

SEPTEMBER 2020

SPECIAL REPORT

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BILL AUDIT  
& PAYMENT:  
MINING DATA  
INSIGHTS**

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# Info SNACKS

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION

“Once product comes off the manufacturing line, my group owns it from there on out. We are always asking, ‘Where is the product going? Why is it going there? How is it going to go there? How fast can it get there?’”

—Mark Shirkness, Vice President, Distribution and Services, GE Appliances  
(see *Casebook*, p. 109)



## And a Smartphone in a Pear Tree

If you see smartphones dangling from trees outside an Amazon delivery station or Whole Foods, it's a sign that contract delivery drivers are gaming Amazon's distribution system.

Here's how the scheme works: A shadowy someone places multiple devices in trees near a Whole Foods or an Amazon delivery station. Drivers using Amazon's various delivery apps to get their route assignments then sync their phones to those clustered around the pickup point. Phones closest to the station are pinged when a delivery is ready for a driver—before anyone else not using the system has a chance to claim it.

This not only lets drivers pick up deliveries a split second before their fellow drivers/competitors, but also makes it harder for Amazon to track down the offending drivers.

—Erin Marquis, *Jalopnik.com*



## PRIME NUMBERS

37.5%

Percentage of sales on Amazon.com in the United States in 2019, up from 7.7% in 2010.

61%

What third-party sellers' share of Amazon.com sales increased to in 2019.

Outside the United States, the Asia-Pacific region has the most Amazon fulfillment centers across the world. India leads with 331 centers.

—DIGITAL COMMERCE 360, 2020 AMAZON REPORT

**SHIPPERS' BIGGEST SUPPLY CHAIN CHALLENGES IN THE FIRST HALF OF 2020:**

- Decrease in customer demand: **42.3%**
- Unexpected and/or mandated business closures: **39.2%**
- Shortages of supply and/or materials: **28.2%**
- Shipping rate increases: **19.7%**
- Import disruptions: **17.7%**
- No significant challenges: **12%**
- Lack of shipping capacity: **5.6%**
- Export disruptions: **4.1%**

—AVERITT 2020 MIDEAR SUPPLY CHAIN SURVEY



“We'll only be in the ‘new normal’ once we figure things out. Here we are six months in, and we haven't figured much out.”

—Thomas Goldsby, Haslam Chair of Logistics, University of Tennessee, when asked if the vast changes logistics professionals made in getting products from point A to point B amidst the pandemic are the “new normal.”



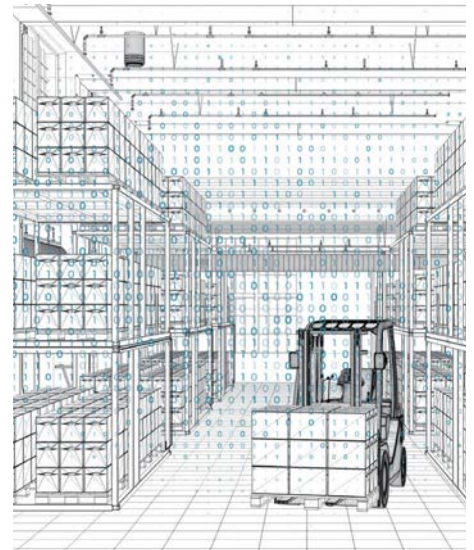
**Went to the grocery store either to shop in person or get curbside pickup in the past three months, despite COVID-19 transforming most activities to remote.**

—*The Manifest*

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When it's time to deliver, the best trucking companies put the pedal to the metal. Here are the strategies the most successful truckers use to meet—and even exceed—shippers' expectations.

## 50 2020 TRUCKING PERSPECTIVES

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THIS WAY FORWARD

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### FASTER RECOVERY FOR SMALL TO MID-SIZED BUSINESSES

On top of surging e-commerce demand, small to mid-sized businesses now face increased shipping costs, complex logistical challenges, and extended shipping times. These three tips can streamline the shipping process and get SMBs on the fast track to recovery.  
[bit.ly/SMBsRecover](http://bit.ly/SMBsRecover)



### THE GREAT FREIGHT DEBATE

With operations stabilizing, the overwhelming challenge for shippers is navigating unforeseen consequences that continue to arise. However, emerging insights are shining a light on the future of freight. Will these four trends help predict what comes next?  
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## Investing in Advanced Technology Prior to COVID-19 Enabled Polaris Transportation to Create a Virtual Office Environment Within Two Days

As the COVID-19 pandemic continued to spread across the globe and increased safety and security regulations came into place, it became evident which companies were prepared and which were scrambling to keep up. Our investments into the development and utilization of advanced technologies began many years ago and because of this Polaris was able to create a virtual work-from-home office environment for over 85% of our staff within only two days of the outbreak.

### How Were we Able to React so Quickly?

It comes down to process and procedures. Our investments into artificial intelligence and robotic process automation had already allowed us to run more efficiently by removing mundane and repetitive tasks from our employees while significantly reducing the amount of paperwork manual communication and filing previously necessary in day-to-day transportation operations.

Polaris employees were also well-versed in current procedures already in place which include: secure remote access to our applications and systems, various communication platforms and methods, health and safety policies in case of emergency or infection, alternate chain of command procedures and equipment sign-outs. Polaris also has internal IT personnel in place to support both our team and our customers if facing any technological challenges. It is with this due diligence of investment and attention to detail that Polaris was able to transition our operations so seamlessly.

### Finding the Silver Lining: How Polaris Has Been Able to Become a Better Company Because of COVID-19

This is a terrible crisis which has affected so many businesses and people around the world. It may not be easy but it's extremely important to learn, adapt and grow from these challenges we're faced with. We have found we are communicating better and more frequently with our employees, customers and partners which has helped to forge deeper connections. Polaris HR has created support groups to assist with emotional well-being during these times of isolation and have created a Pandemic Committee to continue to improve on our health and safety policies.

Polaris is committed to the further development and utilization of these advanced technologies to create even more efficiencies as a safer and healthier workplace and a second-to-none customer experience. If we continue to pay close attention and stay open to new ideas during these trying times we will come out of this COVID-19 pandemic smarter and stronger together.

Dave Cox, President

**QUESTIONS OR COMMENTS? CONTACT OUR TECHNOLOGY TEAM:**

# CHECKING IN

## A Plan for Freight Excellence



Keith Biondo, Publisher

The U.S. Department of Transportation took many by surprise recently when it introduced the first-ever National Freight Strategic Plan (NFSP), designed to upgrade the American freight system and maintain the country's competitive edge.

Anyone who has been around our industry as long as I have has seen federal initiatives that address transportation inequities without moving the needle much. The most recent was the American Recovery and Reinvestment Act of 2009's "shovel ready" initiatives to create jobs by funding large-scale transport infrastructure projects.

The NFSP is different because it focuses squarely on freight. Perhaps given the newfound respect carriers and drivers gained as a result of the pandemic, the plan targets shippers' reliance on over-the-road moves. Another difference is its brevity.

Here are the plan's four key federal goals:

1. Modernize or eliminate unnecessary or duplicative regulations that inhibit supply chain efficiency, reduce incentives to innovation, delay project delivery, or raise costs to shippers and consumers, while protecting safety and environmental outcomes.
2. Improve cross-sector, multijurisdictional, and multimodal collaboration to enhance intermodal connectivity and first- and last-mile connections, streamline interstate policies and regulations, and support multistate investment.
3. Provide targeted federal resources and financial assistance to support freight projects that provide significant benefits to the national economy.
4. Invest in freight data, analytical tools, and research to enhance the abilities of state, regional, and local agencies to evaluate and address freight issues.

Considering the bent of the current administration, it's no accident that regulation reform (read cuts) is the first goal. But there is more. The NFSP states support for the discovery and adoption of new automation and connectivity technologies. It also incorporates investing in freight research, improving freight data, analytical tools, and V2X technologies (vehicles to everything). The emphasis is on leading-edge technology more than shovels.

A core component is to develop a method to share the benefits of these initiatives with state and local governments—and importantly, with the private sector—with the idea of creating cohesive, nationwide transportation improvements.

Top-line goals? Global competitiveness, job creation, and economic efficiency by bringing the best ideas of all stakeholders—public and private—into the mix. Will it happen? It might, but an inflection point is coming in the near future. ■

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# GOODQUESTION

Readers Weigh In

## Should the emergency suspension of Hours-of-Service rules be extended?



**Yes, the Hours-of-Service exemption should be extended** until the country removes the emergency declarations for the pandemic and the CDC no longer declares the United States under a pandemic.

—**Steven Tapscott**

VP, Sales & Marketing

Heniff Transportation Systems

impact on the supply chain. Our focus should be on enabling flexibility to ensure that American truckers can continue to meet rapidly evolving consumer needs. Now is not the time to shackle the thousands of small business owners who are working tirelessly to keep the economy afloat.

—**Drew McElroy**

Co-founder and Chairman  
Transfix

**No.** While we can understand the need for the HoS exceptions during crisis situations—and can see them being of use in future crises—the regulations that were previously in place to ensure safe operations were robust and allowed our drivers and carriers to operate effectively. We would be comfortable if the exception were lifted once the COVID-19 pandemic is over and the situation on the roads returns to normal.

—**Jim Monkmeyer**

President, Transportation

DHL Supply Chain North America

**No.** We don't see the benefit. Even during the midst of the pandemic, larger fleets do not use these exemptions primarily because of the potential extra risk to safety and liability. Our 3,500 drivers know how to manage their time under the existing rules. If you start to change the rules it makes it challenging and confusing—and that's where mistakes are made. The most important issue is having safe and well-rested drivers on the road. So we're sticking with the current rules.

—**Greg Orr**

Executive Vice President, U.S. Truckload  
TFI International

**No.** I personally do not believe the HoS emergency suspension should be extended. Things are relatively normal and we have been operating as if they were in place throughout the entire pandemic.

—**Jim LaMarca**

Partner/Executive Vice President  
System Freight

**Yes.** There are grounds for these HoS exceptions to be extended as they were back in June. These are actions that come as a result of the times. To that end, they should be extended slowly in conjunction with what is needed at the time and not left to be extended without any need to demonstrate the requirements to do so.

—**Ronice Harrison**

President & CEO

Chelle Trucking & Logistics

**Yes.** The suspensions should be extended. The reality is, we still aren't out of the woods when it comes to COVID and its potential continued

—**Christian Arcari**

VP, Sales

Chelle Trucking & Logistics

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

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

If you could switch jobs with someone for a day, who would it be and why?

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[INSIGHT]

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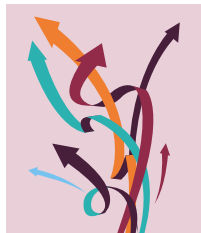


I continue to enjoy *Inbound Logistics*. The content is always timely and relevant.

—John Nofsinger  
CEO - Retired  
MHI

## Re. August Good Question: What's the most significant way COVID-19 has changed the supply chain?

[bit.ly/COVID\\_GoodQuestion](https://bit.ly/COVID_GoodQuestion)



Digitization is taking hold across the supply chain; track-and-trace solutions are becoming table stakes, whereas prescriptive analysis and geofencing can take a larger role.

For companies that have been looking at aligning their workforces with their deliveries, the rapidly changing environment may pave the way for new, more flexible approaches. Shippers who embrace the opportunity to aggressively roll out new methods will be better off in the long run.

—Ashley Lewis  
Director, Product Management  
NEXT Trucking

The obvious answer is the e-commerce explosion for retailers and how many of the larger U.S. retailers are attempting some form of fulfill-from-store. But it can be difficult to execute this profitably. Organizations that have insight into the true cost of goods sold in this model can control margin management and profitability and gain a competitive edge.

—Patrick J. Allen, CSCP  
Client Solutions Director  
Transportation Insight

What has struck me most about COVID-19 so far is the rapid business response to the crisis.

Brands are switching up their game plan and capitalizing on the e-commerce surge by going direct-to-consumer.

Consumer goods giant PepsiCo is an example of a household icon that has launched a direct-to-consumer operation, supported by two new websites selling its range of brands. Currently for the U.S. market only, PantryShop.com and Snacks.com give consumers a chance to buy goods directly from the supplier as opposed to purchasing through third-party retailers.

This type of new e-commerce will reshape the world of retail and business. It's an opportunity for brands to take on established e-retail giants, such as Amazon, as well as grocery stores. It's also an opportunity for them to gather valuable insight and data on their consumers.

A natural consequence of this sea-change is that the digital transformation of business will continue apace, with more automation to control stocks, fulfillment, and delivery.

—Don White  
CEO North America  
SnapFulfil

 Frank Mullens  
@FrankMullens

**Lunch with IL**

Lunch bowl with @ILMagazine's Reshaping Retail: New Strategies Such As BOPIS, BOPAC, Microfulfillment, And Drive-throughs Could Transform Retail Forever.



## Fast TAKE

This year's peak season surcharges are the most aggressive yet—longer effective periods, bigger charges, and complex calculations to determine how each shipper will be impacted. Add in the fact the USPS and regional carriers are getting into the “surcharge game” this year, and we are in uncharted waters.

Carrier capacities, particularly in the residential delivery networks, have been maxed out for months, and will continue to factor into their ability to move your shipments and meet service expectations. It is as important as ever you have a good grasp of peak season volume forecasts to plan for peak and mitigate the blow to your operations and bottom line.

—Matt Huckeba  
COO, Spend Management Experts, on new UPS and FedEx surcharges

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# 10 TIPS

## Cold Storage Efficiency

Cold storage facilities have their own unique challenges and, therefore, require unique tools for optimized efficiency and cost savings.

### 1 ENSURE THE SAFETY OF YOUR WORKFORCE.

*At minimum, cold storage facilities need to follow Occupational Safety and Health Administration (OSHA) and state guidelines to ensure that workers take breaks and don't work in the freezer for too long. On average, freezer warehouses have higher labor turnover than normal warehouses, so it is important to be flexible and understand your workforce's wants, needs, and overall safety.*

### 2 ENABLE FULL EDI INTEGRATION.

Cold storage warehouses should encourage vendors to provide electronic data interchange (EDI) integration capabilities. EDI saves receivers from having to record data via radio frequency device or paper. Not only are these methods difficult to record with gloves, but they also increase the risk of product getting out of its allowable temperature range.

### 3 UTILIZE APPOINTMENT SCHEDULING TOOLS.

An inbound and outbound appointment scheduling tool prevents product from sitting in staging locations for too long, which risks crowding in the staging areas as well as high product temperatures.

### 4 UNDERSTAND THE REQUIREMENTS.

Today, it is common for both customers and government

regulators to have specific requirements surrounding shelf life, product dating, product mixing, labeling, tracking, and tracing. It is imperative to have a warehouse management system that can handle advanced configuration around these needs. Due to the Food Safety Modernization Act, being able to document all steps in the food supply chain is crucial.

### 5 IMPLEMENT HIGH-SPEED, NARROW DOORS.

High-speed, insulated doors keep temperature energy loss costs to a minimum. Consider installing narrower doors, as it is rare for two lift trucks to pass through

the door at the same time. Having separate entrance and exit doors is another great way to save on energy costs.

### 6 CONSIDER AUTOMATION.

Automation can reduce the number of workers and time spent in the freezer. Some examples include an automated storage and retrieval system (AS/RS), a palletizer, a pallet inverter, or robots that can bring product to ambient rooms for picking.

### 7 MAXIMIZE STORAGE AND STORAGE DENSITY.

The cost of operating a cold storage warehouse is high, so consider best practices

to maximize cubic storage. Storage solutions, such as double deep racking, pallet flow racks, or an AS/RS, allow for storing more product in the same area.

### 8 INVEST IN FREEZER-RATED EQUIPMENT.

Purchase vehicles, radio frequency devices, and material handling equipment that are specifically made for a freezer environment. This equipment interacts better with gloves, and the batteries degrade slower in the cold than normal equipment.

### 9 TRY DIFFERENT CYCLE COUNTING PROCESSES.

To limit the amount of time spent in the freezer environment, consider enabling a count-back or count-to-zero process for your pickers. A count-back is when pickers count how much product is left in a location after a pick. A count-to-zero prompts pickers to confirm that pick locations are empty when they are depleted.

### 10 INVEST IN ADVANCED COLD CHAIN MONITORING.

*Onboard temperature monitoring equipment can offer real-time visibility and mitigate the risk of loss due to product temperature. Advanced data gathering across the supply chain can ensure product safety and optimize the supply chain network.*

SOURCES: ADAM KEHOE, SENIOR CONSULTANT; AND CHARLIE SCHRAM, SENIOR PROJECT MANAGER, ENVISTA





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# LEADERSHIP

*Conversations with the Captains of Industry*

## Head of The Breakfast Club



*Paul Tessy*  
*Senior Vice President*  
*Purolator International*

To foster an environment of collaboration and trust, Paul Tessy sits down for breakfast once weekly with employees across the company, at every level.

*by Merrill Douglas*

Paul Tessy comes from a family of engineers, so it was no surprise when he chose that career path, too. As an industrial engineering student at the University of Toronto, he felt especially drawn to operations research and network operations.

“I did my fourth-year thesis with Canada’s largest grocery chain, Loblaws,” Tessy says. His work made a big impression on the company. “They offered me a job and asked me to implement the thesis. That led to my role on the logistics side of industrial engineering.”

In 2019, Tessy was appointed senior vice president of Purolator International, a U.S.-based subsidiary of Canadian transportation firm Purolator, Inc.

**IL: Can you recall one early experience that helped shape you as a leader?**

At the age of 26, after working with Loblaws for roughly five years, I left Canada and moved to the Netherlands to join TNT Express, my first job in global logistics.

I was responsible for engineering and projects in every region of the world. We rolled out productivity standards, industrial engineering standards, tracking and tracing systems, and network optimization. We decided how many facilities to have globally, what activities should go on in those facilities, and whether the system should be a point-to-point or hub-and-spoke model.

After three years, when I moved to opening up Russia and Turkey for the company, I made the transition from operations and engineering to business development and general management.

**IL: What does your job at Purolator entail?**

We are Canada’s largest express courier, freight, and logistics solutions company. As head of Purolator International, I’m responsible for all shipments moving into or out of Canada. The Canada-to-U.S. trade lane is also within my scope.

**IL: How has COVID-19 affected your operations?**

Our No. 1 priority is to keep employees healthy and safe. That includes making sure we have enough personal protective equipment (PPE) for our essential employees, who have continued to deliver with pride and purpose throughout the pandemic. They also played a key role in delivering

COVID-19 test kits and PPE to clinics, hospitals, and patients in Canada.

Another big change is that as retail stores shut down, we saw a lot of growth in our customers' business-to-customer (B2C) segment, with a substantial move to an omnichannel model. Customers were making sure that all their facilities were able to ship into Canada or within Canada, and that they could ship from store to store and let customers pick up from different retail locations, as well as curbside.

We've had to be flexible, modifying pickup frequencies, equipment, and processes to provide the services clients need.

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

I try to create a trustful, respectful environment, always giving employees direct feedback in the spirit of improvement. I'm results oriented. And I believe that collaboration and continuous improvement are important for unlocking potential. I always strive for a one-team, one-company approach.

One mechanism I use to achieve those goals is The Breakfast Club. Each Wednesday morning, I meet with six to eight employees from throughout the organization to talk about issues that affect our employee base and things we want to improve as a company. I'm there as the leader of the international business, but the group could include a sorter from our facilities, a pricing analyst, and a back-office operations employee.

We also discuss broader topics, such as how to create an environment of diversity and inclusion. I bring ideas that emerge from these meetings to the leadership team, which debates them and makes decisions. That access to senior management, for employees at every level, creates an environment of collaboration and trust, and improves employee engagement. Their voices matter.

#### **IL: What technologies will change the way you do business in the near future?**

E-commerce will continue to grow by double digits during the next 10 years. Consumers want fast, free, convenient delivery. To meet those needs, we must operate efficiently and give consumers more of a choice in how they pick up their packages. We're applying a lot of what we've learned in the B2C world to

## The Virtues of a Broader Perspective

Paul Tessy grew up in Montreal speaking French, but he says he has lost some of that skill. He also speaks Spanish. "But with globalization in business, and the advantages that languages bring, I wish I had kept up my French, and also learned Mandarin and German," he says.

"When I was younger, I thought language was artistic, and I was more analytical," Tessy says. "But languages open the mind and create neural pathways that are not created by staying in your own context." Learning more languages would be high on his list of career tips for young people today.

Another tip would be to make lateral moves rather than purely seeking promotions within one discipline. "Sometimes the best new jobs involve crossing into other functions, which provide different experiences," Tessy says. "You'd be surprised how what you've learned can be easily applied in other departments."

the business-to-business segment, where customers also demand higher service levels and greater visibility.

We're also focused on the technology that enables our mission-critical, next-flight-out recovery products for healthcare, transportation, and industrial customers. These services deliver medical products needed for surgery, and repair parts for factories and other facilities. It takes strong and robust package tracking systems to maintain the high-quality services that our next-flight-out customers require.

#### **IL: If you could switch jobs with someone for one day, who would it be?**

A fifth-grade teacher. My son just finished fifth grade, so I'm well aware of the contributions teachers make to our family and society. There's nothing more important than the ability to impart knowledge and see a child grow. I wish I could have that experience. Teaching is the most under-appreciated role in our society.

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

My wife, who is from Colombia, danced ballet for many years, and we have gotten into dancing—salsa and merengue. We also take online dance courses. I play tennis, go road biking, and spend a lot of time sharing books with my kids. ■

[IN FOCUS]

# NOTED

## *The Supply Chain in Brief*

### > GOOD WORKS

- **Transfesa Logistics** transported 60 shipments of humanitarian aid in July 2020, delivering 66 tons of medical equipment and necessities to vulnerable populations. The Spain-based logistics company also donated respirator masks and ozone equipment to help clean and disinfect public service vehicles.



- Logistics service provider **Deutsche Post DHL Group** provided volunteer support for the COVID-19 response in Argentina, Brazil, Colombia, Costa Rica, Ecuador, Guatemala, Panama, and the United States.



- Partnering with Meals on Wheels, **IFCO**, a supplier of reusable plastic containers, donated 160 containers to store and deliver 5,600 frozen meals weekly to homebound seniors throughout Montgomery County, Texas.

### > RECOGNITION

**Logistyx Technologies** was named **Best SaaS for Shipping, Inventory, or Vehicle Logistics** in the 2020 SaaS Awards program, which celebrates excellence in software. The company was honored for its innovative transportation management solution that helps shippers reduce costs and streamline the customer experience.

**Blue Ridge's** Price Optimization software received a **Bronze Stevie** from the American Business Awards for best new supply chain management solution. The software leverages machine learning to identify opportunities and simulate pricing strategies.

### > UP THE CHAIN

North American transportation and logistics company **CN** tapped **Dominique Malenfant** to be its executive vice president and chief information and technology officer. Malenfant will lead digitization efforts to improve inspection reliability, provide rich data analytics, generate automation, and drive capacity and safety. Malenfant brings nearly 30 years of global leadership experience in the transportation industry, most recently as senior vice president of engineering and chief technology officer at Wabtec, a supplier of freight car and locomotive products.

**BDA**, a distributor in the North American promotional products industry, named **Eric Kang** its new division vice president of global supply chain. Kang is responsible for centralizing domestic and international supply chain operations and oversees product development, sourcing, purchasing logistics, and supplier services. Kang began his career with Gap Inc. and has more than 10 years of experience managing operations and supply chains for brands including Classic Accessories, Sur La Table, and ZoomSystems.

> GREEN SEEDS

The **Port of Oakland's** largest marine terminal cut diesel emissions from all 13 of its massive yard cranes by 95% after retrofitting them with hybrid electric engines. The project will eliminate about 1,200 metric tons of greenhouse gas emissions annually from each crane and result in a 93% reduction in diesel fuel.



The **Panama Canal** welcomed the 10,000th Neopanamax vessel through the expanded canal, marking a new milestone for the waterway's liquefied natural gas segment. The milestone trip was completed by the *SK Resolute* liquefied natural gas vessel, traveling southbound from the Atlantic to the Pacific Ocean.

Hong Kong carrier **Cathay Pacific** plans to reduce its single-use plastic footprint by 50% and remove 189 million pieces of single-use plastic items from its annual operations by the end of 2022. The company has added six new fuel-efficient Airbus A350s to its fleet.

> M&A

■ Flatbed transportation solutions provider **PS Logistics** acquired the assets of **Diamond State Trucking**, based in Malvern, Arkansas.

■ European logistics service provider **H.Essers** bought Norwegian-French company **Tank Management**, which specializes in multimodal transport services for liquid chemicals.

■ **A&R Logistics**, a North American provider of chemical supply chain services, acquired **L.T. Harnett**, a bulk liquid transportation and logistics service provider for the chemical industry.

■ Supply chain solutions provider **NFI** bought **CAI Logistics**, the non-asset logistics division of CAI International.

> SEALED DEALS

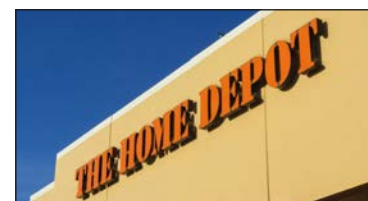
• Delivery and fulfillment platform **Bringg** is partnering with party goods retailer **Party City** to transform the customer experience at each step of the delivery cycle. Bringg's platform provides customers with alternative fulfillment models, including curbside pickup and same-day delivery, as well as real-time visibility into order status.



• **National Food Group** deployed **BluJay Solutions'** transportation management platform to improve its execution and customer service. The system helps the food company reduce freight spend and manual work, increase visibility, better manage carrier performance, and use data intelligence to quickly identify trends.

> SHOVEL READY

**The Home Depot** is opening three new distribution centers in the greater Atlanta area to meet growing demand for flexible delivery and pickup options for its professional and DIY customers. The largest of the new facilities is a 657,600-square-foot distribution center in Locust Grove focused on fast replenishment to stores in the Southeast.



**PepsiCo Beverages North America** signed a lease for a 283,500-square-foot, built-to-suit building at the Pecos Logistics Park project that broke ground near Denver, Colorado. The park will provide more than 1.15 million square feet of commercial space, and is at the center of three major interstate highways. The Pepsi building, part of the first phase, is expected to be completed in September 2021.

[IN FOCUS]

# TAKEAWAYS

*Shaping the Future of the Global Supply Chain*

## Analytics for the Win

Only 4 in 10 consumer products executives sought new data analytics to improve performance in 2018 (*see chart*). However, advanced analytics are imperative for a resilient supply chain post-COVID-19, finds a Deloitte report. Among the highlights:

**Light adopters** showed lower selling, general, and administrative margins than other users in 2009-2019, including marketing costs, and benefited quickly from their initial efforts, surpassing other users. Due to smaller market capitalization, their improved cost efficiencies resulted in higher revenue growth.

**Moderate adopters** benefited the most from analytics in the short term, outperforming heavy users as well as logistics sector benchmarks for revenue, fixed asset turnover, accounts receivable turnover, average days sales outstanding, average days payables outstanding, and average cash conversion cycle.

**Heavy adopters** experienced improved production efficiency and cash flow, and higher investments in projects aimed at growth. They showed superior performance in managing inventory and payables, and consistently achieved the best cash conversion cycle. They also have better cost management for sales, marketing, and other overhead expenses, signifying stable earnings.

Those who invested in analytics in 2018, including light users, increased that investment in 2019 via in-house efforts or acquisitions. Those in the early phases of adoption stand to recover from the pandemic more quickly than those behind in the adoption curve.



## Contactless Pickup Fits the Bill

The Consumer Brands Association launched a Contactless Delivery Task Force to study the impact of contactless pickup and delivery protocols to increase efficiency and employee safety during deliveries.

Comprising 23 consumer packaged goods companies and retailers, the task force is working to develop uniform standards for safely transporting and exchanging freight, with an initial focus on electronic bills of lading.

Switching from paper to a digitized system enhances safety and visibility for each employee who helps deliver product from warehouses to store shelves. Digitization also provides real-time updates to back-office personnel as they work remotely, and helps drivers and recipients practice physical distancing during delivery.

The task force is working with supply chain partners Accenture and Coyote Logistics, as well as transportation solutions provider Vector, to implement an end-to-end contactless pickup and delivery pilot program to better understand the processes needed to encourage industry-wide adoption.

### EXECUTIVES ADOPTING ADVANCED ANALYTICS (2018)

ENTERTAINMENT, MEDIA & PUBLISHING	55%
RETAIL	54%
TRANSPORTATION, TRAVEL & TOURISM	52%
AGRICULTURE & AGRIBUSINESS	51%
LOGISTICS & DISTRIBUTION	48%
AUTOMOTIVE	47%
ELECTRONICS	44%
CONSUMER GOODS	42%
MANUFACTURING	39%

SOURCE: DELOITTE

## TAKEAWAYS

### CULTIVATING A CULTURE OF QUALITY

One disruption causes a 9% dip in quality on average, but common responses such as reinforcing the importance of quality and providing access to training have little to no impact, according to a Gartner report.

These three actions can help leaders maintain a culture of quality effectively, the report says:

#### 1. Help employees prioritize.

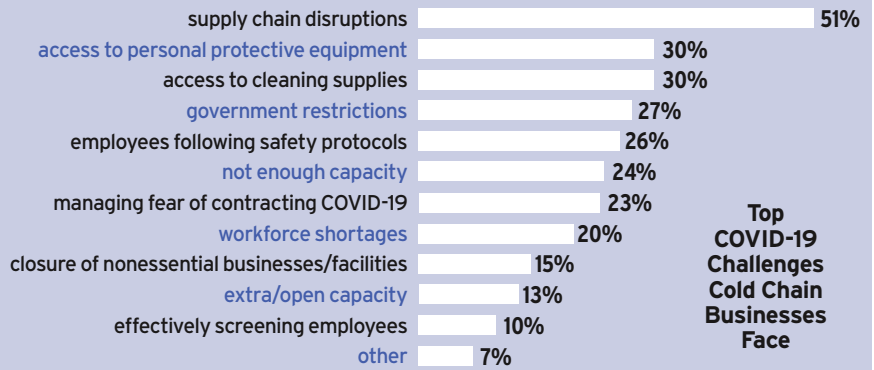
The most impactful action leaders can take is helping employees navigate conflicting priorities. Only 27% of organizations currently do this, Gartner says. Senior leaders should acknowledge any tensions and let employees know it's OK to decide between priorities, such as decreasing speed to market when faced with cost reduction.

#### 2. Offer clear guidance.

Less than 25% of respondents say they seek guidance from leaders before making difficult trade-off decisions. Thus, leaders should offer clear guidance on when a certain level of quality is crucial and when it is not. Establish categories such as "must-have," "should-have," and "can-have" to help guide employees' thinking patterns.

#### 3. Foster independent decision-making.

Leaders must ensure that employees are equipped to make decisions on their own. Peer-to-peer consulting or an ambassador program can help, and discussing tensions during weekly meetings can motivate employees to reflect on their decision-making process, leading to more informed decisions in the future.



### COVID-19 COLD CHAIN REACTION

More than half of cold chain businesses say their top challenges involve supply chain disruption (see chart), according to the Global Cold Chain Alliance. Survey trends reveal:

#### Taking Action

- 90% of respondents say their top COVID response was taking extra measures to protect the workforce, such as staggered shifts.

- Other top responses include maintaining business continuity and workforce morale.

#### Government Priorities

- Access to personal protective equipment and cleaning should be top government priorities, respondents say.

#### Revenue & Costs

- 54% report a decrease in Q1/Q2 revenue versus Q1/Q2 pre-crisis revenue expectations, 11% saw no change, and 35% report an increase in revenue.

- 80% of respondents report an increase in costs.

#### Workplace Changes

- 75% say they plan to develop more robust procedures and emergency plans as well as strict protocols for contactless driver check-in.

- 53% of respondents believe the percentage of employees working remotely will continue to increase.

#### Cold Chain Trends

- 75% think the pandemic will cause an increase in e-commerce and direct-to-consumer deliveries of frozen and/or chilled product.

- 73% say global trade opportunities will either decrease or remain the same relative to pre-pandemic expectations.

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## TAKEAWAYS

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# Best Supply Chains of 2020

These companies demonstrate supply chain excellence through transparency, technology adoption, and resilience in 2020, according to Thomas Insights:

- 1. Apple:** Focuses on sustainability, strengthening relationships with strategic suppliers, and streamlining inventory management by cutting down on warehousing to limit overstocking.
- 2. Amazon:** Transformed the supply chain with one-day and two-hour delivery, and purchased 100,000 e-delivery vans to deliver net-zero carbon by 2030.
- 3. McDonald's:** Operates a vast network of suppliers, owners, and providers and uses vertical integration, such as growing its own potatoes, for optimal efficiency.
- 4. Walmart:** Shifted to a ship-from-store approach, enabling fast and low-cost delivery of online orders.
- 5. Johnson & Johnson:** Capitalized on diverse suppliers to meet demand during COVID-19, and transformed its supply chain to ensure end-to-end traceability with IoT, cloud computing, and analytics.
- 6. L'Oreal:** Delivers more than 7 billion products per year to 500,000 locations around the world through a customer-centric approach and a focus on sustainability.
- 7. Inditex:** Helped transform the fast-fashion industry into a sustainable model, uses artificial intelligence to boost forecasting, and utilizes just-in-time manufacturing.
- 8. Intel:** Created a sense-and-respond platform that simplifies supply chain and data pipelines, provides self-service analysis, improves data quality, and provides real-time analytics.
- 9. PepsiCo:** Plans to reduce emissions on a large scale and create leaner operations. Experiencing growth during the pandemic, enhancing wages and benefits for its 90,000 U.S. employees.
- 10. Alibaba:** Global e-commerce operations hit \$1 trillion in 2020. Increased in-house operations to provide better service for its 960 million customers.
- 11. Nestle:** Moved toward an eco-friendly and socially conscious model while staying on track to save \$2 billion through streamlined operations. Began monitoring food journeys using blockchain.
- 12. Colgate-Palmolive:** Strong supply chain distributes its brands to more than 200 countries and territories. Sustainability efforts led to a supplier code of conduct and 15 zero-waste manufacturing facilities.



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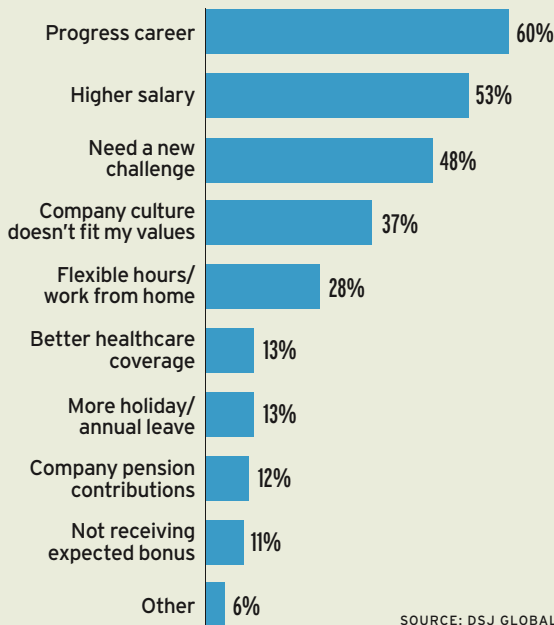
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## TAKEAWAYS

### WHAT MOTIVATES SUPPLY CHAIN PROFESSIONALS TO FIND A NEW JOB?



### SHOULD I STAY OR SHOULD I GO?

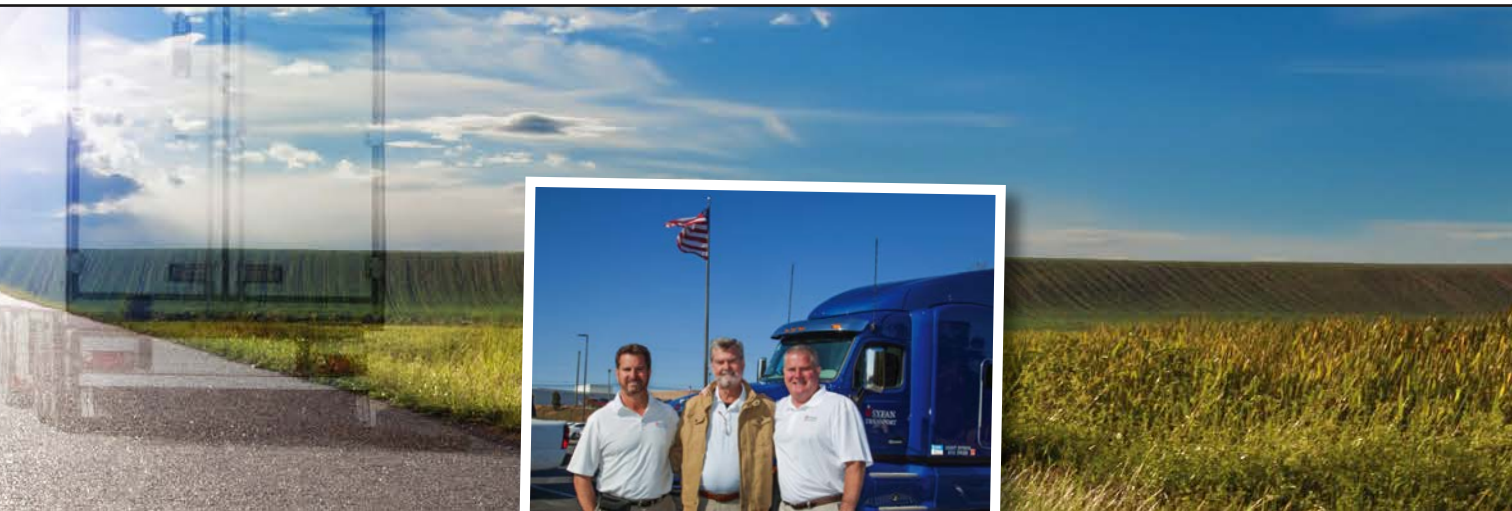
With only 36% of supply chain professionals likely to stay with their current employer and 60% willing to find a new job, employers may face a talent exodus, says a survey by recruiter DSJ Global. The survey reveals:

**Current employment:** 48% are satisfied or highly satisfied with their current job, outweighing the 28% who report feeling unsatisfied or highly unsatisfied. However, 41% say they are unlikely to stay with their current employer.

**Job security:** 50% of respondents say they are confident in their job security, and 50% believe they will keep their jobs during the next six months. This rises to 55% for Europe, the Middle East, and Africa and 59% for Asia-Pacific, but falls to 37% for the United States.

**Greater purpose:** Supply chain professionals are increasingly focused on their employer's role within society—37% say that they would consider seeking new employment because their current employer's culture does not fit their values (*see chart*).

**Work-life balance:** 82% of the end-to-end supply chain workforce say they want their employer to continue offering work-from-home flexibility, and 28% say they would be attracted to an employer that offered more flexible hours or the ability to work from home.



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



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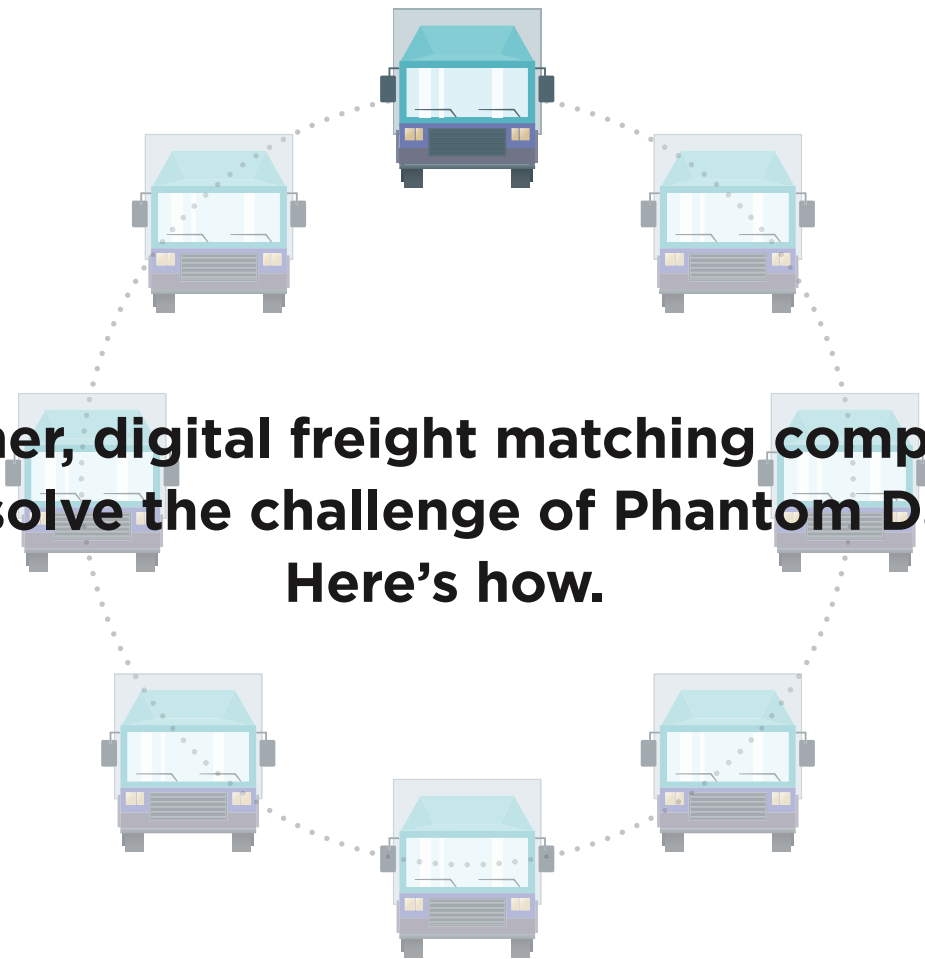
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# MAKE IT DISAPPEAR



**Together, digital freight matching companies can solve the challenge of Phantom Data. Here's how.**

**Digital freight matching**—sometimes referred to as “the Uberization of freight” as carriers and shippers connect electronically—is disrupting the traditional freight industry. Digital freight matching accelerates the movement of goods and provides shippers, carriers, brokers, and others with end-to-end shipment visibility. Digital freight

matching firms promise to revolutionize the U.S. truckload spot market by capturing and leveraging data to allow all parties to optimize the movement of shipments in ways not possible with traditional freight services.

However, before this emerging industry can fully achieve these ambitions, digital freight matching

(DFM) must address the unique challenge of “phantom” data, also known as “ghost loads,” among other terms—a data issue that causes confusion, delays, cancellations, and lost productivity.

Today, shippers, carriers, and brokers often post their loads or capacity on multiple freight matching platforms, marketplaces, or load boards. The more

carriers that see the loads, the more likely one will be able to book the load—a practice sometimes called “post and pray.” Once a shipper load and a carrier are connected, those loads are effectively off the market.

However, the other participants in the market aren’t aware of this, as no solution is in place for removing those loads from the rest of the market. When DFM providers try to book those phantom loads, they discover, sometimes hours later, that the load they thought they booked was already booked by another company.

Hundreds of thousands of digital freight matches are performed daily. “Phantom freight and ghost loads are huge, expensive problems,” says John Greaves, director, global standards, architecture, conformance, and propagation with Consensus Health and advisor to DFM Data Corp.

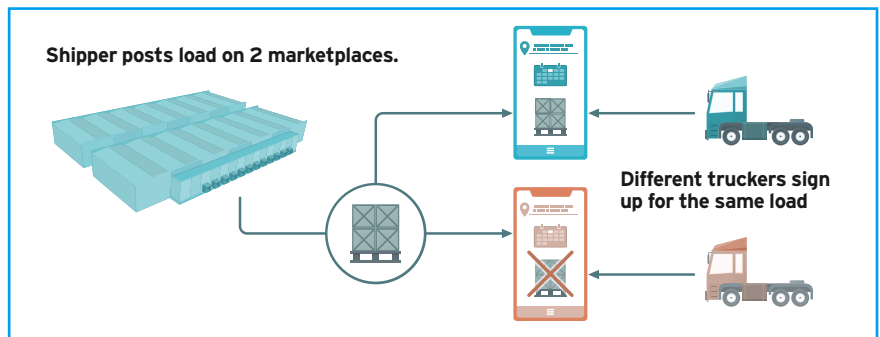
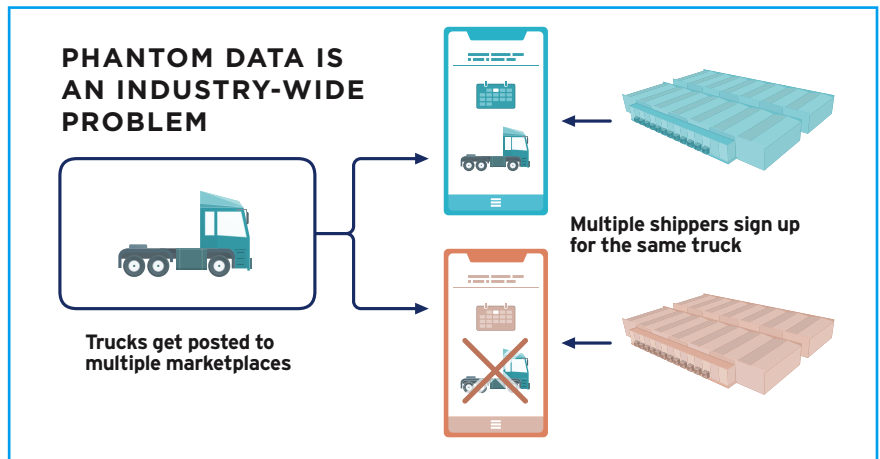
Carriers are unable to fully optimize use of their trucks, slowing the movement of freight and adding to its cost. The lack of clean, up-to-date data also hinders automation and limits the ability of participants in the digital freight market to make informed decisions that can better optimize freight movement.

A lack of a shared platform leaves digital freight matching companies with access only to their own data. To fully utilize all drivers and equipment, the industry’s network overall needs to be optimized.

“You can’t sub-optimize hundreds of individual networks or you get incorrect, sub-optimal projections,” says John Larkin, an operating partner with investment firm Clarendon Group and advisor to DFM Data Corp.

#### FINDING A FIX

“The fix for phantom load and capacity data is to have a data clearinghouse that takes a feed from all digital freight matching service providers, and when confirmation of a match is received, they signal all the other DFMs to purge the listing from their platforms,” says Rajat Rajbhandari, Ph.D., chief information officer and co-founder of dexFreight, which is developing an open logistics network for shippers, carriers, and brokers.



**Shippers and carriers routinely post available loads or capacity to multiple marketplaces, apps, load boards and platforms at one time. After the load is booked on one platform, the other platforms still show it as available.**

One organization is bringing industry participants together and leveraging technology to resolve the challenges posed by phantom data. DFM Data Corp., based in Atlanta, Georgia, is launching a blockchain-based solution that purges phantom data from multiple marketplaces, facilitating frictionless transactions. Because it’s governed by a board of industry members, and participants’ information is secure and anonymized, it can serve as that neutral utility and data clearinghouse for the digital freight industry.

Its role is not unlike the clearinghouses that enable stock markets to process volumes of transactions. NASDAQ, for instance, regularly handles millions of trades each day.

#### WHY PHANTOM DATA MUST GO

Removing phantom data from the DFM market will provide compelling benefits. It will further reduce the

volume of empty miles, or trucks traveling without freight, Larkin says. This will reduce the environmental impact of trucking and help to mitigate the driver and capacity shortage.

“Just as key, is the information and analysis DFM Data Corp.’s solution can provide,” Larkin says, adding, “digital freight matching firms will differentiate themselves not by having more accurate and cleaner data—although that remains critical—but by how they apply analytics and forecasting to offer greater insight and more accurate projections.”

“The ability to provide information that improves business decisions creates a rising tide that will lift all boats,” says Kurt Wedgwood, U.S. blockchain market executive with IBM. “DFM Data Corp. is providing timeliness of information, taking out costs and making it easy.”

Over the past five years, a few hundred firms that make up the digital freight matching industry have

currently penetrated just 3% of the truckload market.

Some DFM firms have used lower prices to try to gain a stronger foothold in the market. In the long run, that strategy is unlikely to be sustainable.

To both achieve profitability and experience lasting, robust growth, they'll need to address the challenges posed by phantom data so they can improve the efficiency of their operations. That will require a digital freight matching function unencumbered by phantom data—and that requires a clearinghouse.

#### TACKLING PHANTOM DATA CHALLENGES

Bringing DFM firms together and securely distributing the data they hold addresses many of the challenges currently hindering the digital freight market. “The ideal is to have verified participants in the market, entering a valid need, serviced by asset providers with a valid option to move that freight,” says Patrick Duffy, president, BiTA, (Blockchain in Transport Alliance).

Several steps are key to achieving this. First is developing a level of trust between the players and fostering a sense of “co-opetition,” or the recognition that all firms in the industry, including competitors, benefit by working together.

DFM Data Corp. has developed a unique legal structure that encourages co-opetition by allowing accredited member DFMs equity in the organization, a voice on issues, and a vote on decisions.

“No one company can act as the ‘gorilla in the room’ with the clout to sway actions to its benefit,” says Denise McCurdy, Ph.D., an expert in blockchain governance and consultant to DFM Data Corp. “That sense of fair play and the knowledge that all actions are above board is key.” It allows companies to come together and share anonymized transactional information for the good of all firms.

McCurdy also is working with standards bodies, like the Institute of Electrical and Electronics Engineers (IEEE) and BiTA to develop standards

“Research and interviews with shippers, carriers, and brokers suggest that phantom data is pervasive and steals productivity.”

— Vic Uzumeri, Ph.D., Associate Professor (Emeritus), Auburn University

that will facilitate the flow of clean, accurate digital freight information. Just as important, DFM Data Corp.'s governance structure is designed to foster compliance with all relevant regulations.

“The technology underpinning DFM Data Corp.'s solution is a pure application of blockchain,” says Karen Kilroy, chief executive officer with Kilroy Blockchain, LLC, a provider of blockchain solutions. That is, it enables multiple competitors to work together without compromising their own security.

“Blockchain can ensure all information is anonymized, that only members see data, and then only the data they need to see,” Kilroy adds. “Transactions can't be changed later. Once the story is there, everyone knows it.”

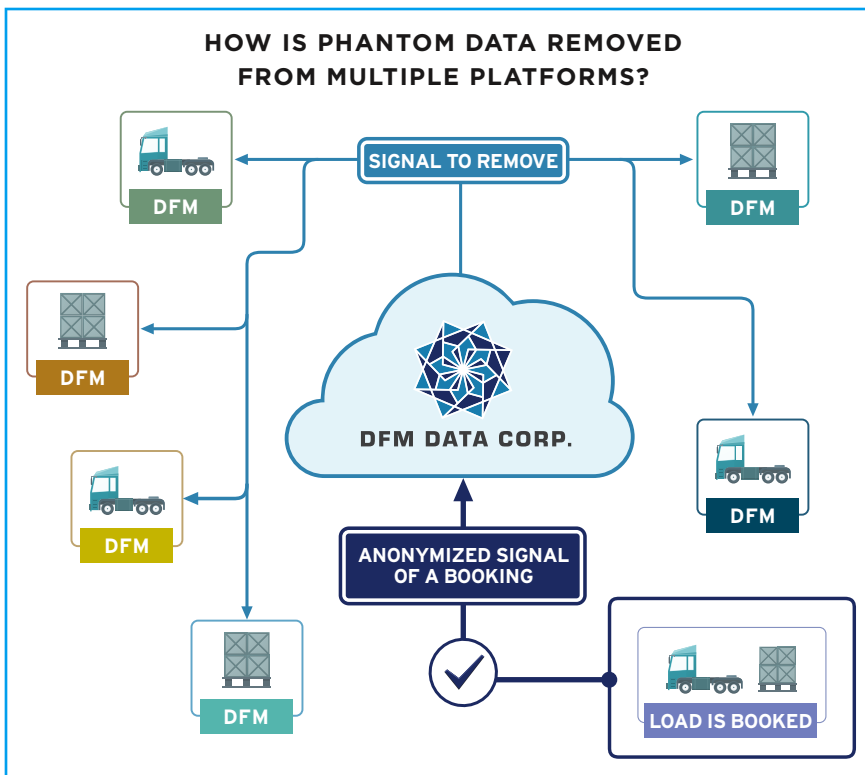
Providing each shipment with a unique identifier will also help to eliminate phantom loads, she says. Once a load is taken, the identifier will no longer be active.

#### A VISIONARY SOLUTION

The DFMs and their customers, including 3PLs, shippers, carriers, and others, benefit from DFM Data Corp.'s services. These services are provided for a modest fee per transaction.

“Each DFM uses its own technology to match and track loads,” says Michael Darden, CEO and founder of DFM Data Corp. “Once a load is dynamically matched, our technology receives the record and, in near real time, notifies participating digital freight matching platforms to remove the already booked load or transport capacity data from their platforms.”

The robust capabilities within the DFM Data Corp. solution draw from



The concept is simple: When a load and truck are booked by a DFM, software automatically signals the utility, which then signals all the other DFMs to remove the listings from their datasets.

## HOW MUCH DOES PHANTOM DATA COST THE INDUSTRY?



While every day, virtually all digital freight matching service providers experience significant negative impacts from the presence of Phantom Data in their platforms, there are still no metrics quantifying the real cost to operations. It will take just 5 minutes to participate in a survey designed to quantify the impacts of phantom data on DFMs, shippers, carriers and brokers. The survey probes the frequency of the problem, the time required to recover from delays and cancellations, unhappy customers, lost deals, and more.

**SURVEY LINK:** <http://sgiz.mobi/s3/National-Phantom-Data-Survey-s>

the breadth of logistics and freight management experience Darden brings to the company. In 2003, Darden was asked to develop a solution that would use the internet to find backhaul opportunities. (Backhaul refers to cargo carried on a truck's return journey, providing an opportunity to earn additional revenue.)

### A PATENTED SOLUTION

Darden then developed a patented solution that would enable multiple shippers to interface with each other on a web-based platform. Back then, he called the function described in his patent "a dynamic and predictive information system and method for shipping assets and transport." Today's shorthand description for the same function is "Digital Freight Matching." His patent also addresses the purging of duplicated capacity/phantom loads.

"He was able to envision the future before it existed," says Linda Goetze, president and chief executive officer with the Blockchain Chamber of Commerce.

At the time, however, mobile devices were nowhere near as ubiquitous as they are today. So, Darden waited. By 2018, mobile devices had proliferated—the technology finally catching up with the concept of digital freight matching.

Moreover, the need for Darden's original solution had become more pronounced. The technology underpinning DFM Data Corp's solution will enable the industry to "grow faster, better, and more cohesively," Goetze says.

Because DFM Data Corp. hasn't taken venture capital or private equity money, it answers only to its members. "Our mission is leading digital freight

matching companies to a truly digital future," Darden says.

And rather than force companies to pay royalties to access his technology, Darden chose to bring all players together to jointly address the problem of phantom data, monetizing the patent by providing value-added services instead. "Michael's vision is to make all the data available to everyone, and then make it anonymous so companies can't steal others' customers," Larkin says.

"He's a visionary," Kilroy says, adding that Darden understands logistics, trucking, digital freight matching and blockchain—all building blocks to developing a solution. "He has the right combination of skills to bring this forward."

### DISRUPTING TRADITIONAL MARKETS

A more robust and effective digital freight matching market will bring greater disruption to the traditional freight industry. "Digital freight matching firms stand to take market share from more traditional brokers, as DFM technology allows them to handle shipments at less cost, which should enable them to offer more attractive pricing," Larkin says.

More accurate freight information also may help increase the volume of spot market transactions. With more accurate and timely data available, shippers may be more comfortable with shorter pricing agreements, rather than opting for the safety of longer-term contracts.

DFM Data Corp. has developed its governance and legal structure and is onboarding members. Development of both the software and technical standards is well underway.

This new, more efficient phase in digital freight matching is fast approaching. "Soon, digital freight matching firms will be more efficient and more profitable," Darden says.

Shippers, pressured by ever-tightening delivery time frames, will increasingly ask whether their digital freight management company is a DFM Data Corp. subscriber, Greaves says.

As digital freight matching becomes more efficient and ubiquitous, the cost savings may lead to "a fully, digitally-connected supply chain," Goetze predicts. "The numbers are pointing in the direction of digitization, and the DFM Data Corp patent is at the base."

To be sure, the journey poses challenges. It requires bringing together companies that typically compete and asking them to collaborate within a unique, governance-led business structure. Yet in doing so, all can enjoy faster, more sustainable growth than they would on their own.

"They have the opportunity and the tipping point is right in front of them," Darden says, adding that "the interoperability our platform facilitates between DFMs also brings potential for other new services and innovations that will further enhance profitability and growth of DFMs."

For instance, DFM Data Corp envisions facilitating co-brokering between DFMs by enabling the option to make their idle capacity visible to other DFMs. "With the aid of governance and blockchain smart contracts, co-brokered loads can be safe, legal and transparent to all stakeholders—and will provide the shipper a driver-tractor-trailer that truly is the closest available in the market," Darden says.

Ultimately, the platform will also provide a window into the entire digital freight market. When all DFMs are data-sharing via the DFM Data Corp. platform, Darden says, "it will create the opportunity to leverage a more complete and more timely transactional data profile of the entire market than has even been possible, which will prove to be invaluable to DFMs and their customers." ■

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# A Storehouse of Innovation – WMS for E-Commerce

Ramco Systems helps an e-commerce solutions provider realize its vision of a robotic fulfillment center.



### THE CUSTOMER

A fast-growing e-commerce logistics provider who has established an automated fulfillment warehouse that is designed for seamless scaling. Their capabilities span handling the back-end, expanding sales channels, and optimizing fulfillment.

### THE PARTNER

Ramco Logistics Software is an integrated platform that provides comprehensive end-to-end solutions to 3PLs, freight forwarders, e-commerce logistics providers, and many others. Complete with optimization, APIs, chatbot, mobility, and analytics, Ramco Logistics Software provides solutions infused with AI and ML.

One of Ramco’s customers, a large e-commerce logistics solutions provider in Atlanta, aimed to tackle peak season struggles, labor contingencies, and holiday delays using automated fulfillment warehouses and cutting-edge technology.

The goal was to build a robotic fulfillment center supported by an orchestration platform. Their vision included a seller portal for retailers to manage all their sales channels in one place, a proprietary order management system (OMS), and a library of ready-made connectors to integrate with shopping carts, carriers, and marketplaces.

To realize this purpose, they needed a warehouse management system (WMS) that integrates and complements their robotics solution’s capabilities while seamlessly communicating with all parties in the ecosystem. Their needs were:

- Capacity to handle a large number of stock-keeping units (SKUs), high volume, and e-commerce picking fulfillment.
- Readily integrating with the ecosystem of shopping carts, order management systems, marketplaces, carriers, etc.

The Ramco Logistics solution offered precisely what they were looking for—a warehouse management system exclusively designed for logistics business spanning distribution and e-commerce logistics.

Ramco WMS comes bundled with a proprietary middleware platform that helps build a technology-agnostic framework and includes multiple file format supporting integrations.

The implementation of Ramco Logistics WMS was notable for:

- Seamless and tight integration between Ramco WMS and the robotics solution.
- Standard and open APIs for integrations with carriers, order management systems, and shopping carts.

The key benefits the customer reaped from Ramco WMS included:

- The primary objective of automation achieved in the areas of order management, order classification, order consolidation, put away and picking for non-robotics orders, package type selection, and carrier selection.
- Automated order streaming helped in superior dock-to-stock and order-to-dispatch time.
- Ramco WMS enhanced the movement of goods with optimized pick-path, improving resource utilization and warehouse throughput.
- With Ramco’s Optimal Package Type Selection, they could choose the right-sized packages for the products, thereby lowering shipping cost. Optimal carrier selection reduced the shipping cost by allowing them to choose the best transportation available.
- High resource productivity was enabled by Ramco WMS mobile application.
- Streamlined inventory visibility upstream and downstream was attained through seamless integration.

These solutions helped lay down a firm foundation for a dark warehouse that is automated with robotics and requires little human interference.

.....  
**Email [contact@ramco.com](mailto:contact@ramco.com) for all your WMS, TMS, and other logistics software related queries.**



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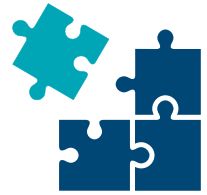
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## Supply Chain Challenge?

# SOLVED



# Use Repeatable Best Practices and Experience Exponential Growth

Brilliant Fulfillment stopped juggling spreadsheets and used WMS automation to grow order volume by 175% in just one year.

### THE CHALLENGE

Maintaining efficient operations is crucial for third-party logistics (3PL) warehouses, especially for warehouses focused on growing e-commerce fulfillment. The need to use repeatable and scalable best practices is a must for warehouse owners looking to grow their 3PL business, as was the case for Brilliant Fulfillment.

Starting with a 1,000-square-foot warehouse serving the health and beauty industry, Brilliant Fulfillment managed their warehouse using spreadsheets and single-point software systems. These manual processes did not offer them the opportunity to streamline operations, see where they could cut costs, or how they could improve efficiency and save time.

If Brilliant Fulfillment, fondly abbreviated as “BFF,” wanted to continue to grow, they needed to move from paper and Excel to automation with a warehouse management system (WMS).

### THE SOLUTION

One year after implementing *3PL Warehouse Manager* WMS, Brilliant Fulfillment increased order volume by 175%. By the next year, order volume increased another 141%. To date, Brilliant Fulfillment’s order volume grew by 8x from their first year using warehouse automation.

Using a WMS also helped Brilliant offer a multitude of value-added services such as e-commerce connectivity, EDI

capabilities, kitting and assembly, triple-checked quality control, real-time inventory, real-time tracking, and reports.

These offerings, delivered through best-practice workflows built directly into the WMS, have helped Brilliant Fulfillment attract and retain their customers.

In addition to the enhanced operational functionality, more than 90% of their customers use the self-service customer portal built directly into *3PL Warehouse Manager*. This helps free up warehouse team members’ time since customers can run their own inventory reports, view order statuses, and input their own orders.

Overall, the high level of service and visibility attracted more new business for Brilliant Fulfillment.

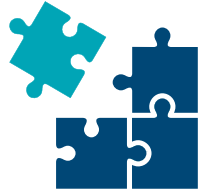
“We would struggle to win business without these real-time tools,” said Nancy Henger, founder and CEO of Brilliant Fulfillment. “Our competitors are still doing fulfillment the old-fashioned way. I’m glad that we can set a standard as industry leaders in our market.”



To learn more:  
 email: [info@3plcentral.com](mailto:info@3plcentral.com)  
 phone: 888-375-2368  
 web: [www.3plcentral.com](http://www.3plcentral.com)

## Supply Chain Challenge?

# SOLVED



# Keeping Drivers and the Community Safe During the Pandemic

Syfan Logistics changed shipment pickup, verification, and receiving procedures for its truck drivers to ensure their safety, protecting their health and that of the community.

### THE CHALLENGE

When the COVID-19 crisis began earlier this year, it was imperative for Syfan Logistics—an essential provider in the delivery of food, medicine, and other critical supplies—to protect its drivers and community.

To ensure this happened (and continues to happen), Syfan implemented a few simple, common-sense practices in the everyday shipping and receiving of goods, from the pickup point through final delivery.

When a truck driver arrives at a food facility to pick up a shipment, he or she typically has two primary interactions. First, the driver must pass through a security gate with proper authorization. Typically, this does not involve the driver leaving the truck, but it sometimes happens.

Next, the driver enters the facility's shipping office. Often, the office is crowded with other drivers from multiple regions and states who are verifying their loads and receiving their load or unload instructions. There are also multiple tasks that usually involve several more points of contact, such as filling out forms and sealing trailers to ensure the safety of food and other shipments.

On the other end, similar interactions occur with the receiving of goods at a warehouse or distribution center.

Across the United States, thousands of these deliveries happen every day—following protocols that have been

entrenched as standard practice as far back as the early 1980s.



Headquarters for Syfan Logistics and Syfan Transport in Gainesville, Ga.

### THE SOLUTION

Syfan Logistics advised its drivers, when possible, to simply stay in their trucks—whether they are picking up a load or delivering it to the receiver. It is a solution to driver and customer safety that Syfan Logistics has provided to several customers.

The whole process of following verification and safety rules on each end of the shipment can still be done easily without close personal contact. Some standard practices, such as checking proper sealing of the trailer, can be done by the driver just outside the shipper's or receiver's location to avoid another potential exposure.

Syfan has some customers whose operation procedures necessitate drivers leaving their trucks during delivery or pickup. In those situations, the Syfan drivers don masks and gloves before leaving the truck, and follow CDC social-distancing safety suggestions while interacting with the customer.

Executive Vice President Steve Syfan took the initiative at the state and federal level to promote truck driver safety, and was recognized in an article by *The Atlanta Journal-Constitution* for his efforts.

Changing these existing over-the-road shipping protocols was not costly or overburdensome. Syfan communicated with its drivers and customers that the intent was to protect the health of everyone involved in the shipment of food and supplies, including the end consumer. All it takes is one sick driver or employee to infect and shut down an entire plant, so this simple safety practice also protects the financial bottom line.

Steve Syfan further communicated his company's safety message in a podcast interview conducted by *Inbound Logistics*. His hope was to spread his company's safety practices throughout the shipping industry. With everyone following along in their own small roles, Syfan reasoned that it adds up to eventually beating the pandemic and keeping America's economy running.



To learn more:  
 email: [info@syfancorp.com](mailto:info@syfancorp.com)  
 phone: 855-287-8485  
 web: [www.syfanlogistics.com](http://www.syfanlogistics.com)



[INSIGHT]

# ECOMMERCE

by *Mark Wheeler*

Director of Supply Chain Solutions, Zebra Technologies  
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## Shopping for E-Fulfillment Efficiencies

Online grocery shopping has morphed from a temporary necessity to a new way of life. Retailers with the best order fulfillment process and the highest-quality customer service will gain the upper hand.

Without the right technology, e-fulfillment is doomed to slowdowns and inventory problems that impact the entire supply chain and negatively affect a brand's reputation. Here's how end-to-end retail technology solutions can make online grocery shopping easier—not just for the consumer, but for back-end fulfillment as well.

### FAST AND STREAMLINED

Take the click-and-collect use case. A customer places an online order, which needs to be routed to an associate so the order can be fulfilled and picked up by the consumer. With the right technology solution in place, the entire click-and-collect workflow runs smoothly.

For example, associates equipped with multiuse mobile devices can speed and streamline their processes. Once an order is placed, the device alerts the associate to fulfill, or “pick,” that order. Images of the ordered items help the associate pick correctly. After the order is picked and bagged, the associate uses a mobile printer to label the order for the customer.

When the customer arrives, another notification alerts the associate to bring out the order. The device can also be used to process payments, scan coupons, and print receipts, helping to shorten curbside pickup times.

Order fulfillment isn't the only process that benefits from technology. Inventory management becomes simpler, too. When associates pick orders, inventory updates occur in real time. Grocers can then see which goods are selling in high volumes and with high velocity so they can automate the reordering of those goods and ensure they're in stock.

Analytics also help grocers identify shopper behaviors to better meet consumer needs and expectations during the shopping and ordering experience.

However, without technology, challenges can pile up and fulfillment can quickly fall apart. Manual, paper-based efforts lead to wasted time, errors, and inventory issues. For example, when a consumer order is completed online, it takes time to print a copy of the order and find the associate who can fulfill it.

The associate has to then pick the order using only a paper list and doesn't have access to images to find specific items, which increases the risk of mistakes. The inventory doesn't get updated right away, which means an item may be out of stock the next time an order is fulfilled.

When delays, errors, and out-of-stocks compound, consumers can quickly lose patience and take their business elsewhere.

### CURRENT AND FUTURE STRATEGIES

It's hard to predict how the next crisis will affect grocery retailers. But with social distancing at the forefront of shopping behavior, it's a good idea for grocers to implement a strategy that helps them capitalize on online shopping while streamlining the supply chain.

With the right technology solution, grocers can speed fulfillment workflows to ensure orders are fulfilled quickly. By providing associates with the tools to confidently and correctly pick items and complete the order process while getting real-time information that helps keep inventory replenished to avoid out-of-stock items, grocers will be well-positioned for success.

With seamless fulfillment workflows, there's little difference between a physical and digital store for customers. ■

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[INSIGHT]

# LEANSUPPLYCHAIN

by Paul A. Myerson

Instructor, Management and Decision Sciences, Monmouth University, and author of books on Lean and the Supply Chain for McGraw-Hill, Pearson, and Productivity Press  
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## Lessons Learned: Risk Mitigation Strategies for the Future

Companies can help avoid at least some of the pitfalls of supply chain risk—including COVID-19—by developing risk mitigation strategies such as supply chain mapping.

We can also apply the lessons learned from the COVID-19 pandemic to help develop risk management strategies and tactics for the future. Now is a good time to prepare.

To mitigate supply chain risk, your company needs to have the following five capabilities:

**1. Digitally integrated supply chains.** Just 15% of retailers worldwide have what a recent Warwick Manufacturing Group survey calls “digitally ready supply chains.” Many companies still rely on legacy processes, such as spreadsheets, for demand and supply planning processes.

Retailers recognize, however, that they need to better understand automation, artificial intelligence, and other technologies, with a view toward having prescriptive or autonomous supply chains in place by 2025.

**2. Efficient versus responsive supply chains.** In today’s global and dynamic economy, it is important for companies to consider when it is

appropriate to operate a supply chain that is more heavily weighted toward being lean (efficient), one that is more agile (responsive), or one that is both, which is known as a hybrid supply chain strategy—for example, a mass-customized product.

Executing a hybrid strategy requires great teamwork, using a digital supply chain to gain the real-time visibility needed to take quick action through flexibility and adaptability.

**3. Redundancy where there is high risk.** Develop relationships with alternate vendors and suppliers so you can pivot efficiently when delays occur with primary—and even secondary and beyond—vendors and suppliers.

Consider reshoring and near-sourcing, at least as back-up strategies. This is especially critical when operating a global supply chain.

**4. Improved visibility, downstream and upstream.** You need to not only have visibility, but also be able to use it—for example, a digital supply chain

combined with good internal and external communications. Not fully understanding downstream demand shifts and a lack of effective stress tests have left supply chains unprepared, often resulting in the bullwhip effect.

Active engagement with upstream suppliers is also critical for quick and flexible reactions. Employ delivery performance data, capacity data, and control tower solutions to better assess the risk profile for your suppliers’ products and services.

**5. Sophisticated and integrated “outside-in” demand and supply chain planning.** This is where the rubber meets the road, as it’s hard to be lean and agile without good planning.

If you have the capabilities previously mentioned, you can achieve a high level of demand and supply chain planning to maximize service and minimize cost. To accomplish this, you need a great combination of people, process, and technology.

There will be constant challenges ahead for your supply chain. You have the choice between planning ahead or reacting to challenges when they inevitably arrive.

I know which I would choose. ■



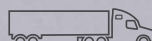
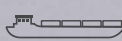
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## THOUGHT LEADERS

# Why Companies Should Consider Employing Robots



**Emily Burns**

IT Manager  
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**Q:** *What is robotic process automation?*

**A:** Modern robotic process automation (RPA) technology began forming 20 years ago, and has become the transformative tool it is today within the past five years.

RPA is a high-tech solution where a process that was previously performed by a human is now performed by a computer. RPA “bots” mimic many human actions, handling repetitive, rules-based, high-volume tasks with a clear trigger.

They log in, move files, copy and paste, fill in forms, extract data, scrape browsers—all without making mistakes or needing to sleep. Bots are available to provide value 1,440 minutes per day, 365 days per year—the equivalent availability of three or four human team members.

**Q:** *What RPA platform do you use?*

**A:** Ruan selected UiPath as our RPA provider. UiPath was named a Leader in the 2020 Gartner RPA Magic Quadrant for its ability to execute. Our UiPath suite of products has enabled us to scale our business without a linear increase in people.

**Q:** *What are some benefits yielded from Ruan’s adoption of RPA?*

**A:** We began 2020 by assigning 33 tasks to our digital team members, and within four days we started to realize the return on our investment, ultimately exceeding our total investment payback period within 15 weeks.

These automated processes have allowed us to avoid the cost of adding 14 new positions.

With RPA we have significantly improved our service to our customers through:

- A reduction in non-value-added activity by our skilled team members who are focused on customer service, analysis, quality, and coaching.
- Improved data quantity, timeliness, and accuracy.
- Increased speed, accuracy, and completeness of billing, payroll, and record processing.
- Simplified execution of our capabilities with more consistent results.
- Delivery of critical customer-requested capabilities such as en route tracking for LTL loads.
- Lowered complexity and increased ability to scale to other customers and carriers.
- Avoidance of more costly solutions like point-to-point integrations with carriers and expensive engagements with technology vendors.

**Q:** *What is next for RPA at Ruan?*

**A:** We expect the time and cost savings will empower our teams to deliver more exceptional experiences that create more value for our customers and team members.

While our current focus is on scaling and sustaining our RPA program, our future plan is to align RPA with all of Ruan’s business process transformation technologies—such as chatbots, big data and analytics, machine learning, and artificial intelligence—and continue to shift our company and industry away from the pencil and paper of the 20th century to the cyberspace of the 21st century.



# Shared Truckload Creates Efficiencies, Reducing Shipment Costs

COVID-19 upended supply chains, increased costs, and tightened capacity, leaving shippers struggling to deliver high-quality service. Shared truckload could be the answer.

**Q:** *How has shared truckload alleviated shippers' issues during the pandemic?*

**A:** Capacity challenges and increased costs across supply chains have driven shippers to become more creative and innovative. When faced with substantially higher costs and service expectations, our platform has been widely adopted as a means to generate cost savings—all while protecting service expectations.

The domestic transportation industry as a whole is disaggregate and filled with inefficiencies and opportunities to leverage data to generate savings. Shippers across the globe all share similarities with regard to shipment patterns; however, today they have zero access to other shipper data that can serve as a lifeline.

Shared truckload allows customers to leverage demand data from other shippers and share the cost of an asset with other shippers transporting similar commodities on similar lanes.

Compared to LTL, shared truckload is generally more expensive but has significantly higher quality—an experience removed of the risks of the terminal network. Compared to truckload, shared truckload is a less expensive alternative—a means to the speed and quality of TL but at a fraction of the alternative cost.

**Q:** *What advice would you give to shippers who work on RFPs for shipments taking up 10 to 44 linear feet?*

**A:** RFPs for 10 to 44 linear feet are uncommon, which is widely why we exist. The cubic capacity and linear rules driven by the LTL community can force shippers to send the surplus directly to the truckload routing guide which is predominately rate per mile driven.

We ask shippers to start with the data. Reviewing trailing 30-90 day shipment data will quickly reveal if there's an opportunity to lower costs for freight between 10 to 44 linear feet.

The truth is they are paying for air. We believe the future, most economical state would be when standard RFPs are a hybrid of pallet or linear based prices that also dynamically factor linehaul and fuel.

**Q:** *What other benefits does shared truckload provide for LTL and TL shippers?*

**A:** Shared truckload promotes sustainability—a mode where every trailer is full, empty deadhead miles are reduced, shippers pay less, and drivers are paid more. Shared truckload shipments save up to 40% of greenhouse gas emissions primarily driven by inefficient asset utilization.

Flock Freight is committed to the highest level of corporate responsibility with its B Corporation status.

We are currently the only logistics provider with B Corporation status which truly shows our dedication to sustainability and being a change agent in our industry.

Although we offer varying solutions to our customers, we are most passionate about creating technology that promotes a more sustainable environment.



**Justin Turner**

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## THOUGHT LEADERS

# Leveraging the Benefits Of New Industrial Printers for Compliance



**Peter Zalinski**

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**Q:** *What are the benefits of investing in the latest industrial printers?*

**A:** The latest industrial printers offer a new set of features and advantages, so end users will not be upgrading just to ensure continued performance and support—they will enable new productivity and efficiency benefits. This includes higher image resolutions, improved feeds-and-speeds, and user-replaceable printheads and platen rollers, as well as new connectivity options for integration and MDM support.

While hardware upgrades can be disruptive, the short-term costs are a fraction of the long-term benefits to be gained through improved uptime, greater productivity, and more reliable labeling quality.

**Q:** *Why should I review new industrial printers on the market like Honeywell's PX940V?*

**A:** The strongest argument for implementing the Honeywell PX940V solution is for FDA UDI compliance labeling for medical devices. The PX940V has built-in barcode scan validation and verification. With barcode UDI labels having to comply with ISO/IEC 15415 or ISO/IEC 15416, having a quality barcode label printer that also monitors the quality of the output can save time, money, and legal hassles.

The FDA requires that 100% of UDI labels pass an ANSI/ISO grading standard; if you are not actively grading every label, the odds that every label will pass inspection is low. Random QA checks will not catch all

compliance errors. In-line, real-time verification at print time will ensure that all UDI barcodes are scanned, graded, and compliant.

**Q:** *How does the printer improve compliance labeling?*

**A:** You can program the PX940V to assign a letter grade of A through F for ANSI or assign a numerical score of 4 through 0 for ISO for each of the barcodes that appear on any given label. The system is even designed to generate a report that you can send to your customer, providing proof of compliance labeling. All of this can be integrated with a host system to ensure traceability and archiving.

**Q:** *Who could benefit from an upgraded industrial printer like the Honeywell PX940V?*

**A:** As mentioned before, medical device manufacturers need in-line label validation to comply with current FDA requirements. The Drug Supply Chain Security Act (DSCSA) outlines requirements to develop and enhance drug supply chain security by 2023. This includes product tracing requirements that went into effect in 2015 for pharmaceutical manufacturers, repackagers, wholesale distributors, and dispensers (primarily pharmacies).

The requirements include unique package-level identification, with serialization extended down to the dosage level. This is satisfied using 2D barcodes and GS1 standards, so the PX940V is the perfect print quality compliance solution for pharma and biomedical companies as well.

# Building Resilience With Dedicated Transportation Solutions

In today's volatile economic environment, shippers need reliable, cost-effective solutions to meet customer demand. Dedicated transportation solutions, which mitigate capacity risk and improve on-time delivery, are often a preferable option.

**Q:** *What are the factors driving demand for dedicated transportation solutions?*

**A:** First, companies understand, now more than ever, they need reliable partners. Interruptions in raw material supplier networks, drastic changes in consumer behavior, and the need for agile manufacturing have forced shippers to increase flexibility in their supply chain without increasing inventory or warehouse expense.

For shippers without this flexibility, the impact in direct cost and lost opportunity can be significant and often exceeds additional expense from a dedicated solution.

Second, companies should anticipate that as the economy rebounds, capacity will tighten. The factors underlying capacity challenges and transportation inefficiency, including the driver shortage, aging infrastructure, and carrier closures, have not been resolved.

As the economy returns to pre-COVID-19 levels, those challenges will reemerge, impacting truckload capacity. As customers investigate potential dedicated providers, they'll find that recent conditions have forced more carriers out of the business. As a result, dedicated transportation partners with solid financial underpinnings are more valuable than ever.

Third, with higher costs on the horizon, including insurance, equipment,

driver pay, fuel, etc., as well as additional regulations ahead, companies need reliable partners to manage an uncertain economic future.

**Q:** *How can shippers use dedicated relationships to build supply chain resilience?*

**A:** Some companies are turning from private fleets to dedicated solutions to better control labor costs and insurance exposure. Those who utilize Red Classic's dedicated solutions receive the same guaranteed capacity and reliable service as a private fleet, but with greatly reduced risk and investment.

Dedicated relationships provide enterprises more flexibility since dedicated carrier partners can more closely mirror changes in shipper needs. A collaborative dedicated provider can deliver on critical service metrics and adjust to demand changes, while helping eliminate unfavorable market exposure.

Securing reliable capacity and on-time delivery is essential for retaining high-priority customers, especially those who levy performance fines. Customers who contract Red Classic's dedicated services under these conditions have seen significant savings in fine elimination year over year.

The negative perceptions of dedicated shipping—that it is more expensive and less flexible—are simply no longer true when working with a quality dedicated provider. For shippers with high-value customers and complex freight-handling requirements, dedicated is often a financially sound and operationally effective solution.



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## THOUGHT LEADERS

# 3 Critical Questions About Oversize/Overweight Shipments



**Al Reisman**

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Although your supply chain may not require oversize/overweight shipments on a regular basis, there will likely be a time when the need arises. If this level of specialized shipping is not within your comfort zone, you should turn to the expertise of a heavy haul carrier to guide you rather than trying to handle it on your own. An expert heavy haul carrier will have detailed answers to the following questions:

**Q:** *What's included in an oversize/overweight transportation plan?*

**A:** Many moving parts must be coordinated when transporting oversize/overweight cargo—all of which should be outlined in the freight transportation plan. Each plan is unique to the scope of the project and should include (but not necessarily be limited to):

- The weight, dimensions, and value of your load
- The permits and equipment needed
- Capabilities and access at the shipping/delivery location
- The possible need for a route survey, escorts, or pole car
- Potential repositioning of utility lines, signage, or guardrails
- Applicable state-by-state requirements

**Q:** *How do regulations on oversize/overweight freight vary by state?*

**A:** Every state has different regulations for the transportation of oversize/overweight freight. All states have some form of height, width, length, or weight restrictions that can vary by route, weather, time of year, or time of day.

For example, one state may require a rear escort whereas other states do not, and another state may restrict transportation over weekends or holidays.

If your freight is crossing the U.S. border, there are even more regulations. An experienced carrier with a long track record of transporting oversize/overweight cargo will cover these details in your shipment's transportation plan.

**Q:** *What securement procedures should be followed?*

**A:** The correct securement procedures will vary based on freight characteristics and the trailer type used to haul your freight. These critical details will emerge during the pre-planning phase of the project.

Your carrier should guide you through this process and make proper recommendations. The details will determine the proper equipment and experience the truck operator must have in order to transport the load safely.

A company that overlooks important securement details risks racking up serious costs associated with damages and delays. If outsourcing this responsibility to a carrier, you need to trust the carrier excels at the oversize/overweight transportation business, understands your product, and has a safety culture that extends to every single person involved with the transportation of your shipment—especially the truck operator.

When a project or load requires expertise beyond your realm, particularly when it comes to something as complex as shipping oversize/overweight freight, make sure to rely on the support of a qualified and experienced carrier to get your shipment delivered safely.

# Finding the Right 3PL Partner Delivers Key Benefits

**Q:** *How important is it to find a good 3PL in today's transportation marketplace?*

**A:** Today, finding a good 3PL company to partner with is more important than ever. Supply chains have been dramatically impacted by the pandemic and businesses need a partner who is both nimble enough to make the proper adjustments on the fly, and experienced enough to offer the best solutions during the most challenging situations.

The right 3PL partner will help you save money and achieve greater flexibility by leveraging better economies of scale, offering access to established carrier relationships, and supplying knowledge of the industry provided by 3PLs.

You can also take advantage of better customer service by establishing a relationship with your 3PL for all of your shipping needs. And if the 3PL operates through a nationwide agent station model, like we do at DLS Worldwide, you will find a partner who is familiar with key vendors as well as who can make things happen when needed in local markets.

All these qualities combine to make a 3PL partner your best asset when shipping is at its most difficult.

**Q:** *What should you look for when choosing a 3PL?*

**A:** One thing you should consider is the breadth of offerings they provide. Can they handle any mode, any size, or type of shipment?

Another consideration is technology. Do they offer robust technology that easily integrates with your existing systems? Is their system easy to use, offer cradle-to-grave capabilities,

and offer full visibility of your order throughout the process?

You should also seek a provider that is established and maintains a strong network of locations. Having a local office that is more in tune with regional trends and key local vendors can be more advantageous than dealing with a mega-call center platform.

Does the 3PL have a proven history? Do they have vast experience as a shipper and a logistics provider? Do they have offices and/or stations in numerous areas to help meet your shipping needs? Most importantly, will they be more than a simple service provider?

When you find a 3PL that can be a true partner to you, that helps you to weather the storm, takes the time to understand your needs, and is flexible enough to keep up with changes including with your vendors, the choice is simple.

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# Truckers

## GIVE IT THE GAS

### **WHEN IT'S TIME TO DELIVER, THE BEST TRUCKING COMPANIES PUT THE PEDAL TO THE METAL.**

**by Merrill Douglas**

*Shippers want dependable*, on-time performance from their truckers. “That’s table stakes,” says Jeff Jackson, senior vice president of operations at Penske Logistics in Reading, Pennsylvania.

Shippers also expect much more from their trucking partners. “We look for several important qualities, including transparency, collaboration, and innovation,” says Jose Gonzalez, procurement director, North America, at Novelis, a large aluminum roller and recycler based in Atlanta.

“Our customers want clear communication,” says Michael Black, owner and president of Goliath Trucking, a regional flatbed hauler in Corning, Arkansas.

“Sustainability is without a doubt becoming more of a priority with many of our customers,” says Bob Knowles, president of asset-based transportation at NFI in Camden, New Jersey, which focuses on dedicated contract carriage and drayage.

“They want information, service, quality, a fair price, and responsiveness,” says John Luciani, chief operating officer, less-than-truckload (LTL) solutions at A. Duie Pyle, a regional carrier in West Chester, Pennsylvania.

Shippers also want carriers to be able to shift gears quickly, providing more or fewer trucks and focusing on different lanes as needed. That’s especially true now, during the COVID-19 pandemic. “We’ve had to flex with customers when they’ve had issues in their supply chains based on lockdowns,” says Kevin Nixon, president of the flatbed and specialized division at Roehl Transport in Marshfield, Wisconsin.

Trucking companies use a broad range of strategies to rev up—and even exceed—shippers’ expectations in these areas and more.

## *Set's talk*

At Goliath Trucking, good communication starts when the company acquires a new customer. “We go through a battery of questions with them,” says Black. Covering topics such as hours for loading or unloading, this first conversation defines the terms of the relationship.

Day-to-day communication occurs via email or phone, based on the shipper's preference. But for certain conversations, voice is the clear choice. “We have a strong belief that bad news is always delivered over the phone,” says Black. “You've got to give shippers as much information as you can, which means you've got to hear the tone of voice.”

It's also important to communicate promptly, especially when something goes wrong. “One of our philosophies is that bad news now is better than bad news later,” says Carter Kaeser, vice president of sales at Agmark Transportation, the drayage arm of Agmark Logistics.

At Agmark, one key to clear, prompt communication is to divide responsibilities between logistics coordinators, who talk with shippers, and dispatchers, who talk with drivers. “That way, you don't have someone trying to deal with a customer while they're getting 30 phone calls from a driver on the side of the road with a flat tire,” Kaeser says.

## *Here's where we are*

For routine information such as status updates, many shippers prefer self-service web portals like the one Agmark offers. “They can track and trace their shipments; it's directly tied into the Class I railroads, steamship lines, and onboard computers in our trucks,” Kaeser says.

And, of course, a trucking company might transmit status information through a link with a shipper's internal management system.

“We've seen customers partner with third-party visibility companies such as FourKites, 10-4, and project44,” says Mike Hayden Jr., vice president, transportation at NFI. Carriers should be able to feed load status data to those systems.

Visibility is more important today than ever, as many companies struggle with COVID-19-induced supply chain disruptions. Shippers need to know where their products are and, if a shipment is late, when it will arrive.

## *A driver when you need one*

Excellent service also depends on a stable pool of well-qualified drivers. That makes driver retention an important strategy for meeting shippers' expectations.

Goliath Trucking puts even more energy into communicating with its owner-operator drivers than with customers. “If you manage your talent, the customers will come,” says Black. “Customers want good communication, on-time delivery, and sound, safe operations, which all goes back to talent and the truck driving pool.”

Penske recently invested in a centralized driver-hiring center. “This has decreased our cycle time and increased our retention rates,” says Jackson. The center helps Penske onboard drivers quickly, giving it more capacity in case of a surge in demand. “We do a better job for the customer because we have a higher-quality driver,” he adds.

Roehl Transport solicits driver feedback about customers' locations and shares that information with customers. When capacity is tight, customers that



## **WORKING FOR SCRAPS**

Novelis, which rolls and recycles aluminum, prizes a trucking partner that knows how to innovate and collaborate. So company officials were especially pleased with how one of their carriers, Penske Logistics, came through on a project for Ford Motor Company.

“As an aluminum supplier for Ford's F-series truck, Novelis produces aluminum coils at our facility in Oswego, New York, that Penske transports to several Ford stamping plants,” says Jose Gonzalez, procurement director at Novelis. Working together, Novelis and Penske developed a universal trailer that Penske could use to transport coils to the plants and then carry out aluminum scrap—the material left over after production. That scrap goes back to the Novelis facility for recycling.

“Ford generates enough scrap to provide 34,000 F-150 pickup trucks every month,” Gonzalez says. The process runs around the clock, 365 days per year, with a truck heading onto the road about every 40 minutes.



## WE'LL TAKE IT ALL

Charter Steel, based in Saukville, Wisconsin, calls on Roehl Transport to move 5,000-pound steel wire coils, steel billets, and some production supplies. Moving on flatbed, curtainside, lowboy, and drop deck trailers, these shipments go mainly to the Midwest and South, and sometimes to the Eastern United States.

As a large carrier whose geographic coverage coincides with Charter Steel's, Roehl can provide a lot of trucks when needed, says Jerry Hahn, the shipper's carrier administration supervisor. Hahn is happy to use that capacity.

"When our customers throw a lot of volume at us at one time, or for any sustained period, we definitely put Roehl into consideration," Hahn says.

Hahn was especially pleased with Roehl's response when one customer not only ordered a great deal of product, but laid down stringent delivery requirements. "They wanted only so many trucks per day, at certain hours," Hahn says. With a lot of trucks in the mix, it's hard to coordinate deliveries to meet those specifications, he says.

But when Charter Steel asked Roehl for a quote on some of that work, no one blinked at the challenge. "They said simply, 'We'll take it all.' Case closed," Hahn says. "They did it flawlessly, and they made sure they didn't put in more loads than they were allowed to at one time."



want to become "shippers of choice" take truckers' critiques to heart. "One customer spent more than \$1 million improving a facility because of driver and carrier feedback," says Nixon. "They knew they had to improve so they could continue to get that capacity."

### ***Reliably on time***

Efforts to provide reliable service start with a definition. "On-time service means something different to almost every shipper we do business with," says Hayden at NFI. To one shipper, it's delivering a load by a must-arrive-by date; to another, it's pulling up to the dock within a specific 15-minute window.

"One key is understanding up front exactly what on-time is going to be, and institutionalizing that definition for that customer," he says. Then the carrier knows which data to track when measuring success on that value.

As trucking companies strive to keep freight moving on schedule, information technology provides a boost. For instance, most of the freight that A. Duie Pyle delivers in its territory, the Northeastern United States, arrives the day after it's shipped. When a driver uses a hand-held scanner to capture data on a bill of lading, that data is available immediately for planning purposes.

"In more than 97% of the cases, that invoice has been created in our enterprise resource planning system before the driver gets back to the dock," Luciani says.

A. Duie Pyle uses that information to plan a fast, efficient move. "We know what dock door to put that driver in, and what door to put that trailer in to unload," Luciani says. "Then we can start pushing updates to the customer almost immediately."

For a drayage carrier such as Agmark, reliability also depends on tracking

information from the railroads and steamship lines. For instance, many of the Class I railroads offer mobile apps that Agmark's drivers use to coordinate their tank pickups.

"Drivers can see if the tank they're dispatched on has arrived, if it has been worked, if it's available, and what spot it's sitting in," Kaeser says. If the tank isn't ready as scheduled, a dispatcher can switch the driver to another assignment to keep all freight moving through the network.

### ***Sweet fleet***

When trucking companies keep their fleets up to date, those investments pay off in several ways. First, late-model equipment is more reliable. Newer trucks, especially with features such as backup cameras and lane departure warning, promote safety. And newer equipment can help trucking companies and shippers cut carbon emissions.

"We spend roughly \$100 million annually on replenishing our fleet," says Knowles. "Our fleet age is roughly 28 months."

NFI operates trucks with some of the lowest emissions on the road, Knowles says. The company has also invested in electric vehicles. "We've partnered with two manufacturers and deployed roughly 20 to 30 electric trucks in California, as well as some electric yard tractors," he notes.

### ***Agile response***

To provide flexible service, especially during the pandemic, Roehl depends on its reliable drivers, a fleet that has been growing in recent years, and its broad footprint across the United States.

"In some cases, where we've had regional shutdowns or individual business shutdowns, we've been able to keep our drivers running through that broad portfolio," says Nixon. "Then when those businesses come back, we're able to flow that capacity back to them."

For instance, Roehl was just launching dedicated service for a new account when several of the customer's workers tested positive for COVID-19,

forcing its plant to close for two weeks. “We were able to leverage other customers, and in some cases go through broker agreements, to keep those drivers running in that region,” Nixon says.

That accommodation kept the drivers on Roehl’s payroll and ready to serve the new customer when the factory reopened.

In another case, which didn’t involve COVID-19, Roehl suggested replacing the flatbed trailer plus tarp that the customer had requested with a Conestoga trailer, which comes with an integrated folding tarp. “Our ability to change the configuration sped their process, allowing them to serve more customers,” Nixon says.

### ***By the numbers***

Whether through quarterly business reviews, weekly phone calls, or discussions at other frequencies, the best trucking companies share data with their customers to demonstrate how well they are meeting expectations. They also use that data to pinpoint areas for improvement.

Trucking companies’ scorecards nearly always include on-time performance. For an LTL carrier such as A. Duie Pyle, days in transit is another important metric.

“We also look at the percentage of shipments delivered before noon,” says

Luciani. The goal is 60%. “Then we measure exception-free service.”

Using barcode scanners to track every piece of freight the company handles, A. Duie Pyle can provide this data down to the handling unit, be that a pallet or an individual carton.

Penske has a basic package of metrics it shares with customers, but it customizes that scorecard, plus delivery frequency, to meet customers’ needs. Metrics include the cost to serve, on-time delivery, cube utilization, and the level of visibility the company provides.

“We want to be sure customers are getting updates to whatever the specified cadence is—such as where the loads are,” Jackson says. Some customers want data on every event as soon as it happens, some want it within 15 minutes, and others are happy with a weekly report.

Scorecards confirm in a concrete way whether trucking companies provide excellent service. For internal purposes, trucking carriers have one additional way to measure how well they’re meeting customers’ needs.

“Top-line revenue indicates what our customer base looks like and how healthy it is,” says Black. “You know you’ve got good customer relationships if revenues are strong.” ■

## **A PARTNERSHIP AS STRONG AS STEEL**

As shippers and logistics service providers continue to work through the challenges brought on by COVID-19, reflecting on previous industry hardships may provide reassurance and guidance.

Remember, for example, the trucking capacity shortage during the first quarter of 2018? Jeff Shulman, vice president of logistics at Zekelman Industries, a Chicago-based steel pipe and tube manufacturer, sure does.

Like many supply chain teams who were scrambling to book enough trucks and drivers, Shulman recalls the pressure of maintaining high levels of customer satisfaction while getting angry phone calls about missed delivery appointments.

### **20/20 HINDSIGHT**

Not knowing exactly how much of a crunch the industry was in at the time (hindsight is 20/20), Shulman had serendipity on his side. Only a few months earlier, in the last quarter of 2017, Zekelman inked a contract with TA Services, a logistics services provider based in Mansfield, Texas.

Having another logistics partner to help Zekelman find flatbeds and other transportation options made a big difference.

“In late 2017, we were talking with TA about taking our influx in freight, and we had put all our contracts and rates in place,” says Shulman. “Then January and February 2018 hit, and we needed the extra capacity. So did everybody else, especially in our industry.”



**A. Duie Pyle, a Northeast transportation and logistics provider, relies on information technology and data capture to ensure fast and efficient moves.**

“It was difficult to find capacity in the flatbed market,” he adds. “No one anticipated that the first quarter of 2018 would blow up as fast as it did.”

Zekelman Industries is a juggernaut in the steel industry, with 17 North American manufacturing facilities producing about 2.2 million tons of steel each year across all its divisions.

To move raw materials and finished goods between its own facilities and customer sites primarily across the Midwest and Eastern United States and parts of Canada, Zekelman mostly depends on ground transportation via trucks. Portions of its shipments also go by rail, barge, air, and LTL.

While the company owns six of its own trucks, it hires independent trucking companies to transport the bulk of its goods, roughly 400 truckloads daily.

Depending on customer demand, which fluctuates with the price of steel, Zekelman may work with anywhere from 120 to 2,000 carriers to handle national and regional lanes. Typically, 30 logistics partners account for 80% of the company’s shipments.

Still, it’s hard to pinpoint the day-to-day shipping run.

“Our customers drive our business, which is also dependent on the price of steel,” Shulman says. “Our shipments are not the same each day, week, or month. So we can’t tell TA Services, ‘Every Monday you’ll get freight to deliver from point A to point B.’ Our business doesn’t work that way.”

### CRUNCH TIME

In the beginning of 2018, a perfect storm of colliding events made business conditions even more unpredictable.

The U.S. economy was doing well, and so was the construction



**Zekelman Industries produces 2.2 million tons of steel annually across all its business units, including Wheatland Tube Company. Logistics services provider TA Services helps transport the company’s freight across the United States.**

industry, which drove demand for Zekelman’s products.

But getting trucks when companies across all industries needed them, and not paying a premium for that service, proved to be two major challenges. A driver shortage, an issue that has plagued the logistics segment for years, exacerbated the capacity issue, and made it more costly to secure timely transport.

If that wasn’t enough, early 2018 also brought with it federal hours-of-service regulations for drivers, and automated enforcement of those regulations through onboard electronic logging devices (ELDs). ELDs became mandatory on most commercial trucks in December 2017, and they compounded the problem of not having enough drivers available to meet growing demand across numerous industries.

With its new direct relationship to Zekelman, TA Services had greater flexibility in managing the steel company’s influx of freight. Tapping into its network of resources, TA Services was able to find timely, safe, and cost-competitive options.

“In 2018, we rolled into the hottest market we had seen in

10 years,” recalls Scott Schell, CEO of TA Services. “We had this proverbial perfect storm.

“We knew we had to work hard and prove value to Zekelman,” he adds. “We took the challenge, and built a team of people to manage the account. It proved to be a good opportunity to build trust and find other ways to serve more of the company as it continued to skyrocket its growth in 2018 and 2019.”

### A QUALITY PARTNER

TA Services’ proactive approach and overall performance during the 2018 trucking capacity crunch earned the logistics provider respect beyond being a backstop for freight influx, Shulman says. TA Services is now an important part of Zekelman’s logistics strategy, and remains a significant partner as the impact of COVID-19 continues to create widespread uncertainty in the United States.

“When the dust settles, you figure out who’s really here to be a partner,” Shulman says. “Our vision is to partner with companies that want to partner with us.”

—Jennifer Baljko

**IN OUR EXCLUSIVE SURVEY OF SHIPPERS AND TRUCKERS,  
INBOUND LOGISTICS CAPTURES A SNAPSHOT OF THE INDUSTRY  
IN UNPRECEDENTED TIMES.**

# 2020 TRUCKING *Perspectives*

**BY MERRILL DOUGLAS**

*Trucking companies* and their customers were already negotiating a complex environment at the start of 2020. On one hand, demand for freight transportation was softening, the price of diesel was rising, and some industry observers were predicting the booming economy might give way to a recession.

On the other hand, the United States and China seemed to be coming to terms on their trade war, easing conditions for U.S. importers and exporters. And the United States, Canada, and Mexico were putting the final touches on a new trade deal to replace NAFTA. Those developments could have increased demand for freight services.

Then COVID-19 arrived in the United States and upended everything. Businesses deemed “non-essential” were forced to close, canceling the need for trucks to move product into or out of their facilities. Consumers changed their buying habits—some spending much less since their jobs had disappeared, others flocking to e-commerce sites to avoid the risks of in-person shopping.

Demand for personal protective equipment and cleaning supplies surged, triggering shortages, along with complaints about breakdowns in those supply chains. Some trucking companies went idle; others struggled to keep pace with demand, while also striving to keep drivers safe.

As we do each year, in 2020 *Inbound Logistics* surveyed

shippers and truckers to discover how they’re faring in the truck transportation market, what they expect from the future, and what issues loom largest.

This year’s survey took place after the United States had felt the full effects of the COVID-19 lockdown. Different regions were starting to reopen at different rates, with various levels of success.

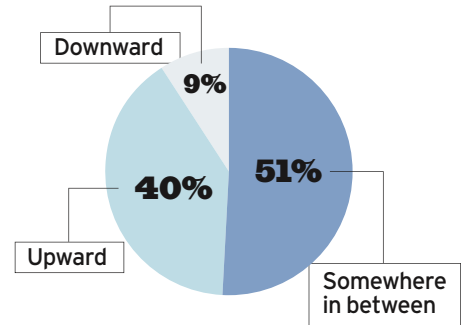
As you’ll see in the following report, some concerns in the trucking world remain consistent, pandemic or no. Shippers still want reliable service at a good price. Truckers still face challenges meeting their operational costs and—even in a softer market—providing all the capacity their customers need.

But we’ve seen some significant changes as well. For example, compared with one year ago, many more truckers worry about how to hold onto their customers and find new ones. At the same time, far fewer respondents at trucking companies worry about fuel prices.

And the data suggests that many companies are operating in survival mode. For instance, relatively few shippers told us they are wrestling with issues related to environmental, regulatory, or security compliance. Those are important issues, but they might have to wait until the pandemic dissipates and we discover how the new normal looks for shippers and the trucking companies that serve them.

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

*Truckers have been cheered as heroes* during the pandemic for keeping essential goods flowing to hospitals and store shelves. They've also sometimes taken the blame for shipping disruptions. As a leading economic indicator, the trucking industry can offer a hint about where things are headed in uncertain times. Do truckers see a break in the current economic clouds, or after last spring's crash is there simply no place to go but up? Either way, in 2020 truckers feel more optimistic about the economy than they did one year ago. These days, 40% say the economy is trending upward, compared with 30% in 2019. Fifty-one percent say it's somewhere between up and down, and only 9% expect a further drop.



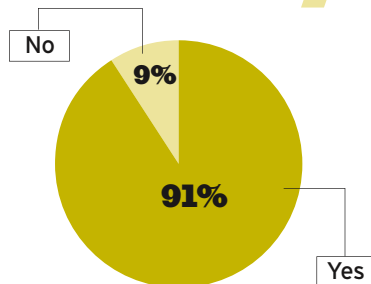
**TRUCKING PERSPECTIVES METHODOLOGY**

Both shippers and over-the-road carriers gave us their take on industry trends for this annual Trucking Perspectives market insight report, which offers a comparative analysis supported by empirical data and anecdotal observations. Our outreach comprises two parts.

**1** More than 300 trucking companies completed a questionnaire that documents their assets, service capabilities, operational scope, and areas of expertise. We also asked carriers to comment on challenges and opportunities in today's market.

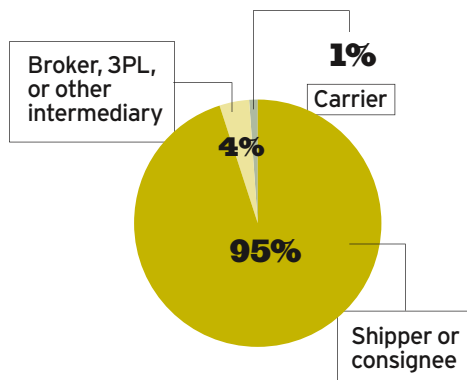
**2** We reached out to freight shippers to shed light on industry trends, regulatory challenges, and their partnerships with carriers.

*Shippers:*



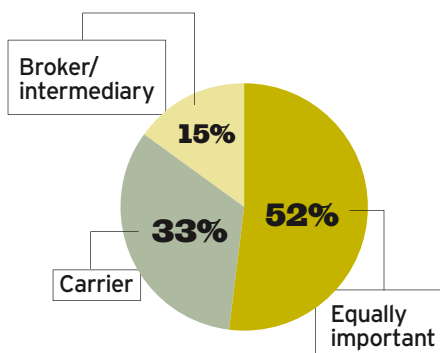
**DO YOU BUY OR PARTICIPATE IN THE SOURCING/PURCHASING OF TRUCKING SERVICES?**

Ninety-one percent of the shippers who responded to the survey participate in the sourcing or purchasing of trucking services.



**WHAT IS YOUR ROLE?**

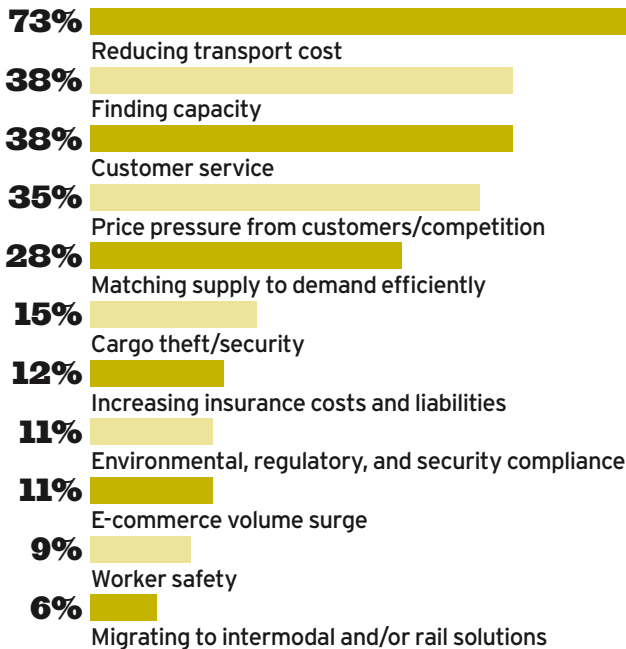
Most of the logistics professionals—95%—who responded to the shipper survey are shippers or consignees. Another 4% are brokers, 3PLs, or other intermediaries, who also buy transportation from trucking carriers.



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

A little more than half of the shippers in our survey equally value their relationships with carriers and with partners who procure transportation on their behalf. Another one-third of respondents consider direct relationships with carriers most important.

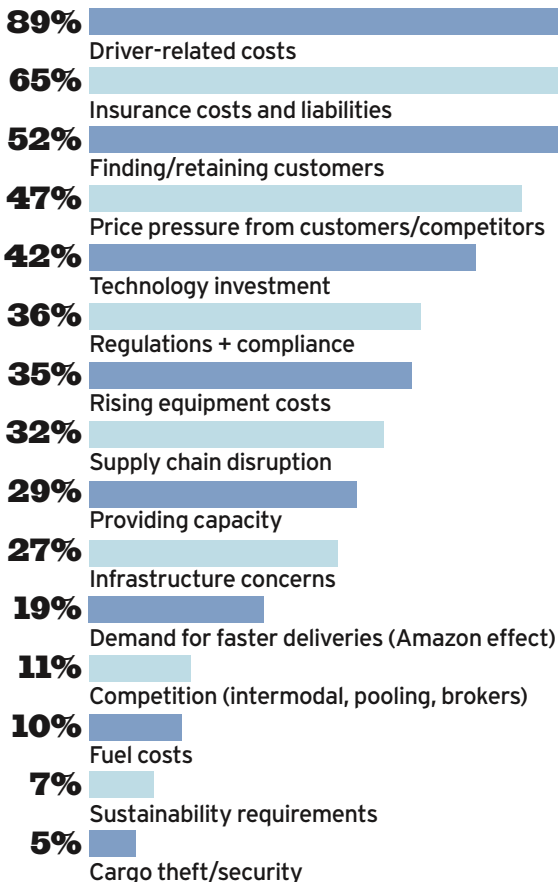
## SHIPPERS: WHAT ARE YOUR GREATEST CHALLENGES?



*Shippers face* a wide range of challenges, but the most common of them all is how to reduce transportation costs, an issue 73% of respondents cite. No other challenge sparks concern among nearly as many shippers. But 38% mention the challenge of finding capacity— somewhat more than the proportion of truckers who say they have challenges providing capacity. Among shippers, 38% also cite challenges with customer service.

Almost as many—35%—say that price pressures from customers and their competition pose important challenges. Despite the recent growth in e-commerce, only 11% mention surges in e-commerce volume as a notable challenge.

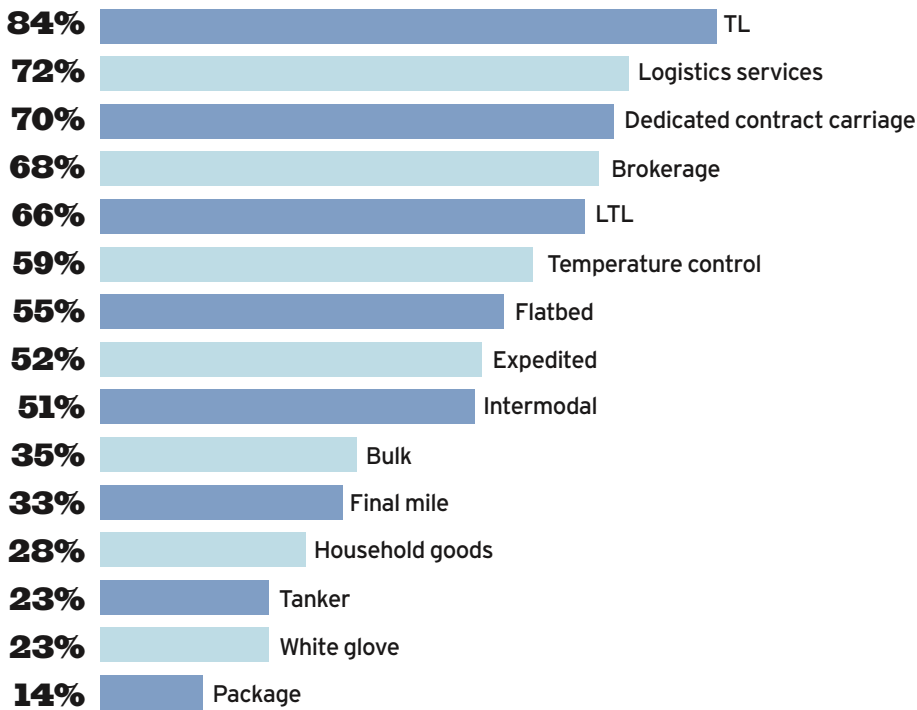
## TRUCKERS: WHAT ARE YOUR GREATEST CHALLENGES?



*What a difference* a lockdown makes. In 2019, only 6% of truckers listed “finding and retaining customers” as a major challenge. In 2020, that number jumps to 52%, reflecting the way “non-essential” businesses shut down for weeks and consumers revamped their buying habits. At the same time, even with demand softening, trucking companies don’t find it any easier to provide all the capacity their customers need. This year, 29% of respondents mention “providing capacity” as a top challenge, up from 21% in 2019.

The cost of recruiting, retaining, and training drivers remains the biggest challenge, cited by 89% of truckers. Other important issues include insurance costs (65%), price pressure from customers/competitors (47%), and technology investment (42%). Also notable is that while 21% of truckers cited fuel costs as a challenge in 2019, that fell to 10% in 2020, reflecting the Administration’s energy policy impact on fuel prices.

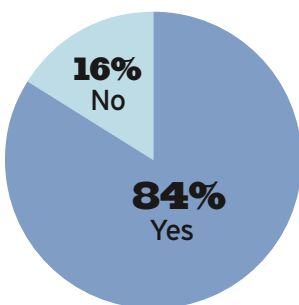
## TRUCKERS: WHAT PRIMARY TYPES OF SERVICE DO YOU OFFER?



**Full truckload** is the service you're most likely to find among trucking companies that responded to the survey: 84% of them can haul a trailer filled with your goods. Seventy-two percent complement their transportation offerings with broader logistics services, and nearly as many, 68%, can serve as transportation brokers.

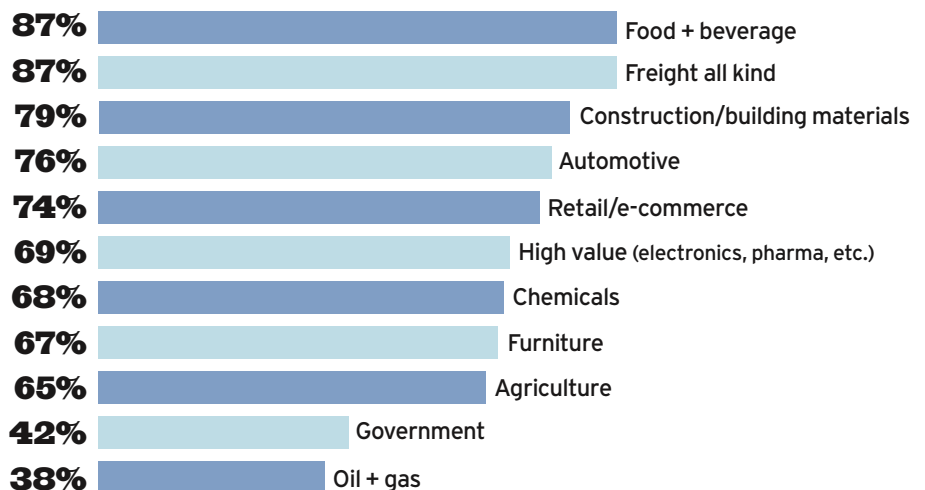
Other services easy to find among respondents include dedicated contract carriage (70%), less-than-truckload (66%), temperature-controlled transport (59%), flatbed (55%), and intermodal (51%). For companies that sell direct-to-consumer, one-third of respondents can provide final-mile transport and about one-quarter offer white-glove services, but only 14% transport small packages.

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



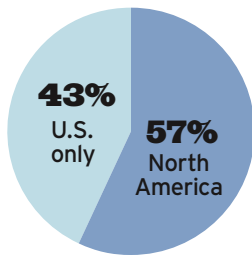
A large majority of the trucking companies that participated in the survey—84%—have a division or subsidiary that provides freight brokerage or logistics services.

## TRUCKERS: WHAT INDUSTRIES/COMMODITIES DO YOU SERVE?



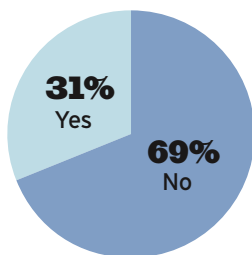
**Most of the carriers** who responded to the survey, 87%, are prepared to carry “freight all kinds” or loads that include different categories of product. The same proportion serve the food and beverage industry, the most popular market segment among responders. Other commodities respondents haul down the road include construction and building materials (79%), products used in the automotive industry (76%), and the miscellany of products sold by brick-and-mortar and online retailers (74%). In addition, more than two-thirds of respondents transport high-value products, chemicals, or furniture. Only 42% of respondents provide transportation for government organizations, and 38% serve the oil and gas or energy markets.

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



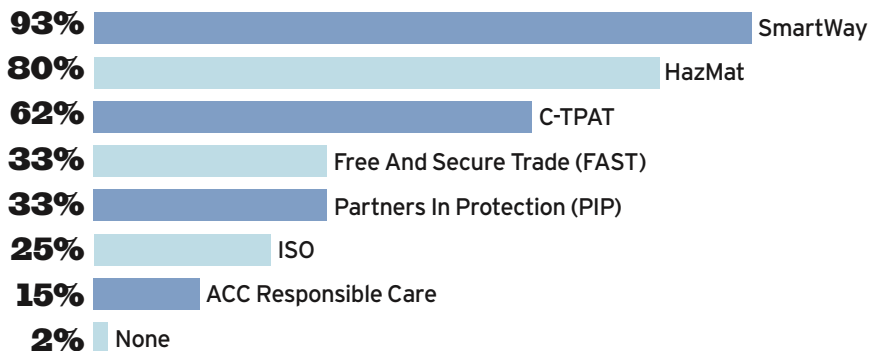
**In 2019**, 65% of carriers in the survey said they served all of North America, while 35% said they covered the United States only. This year, truckers seem to be pulling back from the borders. Only 57% say they cover North America, while 43% restrict their services to the United States. Despite closing their borders to non-essential traffic during the COVID-19 emergency, the three parties to the new United States-Mexico-Canada Agreement (USMCA) still allowed trucks to cross. But volatile customer demand has clouded the situation.

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



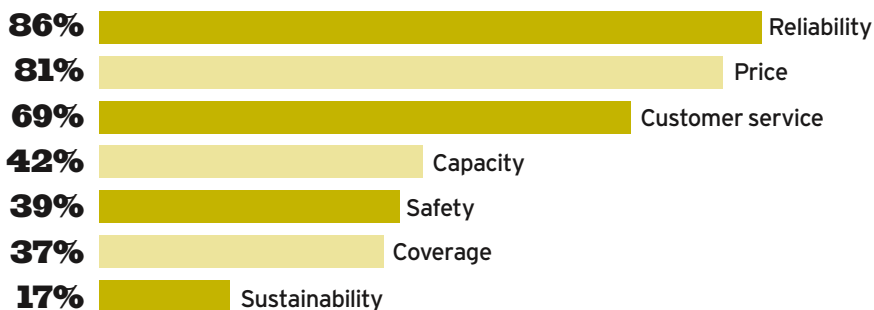
**Global activity** has grown slightly more common among carriers in the survey. In 2019, 27% said they offered services beyond North America. In 2020, that number is 31%.

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



**The certification** that carriers in the survey are most likely to hold is for the U.S. Environmental Protection Agency’s SmartWay program, under which they document and share information about their efforts to reduce fuel use and carbon emissions. Ninety-three percent are SmartWay members. And 80% are certified to transport hazardous materials. Sixty-two percent participate in the Customs Trade Partnership Against Terrorism (C-TPAT) program, which can ease transactions at ocean ports and airports as well as at international borders. But only 33% are certified in the Free And Secure Trade (FAST) program for commercial vehicles, designed to ease border crossings. That’s down from 46% in 2019—a drop in keeping with the decrease in the number of carriers who serve all of North America.

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



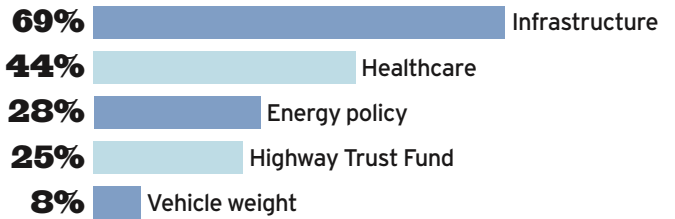
**Price is only** the second-most important criterion for shippers when selecting a carrier. Among respondents, 81% point it out as a crucial factor to consider, but even more—86%—name reliability. At companies that strive to match incoming product orders to actual need, it’s essential carriers deliver freight as promised. The third-most important consideration is customer service, cited by 69%. Some comments we received from shippers reinforced these concerns about reliability and customer service. When asked which carriers provide the best service, one respondent points to “small niche players,” noting, “some large companies are failing in service.” Another shipper comments, “Smaller carriers are more reliable.”

As one might expect, the ability to provide capacity rates high with a significant number of shippers; 42% of respondents choose that as an important criterion. Safety is a key consideration for 39%, and a carrier’s coverage area comes into play for 37% of respondents. Only 17% of shippers in the survey name sustainability as an important factor. While this factor might carry more weight in a better economy, in the midst of a pandemic-triggered economic meltdown, environmental responsibility apparently is not top-of-mind for most shippers.

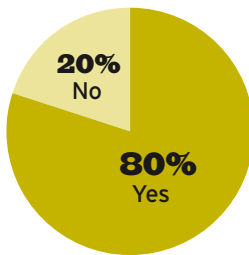


**TRUCKERS: WHAT LEGISLATIVE MEASURES HAVE THE GREATEST IMPACT ON YOUR BUSINESS?**

*After 40 years* of talk about improving America's roadways, 69% of truckers still say legislative measures on infrastructure (or the lack thereof) have the greatest impact on their business. The second-biggest concern is healthcare legislation, an issue for 44% of respondents. Also, 28% mention energy policy, perhaps reflecting truckers' concerns about a possible Green New Deal.

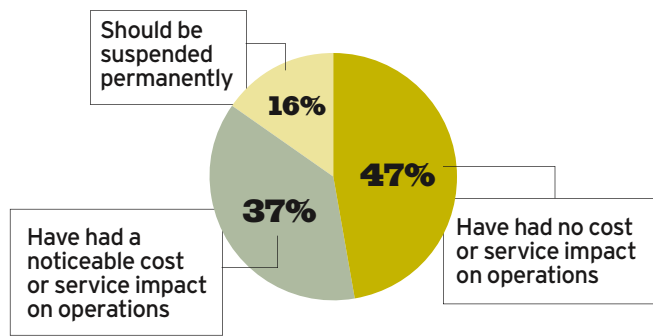


**SHIPPERS: HAVE YOU EXPERIENCED RATE HIKES APART FROM FUEL SURCHARGES?**



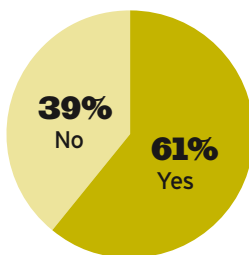
*Fuel prices* may be low right now, but trucking rates are not. Eighty percent of shippers report rate hikes, separate from any fuel surcharges. This is not surprising in a market where capacity often remains scarce.

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



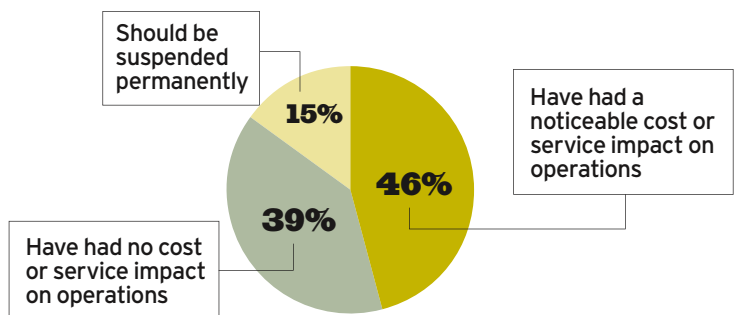
*More than one third* of shippers in the survey say that the Federal Motor Carrier Safety Administration's Compliance, Safety, and Accountability (CSA) regulations have affected the cost of their operations or the service they receive from carriers. Even so, shippers seem to have no desire to suspend those regulations; only 16% of respondents say CSA regulations should be suspended permanently.

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



*There's a good reason* why finding capacity is among the top three biggest challenges named in 2020. Sixty-one percent of respondents to the survey say they have experienced a shortage of truck capacity.

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



*Federal regulations* that govern the number of hours a driver can operate a truck seem to pose a bigger problem for shippers than do CSA regulations. Forty-six percent of shippers in our survey say that Hours-of-Service (HoS) regulations have had a noticeable cost or service impact on their operations. But only 15% say those HoS rules should be suspended permanently.

# 2020

INBOUND LOGISTICS

# TOP 100 *Truckers*

***Inbound Logistics'* annual Top 100 Truckers directory offers a comprehensive guide to help you find carrier partners that will rev up your supply chain.**

***IL* editors selected these carriers because they best fuel shippers' diverse and demanding needs, especially in today's volatile environment.**

**More than 300 trucking companies submitted their credentials. *IL* editors evaluated surveys and questionnaires, conducted online research, and spoke with shippers and truckers before making their selection. This list benchmarks the types of services transportation buyers value when evaluating current partners or searching for new ones.**

**The 2020 Top 100 Truckers list, presented alphabetically, offers a snapshot of the trucking segment—from large, global truckload and LTL carriers to niche regional haulers that get their white gloves dirty delivering to the final mile.**

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

## A. Duie Pyle

610-696-5800 | [aduiepile.com](http://aduiepile.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Brokerage, Final Mile

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

**FLEET SIZE:** 1,302 tractors, 2,285 trailers

**DRIVERS:** 1,616

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** HazMat, SmartWay, TSA Compliant, NMFC Certificate, Common Carrier, Incorporated by the State of Pennsylvania

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** A. Duie Pyle Logistics

## A&R Logistics

800-542-8058 | [ardoingitright.com](http://ardoingitright.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Dedicated Contract Carriage, Intermodal, Bulk

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Food & Beverage, Retail

**FLEET SIZE:** 750 trucks, 1,100 trailers

**DRIVERS:** 750

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** ACC Responsible Care, ISO, SmartWay

### The TRUCKING DECISION SUPPORT TOOL

Search on any of these data points to match your requirements to the Top 100:  
[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## AAA Cooper Transportation

334-793-2284 | [aaacooper.com](http://aaacooper.com)

**PRIMARY SERVICES:** LTL, Logistics, Dedicated Contract Carriage, Flatbed, Bulk, Brokerage, Temperature Control, Final Mile

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Freight All Kind, Furniture, Retail/E-Commerce, High Value

**FLEET SIZE:** 3,000

**DRIVERS:** 3,275

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, ISO, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Yes

## Agmark Transportation

615-615-6631 | [agmark.com](http://agmark.com)

**PRIMARY SERVICES:** Logistics, Flatbed, Intermodal, Bulk, Temperature Control, Tanker

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Chemicals, Food & Beverage, Oil & Gas/Energy

**FLEET SIZE:** 40

**DRIVERS:** 40

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, ISO, TWIC

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Agmark Logistics

## Alabama Motor Express (AMX)

800-633-7590 | [amxtrucking.com](http://amxtrucking.com)

**PRIMARY SERVICES:** TL, Logistics, Dedicated Contract Carriage, Brokerage

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Food & Beverage, Freight All Kind, Furniture, High Value

**FLEET SIZE:** 225

**DRIVERS:** 225

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** AMX Logistics

## Anderson Trucking Service (ATS)

800-633-8287 | [atsinc.com](http://atsinc.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control, White Glove

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value, Oil & Gas/Energy, Aerospace/Aviation

**FLEET SIZE:** 8,000

**DRIVERS:** 1,500

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, HazMat, SmartWay, NVOCC

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** ATS Logistics

## ArcBest

479-785-6000 | [arcb.com](http://arcb.com)

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

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

**FLEET SIZE:** 4,137 tractors, 23,639 trailers

**DRIVERS:** 7,000

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** ArcBest

## Averitt Express

800-283-7488 | [averittpress.com](http://averittpress.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control, White Glove, Final Mile

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

**FLEET SIZE:** 5,213

**DRIVERS:** 5,207

**OPERATING AREA:** U.S. only

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

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Averitt Multimodal

## Bennett International Group

770-957-1866 | [bennettig.com](http://bennettig.com)

**PRIMARY SERVICES:** LTL, TL, Flatbed

**INDUSTRIES & COMMODITIES SERVED:** Construction & Building Materials, Freight All Kind, High Value, Industrial Machinery, Steel, Aerospace, Manufacturing

**FLEET SIZE:** 2,333 tractors, 2,408 trailers

**DRIVERS:** 2,397

**OPERATING AREA:** North America (U.S., Canada, Mexico)

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

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Yes

## Bison Transport

800-462-4766 | [bisontransport.com](http://bisontransport.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control

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

**FLEET SIZE:** 2,088

**DRIVERS:** 2,645

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Bison Logistics

## Brown Trucking Company

770-482-2556 | [brownintegratedlogistics.com](http://brownintegratedlogistics.com)

**PRIMARY SERVICES:** TL, Logistics, Dedicated Contract Carriage, Brokerage, Temperature Control

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, Paper & Packaging

**FLEET SIZE:** 550

**DRIVERS:** 675

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Brown Logistics Services

## Bulk Transport Company East

636-717-2600 | [btcbulk.com](http://btcbulk.com)

**PRIMARY SERVICES:** Logistics, Flatbed, Bulk, Brokerage, Tanker

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Chemicals, Construction & Building Materials, Oil & Gas/Energy

**FLEET SIZE:** 300

**DRIVERS:** 280

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** BTC Solutions

## C.R. England

888-725-3737 | [crengland.com](http://crengland.com)

**PRIMARY SERVICES:** LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control, White Glove, Final Mile

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

**FLEET SIZE:** 4,010

**DRIVERS:** 5,840

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** England Logistics

### The TRUCKING DECISION SUPPORT TOOL

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

[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

### The TRUCKING DECISION SUPPORT TOOL

Search on any of these data points to match your requirements to the Top 100:  
[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## Cardinal Logistics

678-942-3031 | [cardlog.com](http://cardlog.com)

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

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

**FLEET SIZE:** 4,000 trucks, 8,000 trailers

**DRIVERS:** 4,000

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, HazMat, ISO, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Cardinal Logistics Brokerage

## Cargo Transporters

828-459-3264 | [cgor.com](http://cgor.com)

**PRIMARY SERVICES:** TL, Dedicated Contract Carriage

**INDUSTRIES & COMMODITIES SERVED:** Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce

**FLEET SIZE:** 500

**DRIVERS:** 525

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** SmartWay

## Carter Express

765-778-6960 | [carter-express.com](http://carter-express.com)

**PRIMARY SERVICES:** LTL, TL, Logistics, Dedicated Contract Carriage, Brokerage, Temperature Control, Final Mile

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Food & Beverage, High Value

**FLEET SIZE:** 858 trucks, 1,582 trailers

**DRIVERS:** 941

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Carter Logistics

## Central Freight Lines

800-782-5036 | [centralfreight.com](http://centralfreight.com)

**PRIMARY SERVICES:** LTL, Logistics Services

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Freight All Kind, Furniture, Retail, Oil & Gas

**FLEET SIZE:** 1,784 trucks, 6,553 trailers

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, SmartWay

## Central Transport

586-939-7000 | [centraltransportint.com](http://centraltransportint.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Temperature Control, Logistics Services

**INDUSTRIES & COMMODITIES SERVED:** Manufacturing, Retail

**FLEET SIZE:** 3,180 trucks, 6,543 trailers

**OPERATING AREA:** North America

**CERTIFICATIONS:** Free and Secure Trade (FAST), HazMat, SmartWay

## CFI

800-641-4747 | [cfidrive.com](http://cfidrive.com)

**PRIMARY SERVICES:** TL, Logistics Services

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

**FLEET SIZE:** 2,051

**DRIVERS:** 2,200

**OPERATING AREA:** North America (U.S., Canada, Mexico)

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

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** CFI Logistics

## Challenger Motor Freight

800-265-6358 | [challenger.com](http://challenger.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control

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

**FLEET SIZE:** 1,350 tractors, 3,550 trailers, 220 owner/operator

**DRIVERS:** 1,200

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Challenger Logistics

## Colonial Cartage Corporation

678-322-3120 | [colonialcartage.com](http://colonialcartage.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Intermodal, Bulk, Brokerage, Temperature Control, Final Mile

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Government, Retail/E-Commerce, High Value

**FLEET SIZE:** 70

**DRIVERS:** 63

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** C-TPAT, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Colonial Cartage Brokerage

## Colonial Freight Systems

865-218-4889 | [cfsi.com](http://cfsi.com)

**PRIMARY SERVICES:** TL, Temperature Control

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value

**FLEET SIZE:** 210

**DRIVERS:** 220

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** Partners in Protection (PIP), SmartWay

## Continental Expedited Services (CES)

615-933-0000 | [shipces.com](http://shipces.com)

**PRIMARY SERVICES:** TL, Expedited, Logistics Services

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Food & Beverage, Retail, High Value, Aerospace

**FLEET SIZE:** 85 trucks, 140 trailers

**DRIVERS:** 90

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, Partners in Protection (PIP), SmartWay

## Covenant Transport

888-762-5753 | [covenanttransport.com](http://covenanttransport.com)

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

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

**FLEET SIZE:** 2,850 trucks, 6,600 trailers

**DRIVERS:** 3,900

**OPERATING AREA:** North America (U.S., Canada, Mexico)

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

## Cowan Systems

410-409-1990 | [cowansystems.com](http://cowansystems.com)

**PRIMARY SERVICES:** TL, Dedicated Contract Carriage, Brokerage

**INDUSTRIES & COMMODITIES SERVED:** Food & Beverage, Freight All Kind

**FLEET SIZE:** 2,000 tractors, 5,600 trailers

**DRIVERS:** 1,950

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Cowan Logistics

## Crete Carrier

800-998-8000 | [cretecarrier.com](http://cretecarrier.com)

**PRIMARY SERVICES:** TL, Dedicated Contract Carriage, Flatbed, Refrigerated

**INDUSTRIES & COMMODITIES SERVED:** Food & Beverage, Freight All Kind, Furniture, Retail

**FLEET SIZE:** 5,000+ trucks, 13,000+ trailers

**DRIVERS:** 5,000+

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, SmartWay

## CRST Specialized Transportation

800-234-2788 | [crst.com](http://crst.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Temperature Control, White Glove, Final Mile

**INDUSTRIES & COMMODITIES SERVED:** Furniture, Retail/E-Commerce, High Value, Medical Equipment, Communications, Automation

**FLEET SIZE:** 1,100

**DRIVERS:** 850

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Yes

### The TRUCKING DECISION SUPPORT TOOL

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

[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## Dart Transit

800-366-3278 | [dart.net](http://dart.net)

**PRIMARY SERVICES:** TL, Expedited, Logistics Services, Dedicated Contract Carriage, Intermodal

**INDUSTRIES & COMMODITIES SERVED:** Construction & Building Materials, Food & Beverage, Freight All Kind

**FLEET SIZE:** 2,250 trucks, 7,090 trailers

**DRIVERS:** 2,027

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** HazMat, SmartWay

## Daseke

469-310-9213 | [daseke.com](http://daseke.com)

**PRIMARY SERVICES:** TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Construction & Building Materials, High Value, Oil & Gas, Aerospace, Commercial Glass, Heavy Machinery, Steel/Metals

**FLEET SIZE:** 6,000 trucks, 13,600 trailers

**DRIVERS:** 6,000

**OPERATING AREA:** North America

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners in Protection (PIP), SmartWay

## Dayton Freight Lines

800-860-5102 | [daytonfreight.com](http://daytonfreight.com)

**PRIMARY SERVICES:** LTL, Expedited

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Government, Retail/E-Commerce, High Value

**FLEET SIZE:** 6,555

**DRIVERS:** 2,323

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, SmartWay

## The TRUCKING DECISION SUPPORT TOOL

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

[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## Dupré Logistics

337-237-8471 | [duprelogistics.com](http://duprelogistics.com)

**PRIMARY SERVICES:** LTL, TL, Package, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker

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

**FLEET SIZE:** 686

**DRIVERS:** 1,471

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, HazMat

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Strategic Capacity Services Business Group

## Epes Transport Systems

336-668-3358 | [epestransport.com](http://epestransport.com)

**PRIMARY SERVICES:** TL

**INDUSTRIES & COMMODITIES SERVED:** Freight All Kind

**FLEET SIZE:** 1,540

**DRIVERS:** 1,600

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, ISO, Partners in Protection (PIP), SmartWay

## Estes Express Lines

804-353-1900 | [estes-express.com](http://estes-express.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, White Glove, Final Mile

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

**FLEET SIZE:** 8,121 trucks, 29,318 trailers

**DRIVERS:** 8,952

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Yes

## Evans Network of Companies

570-218-3320 | [evansdelivery.com](http://evansdelivery.com)

**PRIMARY SERVICES:** LTL, TL, Flatbed, Intermodal, Brokerage

**INDUSTRIES & COMMODITIES SERVED:** General

**FLEET SIZE:** 6,200

**DRIVERS:** 6,200

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** C-TPAT, HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** New Age

## FedEx Custom Critical

800-762-3787 |

[customcritical.fedex.com](http://customcritical.fedex.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics Services, Flatbed, Intermodal, Household Goods, Refrigerated, White Glove

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 1,200 trucks, 450 trailers

**DRIVERS:** 2,000

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, Partners in Protection (PIP), SmartWay

## FedEx Ground

800-463-3339 |

[fedex.com/groundshipping](http://fedex.com/groundshipping)

**PRIMARY SERVICES:** LTL, Expedited

**INDUSTRIES & COMMODITIES SERVED:** Freight All Kind

**FLEET SIZE:** 60,000

**OPERATING AREA:** U.S. only

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

## Frozen Food Express

214-630-8090 | [ffeinc.com](http://ffeinc.com)

**PRIMARY SERVICES:** LTL, Temperature Control

**INDUSTRIES & COMMODITIES SERVED:** Food & Beverage

**FLEET SIZE:** 980

**DRIVERS:** 1,010

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** C-TPAT, SmartWay, Certified Cold Carrier-Global Cold Chain

## Groendyke Transport

580-234-4663 | [groendyke.com](http://groendyke.com)

**PRIMARY SERVICES:** Bulk, Tanker

**INDUSTRIES & COMMODITIES SERVED:**

Agriculture, Automotive, Chemicals, Government, Oil & Gas/Energy

**FLEET SIZE:** 1,074 tractors, 1,899 trailers

**DRIVERS:** 886

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** ACC Responsible Care, ISO

## Groupe Robert

514-521-1011 | [robert.ca](http://robert.ca)

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

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 1,195 trucks, 3,137 trailers

**DRIVERS:** 1,421

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners in Protection (PIP), SmartWay, AIB, HACCP

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Yes

### The TRUCKING DECISION SUPPORT TOOL

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

[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## Heartland Express

888-919-1812 | [heartlandexpress.com](http://heartlandexpress.com)

**PRIMARY SERVICES:** TL, Dedicated Contract Carriage, Refrigerated

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 4,000 trucks, 12,000 trailers

**DRIVERS:** 4,000

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** C-TPAT, HazMat, Partners in Protection (PIP), SmartWay

## Heniff Transportation Systems

901-901-5901 | [heniff.com](http://heniff.com)

**PRIMARY SERVICES:** Intermodal, Bulk, Tanker

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 1,875

**DRIVERS:** 1,850

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** ACC Responsible Care, HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Heniff Logistics

## Horizon Freight Lines

812-526-3380 | [horizonfreightlines.com](http://horizonfreightlines.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Dedicated Contract Carriage, Brokerage

**INDUSTRIES & COMMODITIES SERVED:**

Automotive

**FLEET SIZE:** 100

**DRIVERS:** 114

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Horizon Logistics



## Hub Group

800-964-2515 | [hubgroup.com](http://hubgroup.com)

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

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 4,000 tractors, 5,500 trailers, 38,300 containers

**DRIVERS:** 3,900

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Hub Group

## J.B. Hunt Transport Services

479-820-0000 | [jbhunt.com](http://jbhunt.com)

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

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 16,376 trucks, 131,836 trailers

**DRIVERS:** 19,425

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** HazMat, ISO, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Integrated Capacity Solutions (ICS)

### The TRUCKING DECISION SUPPORT TOOL

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

[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## Kenan Advantage Group (KAG)

330-491-0474 | [thekag.com](http://thekag.com)

**PRIMARY SERVICES:** Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 7,000

**DRIVERS:** 7,200

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, ACC Responsible Care, Free and Secure Trade (FAST), HazMat, SmartWay, Truckers Against Trafficking (TAT) sponsor and trainer

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** KAG Logistics

## KLLM Transport Services

800-925-1000 | [kllm.com](http://kllm.com)

**PRIMARY SERVICES:** TL, Logistics Services, Dedicated Contract Carriage, Intermodal, Refrigerated

**INDUSTRIES & COMMODITIES SERVED:** Chemicals, Food & Beverage

**FLEET SIZE:** 2,300 trucks, 3,300 trailers

**DRIVERS:** 2,400

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, SmartWay

## Knight-Swift Transportation

602-269-2000 |

[knighttrans.com](http://knighttrans.com), [swiftrans.com](http://swiftrans.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 19,000

**DRIVERS:** 19,000

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Knight Logistics/Swift Logistics

## Landstar System

800-872-9400 | [landstar.com](http://landstar.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 10,243

**DRIVERS:** 10,243

**OPERATING AREA:** North America (U.S., Canada, Mexico)

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

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Various

## Leonard's Express

585-734-3699 | [leonardsexpress.com](http://leonardsexpress.com)

**PRIMARY SERVICES:** TL, Logistics, Dedicated Contract Carriage, Intermodal

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Food & Beverage, Freight All Kind, Furniture

**FLEET SIZE:** 553 trucks, 751 trailers

**DRIVERS:** 553

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Yes

## Lynden

888-596-3361 | [lynden.com](http://lynden.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

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

**FLEET SIZE:** 878 tractors/trucks, 2,428 trailers

**DRIVERS:** 967

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Lynden International

## Marten Transport

855-336-1734 | [marten.com](http://marten.com)

**PRIMARY SERVICES:** TL, Expedited, Logistics Services, Dedicated Contract Carriage, Intermodal, Refrigerated

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

**FLEET SIZE:** 3,047 tractors/trucks, 5,437 trailers

**DRIVERS:** 3,047

**OPERATING AREA:** North America

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

## Melton Truck Lines

888-961-4658 | [meltontruck.com](http://meltontruck.com)

**PRIMARY SERVICES:** TL, Logistics Services, Flatbed

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Construction & Building Materials, Freight All Kind, Retail

**FLEET SIZE:** 1,359 tractors/trucks, 2,276 trailers

**DRIVERS:** 1,300

**OPERATING AREA:** North America

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

### The TRUCKING DECISION SUPPORT TOOL

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

[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## Mercer Transportation

502-540-7530 | [mercerc-trans.com](http://mercerc-trans.com)

**PRIMARY SERVICES:** TL, Dedicated Contract Carriage, Flatbed, Brokerage

**INDUSTRIES & COMMODITIES SERVED:** Construction & Building Materials, Freight All Kind, Government, Oil & Gas/Energy, Ferrous and Non-Ferrous Metals, Equipment & Machinery, Appliances, HVAC

**FLEET SIZE:** 2,300

**DRIVERS:** 2,300

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Mercer Total Services

## Moran Transportation Corporation

800-716-6787 | [morantransportation.com](http://morantransportation.com)

**PRIMARY SERVICES:** LTL, Expedited, Dedicated Contract Carriage, Flatbed, Temperature Control

**INDUSTRIES & COMMODITIES SERVED:** Chemicals, Construction & Building Materials, Freight All Kind, Government

**FLEET SIZE:** 500

**DRIVERS:** 350

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat

### The TRUCKING DECISION SUPPORT TOOL

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

[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## National Retail Systems (NRS)

201-330-1900 |

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

**PRIMARY SERVICES:** LTL, TL, Logistics Services, Dedicated Contract Carriage, Bulk, White Glove

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Construction & Building Materials, Freight All Kind, Furniture, Retail

**FLEET SIZE:** 1,200 tractors & vans, 6,500 trailers

**DRIVERS:** 900

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, HazMat, SmartWay

## NFI

877-785-3112 | [nfiindustries.com](http://nfiindustries.com)

**PRIMARY SERVICES:** LTL, TL, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, Final Mile

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

**FLEET SIZE:** 4,500

**DRIVERS:** 4,737

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** NFI Brokerage

## Oak Harbor Freight Lines

253-288-8300 | [oakh.com](http://oakh.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Temperature Control, Final Mile

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce

**FLEET SIZE:** 3,000 pieces of equipment

**DRIVERS:** 850

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** Free and Secure Trade (FAST), HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** eShipping

## ODW Logistics / Dist-Trans

614-549-5000 | [odwlogistics.com](http://odwlogistics.com)

**PRIMARY SERVICES:** TL, Logistics, Dedicated Contract Carriage, Household Goods

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value

**FLEET SIZE:** 150

**DRIVERS:** 165

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** C-TPAT, ACC Responsible Care, ISO, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Logistics Transportation Services (LTS)

## Odyssey Logistics & Technology

203-448-3868 | [odysseylogistics.com](http://odysseylogistics.com)

**PRIMARY SERVICES:** LTL, TL, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control

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

**FLEET SIZE:** 1,575

**DRIVERS:** 532

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, ACC Responsible Care, HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Odyssey Overland

## Old Dominion Freight Line

800-235-5569 | [odfl.com](http://odfl.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Intermodal

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

**FLEET SIZE:** 47,000

**DRIVERS:** 11,000

**OPERATING AREA:** North America (U.S., Canada, Mexico)

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

## Paschall Truck Lines

270-753-1717 | [ptl-inc.com](http://ptl-inc.com)

**PRIMARY SERVICES:** TL, Expedited, Logistics, Dedicated Contract Carriage, Brokerage, Temperature Control

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

**FLEET SIZE:** 1,150

**DRIVERS:** 1,400

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Paschall Logistics

## Penske Logistics

800-529-6531 | [penskelogistics.com](http://penskelogistics.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove, Final Mile

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

**FLEET SIZE:** 5,472

**DRIVERS:** 6,888

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), ISO, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Penske Logistics Freight Brokerage

## Performance Team

975-975-6975 | [performanceteam.net](http://performanceteam.net)

**PRIMARY SERVICES:** LTL, TL, Package, Expedited, Logistics, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value

**FLEET SIZE:** 1,017

**DRIVERS:** 1,494

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** C-TPAT, HazMat, ISO, SmartWay

## Phoenix Cargo

614-407-3322 | [phoenixcargo.us](http://phoenixcargo.us)

**PRIMARY SERVICES:** TL, Expedited, Dedicated Contract Carriage, Intermodal

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

**FLEET SIZE:** 85

**DRIVERS:** 72

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** SmartWay

### The TRUCKING SUPPORT TOOL

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

[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## PITT OHIO

412-232-3015 | [pittohio.com](http://pittohio.com)

**PRIMARY SERVICES:** LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Brokerage, Temperature Control, White Glove, Final Mile

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, High Value, Retail/E-Commerce

**FLEET SIZE:** 2,860

**DRIVERS:** 3,273

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** PITT OHIO Supply Chain Solution

## Polaris Transportation Group

905-671-3100 | [polaristransport.com](http://polaristransport.com)

**PRIMARY SERVICES:** LTL, Logistics, Brokerage

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture

**FLEET SIZE:** 300

**DRIVERS:** 155

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Polaris Global Logistics

## Pride Transport

801-972-8890 | [pridetransport.com](http://pridetransport.com)

**PRIMARY SERVICES:** LTL, TL, Logistics, Dedicated Contract Carriage, Temperature Control

**INDUSTRIES & COMMODITIES SERVED:** Food & Beverage, High Value

**FLEET SIZE:** 520

**DRIVERS:** 550

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** Free and Secure Trade (FAST), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Pride Transport Logistics

## Prime

800-321-4552 | [primeinc.com](http://primeinc.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Refrigerated, Tanker

**INDUSTRIES & COMMODITIES SERVED:** Construction & Building Materials, Food & Beverage, High Value

**FLEET SIZE:** 5,707 tractors & vans, 12,589 trailers

**DRIVERS:** 7,134

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, ACC Responsible Care, HazMat, SmartWay

## Purolator

888-SHIP-123 | [purolator.com](http://purolator.com)

**PRIMARY SERVICES:** LTL, Expedited

**INDUSTRIES & COMMODITIES SERVED:** Freight All Kind

**VEHICLES:** 54 hybrid electric, 2,884 courier, 181 medium trucks, 1,329 highway trailers, 465 tractors

**OPERATING AREA:** North America (U.S., Canada, Mexico)

## Quality Distribution

800-282-2031 | [qualitydistribution.com](http://qualitydistribution.com)

**PRIMARY SERVICES:** Bulk, Logistics Services, Intermodal

**INDUSTRIES & COMMODITIES SERVED:** Chemicals, Oil & Gas, Bulk Liquid, Food Grade Liquid

**FLEET SIZE:** 2,800 tractors & vans, 5,300 trailers

**DRIVERS:** 3,000

**OPERATING AREA:** North America (U.S., Canada, Mexico)

## R+L Carriers

800-543-5589 | [rlcarriers.com](http://rlcarriers.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Intermodal, Bulk, Motor Vehicle Carrier, Refrigerated, White Glove, Final Mile

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

**FLEET SIZE:** 6,000 Tractors & Vans, 14,000 Trailers

**DRIVERS:** 5,000

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, HazMat

## Red Classic

866-768-8809 | [redclassic.com](http://redclassic.com)

**PRIMARY SERVICES:** TL, Logistics, Dedicated Contract Carriage, Intermodal, Brokerage

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value

**FLEET SIZE:** 514 tractors, 2,943 trailers

**DRIVERS:** 783 (Including Owner-Operators)

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Red Classic

## Roehl Transport

715-591-3795 | [roehltransport.com](http://roehltransport.com)

**PRIMARY SERVICES:** TL, Logistics, Flatbed, Temperature Control

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Construction & Building Materials, Food & Beverage, Freight All Kind, Retail/E-Commerce

**FLEET SIZE:** 2,200

**DRIVERS:** 2,300

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** Free and Secure Trade (FAST), HazMat, SmartWay, Military Friendly Employer

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Roehl Logistics

## Ruan

515-245-2793 | [ruan.com](http://ruan.com)

**PRIMARY SERVICES:** LTL, TL, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Final Mile

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Furniture, Retail/E-Commerce, High Value, Industrial Gases, Medical

**FLEET SIZE:** 3,800 power units, 9,660 trailers

**DRIVERS:** 4,100

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Ruan Brokerage

### The TRUCKING DECISION SUPPORT TOOL

Search on any of these data points to match your requirements to the Top 100:  
[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## Ryder System

305-500-3726 | [ryder.com](http://ryder.com)

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

**INDUSTRIES & COMMODITIES SERVED:**

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value, Oil & Gas/Energy, Consumer Packaged Goods, Healthcare, Heavy Manufacturing, Industrial, Metals

**FLEET SIZE:** 290,700

**DRIVERS:** 9,500

**OPERATING AREA:** North America (U.S., Canada, Mexico)

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

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Ryder Freight Brokerage

## Saddle Creek Logistics Services

888-878-1177 | [sclogistics.com](http://sclogistics.com)

**PRIMARY SERVICES:** LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Intermodal, Household Goods

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 550

**DRIVERS:** 556

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Saddle Creek Transportation Services

## Safeway Trucking

908-351-2800 | [eastcoastwarehouse.com](http://eastcoastwarehouse.com)

**PRIMARY SERVICES:** LTL, TL, Logistics, Dedicated Contract Carriage, Intermodal, Brokerage, Temperature Control, Final Mile

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 225 tractors, 35 trucks, 145 trailers, 750 chassis

**DRIVERS:** 225

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, Food Safety and Quality (SQF)

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Safeway Logistics Solutions

## Saia LTL Freight

800-765-7242 | [saia.com](http://saia.com)

**PRIMARY SERVICES:** LTL, TL, Expedited

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 4,800

**DRIVERS:** 5,400

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** C-TPAT, HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** LinkEx

### The TRUCKING DECISION SUPPORT TOOL

Search on any of these data points to match your requirements to the Top 100:  
[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## Schneider

920-592-4200 | [schneider.com](http://schneider.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 9,000

**OPERATING AREA:** North America (U.S., Canada, Mexico)

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

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Schneider Transportation Management

## Southeastern Freight Lines

803-794-7300 | [sefl.com](http://sefl.com)

**PRIMARY SERVICES:** LTL, Final Mile

**INDUSTRIES & COMMODITIES SERVED:**

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

**FLEET SIZE:** 2,971 tractors, 9,702 trailers

**DRIVERS:** 4,088

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** ACC Responsible Care, HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** eShipping Exchange

## Span Alaska

206-730-4653 | [spanalaska.com](http://spanalaska.com)

**PRIMARY SERVICES:** LTL, TL, Package, Logistics, Flatbed, Intermodal, Temperature Control, Final Mile

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Government, Retail/E-Commerce, High Value, Oil & Gas

**FLEET SIZE:** 50

**DRIVERS:** 40

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Span

## Standard Forwarding

309-751-0251 | [standardforwarding.com](http://standardforwarding.com)

**PRIMARY SERVICES:** LTL

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Freight All Kind

**FLEET SIZE:** 377 tractors & vans, 668 trailers

**DRIVERS:** 452

**OPERATING AREA:** U.S. only

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

## Syfan Transport

855-287-8485 | [syfanlogistics.com](http://syfanlogistics.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Temperature Control, Tanker

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Retail/E-Commerce, High Value

**FLEET SIZE:** 180

**DRIVERS:** 175

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Syfan Logistics

## The TRUCKING DECISION SUPPORT TOOL

Search on any of these data points to match your requirements to the Top 100:  
[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## System Freight

609-395-8600 | [systemfreight.net](http://systemfreight.net)

**PRIMARY SERVICES:** TL, Dedicated Contract Carriage

**INDUSTRIES & COMMODITIES SERVED:** Food & Beverage, Freight All Kind, Paper & Packaging

**FLEET SIZE:** 427

**DRIVERS:** 455

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** SmartWay

## TCI

714-321-7151 | [tcitransportation.com](http://tcitransportation.com)

**PRIMARY SERVICES:** Logistics, Dedicated Contract Carriage, Flatbed, Bulk, Brokerage, Temperature Control, Tanker

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

**FLEET SIZE:** 1,200

**DRIVERS:** 700

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** SmartWay

## TMC Transportation

888-331-7163 | [tmctrans.com](http://tmctrans.com)

**PRIMARY SERVICES:** LTL, TL, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage, Temperature Control

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Government, High Value, Oil & Gas/Energy

**FLEET SIZE:** 5,500

**DRIVERS:** 6,500

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** TMC Logistics

## Transervice Logistics

888-858-7570 | [transervice.com](http://transervice.com)

**PRIMARY SERVICES:** LTL, TL, Logistics, Dedicated Contract Carriage, Brokerage, Temperature Control, Tanker

**INDUSTRIES & COMMODITIES SERVED:** Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Oil & Gas/Energy

**FLEET SIZE:** 7,706

**DRIVERS:** 553

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** HazMat, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Transervice Integrated Solutions

## Tri-National

314-739-5134 | [tri-nat.com](http://tri-nat.com)

**PRIMARY SERVICES:** TL, Expedited, Logistics, Brokerage

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value

**FLEET SIZE:** 550

**DRIVERS:** 760

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, HazMat, ISO, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Tri-National Logistics

## Trimac Transportation

403-298-5100 | [trimac.com](http://trimac.com)

**PRIMARY SERVICES:** Bulk, Tanker

**INDUSTRIES & COMMODITIES SERVED:** Chemicals, Oil & Gas, Dry Bulk

**FLEET SIZE:** 2,175 tractors & vans, 4,828 trailers

**DRIVERS:** 2,596 (including owner-operators)

**OPERATING AREA:** North America (U.S., Canada, Mexico)

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

### The TRUCKING DECISION SUPPORT TOOL

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[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

## U.S. Xpress

423-510-3273 | [usxpress.com](http://usxpress.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Dedicated Contract Carriage, Brokerage

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail/E-Commerce, High Value

**FLEET SIZE:** 6,700

**DRIVERS:** 5,600

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** HazMat, SmartWay, Certificate of Reported Compliance Truck and Bus Regulation-California Air Resources Board

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** U.S. Xpress Logistics

## Uber Freight

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

**PRIMARY SERVICES:** Draws on small carrier/owner-operator capacity pool to offer shippers dedicated lanes based on their needs.

**INDUSTRIES & COMMODITIES SERVED:** Freight All Kind

**FLEET SIZE:** Varies

**DRIVERS:** Nationwide network of carriers and drivers

**OPERATING AREA:** U.S. only

## Unigroup Logistics

855-605-8080 | [unigrouplogistics.com](http://unigrouplogistics.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Motor Vehicle Carrier, White Glove, Final Mile

**INDUSTRIES & COMMODITIES SERVED:** Furniture, Retail, High Value

**FLEET SIZE:** 6,700

**DRIVERS:** 5,500

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, ISO, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Yes

## Universal Logistics Holdings

586-920-0100 | [universalllogistics.com](http://universalllogistics.com)

**PRIMARY SERVICES:** TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage

**INDUSTRIES & COMMODITIES SERVED:** Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Furniture, Government, Retail/E-Commerce, Oil & Gas/Energy

**FLEET SIZE:** 4,435

**DRIVERS:** 4,727

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** Free and Secure Trade (FAST), HazMat, ISO, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Universal Capacity Solutions

## UPS Freight

800-333-7400 | [upsfreight.com](http://upsfreight.com)

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

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

**FLEET SIZE:** 5,400 tractors/trucks, 22,000 trailers

**DRIVERS:** 7,550

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Coyote Logistics



*The*  
**TRUCKING DECISION  
SUPPORT TOOL**

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

[bit.ly/trucking-DST](http://bit.ly/trucking-DST)

**USA Truck**

479-471-2500 | [usa-truck.com](http://usa-truck.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Temperature Control, Tanker

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

**FLEET SIZE:** 1,566

**DRIVERS:** 2,100

**OPERATING AREA:** North America (U.S., Canada, Mexico)

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

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** USAT Logistics

**Ward Transport and Logistics**

800-458-3625 | [wardtlc.com](http://wardtlc.com)

**PRIMARY SERVICES:** LTL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage, Final Mile

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

**FLEET SIZE:** 600 tractors, 1,050 trailers

**DRIVERS:** 677

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** HazMat, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** ForWard Brokerage

**Werner Enterprises**

402-895-6640 | [werner.com](http://werner.com)

**PRIMARY SERVICES:** TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, White Glove, Final Mile

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

**FLEET SIZE:** 7,680

**DRIVERS:** 10,216

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** C-TPAT, Free and Secure Trade (FAST), HazMat, Partners in Protection (PIP), SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Werner Logistics

**Western Express**

615-259-9920 | [westernexp.com](http://westernexp.com)

**PRIMARY SERVICES:** TL, Logistics, Flatbed, Brokerage

**INDUSTRIES & COMMODITIES SERVED:** Construction & Building Materials, Food & Beverage, Freight All Kind, Government, Retail/E-Commerce

**FLEET SIZE:** 3,027

**DRIVERS:** 2,400

**OPERATING AREA:** U.S. only

**CERTIFICATIONS:** C-TPAT, SmartWay

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** Yes

**XPO Logistics**

203-542-9619 | [xpo.com](http://xpo.com)

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

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

**FLEET SIZE:** 15,000

**DRIVERS:** 23,500

**OPERATING AREA:** North America (U.S., Canada, Mexico)

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

**FREIGHT BROKERAGE/LOGISTICS DIVISION:** XPO

**YRC Worldwide**

913-696-6100 | [yrcw.com](http://yrcw.com)

**PRIMARY SERVICES:** LTL, TL, Expedited, Logistics Services, Intermodal, Brokerage, Temperature Control

**INDUSTRIES & COMMODITIES SERVED:** Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Government, Retail/E-Commerce

**FLEET SIZE:** 14,000 tractors, 43,700 trailers

**DRIVERS:** 29,000 total employees

**OPERATING AREA:** North America (U.S., Canada, Mexico)

**CERTIFICATIONS:** SmartWay



# MINING DATA INSIGHTS

**HERE'S HOW FREIGHT BILL AUDIT AND PAYMENT FIRMS  
UNEARTH, DIG INTO, AND LEVERAGE DATA FROM  
FREIGHT AUDITS TO PROVIDE SHIPPERS THE  
MOTHER LODE OF INFORMATION THEY NEED TO  
MAKE INTELLIGENT, STRATEGIC DECISIONS.**



**L**ike all sectors of the economy, the freight bill audit and payment (FBAP) market continues to evolve and respond to changes in the supply chain and the world at large, including technological advances, COVID-19, and increasing pressure to boost performance while reining in expenses.

“Today’s fast-moving global environment encourages companies to continually search for new ways to reduce expenses,” says Tom Zygmunt, manager of marketing and business development with Cass Information Systems. As part of this, technology continues to enhance the ways in which critical information—including freight payment data—is presented, so that it’s timely and useful.

This is a change. “Traditionally, freight audit was simply processing freight bills, performing an audit, and occasionally supporting the payment of carriers,” says Steve Beda, executive vice president, advisory services, with Trax Technologies, a provider of transportation spend management solutions. “The insightful data that resulted from this process was under-valued and under-utilized.”

No more. When done properly, the freight audit process excavates information that can be analyzed and leveraged to improve performance.



## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

The COVID-19 pandemic has upended supply chains, accelerated the shift to online shopping, and prompted more companies to accommodate remote workers. Some FBAP companies report seeing lower transaction volumes, as companies and consumers pull back on spending.

At the same time, the volume of parcel shipments has jumped. “The direct-to-home business has gone up more than 100% in some cases,” says Nick Fisher, director of sales and strategic partnerships with AR Traffic Consultants, a provider of transportation logistics services.

A few carriers have imposed new accessorial charges tied to COVID. “They’re the exception,” Fisher adds. “But we are seeing them pop up.”

Some products that previously moved in small quantities, such as disinfectants and personal protective equipment, now move by the truckload. “It’s a new type of supply chain that requires expedited shipping,” notes George Kontoravdis, president of Fortigo, a logistics management solutions provider.

### SHIFTING FOCUS

Another shift is the increase in spot quotes, as many companies that had contract rates with carriers had to quickly ship new commodities on new lanes. “To accomplish that, they moved to the spot market,” Kontoravdis says. “The audit focus also shifted to spot market invoices.”

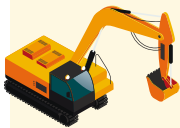
A small amount of reshoring appears to be occurring. “Some customers are closing global locations outside North America and shifting them either to North America or Central and South America,” says Keith Snavelly, senior vice president, global sales with nVision Global Technology Solutions, Inc. It’s a small number so far, he adds, as most companies are taking a wait-and-see approach.

FBAP firms that can provide expertise, have invested in the technology and processes required to

facilitate interconnectedness between partners in the supply chain, and have robust transportation management, compliance, and analysis tools have been better able to navigate these changes.

“The COVID-19 pandemic is a wake-up call to rethink inbound international sourcing strategies and integrated partnerships with carriers and third-party logistics (3PL) providers,” says Beda.

**“SHIPPERS AND CARRIERS ARE PLACING INCREASED EMPHASIS ON VISIBILITY AND TRANSPARENCY.”**



**—JEFF PAPE  
SENIOR VICE PRESIDENT  
PRODUCT AND MARKETING  
TRANSPORTATION  
U.S. BANK**

### TECHNOLOGY MARCHES ON

Technological innovation also continues. Two areas of focus for many freight bill firms are automation and analytics.

“As companies strive to do more with less, they’re turning to automation to, for instance, submit invoices in an electronic environment,” Snavelly says. Shippers also are looking for solutions that allow them to leverage the information contained in their freight data.

Visibility also ranks high on companies’ priorities. “Shippers and carriers are placing increased emphasis on visibility and transparency,” says Jeff Pape, senior vice president of product and marketing, transportation, with U.S. Bank.

Moreover, many want to monitor these flows of information on their own. “DIY capabilities to access information and analysis are key, as they enable customers to make informed decisions,” Pape adds.

Another emerging area of focus is sustainability, says Michael Falls, director

of operations with enVista Corporation, a provider of supply chain solutions. enVista has received several requests for carbon emissions reporting, using both scientific analysis and information on transportation modes and lanes. “I don’t know that we had seen that request a single time prior to 2020,” Falls says.

In addition, “the regulations around knowing your trading partners and customers have become even more critical,” Pape says. For instance, U.S. Bank is compliant with the USA Patriot Act and the Anti-Money Laundering Act, among others.

And the United States-Mexico-Canada Agreement (USMCA), which went into effect July 1, 2020, replaces NAFTA. “It affects all shipments crossing the borders between the United States, Canada, and Mexico,” says Mark Cammarata, chief financial officer with Sunset Transportation.

Among other changes, the USMCA raised some de minimis shipment values, or the maximum shipment values at which products can enter a country while taking advantage of lower taxes and/or fees.

As more countries shift to electronic invoicing, different regions, countries, and even companies will have their own interpretations around digital signatures, transmission security, and data privacy. “Companies need to understand these nuances,” says Josh Bouk, chief revenue officer with Trax Technologies.

### SEARCHING FOR PARTNERS

Together, these changes are prompting shifts in the ways in which shippers and freight bill audit and payment providers work together.

“Five or six years ago, the marketplace was very transactional,” Falls says. “Companies looked for a provider who could perform an audit and save them some money, and that was it,” he adds. “Today, shippers want a company that not only has market-leading technology, but can act as a partner.”

Often, that means firms whose core

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## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

competency is freight payment, rather than companies that may simply be experimenting by adding freight payment capabilities as an adjunct to their other freight-related and logistics services, says Craig Cameron, vice president of sales and marketing with A3 Freight Payment. While adding freight payment allows them to offer one-stop shopping, it's often not part of their core competencies. "Some lack the expertise they need to partner with their customers and provide the service they're looking for," he adds.

The freight bill audit and payment companies profiled here focus on partnering with their clients to help them gain efficiencies and access the information they need to make intelligent, strategic decisions.

### A3 FREIGHT PAYMENT PAIRING TECHNOLOGICAL EXPERTISE WITH CUSTOMER SERVICE

A3 Freight Payment was started by a group of industry veterans with a passion for freight payment and a vow to conduct business transparently and collaboratively, while offering quality service and customized solutions. Clients come from a range of industries and include some of the largest shippers in the world. All are drawn to A3's robust solutions and its expertise in leveraging the information gained from them.

Shippers increasingly are looking for freight bill providers that can take the data their systems capture and offer accurate, meaningful analysis and insight. "At A3, we've devoted intensive efforts to ramping up our analysis capabilities," Cameron says.

Just as important, A3 offers the service and expertise required to transform analysis into business opportunities. For instance, A3's data analysis work with a company revealed that many products stored at the company's East Coast warehouse were being shipped to the



**"RATHER THAN PERFORMING A ONE-TIME ANALYSIS, WE OFFER CONSULTING INSIGHT AS PART OF OUR BASE SERVICE."**

**-CRAIG CAMERON  
VP, SALES AND MARKETING  
A3 FREIGHT PAYMENT**

West Coast, where the company also had a warehouse.

"They were paying significant freight costs to move this product to the West Coast, prompting the question: Should you store the products in your West Coast distribution center?" says Ross Harris, president of the Memphis-based firm.

#### A STRATEGIC PARTNERSHIP

A3 partnered with the customer to examine the business reasons that had kept the company from stocking the item on the West Coast, and also developed a business case for making the adjustments that would enable it to move the products' location.

"It wasn't just a case of opening up some rack space and dropping in this product," Harris says. "It also required making business changes." The experience shows the value of pairing technology with insightful customer service, he adds.

Tools such as artificial intelligence and machine learning allow for identifying particular opportunities, and that's a critical start. Companies also

need partners that can help them assess an opportunity and decide if and how to leverage it.

"Having the latest, greatest technology is great," Cameron notes. "But if you don't complement it with great service, it doesn't offer a lot of value."

These capabilities provide companies with both tactical and strategic advantages. For instance, A3 worked with another company to identify which shipments complied with their carrier agreements, while also quantifying the dollar amount associated with non-compliant shipping.

A3 also calculated the least-cost provider for each lane. "We were able to identify not only the cost of non-compliance, but also to let the company know where its routing guide was lacking," Cameron says. "Rather than performing a one-time analysis, we offer consulting insight as part of our base service."

The marriage of technology and service also means that A3 won't simply, for instance, identify exceptions and ask its client to figure out the reason. "A3 will go in, find the root cause, and correct it," Harris says.

Because A3 captures a tremendous amount of data on its customers' behalf—whether invoices, shipment, vendor or customer files, or others—it's in a unique position to deliver value. "As the industry evolves toward a more encompassing focus on transportation spend management, A3 is well positioned," Harris says.

### AR TRAFFIC CONSULTANTS CUSTOMIZING SOLUTIONS AND MAXIMIZING SAVINGS

AR Traffic has been providing shippers with advanced transportation management software and third-party logistics services since 1964. Yet, the company is not content to rest on its past successes.

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## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

It invests 5% of annual revenue to continually advance its technology solutions, Fisher says. Enhancements include technology to track shipments and shop for freight rates. An online portal through which shippers and carriers can exchange information reduces the volume of emails and phone calls previously needed to, for instance, check a payment status.

AR Traffic's products and services are designed to help its clients boost efficiency, accuracy, control, and auditability, while also lowering their freight costs.

Because the solutions are available through the cloud, clients can access them through their web browsers. This includes solutions to rate and route inbound and outbound shipments, and to combine less-than-truckload (LTL) shipments into multi-stop truckloads.

AR Traffic offers its products as modules, allowing the company to customize a package to fit each customer's needs. (Companies can also deploy the solutions on-premise, if they choose.)

With its sophisticated audit system, AR Traffic's freight payment software enables companies to efficiently handle freight payment in-house.

### CENTRALIZED DATABASE

In addition, AR Traffic offers a comprehensive freight payment service. "The customer's carrier-specific rates are stored in our central database and are securely available through the internet," Fisher says.

AR Traffic can leverage this database to pre-audit all bills, ensuring proper payment, and controlling for incorrect rates, carrier discounts, accessorial charges, classification errors, and fuel surcharges.

Currently, about half of AR Traffic's clients pay their own carriers directly after AR Traffic processes their bills, and about half use the freight payment service.

For these clients, AR Traffic submits



**"WE CAN COMPARE EACH CUSTOMER TO THE REST OF ITS INDUSTRY AND PROVIDE A SCORECARD THAT'S INVALUABLE WHEN NEGOTIATING RATES."**

**-NICK FISHER  
DIRECTOR**

**SALES AND STRATEGIC PARTNERSHIPS  
AR TRAFFIC CONSULTANTS**

payments electronically after receiving payment from the customer. AR Traffic's electronic payment processes streamline this function. The company also is handling more credit card and funds transfer payments. "These types of payments have definitely increased over the past five years," Fisher says.

The central freight rate database AR Traffic maintains enables it to meet the growing need of customers to benchmark freight rates, as the database contains freight information from companies across multiple industries and of all sizes.

"We can compare each customer to the rest of its industry and provide a scorecard that's invaluable when negotiating rates," Fisher says. Indeed, some companies' annual savings from benchmarking easily hit six figures, he adds.

The analysis capabilities that AR Traffic provides extend even further. For instance, by using a client's historical

shipment data, AR Traffic can analyze its LTL and truckload shipments to determine whether combining shipments into multi-stop/multi-origin truckload shipments would cut costs and boost customer service.

AR Traffic also can calculate whether establishing pool points makes sense and analyze the cost of establishing and/or moving pool points to keep up with changing shipping patterns.

## CASS INFORMATION SYSTEMS OFFERING CUSTOMERS A COMPETITIVE ADVANTAGE

Cass Information Systems, a leading provider of freight audit, payment, and business intelligence services based in St. Louis, Missouri, draws on its 60 years of experience to process more than 63 million invoices and disburse more than \$60 billion annually. Its invoice processing operations span more than 185 countries and can accommodate 114 currencies.

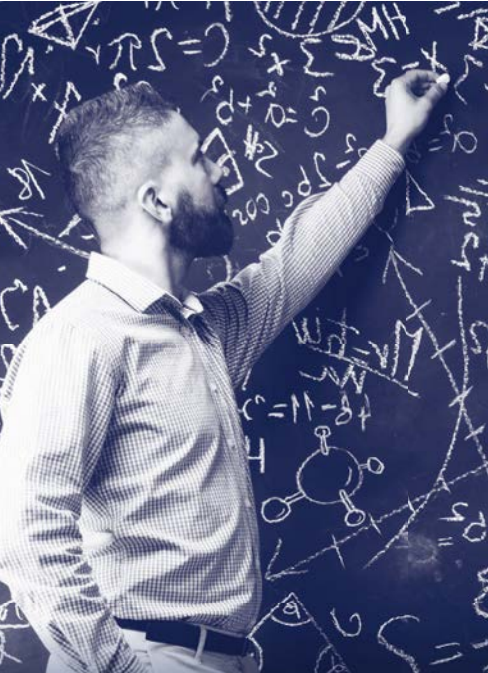
Most of the company's customers spend millions on freight and/or ship millions of packages each year. "They're looking for best practices to control and manage their transportation expenses," says Zygmunt. While North America has been Cass's primary market, many of its clients require global capabilities.

In addition to its larger customers, Cass serves small- to mid-sized companies that have substantial freight or parcel volumes, and that also are looking to reduce their processing costs and/or have a thorough audit of their shipments.

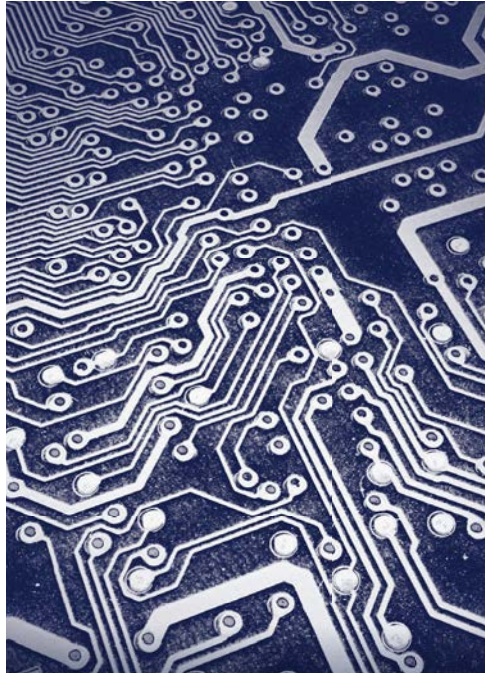
Many logistics operations, no matter their size, are exploring ways to better manage their freight by accessing transportation and accounting data that isn't available through their internal systems. "Data isn't worth anything if you can't get to it," Zygmunt says.



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*... the leader in freight bill audit, payment and business intelligence services.*



## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

The customized business intelligence solutions available through Cass offer clients a competitive advantage by enabling them to reduce costs, increase efficiency, and enhance their decision-making ability.

As customers' needs change, Cass's services continue to evolve. For instance, a growing number of companies want to reduce processing expenses through an outsourced freight rating, audit, payment, and business intelligence solution. "This requires people, process, expertise, and information to manage the function," Zygmunt says. "Cass can provide this. It's our focus."

Cass also offers supply chain finance solutions that help clients manage their working capital, as well as expense payables solutions for utility, telecom, and waste management invoice processing.

**"OUR SOLUTIONS KNOW X AMOUNT OF FREIGHT GOES TO THE PEANUT BUTTER, AND Y AMOUNT GOES TO THE JELLY."**

**-TOM ZYGMUNT  
MANAGER**

**MARKETING AND BUSINESS DEVELOPMENT  
CASS INFORMATION SYSTEMS**



Even as the industry evolves and technology advances, one constant has remained in the forefront of the freight audit and payment industry: the continued appetite for more information. Among other capabilities, Cass's solutions can allocate freight costs down to the SKU level, so companies can properly allocate expenses to different products and then price them accordingly.

"They know x amount of freight goes to the peanut butter, and y amount goes to the jelly," Zygmunt adds. Cass also provides traffic lane information so shippers can assess carrier efficiency.

Cass worked with a global

manufacturer, helping it consolidate its freight payment activities. The company saved on its freight spend, while the visibility it gained to all shipments, costs, carriers, payments, and other activities across the globe significantly simplified rate management.

Cass may be one of a handful of companies whose continuity plan included procedures for a pandemic event, such as actions to take if servers went down or employees needed to work remotely. "It worked wonderfully for us," Zygmunt says. "We went home on Friday and were up working on Monday." The plan also addressed precautions to safeguard employees who continued working in the office or other locations, including with clients.

### CT LOGISTICS PROVIDING ACTIONABLE INSIGHTS FOR CONTAINING COSTS AND PLANNING

In 1923, CT Logistics was founded as a freight bill auditing company. Since then, its technology and offerings have substantially expanded to include a transportation management system, third-party logistics and brokerage services, a shipping cooperative for LTL services, licensed shipping and FBAP software, benchmarking, rate studies, professional services, and online dashboard business intelligence.

While typical clients of the Cleveland-based company have an annual freight spend of at least \$500,000, CT Logistics works with firms of all sizes and from all geographic regions.

"The real thrust of the freight payment business today is actionable information," says Allan J. Miner, president of CT Logistics. CT's sophisticated reporting capabilities allow clients to easily perform calculations, create graphics, generate pivot tables, and email reports anytime.



**"THE REAL THRUST OF THE  
FREIGHT PAYMENT BUSINESS TODAY  
IS ACTIONABLE INFORMATION."**

**-ALLAN J. MINER  
PRESIDENT  
CT LOGISTICS**

CT Logistics' AuditPay®, a freight bill audit and payment service, helps companies monitor and control their transportation spending. Its comprehensive rates database, when paired with the company's FreightRater® pricing engine, helps support shipment activity.

In addition, the team of professionals at CT Logistics works closely with clients to ensure proper audit and payment processing. By combining technology and expertise, this freight payment service delivers insight that facilitates effective cost containment and planning.

Many reporting or business intelligence capabilities rely on query-based analysis capabilities that restrict users to a linear exploration within a partial view of their data. In contrast, the engine behind CT Logistics' Qlik reporting system lets companies combine multiple data sources, freely explore across all their data, and instantly pivot their analysis based on what they see.

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TMS • Logistics Management**

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## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

Clients can develop, extend, and embed visual analytics in their apps, portals, or other medium. CT Logistics can also set up Qlik within a common governance and security framework that covers all a company's personnel around the globe.

### **DIGITIZING DOCUMENTS**

In response to the pandemic, CT Logistics has added to and enhanced its client-facing, web-based applications and services, making them easier to use and more robust. It has also accelerated its timeline to completely digitize all documents using artificial intelligence through the company's intelligent character recognition (ICR) software.

A company in the flooring industry asked for CT's help as it shifted most of its LTL shipments from the company's satellite facilities across North America to a centralized, consolidated, and leveraged bidding process. CT Logistics, acting as agent for the company and leveraging information on its combined freight spend, requested bids from multiple carriers, negotiated rates, and benchmarked the bids against similar other client freight spend profiles.

"We were able to develop the best overall corporate LTL program for the company," Miner says, helping to cut carrier freight rates by nearly 15%.

### **CTSI-GLOBAL OPTIMIZING END-TO-END LOGISTICS STRATEGIES**

CTSI-Global views each of the more than 6 million freight transactions it processes each day as an opportunity to save its customers money. And with a staff that brings a total of 400-plus years of industry experience, it's in a position to leverage these opportunities.

"Companies are no longer looking for just the basic blocking and tackling of freight audit," says Josh Miller, vice

president of sales with the Memphis-based firm. "We can add so much more value."

Each year, CTSI-Global processes more than \$20 billion in freight bills and its network encompasses more than 20,000 carriers. It is the largest privately held freight bill audit provider in the world.



**"COMPANIES ARE NO LONGER  
LOOKING FOR JUST THE BASIC  
BLOCKING AND TACKLING OF  
FREIGHT AUDIT. WE CAN ADD SO  
MUCH MORE VALUE."**

**-JOSH MILLER  
VP, SALES  
CTSI-GLOBAL**

While the return on investment generated by the audits CTSI-Global completes is critical, the greater value comes from the data collected. Miller notes that the company's systems capture nearly 200 data elements from each invoice, as well as information from the ERP systems with which they interface.

Miller and his colleagues help clients use this data and CTSI's business intelligence applications to benchmark performance, assess key performance indicators, and identify cost

savings opportunities.

For instance, the carrier report cards CTSI-Global prepares allow shippers to evaluate how well each carrier is performing, and whether lower-cost providers are actually saving money. Shippers can deploy the information on rates, lanes, and service levels, among other facts, that CTSI-Global's systems generate to cut costs and enhance service.

CTSI-Global leveraged its freight bill audit and transportation management solutions to help a defense production company with operations in 120 countries consolidate and bring consistency and efficiency to its freight audit function. Previously, the functions in each region were managed independently, with varying levels of effectiveness.

By implementing a global freight bill audit process that handled differing languages, regulations, and other variables in each country, CTSI-Global helped the company improve its audit function, mine its freight data, and then use that information to negotiate better pricing and reduce the volume of shipments moving by priority services.

The result? The company reduced its transportation spend by about 12%.

### **TMS IN THE MIX**

Also as part of its suite of solutions, CTSI-Global offers a proprietary, end-to-end transportation management system (TMS). Its TMS incorporates applications for order management, load optimization, carrier selection, shipment execution, and claims management, among other functions.

CTSI-Global also holds a brokerage license, Miller says. Because of the volume it offers, CTSI-Global often can negotiate more aggressive carrier pricing than many shippers can capture on their own.

Through its logistics management services, CTSI-Global helps its clients optimize their overall logistics strategies. "We're a true 4PL," Miller says.

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## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

### enVISTA CREATING TRANSPORTATION SPEND EFFICIENCIES

enVista's size and scope in the FBAP market are impressive: Each year, the firm audits more than 1.5 million shipments per day and more than \$9 billion in freight spend across all modes of transportation.

"But most important, in 2019, enVista had a 99% client retention rate," says Michael Falls, director of operations. "We're very proud of that and suspect it's pretty rare."

Key to many clients are the five pillars on which enVista's transportation partnerships are based. These are: invoice audit and automation, transportation finance and payment, contract optimization, business intelligence, and network analytics.

For instance, myShipINFO enables enVista, through a partnership with JP Morgan Chase, to process and bill invoices in 168 currencies and dozens of languages, helping clients across the globe better manage their cash flow. enVista also is GDPR compliant.

enVista's myShipINFO business intelligence product provides shippers with built-in dashboards that identify both cost drivers and cost savings opportunities. The solution also validates that the data is accurate and usable.

Falls provides a timely example: Carriers can bill COVID surcharges in multiple ways—say, "emergency surcharges," "COVID surcharges," or "CV charges," among dozens of other variations. enVista normalizes these variations, so shippers can quickly gain visibility to all, no matter how they're billed.

Shippers also can design, configure, and create customized reports that provide the information needed to optimize their transportation function.

They also can leverage network optimization tools to analyze operations across their distribution networks, and then identify steps to improve them.

Through its contract optimization capabilities, enVista helps customers manage and source carrier agreements across all modes and geographies. enVista works to ensure carriers correctly apply rates and that any billing points, from the freight cost all the way through the surcharges, are valid and assessed correctly.

**"WE'RE ABLE TO BE AN  
EXTENSION OF OUR CLIENT'S TEAM  
TO REDUCE COST AND CREATE  
EFFICIENCIES IN EVERY FACET OF  
THEIR TRANSPORTATION SPEND."**

**-MICHAEL FALLS  
DIRECTOR OF OPERATIONS  
enVISTA**



The carrier services group within enVista supports carriers with their payment and remittance requests. It also schedules remittance reporting that's provided directly to carriers.

enVista recently worked with a multi-channel retailer that sources globally, has multiple distribution nodes throughout its manufacturing and distribution networks, and spends about \$500 million on shipping each year.

Using both proactive analytics and its auditing expertise, enVista identified savings of about 5% of the company's annual transportation expense. The savings resulted from multiple strategies, including analyzing box sizes to eliminate avoidable surcharges, avoiding rate errors, and evaluating lanes and routes to optimize carrier use.

These savings don't even include enVista's work assisting the retailer in strategic sourcing and negotiating carrier contract agreements. Falls anticipates additional savings of 8 to 12% of the

company's total parcel spend from these efforts. "We're able to be an extension of their team to reduce cost and create efficiencies in every facet of their transportation spend," he adds.

### FORTIGO GUARANTEEING ACCURACY AND SUPPORTING EVOLVING STRATEGIES

Fortigo offers freight audit solutions that fit seamlessly into established supply chain software solutions. They provide a rapid return on investment by optimizing logistics processes, minimizing ship-to-order times, and streamlining collaboration with logistics providers, says president George Kontoravdis.

Fortigo works with multinational organizations including three of the four largest U.S. airlines, distributors, and high-tech companies. Many have high shipping volume, hundreds of locations, dozens of carriers, and use virtually all modes of transportation.

From its base in Austin, Texas, Fortigo is uniquely positioned to help companies optimize their transportation spending. Its freight bill audit solution automatically reviews freight bills and identifies incorrect charges based on multiple criteria, including carrier service level agreements, negotiated rate sheets, and volume discounts.

It matches shipments to the original order numbers or purchase orders, reducing the risk of duplicate invoices. The solution also identifies, for instance, shipments that lack proof of delivery or that weren't picked up by the carrier, but have been charged.

"Fortigo is the only provider that guarantees freight audit accuracy," Kontoravdis says.

Just as important, the freight bill audit platform supports clients' evolving transportation strategies—an essential

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## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

ability during a pandemic. “The majority of our clients reconfigured their supply chain routes and networks, using the business rules engine in Fortigo’s transportation management system,” Kontoravdis says.



**“WE’RE CONTINUING TO WORK TOWARD SOLUTIONS THAT ENABLE LOGISTICS EXECUTIVES, WITH A COUPLE OF CLICKS, TO SEE THEIR LOGISTICS PERFORMANCE IN A CONSISTENT WAY.”**

**—GEORGE KONTORAVDIS  
PRESIDENT  
FORTIGO**

For instance, some quickly grounded all parcel shipping, while others consolidated LTL shipments into truckload shipments to save money.

“Fortigo re-prioritized its road map—literally overnight—to better respond to our customers’ rapidly evolving needs,” Kontoravdis says. “As a result, many achieved network-wide, cost savings, also overnight.”

Fortigo’s robust reporting solutions can capture and assemble critical transactional data elements, providing shippers with actionable insight. Moreover, Fortigo continues to build on its analytics capabilities, enhancing

logistics executives’ ability to capture and review information on their own, without having to call in IT professionals to provide support.

Fortigo also is investing heavily in developing solutions that offer both ease of use and sophisticated capabilities. “We’re continuing to work toward solutions that enable logistics executives, with a couple of clicks, to see their logistics performance in a consistent way,” Kontoravdis says.

Because Fortigo’s offerings are built on a software-as-a-service (SaaS) delivery model, deployment occurs over the cloud. Implementation time frames vary with the customer, but typically run between three and six months for a full-scale freight audit set-up.

Clients moving from manual processes to Fortigo’s freight audit service often save up to 10%. Adding a transportation management solution compounds those savings.

To best serve its clients, Fortigo’s team will evaluate all areas presenting challenges. This might mean reviewing transportation expenses and volumes and looking at the mix of shipments and carriers.

“We look to understand where we can add the most value,” Kontoravdis says. “Our goal is to maximize savings from day one.”

### **nVISION GLOBAL CREATING A GLOBAL DATA WAREHOUSE FOR AN ENTERPRISE- WIDE VIEW**

nVision Global, a provider of freight invoice auditing and transportation management solutions, among other applications, manages more than \$6.5 billion in annual spend. Each year, it processes more than 150 million transportation invoices that hail from more than 190 countries.

“We’re truly global,” says Keith

Snavely, senior vice president, global sales with the company. nVision’s seven processing centers span three continents, and while the company is based in McDonough, Georgia, more than 80% of its employees work outside North America.

“We have customer service departments in all locations and time zones, and our employees speak 22 languages,” he adds.

#### **DISMANTLING SILOS**

nVision’s solutions dismantle information silos to create a single, global data warehouse of all its customers’ transportation activity. The solutions’ robust data cleansing and normalization capabilities allow them to assemble and compare data from the disparate systems often found in multinational organizations.

**“WE POSITION OURSELVES AS PART OF OUR CUSTOMERS’ LOGISTICS AND ACCOUNTING DEPARTMENTS, RATHER THAN JUST A VENDOR. WE HELP THEM OPTIMIZE TRANSPORTATION FUNCTION AND REDUCE COSTS.”**

**—KEITH SNAVELY  
SENIOR VICE PRESIDENT,  
GLOBAL SALES  
nVISION GLOBAL**



Together, these capabilities provide the logistics teams with an enterprise-wide view of their organization’s transportation spend. They can easily see if, for instance, it would be less expensive to shift transportation modes or to relocate some operations.

When exceptions occur, nVision doesn’t simply send a spreadsheet that lists the exception code. “Through nVision’s robust exception management tool, customers can log on and view images of their invoices, as well as the



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## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

supporting documents and auditors' notes," Snavely says.

The exception management solution also provides a forum for online communication, facilitating collaboration and helping the parties reach a final disposition—without multiple rounds of phone calls and emails.

Along with electronically processing more than 90% of invoices, nVision employees remain focused on developing new, more efficient ways to receive invoices electronically, rather than through the mail.

"Recipients can receive invoices more quickly and cleanly, and with greater visibility to shipment data," Snavely says.

For instance, nVision's solutions support the use of APIs, ANSIX12, and EDIFACT interfaces, to electronically capture data. While nVision continues to work with electronic data interchange (EDI), by also supporting APIs, it's able to more efficiently send complete shipment documentation.

nVision also is providing greater integration through its TMS systems, offering shippers a way to efficiently execute shipments and gain visibility.

### WATCH YOUR FOOTPRINT

Business intelligence and analysis continue to be primary initiatives at nVision, which regularly adds to its suite of analytical tools.

For instance, it has begun providing companies data on their carbon footprint, drawing from the transportation mode used and the length of the haul. "It may be small, but this ability may lead to reductions in carbon footprints," Snavely says.

Clients new to nVision typically save between 9 and 12% of their transportation spend. "We try to position ourselves as being part of our customers' logistics and accounting departments, rather than just a vendor," Snavely says. "We help them optimize transportation function and reduce costs."

## SUNSET TRANSPORTATION GAINING FULL VALUE FROM FREIGHT INFORMATION

Sunset Transportation's commitment to its customers is shown in its resolve to deliver on five promises: savings, visibility through technology, data-driven decisions, continuous improvement, and relationships. From its founding in 1989, Sunset, based in St. Louis, Missouri, has focused on helping customers drive efficiency in their shipping and logistics operations. It has offices and agents across the country and customers who ship around the globe.

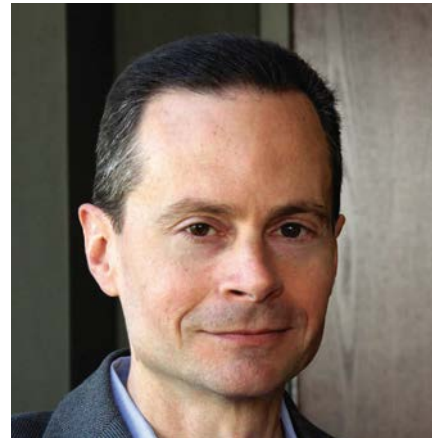
At its start, Sunset Transportation focused on specialty services such as LTL and diverse product hauling. As its business grew, Sunset automated its freight audit and payment processes, boosting billing efficiency and back-office customer support.

Among other services, Sunset now offers freight bill processing, audit, and discrepancy resolution. Its customers span multiple sizes and industries, from mid-sized local businesses to Tier 1 automotive suppliers.

"Companies want a solution for all their freight, as well as combined visibility across all transportation types," says Mark Cammarata, chief financial officer. "They want their data available to extract and merge into their existing systems. They also want options to consume their data in ways that fit their current processes."

To that end, PayLOGIK, Sunset's freight audit and payment system, handles all transportation modes, providing freight invoice and data management in a configurable customer dashboard. Sunset's flexible reporting capabilities enable customers to tailor reports to their needs.

In addition, many customers gain full value of their freight information by importing data directly into their



**"COMPANIES WANT A SOLUTION  
FOR ALL THEIR FREIGHT, AS WELL  
AS COMBINED VISIBILITY ACROSS  
ALL TRANSPORTATION TYPES."**

**-MARK CAMMARATA  
CHIEF FINANCIAL OFFICER  
SUNSET TRANSPORTATION**

own systems. "They can then merge their freight information with other operational data to support more comprehensive decision-making," Cammarata says.

And while Sunset offers integration options, customers can also complete essential functions by logging into Sunset's website to review and approve their invoices, perform research, and access their data, among other functions.

### CUSTOMIZED IMPLEMENTATION

When Sunset begins to work with a new client, it follows a comprehensive, yet customizable implementation guide. "Our process is very flexible and tailored to the specific needs of each customer," says Susan Vogler-Wesp, controller.

Sunset will gather, for instance, a sample of the freight bill history to understand the customer's transactions and present ideas on how they can best use their data. The Sunset team also will work through any reference fields or extra data they want to capture, as well as their audit requirements



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**CONTINUOUS PAYMENT & BILLING IMPROVEMENTS**



**ALL MODES OF TRANSPORTATION IN ALL PLACES**



## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

and expectations.

“The goal is to create a robust freight database that facilitates business decisions,” Vogler-Wesp adds. Depending on the complexity and resources available, companies can get up and running in as little as four to six weeks.

Sunset’s model to achieving transportation savings differs a bit from the industry’s, Cammarata says. Many companies tend to quote between 2 and 5% potential savings, with the provider sometimes paid a portion of the savings they identify. “Under that model however, the provider actually benefits when billing errors continue to be made,” Cammarata says.

While Sunset also identifies mistakes, it then works with the carrier to rectify them, so future billings are correct. “This brings efficiency and confidence to the table and improves the relationships of all parties,” Cammarata says. “Our model is built on process improvement, not catching repeated mistakes.”

Often the real savings come from more efficiently processing transactions, leaving customers additional time to handle functions that are more central to their core business.

### TRANS AUDIT MORE THAN MONETARY BENEFITS

Trans Audit, the world’s largest global freight and parcel post audit specialist, utilizes its information-rich approach to maximize monetary refunds, but more importantly provides financial and process improvement insights obtained in the post audit process to its client base of Fortune 500 and Global 1000 entities.

With analysts in six U.S. offices, as well as Europe, Singapore, and China, Trans Audit has been in operation for more than 40 years and employs subject matter experts in all modes of transportation.

**“A TRULY CONSULTATIVE POST AUDIT SHOULD DELIVER MORE THAN JUST MONETARY BENEFITS; IT SHOULD ALSO PROVIDE CONTINUOUS IMPROVEMENT AND INSIGHT INTO EACH CLIENT’S PAYMENT PROCESSES AND SUPPLIER RELATIONS. OUR ULTIMATE OBJECTIVE IS TO DELIVER A NON-INTRUSIVE, CLIENT-FOCUSED, INFORMATION-RICH, HIGH-ROI SERVICE.”**



**—CHAD W. KENNEDY, IV  
PRESIDENT  
TRANS AUDIT**

Trans Audit’s unparalleled capabilities for data receipt, processing, analysis, and claims generation enable it to recover more overpayments and identify more cost reduction opportunities compared to internal or competitive reviews.

#### UNCOVERING HIDDEN VALUE

Trans Audit uncovers and recuperates hidden value and funds in paid transportation bills. “We focus solely on a true global, multimodal post-payment audit,” says Vikki L. Van Vliet, senior vice president of sales and marketing. “Trans Audit’s post-payment audit unobtrusively operates after freight audit and payment providers and internal audits.

“We identify and recover both overbilling and overpayment errors, and provide a secondary level of insurance, especially as carrier billing and human errors are commonplace,” adds Van Vliet.

Trans Audit identifies and recovers money for errors in freight rates, accessorials, distance, discounts, currency conversions, classifications, fuel, and more. It also uncovers payments to wrong parties, multiple payments, and incorrect payment

ownership—that is, bills or portions of bills that clients paid even though they were not responsible for them.

Trans Audit operates purely on a contingency, or benefit-sharing basis, whereby Trans Audit earns a percentage of the recoveries it ascertains.

“We audit for payment accuracy and ownership, as well as tariff and contract compliance to ensure that all clients’ invoices are billed and paid correctly,” says Van Vliet.

Trans Audit also performs a logistical trend analysis to identify recurrent anomalies, confirm that accessorial charges make sense, and clients actually received the benefit of the services billed.

Trans Audit’s simple, swift, and straightforward post audit onboarding process typically takes weeks rather than months. Trans Audit directly and independently obtains data from pre-audit companies, carriers, 3PLs, or 4PLs its clients employ, as well as from clients’ ERP, TMS, or other systems.

Trans Audit’s primary objective is to minimize the level of client resources necessary to commence and support the post audit process, while simultaneously maximizing each client’s returns.

Trans Audit’s dedicated carrier relations department submits, coordinates, and resolves refund claims collaboratively with all carriers, with little or no client involvement. As a result, clients find the post audit and claim resolution process, as well as ongoing support, to be efficient and non-resource intensive.

“Carriers deliver our clients’ products, and also deliver our ‘end product,’ which is refunds, hence, it is critical to protect our client’s and our relationship with the carrier,” says Susan Ashley, director of carrier relations.

#### PROCESS IMPROVEMENT

TransPortal™, Trans Audit’s proprietary and robust cloud-based claims analytics system and query tool, provides every client the ability to monitor, manage, and improve payment processes, and



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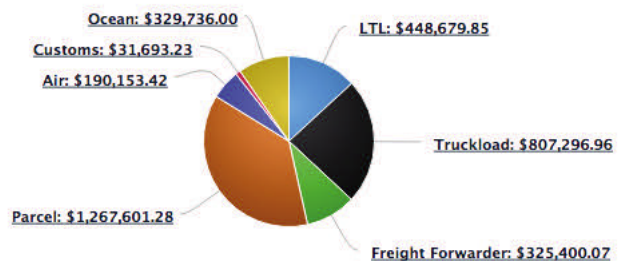
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## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

carrier billing accuracy.

TransPortal™ provides visibility and transparency to filed, open, and paid refund claims, as well as claims by mode, carrier, and error type, among other key metrics. Clients use this valuable information to correct recurring errors and make process improvements.

“A truly consultative post audit should deliver more than just monetary benefits; it should also provide continuous improvement and insight into each client’s payment processes and supplier relations,” affirms Chad W. Kennedy, IV, president of Trans Audit. “Our ultimate objective is to deliver a non-intrusive, client-focused, information-rich, high-ROI service.”

### TRAX PROVIDING TRANSPORTATION SPEND SOLUTIONS TO OPTIMIZE SAVINGS

Trax Technologies delivers transportation spend management solutions for organizations that require a single solution capable of managing global, multi-modal complexity. With

“hundreds of boots on the ground” around the world, Trax delivers quality service to global enterprises, generally with transportation spending of at least \$50 million, says Steve Beda.

Based in Austin, Texas, Trax focuses on companies in the life sciences, high tech, manufacturing, retail, food and beverage, and consumer packaged goods industries.

“For many shippers, the cost of transportation logistics is a significant spend category and usually impacts the bottom line,” Beda says. “Both total freight spend and the level of complexity drive the need for better processes to capture, audit, pay, and analyze this spend category.”

Trax’s tools improve freight payment operations in multiple ways. They include collaboration tools that connect shippers, carriers, 3PLs, and Trax to improve automated electronic invoice capture, claims resolution, payment status, and contract/spot quote rate management.

Trax solutions also facilitate data governance as a process improvement strategy, fostering a high level of data accuracy and completeness, improving the ability to analyze that data. Trax continues to invest in advanced analytics



**“THE COST OF TRANSPORTATION LOGISTICS IS A SIGNIFICANT SPEND CATEGORY AND USUALLY IMPACTS THE BOTTOM LINE. BOTH TOTAL FREIGHT SPEND AND THE LEVEL OF COMPLEXITY DRIVE THE NEED FOR BETTER PROCESSES TO CAPTURE, AUDIT, PAY, AND ANALYZE THIS SPEND CATEGORY.”**

**-STEVE BEDA  
EXECUTIVE VICE PRESIDENT  
ADVISORY SERVICES  
TRAX TECHNOLOGIES**

## Questions to Ask a Freight Bill Payment and Audit Provider

When evaluating freight bill payment and audit providers, addressing the following questions can help ensure a more effective partnership.

- **How financially stable and trustworthy is the firm?**

A few freight bill audit and payment firms have misappropriated funds, notes Miner of CT Logistics. Several steps can help minimize this risk. They include checking whether the firm can provide audited financial statements, has SOC II and ISO certification, and maintains an employee dishonesty bond of at least \$1 million.

- **How will your funds be managed?**

Your company’s funds should be kept in a separate bank account, and not comingled with the provider’s operating

funds, Cammarata of Sunset says. Once you pay the provider, it should remit payment to the carriers within a few days.

- **How will your data be managed and secured?**

Freight bills can contain sensitive data. Check how this information is secured, Pape of U.S. Bank advises.

- **How up-to-date, secure, scalable, and reliable is the firm’s technology?**

The freight payment provider should not only use the latest technology, but also invest in its systems and services on a continual basis, Zygmunt of Cass says. You want to know that as your firm grows and changes, the technology will be able to support it.

*continued on pg. 94*

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## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

that can make information actionable, and help shippers identify strategies that allow them to maintain service levels at the lowest cost possible.

The cloud-based solutions Trax offers are designed to help companies transition from a simple freight audit payment process to a mature and effective transportation spend management (TSM) environment. Trax's TSM Maturity Model has three levels, says Josh Bouk, chief revenue officer. These are:

**Level 1: Freight Data Governance.** Enterprises that reach this level can be confident they are effectively and accurately auditing, paying, and reporting on their transportation spend across all modes and geographies, while complying with local taxes and

regulations. They can access consistent reporting throughout the world.

**Level 2: Financial Management & Carrier Management.** These enterprises are able to leverage the rich data governance environment they previously established, and improve accrual accuracy for shipped but not billed spending, conduct variance analysis to identify inconsistencies, budget and forecast, manage carrier rates, complete carrier scorecards, among several other capabilities that boost the sophistication and maturity of the transportation spend process.

**Level 3: Transportation Optimization.** These companies can build upon their previous progress by executing a range of complex, data-intensive analyses designed to

identify opportunities to further drive out cost. This might include network optimization, sourcing and benchmarking strategies, packaging optimization, routing guide optimization, or accessorial avoidance, among other actions.

Savings levels increase as companies move along this continuum, and typically range from 2 to 14% annually, Bouk says. For instance, over the past 30 months, Trax partnered with a manufacturer whose annual global transportation spending exceeds \$400 million. In the first six months of the partnership, Trax helped the company achieve Maturity Level 1, and save more than \$10 million.

More recently, the company achieved the financial management

*continued from pg. 92*

### Questions to Ask a Freight Bill Payment and Audit Provider

Freight bill providers can add significant value, but need the latest technology to do so. Ask what percent of revenue the firm spends on research and development, says Miller of CTSI-Global, noting 10 to 15% is a reasonable amount. "Having a company that leverages the latest technology is key to their ability to drive value."

- **How truly global are the firm's operations?**

A true multinational provider will have a physical presence in each region of the globe, including employees who understand transportation services in that region, Snively of nVision says. It should be capable of processing all modes of transportation invoices and able to remit payment in any common-traded currency.

- **What visibility can the firm provide?**

The provider should offer comprehensive network visibility across all modes, and from multiple disparate data sources, from around the globe, Falls says.

- **How robust is the firm's data governance capability?**

Solid data governance requires a programmatic approach that includes capturing information from various sources, avoiding silos of information, and maintaining a compliance program to ensure proper management of source information, Beda of Trax says. "It's not like a light switch you can just flip on," he adds.

- **What reporting capabilities does the provider offer?**

For instance, can you run reports and gain the information you need to monitor operations, plan for the future, and improve performance?, Pape from U.S. Bank asks. Just as important, are these capabilities available without having to involve IT?

- **How does the firm manage carrier relationships?**

Most shippers benefit by maintaining strong relationships with their carriers. A FBAP can help. Ask if the

provider has a staff committed to maintaining carrier relations, and online applications to facilitate and ease communication for freight bill payment, Miner of CT Logistics says.

- **How independent is the firm?**

Some logistics providers also offer freight bill auditing. That can present a conflict of interest, Harris of A3 Freight Payment says. For instance, if a 3PL has a relationship with a major carrier and then finds an overcharge, it may be more inclined to accommodate the carrier, rather than advocate for the shipper.

- **Can the audit firm support spot rates?**

The COVID-19 pandemic has caused many carriers to shift from contracted to spot rates, says Miller of CTSI-Global. This makes it more difficult to forecast or record accruals, because it's harder to know where the market might go. "Ask the auditor for details on how they support audits of spot quotes," he adds.



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## FREIGHT BILL AUDIT & PAYMENT: MINING DATA INSIGHTS

component of Maturity Level 2. The company's new ability to forecast and accrue more accurately has helped it identify another \$14 million in savings opportunities. Over the next six months, as the company implements new carrier management strategies, Trax expects savings to total up to \$44 million.

### U.S. BANK CONFIGURABLE AND FLEXIBLE SOLUTIONS BUILD COLLABORATIVE PARTNERSHIPS

U.S. Bank's powerful freight audit and payment system provides a single solution through which shippers and carriers can manage their freight payment and audit functions for all transportation modes.

Annually, U.S. Bank processes more than \$28.8 billion in freight payments. Its online solution enables organizations to both automate their freight audit and payment processes, and gain the business intelligence they need to maintain a competitive edge. Most customers range from middle-market companies to larger enterprises.

"Our solution allows for an end-to-end view of the freight invoice audit and payment process," says Jeff Pape, senior vice president, product and marketing, transportation, with the Minneapolis-based firm.

U.S. Bank's solution, which is offered as a software-as-a-service, is highly configurable and flexible, and can interface with most transportation management or ERP solutions. "We ease the way for companies to move from paper to electronic," Pape says.

#### CATCHING ERRORS BEFORE PAYMENT

The solution also offers numerous standard dashboards and reports, as well as robust ad hoc reporting capabilities.

Because U.S. Bank's prepayment audits catch errors before invoices are



**"OUR SOLUTION ALLOWS FOR AN  
END-TO-END VIEW OF THE FREIGHT  
INVOICE AUDIT AND PAYMENT  
PROCESS."**

**-JEFF PAPE  
SENIOR VICE PRESIDENT  
PRODUCT AND MARKETING  
TRANSPORTATION  
U.S. BANK**

paid, companies typically save up to 4% of their freight payments, Pape says. One customer in the auto industry, for example, was able to take eight full-time employees and move them into more strategic roles within supply chain operations.

Both shippers and carriers can access U.S. Bank's freight payment network across all transportation modes. Each party gains assurance and predictability on the payment of invoices.

In its approach to freight payment, U.S. Bank focuses not just on technology, but on building collaborative relationships. An example is its "Voice of the Customer" program, through which U.S. Bank brings together shippers and carriers. Over the course of several days, they can share thoughts on the market, discuss best practices, and hear from industry leaders.

"They're all in the same room, talking and sharing ideas," Pape says. "We've found it to be incredibly insightful." The exchange of ideas and information helps

bolster all the relationships, he adds.

While the program has moved to a virtual format due to the pandemic, Pape says that all are looking forward to the day when they can reconnect in person.

U.S. Bank also offers a benchmarking solution through which shippers can evaluate their performance against a peer group. U.S. Bank provides insight and recommendations to help them improve their efficiency in specific regions of the country and on specific lanes. This might include switching lanes or shipping from a different destination to cut travel time and costs, or even assessing the pros and cons of locations for future distribution center locations.

"Companies use this insight not only to drive efficiencies into their process, but also for logistics planning," Pape adds.

#### A TRUE WORKING CAPITAL SOLUTION

As a bank, U.S. Bank is able to offer trade finance capabilities that provide both shippers and carriers with a true working capital solution. Shippers can extend their days payable outstanding for up to 90 days, while their carriers are paid upon invoice approval, which is typically fewer than two days.

And because it is a regulated financial institution, U.S. Bank continually monitors trade, payment, and other regulations to ensure its ongoing compliance.

For instance, it ensures that all trading partners, including carriers, are registered with SCAC (Standard Carrier Alpha Code) identifiers issued by the National Motor Freight Transportation Association and cross-checked against the Office of Foreign Assets Control and Office of the Superintendent of the Financial Institutions in Canada, as well as known terrorist entity lists to ensure the legitimacy of the business.

These steps help mitigate the risk of fraud, Pape says, and help ensure that its customers are paying the right people, at the right time. ■



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# 13 KEYS TO CHOOSING THE RIGHT WAREHOUSE MANAGEMENT SYSTEM

FOLLOWING THESE GUIDELINES CAN  
BOOST YOUR CHANCES FOR A SUCCESSFUL  
WMS IMPLEMENTATION.

BY KAREN KROLL

**SUPPLY CHAIN SOLUTIONS** provider MVP uses a warehouse management system (WMS) to “efficiently and accurately” run its 500,000 square feet of warehouse space, which serves about 40 clients, says Dirk Updike, vice president, operations. The WMS controls product receipt, putaway, and storage.

When it’s time to pick items, the system directs warehouse employees, who are using hand-held devices, to take the most efficient routes to the proper locations. The WMS improves warehouse efficiency by about 40% when compared to a standard, non-RFID environment, Updike notes.

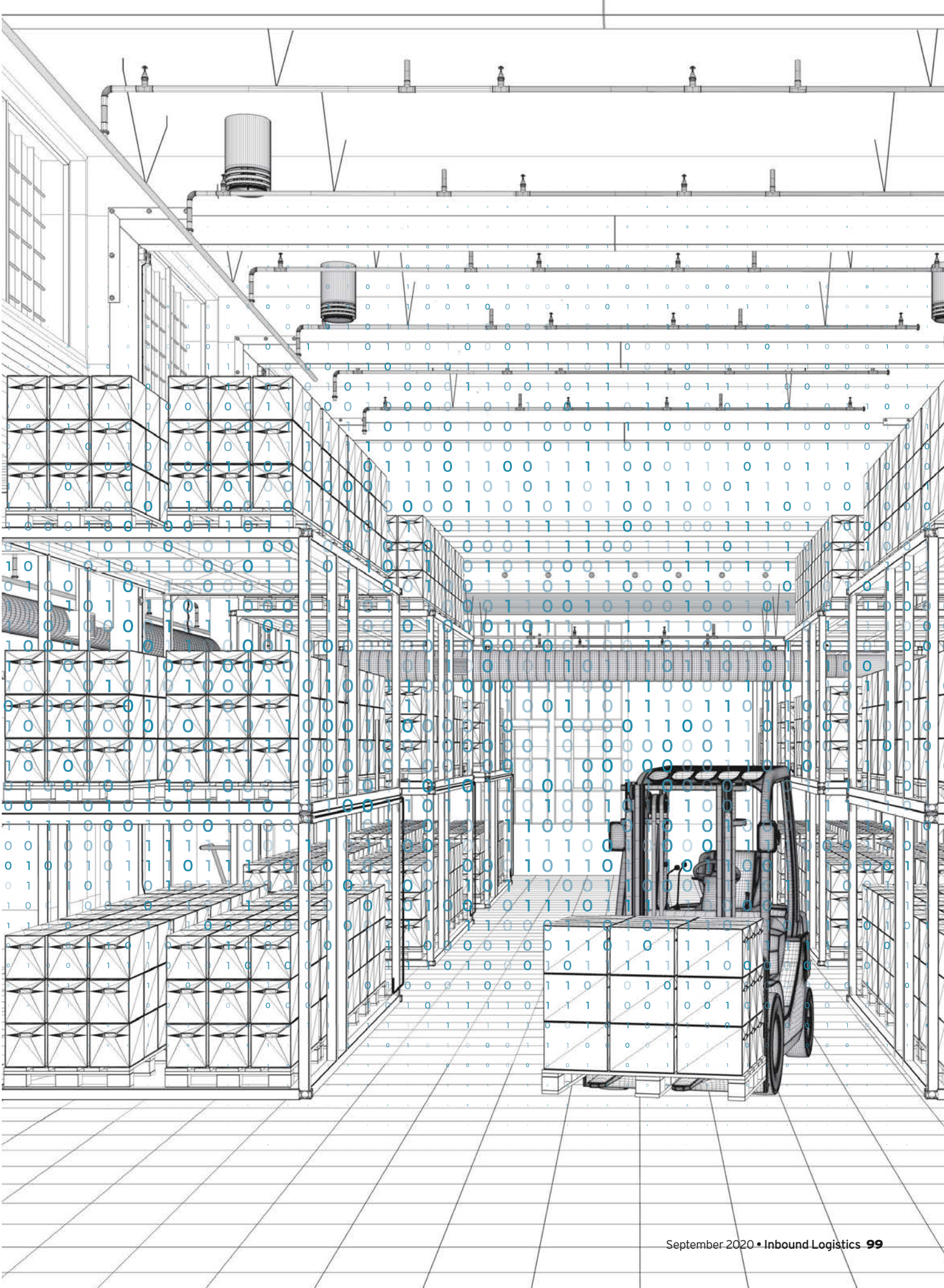
As supply chains grow more complex and delivery time frames accelerate, information has become increasingly critical to effective supply chain management. That’s boosting the role of WMS solutions. A robust WMS can help companies leverage data and operate more efficiently.

“In the emerging digital supply chain, a sophisticated warehouse management system is key,” says Thomas Boykin, supply chain specialist leader with Deloitte Consulting.

The WMS market is expected to grow at a compound annual rate of 16% through 2025, Grand View Research reports (*see chart*). Along with increasingly digital supply chains, the jump in e-commerce, which boosts the criticality of supply chain visibility, is driving growth.

“If your website says you have inventory, you want to make sure you have available the right product at the right time,” says Wanda Riddick Johnson, DC specialist master with Deloitte. WMS solutions can provide this.

The pandemic has accelerated these shifts. “COVID pushed e-commerce ahead five-plus years,” says Ed Troianello, president with Quality Software Systems, a warehouse solutions provider.



While warehouse management systems can provide many benefits, implementing one carries risks. “A WMS can put a company out of business if it’s the wrong vendor or solution, or it can propel a business ahead of the competition,” says John Reichert, senior director, SCE solutions with Tecsys, a supply chain technology provider. Follow these steps for successful WMS implementation:

## 1 | KNOW WHEN YOU NEED A WMS.

Size can influence the need for a WMS; larger operations are more likely to benefit from a solution. However, warehouse complexity, which generally results from the types of units handled and the number of processes, more often drives the decision, says Dan Gilmore, chief marketing officer with Softeon, a supply chain solutions provider.

The “eaches” picking, typical with e-commerce sales, tends to be more complex than pallet operations. Similarly, multiple product types—say, a mix of those requiring refrigeration or freezing—also boosts complexity.

If the only way to consistently meet service requirements is by adding warehouse employees, it’s also time to consider a WMS, Boykin says.

When the products are critical to the next link in the supply chain, such as components needed to keep a manufacturing plant operating, a WMS may be needed to drive accuracy and timely fulfillment. The same holds true for essential products, like many medical devices.

Before investing in a WMS, however, assess whether you can more cost-effectively address the challenges by leveraging unused features in existing systems or through third-party additions, advises Tom Singer, principal with Tompkins International, a supply chain consulting firm.

## 2 | IDENTIFY THE BENEFITS YOU NEED.

A WMS can provide a range of capabilities. “A WMS has the ability to optimize day-to-day warehouse operations and provide more efficiency to maximize customer satisfaction,” says Allyson Griffin, industry principal with Oracle. By providing real-time visibility into inventory, a WMS can reduce stockouts and boost customer service.

It can also create more efficient pick paths, increasing inventory turns and reducing inventory carrying costs. Robust logic within a WMS can streamline inbound, putaway, and picking, among other processes.

A WMS can improve productivity by reducing paper-based operations and implementing system-directed tasking that assigns workers based on the three P’s:

permission, priority, and proximity. If a pallet needs to move from storage to picking, the WMS can evaluate the priority of this job, assess which workers have the ability to move it, and identify those closest to the pallet. This intelligence reduces order cycle times and errors.

At the same time, trying to leverage all the benefits a WMS offers can lead to an unwieldy, never-ending project. It’s generally more effective to focus on the functions that will improve specific warehouse operations. “It’s not 100 things; it’s eight to 12,” Gilmore says.

## 3 | LET BUSINESS LEAD THE PROJECT.

Successful WMS implementations tend to be led by the business units, rather than IT. The business units should jointly determine how the system needs to work for them, and the impact on their operations.

## 4 | ASSESS YOUR BUDGET.

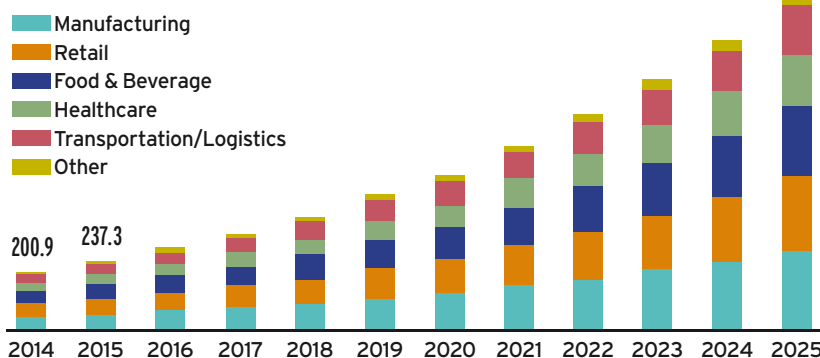
“Any organization that intends to wade into the WMS marketplace should know what end of the pool to swim in,” Singer says. Identifying the best WMS vendor and solution requires an investment of time and energy.

The least expensive Tier 3 solutions mostly track and confirm what was received, picked, and shipped. One rung up, many Tier 2 solutions can provide directed work for receiving, putaway, and restocking, as well as some work optimization. Many offer reporting capabilities and customer portals. However, some functions may be limited.

Tier 1 solutions stand out for “their depth and quality,” Troianello says. They provide more sophisticated controls over order flows, labor allocations, and forecasting capabilities, while offering

### U.S. Warehouse Management System Market Size 2014-2025

(by application, USD million)



SOURCE: GRAND VIEW RESEARCH

strong response times at all transaction volumes. On the flip side, they're usually expensive to license and implement.

## 5 | EVALUATE THE REPORTING CAPABILITIES.

"The real value from reporting is the ability to see what is happening on the warehouse floor as it unfolds," Singer says. To that end, best-in-class reporting should provide a command and control view of warehouse activities, so problems can be identified and addressed quickly. The solution should provide the ability to drill into details and identify actions to address challenges.

## 6 | ASK ABOUT "TIME TO VALUE."

Once companies install a WMS, they typically need some time to ramp up and capture productivity gains before they see a return on investment. This can range from one month to one year—or more. "When checking references, ask how fast the time to value was," Gilmore adds.

## 7 | CHECK BUSINESS INTELLIGENCE SOLUTIONS.

Business intelligence (BI) can help an operation look both forward and back. "BI continues to be important for looking in your rearview mirror to improve tomorrow," says Jon Kuerschner, vice president of supply chain consulting with Körber Supply Chain. Management can use the data to identify trends, conduct period-over-period analyses, and identify action steps.

Business intelligence is also key for forecasting future shifts, such as seasonal stock fluctuations. "It is becoming more important as the amount of data from an operation increases," says Jarrett Leesch, senior vice president, international business development and sales with Körber.

## 8 | CONFIRM CONNECTIONS BEYOND THE WAREHOUSE WALLS.

Because a warehouse increasingly needs to connect to the other links in the supply chain, so does a WMS.

## A SPIRITED SOLUTION

Given the expertise, time, and other resources required, few companies build their own WMS. One that has, however, is Chicago-based Spirit Hub, which currently delivers craft spirits to consumers in Illinois and Nebraska, and will add about 10 more states during the next 18 months.

"It was a difficult decision," says Michael Weiss, founder and chief executive officer. However, after researching available WMS solutions, he and his colleagues decided to build their own. They hired four senior developers with experience building e-commerce and WMS solutions.

By building its own WMS, Spirit Hub could customize the solution, including incorporating the three-tier distribution system—manufacturers sell to distributors, who sell to retailers, who sell to consumers—with which purveyors of liquor must comply. "We pride ourselves on being three-tier compliant," Weiss says.

The WMS also provides real-time verification of stock levels, integrates with merchant payment solutions, and enables Spirit Hub to "own the customer experience," he adds.

As the company grows, its WMS will scale with it.



For instance, can a WMS incorporate customer feedback on sales, so the warehouse can adjust its shipment schedule? "We're headed to connecting warehouses and distribution centers across the supply chain," Boykin says.

## 9 | CONSIDER THE VENDOR'S EXPERIENCE IN YOUR INDUSTRY.

While lack of industry experience may not be a deal breaker, having experience can provide an edge. "Proven vendor industry experience helps ensure that the functionality needed is available without custom modifications," Singer says.

In addition, a vendor's success in an industry usually leads it to develop more functionality for that vertical.

## 10 | EVALUATE THE UPGRADE PATH.

While a WMS can improve warehouse operations almost from the start, the real value tends to accrue over time, as organizations continually revise their processes. That requires a solid upgrade path. "Every WMS has an upgrade path, but they're sometimes so onerous that companies don't bother doing it," Troianello says. Before choosing a solution, review the upgrade path.

## 11 | ASSESS THE PROVIDER'S COMMITMENT.

Along with robust, reliable technology, a successful implementation often hinges on the relationship with the provider. Reichert suggests assessing several attributes, including how responsive and engaged the company is, and whether it's interested in finding the optimal solution, even if that means selling fewer of its own products.

## 12 | TRAIN AND ADJUST THE DEADLINE.

Thorough training is key. If users don't fully understand how the WMS works, they're more likely to revert to their old ways of processing when a problem arises. Also, don't be afraid to push back an implementation deadline in order to get it right.

## 13 | CONTINUOUSLY IMPROVE.

To gain the most benefit from a WMS, establish a continuous improvement team who can identify and deploy ways to further leverage the system's features. After all, once you make the investment in a WMS, it makes sense to obtain as much as possible from it. ■



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# WMS

**BUYER'S | GUIDE | 2020**

**Warehouse Management System (WMS) solutions have become top of mind for supply chain professionals, particularly in light of changing customer buying patterns. Here are some leading solutions that can help your enterprise react agilely and quickly to today's new fulfillment demands.**

# WMS BUYER'S GUIDE 2020

COMPANY	PRODUCT	DESCRIPTION
<b>3PL Central</b> El Segundo, CA 3plcentral.com 888-375-2368	<b>3PL Warehouse Manager</b>	Manages inventory, automates routine tasks, and delivers complete visibility to 3PLs and their customers with best practices.
<b>ASC Software</b> Beavercreek, OH ascsoftware.com 937-429-1428	<b>ASCTrac WMS</b>	Advanced features and configurations solve complex distribution and manufacturing requirements. Off the shelf and ready to deploy. Enables informed decisions based on real-time information at the point of activity.
<b>Cadre Technologies</b> Denver, CO cadretech.com 866-252-2373	<b>Cadence WMS</b>	Real-time WMS organizes inventory, orders, shipments, and workflow for distributors, 3PLs, and manufacturers. Can manage businesses with multiple clients, distributors, suppliers, and warehouses.
<b>Camelot 3PL Software</b> Charlotte, NC 3plsoftware.com 704-554-1670	<b>Excalibur WMS</b>	Cloud SaaS solution built within the Microsoft Dynamics 365 Business Central platform to serve 3PL warehousing. Simplifies operations for a wide range of e-commerce fulfillment, dry goods, cold storage, and traditional 3PL warehousing businesses.
<b>Core eBusiness Solutions</b> Fairfield, NJ core-warehouse.com 201-836-8900	<b>CoreWarehouse</b>	Takes advantage of robust feature sets, advanced warehouse planning tools, and warehouse event management/active messaging to reduce inventory and costs. Highly configurable and easy to use in a variety of industries. Links to all desktop, laptop, tablet, and smartphone devices.
<b>Datex</b> Clearwater, FL datexcorp.com 727-400-3641	<b>Datex FootPrint WMS</b>	Readily configurable without changes to source code. Ideal for complex operations and regulated goods such as 3PLs, distribution, e-commerce fulfillment, pharmaceuticals, and food/beverage. Extensive, customizable reporting capabilities and standard reports included. EDI/integration ready.
<b>Deposco</b> Alpharetta, GA deposco.com 877-770-1110	<b>Bright Warehouse</b>	Provides complete end-to-end control, monitoring, and company-wide inventory visibility to help companies prepare for on-demand sourcing and fulfillment strategies that meet the extremes brought on by peak seasons, promotions, and new product launches.
<b>DiCentral</b> Houston, TX smartturn.com 281-480-1121	<b>SmartTurn</b>	On-demand, Microsoft-certified WMS manages purchasing, receiving and putaway, inventory control, order fulfillment, and shipping across a range of industries.
<b>Ehrhardt Partner Group</b> Charlotte, NC epg.com 704-927-1483	<b>LFS.wms</b>	Highly configurable and scalable logistics solution that delivers Tier 2 functionality including warehouse management, warehouse control and automation, resource management, transportation management, and advanced business intelligence analytics.
<b>EVS</b> Boulder, CO evssw.com 303-494-1765	<b>mobe3</b>	Simplifies the movement of inventory through the warehouse with functions designed to automate picking, packing, shipping, receiving, putaway, and cycle counts. Provides real-time inventory visibility.

# WMS BUYER'S GUIDE 2020

COMPANY	PRODUCT	DESCRIPTION
<b>FASCOR</b> Cincinnati, OH fascor.com 513-421-1777	<b>FASCOR WMS</b>	A fully integrated WMS that enables users to accelerate productivity, access information in real time, gain control of all warehousing functions, eliminate manual and paper-based processes, reduce errors and improve accuracy, and optimize assets and labor.
<b>Foxfire Software</b> Greenville, SC foxfiresoftware.com 864-630-3238	<b>Foxfire WMS</b>	A mid-tier, customizable WMS available only as a subscription service, with no big upfront fees. The system is flexible, intuitive, and compliant.
<b>Foysonis</b> Raleigh, NC foysonis.com 800-380-5206	<b>Foysonis WMS</b>	Key features include receiving, orders and shipments, picking and replenishment, inventory, reports, item management, area and location management, and scalability. Easy to set up and run a warehouse in a few hours.
<b>Generix Group</b> Montreal, QC generixgroup-northamerica.com 855-938-4562	<b>Generix Group WMS</b>	Flexible and agile WMS meets the needs of a wide range of regulatory and other demanding industry requirements. Highly configurable in terms of information layout, mobile workflow processes, reporting, and optimization rules. Integrates fully with ERP and other internal systems.
<b>GEODIS</b> Brentwood, TN geodis.com 615-750-0943	<b>GEODIS WMS</b>	FDA-validated, 3PL-designed, robust Tier 1 system supports many industry verticals. Fully hosted, developed, and supported by GEODIS. Developed to scale with a company's growth in both volume and business requirements.
<b>Highway 905</b> Hillsborough, NJ highway905.com 908-874-4867	<b>Highway 905 WMS</b>	Cloud-based and easily scalable WMS solution for businesses of any size, with a real-time warehouse control tower, customizable features to suit any business model, advanced technology, and an analytics-based smarter order fulfillment framework.
<b>Honeywell Intelligated</b> Mason, OH intelligated.com 866-936-7300	<b>Momentum</b>	Designed to address e-commerce fulfillment challenges by orchestrating nearly every aspect of automated warehouse execution—from multiple systems and order fulfillment processes to labor management, workload balancing, and real-time decision-making capabilities.
<b>Infor</b> New York, NY infor.com 646-336-1700	<b>Infor WMS</b>	Lets businesses manage distribution center activities holistically. Combines warehouse fulfillment with embedded labor management and 3D visual analysis to reduce complexity and support enhanced operational execution.
<b>Interlink Technologies</b> Perrysburg, OH thinkinterlink.com 419-893-9011	<b>Warehouse-LINK</b>	Web-based access with real-time visibility into inventory for improved order, space, labor, and warehouse management. Functionality includes location management, cubic capacity, date expiration management, receiving, cycle counting, dynamic putaway, cross-dock, replenishment, and kitting.
<b>Invata Intralogistics</b> Conshohocken, PA invata.com 610-397-1050	<b>Automate</b>	Empowers retailers with the artificial intelligence needed to meet customer commitments, while ensuring a profitable approach to handling and shipping so they can stay competitive and grow market share.

# WMS BUYER'S GUIDE 2020

COMPANY	PRODUCT	DESCRIPTION
<b>Koerber (formerly HighJump)</b> Hamburg, Germany koerber-supplychain.com 800-328-3271	<b>K.Motion</b>	Solutions for small warehouses support best-of-breed functionality out of the box, enabling visibility into inventory, people, and processes. Solutions for complex warehouses are customizable and easily integrate with material handling equipment from various vendors to support automation.
<b>LOG-NET</b> Tinton Falls, NJ log-net.com 732-758-6800	<b>LOG-NET</b>	Seamlessly integrates warehousing with documentation, finance, order management, and transportation. Most modules are stand-alone and can be mixed and matched to support an individual user's needs.
<b>Logimax</b> Rosemont, IL e-logimax.com 855-253-8855	<b>Logimax WMS</b>	Through a menu-driven system, enables companies to increase productivity and efficiency, and ultimately improve strategic value. Modules cover visibility and e-commerce, directed RF task automation, assemble-to-order, yard management, logistics, and terminal cross-docking.
<b>made4net</b> Hackensack, NJ made4net.com 201-645-4345	<b>WarehouseExpert WMS</b>	Provides a platform for optimizing and synchronizing fulfillment processes, with functions including receiving, putaway, picking, packing, loading, and shipping. Advanced features include appointment scheduling and yard management, real-time replenishment, and task and labor management.
<b>Magaya</b> Miami, FL magaya.com 786-845-9150	<b>Magaya Supply Chain</b>	All-in-one WMS provides warehouse operators with visibility and control over logistics operations. Creates seamless workflows between warehousing, shipping, accounting, tracking, customer service, and more.
<b>Manhattan Associates</b> Atlanta, GA manh.com 877-596-9208	<b>Manhattan Active Warehouse Management</b>	This new application architecture provides an almost limitless ability to automatically scale up to meet fluctuations in demand. The software is also designed to be easily extended at the data, service, and UI levels to meet the unique needs of each business.
<b>MHS</b> Louisville, KY mhsglobal.com 502-636-0690	<b>Helix WMS</b>	Template-based modules for equipment control, inventory management, and order fulfillment functions that are designed to work together in customized configurations according to each facility's unique requirements.
<b>Odyssey Logistics</b> Danbury, CT odysseylogistics.com 203-448-3868	<b>Odyssey</b>	Odyssey has two warehouse subsidiaries: Grand Worldwide Logistics Corp. and ADS Logistics. Fully automated inventory control systems utilize barcodes, EDI, RFID, stock rotation, and random-access location inventory management. Facilities are equipped with state-of-the-art technology.
<b>Oracle</b> Redwood Shores, CA oracle.com 800-633-0738	<b>Oracle WMS Cloud</b>	Helps companies optimize supply chain operations by supporting omnichannel fulfillment and visibility across the supply chain network. Can be quickly deployed and is scalable to fit an individual company's needs.
<b>PathGuide Technologies</b> Bothell, WA pathguide.com 888-627-9797	<b>Latitude WMS</b>	Offers real-time control over inventory status, embedded support for RF and voice, plus the ability to drive warehouse material handling equipment including carousels, conveyor systems, and pick/put to light. Extended capabilities to run yard operations and route delivery management.

# WMS BUYER'S GUIDE 2020

COMPANY	PRODUCT	DESCRIPTION
<b>ProVision WMS</b> Toronto, ON provisionwms.com 877-977-6987	ProVision WMS	Connects information and resource management to help customer service and operational decision-makers coordinate order fulfillment, warehouse management, and labor.
<b>Ramco Systems</b> Chicago, IL ramco.com 734-834-6467	Ramco WMS	Cloud-based system for logistics service providers. A comprehensive solution to operate, coordinate, and execute fulfillment operations. With artificial intelligence and machine learning capabilities, enhances throughput with optimized storage, pick, pack, and order processing.
<b>Robocom Systems</b> Farmingdale, NY robocom.com 631-753-2180	Robocom WMS	Enhances warehouse profitability and inventory management by decreasing inventory, improving order fulfillment, reducing order cycle time, and improving productivity. User-friendly, menu-driven applications satisfy the requirements of industry-specific warehouse operations.
<b>Softeon</b> Reston, VA softeon.com 703-793-0005	Softeon WMS	Optimizes distribution through innovative, differentiated capabilities that comprehensively handle the basics—receiving, putaway, inventory management, order picking, loading, and shipping—while also providing unique functionality to give companies a competitive edge.
<b>SphereWMS</b> Denver, CO spherewms.com 818-678-2601	SphereWMS	Provides real-time visibility and reporting tools for all supply chain stakeholders. Simplifies the management of complex order and inventory business processes, making it easy for logistics operators to manage multiclient and multisite warehouses. Up and running in days, not months.
<b>Synergy North America</b> Broomfield, CO snapfulfil.com 720-372-1250	SnapFulfil	Tier 1 RF-directed WMS capable of deploying in just 45 days. Offers a range of deployment methods and payment options.
<b>Tecsys</b> Montreal, QC tecsys.com 800-922-8649	Tecsys WMS	Applies decades of warehousing best practices and hundreds of implementations in a variety of industries, which translates to significant improvements in key warehouse metrics that can be realized quickly.
<b>TransGroup Global Logistics</b> Seattle, WA transgroup.com 206-244-0330	TransWarehouse	Enables users to easily manage inventory, place orders, initiate shipments, and receive up-to-date purchase order and shipment status information via the web.
<b>Westfalia Technologies</b> York, PA savanna.net 717-764-1115	Savanna.NET	Comprises tightly integrated WMS and warehouse control system software that conforms to business processes. With its flexible modular structure supporting both conventional and automated warehouses, the system is configured to meet each company's business processes.
<b>Zethcon</b> Lombard, IL zethcon.com 847-318-0800	Synapse WMS	Enables 3PLs and distribution centers to manage all warehouse operations from receiving to inventory to deliveries. Includes radio frequency, billing, task and labor management, KPIs, reporting, and integrations.

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# CASEBOOK

## GE Appliances Flips Its Smart Switch

by Jennifer Baljko

Do you think about how big appliances, such as refrigerators, washing machines, and dishwashers, move through the supply chain—from the factory to a homeowner’s property or a commercial apartment building? Mark Shirkness does, every single day.

As vice president of distribution and services for GE Appliances, one of the largest appliance manufacturers in the world, Shirkness compares his team’s job to air traffic controllers.

“At any given time, I am following more than 1,000 dots on a map,” he says, referring to the number of shipments he and his team track.

To make that task easier, GE recently launched the SmartHQ Solutions suite, developed in-house. Its SmartHQ Distribution module uses big data and smart warehouse technology to track real-time traffic, reduce product handling, and improve on-time delivery.

### THE 30,000-FOOT VIEW

GE Appliances—a brand known in the United States since the early 1900s that now falls under Haier’s corporate umbrella of companies stretching across Asia, Europe, and the Americas—produces refrigerators, freezers, cooking products, dishwashers, washing machines, dryers, and other large white goods. GE Appliances’ products are in half of all homes in the United States, Shirkness says.

Its main customer base runs the gamut from big-box retailers such as Lowe’s,

Best Buy, and Home Depot down to mom and pop appliance stores. It is also involved in the contractor and builder segment, which includes everything from single-family and multifamily homes to apartment complexes, hotels, and motels.

The company’s Louisville, Kentucky, Appliance Park headquarters houses 6,500 employees, and among them, nearly 1,000 manufacturing design engineers. Manufacturing is spread over five buildings at the campus, adding up to about 1 million square feet. Beyond Louisville, the company operates a refrigeration plant in Decatur, Alabama; a cooking plant in LaFayette, Georgia; a high-end refrigeration and air conditioning products plant in Selmer, Tennessee; and is currently retooling a Camden, South Carolina, facility to produce water heaters.

Finished appliances move from the factories to one of the company’s 12 area distribution centers in the United States. The company also runs four parts distribution centers, or what Shirkness calls “dispatch centers,” to fulfill product and customer service requirements. GE Appliances also operates a network of about 155 final-mile delivery hubs, or what it refers to as local delivery sites.

## CASEBOOK STUDY

# GE Gets Smart

### CHALLENGE:

GE Appliances, a Haier company, wanted to move away from manual visibility tracking across warehouse and distribution centers, and make it easier for customers to manage their end-to-end orders, shipments, and service requests.

### SOLUTION:

The company developed its SmartHQ Solutions suite in-house. It uses a smart warehouse and distribution module to manage its distribution centers.

### RESULTS:

- Intelligent business design in GE Appliances' smart warehouse solution significantly reduces product handling, in some cases by 50%, which reduces product damage and increases efficiency.
- Smart warehouses make better use of space. GE Appliances could expand the size of a warehouse by 33% while increasing output by 100%, thanks to new building designs and technologies.
- Provides scalable networks that allow the company to reach 90% of the U.S. population in as little as one day

### NEXT STEPS:

- Drone-run cycle counting.
- Reinstating a pilot project that focuses on the use of automatic guided vehicles for limited product movement around the warehouse.
- Ongoing investments in product, manufacturing, and distribution capabilities, creating more than 1,000 new jobs in the United States.

To move products from the factory to the warehouse and from the warehouse to the customer, GE Appliances relies mostly on an intermodal transportation strategy. The bulk of shipments move by truck via its contracted carrier base, some dedicated fleets, and a small private fleet. Some products also go by rail.

"It's an expansive distribution network," notes Shirkness, who has been with the company for nearly 34 years, 12 of which have been in his current distribution role. "Once product comes off the manufacturing line, my group owns it from there on out. We are always asking, 'Where is the product going? Why is it going there? How is it going to go there? How fast can it get there?'"

### MAKING DISTRIBUTION SMART

Synchronizing all these points is no small feat, and in recent years, it has become a target area for improvement.

GE Appliances began thinking about a move into smart distribution around 2016-2017, soon after Haier acquired the company. At the time, the corporate vision began to shift toward scaling growth without adding more concrete to the company's physical footprint.

"We started with the groundwork of how to double in size and how to do it smartly," recalls Shirkness. "This also came through the lens of what

will be good for our customers and trade partners."

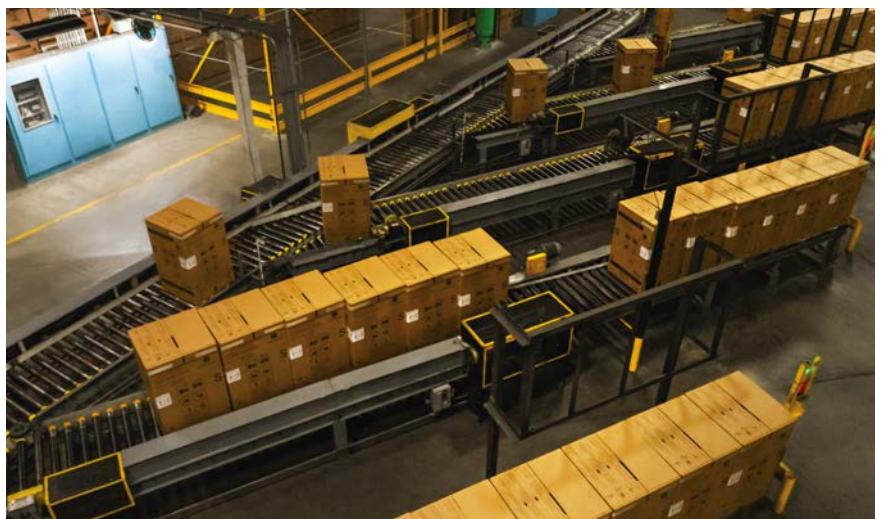
From there, the company framed its approach around leveraging innovative ideas and changing the methodologies used in the warehouses and the infrastructure supporting them.

### DRILLING DOWN

For example, GE Appliances reexamined the efficiencies around how products moved and in out of the warehouses. Certainly, solutions such as robots, automated retrieval or storage technology, cutting-edge conveyance systems, or automatic guided vehicles could have helped streamline warehouse activity. But, Shirkness says, the team kept drilling down, looking at all the steps in the order and inventory management process, and recasting solutions to make the entire flow more effective.

"Traditionally, you bring product into a warehouse, put it away, and then pick it again when you get an order," he says. "Then it has to go to a shipping station and from there a myriad of packaging and labeling functions." Typically warehouse improvement projects are viewed through this lens.

"Yes, we could make those existing processes incredibly more efficient," Shirkness adds. "But what if we chose a



GE Appliances' smart distribution centers use data and IoT technology to ensure the right product is available at the right time for the right customer. The new digital process improves data accuracy, streamlines inventory management, and increases capacity and reliability.



different approach and asked, 'Why do we even put products away? Why can't we just have a truck show up, take the appliances off the truck, scan the items, and then use that magic box of big data and artificial intelligence to tell us where those products go next?'

"If we know, for example, that in 36 hours we will have to ship those appliances to one of our big-box customers, why don't we put them by the dock door and eliminate all the product handling in the warehouse?" he adds.

Filtering the warehouse and distribution process through these varied perspectives helped GE Appliances break down its old, manual visibility-tracking paradigms and redesign for smart distribution, something it began in earnest in late 2018.

One outcome of this smart distribution analysis was better designing the physical layout of the company's new facilities in Atlanta, Jacksonville, and Denver. A notable adjustment was adding as many doors as possible to every available side of the buildings, instead of adding more space inside the warehouse.

With more doors and docking stations on the perimeter of the building and ultra-big parking lots to accommodate more trailers, GE Appliances can reduce its inventory-holding space and speed the transition between factory drop-off and outbound customer shipments.

#### TURNING TO TECHNOLOGY

On the technology side, with the help of its SmartHQ Distribution module, which is part of the company's farther-reaching SmartHQ Solutions, GE Appliances uses big data, sensors, cloud-based yard management systems, and other tools to increase overall warehouse efficiency.

"We pour more concrete to make a parking lot than we do inside a building," says Shirkness, adding that the company's facilities tend to be more cigar-shaped rather than square to better accommodate loading and unloading trucks.

"By using big data, we can string what we call the digital thread through



**GE Appliances delivers and installs an appliance every four seconds. Its new SmartHQ Distribution technology enables GE to ship an appliance just hours after it is manufactured, and deliver it in one day to 90% of the United States.**

our operations," he says. "We unload the trucks only when we have to, and that creates greater speed, throughput, and velocity of that product through our buildings."

The idea for the broader SmartHQ Solutions suite started with the intention of making it easier for customers to manage their relationship with GE Appliances, from ordering through shipping and delivery, as well as service and maintenance requests. It was also a way to consolidate the various IT platforms different in-house organizations used.

Shirkness compares it to reining in on-demand entertainment services. "From a consumer's point of view, it was liking having Hulu, Netflix, HBO, and Amazon; you have to check all these different places to see different shows," he says. "SmartHQ Solutions lets you click just one icon and see everything across all these services."

"We designed SmartHQ to aggregate and pull together the entire world of GE Appliances so our customers can seamlessly, and with less effort, do business with us," he adds.

To date, the results have made the initiative worth the investment. Intelligent business design in GE Appliances' smart warehouse solution has significantly reduced product handling, in some cases by 50%, which reduces product damage and increases efficiency.

In addition, GE Appliances' smart warehouses make better use of space. The company could now expand the size of a warehouse by 33% while increasing output by 100%, thanks to its new building designs and technologies.

#### STAYING AHEAD OF VOLATILITY

Notably, too, the use of smart-based visibility tools has made the COVID-19 outbreak easier to manage, at least from the supply chain side.

"COVID-19 has made the world volatile; it has made the supply chain volatile; it has made demand patterns volatile. Everything is changing quickly," says Shirkness, explaining that hot spots in different parts of the United States at different times can throw off transportation routes and shift order activity.

"The ability to have this level of transparency, not only into our end-to-end supply chain, but also into our entire value chain, allows us to know what is transpiring in each moment of the day," he explains. "That information allows us to react and respond accordingly. We have to stay one step ahead of the volatility."

Going forward, Shirkness says the company is looking into drone-run cycle counting and reinstating a pilot project focused on using automatic guided vehicles for limited product movement around the warehouses. ■

# Supply Chain Insights

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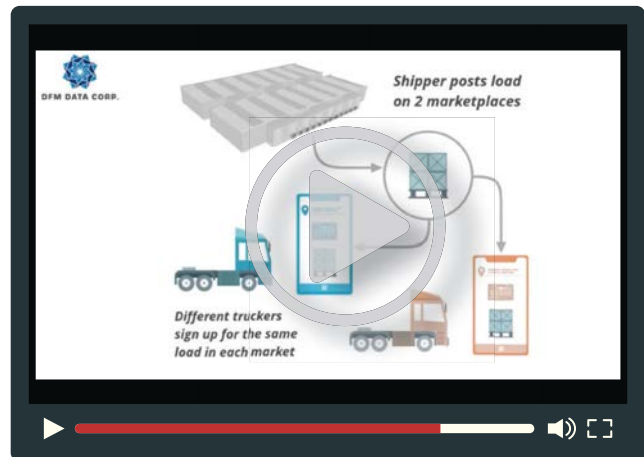
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# Supply Chain Insights

## whitepapers

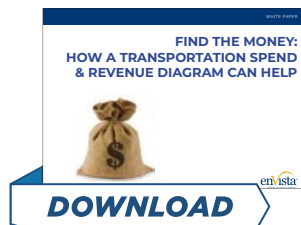


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## podcast



### How Mexico Has Expanded Its Presence in North American Trade

GUEST: Sergio Arguelles, President & CEO, FINSA Mexico

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Bringing advantages in proximity, infrastructure, and competitive costs, Mexico is an important trade partner for the United States and is poised to expand its role in North American trade. Sergio Arguelles, president and chief executive officer with FINSA Mexico, shares his observations on Mexico's growing logistics sector as well as the potential impact of the new United States-Mexico-Canada trade agreement.



IN THIS SECTION:

## 3PL - Freight Payment/Audit Services

### 3PL



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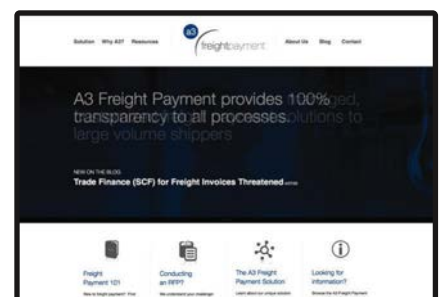
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### FREIGHT PAYMENT/AUDIT SERVICES

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## IN THIS SECTION: Freight Payment/Audit Services

### FREIGHT PAYMENT/AUDIT SERVICES



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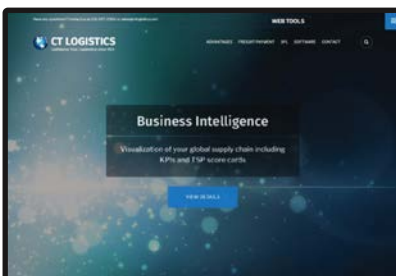
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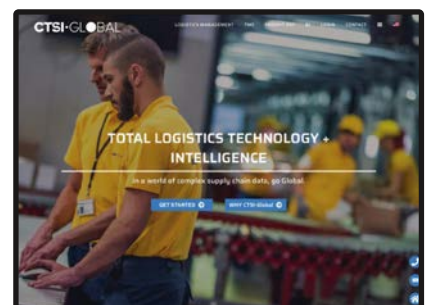
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## IN THIS SECTION: Freight Payment/Audit Services

### FREIGHT PAYMENT/AUDIT SERVICES

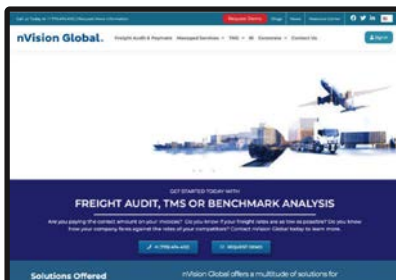


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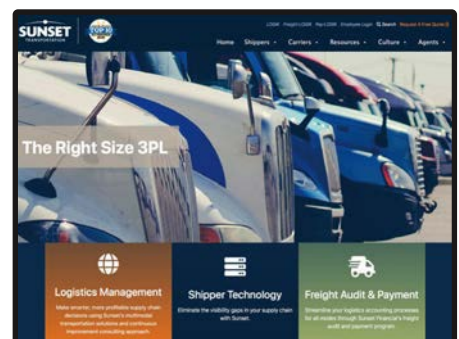


#### nVISION GLOBAL • [www.nvisionglobal.com](http://www.nvisionglobal.com)

nVision Global is an industry leader in providing configurable logistics services and solutions for customers around the world, enabling them to optimize their supply chain and gain access to critical data. We offer a full suite of logistics services and solutions that allow for end to end shipment and supply chain management and visibility. Our solutions include a global, multi-modal TMS application, international freight audit and payment, loss & damage/overcharge/service failure claims management, as well as industry leading logistics analysis solutions.

#### SUNSET TRANSPORTATION • [www.sunsettrans.com](http://www.sunsettrans.com)

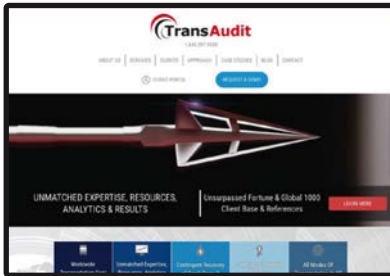
Sunset Transportation isn't just another 3PL. We are driven by the right-size fit for each business, using all levels of global and domestic supply chain resources and services. Our culture allows customers to feel like family, while offering advanced TMS solutions, reporting, and shipment reliability. Our approach is simple: through analysis of historical shipping data, we identify opportunities for optimization, service improvement, and technology enhancements. All this is done with five promises we make to every customer, every day: savings, visibility, data-driven decisions, continuous improvement, and relationships. Sunset is the right size 3PL for your growing business.



**IN THIS SECTION:**

**Freight Payment/Audit Services - Pallets**

**FREIGHT PAYMENT/AUDIT SERVICES**



**TRANS AUDIT • [www.transaudit.com](http://www.transaudit.com)**

Trans Audit, the world's largest and most successful global freight and parcel post audit specialist, has performed worldwide post payment transportation audits on a contingent basis for hundreds of Fortune and Global 1000 corporations. Trans Audit's freight and parcel post audit services address all modes of global transportation and have delivered over \$1 billion of benefit to our clients' bottom line by recovering overbillings and overpayments, correcting erroneous billing, and reducing future expenses.

**TRAX • [www.traxtech.com](http://www.traxtech.com)**

Trax is a global leader in Transportation Spend Management solutions. Combining industry-leading cloud based applications with expert services, we are transforming traditional freight and parcel audit to help customers better manage and control their global transportation costs and drive enterprise wide efficiency. With a global footprint spanning North America, Latin America, Asia and Europe, we deliver data-based visibility and insights, higher savings and better control of transportation spend for shippers of all sizes. Visit us at [www.traxtech.com](http://www.traxtech.com)



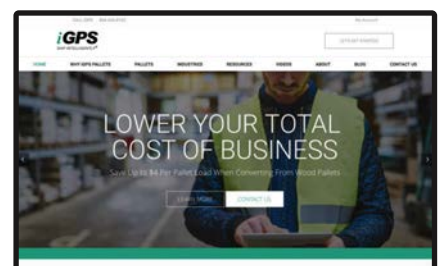
**U.S. BANK FREIGHT PAYMENT • [www.usbpayment.com](http://www.usbpayment.com)**

U.S. Bank Freight Payment improves control and reduces costs for shippers and carriers with a global transportation payment network that automates invoice auditing, processing and payment; integrates trade finance; and provides powerful business intelligence. Visit [usbpayment.com](http://usbpayment.com) today to learn how we can strengthen your physical and financial supply chain.

**PALLETS**

**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)



**IN THIS SECTION:**  
Site Selection - Trucking

## SITE SELECTION



**PHARR BRIDGE • [www.pharrbridge.com](http://www.pharrbridge.com)**

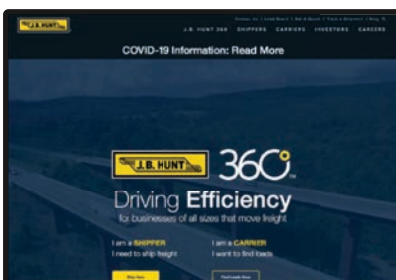
The Pharr-Reynosa International Bridge serves as one of the most important ports of entry for the U.S.-Mexico border. It handles both commercial and passenger-operated vehicles and crosses about 175,000 vehicles monthly. The Pharr International Bridge is also the only commercial bridge crossing in Hidalgo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

**WATSON LAND COMPANY • [www.watsonlandcompany.com](http://www.watsonlandcompany.com)**

Watson Land Company is a developer, owner, and manager of industrial properties throughout southern California. With a legacy spanning more than two centuries, Watson's dedication to customers is based on delivering functional, high-quality buildings within masterplanned centers, coupled with unmatched customer service. Watson Land Company's long-standing tradition of integrity, innovation, and fiscal responsibility has made it one of the region's most respected names in commercial real estate, and one of the largest industrial developers in the nation.



## TRANSPORTATION



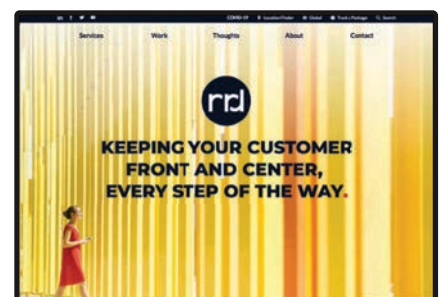
**J.B. HUNT TRANSPORT SERVICES, INC. • [www.jbhunt.com](http://www.jbhunt.com)**

J.B. Hunt offers full-service, seasonal and one-time capacity for shipments throughout the continental U.S., Mexico, Canada and select countries in Asia. Award-winning customer service and technology provide every business with solutions that drive efficiency and improve service. Customers gain access to a multimodal network of J.B. Hunt assets and carriers through the company's digital freight matching platform: J.B. Hunt 360.

## TRUCKING

**DLS WORLDWIDE/AN RR DONNELLEY COMPANY • [www.rrd.com](http://www.rrd.com)**

Experience the benefits that only come from working with a major, global shipper that is also a top-ranked 3PL. We offer multiple transportation modes, an established multi-carrier network, volume-leveraged rates and service levels, along with technology-enabled systems and processes. Visit our website and contact us today to see why customers have relied on us for nearly 150 years.

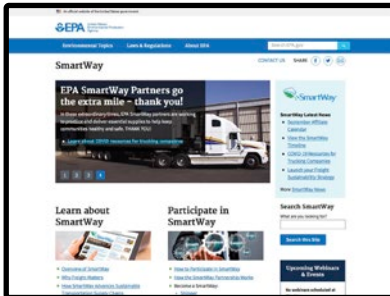




**IN THIS SECTION:**

**Trucking**

**TRUCKING**

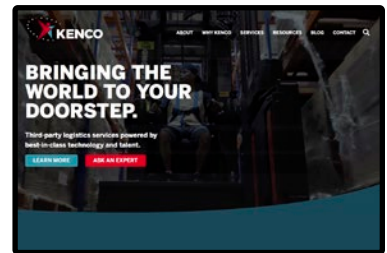


**EPA SMARTWAY • [www.epa.gov/smartway](http://www.epa.gov/smartway)**

In 2004, EPA launched SmartWay<sup>SM</sup> — an innovative brand that identifies products and services that reduce transportation-related emissions. The impact of the brand, however, is much greater, as it signifies a partnership among government, business, and consumers to protect the environment, reduce fuel consumption, and improve air quality. All EPA SmartWay transportation programs result in significant, measurable air quality and/or greenhouse gas improvements while maintaining or improving current levels of other emissions and/or pollutants. Find out what you can do to save fuel, money, and the environment with SmartWay.

**KENCO LOGISTICS • [www.kencogroup.com](http://www.kencogroup.com)**

Adding value to your bottom line? That's the mission of Kenco. For more than 50 years, Kenco has guided some of the most demanding supply chains in the world. Kenco's convergence approach can help you streamline your supply chain and bring a greater return on assets and investments. Kenco invites you to visit this website so that you might get to know its services. Then, contact Kenco so that you might truly understand its unique strategic advantages.



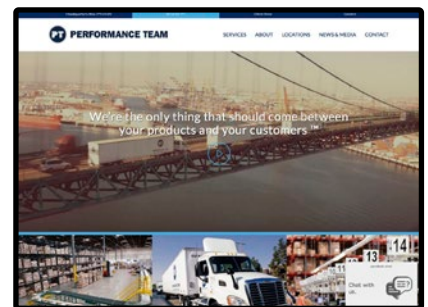
**LYNDEN • [www.lynden.com](http://www.lynden.com)**

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



**PERFORMANCE TEAM • [www.performanceteam.net](http://www.performanceteam.net)**

Performance Team (PT) is an industry-leading third-party logistics company with nearly 30 years of experience in warehousing, distribution, consolidation and transportation. PT has 12 domestic hubs (and nearly 7 million square feet of space) strategically located near major ports, interstate highways, and intermodal rail lines, allowing us to provide the retail and manufacturing industries with flexible B2B and B2C solutions for the movement, handling, and distribution of goods. PT also offers a full suite of retail, wholesale, e-commerce, and omnichannel distribution and transportation services.



IN THIS SECTION:

Trucking - Trucking-Flatbed

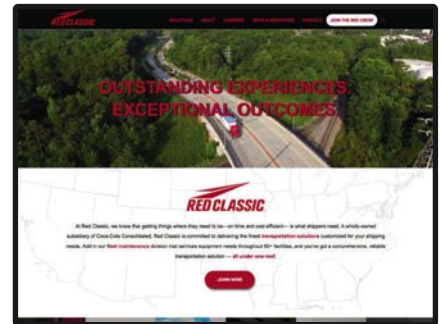
## TRUCKING



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

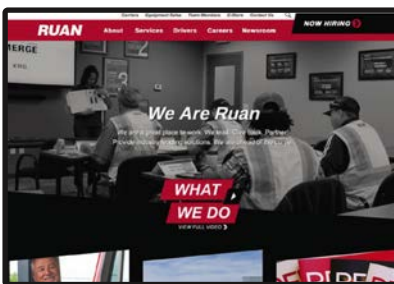
Polaris Transportation Group is best known for scheduled LTL service between Canada and the United States. Polaris specializes in the shipment of dry goods. But it also has developed complementary transportation services including: specialized movement of trade show displays and exhibits, third-party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

**RED CLASSIC • [www.redclassic.com](http://www.redclassic.com)**



Red Classic began as the private fleet for Coca-Cola Consolidated, transporting raw materials and finished products to and from the Coca-Cola bottling facilities.

However, as we evolved, we recognized the opportunity to increase efficiency by filling empty backhauls with new customer freight. In 2010, Red Classic commercialized as a for-hire carrier and began serving customers throughout the Southeast. Since then, Red Classic has rapidly expanded its operating footprint by combining our asset base with a growing OTR network and more than 28,000 carrier partners. Today, we drive operational efficiency for customers across dozens of industries by offering a full range of transportation and fleet maintenance solutions.



**RUAN • [www.ruan.com](http://www.ruan.com)**

Ruan's Integrated Supply Chain Solutions offer it all, including Dedicated Contract Transportation, Managed Transportation, and Value-Added Warehousing. We combine the flexibility of our non-asset and asset-based capabilities with optimal technology and superior service focused on continuous improvement, cost savings, and supply chain efficiency. The Ruan team partners with customers to evaluate, optimize, and deliver a one-source, integrated supply chain solution.

## TRUCKING-FLATBED

**LANDSTAR SYSTEM • [www.landstar.com](http://www.landstar.com)**

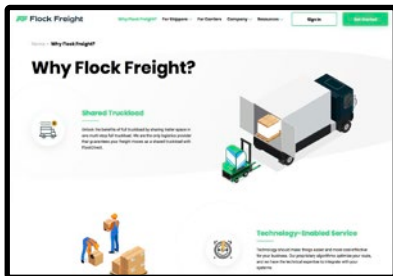
Landstar is network of independent sales agents and transportation capacity providers offers greater flexibility and a local presence that has a global reach. The Landstar network is unmatched in the industry. With more than 1,200 independent agents, 10,000 leased owner-operator trucks, 17,000 trailers and 56,000 other available capacity providers, we have the flexibility and experience to find a solution to your transportation challenge.



**IN THIS SECTION:**

## Trucking-TL - Trucking-TL

### TRUCKING-TL



### FLOCK FREIGHT • [www.flockfreight.com](http://www.flockfreight.com)

FlockDirect is the only way to guarantee shared truckload service, where your freight moves on one multi-stop shared truckload. Whether you have one pallet, 20 pallets, or anything in between, your freight will move on a single truck until it reaches its final destination. FlockDirect gives you full control over pickup and delivery dates to ensure your freight arrives on time and your customers are happy.

### 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.



### UTXL • [www.utxl.com](http://www.utxl.com)

Whether you need a core transportation service provider or a resourceful backup relief valve, turn to UTXL. UTXL handles truckload and multiple stop shipments (consolidated LTL) between any points in North America, and can arrange service to or from any state with satellite and/or cellular equipped teams and single drivers for your van, reefer, flatbed, or oversized shipments. Shippers nationwide rely on UTXL for reliable service and economical prices; you can, too. Check out the website for all the details.

[IN FOCUS]

# INBRIEF

*New Services and Solutions*

## >PRODUCTS

> **AGILOX's** new autonomous forklift operates with swarm intelligence to navigate warehouses and transport pallets and totes. The Omnidirectional Counterbalanced Forklift can pick up pallets, lattice boxes, and other load carriers with a maximum weight of 3,300 pounds and set them down at a height of up to 63 inches.

> **Siemens Logistics** designed the latest version of its sorting system VarioRoute to be flexible and modular. Able to split or divert up to 12,000 packages per hour, the new VarioRoute can be adapted to the range of parcels to be processed, offering an optimized configuration for e-commerce.

## >TECHNOLOGY

> Warehouse dock operations can interconnect their equipment with the new cloud-based 4SIGHT Connect Digital Dock from **4SIGHT Logistics Solution**. The system provides real-time access to and management of dock data and KPIs, allowing control over an entire dock operation via remote monitoring.

> **RateLinx**, a logistics data and service provider, and **Agillitics**, a supply chain consulting firm, are



> European logistics network **ASTRE** uncorked a new logistics service dedicated to wines and spirits. Made up of more than 30 ASTRE partners, the new Wine & Spirit solution emphasizes e-commerce and groups pallets directly in each wine-growing region.

partnering to offer an Accelerated Analytics Tower that enables 30-day supply chain transformation. The companies help shippers centralize supply chain data across departments such as purchasing, transportation, IT, and warehousing.

> The new **ZIMGuard** system from **ZIM** scans shippers' cargo declarations at an early stage and flags potential cases of wrongly declared cargo. Harnessing AI, the system analyzes documentation and gives operations personnel real-time alerts when omissions, concealments, or erroneous declarations of hazardous cargo occur.



> **ATLAN Airlines**, the express air cargo carrier within Volga-Dnepr Group, expanded its network by adding Shijiazhuang, China, into its rotation. The carrier operates the flights on a weekly basis to Vnukovo International Airport in Moscow, Russia, where it is based.

> The new GeoAwareness solution from consulting firm **Woolpert** improves online ordering and curbside pickup processes for retailers. Designed to integrate into ordering systems, it pairs a customer's real-time location to his or her order to provide time of arrival, letting companies prioritize and prepare orders.

> **BluJay Solutions** released the latest version of its transportation, distribution, and compliance software applications. Expanded capabilities include advanced data sharing, capacity planning, and shipment tracking to optimize payment, insurance, and compliance processes.

>SERVICES

> **3PL GlobalTranz Enterprises** launched Pop-Up Fleet solutions for shippers seeking to protect themselves from fluctuating rates and tight capacity in volatile markets. The GlobalTranz team works with shippers to quickly develop a Pop-Up Fleet solution at pre-set rates that eliminates the need to manage multiple brokers.

> **Gebrüder Weiss** expanded its import consulting program in the United States. Gebrüder Weiss USA and its team of licensed professionals help shippers with tariff classification, invoice description, and valuation.

> **Mediseal GmbH's** new packaging machine can adjust to pharmaceutical and cosmetics companies' changing blister packaging needs, letting them switch out or add modules to accommodate new product requirements. The flexible Blister Expert machine also provides cartoning solutions.



> Shippers of critical parts, healthcare supplies, and high-value goods now have a fast and customizable option with **Purolator International's** expanded next-day delivery service into Canada. Delivery options include 9 a.m., 10:30 a.m., or 12 p.m.

> Small companies that are new to e-commerce can avail of **C.H. Robinson's** enhanced Freightquote service, designed for businesses

that deal infrequently with shipping complexities. Its partnership with TaskRabbit gives shippers access to TaskRabbit's network of for-hire handymen who can help assemble orders on pallets.

>TRANSPORTATION

> **Dachser USA** introduced a dedicated weekly Frankfurt-Chicago-Frankfurt flight service. The new service

gives Dachser's U.S. customers access to the European market through its land transport network from Frankfurt.

> **Virgin Atlantic Cargo** will launch flights between the UK and Pakistan in December 2020. Virgin Atlantic will operate three new routes: London Heathrow to Lahore; London Heathrow to Islamabad; and Manchester to Islamabad.

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These events went digital so supply chain professionals can connect with peers and discover the latest learnings remotely.



**OCT  
12-15,  
2020**

## MHI Digital Fall Meeting

[mhi.org/conference](http://mhi.org/conference)

Offered free of charge, this digital event provides the tools that materials handling professionals need to move their business forward and navigate challenging times. The event features industry group meetings, two educational keynotes, and a panel discussing the future of U.S. materials handling and logistics.

**OCT-NOV, 2020**

## Parcel Forum Interact

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

Offered on various dates throughout the fall, this education platform offers a hub for live broadcasts with breaking news, discussions on hot topics, up-to-date educational content, networking with peers in virtual breakout rooms, and live interaction with presenters. Shippers and carriers can talk to industry experts and ask questions to help solve today's pressing challenges.

**OCT 7-8, 2020**

## Distribution Logistics Summit

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

Bringing together senior-level professionals, the Distribution Logistics Summit focuses on the rapidly expanding and interconnected distribution supply chain sector. This annual conference and networking event helps connect logistics and transportation to warehousing, distribution, and fulfillment.

**OCT 10-NOV 10, 2020**

## Global Cold Chain Alliance Virtual Innovation Program

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

This new program offers educational sessions at all levels across all segments of the global cold chain

industry. Attendees have the opportunity to meet with suppliers offering new products and services to help improve their operations. This platform also provides several networking and engagement opportunities.

**OCT 13-15, 2020**

## Fresh Summit

[pma.com/events/freshsummit](http://pma.com/events/freshsummit)

Free of charge for retailers and food service operators, professionals across the supply chain in the global produce and floral industries come together to learn, do business, and build relationships at this annual event. Engage in live one-on-one networking and interactive breakout sessions as your schedule allows, and return for on-demand content for a tailored experience based on your specific goals.

**OCT 20-21, 2020**

## CPO Rising

[events.cporising.com](http://events.cporising.com)

Chief procurement officers and other procurement leaders come together to learn innovative ideas that can help improve performance and increase the procurement teams' impact on their business and the industry as a whole. From thought-provoking keynote presentations to engaging panel discussions and breakout sessions, this conference will highlight procurement-led innovation across the supply chain.

**OCT 27-30, 2020**

## EcomPack

[bit.ly/EcomPack2020](http://bit.ly/EcomPack2020)

The e-commerce packaging community now has a dedicated event to assess new solutions, network with other packaging leaders, and discover the latest technologies and innovative ideas. Thousands of retail logistics professionals come together virtually to discuss topics such as smart packaging, the unboxing experience, perishables shipping, and more.

**OCT 27-30, 2020**

## Home Delivery World Virtual

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

Register for a virtual pass to access seminars, discuss strategy, and learn from peers during a time of unprecedented last-mile and supply chain disruption. This event brings retailers together to discuss everything about home delivery, click and collect, and improving customer retention through fulfillment, delivery, and reverse logistics.

**OCT 28-29, 2020**

## North American Holiday Season E-Commerce Summit

[retailsummits.com/virtual-na](http://retailsummits.com/virtual-na)

From an exhibit hall and happy hour to interactive Q&As and forward-thinking

presentations, this two-day retail event provides fresh ideas for succeeding during the holiday season. Learn how major world events, including the upcoming presidential election, are shaping the industry, and solidify strategies for culture and diversity, digitization, brand loyalty, the back office, payment, and more.

**NOV 3-5, 2020**

## Gartner Supply Chain Symposium

[gtnr.it/3bqEggo](http://gtnr.it/3bqEggo)

Top performers defy conventional thinking during economic, geopolitical, environmental, and social disruptions. This symposium provides supply chain leaders and executives with critical insight and frameworks to stay resilient. Become a top performer by building agility and strength into your systems and decision-making.

**NOV 9-13, 2020**

## Pack Expo Connects

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

Attend the first virtual show that provides answers and solutions to your end-of-line and integration packaging needs. Get up to speed on the latest trends, join interactive communications with industry leaders, and watch live-streaming demos that showcase new technologies and innovations.

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intermodal.org 301-982-3400

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ramco.com 609-620-4800

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**Watson Land Company** pg. 35  
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oppytransport.com 302-368-6010

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# 12 Ways OF CHRISTMAS 2020

Expect stockouts and surcharges, less stockings and surefire strategies. Retailers and logistics providers are in for a wild ride.

**1.**

**Store crowds will thin.**

With store overcrowding a COVID no-no, retailers such as Target, Walmart, Best Buy, Dick's Sporting Goods, and Kohl's are closing shop on Thanksgiving Day, indicating Black Friday will be more subdued this year.

**2.**

**E-commerce on overdrive.**

Digital channels could account for a staggering 30% of global retail sales this holiday season—a record high, predicts Salesforce.com.

**3.**

**Omnichannel emphasis.**

Retailers will continue to embrace omnichannel options, including curbside pick-up, optimizing stores for fulfillment instead of foot traffic.

**4.**

**October kicks off the season.**

To avoid stockouts and stagger deliveries, retailers will spread demand and start holiday promotions next month.

**5.**

**Amazon effect.**

Usually in July, Amazon Prime Day is expected to be pushed to October 2020. The e-commerce juggernaut will also continue its hiring spree and bolster operating sites to prepare for the holiday surge.

**6.**

**Demand swings.**

Many consumers will scale back spending while others may help drive up demand. Categories such as beauty and home are expected to thrive while experiential gifts such as Broadway tickets will be left in the cold.

**7.**

**Hiring boom like no other.**

UPS plans to hire more than 100,000 seasonal

**8.**

**Packages aplenty.**

An overwhelmed package delivery network will feed into retailers'

**9.**

**'Tis the season to manage customer expectations.**

With carriers' capacity constrained, e-tailers will set earlier-than-normal cutoff dates for shipments to arrive by December 25.

**10.**

**Surcharge savvy.**

Getting consumers to make their holiday purchases earlier than usual is expected to

**11.**

**Fewer storewide sales.**

To avoid stockouts, retailers will have more targeted promotions instead of doorbuster sales.

**12.**

**Better than expected.**

August import totals are expected to hit an all-time high, beating the previous record of 2.04 million TEUs set in October 2018, estimates the monthly Global Port Tracker report by the National Retail Federation and Hackett Associates. (Actual August numbers won't be known until October.) This would indicate a better-than-expected 2020 holiday season, even though the 2020 import total is expected to be below the 2019 total and likely the lowest annual total since 19.1 million TEUs in 2016.



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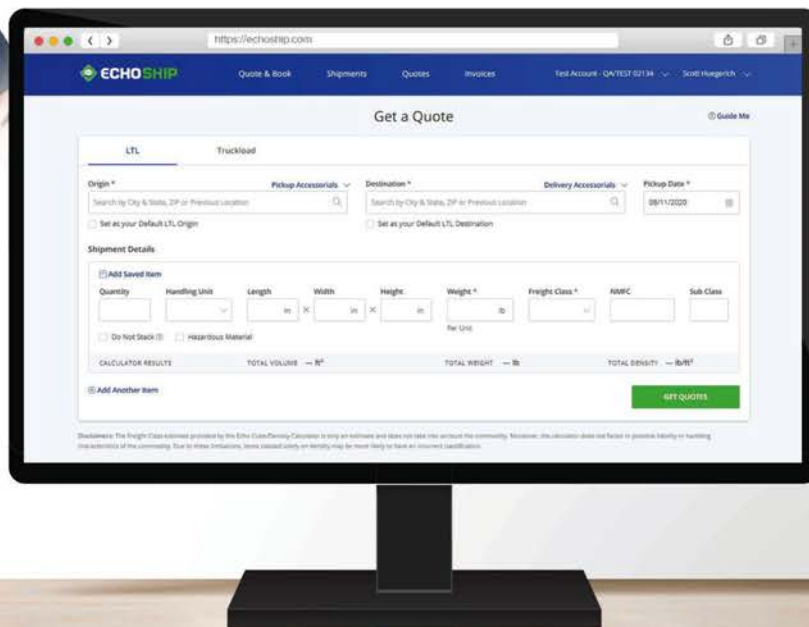
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