit.ly/IntPartForum](http://bit.ly/IntPartForum)

This event connects global leaders and businesses in the supply chain, offers networking opportunities, and delivers breaking updates on the wind energy industry, from technology to policy. With three active projects, two nacelle manufacturing facilities, a monopile facility, and a wind superport, New Jersey is a focal point for the offshore wind supply chain and appropriate location for this event.

**MAY 3-4, 2022  
DALLAS, TX**

### American Supply Chain Summit

[supplychainus.com](http://supplychainus.com)

This platform fosters collaboration on the impact of market dynamics and new technologies on current and future supply chain and operations leaders. Examine key case studies on how to navigate disruptions as well as how top facilities roll out workforce management, advanced analytics, process improvement, and automation.

**MAY 12-14, 2022  
DALLAS, TX**

### CPO Summit

[sl.cpo-summit.com](http://sl.cpo-summit.com)

This event brings together leading senior procurement executives and innovative suppliers and solution providers.

The content is aligned with key procurement challenges and interests, relevant market developments, and practical and progressive strategies adopted by successful pioneers. Key topics include adapting your workforce post-pandemic, recruiting tactics, and how technology continues to transform procurement.

**MAY 16-18, 2022  
VANCOUVER, BC**

### World Ports Conference

[worldportsconference.com](http://worldportsconference.com)

This virtual event assesses the indispensable role of ports in global maritime trade and brings together key industry stakeholders for learning, information sharing, networking and collaboration. Explores topics such as climate and energy, data collaboration, risk, and resilience.

**MAY 22-25, 2022  
VIRTUAL OR ORLANDO, FL**

### ISM World 2022

[bit.ly/ISM22](http://bit.ly/ISM22)

ISM World brings together thought leaders, supply chain and procurement professionals, and the suppliers that support them, focusing on the key topics that impact supply management professionals today and the trends coming in the future. ISM World offers a smaller and more in-depth, networking-rich in-person experience with an opportunity to also attend break-out sessions on-demand.

**JUN 6-8, 2022  
ORLANDO, FL**

### Gartner Supply Chain Symposium

[bit.ly/SCSymp](http://bit.ly/SCSymp)

As supply chains take center stage, expectations around the value they deliver are accelerating. This conference delivers must-have insights, strategies, and frameworks for chief supply chain officers and leaders to think big, make bold moves, and drive real impact within their organizations.

**JUN 7-9, 2022  
SAN DIEGO, CA**

### GS1 Connect

[gs1connect.gs1us.org](http://gs1connect.gs1us.org)

Recharge your "adaptability batteries" with your network. Learn how your peers have adapted to overcome challenges to thrive in uncertain times, with GS1 Standards at the heart of their strategy. This two-day event highlights user stories and leadership insights for supply chain optimization. Share and learn with live sessions, networking, trading partner roundtables, and more.

**JUL 15-16, 2022  
FORT WAYNE, IN**

### Expedite Expo

[expediteexpo.com](http://expediteexpo.com)

People from all over North America learn about the newest expedited trucking industry news, equipment, career opportunities, and products geared specifically to expedited owner-operators and drivers.

**AUG 31-SEPT 1, 2022  
PHILADELPHIA, PA**

### Home Delivery World

[bit.ly/HomeDelivery22](http://bit.ly/HomeDelivery22)

This conference for global last-mile logistics is dedicated to uncovering innovative solutions for retailers, grocers, CPGs, and third-party logistics providers facing challenges across the supply chain, including warehousing and fulfillment. From route optimization and reverse logistics to grocery delivery, parcel spend, and white glove, this is the premier event for e-commerce retail supply chain.

**OCT 10-12, 2022  
CHICAGO, IL**

### Parcel Forum

[parcelforum.com](http://parcelforum.com)

Join parcel shipping and distribution professionals to learn how to better streamline your warehousing operations and delivery models to remain competitive in an evolving landscape. Learn how to ship more packages, more cost effectively, as the industry undergoes tremendous change, largely driven by e-commerce and growing customer demand.

*These in-person events were scheduled to proceed as of press time.*



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# RESOURCECENTER

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## 3PLs

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alliance.com

**Airschott**  
www.airschott.com

**Atlanta Bonded Warehouse**  
www.atlantabonded.com

**Echo Global Logistics**  
echo.com

**Hub Group**  
hubgroup.com

**Lynden**  
lynden.com

**Penske**  
penskelogistics.com

**Syfan Logistics**  
syfanlogistics.com

**Symbia**  
www.symbia.com

**Taylor Services**  
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smc3.com

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## OCEAN

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cosco-usa.com

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www.evergreen-line.com

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## PORTS

**Port Authority NY & NJ**  
www.portnynj.com

**Georgia Ports-Mason Megarail**  
www.masonmegarail.com

**North Carolina Ports**  
www.ncports.com

**Port of Baltimore**  
www.marylandports.com

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www.polb.com

**Port Tampa**  
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## EQUIPMENT

**Engineering Innovation**  
eii-online.com

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## SITE SELECTION

**Pharr International Bridge**  
pharrbridge.com

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## WAREHOUSING

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jitwhse.com

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# RACE TO ZERO

By air, by land, and by sea, these companies are making strides toward net-zero emissions in supply chains.

## AUTONOMOUS CARRIER TAKES FLIGHT

**Innovator:** MightyFly

**Concept:** The MightyFly MF-100 is a hybrid-electric vertical take-off and landing aircraft with a cargo capacity of 100 pounds, max speed of 150 mph, and range of 600 miles. It is approximately the size of a midsize car. A larger aircraft with a cargo capacity of 500 pounds is also in development. With its hybrid propulsion system, MightyFly autonomous aircraft recharge batteries in flight, making it possible to perform deliveries to multiple hubs along one flight route.

**Update:** MightyFly completed autonomous flights of its MF-100 autonomous aircraft in the Bay Area.

**Goal:** To offer a carbon-neutral middle-mile and last-mile cargo solution for companies. MightyFly uses existing infrastructure—hubs in cities, suburbs, and rural areas—to offer a cost-effective solution.



## SHIPS SAIL ON GREEN FUEL

**Innovator:** Maersk

**Concept:** 16,000-TEU container vessels powered by carbon-neutral methanol. The series, built by Hyundai Heavy Industries for Maersk, comes with a dual-fuel engine setup that can operate on methanol and low-sulphur fuel. The vessels can complete a round-trip, say Asia-Europe, on methanol.

**Update:** The first vessel is scheduled to be in operation at the start of 2024.

**Goal:** The design boosts energy efficiency by 20% per transported container, compared to the industry average for similarly sized vessels. The series is expected to save around 1 million tons of annual CO2 emissions.



**Source:** Fast Company

## ABOARD THE ELECTRIC TRAIN

**Innovator:** Parallel Systems

**Concept:** Autonomous, zero-emissions rail cars that can drive on tracks independently and form platoons with other cars when loaded. While traditional freight trains are used for large freight volumes moving over long distances, these rail cars can be deployed quickly and make more efficient use of current rail infrastructure.

**Update:** With a \$4.4-million grant from the Department of Energy, startup Parallel Systems will test the rail cars' performance and eventually build a third-generation design that can come to market.

**Goal:** The rail cars can eliminate 2.8 million metric tons of CO2 pollution a year, the company estimates.





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