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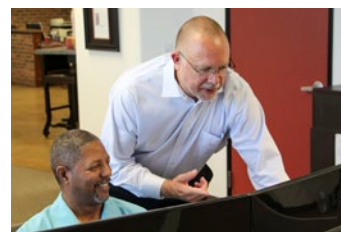
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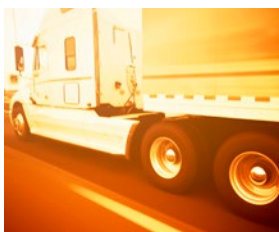
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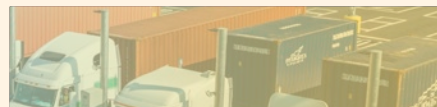
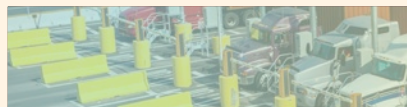
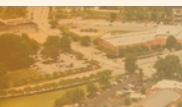
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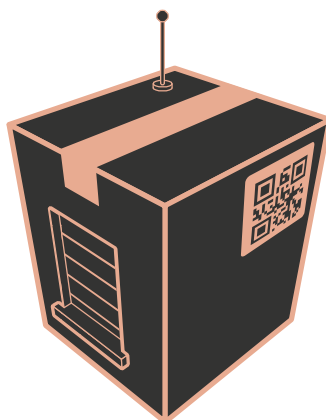
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Trying to manage your freight spending in house risks leaving money on the table. Partnering with the right freight bill payment and auditing service provider can help balance your checks and check your balances.

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Supply chain leaders offer their perspectives on the logistics challenges and opportunities impacting your business.



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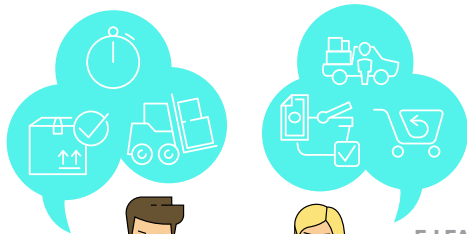


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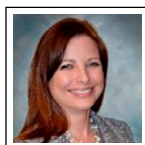
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ML Peck, Senior Vice President, Programs and Product Development,
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Using Tunnel Scanning to Meet e-Commerce Challenges

bit.ly/TunnelScanning

Matt Engle, Director, ID Product Marketing - Logistics, Cognex

Consolidation warehouses typically contend with labeling inconsistency in e-commerce orders. Installing scanning tunnels at dock doors can boost label read rates and avoid handling packages manually.



Make Port Dray Street-turns Mainstream To Reduce Supply Chain Costs

bit.ly/PortDrayStreet-turns

Todd Ericksrud, CEO, MatchBack Systems

When shippers pair an import transport move with an export transport move inland, without containers returning empty to the port, they get a matchback or street-turn, and everyone wins.

TRUCKING RESOURCES

Find a Trucking Company

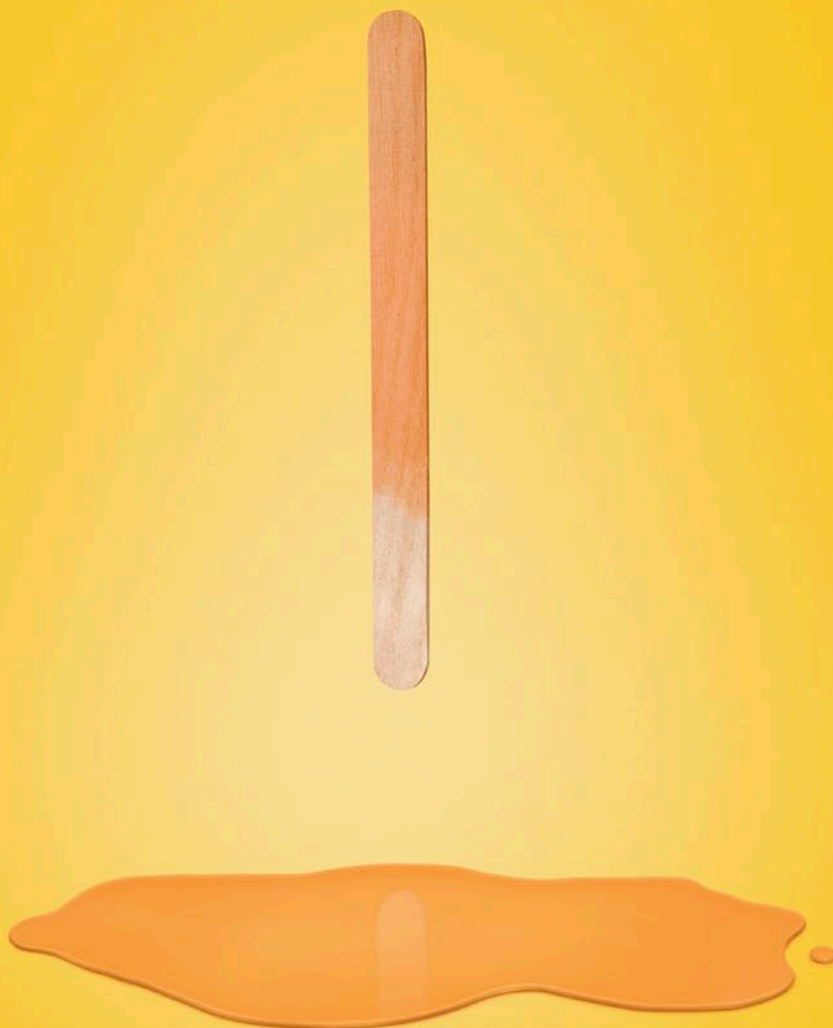
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The Trucking Decision Support Tool allows you to select the service and specializations your transportation needs require, then generate a list of qualified motor carriers with matching capabilities, and choose companies to submit an RFP.

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CHECKING IN

Keith Biondo

by Keith Biondo | **Publisher**



Politically Direct

Yep, we went there. Supply chain leaders on both sides of the Mexico-U.S. border attending a recent summit hosted by *Inbound Logistics* and *Inbound Logistics LATAM* introduced the issue of The Wall and NAFTA while discussing the impact on trade of Brexit and the populist trend that sparked it.

Some might consider discussing such a contentious topic politically incorrect. But the purpose of the summit was to discuss ways that Mexico and the United States could work closer together to improve relations, and promote supply chain integration and cross-border security, while keeping in mind the mutual interests of both countries. Attendees shared the overriding sentiment that discussing The Wall is politically direct—intelligent business and political leaders hashing out differences and working to find mutually beneficial ways to move forward. Papering over differences with platitudes won't stand the test of time.

Borders between countries should be secure to safely promote commerce and trade. To some, the border discussion is a metaphor for the cries of displaced workers. The U.S. government cites estimates that 94 million people in the United States are not in the labor force, and an unemployment rate of 4.7 percent. But the true unemployment rate is more like 9.7 percent, or nearly 31 million people, say economists.

We shouldn't ignore the cries of those workers, most honest observers would agree, whatever the direction of the political winds of today or tomorrow. If policies continue as is, and we gloss over these issues instead of addressing them with actions, the voices of the disenfranchised will continue to influence policy with political passion rather than clear-headed political directness.

Another discussion at the summit jumped off The Wall and on to NAFTA. Many attendees said that it's time to update NAFTA. Surprising? Not when you consider the global competitive context. Chinese prescription lens design and production company Carl Zeiss Vision Technologies illustrates that point.

In 2012, facing labor costs in China that were twice as expensive as in Mexico, and four times that in India, Zeiss replaced workers with robots, dropping production costs even lower. "The installation of machines to carry out tasks has seen the workforce shrink from 440 workers who were producing 4 million lenses every year to 370 in 2015, with output increased to 5 million," says spokesperson Zeng Zhiyong. "Cost per lens is the lowest of all the Zeiss factories in the world."

That is a timely reminder of the importance of our summit discussions and what is at stake. Our formidable trading partners outside NAFTA are not standing still. Mexico and the United States share a common border, a culture, and much commerce. When we speak directly, and strive for true trade reciprocity, mutual respect, and understanding, we stand a better chance as economic competitors in the global market. ■

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Supply chain management professionals should eat this up: how to whip the supply chain complexities of meal and meal kit delivery. Bon appétit!

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Frank Mullens @FrankMullens

Chicken Mango Grilled Tostada at El Pollo Loco with @ILMagazine's *You've Got to be Kitting Me!* Got supply chain heartburn?

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Reassessing your reverse logistics plan for customer returns and excess inventory is a must. bit.ly/dontliquidate

Kate Armstrong @Brain_Chain

Return policies and reverse logistics can be an area of profit bleed for corporations. This discusses a good plan for it.

READER EMAIL

Good Question: How would you describe your job to a five-year-old?

bit.ly/toafiveyearold

Great question; it so happens that I have one at home.

Understanding logistics can be hard, especially for our youth. When it comes to explaining the supply chain realm, just keep it simple. As an example, when dealing with the transportation aspect, I would say, "Mommy helps manage trucks that deliver food to the grocery store so you can enjoy it."

Dana Walker, Logistics Specialist III - Truckload and Small Package, Nexterus

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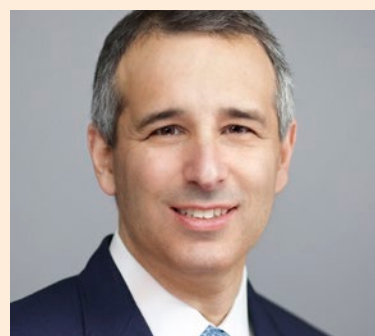
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Good Question...

READERS WEIGH IN

How would you define a 4PL?

A 4PL is the conductor of the orchestra. It oversees disparate pieces of the supply chain and brings them into harmony to achieve efficiency and, ultimately, applause from the shipper client.

Larry Hall
Principal and Founder
Logistics Planning Services (LPS)

A 4PL manages logistics functions, such as a mix of a private and/or dedicated fleet, common carriers, other 3PLs, and providers. A 4PL is the control tower assuring optimal flows of goods/assets so the client can concentrate on its core business.

Nick Pacitti
Managing Director,
Industrial Services Group
Savills Studley

4PL: a 3PL in spin mode. But seriously, a 3PL is an intermediary between a beneficial cargo owner (BCO) and an asset-based logistics provider. A 4PL sits between a BCO and a 3PL. In a global load control center, the 4PL manages 3PLs.

Tom Sanderson
CEO, Transplace

A consultative logistics company that performs a range of strategic and operational functions for a shipper without being directly responsible for provision of logistics services, including: selecting carriers, managing negotiations, contracts and operations, and implementing improvements throughout the supply chain.

Chandler Hall
Vice President, Customer Accounts
BravoSolution

Remember the little alien inside the *Men in Black* robot? That's a 4PL: It's the technology, tool, or service that helps power the activities of the 3PL. And with today's logistical complexity, 4PLs are needed more than ever.

Adam Compain
CEO, ClearMetal

A 4PL is a logistics provider that also has broader supply chain management capabilities and offerings. These businesses take ownership of the complete logistics process, including functions like procurement and distribution, sometimes even managing 3PLs.

Nick Fryer
Director of Marketing, AFN

4PLs aggregate information originating from multiple 3PL providers to provide a single view for the shipper of their metrics, inventory, order status, shipment status, billing, and EDI across the network. They manage the multiple 3PLs centrally as an integrated operation.

Joe Couto
Chief Operating Officer
HighJump

My definition of a 4PL is an organization that is hired to manage logistics service providers, which could include a 3PL. 4PLs are considered a single interface source between the client and their logistics service providers.

Dana Walker
Supervisor, Supply Chain Sourcing
Nexterus

HAVE A GREAT ANSWER TO A GOOD QUESTION?

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10TIPS

STEP-BY-STEP SOLUTIONS



Making the Last Mile a Differentiator

The last mile plays a crucial role in the supply chain. As consumers expect increasingly shorter delivery windows, last-mile proximity isn't just nice to have, it's a must-have. Will O'Shea, chief marketing officer of XPO Logistics' last mile business unit, shares how to turn the last mile into a competitive differentiator.

1 Involve additional players. Ask suppliers to ship some orders directly to customers. Look into sharing fulfillment operations with other omni-channel companies hoping to accelerate shipping times. Leverage 3PLs' or carriers' cross-docks, especially if they are already located close to your key consumer markets.

2 Communicate. Never assume that sending one pre-delivery scheduling message is adequate, because it could easily get lost or overlooked by busy customers. Instead, communicate the particulars of each delivery window to every customer more than once via a mix of channels to reduce misunderstandings and prevent costly not-at-homes.

3 Don't underestimate the importance of packaging. External packaging that is less than pristine may cause the customer to question everything from the product's actual condition to your

company's integrity. If any item is delivered with dust or tears, don't assume your customer will overlook it. Correct it or change the packaging before it heads to the customer's home.

4 Offer to handle "some assembly required." Many customers lack the time, patience or skills required to get a large purchase up and running. Busy customers appreciate the convenience of product setup, assembly, installation, and other value-added services as a last-mile option (where permissible by state law).

5 Invest in better last-mile visibility tools. When a delivery is en route, few things are more important to consumers than location and timing. Differentiate yourself from competitors by providing real-time, last-mile connectivity within your company to give customers the visibility they want.

6 Offer rapid resolution. If a shipment is damaged, inaccurate, or incomplete, have your delivery team send a replacement request while still at a customer's home. It demonstrates to your customer that your company is working toward a swift and seamless resolution. It also can cut as much as a full day off the replacement process.

7 Cast your optimization net wider. By simultaneously optimizing deliveries across multiple stores, distribution centers, and channels, your company can realize economies of scale — and create savings you can pass on to customers through better last-mile delivery prices.

8 Focus resources on fixing problems. Even the best companies occasionally have products whose flaws aren't apparent until they reach the last-mile DC. Invest in top-notch quality assurance professionals at your warehouses who can help remedy flaws long before delivery.

9 Treat the final mile as part of your national brand. Develop a clearly defined delivery protocol working with a carefully selected team of core providers and carriers who understand exactly how your company wants to craft its brand's customer experience. Also, implement quality control measures to ensure that any delivery provider you use follows your protocol and delivery experience road map.

10 Reduce the "misery index." Show customers you respect their time by aiming for shorter delivery windows and by calling when a delivery team is 30 minutes away. ■



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LEADERSHIP

*Conversations With
The Captains of Industry*

By Merrill Douglas



Doug Waggoner
CEO and Chairman,
Echo Global Logistics

Managing By Consensus and Common Sense

WHEN DOUG WAGGONER JOINED Echo Global Logistics as CEO in 2006, the company employed 35 people. Since then, the team has grown to more than 2,300, about 80 percent from the millennial generation, spread across more than 30 offices. Now chairman as well as CEO, Waggoner recently sat down with us to share his leadership philosophy and the pleasures of guiding a thriving logistics company in an era of technological change.

IL: How did you get into the logistics field?

My father's next-door neighbor was vice president of a trucking company. When I graduated from college in 1980, he told me that trucking had just been deregulated, and was ripe for young college-educated people to come in and help evolve the business and make a difference. I'd been working in construction, so I felt comfortable with trucking's blue-collar component.

I came to my work with a degree in economics and computer science. Trucking was an old-fashioned industry at the time, and I had all sorts of ideas about how we could use technology. Fast forward to today, and the industry has been completely reinvented and technology enabled. It is exciting to be part of that and see the vision I had as a newcomer reach fruition over the years.

IL: What's your leadership style?

I tend to manage by consensus. Micromanagers are only as good as their own bandwidth. If you want to be great, you've got to find people who are better than you are. You get great results, and it makes your life easier.

To a large extent, leadership is a matter of common sense and emotional awareness. You need to understand how people understand you and be able to modify your communications so people receive them in the right way. You also have to manage within the confines of your personality. I tend to be an introvert: I'm not a rah-rah, gung-ho kind of guy. I tried to be like that at certain times in my career, and I realized it didn't come off as authentic. Trying to be somebody you're not is draining. You have to be comfortable in your own skin.

IL: Tell us about an important lesson you learned from a mentor.

After climbing the ladder at a large corporation, Yellow Freight, I decided it was time to gain general management experience. So I took a job as president of Daylight Transport, where I reported to the owner. After my first week, I found myself struggling with my decision to move from a sophisticated, multibillion-dollar company to a much smaller one.

My boss noticed that I was having a bit of trouble. One day, he pulled me aside and said, "You know, Doug, I don't know what it's like to be in the boardroom of a big public company. But I can tell you that I probably make more money than most public companies' CEOs." A big company isn't better than a small one;

they're just different, he said, and I needed to be open-minded and add this new experience to my tool bag. That speech got me over the hump. One month later, I thought, "This is the best thing I've ever done. This company is entrepreneurial. We make decisions, we move fast, and we're not constrained by bureaucracy." I ended up having an excellent experience.

IL: What keeps you awake at night?

If anything keeps me up, it's the prospect of the opportunities we face because of the technology available today. The whole realm of big data and analytics is especially exciting. I believe statistics work. You can make predictions with very high accuracy if you have enough good data. This is something I've waited for my whole career, and now it's happening at a fast pace. In logistics, we gather massive amounts of data, but we never used to put it to work. Now, at Echo, we're hiring mathematicians—something I've never seen before in my career in transportation.

IL: What makes you happy and excited about going to work each morning?

I enjoy success, and we've had a lot of success at Echo. I also enjoy talking to the young people we hire straight out of college. I explain why we're a great company and why this is a great industry. I tell them about my own career and how I started out just like them, literally, in the same role. And then it's fun to watch those kids grow up. They get promoted, take on bigger jobs, get married, have babies. There's a human component, where you get to create a big family.

IL: Have mistakes and failures played a positive role in your success?

I make mistakes all the time, but I don't focus on them. I live by the rule that if your day is filled with making decisions, you shouldn't be looking for 100-percent perfection. You should look for about 80 percent. Otherwise, you'll try so hard to get everything perfectly right that you won't make any decisions at all. I want to be right 80 percent of the time, and when I'm not right, we fix it.

IL: What sources do you rely on for the information you need to run your business?

Internal reports of course. I get a constant stream of industry research from Wall Street. I read trade magazines. I go to conferences. I could spend my entire day with my door closed, reading emails, articles, and research. Sometimes it feels like you should

do that. But sometimes you have to say, "I need to talk to some people," whether they're employees, customers, or investors. Leading is about assessing priorities and deciding what provides the biggest return on investment.

IL: Which projects currently top your agenda?

In 2015, we acquired a company called Command Transportation, which was about half our size. We are working hard to integrate that business in terms of culture, the organizational chart, processes, technology, and physical locations. We see the end in sight, but this will continue to be the number one job on my plate for the next few months.

IL: When you talk to the young people you hire, what advice do you offer?

This is a huge industry where you can build a great career. But you have to pay your dues. One of the values we promote at Echo is hard work and hustle. We say that when you're under 40 you're in your learning years, and over 40 you're in your earning years: Don't confuse the two. A young person can make a lot of money at Echo, but they have to learn the business and work hard.

I also tell them that relationships matter. Whether you're selling to a customer or buying capacity from a dispatcher at a trucking company, it's important to cultivate relationships, because people help people. ■

Flying, Coding, and Watching Kids Grow Up

When Doug Waggoner isn't at the office, you might look for him in the sky—where you might even find him upside down.

"I'm an aerobatic pilot," he explains. "I do aerobatic competitions, and I used to do air shows. I also have a racing glider."

Photography and computer programming are two other big interests. "I develop my own computer applications for the fun of it," he says.

And then there are Waggoner's two teenage sons. "They're very active in Boy Scouts and sports," he says. "That keeps me busy—chasing them around, watching them grow up."



Rogerio Branco is senior vice president, supply chain management, for Eaton, a power management company with 2015 sales of \$20.9 billion across more than 175 countries.

RESPONSIBILITIES

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EXPERIENCE

Director of operations and supply chain management for Eaton's business in South America. Previous roles within Eaton's finance, operations, and supply chain management functions at locations in Brazil, India, and the United States.

EDUCATION

Bachelor of Science in mechanical engineering, University of Sao Paulo, 1988; MBA, University of Campinas, Brazil, 1996.

Rogerio Branco: Powering The Supply Chain Team

I WAS FIRST EXPOSED TO THE SUPPLY CHAIN FUNCTION when completing due diligence for Eaton on a potential acquisition in China and a joint venture negotiation in India. I was responsible for the supply chain piece, and visited suppliers to validate their prices. I learned a lot.

For instance, the Chinese often negotiate not just to gain profit, but also because of employment. Even now, with an increase in private companies in China, their owners have profitability targets, but are worried about creating jobs as well.

In China, I also learned if there's an issue, you talk and resolve it. Instead of drafting a 215-page contract that tries to predict every scenario, you compose a 10-page agreement of the principles, then move on.

One current challenge is driving alignment around priorities. Eaton operates 20 businesses around the world serving multiple industries and about 70,000 suppliers. Our mantra is that we are one supply chain, one team globally. I travel a lot and

sit with the leaders of those 20 businesses to make sure I understand what they're trying to do. I find a common thread and create a connection.

I came to Eaton with an engineering degree, but started in finance, implementing the first cost management system for a \$500-million business. It had three major business lines: automotive, agricultural, and axles. Automotive was high volume, low mix, while agriculture was low volume, high mix with great product diversity.

Using the traditional method of calculating overhead, the plant divided overhead by labor hours, and applied it equally to all products to arrive at the cost and set a selling price. We thought we made a 20-percent margin in automotive,

The Big Questions

If you could go to the Olympics in one sport, what would it be?

Volleyball. I had to decide: play professional volleyball or go to college because there's no college volleyball in Brazil. With volleyball, I wouldn't have been able to control whether I got hurt.

If you could advise your 18-year-old self, what would you tell him?

Forget about money. Look for something in your life that's going to make you happy, and then I'm sure you'll be successful.

but in reality, it was 55 percent. In automotive, we could set up a machine and make 20,000 parts in one run. In agriculture, we could set up the same machine and run 50 parts.

It took about 18 months to first normalize prices, and then to grow the business. In five years, the business grew from \$150 million to \$600 million.

From that position, I moved to business development and analyzing deals. We couldn't close the joint venture deal in India, and decided instead to go with

a greenfield site. One hallmark of my career was building that plant. We hired approximately 185 employees from about 40 companies.

To bring together this diversity of cultures, I had to engage the team. Take safety glasses, for example. Eaton cares about safety, so we want employees to wear safety glasses. But nobody in India wore them. The first few times I walked the shop floor, people wore their glasses on top of their heads. I tapped their shoulder and told them to put the glasses on. I

kept reinforcing it. By the time I left, wearing safety glasses had become part of the culture.

During my last year in India, I set behavioral goals rather than focusing on logistics or quality costs. I knew if employees behaved correctly, we'd achieve those hard goals. Well, they did. When I left, the plant was recognized as one of Eaton's best new plants.

Another passion is not just getting the job done, but also making sure my team has the ability to get their jobs done. ■

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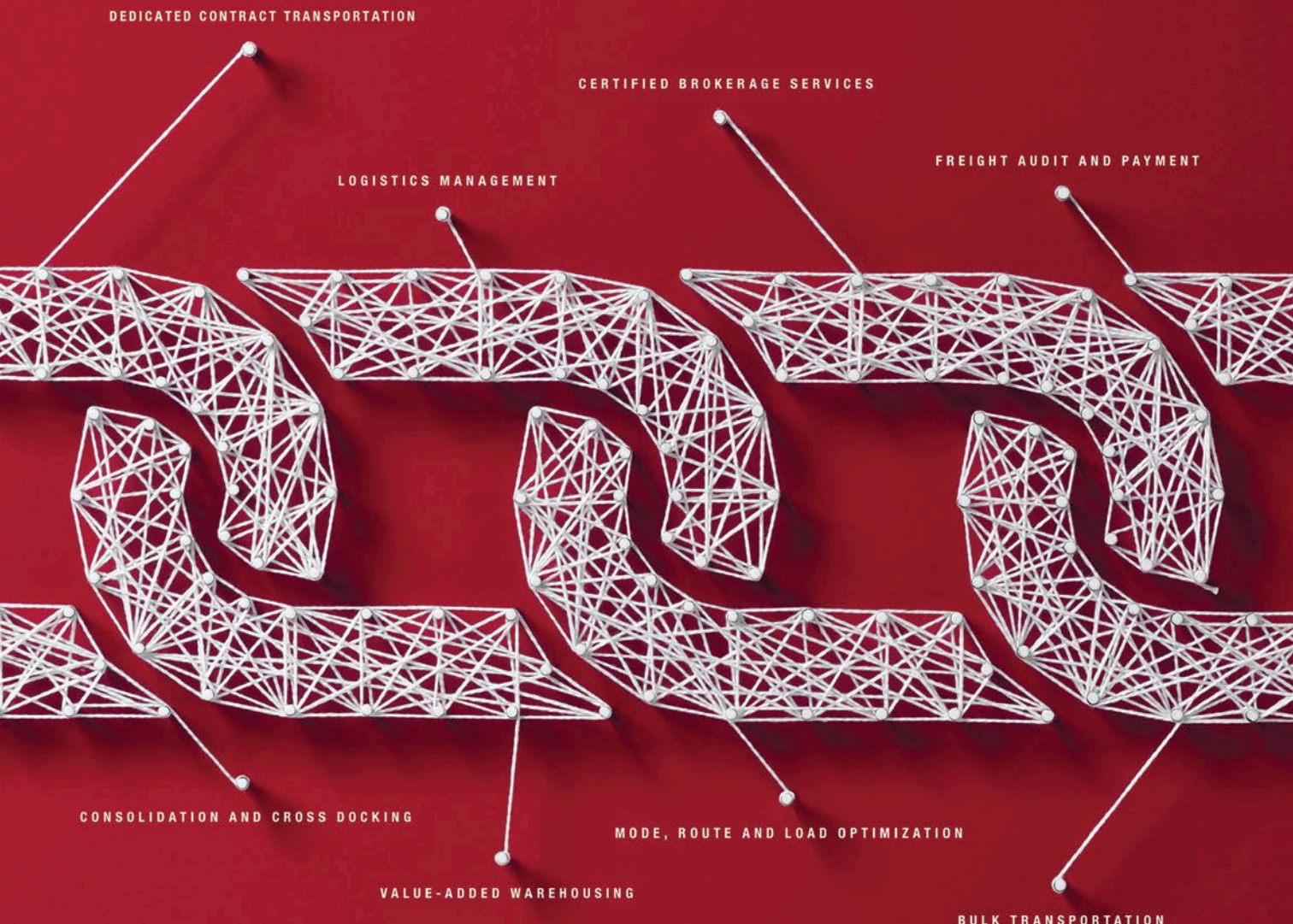
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NOTED

THE SUPPLY CHAIN IN BRIEF

GOOD WORKS



▲ **DHL** moved Eliska, an endangered black rhinoceros, from her birthplace in the Czech Republic to her natural habitat in Tanzania. The company transported the three-year-old rhino to the natural park as part of an ongoing conservation project run by the **George Adamson Wildlife Preservation Trust**, which helps endangered animal populations grow and prosper in their natural environment.

FedEx invested \$1 million with the National Urban League as part of its **FedEx Cares** initiative to build a stronger workforce by creating pathways to employment for underserved communities. The investment supports job training, GED services, internships, and professional certifications for those in the workforce, as well as training programs to help middle school and high school students prepare for 21st century jobs and academic enrichment.

mix

Logility, a provider of supply chain optimization and retail planning solutions, purchased integration solutions provider **AdapChain**. AdapChain's solutions allow Logility customers to integrate supply chain and enterprise resource planning systems more quickly and less expensively.

Logistics provider **B.I.G. Logistics** bought **KFS**, a Texas-based non-asset logistics firm. B.I.G. plans to leverage KFS's brand name and personnel to expand its own facilities. It also plans to explore acquisition opportunities in other markets.

GREEN SEEDS

▼ **UPS** succeeded in driving 1 billion combined miles with its alternative fuel and advanced technology fleet one year ahead of schedule. The company has replaced approximately 12 percent of the conventional diesel and gasoline fuels previously used by its fleet with alternative fuels such as natural gas and renewable diesel.



UP THE CHAIN

The **NYU Langone Health System** appointed **Régine Honoré Villain** as vice president, supply chain management. Honoré Villain brings 20 years of healthcare supply chain experience to the

position. In her new role, she manages overall supply chain strategy, including organization, value analysis, operating processes, compliance systems, and sourcing and procurement.

SEALED DEALS



▲ The **Maryland Department of Transportation Port Administration** signed a contract extension with **UPM**. The Finland-based paper company ships its products through the Port of Baltimore, and will continue to do so for another 10 years, per the agreement. In 2015, the port handled 212,953 tons of UPM paper products.

Transportation management software provider **3Gtms** helped mattress manufacturer **Corsicana Bedding** automate processes and streamline operations with a new TMS. The solution helps drive down freight costs, improve shipment efficiency and communications, increase visibility, and provide better financial transparency.

Australian appliance retailer **The Winning Group** implemented the *Supply Chain Commerce Solutions* omni-channel retailing solution from supply chain software provider **Manhattan Associates**. The platform helps the retailer optimize order fulfillment processes across all channels, delivers margin improvements through streamlined distribution, and enables further business growth.

Logistics provider **Aramex** began a partnership with **NewBridge Pharmaceuticals**. Aramex now manages patient samples across a global network of advanced clinical testing facilities. It also provides temperature-controlled storage and transportation of medication from distribution hubs in the UK and Canada to healthcare facilities in the Middle East and Africa.

The **Georgia Ports Authority** extended its agreement with **South Atlantic Chassis Pool of Consolidated Chassis Management** to keep providing the region with a gray chassis pool—a fleet of chassis that any trucking carrier can use to serve any port terminal in the southeastern United States.

recognition

Transplace named transportation provider **Schneider National** as its **National Truckload Carrier of the Year**. The award recognizes carriers for consistently high marks on key performance indicators such as tender acceptance, exemplary on-time service, and claims.



▲ Third-party logistics provider **Yusen Logistics** received an **Outstanding Partnership Award** from the Target Corporation for its high level of commitment during the 2015 peak season. Yusen ensured that Target's freight coming from the Port of Los Angeles was processed quickly and cost effectively by coordinating drayage, increasing building production, managing outbound flow, and arranging additional capacity when needed.

SHOVEL READY

► Supply chain solutions provider **NFI** broke ground on a new 377,440-square-foot facility at **NFI Park** in Florence Crossings, N.J. The new building will serve as a corporate headquarters for packaging provider Quality Packaging Specialists International.



Amazon selected **Logistics Park Kansas City** in Edgerton, Kansas, as the location for an 822,104-square-foot fulfillment center to pick, pack, and ship large items to customers. The new state-of-the-art facility will create approximately 1,000 full-time managerial and support jobs to bolster the retailer's customer fulfillment services. This is Amazon's second facility in the Kansas City area.



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TRENDS

SHAPING THE FUTURE OF LOGISTICS

Transportation Infrastructure: The Roads to the White House

by Jason McDowell

It's no big secret that American transportation infrastructure is falling apart and sorely underfunded. In 2014, the U.S. Federal Highway Administration (FHWA) labeled more than 61,000 U.S. bridges as "structurally deficient." There is currently a \$1.4-trillion deficit between transportation funding and spending needs for the next 10 years, according to a May 2016 report by the American Society of Civil Engineers (ASCE). That gap will increase to \$5.18 trillion by 2040, the ASCE estimates, if something isn't done soon about the way the United States funds its transportation projects.

Recent legislation, such as the Fixing America's Surface Transportation Act, provided \$305 billion in funding for repair and maintenance, but those who have to use our nation's highways, waterways, and rails every day are left wondering how much longer they can go on like this.

Total U.S. freight shipments will increase 45

percent by 2040, according to the FHWA. This means that, without some sort of fundamental change in the way we pay for infrastructure maintenance and improvement, damage to the nation's infrastructure will continue to outpace federal funding.

In our January 2016 issue, *Inbound Logistics* looked at where each presidential candidate

stood on infrastructure funding. As the general election approaches, it's now time to examine where the major party nominees stand.

Hillary Clinton: Infrastructure Is In a 'Sorry State'

On the campaign trail, Hillary Clinton has begun to focus on infrastructure. "I don't have to tell you what a sorry state we're in. Our roads and bridges are potholed and crumbling," Clinton said in speech on June 22, 2016. "Our airports are a mess. Our ports need improvement. Our rail systems do, as well."

Clinton's solution to fix these problems, which she has vowed to implement within the first 100 days of her presidency, involves a five-year, \$275-billion plan that would be paid for by an undefined "business tax reform," according to her campaign website.

Of the \$275 billion, \$250 billion would be invested directly to public projects, while the remaining \$25 billion would be socked away in a national infrastructure bank. This bank would use the \$25 billion as capital to support an additional "\$225 billion in in direct loans, loan guarantees, and other forms of credit enhancement," to bring in more private capital investment as well, the campaign website says.

As such, in total, Clinton's plan aims to address U.S. infrastructure with about \$600 billion in public funds. It also aims to save money through cutting red tape. Infrastructure projects often get mired down in bureaucracy, and take years to get started. If a future President Clinton could fast-track those projects, a substantial amount of money could be saved. Additionally, Clinton proposes reauthorizing the Obama administration's Build America Bonds to funnel more money into infrastructure.

It all sounds good on paper. However, the downside for the transportation industry

is that the plan isn't limited to transportation infrastructure. The funding is also earmarked for projects designed to move the United States into the future, such as electrical grid improvement projects, updating sewage and water infrastructure in American cities, and bringing reliable high-speed internet infrastructure to the entire nation. Right up front, any transportation projects will have quite a bit to compete with, and the funding is likely to fall far short of what would be needed.

Donald Trump: Dreaming Big

Donald Trump often talks about failing U.S. infrastructure in online videos and on the campaign trail, but has failed to release any sort of infrastructure plan on his campaign website.

Though he hasn't released a plan of his own, Trump says that Clinton's proposed plan isn't nearly enough. "Her number is a fraction of what we're talking about. We need much more money to rebuild our infrastructure," the Republican nominee said in a Fox Business Network interview. "I would say at least double her numbers, and you're going to really need a lot more than that."

Trump's campaign has said he will release a plan to this effect in the near future, but they had no specific timeframe. Even so, the idea is clearly on his mind. "We will build the roads, highways, bridges, tunnels, airports, and the

railways of tomorrow," Trump said during his acceptance speech at the Republican National Convention.

Trump's willingness to spend on infrastructure hasn't been popular with his fiscally conservative party. He has even likened his infrastructure ideas to President Franklin Roosevelt's: "If we do what we have to do correctly, we can create the biggest economic boom in this country since the New Deal, when our vast infrastructure was first put into place," Trump wrote in *Crippled America*, his 2015 campaign book.

All we know at this point is that Donald Trump is dreaming big about fixing American roads, rail, and waterways, but it remains difficult to fairly compare the plans of two people when one hasn't actually released a plan. Until there is a plan in place to hold him accountable, the Republican nominee can say pretty much whatever he wants about his intentions for our nation's infrastructure.

Stakeholders in the transportation industry will want to keep a close ear to the ground from now until the election to see if the Trump campaign follows through on releasing its plan as promised.



Honey, I Shrunk Our Carbon Footprint

We don't all drive the trucks, but we all depend on them for products we consume daily. Every retailer, manufacturer, and consumer uses products or materials every day that at one point moved by truck. So when it comes to the emissions caused by freight, everybody is a little responsible for the damage to the environment.

New Clean Truck standards from the Environmental Protection Agency and Department of Transportation aim to

change all that. "The new fuel standard means continued progress in tackling this significant source of emissions," says Jason Mathers, director of supply chain for the Environmental Defense Fund, in a blog post. "This progress will reveal itself in lower carbon footprints for every product brought to market. It will be apparent through lower freight and fuel surcharge fees — saving large consumer brands millions annually."



The standards require new tractor-trailers to emit 25 percent less carbon emissions in 2027 than they do in 2017, with standards increasing incrementally toward that goal in 2024 and 2027. Trucking stakeholders at all levels—from owner-operators to large fleet managers—can expect to benefit from new technologies within the next few years.

“With the certainty of long-term standards, manufacturers will make the needed investments to introduce new engine platforms, better integrate powertrains, and take advantage of other cost-effective choices,” Mathers says.

A number of green leaders in the freight

Walmart is among the large corporate fleets supporting the new greenhouse gas and fuel efficiency standards for big rigs. The Clean Trucks program is expected to save fuel and cut operating expenses for corporate owners.



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movement industry, including PepsiCo, Walmart, and General Mills, had a say in the new standards. The new rules are expected to be critical in the battle against global climate change, so it isn't surprising that companies already aiming to reduce their carbon footprint are on board. Freight movement accounts for more than 10 percent of U.S. carbon emissions.

"Making heavy trucks more fuel efficient is the single most important step to reducing freight emissions," says Mathers. "The program announced will be crucial to build a low-carbon future that enables the free flow of freight. That is an outcome every business should celebrate."

Amazon's High Hopes

Amazon shook up the retail sector in ways that nobody predicted, changing how the world shops forever in the process. So when the company spent the past six months leasing and purchasing assets to begin dabbling in the freight sector, transportation and logistics providers got nervous.

The retail giant now wants to shake up the freight sector, which has trouble keeping up with the high expectations consumers have developed thanks to Amazon

Prime. Seeking to support the one-day and two-day Prime shipping options that have made the service so popular, the company plans to ramp up cargo operations over the next several years.

"Our operations teams have been focused on our fulfillment centers and core supply chain processes, creating the capabilities required to enable the world's largest selection with fast, free shipping for Prime members," says Dave Clark, Amazon's vice president of worldwide operations. "Now we see the same opportunity to innovate in transportation."

Amazon unveiled its newly branded aircraft in grand style, flying it over Seattle's Seafair summer festival before the Blue Angels performed. The Boeing 747-300 is only the first of many that will bear the Amazon logo. The company plans to release an entire branded fleet in the near future. "We'll roll out 40 planes just like this one," Clark says.

Amazon has said previously that it doesn't intend to replace partners such as FedEx or UPS for package delivery, only to supplement them with its own assets. Yet, the concern of many in the logistics sector is that Amazon will eventually cut out partners, or begin offering its own contract logistics services in competition. With Amazon, anything is possible.

Take Cover: Protecting Against SC Disruptions

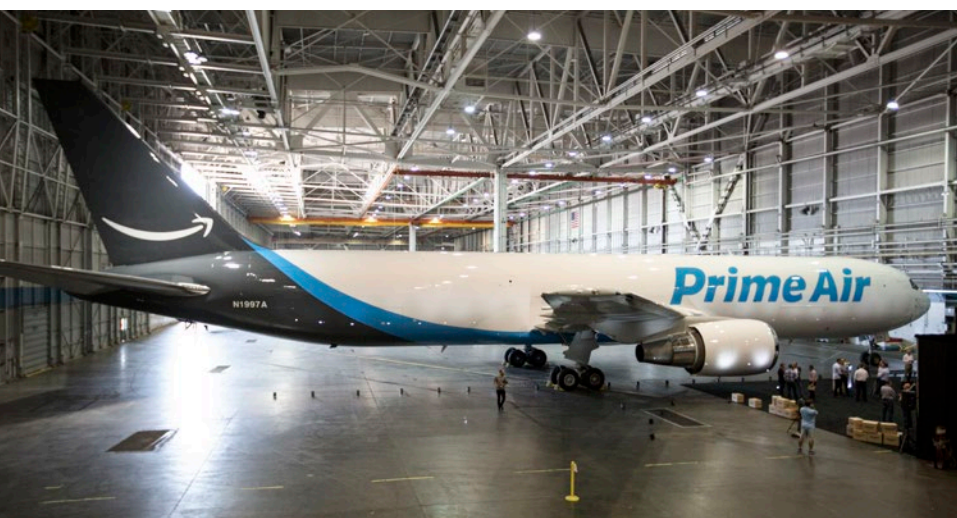
A key supplier goes out of business. Global standards and regulations change. Consumer demand shifts. Any of these scenarios can put your supply chain at risk. But you can mitigate the impact of global supply chain disruptions, and protect your supply chain against future threats. For some expert advice, *Inbound Logistics* spoke with Bob Gazdik, risk control national director, and Mike Thoma, chief underwriting officer, global technology at insurance company Travelers.

IL: When building, adapting, or expanding a supply chain, what is the most practical way to research industry-based standards and their accompanying legal obligations?

BG: It's best to start by identifying the widely recognized industry organizations that set industry consensus-based standards. Companies can use those resources to help understand the best practices within an industry. Some examples of organizations that provide quality criteria for electronic components include the Independent Distributors of Electronics Association, SAE International, and the Federal Defense Logistics Agency.

Understanding suppliers is one step, but understanding the seller is crucial to protect the supply chain. This goes beyond simply finding out who will give you the lowest bid. It is typically safer to purchase from Original Equipment Manufacturer-approved distributors and source references from other companies that have had experience with the seller.

IL: What should companies look for when conducting due diligence on the potential liabilities associated with their supplier partnerships?



Amazon takes the wraps off its first Prime Air branded plane, an Atlas Air Boeing 767 that has been converted into a freighter.

BG: When you're thinking about working with a supplier, try to understand their track record, financial resources, and customer base, as well as their proactive and reactive tactics for limiting business disruption. At the product level, there are some protocols, such as verifying specifications, that may help decide whether to start a business partnership. You can help ensure suppliers' specifications match your needs by reviewing the bidder's documentation, quality control and testing procedures, and contractually requiring the bidder to notify you in advance of any changes they make to product design or suppliers.

If you decide to work with a particular supplier after you have completed your due diligence, anticipate that your company will be the primary contact to handle customers' technical questions or complaints.

That's why it's important to know as much about product design and safety

features as possible. The contractual agreement with the foreign manufacturer should be written to allow you access to pertinent information you might need to address customer questions or complaints.

Q: How can companies with international supply chains consistently verify that their suppliers' products and practices meet previously agreed-to safety standards and reliability specifications?

BG: Continually reviewing quality control processes for parts, products, and services contracted from suppliers, no matter where they are located, is critical. Knowing how each supplier produces materials or components and conducts on-site inspections and independent testing will help you validate that products and practices meet established specifications.

Creating a formal product safety committee to oversee regulatory compliance

of products is a good way to help ensure it's done right. This committee should include senior management, legal counsel and team members responsible for product design, manufacturing quality, and product safety codes and designs.

Q: How can companies with global supply chains transfer risk to avoid the complications of litigating against foreign manufacturers responsible for product liability issues?

MT: Strategies to help avoid the complications of litigation with foreign manufacturers include an effective risk transfer program that involves diligent record documentation, careful selection of shipping companies, and close reviews of shipping practices and shipment itineraries. Minimizing the number of parties who come into contact with overseas products can also help.



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A Matter of Policy

Logistics, transportation, and supply chain professionals can best identify the insurance products that apply to their business or industry, according to Mike Thoma, chief underwriting officer, global technology at Travelers.

Talk with an agent, broker, or legal counsel to develop the right combination of local and global policies to cover your insurance needs, Thoma recommends. Primary coverages to consider include:

■ **Global Product Liability:** Protects against foreign claims or lawsuits for bodily injury or property damage resulting from the use of a business's product.

■ **Global Property Business Interruption:** Covers lost income due to damage by a covered cause of loss

that forces a business to temporarily shut down a portion of its overseas operations. Policies may also cover funds to meet fixed costs, relocation expenses and other extra expenses.

■ **Global Property Transit:** Covers damage to property in-transit overseas.

■ **Foreign Voluntary Workers Compensation:** Provides equivalent of workers compensation benefits to employees injured abroad who are not covered under a domestic policy.

You should also consider whether your coverages provide reimbursement to a U.S.-based insured for a loss sustained by its foreign subsidiary when foreign laws or regulations regarding unlicensed insurance prohibit direct payment to the subsidiary.

Because it can be difficult to litigate against foreign manufacturers, domestic handlers of foreign-made products can be held accountable. This is why it is so important that you regularly assess product liability exposures—including raw materials, components, and sub-assemblies.

To help in doing that, you can draft an agreement that allows you to access pertinent information that may help defend

against potential product claims. The agreement should include statements of responsibility, such as a Certificate of Insurance, and writing “hold harmless” or indemnification provisions into contracts.

These contracts may also include a “choice-of-venue” clause in which the supplier agrees to address disputes within the U.S. court system.

Logistics Talent: Keeping All Hands on Deck

A robust and growing economy offers rewards for everyone, but often involves growing pains as well. In logistics and supply chain management, one of these growing pains is the changing nature of the workforce.

“Right now we’re in a transition point,” says Tom Gimbel, CEO of the LaSalle Network, a Chicago-based provider of staffing and recruiting services. “We still have

a number of older supply chain professionals who came up in the procurement side of the business, while at the same time we’re getting recent graduates of supply chain management programs. They generally combine distribution and finance expertise, and are proficient in much of the new software being developed.”

This changing of the guard is largely driven by huge leaps in technology and

ERP software development impacting the industry.

These changes have reoriented the ideal career path of someone entering the field. Supply chains once were managed by finance or accounting veterans, but organizations now recognize the value offered by people who can get products from Point A to Point B. This emphasis has led to the birth of new college curricula.

“Supply chain management has emerged as a new business-related field of study,” says Tisha Danehl, vice president of New York-based employment agency Ajilon Professional Staffing. “As a staffing company, we’re anxious to place graduates of these programs because there is currently a shortage of qualified people.”

Both LaSalle and Ajilon see increased demand for supply chain professionals, and are devoting more resources to meeting it.

The evolution of college curricula is largely technology driven. Cloud computing and robotics courses are part of the Business Analytics and Information Technology (BAIT) umbrella. Meanwhile, people in academia are developing closer relations with industry leaders to best coordinate courses with business needs.

Colleges are beginning to help bridge the gap between school and future career by offering to set up summer internship programs, beginning as early as the student’s sophomore year. Students who participate enjoy a post-graduation placement rate of approximately 90 percent.

“At our company, we partner with colleges to offer seniors workshops in resume writing and interviewing skills,” Danehl says. “We also provide a salary guide so students can estimate how much they’ll earn.”

Despite the change in demand for the type of supply chain candidate, the net number of new people needed is unpredictable, based on the economy and the pace of corporate mergers, Gimbel notes. A slowing economy means less product is being transported, so fewer people are needed, while a merger can have a surprising effect.

As an example, he cites the proposed



Learning the art and science of supply chain management is a highly collaborative process.

merger of The Hershey Company with Mondelez International. “The new company could let go of current staff and bring

in more software-focused people to re-engineer their distribution system,” Gimbel says. The deal is on hold due to resistance

from the Hershey board, which is closely allied with the philanthropic causes in its Pennsylvania host city.

The speed with which the field is changing may be the reason the experts disagree with the latest U.S. Bureau of Labor Statistics (BLS) report, which forecasts annual job growth of just two percent from 2014 until 2024. The BLS does not estimate starting salaries, but does list \$74,260 as a “median” annual pay.

Given the highly impactful role supply chain engineers and logisticians play in an organization, they may well be underpaid because their importance is hard to overemphasize. “Changing the structure and operation of procurement and supply chain technology can hugely impact a company’s P & L,” says Gimbel.

And perhaps mean the difference between survival and failure.

— Paul Vachon



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YOU CAN ONLY HIT SO MANY GOLF BALLS

Transportation business retirees enjoy an above par, lucrative second career through Bulk Connection's agent program.

What are your years of experience in truck brokerage or transportation sales worth? Plenty, if you are a recent retiree from the transportation business and looking for a second career. Companies such as Bulk Connection, a liquid and dry bulk transportation services specialist based in Mystic, Conn., report great success for retirees working as agents. Companies such as Bulk Connection are constantly seeking new agents with the entrepreneurial spirit and drive to manage and operate their own business.

To find out more about the benefits of agent opportunities, *Inbound Logistics* spoke with Jim Cordock, president of Bulk Connection.

Q: What is the role of an agent/sales rep for Bulk Connection?

A: The role of our agents is to open doors and generate new business opportunities.

Q: Retired or nearing-retirement professionals make up a large part of the Bulk Connection sales force. Why are retirees attracted to this type of opportunity?

A: Our program is attractive because it is flexible. Agents can work as much or as little as they want. Our agents are not tied to a desk or a phone. After they make a business introduction, they can remain as involved with the day-to-day operations as they want, or they can step away to pursue other business or interests.

Agents are not required to file weekly reports, and minimal paperwork is involved. Our Mystic office handles all correspondence, rate quotes and follow-up.

Q: What kind of income do agents pull in?

Our program allows our agent's current contacts and relationships to provide retirement income. Agents are paid weekly—the same week that the order is billed. Our agent relationship is not exclusive, so they are free to sell other services. Since its inception, Bulk Connection has paid more than \$10 million to our agents.

Q: Why do Bulk Connection's agents enjoy success?

A: Our agents and sales reps are successful because Bulk Connection delivers for customers. Bulk Connection offers liquid bulk, dry bulk, LTL and truckload services, and customers get one contact for inbound raw materials, with the ability to take the finished product to



market. We also provide quick rate quotes, many times while the customer is on the phone.

One of our retiree agents sums up his experience by recalling a visit to a plant that he had called on for years to meet a friend and former customer for lunch. The security guard at the plant's gate turned him away because he did not have a business card with him. For 40 years, he had carried a business card in his wallet, and never gave it a second thought.

He missed the relationships that he had developed during his career, and said he could only hit so many golf balls. He thought retirement would be different. And it was, after he joined Bulk Connection's agent program. It gave him the opportunity to remain in contact with his former clients while earning additional retirement income.



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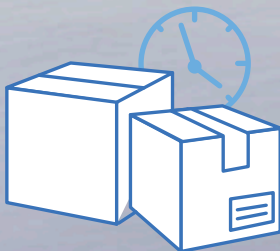
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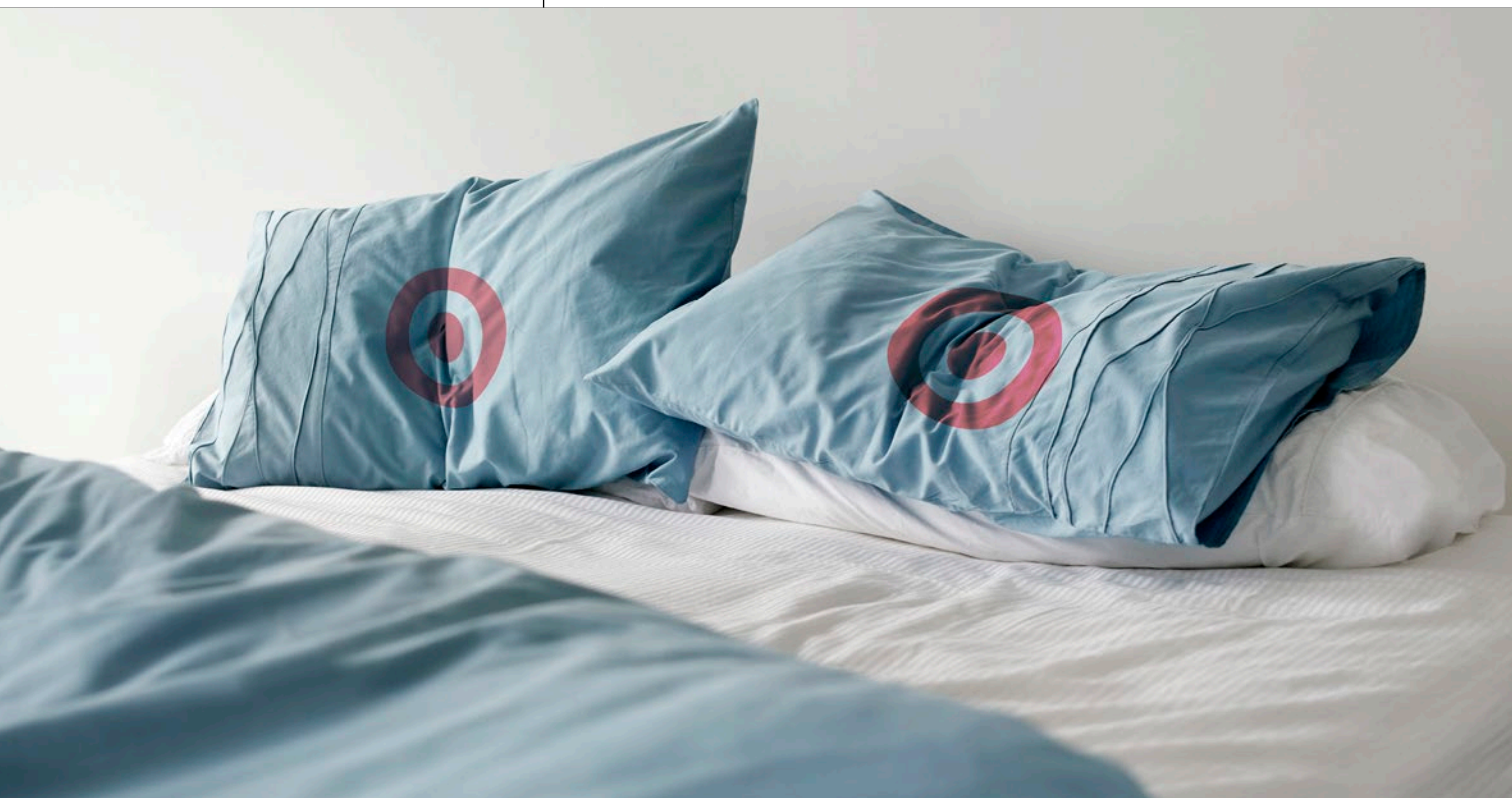
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GLOBAL

THE WORLD AT A GLANCE

by **Jason McDowell**

Cheat Sheets Wrinkle Target's Supply Chain

Target's supply chain got a wakeup call when supplier Welspun Inc. allegedly provided a fraudulent product. The retailer recently ended its contract with the India-based textile company, claiming that Welspun supplied Egyptian cotton sheets made from a lower-quality cotton between August 2014 and July 2016. Target's allegations drove Walmart, JCPenney, and Bed, Bath & Beyond to launch investigations into the same claim.

The news already has made an impact. Welspun lost more than \$9 million in

investments, reducing its market value by 47 percent. If the additional inquiries prove that Welspun did indeed provide the Egyptian cotton products it was supposed to, its stocks may recover.

But if the investigations reveal that Welspun duped retailers, it's difficult to believe that the company could rebound from the loss of so many major retail customers any time soon.

The results of Target's probe come as a surprise, as Welspun received the Cotton Egypt Association's (CEA) Gold Seal

award in March 2016 for its high-quality products. But after analyzing the DNA of the cotton in various products, the CEA found that 90 percent of products on the market labeled Egyptian cotton were made from inferior strains of cotton.

Allegations like this one tend to push companies to reevaluate their supply chain sourcing strategies. If the results don't shake out in Welspun's favor, other manufacturers of Egyptian cotton products beware. It's likely that these investigations won't stop at Welspun.

Iran Seeks New LATAM Partners

Now that economic and trade sanctions against Iran have been lifted, the country is shopping around for new trade partners, and has its eye on Latin America. Recently, more than 100 Iranian state and private officials joined Foreign Minister Mohammad Javad Zarif on a diplomatic tour of Bolivia, Chile, Cuba, Ecuador, Nicaragua, and Venezuela.

Zarif notably expressed Iran's interest in getting involved with the \$50-billion Chinese-led Nicaragua Canal Project, which is intended to rival the Panama Canal. China's HKND Group expects to begin construction of the proposed 172-mile canal at the end of 2016, and boasts that the canal will be deeper and wider than its Panamanian rival, allowing for more traffic and capacity.

Iran's involvement in large Latin American projects isn't as strange as it may seem on the surface. The country's government and private sectors are already heavily involved with other Latin American countries.

For example, it already has joint agriculture, energy, housing, and infrastructure projects underway in Venezuela. In addition, Iran recently loaned Venezuela \$500 million to promote further joint projects in the country.

"The Islamic Republic of Iran has had strong and age-old relations with the Americas and Latin American states, and is determined to expand its relations with, and political and economic presence in, this important region of the world," Zarif told reporters.

Iran also shares a bond with Cuba, as both countries have recently gotten out from under severe trade restrictions. "Both Cuba and Iran have reached a roadmap after years of sanctions, which they should use to explore new economic opportunities and take advantage of each other's capabilities," said Malmierca Diaz, Cuban minister of foreign trade and foreign investment, at the August 2016 Iran-Cuba economic forum in Havana.

UK Manufacturers Get Brexit Boost

Export orders from manufacturers in the United Kingdom soared at the end of August 2016 in the wake of the Brexit referendum, in which British voters opted to leave the European Union (EU). The

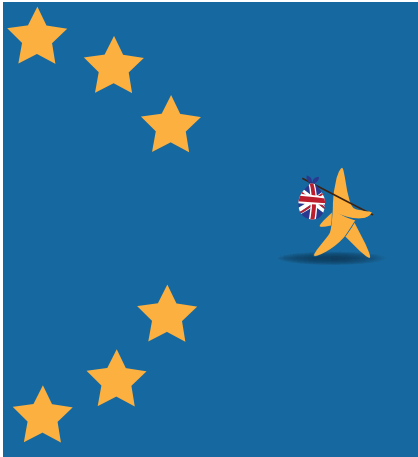


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surge reached the highest point in two years, according to the Confederation of British Industry (CBI), a British business advocacy organization.

The rise is expected to be temporary, however. While the CBI report leaves

manufacturers hopeful of continued growth into the third quarter of 2016, the likelihood of a lasting trend is low. The British economy will most likely slow as 2016 comes to a close, and continue to decline throughout 2017 as negotiations between the UK and the EU come closer to a resolution.

In addition, the British pound has continued to fall in value since the referendum, leaving British manufacturers to meet higher imported raw material costs with weak currency.

The CBI believes British officials can offset some of these effects if they can stand firm during exit negotiations. Specifically, negotiators should focus on five points, according to *Shaping Our Future*, a report from CBI:

1. Retain the ease of UK-EU trade that businesses get from the single market.

2. Balance regulatory equivalence with the EU with flexibility and influence over the domestic environment.

3. Ensure that the UK's migration system allows companies to access the people and skills they need, while recognizing public concerns.

4. Develop a clear strategy for international trade and economic agreements.

5. Protect the economic and social benefits of EU-funded projects.

If the UK and the EU can manage to set aside their negative emotions about Brexit, it's possible that they could reach an agreement where companies on both sides can still benefit from solid business relationships. In the meantime, businesses around the world that trade both in the European Union and United Kingdom are left waiting to see how things shake out. **[]**

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What Is Your Shipper-Logistics Provider Relationship Costing You?

Two to three years is the average logistics provider relationship. The leading reason a shipper becomes dissatisfied with its provider is the lack of strategic initiative. Strength in planning and execution simply does not provide enough value to maintain a relationship over the long term. Innovation – the application of better solutions that meet new requirements, unarticulated needs or existing market needs – is required to avoid stagnant results and costs within a supply chain. Too often shippers are left weighing the cost of change and the challenge of finding a new provider against the savings potential when aligned with a true supply chain partner. Companies cut cost to survive; they innovate to prosper.

In a business where the length of the contract usually determines the length of the relationship, it is important to consider why supply chain cost savings flatten after a year or two. At the onset of the relationship, shippers consider savings potential and are often focused on procurement savings, including the promise of continuous improvement, that can be delivered by a new provider.

The problem with this approach is that procurement savings, while dependent on the purchasing power of the provider, are tightly linked to market conditions. In a down market, bid savings

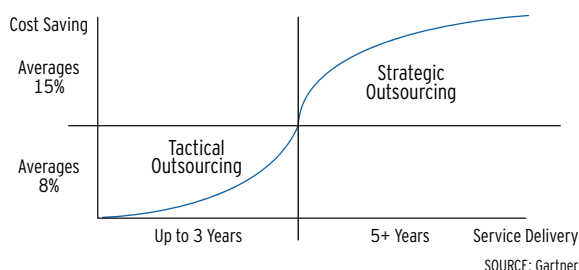
become a shiny object while results in years two and three are overlooked. The provider with the best packaging on its proposal becomes the front-runner. As the business is implemented, the shipper sees cost benefits in year one and typically does not see process improvement, productivity enhancements or cost reductions in subsequent years.

The challenge for shippers considering a new logistics provider is understanding how to evaluate the overall potential of the relationship. Key items to evaluate include:

- Tenure of relationships with the provider's current customers. Long-standing partnerships demonstrate supply chain savings provided year-over-year, not just early in the relationship.
- The provider's experience with characteristics similar to the shipper's business. While a shipper often focuses on experience in its vertical, the maturity of its customer's supply chain is also a critical factor. A rapidly growing business experiences different problems and requires different solutions to maintain service to its customers while managing supply chain costs.
- Examples of cost savings projects, not just ROI calculations, must be provided. Case studies should demonstrate proficiency.
- Reward structure for provider's personnel. Delivering supply chain savings should be part of the performance criteria to ensure the team is not overly focused on tactical execution.

Be sure you dig into the promise of continuous improvement when evaluating your current and future supply chain partners. Ensuring results are expected beyond year one's savings is the most critical part of the equation that is most often missed. In response to the question, what does your logistics provider cost you? The answer is savings beyond year one!

Logistics Outsourcing "S" Curve



SOURCE: Gartner

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Share Everything: Why Multi-tenant Technology Wins

It was 30 years ago when Robert Fulghum first published his collection of essays “All I Really Need To Know I Learned in Kindergarten.” In the title essay, he provided a list of how to live, what to do, and how to be. First and foremost on his list was “share everything.” Software infrastructure was almost undoubtedly not what Robert had on his mind as he wrote his credo many years ago, but the adage applies so well when discussing the benefits of multi-tenant technology.

Instead of having software installed behind a company’s own firewall or simply hosted for the company on a dedicated instance managed by the vendor or some other third party, multi-tenant solutions have companies share the application and underlying infrastructure (e.g., hardware, operating systems, storage, etc.). The benefits of a multi-tenant software platform are immense.

Here are four areas of value with multi-tenant technology:

1. Connectivity — For applications that seek to connect users or companies to create a network, the need to be part of a multi-tenant environment is obvious. There would be no value in LinkedIn if you were not able to find, connect, and exchange ideas with other individuals. Similarly, in supply chain applications, you are heavily reliant on connectivity and communication with your supply chain partners including carriers, suppliers, and customers. A multi-tenant environment facilitates the real-time exchange of information among trading partners.

2. Lower Cost, Better Scalability — Multi-tenancy simultaneously lowers costs and improves scalability. With all participants sharing a common infrastructure, the cost of acquiring hardware and proprietary software licensing is spread across all users lowering the effective cost of the assets while ensuring access to a larger, more scalable pool of computing resources. Peaks and valleys in use are readily absorbed by the infrastructure when all users are on a common instance, and companies—both large and small—benefit from having access to a pool of resources much larger than anything they could cost-effectively deploy on their own. For supply chain applications, this often means faster, better optimization, more robust reporting, and quicker response times, which all contribute to increased effectiveness.

3. Powerful Analytics and Peer-based Benchmarking — The ability to aggregate data and uncover insights is drastically simplified

in the multi-tenant deployment model. With all companies sharing a common codebase, a common data-store, and having a consistent definition of fields and functions, everything from user behavior to company metrics can be readily analyzed. By having simplified access to end user behavior including click paths, search criteria, common actions, etc., the guesswork is taken out of improving the user experience and workflow. By understanding how various companies are using the software, best practices are quickly isolated and can be shared across the network regardless of industry. And in the world of supply chain software, being able to easily aggregate and analyze cost and service data means companies can better understand how they are performing relative to their peers.

4. Worry-Free Upgrades — Multi-tenancy ensures companies have access to the latest features, functions, and security fixes. Participants don’t have to manage an upgrade cycle, worry about moving to the latest version, test for backwards compatibility, or fret about browser compatibility or dozens of other issues associated with trying to upgrade installed or hosted software. Multi-tenant providers are constantly adding new capabilities and rolling those capabilities out to their entire user base more quickly and more easily than vendors stuck managing hundreds or even thousands of installs. This upgrade cycle helps ensure companies are getting incremental value on a year-over-year basis as the software they use continues to evolve. For supply chain companies, this often means that they can continue to find savings through increased technology usage and adoption even after many years on a multi-tenant platform.

Sharing is not the easiest concept for a kindergartner to embrace, but in the technology field, it has been welcomed with open arms by companies like Salesforce.com, Intacct, and, of course, LeanLogistics. All three companies were founded in 1999, and survived the dot-com bubble, thrived during the global financial crisis, and continue to grow—thanks, in large part, to multi-tenancy.

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THE LEAN SUPPLY CHAIN

BY PAUL A. MYERSON

Professor of Practice in Supply Chain Management at Lehigh University and author of books on Lean for McGraw-Hill, and supply chain for Pearson
pmyerson@lehigh.edu | 610-758-1576

Lean: It's Not About Pens and Pencils Anymore

Traditionally, Lean has been considered a “pen and pencil” technique. But today it is a key enabler of an efficient supply chain that links lean thinking with available and affordable systems and technologies to get the most out of improved processes.

This “traditional” view is understandable. In the past, Lean was more often than not applied within a single company’s manufacturing processes, often the shop floor. This is definitely not the case anymore as a result of today’s extended, complex, and often volatile global supply chain.

We live in exciting times with many activities and advances converging: a global marketplace and supply chain; the growth of the internet and e-commerce; omni-channel marketing and distribution; enterprise and point software solutions in a variety of shapes and sizes; and new hardware technologies to gather, analyze, and disseminate information.

This new world brings with it many risks and challenges—globalization’s increased complexity, higher transportation costs, deteriorating or insufficient infrastructure, weather disasters, and terrorist threats. Organizations that can

navigate this new world successfully gain a distinct competitive advantage, while those that don’t manage well face potential failure.

Like many aspects of Lean thinking in the supply chain, technology can enable improved processes and help to retain and acquire new customers. It’s no surprise, then, that when used to collaborate with supply chain partners, technology can significantly reduce risk.

As the number of partners and length of shipments increase, so does the degree of complex, multi-enterprise interactions and the need for seamless integrated visibility and responsiveness across multiple enterprises. A lack of automation and visibility handcuffs companies with longer lead times, bigger inventory buffers, budget overruns, and continued demand-supply imbalances.

This supply chain evolution has resulted in both increasing value-added services and cost reductions enabled

by integration and collaboration with a wide range of technologies. Innovative organizations are embracing new collaboration and automation technologies to help overcome inefficient and error-prone manual processes.

Specifically, the benefits companies can derive from supply chain technology can include:

- Added competitive advantage
- Increased visibility
- Increased efficiency
- Better customer relationships
- Improved responsiveness
- Better decision making
- Optimization of supply chain operations

In my new book due out this winter, I discuss how the SCOR model of Plan, Source, Make, Deliver, Return, and Enable can be used as a framework to identify current and future opportunities and provide examples of how technology helps to make global supply chain processes more flexible and efficient. ■

Parts of this column are adapted from *Lean and Technology: Working Hand in Hand to Enable and Energize Your Global Supply Chain* (Pearson), which releases in winter 2016.

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BY BARRY MATHERLY, CEcD

FM Board Chair, International Economic Development Council and President and CEO, Greater Richmond Partnership
bmatherly@grpva.com | 804-643-3227

Reshoring Resources Bring It All Back Home

As U.S. firms continue to reshore, new supply chain opportunities are arising for both shippers and providers. To capitalize on these opportunities, manufacturers and their logistics service providers should understand the reshoring trend and the resources that are available to assist them with both the reshoring decision and the process of returning jobs.

Since 2010, U.S. firms that previously manufactured goods overseas have been returning production to the United States. Many factors fuel the reshoring trend: rising labor rates abroad, lengthy and costly supply chains, quality control, and intellectual property protection.

Companies have already reshored tens of thousands of jobs, while 3 to 4 million manufacturing jobs remain offshore, according to the Reshoring Initiative's recent research. Furthermore, although the U.S. economy slowed in 2015, the reshoring trend maintains its positive momentum, as *Forbes* recently reported. Additionally, the Boston Consulting Group's 2015 annual survey of U.S. manufacturing executives finds that 31 percent of respondents would put new capacity to serve the U.S. market in the United States vs. 20 percent who would choose China—a reversal of the 2013 survey, which showed China favored by 30 percent to 26 percent.

With the reshoring trend's scale and momentum well documented,

manufacturers and their service providers need to understand its implications and leverage available resources to assist in both the reshoring decision and process. This will enable logistics firms to not only effectively service reshored companies, but also to actively encourage the reshoring of U.S. firms that still operate overseas.

Among the free tools available to promote reshoring and benefit supply chains are:

■ **Access Costs Everywhere (ACE).**

The ACE tool provides manufacturers with an analytic framework, as well as links to public and private resources and case studies to factor into the reshoring decision-making process. Total cost assessments help uncover overlooked offshoring expenses, such as trade financing, shipping, inventory, and product quality.

■ **U.S. Cluster Mapping Tool.** This tool provides access to data regarding regional business and industry clusters. Companies can use it to analyze data

down to the county level or to identify concentrations of industries located throughout the United States.

■ **Total Cost of Ownership**

Estimator™. The Reshoring Initiative offers this tool to “help companies account for all relevant factors—overhead, balance sheet, risks, corporate strategy, and other external and internal business considerations—to determine the true cost of ownership.” The tool provides customized calculations based on unique company data, allows for direct cost comparisons, and includes a forecast for strategic planning purposes.

In addition, state, regional, and local economic development organizations (EDOs) offer many resources for companies that want to return to the United States. For example, economic developers can help select sites, recruit skilled workers, find suppliers, secure permits, develop infrastructure, and arrange financial incentives such as tax credits and grants. EDOs can also be valuable partners for logistics firms, especially in identifying and supporting companies returning operations to the community.

With these tools, and with the help of economic developers, manufacturers and the logistics firms servicing them will be well positioned to expand their businesses, improve supply chains, and reap the full benefits of the reshoring trend. ■

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[SMART MOVES]

BY WALTER LYNCH

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Instill Passion, Purpose, and Leadership To Attract and Retain Logistics Talent

The talent gap in the logistics field is vast, touching everyone from truck drivers and warehouse staff to supply chain and third-party logistics (3PL) professionals. Finding the right people, and fast, is an ongoing struggle.

Seventy-nine percent of 3PLs feel they are unprepared for the looming labor shortage and its impacts, states the Council of Supply Chain Management Professionals' (CSCMP) 2016 *Third-Party Logistics* study. To address the talent gap, 3PLs and other supply chain employers must alter their practices to:

■ **Communicate purpose.** Companies must invest heavily in curriculums that instill passion for the industry and your organization's purpose from day one. Share strategic direction and be transparent. A clearly articulated mission and vision is critical.

Companies must have a meaningful purpose for doing business. When they clearly communicate purpose and empower employees, they develop a strong culture, which results in high talent referral rates.

■ **Be authentic.** Boosting your brand with marketing, awards, and social media is not enough. To attract and then retain employees, you must practice what you promote. Today's workforce can see through fluff perks and messaging.

They want the real deal: professional development and a supportive, progressive environment. High turnover indicates lack of authenticity. Facades can entice talent, but can't hold on to it.

■ **Foster leadership.** Companies must identify, develop, and empower the next generation of leaders and managers. Most of the talent gap occurs in the middle and senior management ranks, according to CSCMP. People enter, but ultimately leave the logistics field because they foresee lack of opportunity.

Providing your entire talent population with opportunities to shape their careers can mitigate the middle management talent gap. Promote from within and ensure employees have what they need to succeed. Invest in their careers with training and unbiased support.

■ **Promote agility.** The list of necessary skills for logistics professionals is ever expanding. Technology is rapidly changing current job roles and duties. Workers must be able to learn and adapt to changing needs, or they will be squeezed out of our growing industry.

"Technology and data-flow management positions, many of them not yet created, will absorb more of the overall employment pie," says CSCMP. Investing in technology training is a must. Rather than eliminating roles or hiring new people, help current employees transition into the new positions you need. Give them options early and provide the necessary skills training to those who want to grow with your business.

■ **Encourage ongoing education.** Too often, companies only address employee training during onboarding, promotion, or transfer. Yet continuing professional education and development is imperative, now more than ever. Provide learning opportunities such as company-paid access to webinars, association events, and conferences, or consider building your own ongoing education program. Gain a competitive advantage by creating programs unique to your company, its purpose, and goals.

Hiring challenges in the logistics sector include attracting the best talent, developing leaders, and retaining high performers. Employers must step up and build aggressive, ongoing training programs that instill passion, share purpose, provide clear leadership and promotion tracks, are authentic, and ultimately, diminish turnover. ■

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18 Sure-Fire Ways to Save on LTL

Carriers and 3PLs reveal
road-tested secrets for
cutting trucking costs.

By Sandra Beckwith

48 Inbound Logistics • September 2016

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While many shippers believe that the best way to save money on transportation is to negotiate lower rates with carriers, trucking companies and third-party logistics (3PL) providers acknowledge there are better and more effective ways to cut trucking expenses, particularly for less-than-truckload (LTL) shipments.

Less-than-truckload shipments refer to relatively small freight deliveries that are too large to be classified as parcels and too small to fill a truckload. Carriers typically think of LTL freight in terms of weight—usually between 150 and 20,000 pounds—but size can factor in, too.

It's an important business for carriers, one that saw revenues increase 7.5 percent in 2014 but drop 1 percent in 2015 to \$35 billion, according to a study by SJ Consulting Group. That drop was due to a decrease in fuel prices, not shipping volume, according to Satish Jindel, president of SJ Consulting.

All but about \$3 billion of that revenue runs through the top 25 LTL carriers, starting at the top with FedEx Freight and ending with LME.

Because many less-than-truckload shipments move from small and mid-size businesses that lack sophisticated logistics or transportation departments, shippers are often not knowledgeable about how to ship efficiently or cost effectively, or how to cut expenses without complicated negotiations with carriers.

"You can only negotiate pricing down so far with carriers," says Greg West, vice president of LTL at Minnesota-based 3PL C.H. Robinson. "Today, it's really about what a shipper can do from a process perspective."

Inbound Logistics talked to carriers and 3PL providers about sure-fire ways to save money on LTL shipments, and came up with a list of 18 tips that will benefit

shippers of all types and sizes. We grouped the tips according to category to help you find those most relevant to your business.

PRICING

LTL pricing is complicated. Shippers that select a carrier based on rates alone are often surprised to discover that the final bill includes fees and surcharges they hadn't known about or anticipated. What's more, some carriers include freight classifications in their rates, while others don't. Because of that, getting the best price possible can require more knowledge than some shippers have on staff.

"About 30 percent of freight invoices have some type of correction for weight, dimensions, class, or cubic feet," says Jim Bramlett, senior vice president of small business shipping at uShip.com, an online shipping marketplace. "And that's way too high."

You can sidestep some of these pricing dilemmas with the following tips.

1. Avoid surprises by knowing as much about your shipment as the carrier does.

"What most shippers don't understand is that we truly measure the work we do for them," says Randy Swart, chief operating officer of A. Duie Pyle, a transportation and logistics provider based in West Chester, Pa. "When they're inefficient, it comes back as part of their cost."

Carriers use dimensioning machines and forklift scales that measure and weigh

every pallet. If your documentation doesn't match their calculations, you're charged an administrative fee to make the correction. In addition, it will cost more if a shipment is heavier than you calculated or takes up more space than expected.

2. Focus on the net cost.

When comparing carriers as part of the decision-making process, shippers often look just at rates and not the associated fees that factor into the total expense.

"Carrier B might include a lot of additional fees that can increase periodically," says Ken Weinberg, co-founder of transportation management software company Carrier Logistics Inc., New York. "If all you're looking at is rates, you're not making a proper comparison."

Discounted rates can be misleading, too. "When some shippers get a discount, they think it's a great deal, but there are so many other factors to consider, including the fact that list price base rates vary from carrier to carrier and from lane to lane," says Scott Frederick, vice president of marketing at Erie, Pa.-based Logistics Plus.

That's why the 3PL focuses on the net rate rather than on discounts and base rates.

"We want to know the bottom line: What's the cost to transport this shipment from Point A to Point B?" Frederick says.

3. Look for a carrier with simple pricing.

FedEx recently introduced the simplified FedEx Freight Box, which provides

packaging and flat-rate pricing based on delivery zones. Shippers select from two sizes of corrugated boxes — the larger one fits on a pallet while the smaller one includes a pallet that's built in. Fill it with anything except hazardous materials, keep it less than 1,200 pounds, and you'll know what your costs will be up front.

"Pricing complexity leads to confusion and time spent re-doing paperwork, all of which can cost shippers — especially small businesses — money," says Mike Rude, director of freight solutions marketing at FedEx.

Premier Freight Management Corporation, a large-item LTL specialist in western Michigan near several major furniture manufacturers, bases fees only on the amount of space a shipment takes on the trailer and the distance it's traveling.

"It's much simpler for the customer than the typical LTL carrier pricing structure based on national motor freight classifications," says CEO Doug Walcott, adding that much of what his company ships nationwide is pad- or blanket-wrapped.

4. Understand the carrier's rules as they apply to pricing.

"Carriers tell us what they like to do and don't like to do through pricing," says Bramlett. For example, many carriers charge as much as \$400 extra for residential delivery, which can be a significant issue in consumer e-commerce deliveries. Bramlett recommends delivering residential shipments to a terminal instead, and arranging for less-expensive transportation to the residence from there.

Some use freight classifications; some don't. Yet even freight classification is negotiable, according to Frederick.

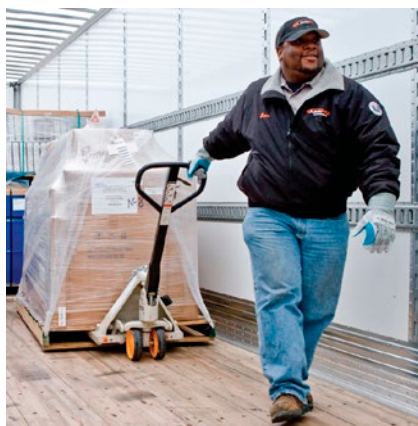
"For example, a company might ship a lot of a dense, heavy product that's class 50, but occasionally ships something lightweight that is technically a more expensive class 150," he says. "If they're shrewd, they'll negotiate so that everything they ship is classified as 50."

This more hybrid classification known as "freight all kinds" — or FAK — provides the shipper with more predictability in the rate structure it uses when charging customers for shipping. Less variability also reduces overall transportation expense.

5. Go outside a carrier contract to look for potentially less-expensive spot pricing.

While a contract often makes sense and can act as a hedge against rate increases, the market changes regularly and prices can go down, too.

"Carriers gain and lose customers all the time and that impacts their flow," says Bramlett. "If they lose a big customer in one area, they can advertise that they're looking to fill that space."



Shrink wrapping a shipment to the pallet helps reduce damages.

PACKAGING

"Customer surveys show that the top shipper concern isn't price or speed," says Grant Crawford, president of less-than-truckload at Roadrunner Transportation Systems, Cudahy, Wis. "It's the condition of the shipment at its destination."

Proper packaging can cut expenses associated with claims as well as shipping fees.

6. Shrink wrap the freight to the pallet.

"A lot of people working in shipping rooms shrink wrap the freight separate from the pallet instead of protecting the combined integrity of the freight and the pallet," Swart says.

When the freight isn't attached to the pallet, it can slide and get damaged, which delays delivery and costs money in claims.

7. Protect your shipment so that a pallet can be stacked on top of it.

Some shippers protect fragile products by placing a pyramid on top that prevents stacking. That interferes with trailer volume efficiency, so the shipper is charged for the space above the pallet.

Replace that pyramid with a protective layer on top of the shipment that allows for decking that supports stacked weight. If that's not an option, Swart says, carriers including A. Duie Pyle will load the pallet on top of others so nothing gets stacked on it. To facilitate that, he recommends adding large FRAGILE signs to the shrink-wrapped bundle on the pallet in addition to stating that it's fragile on the bill of lading.

"When loading freight, dock workers look at the packaging, not the bill of lading," he says.

8. Maximize the space on the pallet.

Pack to the pallet edge and to the height requirement. If the carrier says pallets must be six feet high, you will pay for those six feet, even if you use only four of them. Similarly, if cartons extend past the edge of the pallet, there will be an additional fee for taking up extra space.

Maximize the shipment's density as well. "LTL carriers profit by fitting as many shipments into one trailer as possible," says Stacey Howell, vice president of LTL at Trinity Logistics, a Delaware-based 3PL. "To save money, pack your product more densely with as little space between cartons as possible."

CARRIER SELECTION

Each carrier offers strengths or specialties. Some provide national service, others are regional only. Some promise next-day delivery while others are "economy" carriers that need more than one day to deliver a product but charge less for it. Selecting a carrier that specializes in the type of service you need saves money.

Howell recommends knowing what's important to you and selecting accordingly. "Some shippers don't care about price — they care about service," she says. "Others want the cheapest rate no matter what. Understanding your priorities can help guide your decisions."

9. Factor distance into the decision.

Do you need a carrier with nationwide or regional distribution? Roadrunner Transportation is a national economy carrier while A. Duie Pyle serves only the Northeast region with next-day delivery.

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10. Don't presume that consignees need next-day delivery.

Next-day delivery is a premium-priced service, so don't pay for it unless it's necessary. Ask customers when they need their shipment. If it isn't next day, consider a less-expensive carrier that will take a day or two longer.

Knowing when freight actually needs to be delivered can help companies save by shipping less frequently. "Our system is set up to deliver the next day, but if you're shipping to a customer on Monday and they don't need it until Wednesday, you can aggregate your orders to them and ship less frequently," says Geoff Muessig, executive vice president and chief marketing officer at PITT OHIO, Pittsburgh.

11. Pay attention to carrier specialties.

Carriers aren't all things to all shippers so it's important to select one that can meet specific needs.

For example, some products — particularly those that are being installed — need to be delivered by appointment so delivery is timed to an installation team's schedule. And because many LTL carriers don't like making residential deliveries — many of which also need to be by appointment because of shipment size — they charge shippers a steep premium for that destination category and service level because they're not set up for it.

12. Capitalize on imbalances in a carrier's network.

A headhaul lane for a carrier is one in which trailers are running full. It costs more because the carrier doesn't need the business in that lane. Because the opposite is true for a backhaul lane, shippers can often get a better rate because the carrier has space to fill.

"Understand the carrier's backhaul needs and try to fill them while steering away from headhaul lanes," advises Muessig. "Minimize those imbalances — don't exacerbate them."

13. Know what your shipment is insured for on that carrier, and if you need high-value insurance, purchase it separately.

"We just had a situation where a damaged shipment valued at \$8,000 was only covered for \$1,400 because the shipper

didn't understand the carrier's liability," says Frederick. "When clients are in this situation, we also advise them to purchase excess coverage separately, or to let us do it for them, because carrier rates are higher."



When possible, consolidate orders into one daily shipment rather than several.

CONSOLIDATION

Consolidating, which can take many forms, can lead to significant savings.

14. Consolidate orders.

When Logistics Plus analyzes a new client's freight bills, it often uncovers multiple shipments to the same location in one day.

"The order comes up, an automatic system processes it, and a carrier picks it up," says Frederick. "Change that system so that you consolidate those orders into one daily shipment rather than several."

15. Consolidate divisions and facilities.

Similarly, when consulting recently with a new client that was shipping from multiple facilities, Logistics Plus recommended centralizing shipping decision-making to leverage its collective volume for a better discount.

"In many cases, a company ships low volumes from multiple locations and decision-makers have other responsibilities, so they aren't up to speed on specifics such as whether they need a national or regional carrier," says Frederick. "Bringing that function under one person helps the company make smarter, more cost-effective choices."

Rude agrees, noting that FedEx lets shippers earn volume discounts by bundling their parcel and freight shipments.

16. Form a consortium or consolidation program with other local companies delivering to the same location.

When companies in the same area collaborate by coordinating deliveries to the same destination, such as a distribution center, they create larger average shipment sizes with the potential to reduce handling, transit times, and costs — particularly when shipments can jump from LTL to full truckload rates.

"Consortiums can be tricky, though, especially when personnel changes occur," cautions West at C.H. Robinson, adding that many use this approach through 3PLs, which have the scale to manage the complexities.

TECHNOLOGY

LTL shipments at smaller companies are often scheduled by one-person shipping departments, receptionists, administrative assistants, or others who lack the training, knowledge, or access to information that enable them to make the most informed decisions possible. Access to technology can transform that.

17. Work with a 3PL.

Companies lacking logistics managers or others with appropriate training often contract with a 3PL that can help them find or negotiate the best rate, identify the correct freight class, and audit invoices.

"If I worked for a small or mid-sized business, I'd look at the technology 3PLs can provide, how they can save money on transportation costs right out of the gate, and the stable of carriers they're partnering with," says Crawford.

18. Use a carrier's transportation management system.

uShip.com's web interface lets shippers view carriers servicing a specified lane plus their rates, advertised transit times, and customer feedback, among other key details. And customers are encouraged to integrate their systems with FedEx's to streamline managing orders and preparing shipments while also saving on labor costs associated with certain back-office functions.

The message to shippers is clear: Focus on the process in addition to rates to save the most possible on LTL shipments. ■

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2016 TRUCKING Perspectives

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shipper and trucker
insights into the
industry's challenges
and trends.

BY JASON McDOWELL

September 2016 • Inbound Logistics 55

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The trucking capacity crisis that plagued the industry for the past several years seems to finally have eased off—at least for now. Finding available capacity is still a problem that plagues some shippers, but the driver and capacity crunch is not as pronounced as it was even one year ago. In the wake of that crisis, government regulation and the economy now top the list of concerns for motor carriers trying to turn a profit following the Great Recession, which left many carriers lighter in both assets and capital.

The U.S. trucking industry has long been known as the barometer for the U.S. economy. Typically, respondents to the *Inbound Logistics* Trucking Perspectives survey overwhelmingly coincide in one direction or another about which way our economy is heading because they have their fingers directly on the pulse of American commerce. In 2016, however, the survey shows that most carriers agree that they have no idea what will happen next. Sixty-six percent of respondents say they don't see the economy trending up or down, but somewhere in between.

This uncertainty speaks volumes. Optimism has all but crashed in relation to previous years. In 2015, 53 percent of respondents thought the economy would trend upward, and in 2014 that number was even higher: 75 percent. This year, only 24 percent maintain a positive economic outlook.

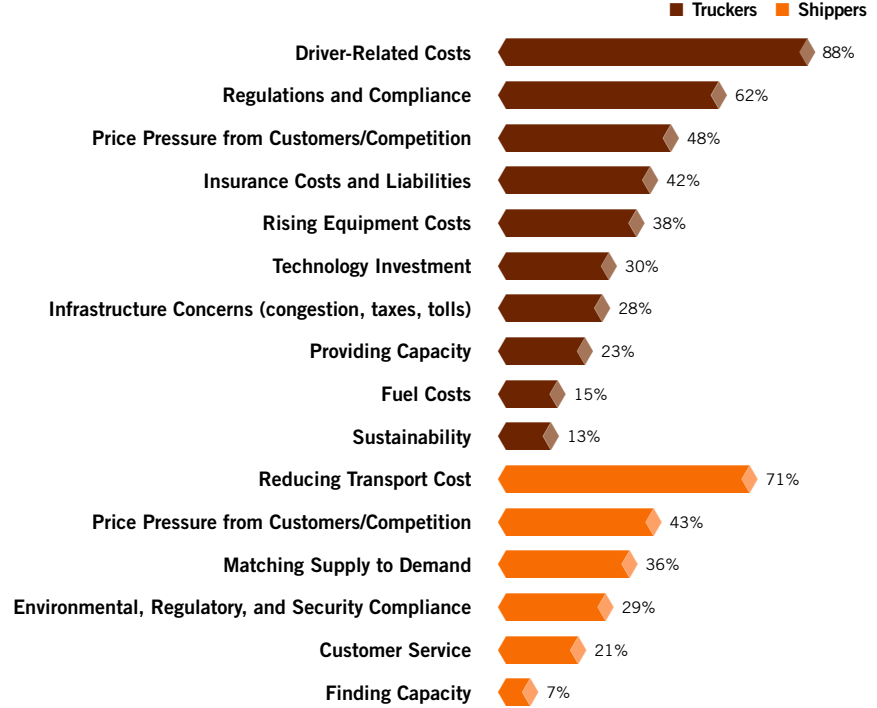
Capacity will certainly tighten again in the future as regulations continue to give drivers fewer available hours on the road and sideline older equipment. Capacity issues will also push driver wages higher as truckers compete for drivers. In addition, a steady drop in oil prices has kept fuel rates down, making it difficult for trucking companies to rationalize substantial rate hikes.

Many shippers who had previously sought out intermodal options in the face of low capacity have been lured back to the highway by the return of affordable services. As such, shippers and logistics providers are again claiming much of the available capacity in advance of the next looming crisis.

That said, a greater number of available assets should stave off the crisis for a while longer.

After the financial crisis began in 2008, trucking companies shed assets to cut business costs and stay afloat. Some carriers went asset-light, others merely streamlined their fleets or updated to more efficient equipment to get the most bang for their buck. Some private fleets disappeared altogether in favor of dedicated contract partners. Owner-operators and small carriers went out

FIGURE 1 Greatest Challenges



Trucking Perspectives Methodology

Inbound Logistics' annual Trucking Perspectives market insight report includes input from both over-the-road carriers and shippers to provide a comparative analysis supported by empirical data and anecdotal observations. Our outreach comprises two parts.

First, *IL* solicited more than 200 trucking companies to complete 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.

Second, *Inbound Logistics* reached out to freight shippers to comment on industry trends, regulatory challenges, and their partnerships with carriers.



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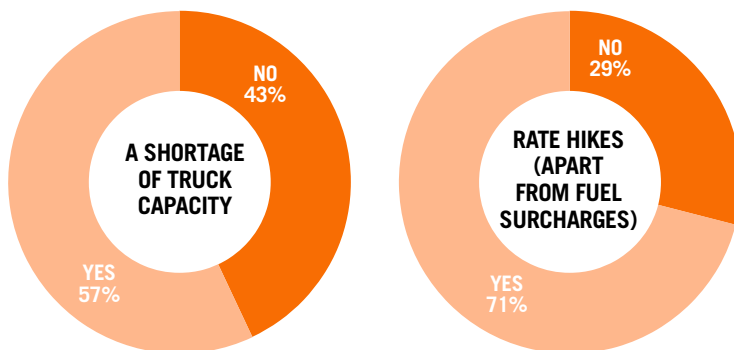


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FIGURE 2 SHIPPERS: Have you experienced...



of business in disturbing numbers, and capacity plummeted. In 2016, however, a flurry of mergers and acquisitions to obtain assets continues to dominate the industry. It's becoming obvious that a trucking company without very many trucks can't compete in today's marketplace.

In 2014, carriers responding to *IL*'s annual Trucking Perspectives survey reported an average fleet size of 3,268, and that number climbed slightly to 3,352 in 2015. But average fleet size skyrocketed to 4,426 in 2016, as companies continue to expand their fleets at unforeseen rates.

It doesn't matter how many trucks you have, however, if you don't have anyone to drive them. The baby boomer generation of truckers is nearing retirement, and there's currently nobody to replace them behind the wheel. The 2016 *IL* research supports this, with the average number of reported drivers sliding from 3,011 in 2015 all the way down to 2,703 in 2016. As such, it should come as no surprise that 88 percent of respondents again list driver-related costs — such as recruitment, retention, and training — as their number one challenge in 2016 (*see Figure 1*), a small drop from 92 percent in 2015.

BETWEEN THE LINES

Regulations come in second behind driver-related costs, with 62 percent of carrier respondents citing regulations and compliance as a top challenge. The industry's frustration is understandable. Regulations aren't only challenging for trucking companies; they are also expensive. The more oppressive the regulation, the more it is likely to cost.

For example, Hours-of-Service (HOS) rules continue to be a hot topic of debate in 2016, as drivers are allowed fewer hours on the road in the midst of a massive driver shortage. Among carriers surveyed, 85 percent say that HOS had "somewhat of an impact" or a "marked impact" on their operation (*see Figure 5*). With the Federal Motor Carrier Safety Administration (FMCSA) unwilling to bend on safety measures such as Compliance, Safety, and Accountability and HOS, the trend toward more safety measures will likely continue.

The FMCSA has also proposed more stringent driver training, adding more expenses for carriers. Carriers have mostly shielded their shipper partners from the effects of HOS, however, with 79 percent of shippers reporting that HOS has had no impact on them to date (*see Figure 5*).

The Environmental Protection Agency (EPA) also hit the trucking industry with new carbon emissions standards in 2016, requiring big rigs to reduce carbon emissions by 25 percent over the next decade. This means new equipment—and another cost. Climate change is a serious issue, and as one of the largest contributors of harmful emissions, the trucking industry takes it seriously.

Most larger carriers and fleets have embraced the new carbon standards, but owner-operators and smaller trucking firms fear that the additional expenses will leave them by the side of the highway.

Regulators are pushing other technologies on truckers as well. The National Highway Traffic Safety Administration and the FMCSA want to implement speed-governing devices on all vehicles weighing more than 26,000 pounds, and the FMCSA's long-awaited Electronic Logging Device (ELD) mandate requires all commercial trucks to install the devices by Dec. 17, 2017.

Opponents to speed-limiting devices argue that regulating vehicle speed is in itself a safety issue, because limiting speeds on the interstate can lead to higher incidences of road rage and interrupt the general flow of traffic. Proponents say that limiting speed allows for engine designs that can more easily optimize fuel efficiency and cut carbon emissions.

FIGURE 3 SHIPPERS: What are the most important factors to consider when choosing a trucker?

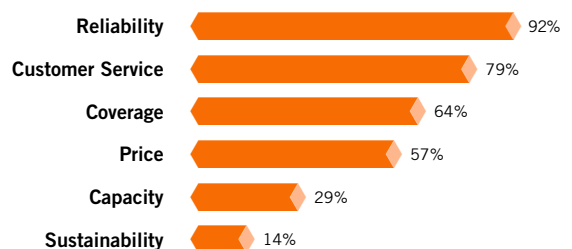
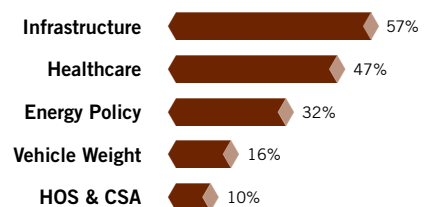


FIGURE 4 TRUCKERS: What legislative issues have the greatest impact on your business?





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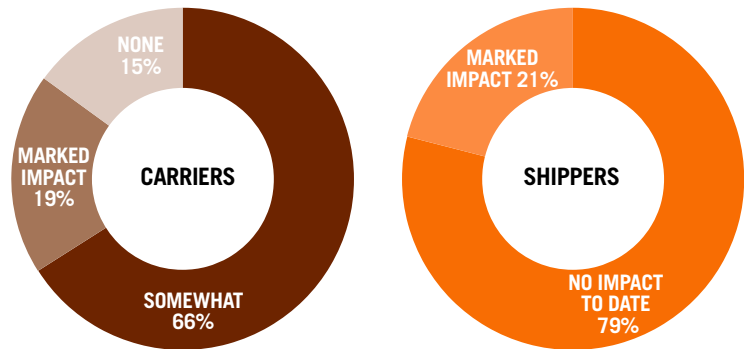
ELDs are getting less pushback. More than 87 percent of survey respondents have already implemented ELDs into their fleets, and an additional 12 percent are looking into it. It seems safe to say that most carriers will meet the 2017 deadline well ahead of schedule.

Shippers don't appear to suffer the same regulatory hassles, with only 29 percent of shippers surveyed citing environmental, regulatory, and security compliance as a challenge (see Figure 1). They are likely insulated from the most intrusive parts of these regulations by their carriers and providers. Yet, 71 percent of shippers say they've experienced rate hikes beyond fuel surcharges (see Figure 2), so the costs are beginning to trickle through the supply chain beyond the carrier.

No matter how many rules and regulations are passed, hanging over it all is the current state of U.S. transportation infrastructure. Truckers are out there on the front lines of the infrastructure battle, and every pothole, substandard bridge, and washed out road affects them directly.

Despite a \$305-billion bill to fund transportation in late 2015,

FIGURE 5 What impact have Hours-of-Service regulations had on your operations?



the Highway Safety Fund remains starved and infrastructure nationwide continues to crumble. Poor highways cause additional wear and tear on commercial vehicles, reducing their longevity. With 38 percent of those surveyed citing rising equipment costs as a major challenge, many companies can't afford to replace equipment sooner than necessary. Fifty-seven percent of respondents name transportation infrastructure as the legislative measure that has the most impact on their business (see Figure 4).

While 2016 hasn't seen as many high-impact acquisitions on

Riding Shotgun

The U.S. trucking industry is the lifeblood of domestic supply chains—the first and last mile for both producers and consumers. This snapshot, based on our Trucking Perspectives survey results, offers an in-depth profile of the assets, services, and expertise that carriers bring to the market.

CAPACITY		Intermodal	55%	Partners in Protection (PIP)	27%
Average Fleet Size (tractors and vans)	4,426 units	LTL	51%	ISO	21%
Average Trailer Fleet	6,424 units	Refrigerated	46%	ACC Responsible Care	13%
Average Number of Drivers		Flatbed	39%	VERTICAL SPECIALTY	
(owner operators included)	2,703	Final Mile	33%	Food & Beverage	82%
OPERATING AREA		Bulk	31%	Freight All Kinds	82%
North America	66%	White Glove	27%	Retail	77%
U.S. Only	34%	Household Goods	21%	Automotive	77%
Global	30%	Tank Car	15%	Construction & Building Materials	70%
TRUCKING SERVICES		Motor Vehicle Carrier	14%	Valuables (electronics, pharma)	69%
TL	86%	CERTIFICATIONS		Chemicals	62%
Logistics Services	64%	SmartWay	93%	Agriculture	51%
Dedicated Contract Carriage	64%	HazMat	79%	Furniture	49%
Expedited	63%	C-TPAT	55%	Oil & Gas	48%
		Free and Secure Trade (FAST)	39%		

Source: IL Trucking Perspectives Survey

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the scale of XPO's buyout of Con-way in 2015, that doesn't mean that brokers aren't still playing the game. Even with uncertainty in the industry, freight brokerage is still a safe bet. When capacity is tight, service providers secure space for shippers and ensure carriers aren't wasting miles by returning empty from deliveries.

This ability to play both sides has worked out well for freight brokers, as substantial investment capital has been thrown at the industry during the past several years. Many of the largest brokers offer huge service portfolios featuring the latest technology. They also maintain a tight hold on the market, keeping rates low, which makes them attractive to small and mid-sized shippers.

The relationship between brokers and partners on either side of the fence is an interesting one. When asked if their relationship with their carriers or brokers was more important, 57 percent of shippers say the relationships are equal, 29 percent say the carrier is more important, and 14 percent believe the broker or intermediary relationship is more important (see Figure 6). In 2015, only 32 percent held carriers and brokers as equal.

The jump in this number can be attributed to the additional capacity that is available in the marketplace over the past year. Instead of needing to turn to a broker all the time, shippers are finding capacity at the source as well. Moving forward in the face of uncertainty, shippers will still need to rely on both brokers and carriers to provide them with consistent capacity.

FROM BEHIND THE WHEEL

For the most part, this report covers issues at the strategic level. Not every truck belongs to a fleet, however, and executives aren't the only ones with opinions on the industry. What do truckers think about all of this? *IL* reached out to drivers on social media to get their take on current issues.

In addition to myriad new regulations, various proposals to raise fuel taxes as a means to fund infrastructure projects continue to bounce around state governments and Washington, D.C. Owner-operators fear being priced out of the market. While larger fleets can absorb higher fuel costs by spreading them over a large number of clients, a single truck or small fleet has a harder time eating a larger fuel bill.

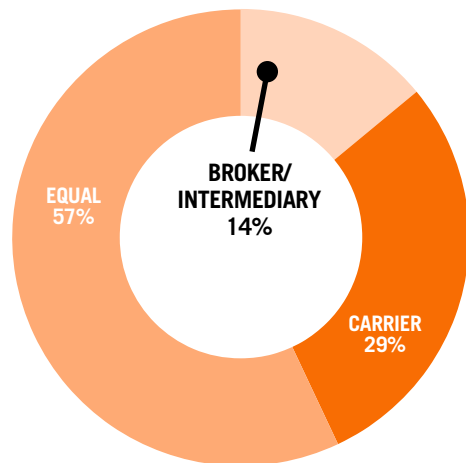
Inbound Logistics, in collaboration with Truckstop.com, also surveyed a number of ground-level employees who work every day to keep the supply chain moving. Here are some of their responses regarding fuel taxes:

"Raising fuel taxes is not right. It's going to be hard to keep a company going when the loads aren't paying that well. If they raise the fuel taxes, a lot of small businesses will struggle to keep their business going," says one dispatcher.

"With the constant rate decreases in loads and increases in fees and operating costs, they are just weeding out the small businesses from being able to make it. This enables bigger companies to take over more business and haul for cheaper rates," a truck driver says.

"Fuel is the number one cost of doing business. An increase

FIGURE 6 **SHIPPERS: What is more important, your relationship with your carrier or with your broker/intermediary?**



will drive myself and others like me out of business," says an owner-operator.

The general consensus among the drivers and ground-level employees surveyed by *IL* and Truckstop.com seems to be that the U.S. government, no matter what its intentions, has consistently failed to look out for the little guy. State governments consistently siphon off gas tax money for non-transportation projects, and the federal government follows suit by failing to properly invest in initiatives such as the Highway Trust Fund. In the meantime, small business owners struggle to stay afloat as further taxes and fees are levied at them to cover increased costs.

"Instead of raising the fuel taxes, why not use the fuel taxes they get now for their intended purpose?" asks one truck driver. "Fuel taxes are supposed to be for upkeep on the highways. Instead, we use them for everything else. Soon, truckers will be working for free."

2016 TOP 100 TRUCKERS

Inbound Logistics' annual Top 100 Truckers directory brings Trucking Perspectives full circle with an in-depth index of carriers that match the diverse needs of the shipping community.

IL editors selected this year's list from a pool of 200-plus trucking companies, evaluating surveys, conducting online research, and talking with shippers and truckers alike. This guide serves as a benchmark for the types of services transportation buyers value when looking for new partners or evaluating current ones.

The Top 100 list offers a snapshot of the trucking segment, including large truckload and LTL carriers with global inroads and niche-specific regional haulers that get their white gloves dirty delivering to the final mile.

Together, Trucking Perspectives and the Top 100 Truckers directory provide a comprehensive guide to help you find partners that will put your company in the driver's seat. ■



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TOP 100 TRUCKERS

			GENERAL INFORMATION							AREAS SERVED/ OPERATING AREAS				
COMPANY	URL	PHONE	TRACTOR AND VAN FLEET SIZE	TRAILER FLEET SIZE	NUMBER OF DRIVERS (INCLUDING OWNER OPERATORS)	USE ELECTRONIC ON-BOARD RECORDERS	UNION STATUS	PUBLIC OR PRIVATE		GLOBAL SERVICES	NORTH AMERICA	U.S. ONLY	NATIONWIDE (48 STATES)	REGIONAL/MULTI-REGIONAL
A. Duie Pyle	aduiepyle.com	610-696-5800	950	2,300	1,150		N	PRIV			●			
A&R Logistics	ardoingitright.com	800-542-8058	750	1,100	750	●	N	PRIV	●	●				
AAA Cooper Transportation	aaacooper.com	334-793-2284	2,500	5,300	3,700	●	N	PRIV	●	●				
ABF Freight	abf.com	479-785-8700	4,211	20,965	7,000	●	B	PUB			●			
All State Express	allstateexpress.com	877-742-5875	200	95	245	●	N	PRIV			●			
ATS	atsinc.com	800-MEET-ATS	1,310	3,925	1,100		N	PRIV	●	●				
Averitt Express	averittexpress.com	800-283-7488	4,701	7,293	5,748	●	N	PRIV	●	●				
Bennett International Group	bennettig.com	770-957-1866	1,958	2,049	3,093	●	N	PRIV	●	●				
Bison Transport	bisontransport.com	800-462-4766	1,600	4,400	2,021	●	U	PRIV			●			
Brown Integrated Logistics	brownintegratedlogistics.com	770-482-6521	1,100	5,100	1,078	●	N	PRIV				●		●
C.R. England	crengland.com	801-972-2712	4735	6,010	6,622	●	N	PRIV			●			
Cardinal Logistics Management	cardlog.com	678-942-3031	3,600	6,500	4,000	●	N	PRIV				●	●	
Cargo Transporters	cargotransporters.com	828-459-3406	2,300	1,800	550	●	N	PRIV				●	●	
Celadon Trucking	celadontrucking.com	800-235-2365	2,700	13,000	3,500	●	N	PUB			●			
Central Freight Lines	centralfreight.com	800-782-5036	1,060	2,954	DNR	●	N	PRIV				●		●
CEVA Logistics	cevalogistics.com	877-332-6911	746	2,435	891	●	B	PRIV	●	●				
Challenger Motor Freight	challenger.com	519-653-9770	1,500	3,300	1,500	●	N	PRIV			●			
Colonial Cartage Corporation	colonialcartage.com	678-322-3120	70	225	60	●	N	PRIV				●		●
Colonial Freight Systems	cfsi.com	865-966-9711	250	450	275	●	N	PRIV				●	●	
Continental Expedited Services	shipces.com	615-933-0000	75	150	135		N	PRIV			●			

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KEY TO ABBREVIATIONS

U	Union
N	Non-union
B	Both union and non-union

[illegible]

Information supplied by trucking companies; where they did not provide data, historical and website information was used.

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TOP 100 TRUCKERS

COMPANY	URL	PHONE	GENERAL INFORMATION							AREAS SERVED/ OPERATING AREAS				
			TRACTOR AND VAN FLEET SIZE	TRAILER FLEET SIZE	NUMBER OF DRIVERS (INCLUDING OWNER OPERATORS)	USE ELECTRONIC ON-BOARD RECORDERS	UNION STATUS	PUBLIC OR PRIVATE		GLOBAL SERVICES	NORTH AMERICA	U.S. ONLY	NATIONWIDE (48 STATES)	REGIONAL/MULTI-REGIONAL
Covenant Transportation Group	covenanttransport.com	423-463-3266	2,850	6,600	3,900	●	N	PUB			●			
Crete Carrier	cretcarrier.com	402-479-7322	6,000	13,000	5,500	●	N	PRIV				●	●	
CRST Expedited	crst.com	319-390-2840	1,735	3,600	3,740	●	N	PRIV			●		●	
CRST Specialized Transportation (STI)	crst.com	800-234-2788	850	1,150	850	●	N	PRIV	●		●			
Daily Express	dailyexp.com	717-240-2188	280	650	280	●	N	PRIV			●			
Dart Transit Company	dart.net	800-366-9000	2,130	6,248	2,100	●	N	PRIV			●			
Dayton Freight Lines	daytonfreight.com	937-264-4060	1,228	3,109	1,874	●	N	PRIV			●			●
Epes Transport System	epesttransport.com	800-869-3737	1,200	4,500	1,450	●	N	PRIV				●		●
Erb Group of Companies	erbgroup.com	519-662-2710	850	1,200	900	●	N	PRIV			●			
Estes Express Lines	estes-express.com	804-353-1900	6,821	26,518	8,300	●	N	PRIV	●		●			
Evans Delivery Company	evansdelivery.com	570-385-9048	3,650	400	3,250		N	PRIV				●	●	
F/X (Freight Exchange), A Redwood Logistics Co.	fxfreight.com	312-698-8334	325	661	325	●	N	PRIV	●			●	●	
FedEx Custom Critical	customcritical.fedex.com	800-762-3787	1,220	400	2,250	●	N	PUB	●		●			
FedEx Freight	fedex.com	800-463-3339	14,400	43,526	18,000	●	N	PUB			●			
FedEx Ground	fedex.com	800-463-3339	30,000	13,000	34,000	●	N	PUB			●	●		
Fore Transportation	foretransportation.com	708-362-5656	225	550	250	●	N	PRIV	●			●		●
Frozen Food Express (FFE)	ffeinc.com	214-630-8090	747	1,231	1,025	●	N	PRIV				●	●	
FST Logistics	fstlogistics.com	740-260-4566	125	200	125	●	N	PRIV			●			
Groendyke Transport	groendyke.com	800-843-2103	1,023	1,496	939	●	N	PRIV			●			
Gulf Winds International	gwii.com	713-747-4909	335	1,005	325		N	PRIV	●			●	●	

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KEY TO ABBREVIATIONS

U	Union
N	Non-union
B	Both union and non-union

AREAS OF SPECIALIZATION										TRUCKING SERVICES																CERTIFICATIONS							
	AGRICULTURE	AUTOMOTIVE	CHEMICALS	CONSTRUCTION/BLDG. MAT'L'S.	FOOD & BEVERAGE	FREIGHT (ALL KINDS)	FURNITURE	RETAIL	HIGH VALUE	OIL & GAS	LTL	TL	PACKAGE	EXPEDITED	LOGISTICS SERVICES	DEDICATED CONTRACT CARRIAGE	FLATBED	INTERMODAL	HOUSEHOLD GOODS	BULK	MOTOR VEHICLE CARRIER	REFRIGERATED	TANKER	WHITE GLOVE	FINAL MILE	C-TPAT	ACC RESPONSIBLE CARE	FREE AND SECURE TRADE (FAST)	HAZMAT	ISO	PARTNERS IN PROTECTION (PIP)	SMARTWAY	
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Information supplied by trucking companies; where they did not provide data, historical and website information was used.

TOP 100 TRUCKERS

			GENERAL INFORMATION							AREAS SERVED/ OPERATING AREAS				
COMPANY	URL	PHONE	TRACTOR AND VAN FLEET SIZE	TRAILER FLEET SIZE	NUMBER OF DRIVERS (INCLUDING OWNER OPERATORS)	USE ELECTRONIC ON-BOARD RECORDERS	UNION STATUS	PUBLIC OR PRIVATE		GLOBAL SERVICES	NORTH AMERICA	U.S. ONLY	NATIONWIDE (48 STATES)	REGIONAL/MULTI-REGIONAL
Heartland Express	heartlandexpress.com	319-626-3331	3,500	10,000	3,500	●	N	PUB			●			
Highland Transport	highlandtransport.com	905-513-2014	200	325	200	●	B	PUB			●			
Holland	hollandregional.com	866-465-5263	4,208	7,119	5,000		U	PUB			●			
Hub Group Trucking	hubgroup.com	630-271-3659	1,045	N/A	2,707	●	N	PUB				●		
J.B. Hunt Transport	jbhunt.com	800-452-4868	12,936	108,233	15,000	●	N	PUB	●	●				
Kenan Advantage Group	thekag.com	800-969-5419	6,479	9,829	8,863	●	N	PRIV		●				
KLLM Transport Services	kllm.com	601-936-5633	2,300	3,300	2,400	●	N	PRIV				●	●	
Knight Transportation	knighttrans.com	602-606-6581	4,695	12,289	4,700	●	N	PUB			●			
Lakeville Motor Express	lme4me.com	800-888-4950	340	1,050	300	●	N	PRIV				●		●
Landstar System	landstar.com	877-696-4507	9,500	14,761	9,500	●	N	PUB	●	●				
Lily Transportation	lily.com	781-247-1325	500	400	600	●	N	PRIV			●		●	
Lynden	lynden.com	888-596-3361	768	2,889	1,045	●	B	PRIV	●	●			●	
M&W Transportation	mwlginc.com	615-256-5755	127	546	133	●	N	PRIV				●	●	
Marten Transport	marten.com	888-470-9958	2,750	4,750	2,750	●	N	PUB			●			
McLeod Express	mcleodexpress.com	800-709-3936	340	900	340	●	N	PRIV				●	●	
Melton Truck Lines	meltontruck.com	918-234-8000	1,280	2,070	1,240	●	N	PRIV			●			
Mercer Transportation Co.	merc-trans.com	800-626-5375	2,375	2,613	2,450	●	N	PRIV			●			
Miller Transporters	millert.com	601-709-5901	427	1,050	408	●	B	PRIV	●	●				
Moran Transportation	morantransportation.com	847-439-0000	300	350	250		N	PRIV				●		●
National Retail Systems	nationalretailsystems.com	201-330-1900	1,200	6,500	900	●	U	PRIV			●		●	

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U	Union
N	Non-union
B	Both union and non-union

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TOP 100 TRUCKERS

COMPANY	URL	PHONE	GENERAL INFORMATION						AREAS SERVED/ OPERATING AREAS				
			TRACTOR AND VAN FLEET SIZE	TRAILER FLEET SIZE	NUMBER OF DRIVERS (INCLUDING OWNER OPERATORS)	USE ELECTRONIC ON-BOARD RECORDERS	UNION STATUS	PUBLIC OR PRIVATE	GLOBAL SERVICES	NORTH AMERICA	U.S. ONLY	NATIONWIDE (48 STATES)	REGIONAL/MULTI-REGIONAL
New England Motor Freight	nemf.com	908-965-0100	6,000	2,000	1,732	●	B	PRIV			●		●
New Penn	newpenn.com	800-285-5000	850	1,700	1,500		U	PUB	●	●			
NFI	nfiindustries.com	877-475-9994	2,293	8050	2,671	●	N	PRIV	●	●			
Nu-Way Transportation Services	nuway.com	309-820-9797	345	600	370	●	N	PRIV			●	●	
Nussbaum Transportation	nussbaum.com	309-826-6327	306	775	290	●	N	PRIV			●	●	
Oak Harbor Freight Lines	oakh.com	253-288-8300	675	1,900	800	●	B	PRIV	●		●		●
Old Dominion Freight Line	odfl.com	800-235-5569	8,000	32,000	9,400	●	N	PUB	●	●			
Paschall Truck Lines	ptl-inc.com	800-626-3374	1,350	3,200	1,500	●	N	PRIV		●			
Penske Logistics	penskelogistics.com	800-529-6531	2,695	6,295	4,400	●	B	PRIV	●	●			
Performance Team	performanceteam.net	424-358-6940	730	1,755	893	●	B	PRIV			●	●	
PITT OHIO	pittohio.com	412-232-3015	1,320	2,049	2,698	●	N	PRIV	●		●	●	
Pride Transport	pridetransport.com	801-972-8890	530	850	550	●	N	PRIV			●	●	
Prime	primeinc.com	800-848-4560	6,600	12,500	7,000	●	N	PRIV		●			
Reddaway	reddawayregional.com	888-420-8960	1,400	3,500	2,500		B	PUB		●			
Roadrunner Transportation	rrts.com	414-486-8449	4,319	6,494	4,439		N	PUB	●	●			
Ruan	ruan.com	866-782-6669	4,025	7,190	4,400	●	B	PRIV		●			
Ryder	ryder.com	305-500-3161	231,900	42,400	7,400	●	B	PUB	●	●			
Saddle Creek Transportation	sclogistics.com	888-878-1177	625	2,072	631	●	N	PRIV		●			
Saia LTL Freight	saia.com	800-765-7242	3,700	11,000	4,700	●	N	PUB	●		●		●
Schilli Corporation (MDS, TTI, CCI, KBI)	schillicorp.com	636-717-2600	350	583	349	●	B	PRIV		●		●	

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Areas of Specialization											Trucking Services														Certifications							
	Agriculture	Automotive	Chemicals	Construction/Bldg. Mat'ls.	Food & Beverage	Freight (All Kinds)	Furniture	Retail	High Value	Oil & Gas	LTL	TL	Package	Expedited	Logistics Services	Dedicated Contract Carriage	Flatbed	Intermodal	Household Goods	Bulk	Motor Vehicle Carrier	Refrigerated	Tanker	White Glove	Final Mile	C-TPAT	ACC Responsible Care	Free and Secure Trade (FAST)	HAZMAT	ISO	Partners in Protection (PIP)	Smartway
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Information supplied by trucking companies; where they did not provide data, historical and website information was used.

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TOP 100 TRUCKERS

COMPANY	URL	PHONE	GENERAL INFORMATION							AREAS SERVED/ OPERATING AREAS				
			TRACTOR AND VAN FLEET SIZE	TRAILER FLEET SIZE	NUMBER OF DRIVERS (INCLUDING OWNER OPERATORS)	USE ELECTRONIC ON-BOARD RECORDERS	UNION STATUS	PUBLIC OR PRIVATE		GLOBAL SERVICES	NORTH AMERICA	U.S. ONLY	NATIONWIDE (48 STATES)	REGIONAL/MULTI-REGIONAL
Schneider	schneider.com	920-592-4200	10,120	33,830	14,550	●	B	PRIV	●	●				
Southeastern Freight Lines	sefl.com	803-794-7300	2,919	8,699	4,103	●	N	PRIV	●	●				●
Standard Forwarding	standardforwarding.com	309-751-0251	377	668	452	●	U	PUB	●			●		●
Superior Bulk Logistics	sbl.com	630-573-2555	990	2,000	935	●	N	PRIV			●			
Swift Transportation	swifttrans.com	602-477-7146	18,000	60,000	18,000	●	N	PUB			●			
System Freight	systemfreight.net	609-395-8600	345	2,300	360	●	B	PRIV				●		●
TCI Transportation Services	tcitransportation.com	323-269-3033	570	1,185	590	●	N	PRIV				●		●
Transport America	transportamerica.com	651-686-2500	1,452	4,294	1,711	●	N	PUB			●			
Trimac Transportation	trimac.com	403-298-5100	2,175	4,828	2,596	●	B	PRIV			●			
U.S. Xpress Enterprises	usxpress.com	866-797-7912	6,250	15,850	6,900	●	N	PRIV			●			
UniGroup Logistics	unigrouplogistics.com	636-349-7467	4,000	6,000	3,500	●	N	PRIV	●	●			●	
Universal	universallogistics.com	586-467-1457	4,457	7,960	4,097	●	B	PUB	●	●				
UPS Freight	ltl.upsfreight.com	800-333-7400	6,700	22,100	8,400	●	B	PUB	●	●				
USA Truck	usa-truck.com	479-471-2500	1,963	6,208	2,223		N	PUB			●			
Ward Transport & Logistics	wardtlc.com	800-458-3625	672	1,174	750	●	N	PRIV			●		●	
Werner Enterprises	werner.com	402-895-6640	7,512	24,090	10,007	●	N	PUB	●	●				
Western Express	westernexp.com	615-259-9920	2,415	5,370	2,558	●	N	PRIV	●			●	●	
Wilson Trucking	wilsontrucking.com	540-949-3200	833	1,836	753		N	PRIV				●		●
XPO Logistics	xpo.com	844-742-5976	8,750	24,500	13,980	●	N	PUB	●	●				
YRC Freight	yrcreight.com	913-266-6517	8,000	32,000	10,800	●	U	PUB			●			

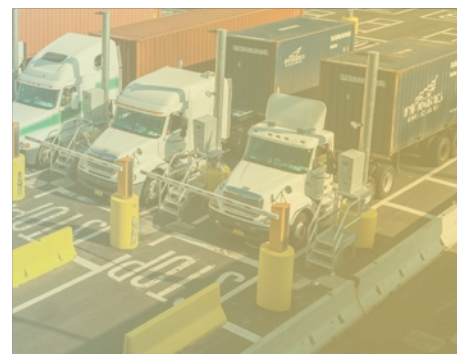
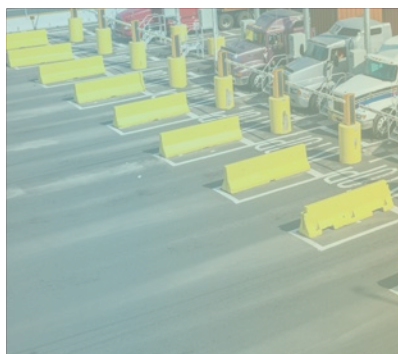
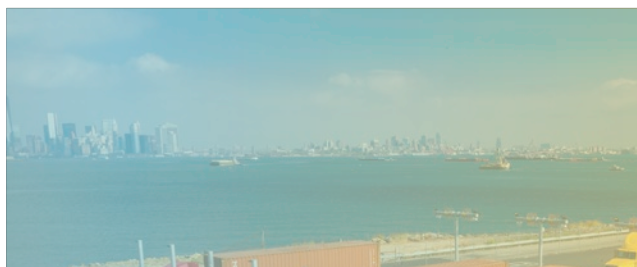
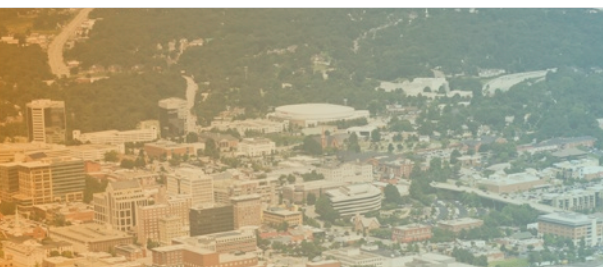
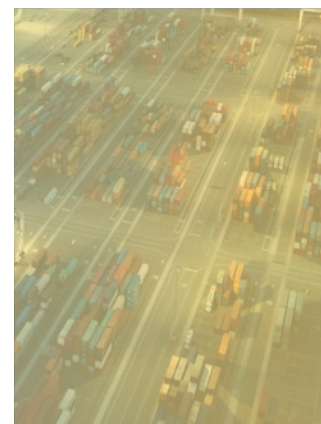
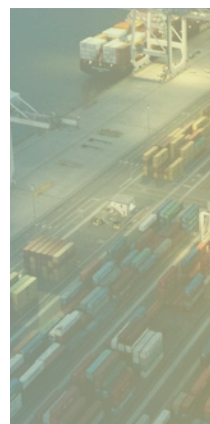
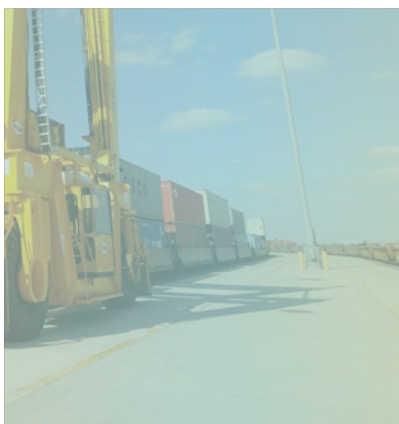
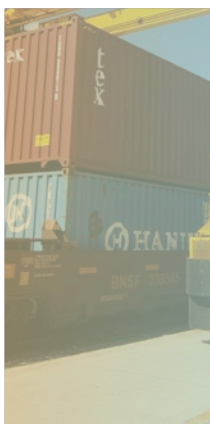
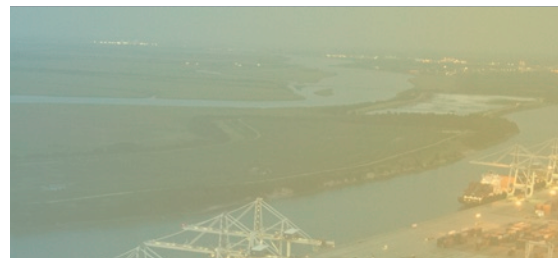
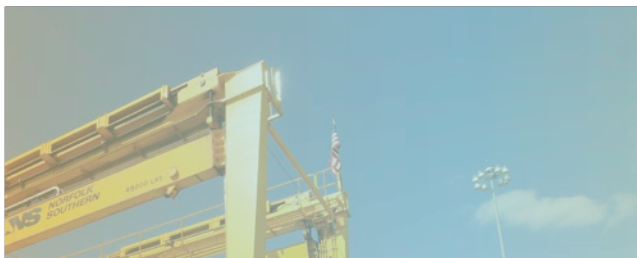
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2016

KEY TO ABBREVIATIONS

U	Union
N	Non-union
B	Both union and non-union

AREAS OF SPECIALIZATION											TRUCKING SERVICES														CERTIFICATIONS							
	AGRICULTURE	AUTOMOTIVE	CHEMICALS	CONSTRUCTION/BLDG. MAT'L'S.	FOOD & BEVERAGE	FREIGHT (ALL KINDS)	FURNITURE	RETAIL	HIGH VALUE	OIL & GAS	LTL	TL	PACKAGE	EXPEDITED	LOGISTICS SERVICES	DEDICATED CONTRACT CARRIAGE	FLATBED	INTERMODAL	HOUSEHOLD GOODS	BULK	MOTOR VEHICLE CARRIER	REFRIGERATED	TANKER	WHITE GLOVE	FINAL MILE	C-TPAT	ACC RESPONSIBLE CARE	FREE AND SECURE TRADE (FAST)	HAZMAT	ISO	PARTNERS IN PROTECTION (PIP)	SMARTWAY
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LOGISTICS HOT SPOTS:

Nine

That Shine

These U.S. cities and areas are rising as major logistics hubs and go-to distribution center sites.

BY CHRIS LEWIS

As U.S. manufacturers and distributors continue to expand their operations, they often look for under-the-radar places—cities and areas that have either recently emerged as logistics and distribution center hubs, or are about to—as they consider the long-term effects of their developments.

A variety of factors must be considered if companies intend to compete globally, especially as the logistics sector continues to evolve. Accessibility to a wide range of transportation modes, import and export opportunities, and industrial space are critical.

Recent trade statistics, cost effectiveness, and proximity to the highest percentage of customers possible are also vital components of manufacturing and

distribution center expansions and relocations.

The following nine cities and areas provide manufacturers and distributors a multitude of such benefits, as they have either recently emerged as hot spots for distribution centers, transformed into major logistics hubs, or are preparing for future growth to help maintain their status as prime manufacturing and distribution center locations.

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Centrally located in Columbus, Rickenbacker Global Logistics Park offers companies a competitive advantage by providing access to the global marketplace.

1. COLUMBUS: LOGISTICS EXPANSION CONTINUES

Although Columbus, Ohio, has long been a hot spot for siting distribution centers, more than 100 logistics expansion projects were completed in the region in the past five years alone, primarily due to the emergence of e-commerce demand in Ohio.

“Because speed is critical to efficient customer service, more and more East and West Coast companies set up their distribution centers in central Ohio,” says Matt McCollister, senior vice president, economic development, Columbus 2020. “In less than one day, companies can reach half of the U.S. population and one-third of Canada’s — that kind of proximity is unmatched.”

Columbus also is renowned for the Rickenbacker Inland Port, a high-speed international, multimodal logistics hub. The port features the Rickenbacker Global Logistics Park, which provides more than 60 million square feet of distribution space, as well as access to the Port Columbus International Airport.

The port is also home to the Rickenbacker International Airport, which provides 500,000-plus square feet of air cargo facility space and two 12,000-foot runways. Companies also can transport goods via rail through the Norfolk Southern Heartland Corridor, which provides service between Columbus and Virginia’s Port of Norfolk, and the CSX Gateway connecting Columbus to deep-water ports in New Jersey, Washington, D.C., and Wilmington, N.C.

Furthermore, 51 percent of Columbus’ roads have been rated as being in good or fair condition, the fourth-highest percentage in the United States, according to Columbus Region. Currently, the region’s eight major interstate highways provide access to a high percentage of the U.S. market — 47 percent — in 10 hours or less, according to John Meier, marketing director, ODW Logistics.

2. EASTERN PENNSYLVANIA: EPICENTER OF GROWTH

In recent years, Pennsylvania’s I-78/I-81 Corridor has transformed into a logistics hub and epicenter of growth and activity. That’s because it is centrally positioned (approximately 100 miles) from Baltimore, New York, and Washington, D.C., and provides extended access to Northeast and East Coast ports.

Approximately 30 million people live within a 100-mile radius of the corridor, according to Douglas Kiersey, Jr., president of industrial real estate developer Dermody Properties. Additionally, companies can connect to 40 percent of the U.S. population in a one-day drive, a critical aspect in location decisions during the e-commerce era.

“Eastern Pennsylvania supports e-commerce, as well as ground transportation,” says Kiersey. “As a result, the fast-growing I-78/I-81 Corridor is comprised of logistics and distribution companies, major retailers, and high-quality manufacturers.”

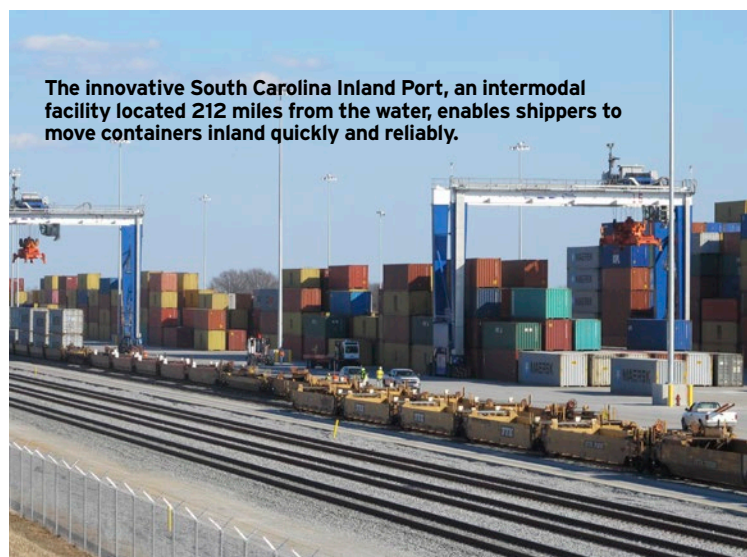
As new businesses locate to the state, and to the corridor, the square footage of Lehigh Valley’s industrial properties has risen by nearly 30 percent since the end of the Great Recession, according to David Egan, head of industrial and logistics research, Americas, CBRE, a commercial real estate services firm. In addition to attracting new businesses, Pennsylvania has also improved and built a number of highways, including Route 33, an interchange project that was completed in late 2015.

The addition of the new Route 33/Main Street interchange, was the catalyst behind Dermody Properties’ new development—LogistiCenterSM at 33, which is now a suitable location for warehouse, manufacturing, and distribution operations.

“A large share of the U.S. population needs to be within one day’s drive to the epicenters of commerce,” Kiersey adds. “The central Pennsylvania region provides that sophisticated network modeling.”

3. GREENVILLE-SPARTANBURG: RECORD LOW VACANCY

For years, Greenville-Spartanburg has been regarded as the main manufacturing hub of South Carolina, a state that exports more goods per capita than any other southeastern state, according to CBRE. But its popularity has increased recently for two primary reasons: the development of the South Carolina Inland Port, and the growth of the Port of Charleston and its robust connection to the area.



The innovative South Carolina Inland Port, an intermodal facility located 212 miles from the water, enables shippers to move containers inland quickly and reliably.

"A significant volume of imports and exports that run through Charleston make a stop in Greenville and Spartanburg, and that has spurred demand for warehouse space," says CBRE's David Egan.

As a result, absorption of warehouse space has surpassed 1.5 million square feet every quarter since Q4 2015, resulting in a new record low percentage for vacancy: 7 percent.

"More than 900,000 square feet of industrial space was delivered in Q2 2016 (the last quarter in which CBRE released vacancy statistics) in seven properties," says Brian Reed, research manager, CBRE. "The largest is the latest speculative development, a 240,000-square-foot, Class A warehouse.

"All of the remaining space completed in Q2 2016 was not speculative," Reed explains. "The most notable examples were new facilities for Phillips Pet, Kobelco, and Coca-Cola. Combined, the three facilities account for more than 500,000 square feet of industrial space."

Greenville-Spartanburg is also a cost-effective location. Although it is one of the country's 30 largest industrial markets, it is also one of the least expensive, an ideal characteristic for investors who are interested in seeking rent growth.

In addition to being cost effective, Greenville-Spartanburg will continue to attract new companies, particularly those from the West Coast, due to the expansion of the Panama Canal, CBRE predicts. The expansion will likely lead companies to diversify operations by developing facilities in East Coast markets with reliable port access, much like Greenville-Spartanburg.

4. CHATTANOOGA: A 'GATEWAY' TO THE SOUTH

Chattanooga, Tenn., offers a trifecta of primary interstates—I-24, I-59, and I-75—that enable a one-day truck drive to more than 40 percent of the U.S. population, and a two-day truck drive to 80 percent of the nation's residents.

Due to its connectivity to a majority of the United States, a number of organizations have begun to expand their distribution centers throughout the area. As one example, FedEx Ground is currently completing a \$30-million, 235,000-square-foot distribution center, which will open in August 2017. Whirlpool has developed a 400,000-square-foot distribution center in nearby Cleveland, Tenn., while Coca-Cola opened its new 305,000-square-foot distribution center in early 2016.

In addition, the city's location along the Tennessee River enables its accessibility to more than 16,000 miles of navigable waterways that connect to the Gulf of Mexico and the Great Lakes, according to the Chattanooga Area Chamber of Commerce. And a variety of carriers provide air service at the Chattanooga Metropolitan Airport, offering cargo and passenger service to all major cities in the United States.

"As manufacturers are attracted to the region, and the city continues to be recognized as a 'gateway' to the South, Chattanooga will emerge as a logistics hot spot," says Joe Taylor, vice president, business development, Tranco Logistics.

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5. LOS ANGELES BASIN: THE INFLUENCE OF E-COMMERCE

As the second-largest metropolitan area in the United States, and home to the nation's busiest seaports—the Port of Los Angeles and the Port of Long Beach—Los Angeles has long been known as one of the country's top distribution markets. After all, 40 percent of the nation's imported products flow through these ports, according to Jason Tolliver, head of industrial research, Americas, for real estate services company Cushman & Wakefield.

But the region—particularly the Los Angeles Basin, which is comprised of the Inland Empire, Los Angeles, and Orange County—is growing even more popular as a major hub for distribution centers.

“The rise of e-commerce has led to a rapid acceleration in the use of space devoted to fulfillment centers, specifically in the Inland Empire portion of the market,” says John Husing, chief economist for the Inland Empire Economic Partnership.

The Los Angeles Basin market currently has 1.87 billion square feet of industrial space; most of the newer space is devoted to goods movement, according to Husing. As the use of space for fulfillment centers has risen in recent years, a positive correlation has been documented in total employment. Since 2011, 55,865 of the 242,425 jobs created in the Basin's market have been in logistics. Currently, 746,800 Los Angeles Basin-based workers are employed directly by logistics firms—an aggregate that does not include self-employed truck drivers.

During Q1 2016, the Los Angeles Basin industrial market reported occupancy gains of 5.4 million square feet, while 10.2 million square feet was leased in Q1, more than any other region.

Trade volume also increased at the Ports of Long Beach and Los Angeles, rising by 9 percent between Q1 2015 and Q1 2016. During that time, import and export volumes both increased—by 7.7 percent and 6.9 percent, respectively.

6. LOUISVILLE: A NETWORK OF EVOLVING MODES

Louisville, Ky.'s network of transportation modes—including air, road, and rail—has steadily evolved over the past few decades to continuously meet the growing and advanced needs of the U.S. supply chain, according to Jessica Wethington, communications manager, Louisville Forward.

As an example, Louisville International Airport's UPS Worldport hub has developed into one of the nation's busiest air cargo hubs. It processes more than 400,000 packages per hour and turns over cargo for 130 aircraft per day, which, in turn, connects Louisville to 220 countries and territories, notes the Kentucky Cabinet for Economic Development.

Due to its proximity to the Ohio River, railways, and roadways (Louisville is located at the intersection of I-64, I-65, and I-71), Jefferson Riverport International, a contemporary port facility on the Ohio and Mississippi river system, has gradually become one of the nation's most accessible industrial parks. Home to



Located in Louisville, Ky., Worldport is UPS's largest air facility. Each day, it processes an average of 1.6 million packages and turns over cargo for 130 aircraft.

more than 100 companies that mainly specialize in logistics and distribution or manufacturing, Jefferson Riverport International is served by three railroads—CSX, Norfolk Southern, and Paducah & Louisville. And, as a Foreign Trade Zone, it offers financial incentives to importers and exporters.

Louisville's distribution and logistics sector currently employs more than 12,500 professionals at 110 facilities, as it is located within one day's drive of two-thirds of the U.S. population, says the Kentucky Cabinet for Economic Development. Of equal importance, Louisville is positioned in the center of a 34-state distribution area in the eastern United States, a key factor as its transportation infrastructure continues to evolve.

7. NEW JERSEY: A RED-HOT LOGISTICS MARKET

Industrial development and leasing activity is currently “red hot” in New Jersey, especially in markets adjacent to ports, says Michele Brown, president and CEO of economic development agency Choose New Jersey Inc.



In 2015 alone, more than 3 million square feet of new space was constructed in the state — and another 6 million square feet is scheduled to be developed throughout 2016.

“More than \$250 million is being spent to expand roadway capacity into and out of the state’s ports,” Brown says. “This expenditure does not include the \$2.3-billion investment in the New Jersey Turnpike widening project — the largest ongoing roadway project in the Western Hemisphere.”

The project, which is nearly complete, will improve approximately 35 miles of roads from Middlesex to Burlington counties to alleviate potential traffic from the north and south, as well as from New Jersey’s ports. After all, the Port of New York and New Jersey is the largest on the East Coast, and the second-busiest seaport in North America, as volume rose by 10.4 percent from 2014 to 2015.

In addition to proximity to the Port of New York and New Jersey, the state also offers logistics companies access to one of the world’s wealthiest consumer markets. Distribution centers in central New Jersey have the potential to serve more than 22 million consumers, who have approximately \$800 billion in disposable income, in two hours or less, according to Brown.

As a result of this access, along with the growth of e-commerce, the demand for warehouse and distribution space has risen sharply in New Jersey in recent years. In fact, according to CBRE, the state has become the world’s second-fastest growing logistics market.

8. OKLAHOMA CITY: SUITED FOR FUTURE GROWTH

Located at the intersection of I-35, I-40, and I-44, Oklahoma City is within one day’s drive of the South Central region, particularly Arkansas, Louisiana, Oklahoma, and Texas, which has been developing steadily. It is also equidistant from the East and West Coasts, as all major trade hubs—along with more than 411 million residents—are located within 1,800 miles of the city.

Aside from its ideal location in the southern central United States, Oklahoma City has also been ranked as one of the nation’s 10 most affordable cities by *Forbes*. Due to its affordability and location, the region’s population will increase by nearly 45 percent over the next 25 years, projects the Greater Oklahoma City Chamber.

Such growth has already become evident in the area’s logistics sector, as approximately 2,500 jobs, accounting for almost \$850 million in payroll, were created between 2006 and 2015.

“Annual wages for the logistics sector currently average \$46,693, which is about 7 percent higher than the overall Oklahoma City regional average wage,” says Roy Williams, president and CEO of the Greater Oklahoma City Chamber. “The logistics sector also contributes more than \$1.2 billion in gross regional product to the region’s economy.”

Currently, 17,800 logistics professionals are employed in the area; a majority of them work for couriers and express delivery services, general freight trucking, and general warehousing and storage organizations. Occupations vary from industrial truck and tractor operators to heavy and tractor-trailer truck drivers, who hold approximately one out of every three logistics sector jobs in the region.

“Due to its interstates, cost effectiveness, and rail connectivity—it is on the main north/south line of the BNSF Railway—Oklahoma City is suitable for assembly, manufacturing, staging, and transportation, as well as the base for a company’s operations,” Williams says.

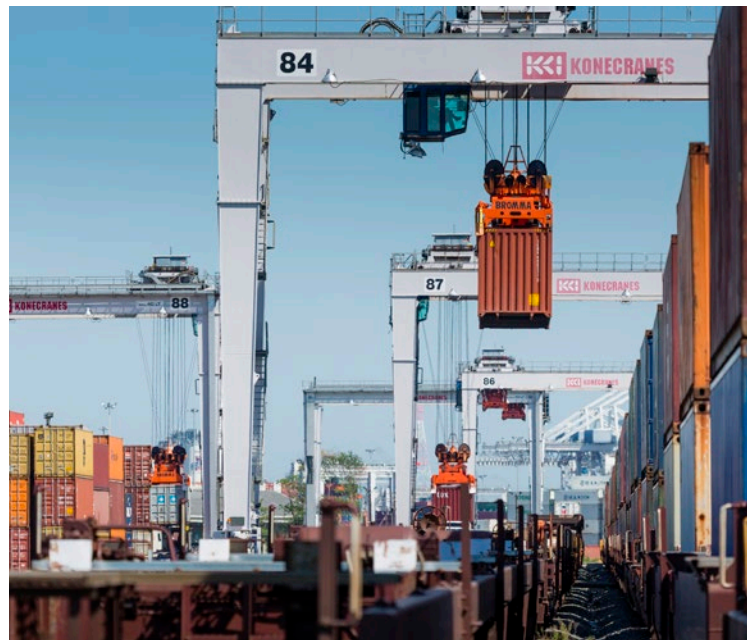
9. SAVANNAH: INVESTING FOR THE FUTURE

Considered a “center of gravity for growth,” Savannah, Ga., recently recorded a sharp rise in total container trade, which increased by 17 percent from 2014 to 2015, according to the Georgia Department of Economic Development’s Center of Innovation for Logistics.

Not only have imports risen by 30 percent between 2011 and 2015, but exports have also grown during the same period, increasing by 21 percent, as the Port of Savannah became the nation’s second-busiest container exporter, behind only the Port of Los Angeles.

Operated by the Georgia Ports Authority, the Port of Savannah is also the country’s fourth-largest port. That’s not surprising, as more than 70 percent of the U.S. population can be reached in a two-day drive. Currently renowned as the nation’s fastest-reaching port, the Port of Savannah also boasts an average single move time of 33.8 minutes and a double move time of 55.8 minutes, according to the Savannah Economic Development Authority. It also offers instant access to I-16 and I-95, as well as Class I rail service via CSX and Norfolk Southern.

Consequently, the Port of Savannah recorded a balanced trade ratio of 51 percent exports and 49 percent imports in 2015. To continue its success, the Port of Savannah has plans to invest \$1.4 billion in upgrades throughout the next 10 years. ■



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Trying to manage your freight spending in house risks leaving money on the table. Partnering with the right freight bill audit and payment service provider can help balance your checks and check your balances.



Just as companies' physical supply chains have become more global, more complicated, and more critical to their performance, so have their financial supply chains—the transactions and information that keep materials and products moving from origination to their final destinations.

Freight costs make up a key segment of the financial supply chain. Companies that ship goods or materials can boost performance and gain a competitive edge by understanding the financial ramifications of their shipments.

Among the questions companies need to address are:

- Who are they paying?
- What services are they paying for?
- What goods and transportation modes do the bills cover?
- Do the invoiced terms match the contract, as well as the services delivered?
- Most important, where can they find opportunities for savings and efficiencies?

Providers of freight bill audit and payment (FBAP) services can help companies answer these questions. While auditing freight bills remains a core competency of FBAP firms, their capabilities extend much further. Many offer invoice processing, analytics and reporting, freight optimization, and other services and solutions.

"It's bigger than just freight audit," confirms Chris Connell, chief executive officer with Memphis, Tenn.-based Veraction, which provides transportation spend management solutions. "Transportation is a massive expense category, and requires the same rigor and discipline as other expense areas. If you don't manage it, it grows out of control quickly."

"We look at transportation as a whole," says Jeffrey Pape, senior vice president

with Minneapolis-based U.S. Bank, which offers freight audit and payment services and trade finance solutions.

Both shippers and carriers need visibility to the goods that are moving, as well as the transactions that accompany them. Shippers, for instance, want to know the status of shipments moving across all lanes and modes. Carriers want to know when to expect payment, and they want assurance that they will be paid accurately.

AN EVOLVING INDUSTRY

The freight payment and audit services market has evolved and matured over the past 15 years, says Keith Snavelly, senior vice president of global sales with nVision Global. Based in Atlanta, nVision provides global freight audit, payment, and logistics management software and services. The passage of Sarbanes Oxley was a prime catalyst in the United States, as it forced companies to obtain a greater understanding and better control over their expenses, he adds.

As companies' supply chains have become more global, so has the freight payment and audit industry. At Cleveland-based CT Logistics, for instance, global audits are expanding at double-digit rates, says President Allan Miner, and CT's clients are adding imports and exports to their freight bill audit and payment services. CT Logistics provides logistics and transportation management system (TMS) solutions,

freight invoice validation and payment, business intelligence, consulting, and other services. Its systems can accommodate international standards, such as metric weights and measures, and international tax structures and accessorial fees.

Companies take a range of approaches when working with clients whose operations span multiple countries. For example, Rochelle Park, N.J.-based Intelligent Audit, which offers freight auditing and payment, supply chain solutions and consulting, logistics, and analytics, works with many companies that ship globally. As a result, it's able to handle payments in various countries, languages, and currencies. "We tackle it and find solutions," says spokesperson Jonathan Branch.

nVision Global maintains offices outside the United States staffed with individuals who speak the local language and know how to receive invoices and remit payments in various currencies. They also process invoices in 190 countries.

nVision's employees also understand how regulations can vary from one region of the world to the next. For instance, Europe's value-added tax (VAT) regulations require companies to retain many original invoices and supporting documents for 10 years. "The core service is providing audits against the negotiated contract rates and tariffs, but there are different nuances throughout the globe," Snavelly says.

"Interestingly, the core value propositions of freight invoice processing and auditing do not change from region to region," says Ross Harris, chief executive officer with Memphis, Tenn.-based A3 Freight Payment, which provides freight invoice processing, audit, and payment. "Customers still seek visibility to their

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spending, robust controls, and a good charge audit.”

What does change is the delivery vehicle, Harris says. For jurisdictions with VAT or goods-and-services (GST) taxes, that could mean credit memo processing for pricing exceptions. For geographies with low labor costs, companies might shift to a Software-as-a-Service (SaaS) solution, rather than a full cost model. These systems maintain a low cost of ownership, while providing transaction visibility.

TECHNOLOGY SHIFTS

About 60 to 75 percent of freight bills now are sent electronically, which can streamline the reporting and analysis services FBAP firms provide, says Nicholas Fisher of AR Traffic Consultants Inc., a provider of advanced transportation management software and third-party logistics services based in New York.

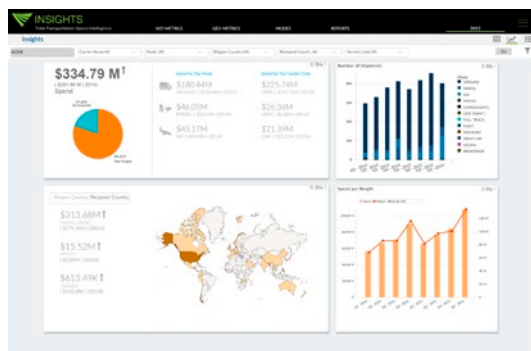
More companies also are implementing cloud-based transportation management solutions. “There’s less emphasis on maintaining software in-house,” Fisher says. To accommodate that shift, and ensure 24/7 uptime, providers are building redundancies into their solutions, he adds.

In another shift, a small but growing number of shippers pre-rate their bills, or essentially self-invoice. They pay an estimated amount before they even receive a bill, eliminating the freight bill review process. Once the actual bill comes in, they make any adjustments needed to correct it.

The benefits? The carrier is paid more quickly, yet doesn’t have to tie up resources generating and issuing bills that may be subject to disputes anyway.

This practice requires “companies to establish a true partnership with their carriers to minimize incidents of balances due,” Fisher says. In addition, shippers need to be diligent about updating their carrier rate records. “It all starts with a good rate engine,” he adds.

Companies may lose some of the detail, such as proof of delivery, they automatically receive under more traditional invoice practices. They may need to request this information from their carriers.



To help shippers gain better control and attain best-in-class transportation spend management, Veraction provides reporting that goes beyond basic shipment-level data.

Finally, this practice tends to work best when shipping outbound, Fisher adds, because it’s easier to control the variables that go into the bill.

Some freight bill audit and payment services providers focus on large-volume shippers. A3 Freight Payment’s typical customer, for instance, spends more than \$30 million annually on transportation services.

Others work with companies that span a wider range of sizes. Technical Traffic Consultants works with a variety

of companies, but finds its sweet spot in mid-market firms that post between about \$5 million and \$65 million in transportation spending.

“These companies typically don’t have a large transportation team, so we can give them the most support services, as well as customization and flexibility,” says Lauren Mecchella-Plate, director of sales and marketing for Congers, N.Y.-based Technical Traffic, which provides freight invoice audit, payment, data analytics, and transportation law consulting, among other services.

IS FREIGHT A PAIN IN THE ASSET?

“It comes down to whether the customer deems freight to be a strategic asset or a tactical necessity,” says Shannon Vaillancourt, president of RateLinx, based in Madison, Wis., and providing customized shipping and logistics management software. Some organizations consider freight just a necessary cost of doing business and don’t try to understand it in any depth, or to optimize their spending.

“We see freight as a strategic asset,” Vaillancourt says. “Companies can leverage freight data and utilize technology to gain a competitive advantage.”

Veraction’s customers, which range in size, possess a singular goal: “They want to control transportation spend in a way they haven’t been able to before,” Connell says.

Many FBAP firms started by auditing freight bills for inaccuracies, and that remains a cornerstone of their services. On average, one to two percent of outbound bills contain an error, while two to four percent of inbound bills do, Fisher says.

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Outbound shippers typically have greater control over their shipments.

Say a manufacturer uses a carrier to ship lawn mowers to a chain of home improvement stores. The manufacturer knows the quantity being shipped, the date and time they're shipped, their destination, and the shipment rate, among other data. It can provide this information to the carrier, minimizing the opportunity for errors.

Conversely, if the retailer covers freight costs on the same shipment, it often lacks control and possibly knowledge about much of the shipment. For instance, it may not have solid data on the time the goods left the manufacturer, the actual number of units in the shipment, or even the originating shipping point, all of which can impact the final cost. Because of this, recoveries are always higher on inbound shipments, Fisher notes.

BEFORE AND AFTER

Most firms offer both pre- and post-payment audits. As the terms suggest, pre-payment audits are completed before the shipper pays the freight bill, while post-payment audits are completed after payment.

Pre-payment audits tend to offer higher recoveries. However, Intelligent Audit does conduct audits without being involved in the payment process. "Some companies just want to be sure they're hitting all the boxes," Branch says.

In addition to higher recoveries, pre-payment audits can generate data that helps companies gain a deeper understanding of their freight spending. For instance, Veraction works with many customers to track and allocate transportation charges to the SKU level. That's typically not practical

with a post-payment audit, Connell says.

One area where post-payment audits can add value is catching duplicate payments that weren't detectable at the time of the pre-audit, Harris notes.

A LITTLE SOMETHING EXTRA

Along with auditing and analyzing freight-related transactions, some freight audit and payment firms provide additional services. One is keeping an eye on the myriad regulations that come into play with many shipments. While A3 doesn't have a formal program for tracking regulations, it maintains a continuing dialogue with both its clients and their carriers about the impact of regulations, Harris says.

CT Logistics monitors specific Department of Transportation and Federal Motor Carrier Safety Administration (FMCSA) regulations. For instance, it monitors the Safety Measurement System (SMS) ratings of carriers identified by their clients. "The FMCSA uses the SMS to identify carriers with potential safety problems for interventions as part of its safety compliance and enforcement program," Miner explains.

U.S. Bank, a federally regulated financial institution, offers trade finance as part of its freight audit and payment solution. Once a client company approves a freight invoice, U.S. Bank pays the carrier within a few days. The shipper, however, pays U.S. Bank according to its contracted terms, such as 30 or 60 days.

"This improves cash flow for both parties," says Joy Goodwin, vice president and transportation marketing manager for U.S. Bank. "Once we audit the invoice to ensure it contains the correct terms, and it's approved, we pay the carrier."

Business analysis, intelligence, and reporting solutions have become key competencies of FBAP firms. "Companies are starting to realize that if they can capture good, clean data, they can do something with it," Vaillancourt says.

Greater visibility, especially when available in real time, can lead to tighter expense management and more intelligent spending. "Granularity is becoming more important," he says. "The high-level look is not cutting it."

Having clean, credible freight spend data helps companies negotiate with carriers. Companies that can't provide solid estimates of their transportation spending, both overall and by mode, can lead many carriers to boost their fees to minimize the risk of losing money on the contract.

SLICING AND DICING SPENDING

While Fortigo's system generates a number of standard reports, the most popular is the Spend Report. "It provides end users the ability to slice and dice their spend by dozens of different criteria, while combining 100-plus report fields," says George Kontoravdis, president of Austin, Texas-based Fortigo, which offers logistics cost management solutions, including a TMS, a freight audit application, and other solutions.

"Analysis capabilities and customizable reports also help companies see the unintended consequences of their actions," Vaillancourt says.

Say a company expects to save a certain amount of money by shifting its freight from one carrier to another that appears to cost less. Once the shift is made, however, the actual savings are a fraction of what was forecast, yet the company can't



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determine why. RateLinx's analytical capabilities might reveal that a large number of orders still need to be expedited. As a result, these orders can't take advantage of the lower costs.

Another benefit of granular and detailed freight information is that it allows customers to more accurately price their products.

"With many food companies, we're able to allocate transportation expenses to the SKU level," says Tom Zygmunt, manager of marketing and business development with Cass Information Systems, a freight audit, payment, and business intelligence services company based in Bridgeton, Mo.

The company knows how much freight to expense to the 20-ounce jar of peanut butter, and how much to the 40-ounce jar. That enables food companies to more accurately price their products, which can impact both the top and bottom lines.

"Our clients want as much information as possible in formats that allow them to quickly monitor their transportation expenses," Zygmunt explains. This includes dashboard reports that allow shippers to easily see expense totals and breakdowns, as well as reports that incorporate transportation expenses from around the globe.

nVision Global provides a single global platform and data warehouse from which companies can view a range of key performance indicators, such as total freight spend by zone, region, and transportation method or provider. nVision also conducts a "virtual lane analysis" to evaluate transportation lanes by factors such as provider, mode, and company division.

In addition to robust reporting and comprehensive information tools, A3 Freight Payment also is being approached by

customers to explore last-mile delivery analysis projects, Harris says.

"Once companies see the analytics, they realize they can use the information to improve their operations," Branch says. For instance, they can identify when it makes sense to shift from air to ground transport by weighing the cost savings against the typically longer transportation times.

By auditing and analyzing information across transportation modes, locations, and systems, as Intelligent Audit does, companies can make more informed decisions when selecting carriers or considering opportunities to consolidate shipments.

TRACKING TRANSPORT COSTS

Intelligent Audit's connections with carriers also enable it to efficiently obtain data on fees and surcharges, among other expenses. "We can track the transportation costs associated with shipping a specific SKU from Asia to the United States, then trucking it from a California port to a distribution center in Texas, and on to a retail store," Branch says.

The provider's systems can calculate the most effective rate for a specific

package, taking into account time or other constraints.

CT Logistics captures more than 800 data elements or fields, such as total distance traveled, the NMFC freight classification, and surcharges. The company's Data Grabber can generate customized reports that draw data from transactions going back 10 years, as well as those in process, while its Image Archive allows access to historic data and images for all freight bills processed. The Rate Grabber, an ad hoc spreadsheet or report generator, allows access to all rate files.

Veraction offers three reporting and analysis modules. The first, TSI Insights, shows companies the amounts they spent and past transactions by region and mode. "For many customers, we're the system of record for transportation spending," Connell says.

The second module, TSI Analysis, delves into the drivers behind the costs, such as an increase in fuel prices. The third, TSI Advisor, helps companies engage in scenario modeling and check the likely impact of swapping, say, one carrier or transportation mode for another.



Based in Cleveland, CT Logistics' experienced team provides freight payment and audit, carrier rate negotiations, business intelligence, and many other services.



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Solutions You Can Bank On

CHOOSING A FBAP PROVIDER: 10 QUESTIONS TO ASK

Freight bill audit and payment (FBAP) providers can help companies streamline operations and boost their bottom lines. Before engaging one, it pays to check them out. Some questions to ask:

1. Can you provide a cross-section of references? The goal is to find companies using the prospective solution the same way you will, says Nicholas Fisher of AR Traffic Consultants. While this may include other companies in your industry, it also might mean looking at a broader cross section. If your company needs to ensure shipments leave within one hour, or that products remain at a certain temperature, you will want to know how the solution worked for other firms with similar constraints.

2. How financially secure are you? The FBAP provider should offer audited financial statements, be ISO certified, undergo an annual Service Organization Control (SOC) audit, and carry at least a \$1 million (per occurrence) employee dishonesty bond. “In the past, a few FBAP firms have co-mingled their operational funds with clients’ freight payables and misappropriated funds,” says Allan Miner of CT Logistics. Strict separation of these funds at different financial institutions is warranted. The firms that meet these criteria should pose less of a risk.

Also in the past, some audit firms held on to clients’ money longer than they should have, or put them into investments that weren’t as safe as they should have been. “We release and document payments within 48 hours,” says Technical Traffic’s John Mecchella.

3. Is the technology scalable? Check the provider’s current system capacity, and verify that it can handle your invoice volume, recommends Tom Zygmunt of Cass Information Systems. Ask about its ongoing technology investments and ability to handle growth.

4. How do you manage relationships with carriers? To gain the most from the partnership, your FBAP provider should have staff dedicated to maintaining carrier relationships and communicating with them to resolve issues and create efficiencies.

Technical Traffic Consultants works closely with its clients’ carriers. “We treat them no differently than our clients,” Mecchella says. “Our goal is to enhance the relationship between the client and carrier.” It’s also important to check the time a provider requires to pay carriers, and whether payments are made via check or electronically.

5. Can you provide details on your global capabilities? Many providers can process an invoice from the United States to another part of the world, but stumble when asked to process invoices in foreign currencies and languages. Or, they may be unable to provide customer service in the region where the invoice originated.

“Companies should scratch below the surface when considering providers,” nVision’s Keith Snavelly says. The chosen provider should not only be cost efficient, but also should have brick-and-mortar locations within the region, which can allow payments through in-country accounts and eliminate currency fluctuations, as well as international banking fees.

6. How will you secure my company’s data? “Freight bills contain a tremendous amount of data,” notes Jeffrey Pape of U.S. Bank. “Companies need to treat the transmission of data like the transmission of funds.” That means asking about security measures the providers have in place to safeguard their clients’ data. U.S. Bank, for instance, maintains a Tier IV data facility—one of just six in the world. Among other capabilities, its mission-critical servers and computer systems have fully redundant subsystems, such as heating and cooling, and its compartmentalized security zones can be accessed only via biometric controls.

7. Can you handle multiple modes? The provider should cover all modes of transportation an organization might use. “Companies don’t want to look at their LTL spend in one place, and their ocean spend in another,” Veraction’s Chris Connell says.

8. What sort of analytic, reporting, and transportation spend intelligence capabilities do you provide? There can be a big gap between what companies claim to offer and what they actually deliver. “Poke hard,” Connell says, to ensure the system matches the rhetoric. Check that the provider has the processes and tools needed to not only pay bills, but also to promote better cost allocations.

Miner suggests asking if the provider can derive client-specific internal general ledger cost centers from other data elements and by using coding logic. In addition, the rules in the system should be “table-based and event-driven,” he says. That is, they should be triggered by events, such as a shipment delivery, so the accounting and freight allocations can be completed and applied to the general ledger without human intervention.

9. How do you benchmark customer service? Quality FBAPs monitor their service levels, using key performance indicators, such as days to processing completion and cycle times for first-time invoice pass-through processing, Miner says.

Also ask how the provider guarantees audit accuracy, Kontoravdis says.

10. What capabilities are available through your website? Companies should be able to view and append data or images to all freight bills and supporting documentation from the FBAP provider’s website, for example, Miner says. That way, they can drill down into the details and resolve bills in question.

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Companies that leverage the information made available in the business intelligence tools can achieve tangible results. U.S. Bank worked with a pharmaceutical company to evaluate its parcel shipments. The analysis showed the company would benefit by switching carriers. “It saved \$150,000 annually,” Pape says. “If you’re looking for the most cost-effective way to handle shipments, you do that through actionable data.”

SMALL COSTS ADD UP

An analysis of the reports also can identify ways to cut the number of extra charges for incorrect addresses or unplanned manual shipment unloads, among others. While these may be small individually, they add up. “The invoices and bills of lading contain a great deal of valuable data our

system can access and use to boost decision making,” Goodwin says.

When a freight payment and audit company begins working with a client, the first thing it needs is information. “We need to understand where you are today, and where you want to be tomorrow,” Vaillancourt says.

“The first questions are typically: Where does the data reside in your system? What is the best way for you to access and send it to us? How do you want to receive data back weekly?” says Mecchella-Plate of Technical Traffic Consultants. That can mean pulling data from multiple file locations, using it for audit and validation purposes, and then feeding information back to a client data warehouse.

nVision Global asks potential clients several questions:

■ What is your average number of freight shipments or transactions each year?

■ Is your company’s transportation management centralized or decentralized?

■ How many carriers handle 80 percent of your volume?

■ How does your transportation spending break down by mode?

■ What percentage of your current volume is processed electronically?

■ What percentage of invoices are international?

The implementations themselves can vary widely, even within a single provider. Some A3 Freight Payment implementations require little integration, while others require a high degree, Harris says. Those are the ones in which data moves to or from the company to A3. This includes shipment files the company transmits so

MAKE NO MISTAKE: FREIGHT INVOICE SLIP UPS CAN HAPPEN

Mistakes can happen. That’s particularly true with freight transactions, which usually contain a great deal of information from various parties.

Moreover, parties to the transaction often come with varying levels of sophistication and capabilities. Transactions initiated at a corporate office tend to be more detailed and electronic, while those occurring on a port or loading dock are more likely to be manual and paper-based, both of which increase the likelihood of error.

Here are a few areas prone to mistakes:

■ **Service slip-ups:** The carrier failed to get a package to its destination in three days as it promised to, or the package arrived on time but was damaged. In either case, the shipper may be entitled to some type of refund.

■ **Misapplied terms:** The carrier failed to use the rate negotiated in the contract, or included charges that aren’t allowed.

■ **Wrong weight or freight class:** This can stem from a data entry mistake. One example: the system codes an address as residential, but it’s a business and eligible for a different rate.

Mistakes also can result from the complexity of the rules. “It’s not just the right rate and lane, but the rules regarding factors such as dimensional weight, linear feet, and minimum density,” says Technical Traffic’s Lauren Mecchella-Plate.

■ **Tariffs:** It’s not uncommon to find that a carrier hasn’t updated the tariff terms in its processing engine.

■ **Duplicate billing:** Many carriers automatically send a second invoice if they haven’t received payment within a certain amount of time.

Moreover, some carriers will add a prefix or suffix to the second bill. Unless business rules to identify this are built into the system, the computer will read it as a different bill.

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A3 can validate the transactions, or general ledger accounting or invoice line item feeds that A3 transmits to the company.

For large-volume shippers, an integration can run three to four months, Harris of A3 says. Implementations with shippers that spend more than \$100 million may take two months or longer.

Fortigo will, at a minimum, integrate with the company's financial system. It also may need to establish integration feeds with the customer's shipping and warehousing systems in order to enable a closed-loop audit that matches purchase order data against freight bills. "Freight bill accuracy is only part of the validation process," Kontoravdis says. "Equally important is tracking and measuring shipping compliance."

ANYTIME, ANYWHERE ACCESS

Web-based systems tend to require relatively less intensive technical integration because there's no software to install. It also allows for anytime, anywhere access for those with proper credentials. U.S. Bank's Freight Payment system is web-based, and both the shipper and carrier can log in to it. Because both parties have access to the same information at the same time, they can collaborate online to quickly resolve issues and exceptions.

Information typically is obtained from the carrier via EDI. "It's an efficient way to get a tremendous amount of data," Pape says. As the data becomes available, it is securely consolidated within U.S. Bank Freight Payment's data warehouse. This automated system also streamlines the audit process and increases accuracy.

CT Logistics can implement systems for smaller clients with few transportation

VERACTION TAKES ACTION

Veraction, a provider of transportation spend management solutions, leveraged its business intelligence platform and web-based portal to help an international retailer automate the data capture of its transportation spend function; build a SKU-level matching, proportion, and total cost estimation solution; and achieve greater clarity to transportation costs.

These solutions helped the retailer correct inefficiencies and more intelligently deploy its transportation dollars. It saved eight percent by reducing manual labor and automating processes. And, by balancing inventory costs with expedited airfreight costs at the SKU level, the retailer cut inventory carrying costs by three percent.

modes and a modest number of invoices in three to four weeks. Implementations for larger companies that use a range of modes across multiple regions of the globe may take up to 24 weeks.

In some cases, the FBAP provider can obtain much of the information it needs from the carriers, reducing the required integration to the company's systems. With one company, for instance, RateLinx was able to access, with the company's permission, the 210s (Motor Carrier Freight

Details and Invoice) from the carrier. RateLinx analyzed and cleaned them, and then transmitted the accurate 210s to the company's system. The steps were the reverse of RateLinx's standard process, but eliminated the need for the company to dedicate IT resources to the project. As a result, the client launched within one week.

Key to this effort was assessing what already was being done electronically, and then finding a way to work with that, Vaillancourt says.

It's important to note that although many carriers provide rates and other data electronically, not all have that ability. "We encourage customers to nudge their carriers to transfer data electronically," Branch says. When they do, Intelligent Audit can tap into their systems (with their permission), limiting the need to interact with customers. "It happens in the background," he adds.

Technical Traffic adapts to the level of technology used by the company and its carriers. For instance, if a carrier isn't able to send data via EDI, Technical Traffic tries to find another way to send it electronically, such as XML. Once the connection is established and data is sent each week, "it becomes the norm for us and allows us to move faster," Mecchella-Plate says.

BEEN THERE, DONE THAT

No matter the type of implementation, most are "getting easier each day," says Connell. A growing number of information-sharing protocols are standardized, making it easier to obtain data from both carriers and shippers.

Even when the implementation is more customized and requires greater

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ShipLinx TMS is one of the few that both plans the order and executes the shipment. Freight rates, shipment information and tracking numbers populate in the ERP/WMS when packages ship. Execution is more efficient because planning is part of the integrated ecosystem.

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integration to a shipper's other information systems, "there's not a lot we haven't seen before," Connell adds.

COSTS AND BENEFITS

Most freight payment and audit firms use a mix of pricing models. A common one is to charge for each transaction, sometimes offering a volume discount or a lower rate for electronic, rather than paper, transactions. The firms often add fees for any consulting or other services provided. Some charge an ongoing subscription fee for SaaS implementations.

For their investment, firms can gain a range of benefits. Companies that have handled freight payment and audit internally for an extended period may see a number of efficiencies. "Through

economies of scale, we eliminate a shipper's internal processing costs, while providing the expansive worldwide data presented on their invoices, and the analytical tools that help them realize year-over-year verifiable savings," Snavelly says.

In addition to eliminating the work associated with freight or parcel invoice processing, companies also can minimize the number of resources they must dedicate to tracking and reporting transportation spend when they use internal systems. They also often gain a more robust compliance process because they have more control over transactions and a better handle on their spending.

The freight payment audit itself can result in hard dollar savings by identifying and correcting for overcharges, invoice

mistakes, and duplicate billing. While estimates of the amounts potentially saved vary, most say savings of about 2 to 4 percent of

SHOULD YOU PUT STOCK IN BROKERS?

What role should freight brokers play in the relationship between shippers and their freight bill audit and payment providers?

Companies often can achieve rates similar to those brokers can get—especially domestically—and without incurring the costs of a broker, says Nicholas Fisher of AR Traffic Consultants, who has studied this issue.

"There's a place for an independent, objective, pre-payment audit firm," says John Mecchella of Technical Traffic Consultants. A firm that's paid a commission by a carrier may be less likely to suggest other carriers that may be a better fit for a particular company. "A commission can present a perceived, and sometimes real, conflict of interest," he adds.

Companies might want to use brokers for other reasons: To reduce the internal labor overhead needed to maintain a transportation operation, and to gain access to more modern technology than they may have internally, Fisher notes.

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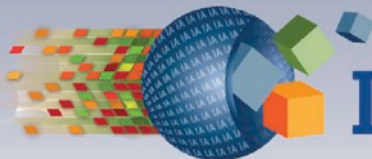
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overall transportation spend is reasonable.

Over time, however, that number tends to decrease. That's because the errors that were corrected should remain corrected, if the freight audit firm has eliminated the root causes of the exceptions. A firm that detects the same issues over and over is simply padding its savings number, Harris says.

The more substantial and ongoing cost reductions tend to come from leveraging the detailed freight information available.

For starters, organizations can use the richer, more accurate data set to negotiate better terms with carriers. "When a company can take a rich data set to the market, carriers don't have to hedge against the ambiguity in their business," Connell says. That means lower costs for shippers.

Combining this information with freight analysis and optimization tools can provide insight on when to shift carriers or transportation modes, or when to change from less-than-truckload (LTL) shipments to truckload.

Fisher provides this example: Most LTL carriers charge by weight, so as the weight of a shipment increases, so does the cost. That means LTL carriers tend to work well for low-weight shipments. As the weight of the shipment increases, however, the cost eventually pulls even with the cost to send a shipment by truckload, which generally is a flat rate. In many cases, it makes sense to choose LTL for shipments of up to about 10,000 pounds. After that, truckload shipments tend to be more economical.

Or, if a manufacturer is sending 10

boxes of its goods to 10 stores in a chain, should it send the boxes to a distribution center, and have them delivered locally from there? Or, should they go straight to the stores? How does the calculation change if the stores only accept deliveries on certain days, or at certain times of the day?


Choosing a carrier based on the calculated cost may be relatively straightforward when working with a handful of shipments, but as the volume of orders rises, the complexity increases exponentially. Not only does the number of potential combinations jump, but shipping rates change frequently. Trying to optimize shipments with a manual process can be nearly impossible. "Freight optimization means trying to combine multiple shipments going to multiple customers, and determining the best routes and rates," Fisher says.

BOOSTING THE POTENTIAL FOR SAVINGS

Combining an audit with analysis and freight optimization tools significantly boosts the savings potential. Again, the numbers vary, but most estimate savings of 25 to 40 percent of transportation costs.

Freight remains a key component of most companies' transportation expense. Along with ensuring freight bills are accurate and reflect contracted terms—a key capability—freight payment and audit firms can add even greater value. They can streamline invoice processing and optimize freight spending to capture more savings and build more effective supply chains.

"Freight audit is vital, but it is not enough," Connell says. "Shippers need to think in terms of transportation spend management in order to make a greater impact on their companies."



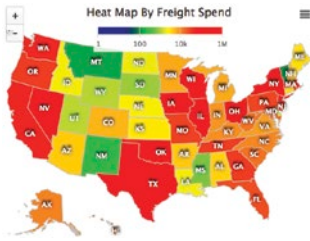
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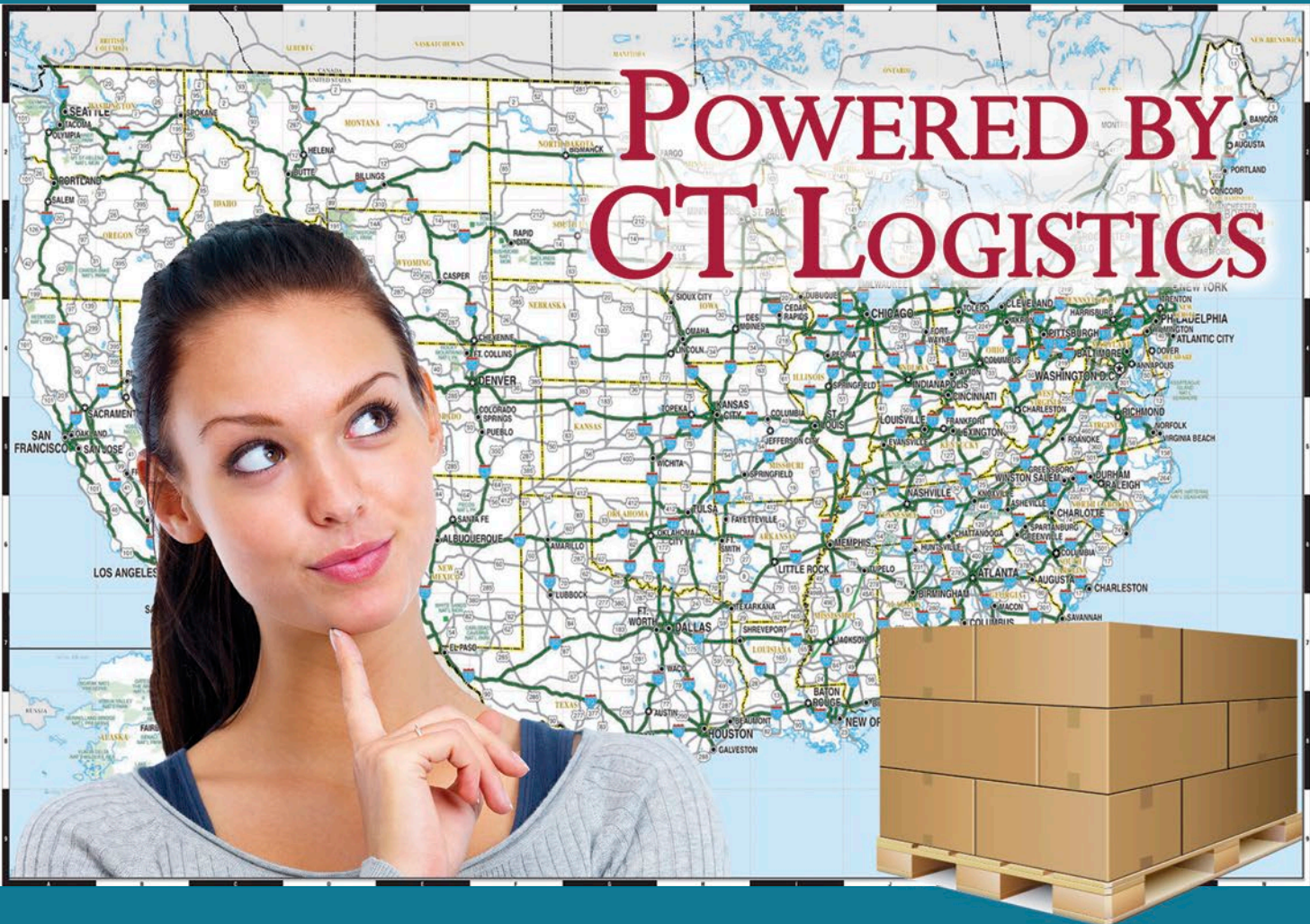


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More importantly, these logistics thought leaders can give you guidance when considering improvements to your business processes.

THOUGHT LEADERS

102 BRIAN EASTON

Sales and Marketing,
Aljex Software

104 RICK ERICKSON

Global Director of Freight
Payment Solutions, U.S. Bank

105 NICK GIOCONDA

Director-HR/Learning &
Development, MD Logistics

106 DANNY SLATON

Chief Innovation and Strategy Officer,
SMC³

The Role of Relationships in Automated Brokerage

Q: Recently we have seen an emphasis on technological tools working towards an “Uber for trucking” model. Is this achievable in the brokerage industry?

A: To answer this question, let’s first clarify the analogy itself—Uber for trucking. Nowadays, companies are setting out to entirely automate the brokerage process by better connecting the brokerage firms with their shippers and carriers to maximize both the carrier’s capacity and the broker’s margins.

Simply put—yes. This is achievable.



Sales and Marketing
Aljex Software

BRIAN
EASTON

Q: How?

A: There obviously is no one-size-fits-all solution to take on the intricacies and irregularities of our market. Brokerage is a complex industry that requires utmost attention to detail and the ability to control things that are seemingly out of control.

The key to automating such a complex equation lies in relationship building.

For customers with whom the brokers are still growing their business relationship, they’ll naturally need to take a more manual approach. When the customer needs a load hauled, the broker will need to dialogue with the shipper somewhat extensively to ensure all the nitty-gritty details are clear and covered. This is a two-way street, as the customer will continually develop rapport with the broker and trust them to do what they expect without asking.

The same can be said for developing relationships with carriers. It takes time and persistence before you can truly rely on a carrier. For carriers that the broker does not frequently work with, it is key to be proactive and use whatever means necessary to ensure the customer’s freight arrives safely and timely. However, once this reliance has been established, it can make the job of both the carrier and the broker exponentially easier.

Eventually these relationships with certain shippers and carriers become deeply entrenched, allowing the broker to utilize a more hands-off approach.

Q: What can brokers do to take advantage of these relationships?

A: Once these relationships are established, brokers can truly take advantage of the “Uber for trucking” tools.

One powerful form of automation taking place in the brokerage process is the use of EDI and API. Loads can be sent electronically from a customer directly into the broker’s TMS for them to accept or reject without picking up the phone or sending an email. Once accepted, status updates and invoices to the customer or from the carrier are transmitted automatically. By having key load information seamlessly communicated back and forth between the broker and the shippers, brokers have newly acquired free time in their day and also less room for data errors.

Customer and carrier portals serve as extensions to the broker’s TMS. Now, trusted carriers can make status updates on all of their active shipments on their own, add available equipment into the broker’s system, accept available loads, upload their own documentation, and even self-invoice. Through the customer portal, the broker can give their customers the ability to enter their own loads, view and accept rate quotes, check real-time status updates on their active shipments, and view unpaid invoices and documentation.

In summary, as the broker strengthens relationships with carriers and customers, the door to an automated brokerage process opens up.

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Optimizing Your Supply Chain

Q: How can today's manufacturers deal with increasing regulations, demand volatility, and shifting global trade currents?

A: While supply chain managers work diligently to design and oversee extended supply chains, one aspect that often falls through the “operational cracks” is supporting the corresponding financial supply chain. Orchestrating the end-to-end cash flow velocity and supporting transactions are critical to improve working capital, reduce risk, and enhance margins and efficiencies.

Organizations need visibility into the transactions, cost drivers, and results of the financial supply chain. Automated freight payment and audit can provide that.

Q: What trends do you see most impacting companies?

A: The shift in direct-to-consumer shipping is increasing costs and driving change in the industry. According to a recent report from the Aberdeen Group, 61% of companies are shipping direct to the customer. This was less than 50% two years ago.

This results in increased parcel shipments, which are significantly more expensive than bulk freight. Our customers are looking for a way to avoid an unfavorable hit to their bottom line, and they are turning to their freight payment process to unlock working capital through improved operational efficiencies and improved cash flow.



RICK

ERICKSON

Global Director of Freight
Payment Solutions
U.S. Bank

Q: How has the demand for data changed given this new pressure on supply chains?

A: Customers are demanding more from the data we collect. Through ad hoc customer requests and continuous improvements to our reporting suite, we are delivering more value through enhanced business intelligence solutions.

Our freight payment reporting tools support landed cost calculations with the ability to measure freight costs at the product level. Because of the significant impact of transportation cost on the supply chain—and the company's bottom line—it must be measurable at a very detailed level in order to be managed effectively and optimized successfully.

Q: When it comes to technology, security is a big concern. What can companies do to assure that their data is protected?

A: While technology drives efficiencies and can revolutionize an industry, it can also leave organizations vulnerable to cybercrime. It's important for organizations to take a critical look at how the parties in their supply chain handle and store the data they have access to and how they transmit it.

Fraud and information security are an ongoing concern as hackers and cyberterrorists become savvier. Freight bills contain information that is often competitively sensitive. If that were to be compromised, it could cause a major disruption in an organization's business.

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How Leadership Training Can Improve Company Culture

Third-party logistics (3PL) providers, like most companies, are focused on results. However, all reputable 3PL providers understand that an investment in training its warehouse operations employees is a necessary cost of doing business. Certifications for employees driving fork trucks, using RF guns to scan product, and operating pick-to-light systems are mandatory to ensure the safety of employees and that the job is completed correctly. What some 3PL providers fail to realize is that additional leadership training returns a positive impact on long-term business results.

Q: Why should I implement a leadership program?

A: Leadership incentivizes people. A leadership training and development program helps managers identify those people who may need encouragement or redirection. The goal is for people to do their best and be rewarded through incentives provided by contributing to the company's success metrics.

Once a leadership training and development program is implemented, it is important to remember that it is an ongoing process that continues long after the on-boarding time period. It is never perfect and never completely finished.

leaders today and technology is exacerbating the problem.

Learn to give and receive feedback. When training leaders it is important they know to ask for feedback as often as they give it. The result is the ability for any employee at any level to be able to raise an issue as soon as it arises without fear the recipient will not be open to receiving the information.



Director-HR/Learning &
Development
MD Logistics

GIOCONDA

Q: How does a leadership program impact company culture?

A: Here are a handful of scenarios in which a leadership program will impact company culture.

Create a culture of accountability. A culture of accountability is created when leaders are trained to admit when they've made a mistake, rather than to hide it.

Treat people like people. Encourage your leaders to get to know their employees as individuals, a personal investment that will pay long-term dividends.

Engage people of all levels in conversation. A winning culture exists when people of all levels are encouraged to have face-to-face conversations. Communication is the biggest obstacle to developing

Lead by example. All leaders and employees are given permission and encouraged to lead by example. Leading by example is a key element of a high-performing culture.

Create a shared piece of community. Leaders are encouraged to create a sense of community within their teams—one where team members contribute to the same goal and feel connected, rewarded, and fulfilled once it is obtained.

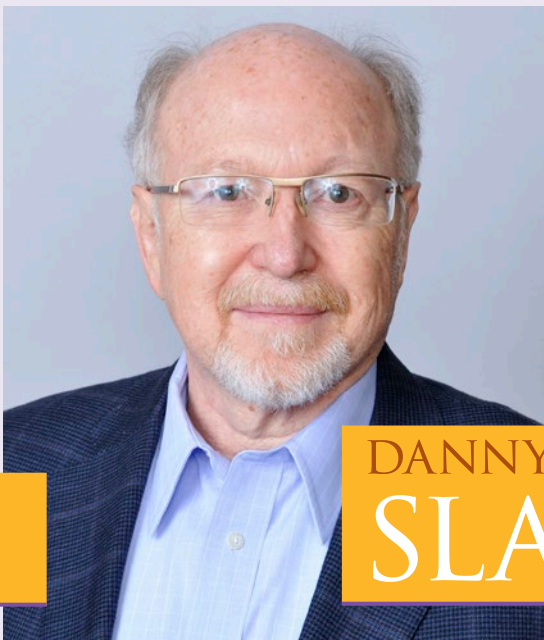
By making an investment in the training and development of your company's leaders, the return on your investment will show through in your organization's positive culture and business results.

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Accurate Transit Times: The Backbone of Efficient Supply Chains

Q: CarrierConnect® has been a crucial SMC³ product for nearly 20 years, and the company has continued to make upgrades during that time. How have customers been reacting to recently added features in CarrierConnect XL 2.0?

A: GlobalTranz was the first technology partner to integrate the new XL features, and they discovered true strategic value through the increased performance and functionality of the next-generation tool. The version 2.0 releases allow GlobalTranz and other customers the ability to receive carrier transit times by calendar date, an improvement over the earlier format's less-precise transit requests, which were not date specific. The solution has services for more than 300 carriers, and provides customers with carrier terminal operations and archival transit-time data for auditing purposes. Users access CarrierConnect XL 2.0 through our reliable, secure SMC³ cloud platform, making it easier for customers to access the entire range of SMC³ solutions. Carriers can supply standard, expedited and customer-specific services.



DANNY

SLATON

Chief Innovation and
Strategy Officer
SMC³

Q: How does it work?

A: CarrierConnect XL 2.0 is an API component that seamlessly connects with transportation management systems used by shippers and 3PLs to provide accurate, timely data. This information can be used in conjunction with SMC³'s RateWare® XL and BatchMark® XL

solutions to provide customers with a reliable rating and transit-time infrastructure. Carriers provide the data that fuels CarrierConnect XL 2.0, and SMC³ has a long-standing relationship with the top LTL carriers in the industry. When schedules shift and transit-times need to be updated, they provide us with immediate feedback so our data scientists can quickly update the SMC³ cloud with the latest data.

Q: Why do shippers and 3PLs need access to CarrierConnect XL 2.0? Can't they simply look up transit times with a standard API connection to a carrier's website?

A: CarrierConnect XL 2.0 is a very fast analytical API connection that allows users to access transit-time information from myriad carriers in microseconds. Researching transit-time information by visiting a single carrier's website can take several seconds, eating up valuable resources. I don't know any shippers that only use one carrier for their entire business. Our customers use multiple carriers, and they would have to go through numerous carrier API connections to simply accumulate the data needed to make accurate decisions. CarrierConnect XL 2.0 is a simple, standardized way for our customers to increase efficiency and reduce costs.

Q: Do retailers, shippers and 3PLs really need the level of transit-time and service specificity CarrierConnect XL 2.0 provides?

A: It is crucial for retailers to have access to accurate, up-to-the-minute transit time data due to planning for sales events, holidays and last-minute inventory shifts. In manufacturing, lean inventory practices, which deliver proven economic value, require highly accurate transit

information to succeed. In both these sectors, misinformation regarding transit times wreaks havoc on supply chains. Transit data is not static. As transit times shift and service areas are updated, customers need a reliable source of data that delivers a standard messaging output that can be easily understood.

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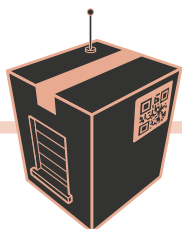


WMS

BUYER'S | GUIDE | 2016

Warehouse management system (WMS) software helps track inventory so you can pick and ship to customers faster, eliminating the errors and backorders that can cause them to bail on you. Use this list of leading WMS vendors to narrow down your choices, and zero in on the right solution for you.

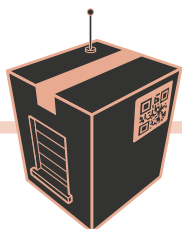
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[WMS BUYER'S GUIDE 2016]

	COMPANY	PRODUCT	DESCRIPTION
L	360data Appleton, WI 360data.com 920-830-5000	Warehouse Management System	Effectively manages inventory from raw materials to components to finished goods. Highly detailed inventory tracking and enhanced visibility deliver precise control across multiple customers, suppliers, and locations.
C	3PL Central Manhattan Beach, CA 3plcentral.com 888-375-2368	3PL Warehouse Manager	Helps 3PL providers manage multiple customers, integrate with EDI and e-commerce platforms, and provide real-time inventory information 24-7, worldwide.
L	Argos Software Fresno, CA argossoftware.com 559-227-1000	Abecas Insight	Integrates with accounting, payroll, personnel, maintenance, freight management, and sales management modules. Capabilities include resource and location tracking, perpetual inventory, reporting, and EDI.
L C	ASC Software Dayton, OH ascsoftware.com 937-429-1428	ASCTrac WMS	Enables end-to-end inventory tracking using real-time RF directed workflows, user-defined views/reports, extensive configurable customer/item rules, and FDA-style lot traceability of manufactured goods.
L C	Automation Associates Mississauga, Ontario rfpathways.com 905-565-6560	RF Pathways WMS	Automates and optimizes all warehouse processes for receiving, crossdocking, putaway, inventory management, picking, staging, and shipping. Features a robust 3PL billing engine and web access.
H L	Cadre Technologies Denver, CO cadretech.com 866-252-2373	Cadence WMS	Fully featured, real-time warehouse management system that manages complex and high-volume warehouses and fulfillment centers for logistics companies, distributors, and manufacturers.
H L	Camelot 3PL Software Charlotte, NC 3plsoftware.com 866-3PL-SOFT	3PLink	Provides 3PLs with robust operational technology to satisfy multi-tenant inventory management, service billing, EDI, wireless scanning, web visibility, reporting, and document and freight management.
L C	CP Tech Savage, MN distributionplus.co 800-686-6270	DistributionPlus	Enables real-time inventory information, multiple bins (locations), multiple warehouses, kitting, and crossdocking. Lot and serial tracking enables tracking of items throughout all processes. Reporting provides the ability to turn raw data into meaningful information.
L	Dassault Systèmes Long Beach, CA apriso.com 562-951-8000	Apriso Warehouse	Directs people, processes, and equipment by monitoring and reporting all activities from receipt of raw materials through shipment of finished goods.
H L C	Datex Clearwater, FL datexcorp.com 800-933-2839	FootPrint WMS	Configurable workflow-based system supports omni-channel and multi-channel order fulfillment; customizable reporting; EDI and integration ready. Optional cartonization, manufacturing, procurement and shipping modules. Ideal for 3PLs.

COMPANY	PRODUCT	DESCRIPTION
H Dematic Reddwerks Austin, TX dematicreddwerks.com 512-597-6810	Warehouse Execution Software	Facilitates warehouse functions including stocking, packing, palletizing, receiving, wave planning, putaway, and replenishment.
H Deposco Alpharetta, GA deposco.com 877-770-1110	Bright Warehouse	Receives orders using WiFi-enabled handheld devices, and validates receipts against purchase orders or advance shipping notices. Manages directed putaway and picking. Provides tools required to build and manage shipments.
H DMW&H Carlstadt, NJ dmwandh.com 201-933-7840	Shiraz Warehouse Control System	Directs real-time activities within warehouses to provide immediate feedback to management for monitoring and quick decision-making, maximizing system throughput and performance.
H Epicor Austin, TX epicor.com 800-999-1809	Epicor Warehouse Management System	Offers end-to-end supply chain management capabilities, including customer relationship and financial management, business intelligence, and integrated shipping.
H Foxfire Greenville, SC foxfiresoftware.com 864-868-5243	Warehouse Management Software Solutions	Designed to collect and report data generated on the production floor and in the distribution center, Foxfire's WMS systems support advanced shipment notification, picking, product preparation, and standard shipping label compliance.
L GlobalTech SCM Solutions Cooper City, FL globaltechus.com 954-885-9066	Depot WMS	Provides end-to-end traceability, from product reception to delivery. Uses RF technology to improve accuracy and operation speed. Users can access warehouse information via Web-view.
L HAL Systems Roswell, GA halsystems.com 770-927-0700	Warehouse Management System	Browser-based, scalable software solution for warehouse management using barcodes and RFID tags. Configurable to allow for affordable customer-specific solutions with no custom programming required.
L HighJump Minneapolis, MN highjump.com 800-328-3271	HighJump Warehouse Management	Complete warehouse capabilities for manufacturers, distributors, retailers, and 3PL providers. Configuration and adaptability tools accommodate any workflow. Compliance with EDI and transportation requirements.
L Infor New York, NY infor.com 800-260-2640	Infor Supply Chain Execution	Automates and accelerates receiving, crossdocking, picking, shipping, slotting, and voice-directed work. Provides inventory, yard, labor, and event management.
L Infosite Technologies Boisbriand, Quebec infositetech.com 888-395-0354	DM Warehouse	Supports full rework, repack, restack, movement, putaway, product transfer, and other warehouse operations.

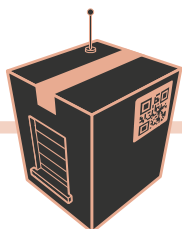


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COMPANY	PRODUCT	DESCRIPTION
L Intelligrated (Honeywell) C Mason, OH intelligratedsoftware.com 866-936-7300	Warehouse Execution System	Manages people, processes, and equipment in real-time using a robust suite of fulfillment technologies to address the demands of dynamic omni-channel retail operations.
L IntelliTrack Sparks, MD intellitrack.net 888-583-3008	IntelliTrack WMS	Controls cycle counting, kitting, replenishment, space management, and other warehouse operations functions; integrates with wireless technology.
L Interlink Technologies Perrysburg, OH thinkinterlink.com 800-655-5465	Warehouse-LINK	Utilizes barcode and mobile computing technology to support all distribution activities and provide web-based access with real-time information to increase warehouse efficiency.
H International Data Systems Chula Vista, CA internationaldatasystems.com 877-254-4858	Velocity WMS	Manages receiving, putaway, inventory, order fulfillment, and shipping in real time. Features include user-defined fields, reporting services, charges/calculation billing, EDI integration, mobile computing, and barcode scanning capabilities.
L Invata Intralogistics Conshohocken, PA invata.com 860-819-3200	Warehouse Execution Systems	Combines purpose-driven design with sophisticated warehouse execution software into one comprehensive solution capable of orchestrating all the simultaneous processing associated with omni-channel fulfillment.
H Iptor L Folsom, CA C iptor.com 916-542-2820	Iptor WMS	Controls the movement and storage of materials within a warehouse and processes the associated transactions, including shipping, receiving, put-away, and picking. Directs and optimizes stock putaway based on real-time information about the status of bin utilization.
L IQMS Paso Robles, CA iqms.com 866-367-3772	Enterprise IQ WMS	Controls and tracks all incoming and outgoing inventory movements with ERP and EDI integration, directed picking and putaway, work-order staging, wave planning, palletizing, and shipment planning.
L JDA Software Scottsdale, AZ jda.com 480-308-3000	JDA Warehouse Management	Optimizes the movement of inventory - from raw materials to finished goods - and manages materials handling equipment and labor.
H Kewill L Chelmsford, MA kewill.com 978-482-2500	Kewill MOVE	Manages dock and yard operations, crossdocking, pick and pack, cycle counting, and automatic replenishment.
L Knapp Kennesaw, GA knapp.com 678-388-2880	KiSoft WMS	Suited for conventional paperless systems and for automated warehouses, with best practice processes, more than 1,700 standard features, and short implementation times.

COMPANY	PRODUCT	DESCRIPTION
L LOG-NET Red Bank, NJ log-net.com 732-758-6800	LOG-NET Shipment and Warehouse Management	Provides operational functionality to plan, receive, process, and invoice warehouse activities. Facilitates warehouse bookings, receiving, transfers, load plans, and manifests; offers global inventory visibility; and processes over, short, and damage exceptions.
C LogFire* Atlanta, GA logfire.com 678-261-9000	LogFire Warehouse Management Cloud	Establishes a reliable and accurate real-time view of inventory levels. Allows for rapid and accurate check-in and putaway of goods as they arrive at the receiving dock. Keeps total control of inventory. Schedules and manages inbound shipments, crossdocking, and flow-through allocation processes.
L Logimax Jacksonville, FL e-logimax.com 855-253-8855	WMS Foundation	A browser-based system that contains multi-customer and inventory control functionality, integrated RF, third-party billing, report writing, and customer web self-service.
H MADE4NET Hackensack, NJ made4net.us 201-645-4345	WarehouseExpert	Boosts efficiency in distribution centers by driving order fulfillment through picking automation and optimization of mixed items on cubed pallets and totes, with supporting labor management systems.
L Magaya Miami, FL magaya.com 786-845-9150	Magaya WMS	Empowers users to manage their operations with warehouse receipts, locations, pick and pack, mobile scanning, and more.
L Manhattan Associates Atlanta, GA manh.com 770-995-7070	Supply Chain Commerce	Optimizes cross-tier policies to synchronize DC and store level inventory needs. Uses "what-if" scenarios to evaluate alternative safety stock strategies. Routes in-transit inventory based on latest market conditions.
L N'ware Technologies Dover, NH lisaproducts.com 800-270-9420	LISA Distribution WMS	Optimizes the inbound supply chain and warehouse operations from order management to dispatching to fulfillment and shipping. Seamlessly integrates with SAP Business One and ByDesign.
C NetSuite* San Mateo, CA netsuite.com 877-638-7848	NetSuite Inventory Software	Provides real-time, detailed visibility into key inventory control and supply chain management measures, including inventory trends, stock on order, and supplier on-time performance.
H Next View Software Orange, CA nextviewsoftware.com 714-288-0363	Next View WMS	Optimizes inventory, space, and labor across the supply chain. Provides complete visibility of raw materials, work in process, and finished goods across manufacturing, distribution, retail, and 3PL facilities.
H Oracle Redwood Shores, CA oracle.com 800-392-2999	Oracle WMS	Provides complete warehouse management capabilities including advanced wave planning, crossdocking, and demand-driven replenishment. Can be implemented with Oracle E-Business suite or standalone.

*Acquired by Oracle



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COMPANY		PRODUCT	DESCRIPTION
L C	PathGuide Technologies Bothell, WA pathguide.com 425-438-2899	Latitude WMS	Automates inventory transactions, including: receiving, transportation management, zone picking, slotting, cycle count planning, truck route shipping, and carrier compliant manifesting.
	proVision WMS Toronto, Ontario provisionwms.com 416-675-3999	proVision Warehouse Management Solutions	Automates small/mid-sized warehouses, improving operational efficiencies and inventory accuracy. Supports RF/barcode/voice technologies and optimizes receiving, putaway, picking, staging, and shipping processes.
H L	QSSI Somerset, NJ qssi-wms.com 732-805-0400	PowerHouse WMS	Improves inventory accuracy and customer service levels; reduces order processing time, and putaway and picking errors; enhances labor and warehouse resources; and reduces inventory carrying costs and physical inventories.
L C	Ramp Systems Philadelphia, PA rampsystems.com 215-888-6225	Enterprise WMS	Developed for multiple facilities, multiple customer, robust 3PL billing. Provides total control over entire operations, efficiently managing all stages of day-to-day warehouse operations.
H L	Robocom Farmingdale, NY robocom.com 631-753-2180	R-WMS	Offers RF, voice, and paper processing options, plus functionality that enables distributors and 3PLs to manage all aspects of their warehouse operations.
H L	Royal 4 Systems Long Beach, CA royal4.com 562-420-9594	WISE	Controls inbound, value-added services; outbound, automated storage, and retrieval systems integration; and sequencing for just-in-time deliveries. Includes tools for load planning, delivery scheduling, and EDI advance ship notice confirmation.
H L	SAP Newton Square, PA sap.com 800-872-1727	SAP Extended Warehouse Management	Features analytical tools that enable efficient operations management; supports the integration of multiple technologies - including voice and data capture - as well as control of automated materials handling equipment from a single system.
H L	Softeon Reston, VA softeon.com 855-SOFTEON	Softeon WMS	Manages warehouse receiving through shipping, including assembly/kitting and reverse logistics. Orders are sourced through distributed order management and integrated with demand planning. Rules engine enables real-time changes to business rules.
L C	Sologlobe Montreal, Quebec sologlobe.com 514-938-4562	Solochain WMS	A robust, scalable, and flexible best-of-breed WMS providing omni-channel fulfillment capabilities, real-time accurate inventory information, flexible workflows, yard-dock management, and more.
C	SphereWMS Denver, CO spherewms.com 214-382-2680	SphereWMS	Provides real-time visibility and powerful reporting tools for all stakeholders in the supply chain. Implementation takes days, not months.

COMPANY	PRODUCT	DESCRIPTION
C Suntek Systems Irvine, CA suntekscm.com 949-789-0070	iFULLFILL	Provides streamlined process from fulfill order entry to shipping. Allows customer to view inventory status at any time, anywhere.
H L Supply Vision Chicago, IL supply-vision.com 847-388-0065	Supply Vision WMS	Automates 3PL and small to mid-sized manufacturer warehousing and distribution activities. Optimizes receiving, putaway, and picking processes with integrated shipping solutions.
L C Synergy North America Charleston, SC snapfulfil.com 843-577-5007	Snapfulfil WMS	Efficiency improvements up to 30 percent. Implemented within 45 days. Facilitates receiving, putaway, replenishment, and picking. Provides audit and inventory control, data integration, and dispatch management.
L C SYSPRO Costa Mesa, CA syspro.com 800-369-8649	ERP Inventory Management Software	Enables effective customer servicing and improved profits by providing traceability, recall management, and stock control across the entire supply chain.
L TAKE Supply Chain Austin, TX takesupplychain.com 800-324-5143	GeminiSeries	Integrates with existing Oracle ERPs to provide solutions for receiving, manufacturing, shipping, quality, labeling, and real-time inventory data, giving complete visibility to supply chain functions.
H L C TECSYS New York, NY tecsys.com 800-922-8649	EliteSeries	Optimizes warehouse execution processes, improves performance and profitability. User-friendly visual applications with real-time visibility and analytics. Scalable and adaptable, quick onboarding.
C TransGroup Global Seattle, WA transgroup.com 800-444-0294	TransWarehouse	Manages multiple warehouses anywhere globally. View inbound inventory and create outbound shipments by SKU or product number, all with integrated tracking/PODs.
L Westfalia Technologies York, PA savanna.net 844-391-9822	Savanna.NET®	Integrated WMS/WCS solution that optimizes, manages, and controls internal material flow and order picking within the storage facility, eliminating the need for separate applications.
H WITRON Arlington Heights, IL witron.com 847-385-6000	WITRON WMS	Allows distribution centers to automatically pick cases, build pallets of mixed SKUs, and stretch wrap and ship orders. Multi-language support for user interfaces allows the same platform to be used internationally.
H L Zethcon Lombard, IL zethcon.com 847-318-0800	Synapse	Processes multiple warehouses and multiple customers with different processing requirements, using the same database and software.

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IT Toolkit | by Michael D. White

Equipment manufacturer
Blount International
brings out the power
tools to plug money
leaks and sharpen data
management.

Chainsaw Maker Massacres Supply Chain Inefficiencies

Originally founded as a construction firm in Alabama chasing down government contracts in the years following World War II, Blount International has grown into an \$829-million manufacturer with offices in Singapore, Costa Rica, Scotland, and the Philippines.

Now based in Portland, Ore., the company employs 4,500 workers producing chainsaws, lawn mowers, garden trimmers, farming and concrete cutting equipment, and after-market replacement parts that are shipped globally through a logistics network connecting production facilities in Oregon and China with more than 400 distributors serving customers in 110 countries.

Business was good. But in 2012, Blount's management team realized that its segmented distribution system caused the company to make critical supply chain decisions based on faulty information and questionable data gleaned from widely disparate sources.

The company was leaking money from various inefficiencies. "We needed to help improve operational efficiency

and gain an essential understanding of our global logistics spend," says Alfredo Camacho, director, global transportation and trade compliance, Blount International. "We had to find out where the money was going and we needed to reduce costs...fast."

Decidedly non-technophobic, Blount has a track record of implementing new technologies and concepts to improve its operational capabilities.

In the mid-1980s, for example, the company absorbed a major competitor, manufacturer Omark Industries, one of the first U.S. companies to import Lean manufacturing and just-in-time logistics concepts from Japan. Blount integrated the two then-revolutionary processes into its operations, which had an almost immediate positive impact.



Blount produces chainsaws, lawn mowers, farming and concrete cutting equipment, and after-market replacement parts, and ships them globally.

Faced with its most recent challenge, Blount spent nearly eight months vetting more than 12 data analysis software providers with the goal “to partner with a provider who had a presence in Brazil, North America, Europe, and Asia,” says Camacho—a critical issue as 60 percent of Blount’s business is international.

The company “looked at more than one dozen providers because we wanted to partner with a provider that had a footprint outside the United States and the ability to drive operational efficiencies that would give us some of the quick wins we needed,” Camacho says.

Making Trax to Better Data

Enter Trax Technologies. Based in Scottsdale, Ariz., the company develops logistics data software and management systems. It bills itself as “a data refinery for the information supply chain,” and specializes in measuring and controlling settlement risks; allocating logistics costs; automating invoice auditing and payment processing; and providing invoices, financial solutions, visibility and analytics, and data management.

“At the time, Trax was one of two providers that had the footprint we were looking for,” says Camacho, adding that Trax got

the nod “when it demonstrated the ability to drive operational efficiency quickly.”

“Our clients usually come to us with a specific problem,” says J. Scott Nelson, the founder, president, and CEO of Trax and a veteran with 22 years of experience in developing and applying transportation management systems. “We look at the issue and determine if a misapplication of data is the source of the problem.”

Plugging the Money Leaks

In Blount’s case, extensive discussions with Trax revealed issues of “uncontrolled revenue leakage” in the company’s freight settlement and payment process, according to Nelson. The problems were there all along, but so diffused that no one was able to effectively deal with them.

By focusing on data refinement and automation, as well as Governance Risk and Compliance controls, Trax isolated the problems and plugged Blount’s logistics-related revenue and expense leaks. It automated the company’s process that clarifies logistics costs to the correct budget guidelines, and provided immediate visibility into Blount’s logistics spend.

That process, says Nelson, “enabled us, for the first time, to track Blount’s costs and the business activity that was actually generating it. That gave Blount real-time

information as to their actual cost drivers, which allowed them to make different decisions about realigning their supply chain and reducing costs.”

Part of the process was Blount realizing that it needed to augment its investment in improving its internal capabilities “to produce the outputs necessary to better align logistics to its overall strategic supply chain plan,” Nelson says. “We were able to help them enhance the value and utility of their investments in ERP and other technologies by providing refined underlying data that made these systems smarter and more effective.”

The results became evident quickly. Blount implemented operational efficiencies within the first six months of its initial meeting with Trax.

Single-source Visibility

The partnership has resulted in Blount having “single-source visibility” into more than 90 percent of its logistics spend, says Camacho. The company reduced overall global logistics spend by \$7 million, or 4 percent, over the past three years.

“One of the most dramatic results was the significant drop in cost-per-kilogram and landed cost opportunities,” Camacho says. “For example, from India to the United States, the cost per



A partnership with data management company Trax Technologies provided Blount with accurate information about its logistics spend to drive future business decisions.

kilogram dropped from \$1.20, on average, to 50 cents.”

With access to its analytics dashboards, Blount can more accurately identify new upstream opportunities. Visibility of spend increased by 3 to 4 percent. The company also is equipped to negotiate better contracts with logistics service providers; it saved approximately \$1.6 million with major international carriers alone, according to Camacho.

A Question of Quality

At the heart of the process was implementing a method to critically evaluate the substantive quality of the data being collected and analyzed: Is it accurate? Is it from a reliable source? Is the recovery system used to collect the data operating efficiently? Has the information been tainted or corrupted in some way during gathering or transmission? Is it being updated frequently?

“We often find ourselves having to tell people things about their world they don’t know or didn’t think were true,” says Nelson. “You can’t always repair supply chain data, but at least you can quarantine it, decide not to trust it, and don’t use it to make decisions because it’s not trustworthy.”

When collecting data, it’s “critical to be able to tell the difference between what’s genuine and what isn’t,” says Nelson, filtering out the signals that are relatively harmless and tuning in to the ones that could have a major impact on what you’re trying to accomplish.

“You need to trust your input and the key to that is to have high-fidelity data in the first place,” says Nelson. “At the very least, you need to know when data is not good. If you have a radar system and it’s getting returns from a cloud formation, that’s no big deal. But if it’s getting returns from a mountain, that’s another story.”

Some of the largest companies in the world “have spent hundreds of millions of dollars on operational or financial billing systems that were promised to be the be-all and end-all system, only to see that, in actual practice, it never achieved the



J. Scott Nelson, founder and vice chairman (standing), and Kelvin Jones, rules architect at Trax Technologies, work to enhance the quality of information Blount extracts from its global supply chain.

promised performance because it failed to identify the data problem until they got into using the systems operationally,” Nelson adds.

Many manufacturers and logistics companies “have been burned by technology that failed to deliver,” he says. “And a lot of vendors sold software that over-promised and under-delivered, so it’s an industry that has been scared off.”

And so, “they are naturally skeptical, although less so in recent years,” says Nelson. “But we do find that their typical response is to solve data problems through process and people first, and systems second.”

Many multi-nationals, he says, have failed spectacularly by not tagging and tackling logistics-related problems effectively. “They often find they have no one in-house with the experience to deal with the situation,” Nelson says. “So, they frequently just throw people at it, or take processes out of the automated world, or automate workflow management.”

Beyond Data Management

As much as companies talk about data management, “taking an effective approach is shockingly rare, particularly in supply chain management,” Nelson says. “It’s shocking how some of the biggest

companies in the industry still compile data and information by hand.”

It’s difficult for people, particularly those in large multinationals, to develop a view of their supply chain based on applying a suite of technological applications that can collect, store, manage, and interpret data from a broad spectrum of business activities. They are “like a man with one watch. They always know what time it is, even when it’s wrong,” says Nelson.

The process was an epiphany, says Blount’s Camacho; one that gave the company the ability to transition a significant portion of its logistics data management from inefficient manual processing to a significantly more effective software-based platform—a move “that increased our ability to internally communicate data and realign some other internal data management and analysis operations,” he says.

Improving the data management process “resulted in operational efficiencies that impacted all the transportation modes we use to ship our products globally: parcel, air, ocean, and rail,” Camacho says.

“We can now analyze and normalize filtered supply chain data in a way that improves our performance,” he adds. “We weren’t able to do that before and it has opened the door to a new way of conducting business.” ■

3PLs

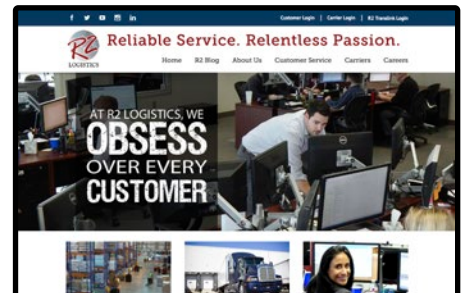


Echo Global Logistics • www.echo.com

Echo Global Logistics, Inc. (Nasdaq: ECHO) is a provider of technology-enabled transportation and supply chain management services. Echo maintains a proprietary, Web-based technology platform that compiles and analyzes data from its network of more than 30,000 transportation providers to serve its clients' needs. Offering freight brokerage and managed transportation services across all major modes, Echo works to simplify the critical tasks involved in transportation management.

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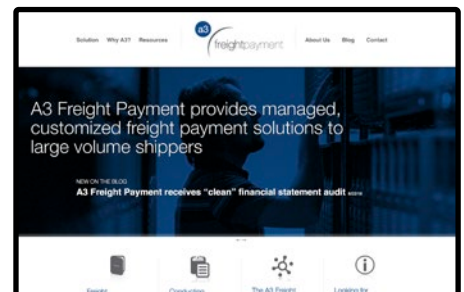
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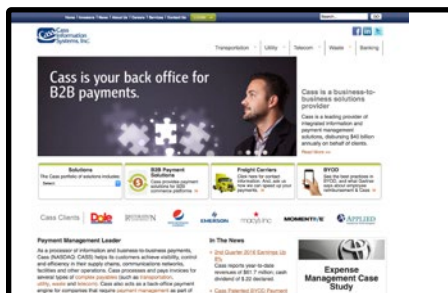
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Freight Payment/Audit Services



CASS Information Systems, Inc. • www.cassinio.com

Cass is the nation's oldest and largest provider of freight bill payment, audit, and rating services. We offer a wide array of services for processing and paying freight bills, as well as our industry-leading Internet reporting service, CassPort. In business since 1906, and providing freight payment services since 1956, Cass continues to offer stability, security, and expertise in the freight audit, payment, and information market.

CT Logistics • www.ctlogistics.com

CT Logistics can help you save money, no matter your company's size. For small and medium-sized shippers, CT Logistics offers its TranSaver shipper cooperative buying program. Larger shippers can simplify their freight spending with CT Logistics' exclusive FreightRater freight bill rating and processing system. And businesses of all sizes can benefit from AuditPay freight payment services. Add to these offerings a wealth of online collaboration and reporting tools, and it's easy to see why shippers have trusted CT Logistics with their freight payment needs for more than 86 years.



Intelligent Audit • www.intelligentaudit.com

Intelligent Audit provides its clients with a global, all-mode transportation audit, recovery, freight payment, and business intelligence reporting partner. Started in 1997, Intelligent Audit has grown from a small parcel audit solution into one of the largest freight auditors in the marketplace today. Recently named the fastest growing company in the transportation and logistics industry by *Inc. Magazine*, Intelligent Audit works to analyze and recover transportation costs on behalf of nearly 2,000 clients across dozens of industries.

nVision Global • www.nvisionglobal.com

nVision Global is a leading international freight audit, payment, and logistics management solutions provider. With locations in North America, Europe, and Asia, our staff is fluent in more than 25 languages, and processes and pays freight invoices from more than 190 countries worldwide. Over the years, our customers have come to rely on our prompt, accurate Sarbanes-Oxley-compliant freight payment services, as well as our leading-edge information management analytical tools including global mapping, graphing, benchmarking, modeling, and network optimization analysis to help them manage their overall supply chain costs.



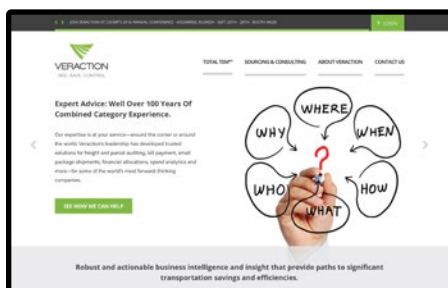
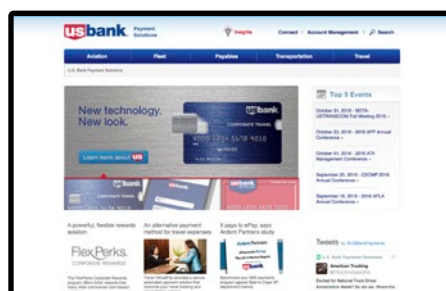


RateLinx • www.ratelinx.com

RateLinx provides transportation management solutions, TMS technology, and freight payment and auditing for companies for all modes, as well as providing cutting-edge Vendor Compliance technology and methodologies for companies with vendor compliance programs and the vendors that utilize them. RateLinx manages and/or services freight in the billions of dollars for thousands of shippers both domestically and internationally, and is recognized as a leading manufacturer of integrated logistics software for small parcel, LTL, truckload, ocean, air, and expedited shipping. For more information, visit our website or contact us at sales@ratelinx.com.

U.S. Bank Freight Payment • 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 today to learn how we can strengthen your physical and financial supply chain.



Veraction • www.veraction.com

Veraction is the leader in Transportation Spend Management solutions. Veraction combines industry-leading cloud based applications with best-in-class services to help companies realize savings, visibility and control of their transportation spend across all transportation modes. With a global footprint and solutions spanning freight and parcel audit, bill payment, spend analytics, and expert consulting, Veraction enables companies to manage their critical and significant transportation spend more effectively.

INSURANCE

Roanoke Trade • www.roanoketrade.com

Roanoke Trade is a division of Roanoke Insurance Group Inc., a sales, service and underwriting organization specializing in insurance and bond solutions for international trade and transportation. A subsidiary of Munich Re and affiliate of Munich Re Syndicate, Ltd., Roanoke is the primary North American provider of marine insurance and customs bonds for this worldwide organization.



IN THIS SECTION:

Shipping Software - Trucking

SHIPPING SOFTWARE



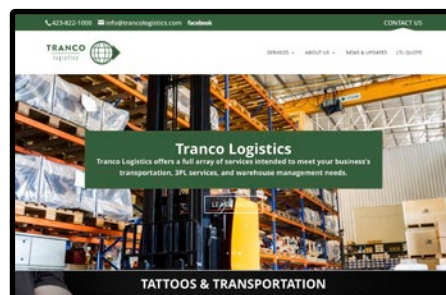
DreamOrbit • www.dreamorbit.com

DreamOrbit is an innovation driven software product engineering firm that works for software companies (ISVs) that build enterprise products for the logistics and supply chain management industry. Our core team has many years of experience in developing quality software for logistics services providers including freight management, supply chain management, carrier EDI integration and various modes of shipping.

TRANSPORTATION

Tranco Logistics • www.trancologistics.com

We don't do "PowerPoint Logistics." Tranco transforms bottom lines where the rubber meets the road: Transportation and Warehousing/Distribution Services. For 21 years, this 1st generation company brings the passion of visionary leaders, transforming customers into partners with smart solutions and unparalleled customer service. Please contact us for your supply chain transformation.



TRUCKING



Celadon Logistics • www.celadontrucking.com

For all your transportation and logistics needs, count on Celadon, one of the largest and most progressive transportation and logistics companies in North America. Celadon offers a range of truckload transportation services including long-haul, regional, local and dedicated. Celadon Logistics provides freight management services, less-than-truckload consolidation, and freight brokerage services, while Celadon Dedicated Services offers supply chain management solutions, such as warehousing and dedicated fleet services. More information is available on the Celadon website.

Continental Expedited Services, Inc. • www.shipces.com

Continental Expedited Services (CES) is one of the largest and fastest-growing providers of premium transportation services in North America, accommodating a full range of transportation solutions with one-call, door-to-door services to and from almost any location in the world. CES's 24-hour service center can provide, within minutes, a competitive price and response time for your time-sensitive freight. When you have a critical shipping emergency, call CES for the most reliable expedited service throughout the United States, Mexico, Canada, and now around the world.



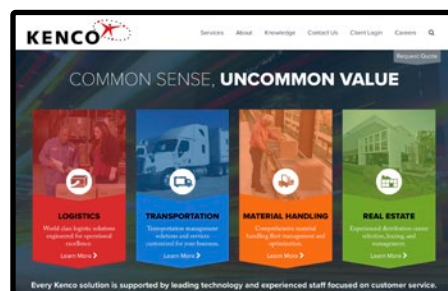


EPA Smartway • www.epa.gov/smartway

In 2004, EPA launched SmartWaySM – an innovative brand that represents environmentally cleaner, more fuel-efficient transportation options. In its simplest form, the SmartWay brand identifies products and services that reduce transportation-related emissions. The impact of the brand, however, is much greater as the SmartWay brand signifies a partnership among government, business, and consumers to protect the environment, reduce fuel consumption, and improve air quality. All EPA SmartWay transportation programs result in significant, measurable air quality and/or greenhouse gas improvements while maintaining or improving current levels of other emissions and/or pollutants. Find out what you can do to save fuel, money, and the environment with SmartWay.

Kenco • 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.



Landstar • www.landstar.com

Landstar provides transportation management solutions including global and domestic transportation logistics services. Landstar, long known for its safety-first culture, continues to emphasize safety, security and compliance. Our services include truckload and LTL, rail intermodal, air and ocean cargo, expedited air and truck, heavy-haul/specialized, cross-border, project cargo, customs brokerage, transportation management systems, integrated solutions, outsourced logistics and warehousing.

NFI Industries • www.nfiindustries.com

Founded in 1932, NFI offers a variety of integrated supply chain services to help businesses manage, grow, and succeed in today's marketplace. The company is one of the largest privately held third-party logistics providers in North America. NFI divisions include Warehousing and Distribution, Logistics, Transportation, Intermodal, Canada, Real Estate, Contract Packaging, Transportation Brokerage, Trailer Leasing and Storage, Solar, Global and Consulting services. NFI is an EPA SmartWay Transport and WasteWise Partner.



IN THIS SECTION:

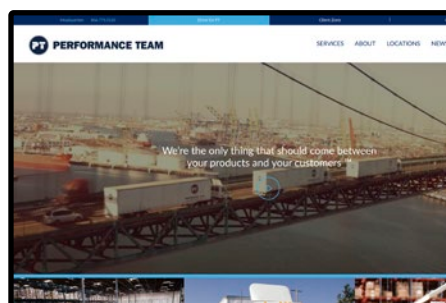
Trucking

**Penske Logistics • www.penske.com**

Penske Logistics is an award-winning logistics services provider with operations in North America, South America, Europe, and Asia. Our products and services range from dedicated contract carriage and distribution center management to transportation management and fully customized solutions. No matter what your needs or industry, Penske Logistics engineers supply chain solutions that deliver business results like boosting productivity, improving service, and shrinking carbon footprints. Call us today at 1-800-529-6531 to learn more.

Performance Team • www.performanceteam.net

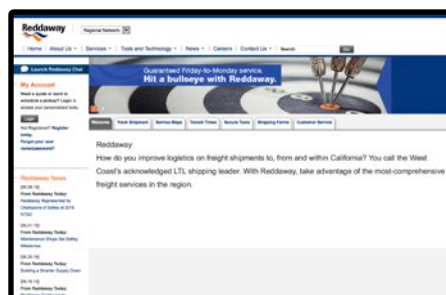
Performance Team (PT) is an industry-leading third-party logistics company with nearly 30 years of experience in warehousing, distribution, consolidation and transportation. PT has 12 domestic hubs (and nearly 7 million square feet of space) strategically located near major ports, interstate highways, and intermodal rail lines, allowing us to provide the retail and manufacturing industries with flexible B2B and B2C solutions for the movement, handling, and distribution of goods. PT also offers a full suite of retail, wholesale, e-commerce, and omni-channel distribution and transportation services.

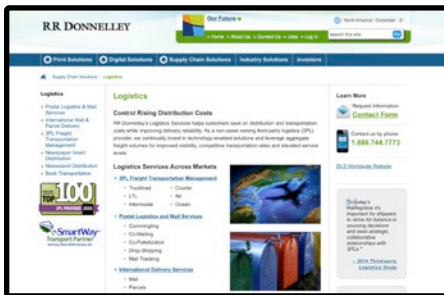
**Pilot Freight Services • www.pilotdelivers.com**

Pilot Freight Services, Inc. is a full-service transportation and logistics provider with over 75 locations throughout North America, as well as stations in Amsterdam, Toronto, Vancouver, Mexico City, and A Coruña, Spain. The company's freight forwarding services encompass every mode of transportation, including air, ground and ocean, serving all corners of the globe. Pilot's logistics programs offer a complete line of expedited and time-definite services, international shipping solutions, product warehousing and inventory management. In addition, Pilot's online shipment navigator, CoPilot, makes online shipping fast, convenient and secure. Learn more about Pilot Freight Services at www.PilotDelivers.com.

Reddaway • www.reddaway.com

Reddaway has provided western regional coverage since 1919, and has built a long-standing industry-leading tradition of next-day and two-day delivery service. With high on-time reliability and one of the lowest claim ratios in the West, Reddaway is a complete and formidable western service provider. Reddaway provides direct, regional delivery in 12 western states and one Canadian province, ships door-to-door to Hawaii, and provides ocean delivery to Alaska via twice-weekly sailings.



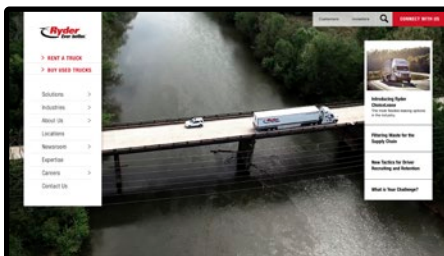
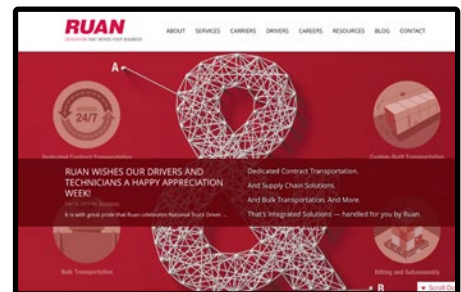


RR Donnelley • www.rrdonnelley.com/logistics

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.

Ruan • www.ruan.com

With Ruan, you can take advantage of door-to-door shipping solutions without the hassles and overhead associated with owning and operating your own fleet of trucks. We have more than 5,200 employees operating, servicing and coordinating some 3,400 power units and 5,600 trailers out of more than 100 locations throughout the continental United States. But you get more than just drivers and equipment – we become an extension of your team, advocating for your bottom line. Find out why the right partner can drive costs out of your supply chain – call 866-RUAN-NOW or visit our website – ruan.com.

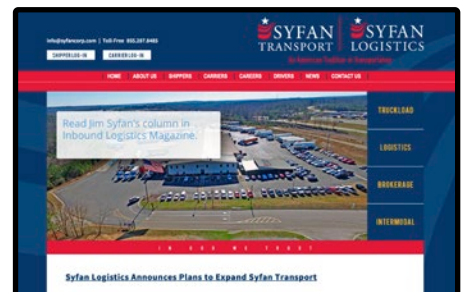


Ryder • www.ryder.com

Ryder Supply Chain Solutions is an end-to-end supply chain partner with nearly 80 years of experience helping customers in North America, the UK, and Asia transform their supply chains by delivering the best in operational execution. Ryder provides a full range of services, from optimizing day-to-day logistics operations to synchronizing the supply of parts and finished goods with customer demand. At Ryder, we understand that when it comes to logistics, Execution is Everything.

Syfan Logistics • www.syfanlogistics.com

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



IN THIS SECTION:

Trucking - Warehousing



Werner Enterprises • www.werner.com

Werner Enterprises is a premier transportation and logistics company, with coverage throughout the United States, Canada, Mexico, and China. Werner maintains a global headquarters in Omaha, offering 24/7/365 service. Werner is among the five largest truckload carriers in the United States, with a service portfolio that includes long-haul, regional and local van capacity, temperature-controlled, flatbed, dedicated, and expedited. Werner's value-added services portfolio includes import and export freight management, PO and vendor management, truck brokerage, intermodal, load/mode and network optimization, and global visibility. Internationally, Werner provides freight forwarding and customs brokerage services, and is a licensed NVOCC.

TRUCKING-LTL

A&S Kinard / A&S Services Group • www.askinard.com

A&S Services Group, LLC, is a premier provider of transportation, warehousing, distribution and logistics solutions focused on high-quality, best-in-class customer service throughout the Northeast, Southeast, Mid-Atlantic and Midwest United States. We are part of Celadon, which is one of the largest and most progressive transportation and logistics companies in North America. As one of the top truckload carriers in North America, we have international resources strategically located within the United States, Canada, and Mexico.



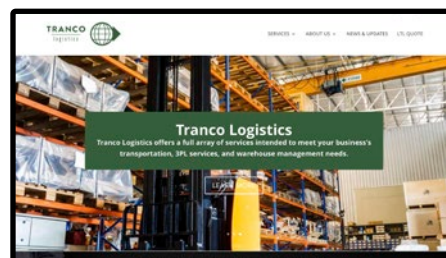
Saia LTL Freight • www.saia.com

For nearly 90 years, Saia LTL Freight has been providing customers with fast, reliable regional and interregional shipping. With 147 terminals located in 34 states, Saia LTL Freight offers a range of products and services that are backed up by a guarantee like no other in the industry. Our Customer Service Indicators, or CSIs, allow us to measure our performance each month against a set of six indices that our shippers said are the most important to them.

WAREHOUSING

Tranco Logistics • www.trancologistics.com

We don't do "PowerPoint Logistics." Tranco transforms bottom lines where the rubber meets the road: Transportation and Warehousing/Distribution Services. For 21 years, this 1st generation company brings the passion of visionary leaders, transforming customers into partners with smart solutions and unparalleled customer service. Please contact us for your supply chain transformation.



WhitePaperDigest

Industry experts amass supply chain management best practices and skill sets, and invest in new research and evaluation tools. Now you can benefit. *Inbound Logistics* has selected this collection of whitepapers that will give you a jump on important supply chain issues. For more information on any of these whitepapers, visit the Web sites listed below.



Unyson

TITLE: *Inbound Terms Conversion Best Practices*

DOWNLOAD: <http://bit.ly/2coK3jB>

SUMMARY: Many companies remain unaware of just how much their inbound freight costs them because these charges are buried in the prices they pay for the goods. “Collect” payment terms allow companies—rather than their vendors—to pay for their own inbound transportation costs. This not only gives companies greater control over their network—often resulting in improved visibility, tracking, and monitoring—but is frequently more cost effective as well.

PLS Logistics

TITLE: *Oil and Gas Transportation Mistakes and How to Correct Them*

DOWNLOAD: <http://bit.ly/2aWAmLy>

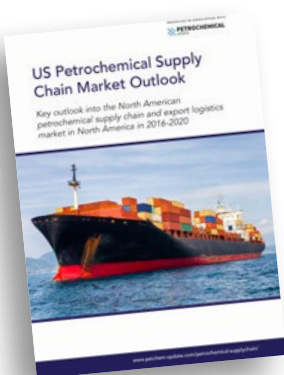
SUMMARY: Historically, oil & gas (O&G) companies’ soaring profits masked the poor state of logistics operations within their supply chains. Now that profits are thin, they’re rushing to save money wherever they can. O&G companies realize the savings potential in their disordered logistics processes, specifically in transportation management. This whitepaper discusses how to easily avoid making the same mistakes over and over.

Petrochemical Update

TITLE: *U.S. Petrochemical Supply Chain Market Outlook*

DOWNLOAD: <http://bit.ly/2c4DIZT>

SUMMARY: With U.S. petrochemical production set to skyrocket from 2017 and beyond, producers are now faced with more complex and diverse supply chains in their export models. This whitepaper offers in-depth analysis into the challenges facing the petrochemical industry as it gears up for increased capacity and export growth. The whitepaper provides business-critical insight into the supply and demand market outlook for both dry bulk plastics and bulk liquid petrochemicals from North America. It discusses how producers plan to collaborate with stakeholders across the supply chain—terminals, ports, storage, shipping, and logistics providers—to invest and build out infrastructure. It also includes strategies for optimizing domestic and export supply chains.





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Ryder

TITLE: *Ryder's Partnership With Diaz Foods Helps Deliver Exponential Growth*
DOWNLOAD: <http://bit.ly/2camwmF>
SUMMARY: Here's an interesting case study. Diaz Foods, a leading distributor of Hispanic products in the United States, turned to Ryder and its full-service lease solution to operate its growing commercial fleet. Diaz also tapped Ryder to provide maintenance and fuel services, as well as safety training for its drivers, and to substitute vehicles in the event of a breakdown.

J.B. Hunt Transport Services

TITLE: *Why Shippers are Choosing Intermodal*
DOWNLOAD: <http://bit.ly/2ck6QyL>
SUMMARY: This new whitepaper details how shippers can benefit from choosing intermodal to help manage their supply chains. It discusses rail infrastructure investments and looks at the improved, more consistent service that has resulted overall. In addition, the whitepaper explores the impact multiple factors such as electronic logging device mandates, driver staffing, fuel costs, and environmental footprint have on intermodal shipping decisions.

Bringg

TITLE: *Don't Forget About The Most Important Link In The Supply Chain*
DOWNLOAD: <http://bit.ly/2bYb3Hk>
SUMMARY: Last-mile deliveries come with a slew of logistical challenges, but many companies often forget to think of the most important link in the supply chain – the end customer. In today's on-demand environment, customers want to have full visibility over their deliveries, as well as an open line of communication with both the business itself and the person making the delivery. This whitepaper shows you how to provide both.



CalStart

TITLE: *U.S. Heavy-Duty Vehicle High Efficiency Technology Suppliers*
DOWNLOAD: <http://bit.ly/2c7QKV8>
SUMMARY: U.S. companies that develop and manufacture high-efficiency, low-carbon technologies for medium- and heavy-duty vehicles make up an economic sector poised for growth and ready to meet upcoming new fuel efficiency standards. That's according to this new whitepaper, which also finds that the U.S. is a leader in transportation tech, including next-generation advanced engines, and that the industry can meet aggressive efficiency targets at affordable prices. The whitepaper reports that strong standards will encourage continued investment and drive advanced technology innovation and jobs in the heavy-duty vehicle sector.

Share your whitepaper with /L readers!

WhitePaper Digest is designed to bring readers up-to-date information on all aspects of supply chain management. We're building a database of SCM whitepapers, and you can help. E-mail us with whitepaper recommendations: editorial@inboundlogistics.com



FLORIDA: WHERE YOUR *Success* ~~SHIP~~ COMES IN

In Florida, we've invested billions of dollars to increase efficiencies in our multi-modal freight delivery network of seaports, airports, highways and rail lines.

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QUICKCLIPS



Bollore's New Name
bit.ly/bolloretransport



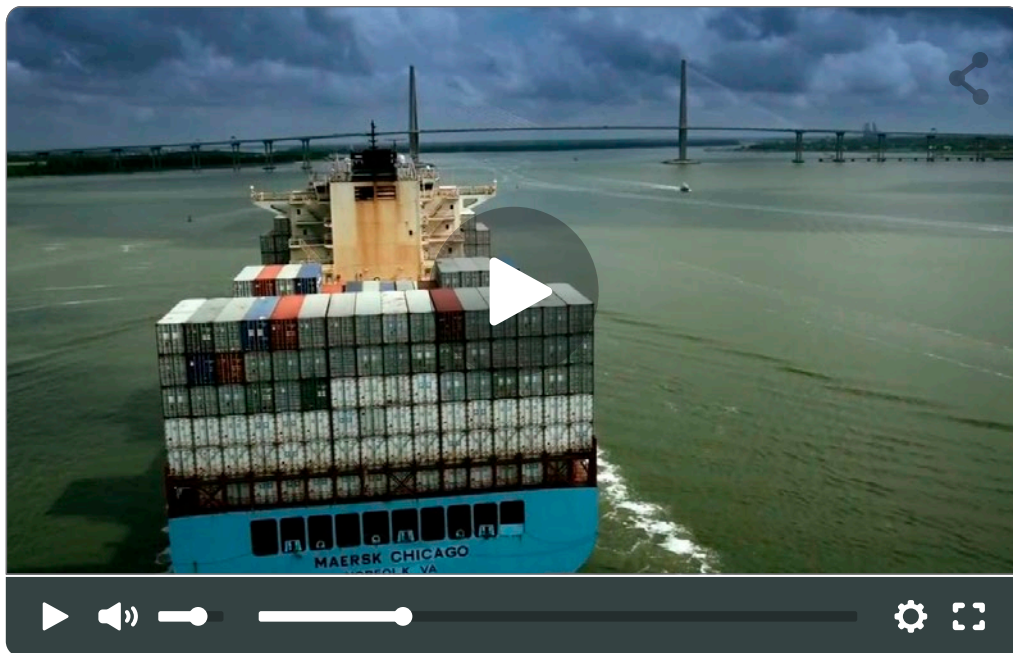
ICC Logistics
bit.ly/ICClogistics



Optimize Logistics
bit.ly/TRANSPOREON



What Is Order Fulfillment?
bit.ly/OneWorldDirect



South Carolina Ports: Freight Makes Its Move

bit.ly/SCarolinaports

South Carolina Ports Authority

Operating the fastest-growing major container port in the United States, the South Carolina Ports Authority has a straightforward goal: Keep freight moving at the lowest cost with the highest reliability. Check out this video to see how it's accomplishing that, from keeping truck turn times at a speedy 23 minutes to investing more than \$1 billion in infrastructure and port-related assets.



Amazon Goes Prime Time

bit.ly/AmazonPrimefreighter

Amazon

Catch the debut of Amazon's Prime Air freighter: the first of Amazon's fleet of aircraft providing transportation capacity for its Prime deliveries. Watch Amazon's first cargo plane get painted and ready for takeoff, and feel the excitement in the air.



Don't Wait to Engage a 3PL

bit.ly/merchandise3PL

Merchandise Warehouse

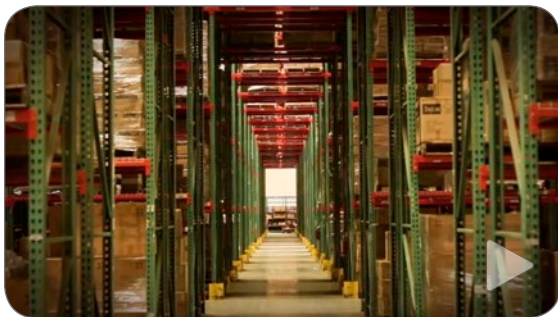
Here's a shipper-3PL relationship that involved a lot of heavy lifting: logistics, warehousing, inventory control, and compliance. Find out how safety supplies company Quest Safety Products improved supply chain management by partnering with warehouse operations company Merchandise Warehouse.

An Online Freight Date

bit.ly/freightos

Freightos

Join animated character Joe, a British freight forwarder, as he discovers FAST (Freight Automated Sales Technology), which helps him manage contracts, automate quotes, and buy and sell freight services online...fast! Learn how Freightos, the online freight network connecting freight vendors and carriers, can help accelerate sales.



No Clouds on the Horizon

bit.ly/apprise_horizon

Apprise

Once craft and activity kits supplier Horizon Group USA realized that its ERP system could not support its new compliance requirements and expanding sourcing model, it looked for a new ERP system that contained specific functionality to manage its importing and distribution processes. Learn how Apprise ERP enabled Horizon Group USA to gain supply chain efficiency.

Inside Information

bit.ly/insidelookatpt

Performance Team

Get an inside look at how Performance Team (PT) powers retail and manufacturing supply chains, providing e-commerce, retail and wholesale fulfillment, pick and pack, and other value-added services. And it doesn't stop there. From sewing, kitting, ticketing, point-of-purchase display assembly, and returns management, this video reveals how PT keeps products on the move.

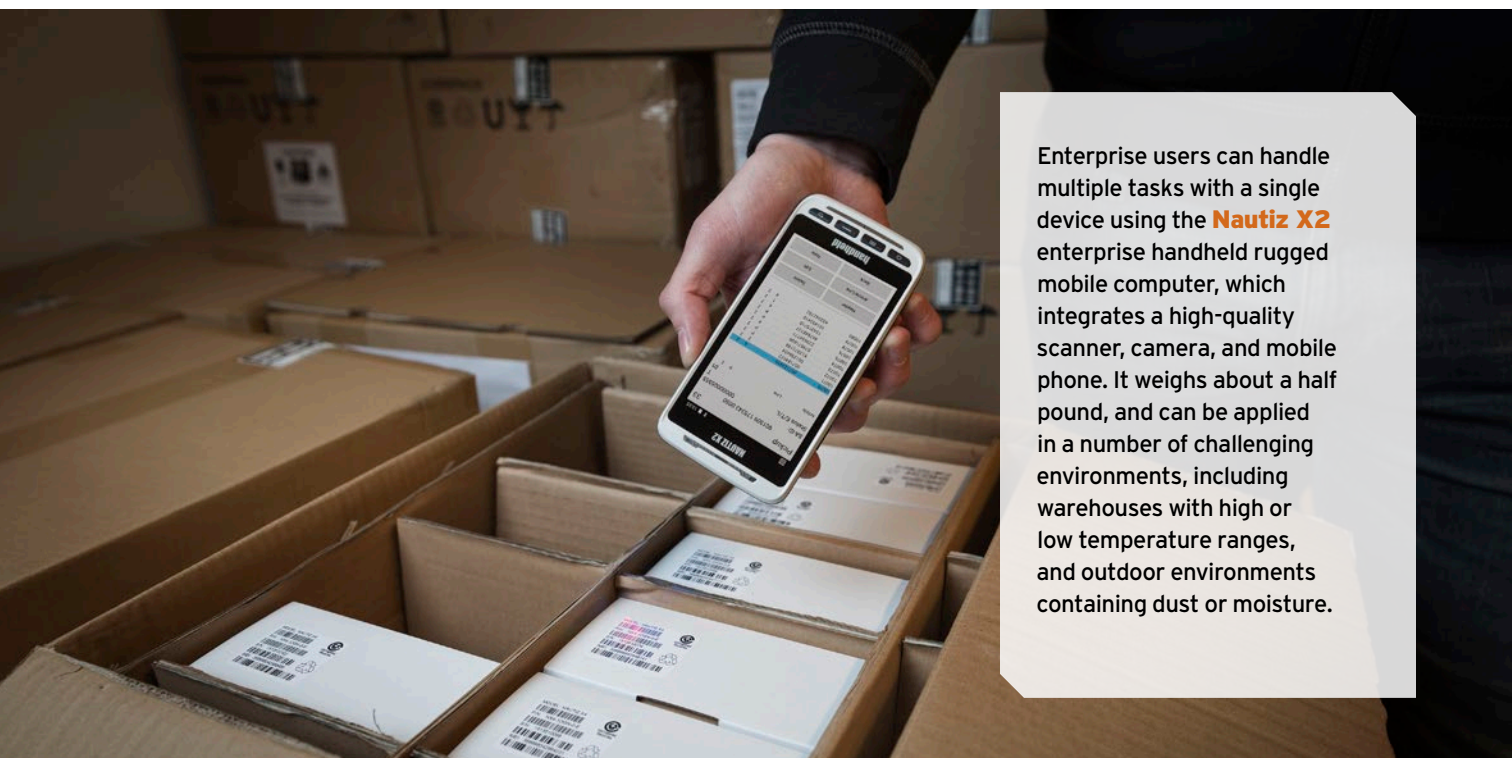


Landstar Power

bit.ly/landstarnetwork

Landstar

From an entire wind farm to one single pallet of cellphones, Landstar transports shipments around the world. This video provides a colorful look into its services with an animated landscape that shifts with each freight movement.



Enterprise users can handle multiple tasks with a single device using the **Nautiz X2** enterprise handheld rugged mobile computer, which integrates a high-quality scanner, camera, and mobile phone. It weighs about a half pound, and can be applied in a number of challenging environments, including warehouses with high or low temperature ranges, and outdoor environments containing dust or moisture.

//Services//

TOTE Maritime Puerto Rico, a carrier offering ocean transport services to and from the United States, Puerto Rico, and the Virgin Islands, upgraded much of its equipment throughout the summer of 2016. TOTE received 285 new 40-foot refrigerated containers, as well as 150 53-foot chassis, and 30 new 31-foot tank chassis for its terminal in San Juan, Puerto Rico. The company also added 300 new 53-foot tri-modal containers, bringing its total number owned to more than 2,000, all less than one year old.

Third-party logistics company **SEKO Logistics** added 100,000 square feet of warehousing and fulfillment capacity

in Hong Kong. The company opened a new 50,000-square-foot warehouse on the border of Shenzhen in southeastern China, which links the mainland to Hong Kong. SEKO also opened a 50,000-square-foot, high-security e-commerce warehouse to provide order fulfillment services and same-day and next-day deliveries to the city.

Asset-protection solutions provider **Cambridge Security Seals** began expanding the physical footprint of its facilities to accommodate the addition of several new high-speed automated production lines that will increase capacity by more than 25 percent. The

company also made moves to expand its personnel base and logistics capacity to more quickly meet customer demand.

Logistics company **Dachser SE** expanded its European network with new facilities in Austria, France, and Germany. A new logistics center in Austria will be operational in early 2017; the capabilities of two warehouses in France were expanded; and a 36,000-square-foot contract logistics warehouse will be operational at Ueberherrn Logistics Center and Eurohub in Germany in late October 2016. The new facilities support a number of logistics capabilities

throughout Europe, including transport, warehousing, and value-added services.

Global third-party logistics company **APL Logistics** expanded its Middle East operations with a new logistics hub in Oman. APL Logistics Oman operates in partnership with Arab Global Logistics LLC, an Oman-based logistics firm. The new hub allows APL to provide inbound logistics, production logistics, finished vehicle logistics, multi-modal transportation, consolidation, order management, customs brokerage, and packaging services to retail, automotive,

and industrial companies in the Middle East and Eastern Africa.

DHL Global Forwarding opened a new terminal at the Budapest Airport Business Park in Hungary. The 180,000-square-foot, 48-door terminal features 46 docking stations and serves as a logistics center for both DHL Global Forwarding and its sister company, DHL Freight. The company expects to handle 18,000 tons of air freight, 16,200 TEUs of ocean freight, 50,000 less-than-truckload and 33,000 full truckload shipments per year at the facility.

Global third-party logistics provider **Hellmann Worldwide Logistics** opened a new contract logistics facility in Apex Park, Daventry, United Kingdom. The new operation is located near major highways and the Daventry International Rail Freight Terminal, and serves companies in the retail and manufacturing industries.

//Transportation //

Logistics service provider **Roadrunner Transportation Systems** partnered with Canadian LTL carrier Sameday Worldwide to provide LTL shipments throughout Canada, using Sameday's 32 strategically located terminals. Through the agreement, Sameday handles all Roadrunner shipments in Canada, and Roadrunner handles all Sameday shipments in the United States.

"K" Line, a global ocean carrier, added a new Asia, India, and Pakistan route. The PMX service port rotation includes Qingdao, Shanghai, and Ningbo, China; Singapore; Port Kelang, Malaysia; Karachi, Pakistan; Mundra, India; and Colombo, Sri Lanka.

China's national railroad, **China Railway Corporation**, began operating new routes to support its One Belt One Road initiative to revive ancient Silk Road trading routes. A new rail connection between Nantong, China, and Hairatan, Afghanistan, takes about 15 days and passes



Yusen Logistics, a global third-party logistics provider, expanded its airfreight forwarding network in Mexico with a new branch in Guadalajara. The new location allows Yusen to provide manufacturing companies with just-in-time delivery capability, and supports a number of other logistics services, including air forwarding, export and import, customs clearance, insurance, pick-up, and inland freight distribution.



UPS added nine countries to its UPS Worldwide Express Freight service, bringing the total to 66 origin and 64 destination countries and territories. The new countries included on the service are Bahrain, Bangladesh, Kuwait, Malta, Morocco, Pakistan, Qatar, Sri Lanka, and Tunisia.

through Kazakhstan and Uzbekistan along the way. Under the same initiative, China Railway also began operating cargo trains between Guangzhou City, China, and Vorsino, Kaluzhskaya Oblast, Russia, which takes about 14 days.

Crowley Maritime Services, a shipping and logistics provider, began operating a weekly, fixed-day container shipping service between Jacksonville, Fla., and Costa Rica. The route uses two container ships, and calls at Jacksonville Port Authority's Talleyrand Terminal on Thursday; Port Everglades on Friday; and arrives in Puerto Limon, Costa Rica, on Wednesday.

Global shipping line **Mediterranean Shipping Company** took advantage of the widened Panama Canal by adding a new route from Chile and Peru to Philadelphia. The route also includes a stop at Freeport, Bahamas, and carries

dry cargoes, including tires, wood products, sugar, and cocoa beans.

Same-day delivery firm **Dropoff** expanded its operation into two new cities: Miami and Fort Lauderdale, Fla. The company offers same-day delivery services to a number of industries, including retail, healthcare, food and grocery, professional services, and the industrial sector.

Airfreight service provider **Qatar Airways Cargo** launched new routes between its European hub in Luxembourg and New York, and between the hub and Halifax, Nova Scotia, Canada. The routes can handle more than 120 tons of cargo, and connect to additional destinations in the Middle East, Europe, and northeast Asia.

//Technology//

BDP International, a logistics and transportation services company, added *Smart Retail* to its web-based BDP *Smart Suite* series of applications that help retail and consumer products companies monitor and manage shipments across their supply chains.

Supply chain software provider **Manhattan Associates** entered into a partnership with technology-driven visual communications provider RMG Networks. The arrangement lets Manhattan Associates implement digital scoreboards that streamline data management communications related to picking, delivery, conveyors, sorters, and control systems. The strategically placed scoreboards help staff and executives optimize supply chain knowledge, productivity, and efficiency.

The *Smart Retail* add-on is specific to retailers, and helps them follow cost drivers, inventory levels, and transportation visibility from the SKU level up to the carrier level.

Freightflow, a cloud-based transportation management system from technology company **Prologistix**, gives users complete visibility into transportation planning, execution, and settlement needs without a costly on-site technology investment. The solution is designed to help small and mid-sized businesses compete in the transportation industry.

Software solutions provider **Steelwedge** released its demand planning, supply planning, and response management solutions on a unified common cloud platform. Making the solutions commonly available on the cloud helps users more easily operate outside-in planning methods, and makes the software more accessible and efficient.

E-commerce solution provider **Borderlinx** released the *Extranet Dashboard* addition to its *Go.Borderlinx* platform to help retailers expand e-commerce operations internationally. With the



dashboard, retailers can monitor order performance metrics, information about service coverage, and detailed shipping information. They also can sort performance metrics by country to identify problems regionally. The software also calculates taxes, duties, and exchange rates for each shipment.

The Tufftalk Bluetooth and intercom headset from **Sena Technologies** works up to distances of nearly 0.9 miles, and has a battery life of about 15 hours of uninterrupted communication between up to four headsets. The device is designed for harsh and loud environments, and filters out interference and background noise while maintaining full volume on voice communications.



//Products//

Electronic device manufacturer **Seiko Instruments** released the MP-A40 Series Mobile Printer, which can withstand drops from as high as 6.6 feet, uses paper up to 4 inches wide, weighs about 1.5 pounds, and prints at 100mm/second. The printer's

design makes it useful in a range of industries from retail and hospitality to warehousing, logistics, and field applications.

Inther Logistics Technology's goods-to-man picking and packing stations feature an ergonomic design and a

pick-to-light system to help operators pick orders comfortably and quickly. The systems are designed to reduce walking distance, improving efficiency and productivity. They are controlled by Inther LC, the company's warehouse control system, which is adaptable to multiple SKU types.



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www.TruckstopConnected.com | Dallas, Texas | NOV 1-4, 2016

AUDIENCE: Truckstop.com broker and carrier users

FOCUS: Supply chain insights from industry analysts and experts. Rate benchmarking, data intelligence, carrier qualification, and product training

CONFERENCES

OCT 6, 2016 Baltimore, Md.
Barcoding, Inc.

Executive Forum 6: Be Efficient—Accurate —Connected

bit.ly/barcoding6

AUDIENCE: Supply chain management professionals

FOCUS: Emerging technology for the supply chain; healthcare operational efficiency and patient safety; warehouse management; supply chain implications of connected devices; social media for supply chain professionals

OCT 11-12, 2016 Long Beach, Calif.
Informa Exhibitions

Cargo Logistics America

www.cargologisticsamerica.com

AUDIENCE: Supply chain stakeholders including beneficial cargo owners, logistics providers, multimodal transport providers, and port authorities

FOCUS: Products, services, technologies, and equipment designed to optimize the entire supply chain; case studies from multimodal supply chains showcasing challenges and best practices; port productivity

OCT 26-28, 2016 Saint John, New Brunswick
CITT (Canadian Institute of Traffic and Transportation)

Canada Logistics Conference 2016

www.citt.ca/conference

AUDIENCE: Canadian supply chain stakeholders

FOCUS: State of transportation; succession planning; improving the RFP process; the Uberization of trucking; the economic and freight level outlook; critical

transportation and economic trends to inform planning and forecasting for 2017 and beyond

NOV 17-18, 2016 New York, N.Y.
Progressive Railroadng

RailTrends 2016

www.railtrends.com

AUDIENCE: Rail industry professionals

FOCUS: Updates and forecasts for rail industry; digital transformation in surface transportation; CSX intermodal strategy; recent and future logistics trends

DEC 12-13, 2016 Philadelphia, Pa.
Worldwide Business Research

LogiChem

www.logichemus.wbresearch.com

AUDIENCE: Chemical supply chain and logistics professionals

FOCUS: Achieving logistics optimization; exploring tools and strategies to reduce cost, mitigate risk, and keep capacity available; breaking down siloes for an integrated and optimized network; how rail lines can gain efficiency and improvement in rail tankers

JAN 23-27, 2017 Orlando, Fla.
PEX Network

OPEX Week: Business Transformation World Summit 2017

www.opexweek.com

AUDIENCE: Operational excellence and business transformation executives

FOCUS: Case studies in operational excellence, strategic business transformation, BPM, and continuous improvement; aligning strategy with operational excellence to drive enterprise-wide transformation

FEB 5-7, 2017 Sea Island, Ga.
Georgia Ports Authority

49th Annual Georgia Foreign Trade Conference

www.gaforeigntrade.com

AUDIENCE: Logistics professionals engaged in container, RoRo, breakbulk, and agri-bulk cargo transport, as well as warehousing and site selection

FOCUS: Challenges facing shippers, carriers, ports, terminals, and the maritime community; changing legislation and technologies impacting global trade

FEB 12-15, 2017 Orlando, Fla.
Retail Industry Leaders Association (RILA)

Retail Supply Chain Conference 2017

bit.ly/RILA2017

AUDIENCE: Stakeholders in the retail supply chain; logistics, supply chain, and distribution professionals

FOCUS: Changing retail landscape; the supply chain's key role in serving customers; leveraging analytics for supply chain advantage

SEMINARS & WORKSHOPS

NOV 17, 2016 Portland, Ore.
APICS

Supply Chain Risk Management

bit.ly/riskcourseAPICS

AUDIENCE: Logistics and supply chain professionals

FOCUS: Global supply chain risk landscape; definitions of risk management; techniques and tactics to mitigate risk; profiles of risk management early adopters; using business continuity planning; creating a resilient supply chain

MAR 21-22, 2017 Cambridge, Mass.
MIT Sloan Executive Education

Supply Chain Strategy and Management

executive.mit.edu

AUDIENCE: Logistics and supply chain professionals

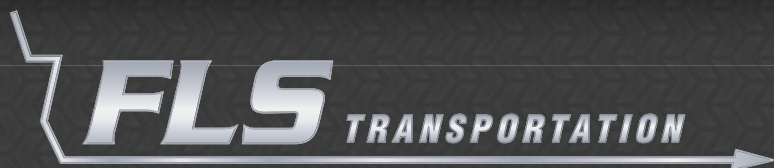
FOCUS: Trends in supply chain strategy; guidelines for strategic sourcing and make-buy decisions; integrating e-business thinking into supply chain strategy and management

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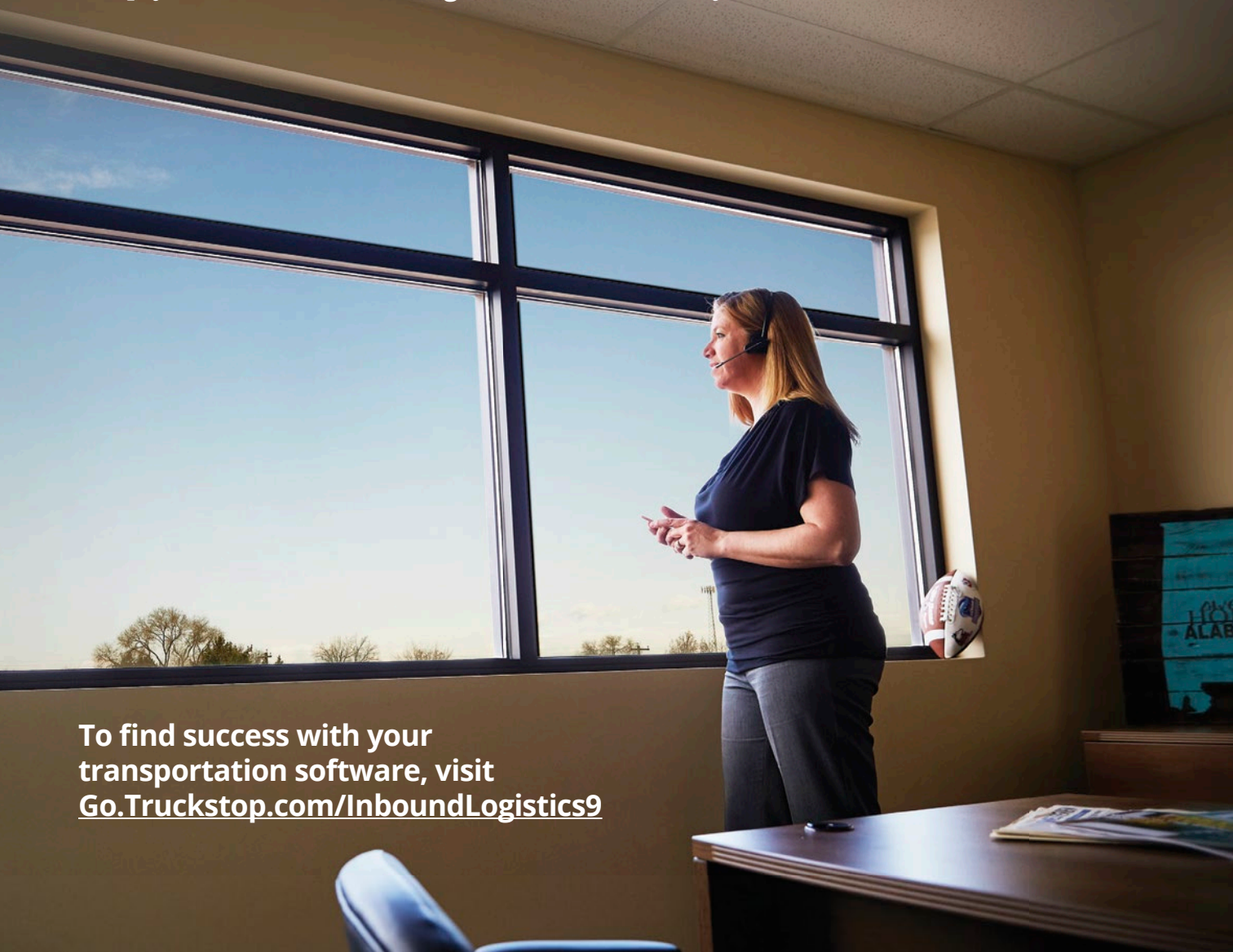
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ON THE ROAD:

Delivering Goods and Guffaws

When transporting goods cross-country involves unexpected animal companions and surreal sights, what happens in the cab might stay in the cab. But we asked drivers and dispatchers to share their most memorable and amusing tales from the road, and they spilled the beans.

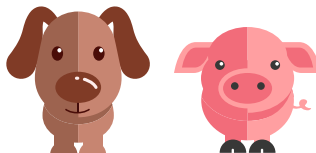
One of our drivers took the road again after making a stop to eat, shower, and fuel up. He left his change of clothes on the flatbed and started driving. His clothes got stuck in the corner of a metal piece, and his underwear was flapping like a flag with the wind! People driving were sounding the horn until he noticed.

After leaving a shipper who was bragging about other carriers it uses, I watched the particular carrier leave the shipper's office. Five miles down the road, it almost lost half of the load making a turn because it didn't secure the load correctly.

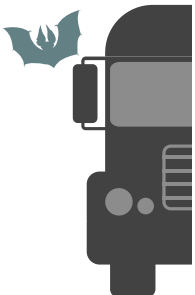
A turkey flew into the truck the day before Thanksgiving. It was scary but the irony of it was funny.



I saw a motorcycle with a dog as a passenger on his rear and a pig in a sidecar up in Mississippi. Pretty hilarious: The pig was wearing a dress and the dog was in biker gear.



Going down Monida, Mont., at night, doing approximately 60 mph with a load, I saw a herd of deer on the road. I hit the brakes, but nothing happened because of black ice on the road. I prepared for the collision; the deer parted just in time, kind of like the parting of the Red Sea!



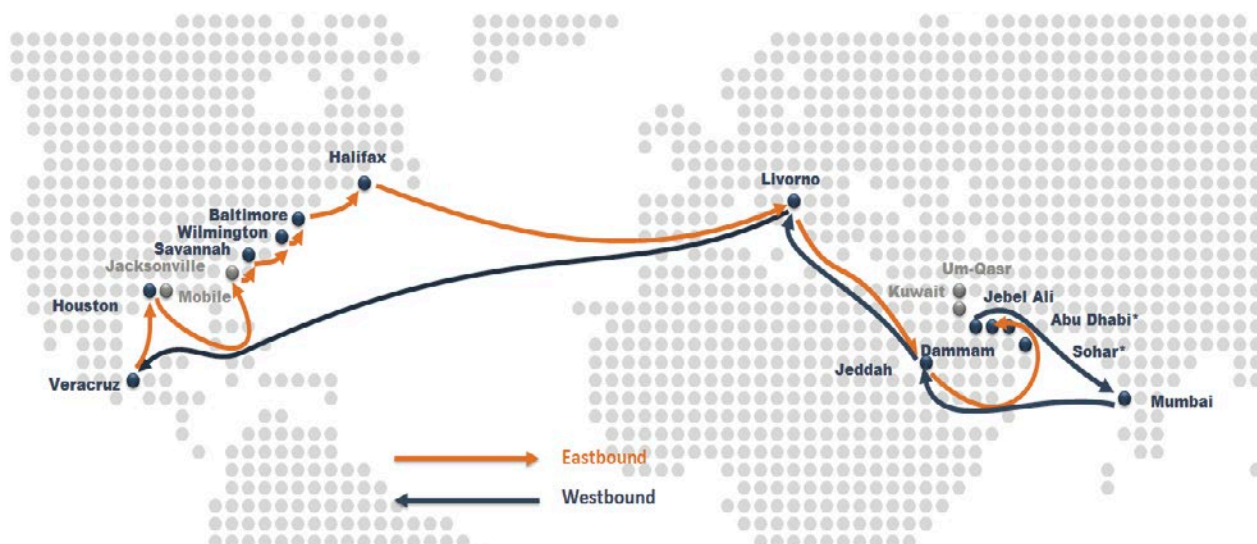
I pulled up to a stop sign and a bat flew onto my mirror. It rode there until the next time I stopped—about 250 miles up the road—and then flew off.

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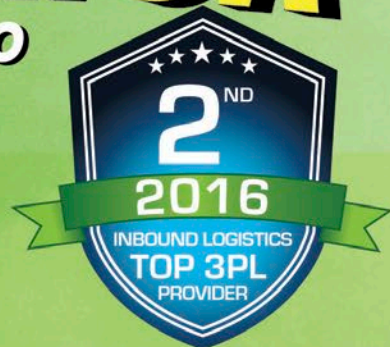




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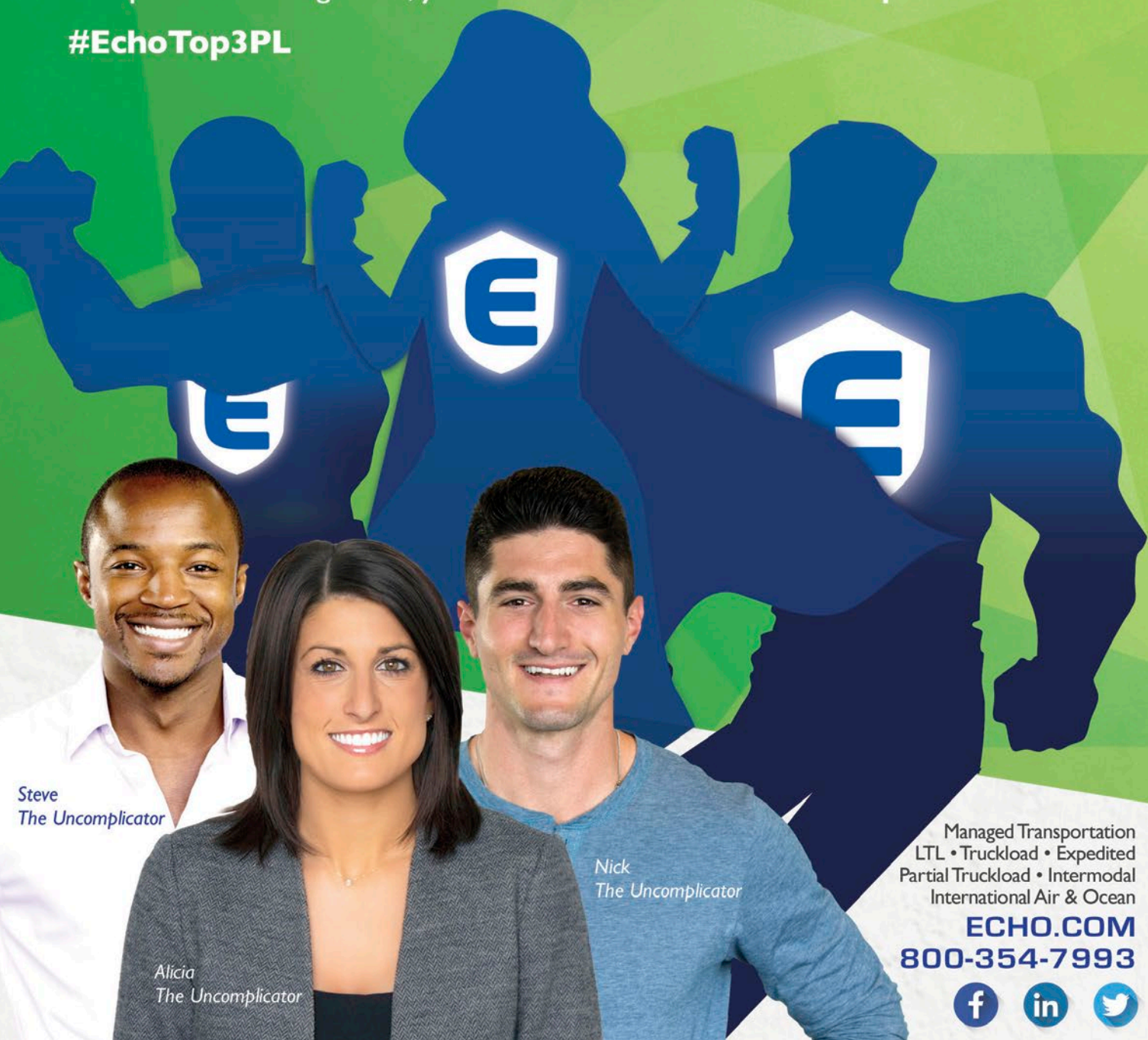
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