

JULY 2020

SPECIAL REPORT

U.S.-CANADA
CROSS-BORDER
LOGISTICS

inbound logistics

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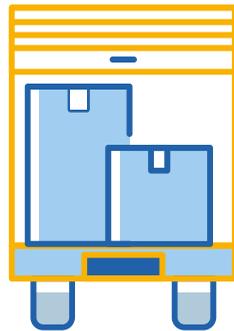
3PL

TOP 100 3PLs TO THE RESCUE

ANSWERING THE CALL

TOP TEN 3PL EXCELLENCE AWARDS

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Info **SNACKS**

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION



One Billion SQUARE FEET

That's how much warehouse space the United States may need by 2025 as e-commerce booms. —*JLL report*

Cyber Monday Spending? Hold My Beer

U.S. e-commerce spending between April and May 2020 topped online spending for the past 12 Cyber Mondays combined.

—*Mastercard Recovery Insights report*



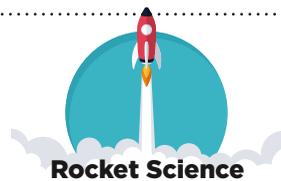
WELCOME BACK

U.S. trucking regained

44%

of jobs lost to the pandemic in June 2020, before seasonal adjustment of the job numbers. The payroll expansion points to growing demand for trucking services and the rehiring of employees who were furloughed when COVID-19 began pulling down freight demand.

—*U.S. Bureau of Labor Statistics*



“Eventually, we can take what NASA has been working on over the past 50 years and change the way we transport things. Rockets are getting so cheap that eventually we’ll be moving cargo by rocket across the globe.”

—Mark Wiese, manager of deep space logistics, Gateway program, NASA Kennedy Space Center
(SEE READER PROFILE, P. 24)

Look Ma, No Hands

Demand for faster delivery of packages and technological advancements in delivery vehicles have augmented the growth of the global autonomous last-mile delivery market. The market is expected to reach \$11.12 billion in 2021 and garner \$75.6 billion by 2030.

—*Allied Market Research*



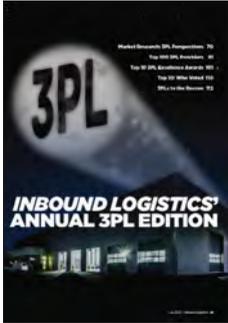
33%

of global supply chain leaders surveyed say they moved sourcing and manufacturing activities out of China or plan to do so in the next two to three years. Primary reasons to look for alternative locations: the pandemic, tariff costs, and resiliency concerns.

—*Gartner survey*

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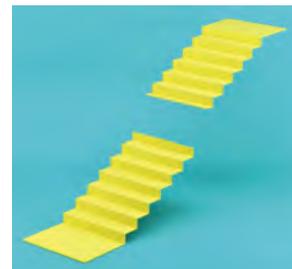
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Leaders share best practices for sharpening digital strategy, developing resilience, and improving visibility as shippers re-engage in trade.





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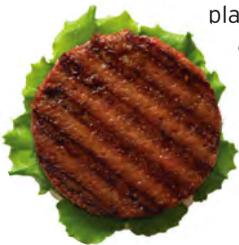
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Hub
Group

HAS BEEN RANKED

#2

TOP 10 3PL

BY INBOUND LOGISTICS



THANK YOU FOR YOUR SUPPORT!

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JULY 2020



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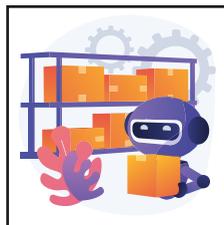
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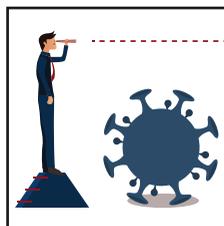
BRING END-TO-END VISIBILITY TO LIFE WITH MOBILE IoT

End-to-end supply chain transparency can be difficult not only for transportation and logistics companies, but any business that depends on the movement of goods. To make real-time decisions, shippers need reliable intelligence—especially post-COVID-19.
bit.ly/MobileIoT



AUTOMATION IS THE KEY TO WAREHOUSING DURING COVID-19

Manufacturers have to face a hard truth: The best way to keep workers healthy during a pandemic is to reduce the number of people on-site. This strategy, however, impedes production. These competing strategies call for automated technology as a warehousing solution.
bit.ly/AutomationKey



NAVIGATE DISRUPTION WITH GLOBAL TRADE INSIGHTS

Actionable global trade data is your lifeline for resilience. When navigating disruption and recovery, global trade intelligence solutions can help you find alternative suppliers in three steps: Identify potential sources, analyze costs, and vet new partners.
bit.ly/GlobalTradeValue

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What Can 3PLs Do?



Keith Biondo, Publisher

Can third-party logistics (3PL) providers bring chaos to order? Or order to chaos? For starters, they can help you wrangle and bring some order to the current COVID-caused confusion in your logistics process.

We've been reporting on how logistics partners can help you solve complicated business challenges and leverage opportunities long before "3PL" was a globally recognized business term. A look back shows what we reported in our first annual 3PL edition in July 1996:

"Almost every American company has downsized, restructured, reengineered," said Charles Lounsbury, vice president, recycling equipment division, Toro. "They have become 'lean organizations' and, as such, are turning to third parties to leverage their own scarce resources and improve their asset utilization."

What Lounsbury said 25 years ago could have been said yesterday. More firms than ever are shopping for contract logistics services. It's likely more true now than it was a quarter of a century ago, given the current chaos.

In 2003, we examined how gyrosopic versus radar operational approaches impact the vision of 3PLs. When stressed by economic realities, we wrote, "Do 3PLs navigate their way to survival by bouncing off you, their customers (radar)? Or do they stay true to their gyroscope, their core expertise...as a way to outflank economic privation...thus becoming a long-term partner to their customers by focusing on solutions they know well?" True then and more so now. Stick with a partner that knows its core competency and has invested to keep up with the times.

A few years later, we focused on 3PLs' dedication to the importance of "the customer is king." Not just a dedication to you as their customer, but also to your customers. Demand-driven logistics is no longer an outlier business practice; it's now critical to enterprise survival. Ally with providers who understand that serving your needs really means serving your customers' demands and helping you evolve into a demand-driven enterprise.

Fast forward to July 2011. We asked this question (especially important today): "Are you getting your money's worth from your logistics solutions provider?" The survey results on page 70 show that question is still topical, and the point it raises reveals that many are *not* getting full value from their 3PL partners. Understandably, it has been a long-term struggle between transactional use to save transport costs and strategic relationships that drive enterprise change. Economic stress favors the former; enterprise survival favors the latter.

One decade later, this edition addresses many of the same points. So what can 3PLs do? The content in this edition will help you master the variables thrown your way and transform business chaos into opportunity when you have the right partners. ■

Keith Biondo



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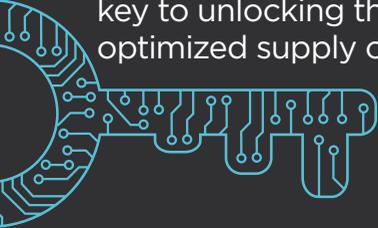
We've joined with CJ Logistics, *The Global SCM Innovator*, creating an integrated global network with expanded capabilities.

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GOODQUESTION

Readers Weigh In

What supply chain technology would you accelerate?



Actionable big data— simply because it is the key to unlocking the fully optimized supply chain.

—*Lily Shen*
President & CEO, Transfix

Standardized real-time shipment tracking and messaging. Shippers and carriers must understand capacity constraints and backhaul opportunities, and making this data easily obtainable would be a game-changer versus searching through multiple sources.

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

A platform that provides comprehensive visibility, displaying in one place all the elements: timely detail on the driver, trailer, product being carried, quantities, and SKUs; real-time location status and progress to ETA—especially for cross-border shipments. We have all the pieces, but they're in separate silos. If we could link all the data and present it in one updated dashboard—that's the holy grail for both carriers and shippers.

—*Greg Orr*
President, CFI

Artificial intelligence-powered orchestration. This technology looks at a warehouse as a system, unifying humans, robots, and equipment, and reacting to fluctuating demand in real time. AI can unlock more than twice the throughput by sending the right resource to the right place at the right time.

—*Daniel Theobald*
Founder and CEO
Vecna Robotics

Real-time and predictive traffic advisories, because traffic delays create a myriad of problems in supply chains, public safety, and personal life every day.

—*Danny R. Schnautz*
Clark Freight Lines

A mobile application that eliminates paper bills of lading for transportation and proof of delivery. An electronic document and signature process similar to what is now industry standard for legal contracts would greatly improve billing efficiencies and accelerate cash flow in the supply chain.

—*Eddie Leshin*
Senior Advisor
BlueGrace Logistics

Improving the cost and efficiency of light-duty, robotic picking applications would be a huge win. They offer the potential to enhance worker productivity and minimize COVID-19 business impacts. Since

specialty picking solutions combine robotics, machine vision, and AI, success depends on the rapid growth of multiple technologies.

—*Tony Hollis*
Director of Technology & Innovation
Saddle Creek Logistics Services

5G will change everything in the shipping world, making it so that data created and captured in edge-computing settings can seamlessly generate more real-time, actionable insights. We're just beginning to scratch the surface of what improved connectivity can offer supply chain professionals.

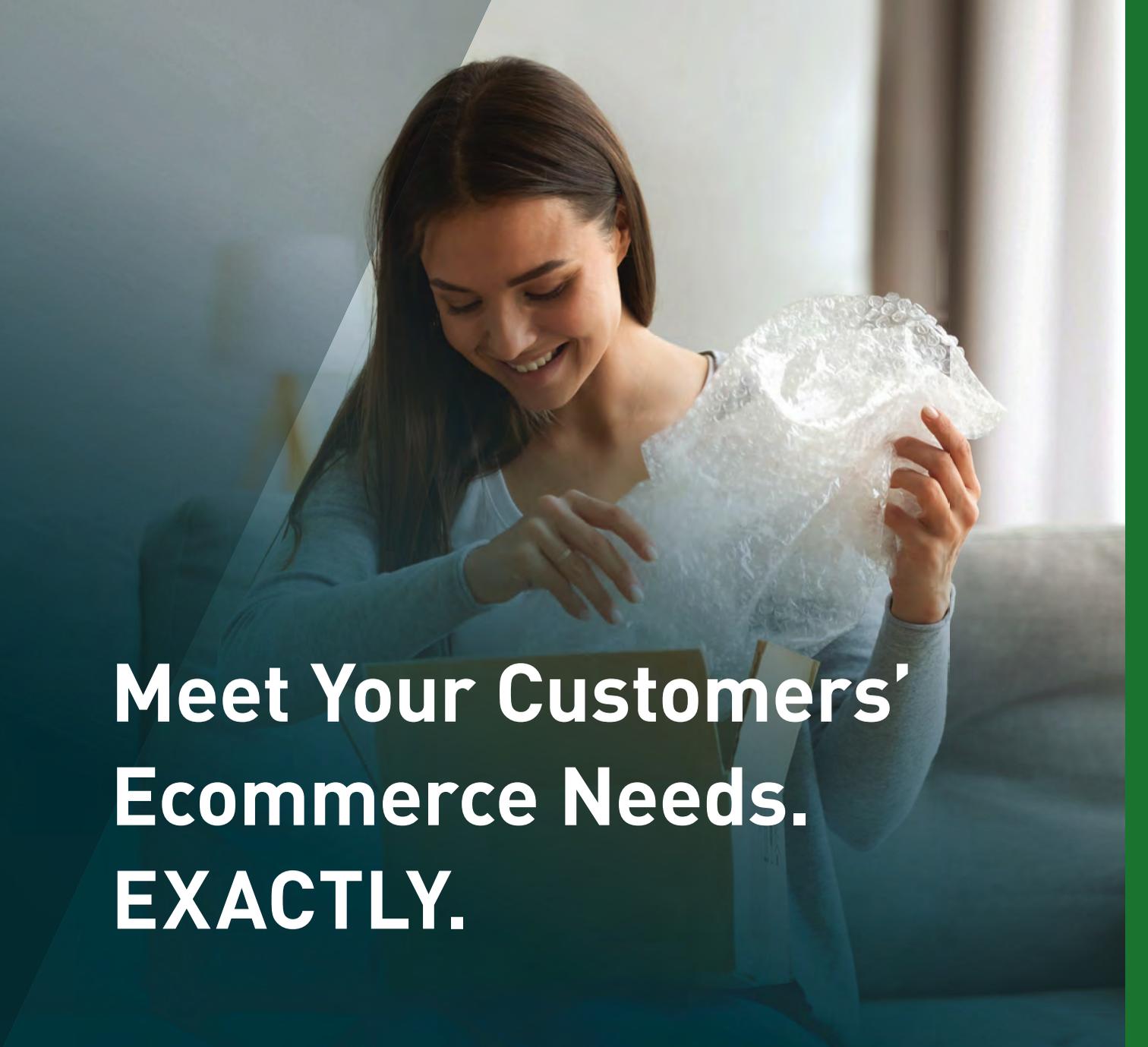
—*Chris Lankford*
VP of Engineering
NEXT Trucking

Have a great answer to a good question?

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

What's the most significant way COVID-19 has changed the supply chain?

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



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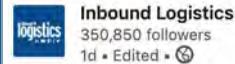
Quick TIP

Decide what's most important: continuity of supply; or velocity, convenience, and cost? Or, do you want it all? Whatever you choose, evaluate your carrier mix and profile because if you are reliant on a postal entity of any kind, you will need other options in place.

—Brian Bourke

Chief Growth Officer, SEKO Logistics

Quotables



Which of these is your favorite logistics quote?

- 1) "The line between disorder and order lies in logistics." —Sun Tzu
- 2) "Logistics must be simple; everyone thinks they're an expert." —Unknown
- 3) "Now they know" the importance of what you do. —Keith Biondo
- 4) "Use logistics capabilities to crush the competition." —Marc Andreessen

Before March 2020, it was no. 2: "Logistics must be simple; everyone thinks they're an expert."

March 2020 and forward, it's no. 3: "Now they know" the importance of what you do.

—Jorge Ruiz Arias

Operations Team Lead - Unilever
FedEx Supply Chain

Mine is not on your list. I would go with: "Amateurs think tactics, professionals think logistics." – Age-old parable.

But if it *has* to be one of the four options, then Sun Tzu wins every time.

—Alex Ramos

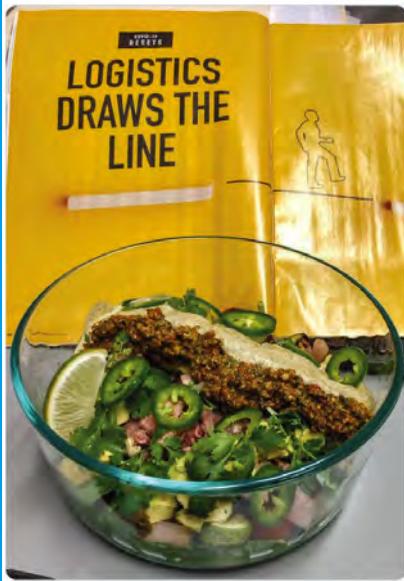
General Manager, DHL Supply Chain

LUNCH with IL



Frank Mullens
@FrankMullens

Wilted spinach, grilled veggie and tri tip salad with my pesto and Cilantro Chili #BitchinSauce ~ @ILMagazine's COVID-19 Resets: Logistics Draws The Line "Adept pivots. Generous acts. Creative solutions. Logistics and supply chain companies put one foot in front of the other..."



Re. Reset, Rewind

bit.ly/reset_rewind_LastMile



I enjoyed the Reset, Rewind graphic in the June 2020 issue (it was a tad punny!). I have no problem

believing the 410% rise in yeast sales; I've made a few loaves of bread, to varying success, myself.

—Jon Ross

SMC³

Re. USMCA: A Bright Light for Shippers

bit.ly/USMCA_brightlight

USMCA will likely attract new factories and economic activity, which will lead to more trucking activity. International trade, and specifically trade with the United States, Canada, and Mexico, are tremendous drivers of freight. Growth related to USMCA will provide a real boost for trucking in the coming years.

—Bob Costello

Chief Economist, Senior Vice President,
International Trade Policy & Cross-Border
Operations, American Trucking Associations



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10 TIPS

Scaling Your Warehouse Post-Pandemic

Some severe economic indicators are disrupting business right now, so we all need to be ready to turn on a dime and adjust to plans that are reactive.

1 EVALUATE CHANGING REGULATIONS, GUIDANCE, AND SAFETY STANDARDS.

Good warehousing always includes understanding the rules by which you must operate—not just for compliance, but for the health of your employees and their families.

2 KNOW WHO YOU LOST TO LAYOFF/FURLOUGH.

In most warehouses, especially smaller operations, reliable workers end up performing a lot of tasks. Sometimes, those tasks bind together or gloss over operating challenges. Evaluate your team, identify who is no longer there, and dig into their roles and responsibilities.

3 EXPECT SHIFTING SANDS.

Leaders and managers should let returning staff know that every day will be an adventure, and cultivate resiliency in their teams. Priorities and focus will shift, so the best guidance we can give our teams is to be open to change. Offer them confidence that you'll be right there with them.

4 PRIORITIZE YOUR OPERATIONS.

Facilities may not have the staffing to support 10 number-one priorities, so be ready to communicate the risks to operations

that move down the list. A common prioritization is picking, packing, receiving and putaway, and inventory control activities (e.g., cycle counting, consolidation). The focus is on immediate fulfillment activities, then refilling the warehouse, and finally ensuring inventory validity. Allocate your resources to accomplish those goals in that order, be transparent on the costs of this type of focus, and be ready to adjust.

5 STABILIZE YOUR OWN SUPPLIERS.

As much trouble as you're having, imagine your own vendor's warehouses. Corrugated, cleaning/office supplies, and even availability of trailers or containers, are all affected

by the same challenges you face. Check and verify. If new lead times are needed prior to placing orders, ensure you understand and communicate them.

6 CREATE A PERSONNEL PLAN.

Decisions around headcount can be difficult, but usually the need is apparent. It is a challenge to know who and how many to hire and when, so it is worth a strategy session with your leadership to understand the trigger points for bringing on temporary or full-time employees.

7 TIGHTEN UP FULFILLMENT ACCURACY.

If you're delivering into the retail channel or direct to consumers, take a fresh look

at your shipping accuracy. Your business worked hard to earn that sale during a recession, and the costs to correct a mistake will only be amplified. Reducing errors will yield greater than normal benefits to your financial performance.

8 SET GOALS AND GIVE UPDATES.

The workers you've managed to retain are probably the strongest employees you have. With that team, and in this environment, you might ask for better individual performances or facility goals than you've ever had. Use your strongest team to accomplish the most work.

9 DECIDE IF IT IS TIME TO INVEST.

Cloud-based warehouse management systems (WMS) find their value in letting you do more with less. Now is the time, as order volume and a recessed economy may create a window for this improvement.

10 KEEP A KEEN EYE ON YOUR GOALS.

Celebrate every win. Managers are under tremendous stress and every hourly employee is just as burdened. We have an opportunity to run warehouses tightly and professionally—and use every dollar and every man-hour to its fullest.

SOURCE: DON WHITE, CEO, SNAPFULFIL NORTH AMERICA



SIGHTTM
CONNECT

TRANSFORMING THE FUTURE
OF FACILITY OPERATIONS



4SIGHT Connect DIGITAL DOCK

CHALLENGE: Network locked down at the workplace. Insufficient or missing data regarding dock performance.

SOLUTION: Uses a long range wireless technology plus a cellular connection to form a network with cloud-based software to facilitate access to your data. Provides dock status, time at dock, alerts and reports.



Digital Dock Efficiency

DOCK EQUIPMENT STATUS

- All Dock View Status, Time at Dock and Alert Condition
- Individual Dock Detail View
- Override Request/Authorization
- Create Password Settings

STANDARD REPORTING SUITE

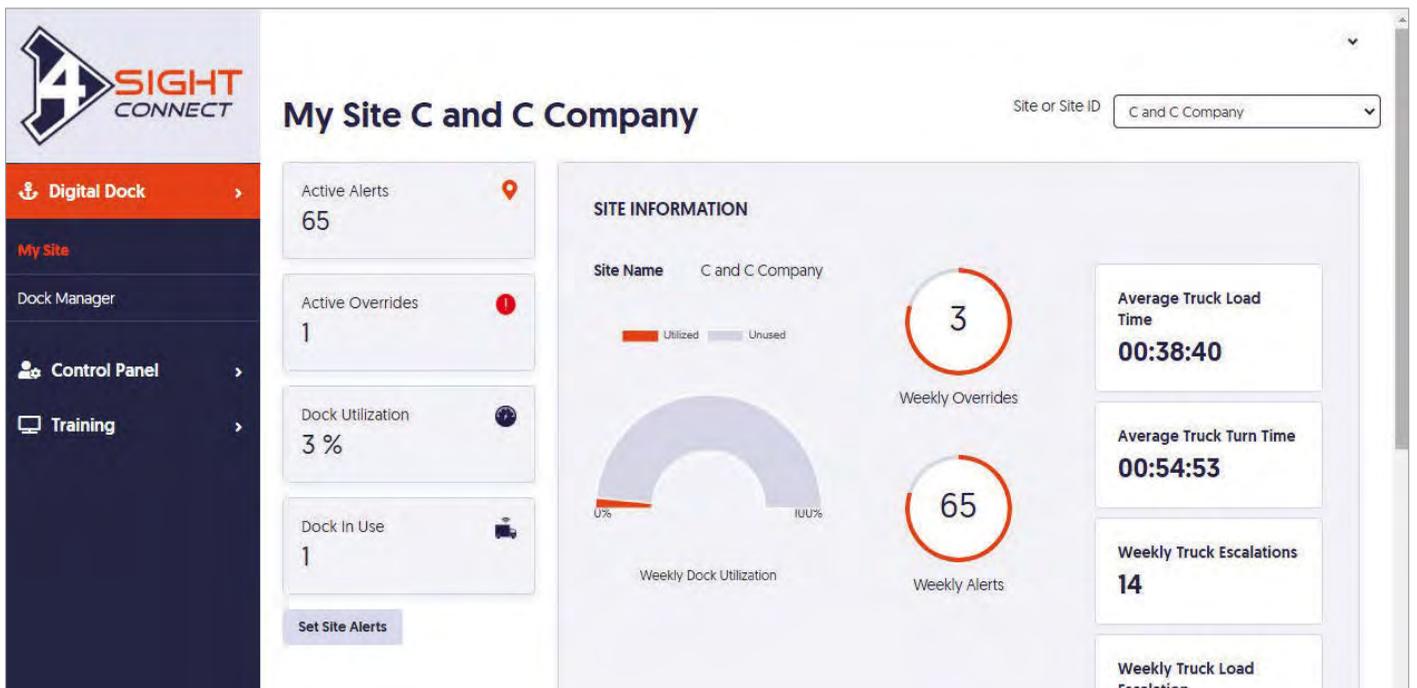
- Load Time
- Dock Utilization
- Cycle Counts
- Overrides
- Turn Time
- Trailer Presence Off & Door Open Time
- Recent Activity

MONITORS Data-Driven Operations

View alarms, override events, display group and activity information and generate custom reports/schedules within seconds and at your fingertips.

KEY PERFORMANCE INDICATORS TILES ALERT LIST

- Avg. Truck Turn Time
- Avg. Truck Load Time
- # of Truck Turn Time Escalations
- # of Truck Load Time Escalations
- Dock Utilization %
- Real Time Data
- Active Alerts
- Active Overrides
- Docks in Use



4 SIGHT CONNECT

Dock Manager

Search

Site: Any | Group: Any | Dock: Any

Status:

Override Empty Trailer Present Restraint Engaged Restraint Released Door Open Leveler Post Release

Assign Dock Group | Assign Dock Site

Site ID	Group ID	Dock ID	Dock Status	Time at the Dock	Dock Actions
C and C Company	Receiving	Dock 2	Post Release	0:00:03:54	Alerts
C and C Company	Shipping	Dock 4	Empty	0:00:17:14	Alerts
C and C Company	Shipping	Dock 3	Override Released	0:00:00:13	Alerts
C and C Company	Receiving	Dock 1	Override Released	0:00:16:02	Alerts

Intelligent Dock Management

Manage performance, productivity, and safety in a convenient web-based platform.

CUSTOMIZABLE ALERTS

- Restraint Engaged
- Restraint Released
- Trailer Present On/Off
- Override Request
- Override Set
- Trailer Present Off/Door Open
- Diagnostics
- Truck Turn Time Escalation (Set by User)
- Truck Load Time Escalation (Set by User)

4 SIGHT CONNECT

Report: Dock Utilization

Report: Recent Activity

From: 12/05/2019 | To: 06/26/2020 | Site: Any | Group: Any | Dock: Any

Show 10 entries

Copy | Excel | PDF

Date	Dock ID	Site	Event Name	Description	Value
6/9/2020 11:29:00 AM	Dock 1	C and C Company	Restraint Engaged	ON	1
6/9/2020 11:29:04 AM	Dock 1	C and C Company	Restraint Life Cycles	820	820

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Home Goods



SEED SALES SPROUT

Many consumers took doubts about the U.S. food supply into their own hands and planted gardens during the COVID-19 lockdown. Seed companies are enjoying the fruits of that labor.

144 years

- U.S. seed company W. Atlee Burpee & Co sold more seed than any time in its 144-year history in March 2020.

270% jump

- Johnny's Selected Seeds in Fairfield, Maine, saw a 270% jump in orders the week of March 16, 2020, after COVID-19 was declared a national emergency.

Quadruple

- Canada-based Stokes Seeds, which ships to the United States and Canada, received 1,000 online orders during the weekend of March 21, 2020—four times more than normal. The company temporarily halted all online orders and is prioritizing orders from commercial vegetable growers “to ensure our food security this summer,” according to its website.

20% to 30%

- In Russia, demand for seeds rose by 20% to 30% year on year in March 2020, according to online retailer Ozon.

On hold

- Territorial Seed Company of Cottage Grove, Oregon, temporarily stopped taking phone orders due to a surge in demand, and reassigned some phone workers to physically fulfill online orders.

COMING BACK HOME

People are looking at their homes through fresh eyes since they were forced to spend more time there thanks to COVID-19. Their desire to change things up has many home goods retailers posting record-breaking e-commerce sales.

E-commerce checkout platform Bolt reports that nearly all its sellers in the furniture category saw revenue growth during the pandemic.

Home goods retailer Wayfair reports “millions” of new customers as people hunkered down in the pandemic, says chief executive officer Niraj Shah. “The broader market disruption has highlighted the differentiated advantages we have built in e-commerce over the past two decades.”



“SALES VOLUME FOR FURNITURE RETAILERS IS UP 220% ON AVERAGE BETWEEN THE FIRST FULL WEEK OF MARCH 2020 AND THE FIRST FULL WEEK OF APRIL, ACCORDING TO BOLT'S DATA.”

The Sill has also seen online sales take root. The indoor potted plants retailer reports a 50% increase in orders compared to pre-pandemic months in 2020.

FURNITURE POLISH

During March 2020, online browsing for furniture increased by more than 200% as illustrated by a 242% increase in online browsing for desks, a 260% increase for outdoor furniture, and a 205% increase for home decor, finds a new V12 survey on how consumer shopping behavior is changing in response to the COVID-19 pandemic.

“Although most home furnishing retailers closed their showrooms, consumers continued to actively shop online for furniture, especially while they were confined to their homes,” says Andy Frawley, chief executive officer of V12. “Many furniture brands made the pivot to digital channels by implementing stronger e-commerce options and contactless home delivery services to capitalize on these opportunities.”

These trends follow recent statistics finding that sales of outdoor furniture increased by more than 428% in March 2020 as compared to February, according to digital advertising firm Criteo.

“The demand is clearly out there,” says Anders Ekman, president of V12. “But brands need to evolve with the times to put programs in place to identify and convert consumers who are in-market now.”



BEYOND EXPECTATIONS

Some were surprised when home goods retailer Bed Bath & Beyond announced its digital sales were up 16% in March 2020. The brand had been criticized for poor e-commerce execution and was working on a transformation.

During the pandemic, Bed Bath & Beyond ramped up its fulfillment network by converting darkened stores into regional fulfillment centers. “The company has sold a lot more bread makers and vacuum cleaners than it did at this time last year,” says chief executive officer Mark Tritton.

LEADERSHIP

Conversations with the Captains of Industry

Focus on the Future



Robert Johnson
CFO and COO,
Future Tech Enterprise

Robert Johnson is a collaborative leader and considers himself part of the team. His advice: “Don’t assume someone else is steering the ship” and “treat the company as though you own it.”

by Merrill Douglas

Years ago, leaders at Future Tech Enterprise, a global systems integrator headquartered in Holbrook, New York, realized that the supply chain is the company’s lifeline.

“Our long-term planning efforts paid off during these challenging times related to COVID-19,” says Robert Johnson, the company’s chief financial officer and chief operations officer. “We’ve worked hard to secure multiple avenues for product flow and maximize our supply chain diversity.”

Future Tech develops information technology solutions for clients in the aerospace, defense, education, healthcare, manufacturing, and retail sectors. It holds inventory—workstations, servers, laptops, and more—for those customers in the warehouse at its corporate headquarters. In June 2020, the company opened a new 24,000-square-foot logistics center in Plano, Texas, and plans to expand its footprint to Baltimore, Asia, Australia, Europe, and Mexico.

Johnson spoke with us about Future Tech’s supply chain strategies and gave us a look into his leadership philosophy.

IL: How does Future Tech make sure it can always ship the right products in the right quantities to each of its clients?

Our successful approach starts with comprehensive, predictive analytics. We keep our inventory segregated by client, and we combine historical data and current trends to accurately forecast what clients will need. We don’t want to sit on inventory forever, but we want to make sure products are readily available.

IL: How has COVID-19 affected your supply chain?

Not only did factories in China shut down at the start of the pandemic, but when COVID-19 came to the United States, demand from our customers increased. We were ready to meet the need in part because we had multiple avenues of procurement, including original equipment manufacturers and distributors. We also anticipated shortages and brought in product ahead of time. When the factories shut down, we had our clients covered, as we had many months of inventory available.

IL: What early experience helped shape you as a leader?

Many years ago, the organization I worked for ran into serious financial difficulties. As a young employee, I assumed that the corporate management team was in control. As it

turned out, they were not. The company had too much debt, and they eventually went out of business. I learned a great lesson: Do not assume that someone else is watching the ship. I constantly stress to my team that they are on the front line, financially and operationally. That's why one of my mantras is "treat the company as though you own it."

IL: How would you describe your leadership style?

It's collaborative. A company is a family, a team, and I'm part of that team. I try to balance mentoring the team with enabling them to spread their wings.

IL: How do you nurture talent in your teams?

It starts with hiring. I interview just about everyone who comes to work for the company. Our hiring philosophy emphasizes skill set first, experience second. We find the right people and the best situations for them to thrive, leading to high staff consistency and extremely low turnover.

I set goals, some formal and some not, and constantly follow through on those. I provide feedback—always constructive, sometimes blunt. And I stress continual learning.

I also encourage everyone who works for me to put their devices down for 15 minutes each day and just think about something that's challenging them. Just set some time aside and think about it logically. Every challenge has a solution.

IL: How do you give criticism or correction?

When it's used constructively, criticism is an integral part of the learning process. I always have those conversations one on one. And I insist that everyone keep an open mind.

It's important for senior leadership to recognize that great ideas can come from anyone and anywhere. Just because someone has a different opinion or does things differently doesn't mean that it's wrong or requires correction. Sometimes, it might even be better.

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

Recently, it was leading the opening of a new 24,000-square-foot logistics center in Plano during a pandemic. But I am proud of how the team adjusted. Following our own aggressive safety guidelines every step of the way, we somehow finished close to our timeline.

A Daring Delivery

Many years ago, a Future Tech Enterprise client needed computer equipment shipped to villages in some former Soviet republics. "Several regions were remote and difficult to reach," says Johnson. "We could not figure out how we'd get there."

After some trial-and-error thinking, the company settled on a solution. Working with a freight forwarder, it shipped the product into the destination country and then hired a pilot to parachute the shipment into the village. "Not one piece that we parachuted was lost," Johnson says. "We put notes on the cargo instructing where to deliver it, and people took it there."

Johnson wouldn't recommend that technique today. "Drones would be simpler," he says. "But back then, there were no drones."

Balancing conflicting priorities is always a challenge. We have so many initiatives and projects going on simultaneously, it can be hard to dedicate the proper attention to each project. I don't feel comfortable half paying attention to two things at once. I like to give each project the focus it deserves

IL: How have you been influenced by a mentor?

My mentor was Joe Goeller, who was the chief financial officer at Digital Network Associates. When I was just starting out, like a lot of young people, I had all sorts of ideas about how to improve things. Joe was older and more seasoned, but he would listen to me. He never told me my ideas were bad. He would pragmatically explain the challenges in my thought process. He would ask, "How did you come up with this thought?" And we would collaborate and come up with something better.

Joe passed away earlier this year. I miss him and will always remember the life lessons he taught me.

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

I read about 40 books a year. I'm particularly drawn to reading about history. I love gardening. As a native Texan, now a New York transplant, I love watching my beloved New York Yankees, New York Rangers and, of course, my Dallas Cowboys. And while I don't do enough of it, I love to travel. Road trips with my family are the best. ■

READERPROFILE *as told to Karen Kroll*

Taking Up Space



MARK WIESE works at the NASA Kennedy Space Center in Florida as manager of the deep space logistics Gateway program.

RESPONSIBILITIES: Provides project management expertise and strategic vision for spacecrafts, launch vehicles, and integration services to advance NASA's Gateway lunar orbiting platform. Oversees integration of commercial logistics missions to the Gateway.

EXPERIENCE: Management, logistics, and engineering roles within NASA; Sea-Doo research and development; geographic information systems technician with SAIC.

EDUCATION: M.S., industrial engineering, University of Central Florida, 2011; B.S., aerospace engineering, Florida Institute of Technology, 2000.

When people think of NASA, they usually think of rocket science. But logistics is also key.

Since 2000, my group has been supporting the space station with resupply ships that bring food, water, science experiments, space suits, and everything else the crew needs to complete their mission on the moon's surface.

NASA is always challenged to do more with less. We want to leverage what commercial logistics companies are doing to move goods across the globe, so we can understand how we can do our jobs more efficiently. We're also focused on building a commercial supply chain in deep space.

To do this, we've set up a 15-year contract with a \$7 billion cap to ramp up new companies and buy logistics resupply capabilities as commercial services. In

March 2020, SpaceX was announced as our first commercial provider under this contract. This emphasis on commercial collaboration drives down costs at NASA and enables private industry to spin off products to other commercial customers, fueling the cycle of innovation and lower-cost delivery.

We've been successfully working this commercial service approach for the past 20 years. We started by buying rockets for un-crewed scientific missions, such as weather satellites. Now we are moving beyond that to the moon. Artemis is NASA's campaign for our next mission of returning to the moon by 2024 with the first woman and the next man in the Orion, a crewed spaceship.

The crew flies separately from the cargo module and has enough supplies to get there and home. The cargo module

Mark Wiese Answers the Big Questions

1 What book made a significant impression on you?

The book *This New Ocean: The Story of the First Space Age* dates back to World War II, when the United States found a stash of V-2 rockets hidden in a cave in Germany. It moves to the birth of the Air Force and the evolution of NASA. It was awesome to read all that history.

2 Are there any adages that you live by?

Actions speak louder than words.

3 If you could speed the development of a supply chain-disrupting technology, what would top your list?

Diversity of thought and different perspectives are what drive disruption. At NASA, through a couple of accidents in the space shuttle program when we got so laser-focused on how to do things, we learned we often forget to step back and revisit the big picture.

There are lots of ways to approach solutions. We've learned our lesson.

provides the water, food, clothes, science experiments, space suits, and tools that the crew needs while they're on the surface of the moon. The module docks at the Gateway, a command and service module in orbit around the moon.

The Gateway also represents our first step in developing a deep space transportation ability. Mars is about nine months away. We have to have a command and service module to which we can dock our crew and bring them supplies during that journey. The Gateway is like a supplies warehouse.

Since the 1960s, we've sent only a handful of missions to the moon because it's expensive. Fifty years later, technology

has advanced to the point where we can go there more sustainably, with advances in the miniaturization of electronics and 3D printing. We can reuse a lot of the hardware. All this enables us to send missions in a more sustainable and affordable way.

We'd like to have this as an annual mission. This will also require developing advanced robotics, advanced automation, and artificial intelligence to support the crew's mission and limit the time they have to spend moving stuff.

Eventually, we can take what NASA has been working on during the past 50 years and change the way we transport things around the globe. Rockets are

getting so cheap that eventually, we'll be moving cargo by rocket across the globe.

As a kid, I loved watching *Top Gun* and seeing the fighter jets and cutting-edge technology. Aerospace engineering was the closest connection to that *Top Gun* inspiration.

I took a class at Kennedy Space Center working on small satellite design, and that opened the door to go to Houston and work in mission control and build the space station. That led to working on contract management and leading the supply chain efforts for trips to the moon.

The past 20 years of work have gone by in a blink. It all feels like a dream come true. ■



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NOTED

The Supply Chain in Brief

> GOOD WORKS



• **CenterPoint Properties** provided warehouse space to help Houston Food Bank distribute food in 18 Texas counties. The food bank uses the 124,000-square-foot facility to receive shipments from the Texas Department of Emergency Management as part of its COVID-19 relief efforts. The Houston Food Bank distributed nearly 23 million pounds of food in April 2020.

• **Echo Global Logistics** launched EchoCares: Thanking Truck Drivers During COVID-19. With this initiative, the 3PL surprised more than 2,200 truck drivers across the country with Subway gift cards to recognize their dedication during the pandemic.

• **Geodis** provided personal protective equipment manufacturer LabMed with customs brokerage, short-term storage solutions, and transport management services from LabMed's factory in China to international destinations including India, Malaysia, Germany, and the United States.



• **Regal Logistics** donated 35,000 N95 respirator masks to the CHI Franciscan hospital system in Washington, and encouraged other third-party logistics providers, warehouses, distribution centers, and manufacturers to also donate excess boxes of unexpired masks.

• Partnering with Thermo King, **Premier Trailer Leasing** provided free rental of Thermo King refrigerated trailers to Feeding America. The 53-foot trailers have a 40,000-pound perishable food capacity to help store and distribute 6 million meals during summer 2020.

• **XPO Logistics** provided free logistics services when it shipped four ocean containers full of shoes from China to Soles4Souls distribution hubs in the United States, Canada, and the

Netherlands. The shoes, donated by Skechers, were given to children living below the poverty line.

• **CMA CGM Group** donated 200,000 face masks to Los Angeles Mayor Eric Garcetti to help support the city's supply and the essential workers at Port of Los Angeles who are keeping supply chains running.



> M&A

■ **Descartes Systems Group** acquired U.K.-based **Cracking Logistics Limited**, doing business as Kontainers, a provider of digital freight execution platforms.

■ **TA Services**, the integrated logistics division of PS Logistics, acquired North American logistics services provider **Sellers Logistics**.

■ **DAT Solutions**, an online freight marketplace, entered into a definitive agreement to acquire the **Freight Market Intelligence Consortium**, a subscription-based benchmarking and analysis service, from Chainalytics.

■ **Kinaxis** signed a definitive agreement to acquire Toronto-based **Rubikloud**, a provider of artificial intelligence solutions that automate supply chain analytics and decision-making in the retail and consumer packaged goods industries.

■ **Transplace**, a provider of logistics technology and services, acquired **ScanData Systems**, a parcel transportation management solutions provider.

■ **Jaguar Transportation** acquired truckload shipping company **Celadon Group's** Mexico-based businesses.

> SEALED DEALS



- **Pcdata USA** rolled out pick-to-light systems globally for **Marley Spoon**, Martha Stewart's subscription-based meal kit service. The first systems went live in Texas, New Jersey,

and California, followed by the Netherlands and Europe. Pcdata and Marley Spoon developed and tailored the systems to each Marley Spoon brand so all ingredients are either picked directly into boxes or meal kit bags. Pcdata integrated its pick-to-light hardware and software with intelligent conveyors and other materials handling equipment.

- **Crowley Solutions** received a multiyear award from the **U.S. Army 409th Contracting Support Brigade-Theater Contracting Command** to transport personnel and cargo and procure materials handling equipment. Crowley will provide third-party logistics services to the U.S. government, NATO, and non-NATO partners throughout the European Command area of responsibility, supporting the 21st Theater Sustainment Command and Theater Movements Center in Kaiserslautern, Germany.

- Michigan-based **Wimsatt Building Materials**, a distributor of exterior building products, selected **Descartes Systems Group's** Route Planner On-Demand and Geotab GO devices to optimize its distribution network. The cloud-based route planner optimizes delivery routes by taking into account geographic location, customer time windows and truck capacities, and then tracking delivery status in real time. Geotab GO captures vehicle location data, vehicle health assessments, and collision detection to improve fleet management.

- **Bellisio Foods** is installing **Westfalia Technologies'** warehouse automation system at its Jackson, Ohio, facility. The warehouse will be equipped with automated storage and retrieval and an integrated conveyor system controlled by Westfalia's Savanna.NET Warehouse Execution System

to streamline operations and provide real-time inventory tracking. This system will allow Bellisio to efficiently transport pallets from production to storage and increase storage capacity.



- The **Da K'Nang Laba Banana Cooperative** in Vietnam, which grows bananas on nearly 500 acres of land, is working with Tokyo-based technology firm **Aquabit Spirals** to manage and monitor the bananas with its Confidex Ironside Micro near field communications tags and mobile application. The tags, mounted on iron pipes near each banana tree, are designed to endure variable weather conditions and rough handling. The digital data that is collected can be used for agricultural activities and logistics management once the bananas are harvested and shipped to Japan.



> IN MEMORIAM

- **William (Bill) Armstead Robinson III**, former president and CEO of DHL Americas, passed away June 10, 2020, at the age of 81. Robinson helped establish and expand DHL internationally, pioneering a new industry: international air express. His work enabled the growth of DHL's express network, which now spans more than 220 countries and territories.

NOTED

> GREEN SEEDS

■ **SAP** launched SAP Carbon Footprint Analytics to help firms understand and optimize greenhouse gas emissions in their supply chains. The platform delivers carbon emission insights for a company's products by plant, profit or cost center. Users can integrate data from product databases and third-party solutions to analyze emissions breakdowns.



■ **Google Cloud** partnered with **World Wildlife Foundation Sweden** to develop a sustainable sourcing data platform that allows fashion brands to monitor the environmental impact of their supply chains and adapt to support green initiatives. Stella McCartney is the first fashion brand to pilot the technology.



■ **IKEA** partnered with the **Ellen MacArthur Foundation** to accelerate the global home-furnishing brand's transition to a circular business by 2030. The partnership will focus on advocating for circular design, working with policymakers, and developing new services to encourage customers to purchase, use, and recycle products in environmentally responsible ways.

> SHOVEL READY

• **Dot's Pretzels** is opening a 186,107-square-foot manufacturing facility in Edgerton, Kansas, the largest manufacturing plant for the pretzel brand. Dot's Pretzels is investing \$15 million and creating 22 new jobs, and will boost its production capacity to meet increasing national demand.



• **Kroger** plans to build three new Ocado-powered automated warehouses in the Great Lakes, Pacific Northwest, and West regions. The robotics-driven customer fulfillment centers will fill online grocery orders in their respective regions. The Ohio-based supermarket company plans to open nine fulfillment centers in total, with the first opening in Ohio in 2021.

> RECOGNITION

• **YRC Freight** was recognized as the **2019 LTL Carrier of the Year** by Dick's Sporting Goods for its dedication to successfully handling shipments routed by the retailer and its vendors. YRC Freight's comprehensive network services the 726 Dick's Sporting Goods locations in North America.

• Keypoint Intelligence honored **Toshiba America Business Solutions** with the **Buyers Lab 2020-2021 PaceSetter** award in logistics for the company's leadership in supply chain, shipping, and warehouse management.

• Gartner honored six organizations with its **2020 Supply Chain Innovator Awards**, which recognize unconventional, innovative, and high-impact initiatives transforming the supply chain. The winners include **Amgen** for life sciences, **Cleveland Clinic** for healthcare, **Intel** for high tech, **Philip Morris International** for consumer products, **SKF** for industrial, and **Woolworths Group** for retail.

• **BASF** was named a **GM Supplier of the Year** by General Motors during a virtual 2020 Supplier of the Year awards ceremony. BASF also received the Overdrive Award for Sustainable Construction and Workspaces—performance beyond BASF's work for GM and the automotive industry.

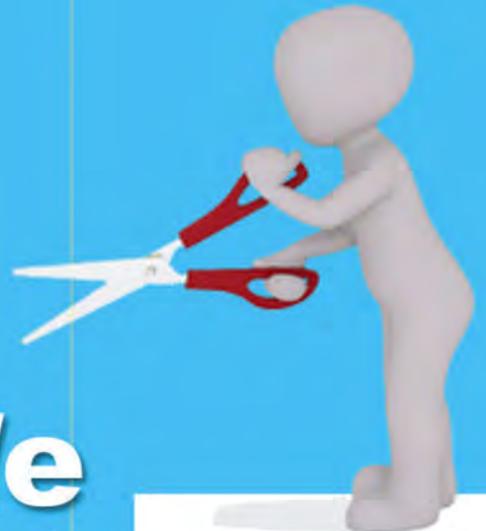
> UP THE CHAIN



■ **CalAmp**, a technology solutions provider, named **Nathan Lowstuter** senior vice president of global supply chain and operations. Lowstuter brings his 20 years of experience to help elevate efficiency, quality, and on-time delivery of products and services. Lowstuter previously worked at Proterra, a heavy-duty electric transportation provider, where he developed the supply chain strategy, infrastructure, and management operating system to enable 500% business growth.



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Flexibility for the Win

A majority (73%) of retailers say that artificial intelligence and machine learning can add significant value to their demand forecasting processes, and more than half say it will improve other critical supply chain capabilities, finds a global supply chain study from LLamasoft.

In contrast, underperforming retailers have not moved away from strategies designed to find the lowest cost of manufacturing.

While 56% of overperforming retailers, also known as “retail winners,” use technology to model contingency plans for supply chain disruption, only 31% of retailers that are not overperforming do the same, the research finds. Overall,

56% of retailers say they struggle with the ability to respond to rapid shifts, and lack of flexibility costs them during disruptions such as COVID-19, with many seeing a big drop in revenue, the study says.

Additionally, 73% of retail winners monitor capacity, which allows them to prepare for sudden fluctuations in demand and supply, compared to 35% of retailers that are not overperforming. This indicates that retail winners are outperforming the competition by predicting and preparing for the future, LLamasoft says.

Retail winners are taking the following steps to separate themselves from the pack, according to LLamasoft’s research:

- 53% of retail winners invest in data scientists who are competent in data analysis and modeling tools, versus only 22% of underperforming retailers.

- 80% of retail winners place a high value on demand forecast modeling using macro indicators versus 65% of underperforming retailers.

- 53% of retail winners rank geopolitical issues such as tariffs, trade wars, and changing consumer demand as their top three challenges versus 23% of underperforming retailers.

- 46% of average or underperforming retailers focus on cost at the expense of flexibility, versus 38% of retail winners.

HOME FOR THE HOLIDAYS

To reduce the risk of exposure to COVID-19, consumers plan to do their holiday shopping earlier this year, a Voxware survey reports, which may bring significant challenges for distribution centers. Key survey findings include:

- 51% of consumers expect to start holiday shopping earlier than normal in 2020.
- 57% plan to have more gifts shipped directly to recipients than in 2019.
- 76% intend to purchase more than half of their gifts online.
- 62% plan to purchase more stocking-stuffers and last-minute gifts online.

This indicates consumers’ desire to limit their time in physical stores, highlighting the increased role that e-commerce will play, Voxware says.

Distribution centers that usually send one shipment per order will need to ship items within a single order to multiple addresses, the report says. They must also determine the most efficient way to pick and pack small items as well as optimize order sorting, label printing, packing order confirmation forms, and gift-wrapping.

“For many retailers, survival will rely on a successful 2020 holiday season due to the tremendous slowdown retailers faced during the pandemic,” says Keith Phillips, president and chief executive officer of Voxware. “In Voxware’s previous holiday survey, 31% of respondents said they would avoid shopping with a retailer ever again if any aspect of their holiday order was botched. No retailer can afford that type of mistake this year.”





Cold Storage Heats Up

Booming e-commerce and online grocery sales during the COVID-19 pandemic increased the demand for cold storage warehousing space in North America, but developers are not building fast enough to meet demand, says a new report from commercial real estate services firm Savills.

Keeping up with demand: Developers are not building fast enough to meet demand, due in part to varying specifications. Comprehensive planning is needed for facilities to be flexible enough for dry, temperature-regulated operations. This demand will likely continue to increase, especially when rapidly growing industries, such as e-grocery, meal kit distribution, and e-pharmacy, are ones that require multi-temperature cold storage facilities, according to the report.

On top of that are evolving regulations that can vary for each industry. Multi-temperature and cold storage facilities also have more complex utilities and infrastructure requirements compared to traditional facilities, Savills says.

Adding value to 3PLs: 3PLs are the top consumers of and investors in multi-temperature cold storage facilities. Of the top 10 highest-earning 3PL providers, six have cold storage facilities in their portfolio, which adds to market valuation. At the end of 2019 and during the month immediately following the onset of COVID-19 in the United States, companies that have cold storage facilities in their portfolio outperformed those without them by 16% at the close of 2019, and value remained 6% higher on average through April 15, 2020, the report says.

Resilience of grocery chains: Before COVID-19, online grocery sales increased by 15% from 2018 to 2019, and grocery distributors and wholesalers are the largest users of multi-temperature cold storage facilities. With even more consumers now shopping online, growth should outpace those numbers in 2020 and beyond. Among some of the largest publicly listed grocers, stock prices have increased by an average of 12% from the end of 2019 through April 15, 2020, Savills reports. Amazon saw a 25% increase, United Natural Foods saw an 18% increase, and Kroger's stock price increased by 10%, the study says.

Master Class in ROI

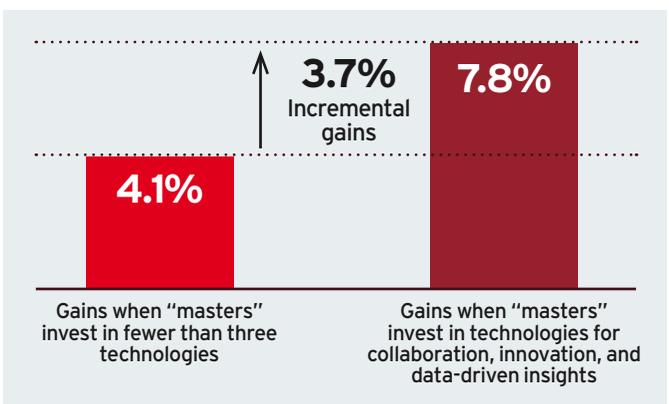
Large companies invested \$153.4 million on average to transform their supply chain in the past three years, but only 10% of leaders became “masters” in achieving a profitable customer experience, according to a survey from Accenture. Successful companies took the following steps, according to the study:

Customer-first approach. They base their supply chain strategy on what the customer values, which is increasingly complex as customer experiences become more tailored and personalized. As customers move toward products and services as experiences, they expect a more holistic package, and supply chains are a critical part of creating this value-driven customer experience. Masters focus on the value propositions that matter most when investing in their supply chains.

Turning data into innovation. Masters invest in digitization and create a foundation for collaboration. Data has become the new currency that feeds customer value, so masters invest in new technologies to turn data into insights. Investing in building analytical, asset-light collaboration structures may significantly increase the supply chain's impact on revenue. Collaboration, innovation, and data-driven insight technologies accounted for more than two-thirds of masters' average revenue growth (*see chart*).

Mature capabilities. They focus on capabilities that enhance agility and foster innovation, while building in security. Business-to-business companies' top capabilities include blockchain, designing products to meet target margins, customer and product segmentation in real time, predictive analytics, and proactive risk management for data privacy. Business-to-consumer companies' top capabilities include customer and product segmentation in real time, proactive risk management for data privacy, warehouse automation, and external partnerships that improve efficiencies.

Engaging with leadership. Their chief executive officers are more likely to drive supply chain discussions with the board and turn them into results, allocating funds and talent that fuel innovation and transform the supply chain.



SOURCE: ACCENTURE

TAKEAWAYS

DHL Debuts Retail Store

DHL Express opened a new 1,500-square-foot ServicePoint retail store in Southern Florida. The facility is the first exclusive DHL-branded retail store in the United States. The international shipping service plans to open additional stores in other U.S. locations as international trade rebounds.

“For years, Miami has been the up-and-coming gateway city to Latin America as well as an important hub for DHL,” says Richard Saavedra, vice president and general manager with DHL Express U.S. “And now, as pandemic stay-at-home orders expire and businesses reopen, we are seeing an increase in the volume of international shipments coming through the Miami-Dade area.

“We are excited to support local businesses as they re-emerge from COVID-19-related shutdowns,” Saavedra adds.

In response to social distancing restrictions, DHL is piloting new safety measures at the new store. These include



a call-ahead service in which labels and packaging are prepared before customers arrive to reduce wait time in the lobby, as well as curbside pickup of DHL shipments.

The new store offers both a staff-assisted and self-service kiosk, as well as supplies such as bubble wrap, packing tape, and boxes. DHL plans to open its second location in Chicago during the summer of 2020.

In addition to the new company-owned stores, more than 7,100 independently owned partner stores operate in the United States, offering DHL Express international express shipping services as well as services for other brands.

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TAKEAWAYS

POSTAL OPERATORS DELIVER ON E-COMMERCE

Parcels and cross-border e-commerce take precedence over traditional services, such as mail, for postal operators, according to Escher's Future of Posts 2020 report. Operators also say they need to continuously manage growing postal e-commerce traffic, with a greater emphasis on the last mile and supporting retailers. The survey results also indicate:

- **Postal networks adapted during the COVID-19 pandemic.** An overwhelming 83% of postal operators say they adopted a new approach to adjust to the COVID-19 pandemic.

- **Parcels and cross-border e-commerce are the top priorities.** Investment in the parcels business is the No. 1 priority for most postal operators in 2020, which is consistent with Escher's 2019 survey. Cross-border e-commerce is the second most important investment priority, followed by technology innovation and customer experience.

- **Leveraging technology.**

Postal networks must balance the need to implement user-friendly, cross-border e-commerce services with continued reliance on physical service locations, the research says. Operators that invest in diversifying their channels and use artificial intelligence to analyze data will be best positioned for the future.

- **Point-of-sale diversification.**

Postal operators say the No. 1 reason for increasing point-of-sale channels is to improve the customer experience. More than 75% of postal networks plan to expand those channels in the next

12 months, compared with only 68% in 2019. The go-to solutions include self-service kiosks and mobile apps.

- **Preparing for parcel volume increase.** Up from 83% in 2019, 87% of postal operators say they have plans in place for managing the growth in e-commerce postal traffic, indicating that nearly all postal operators expect an increase in parcel volumes.



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



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TAKEAWAYS

GREAT EXPECTATIONS

Even amid economic uncertainty, shoppers expect global businesses to maintain fast and transparent delivery, improve environmental sustainability, and keep personal data secure, according to new research from project44. Key findings from the report highlight:

Fast Deliveries

- **83%** of consumers do not expect companies to give up fast delivery in an economic downturn.
- **89%** do not expect companies to sacrifice visibility into deliveries or expected arrival times in an economic downturn.
- **23%** of supply chain professionals say they had a contingency plan already in place to reduce the cost of supply chain operations due to an economic downturn.

Sustainability

- **78%** of consumers say they would be more likely to buy from companies that prioritize sustainability in the delivery process.
- **60%** say they would pay more to shop with a company that maintains sustainable shipping practices even during an economic downturn.

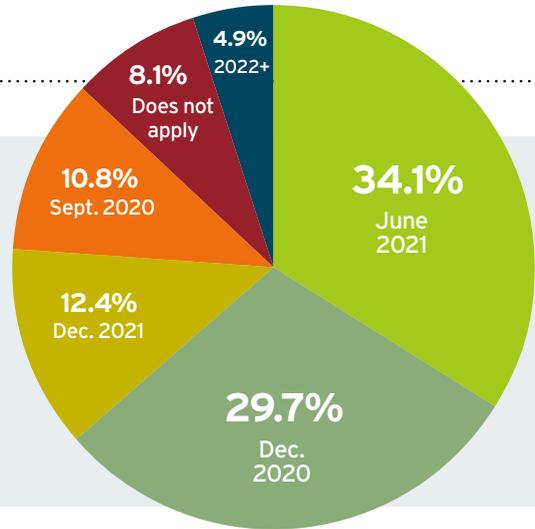
- **46%** of supply chains do not have an environmental sustainability plan.

Data Security

- **80%** of supply chain professionals say the delivery economy has increased the amount of consumer data they manage and store.
- **82%** of consumers say companies need to do more to protect their personal data security.

WHEN DO YOU THINK YOU WILL BE ABLE TO VISIT YOUR SUPPLIERS AND FACTORIES IN ASIA?

SOURCE: FLEXPORT



Asia's Economic Rebound

About 43% of businesses say that the majority of their global supply chains are dependent on China, and most say they won't be able to visit those suppliers until June 2021 at the earliest (*see chart*), according to a study from technology platform Flexport. Asia was the first region to endure COVID-19 and reopen its economies—what does that mean for global supply chains?

China's recovery: China is experiencing a modest recovery. Since March 2020, production and social activities began returning to normal, and more than 90% of Chinese companies and employees are back at work. Total import and export value increased by 1.3% in April 2020 month over month, of which total export value increased by 8.5% month over month. Value-added industrial output increased 3.9% year over year in April.

From Korea to Thailand: The epidemic is under control in this region, and the countries are close to achieving zero new cases due to effective testing, tracing, and isolating. Their economies are reopening, including manufacturing, but travel restrictions are still in place.

From the Philippines to Pakistan: The number of new cases is growing rapidly in this region due to a lack of testing and isolation. These countries suffer from less developed health systems and lower government capacity to enforce lockdowns. Their economies began reopening out of necessity.

China's challenges: Household income fell 4% year over year in the first quarter, and unemployment rose to 6% in April 2020, the second-highest level in China since January 2017. Weak domestic consumption poses another challenge, with retail sales falling 7.5% year over year in April. China is also unclear when the virus will be eliminated—nationwide totals hit double figures for the first time in May 2020.

Freight in Asia: Shanghai Pudong International Airport's cargo terminals are back to normal operations, but many other Asian airlines cut all capacity, including India, Malaysia, and the Philippines. Airfreight now relies on freighters and passenger planes, with capacity tight and rates high. All ports are operational, but many have limited hours and staffing. Long-distance trucking and rail are delayed as rules continue to change.

What the future holds: China is accelerating its digital transformation. The U.S./China trade war will pick up again, and production will continue to shift to Southeast Asia. Supply chains will be much more complex because there is no other country that can take China's place for manufacturing. International travel will not go back to normal; airfreight capacity will remain low, and passenger plane belly capacity won't return soon.

Retail Responds

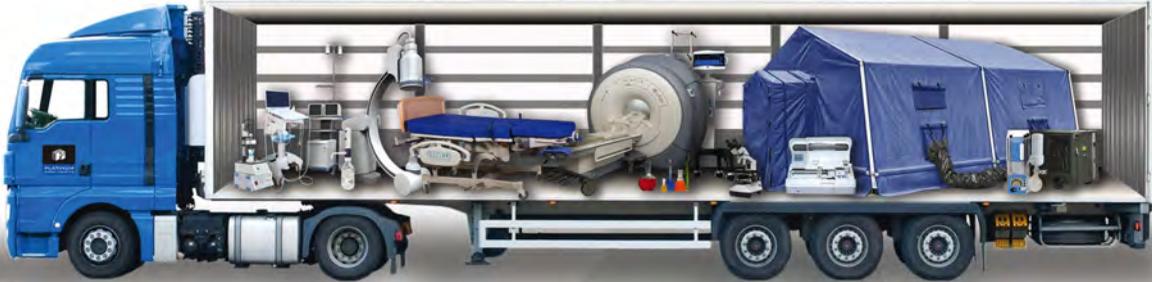
Retailers faced steep fluctuations in demand during the COVID-19 pandemic, and many have been forced to close or adapt to accommodate social distancing. To improve their supply chain resilience for future disruption, retailers must invest in flexibility, visibility, and automation, according to a study by WMG, the University of Warwick, and Blue Yonder. Key findings from the study include:

- The majority (61%) of retailers say they used inventory as a strategy to buffer against COVID-19 disruption.
 - In contrast, only 29% relied on suppliers with more agile manufacturing and distribution networks.
 - More than half (58%) say a high degree of manual intervention was required to respond to fluctuating demand and supply.
 - Workforce issues were the dominant challenges for retailers, with 59% of warehouse and 48% of store workers being affected by quarantine or illness.
- Retailers were split in their treatment of supplier payments, with 37% delaying payments and 30% making early payments.
- “Early indications in Asia show that customers have been most supportive of those retailers they deemed to have responded best to the crisis, and we’d expect that pattern to follow across Europe and the U.S.,” says Wayne Snyder, vice president of retail strategy at Blue Yonder. “Technologies such as artificial intelligence and machine learning will play a

key role in helping retailers navigate future disruption, while still meeting customers’ expectations.”



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[INSIGHT]

GLOBALLOGISTICS

by *Mike Wychocki*

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Automating Short-Haul Intermodal with Electrified Overhead Rail

As the COVID-19 pandemic spread, container shipping was hit as hard as any industry. In the best of times, this vast, labor-intensive network is prone to worker and truck driver shortages, unbalanced hand-offs between distribution nodes, and traffic gridlock and movement lockdowns. In the worst of times, like the pandemic, they face additional delays caused by customs clearance inspections, ports and crew refusals to address certain vessels, and operational shutdowns for decontamination.

This can't and shouldn't happen to the trillion-dollar logistics sector that is the literal backbone of our economy and global trade network. The productivity, reliability, safety, and security of the global supply chain depend on it.

Here are just some recent incidents that further drive home this vulnerability:

Early in the crisis, when the rest of the world's economies were still open and waiting for goods, containers were abandoned at Chinese ports because truck drivers and port workers were on lockdown.

Some ports refused to accept vessels coming from virus-stricken countries, while other ports were shut down

temporarily after workers tested positive for COVID-19.

So, we learned two things: First, temporary worker shortages are likely and may be prolonged as a lack of testing and tracking continue. Second, these delays and out-of-sync relationships have caused huge cash-flow problems for many factories, shipping lines, and ports.

WAKE-UP CALL

In many ways, this large-scale disruption is a wake-up call for the entire shipping and intermodal logistics supply chain, and the tipping point for many ports that now see not only the value of increased port automation, but also extending that automation

into short-haul intermodal outside their gates.

To address these concerns, EagleRail is producing an overhead, electrified light-rail shuttling system and service—similar to how Amazon warehouses process 60-pound packages, but with 60,000-pound containers.

Automating intermodal short-haul transportation with electrified overhead rail is a huge advancement during normal logistics processes, but even more beneficial when additional workforce and travel restrictions are in place.

An electrified light-rail shuttling system:

- Removes the dependency on human workers for repetitive, low-paying, and often dangerous drayage runs
- Allows this short-haul task to run cleanly and efficiently 24/7/365 without tying up local roads
- Completes the digital and coming blockchain hand-off from ship to port to drayage to long-haul transportation

Additional port and intermodal automation should be planned for to help prevent the next supply chain interruption. Investment dollars should be set aside now for supply chain systems so our economies become active and healthy more quickly after the next global interruption. ■



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[INSIGHT]

RISKS&REWARDS

by *David Pignolet*

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Three Ways to Mitigate Insider Risk in Your Supply Chain

“Insider threat” has long been a familiar security topic for C-suite executives in every industry. In fact, 90% of organizations feel vulnerable to insider attacks, according to IBM. Yet, when creating risk mitigation programs for insider threats, many organizations overlook their nonemployees—the people who work for their third-party vendors, partners, and contractors.

Companies often give these people the same level of “insider” access to facilities, systems, and even sensitive data as full-time employees, but with far fewer safeguards in place.

This is particularly relevant to organizations in the logistics sector, as third parties are present along every stage of the supply chain process. A series of coordinated third parties often manages product shipments from port arrival to dock unloads to intermodal shipment transfers.

While organizations have well-defined processes in place to evaluate third-party companies, most have no process to understand the risk associated with the individuals who work for them. In the worst scenarios, many of these organizations have no centralized view of how many third-party individuals have access to their facilities, systems, or data, or what access they have.

This complexity, added to the rapid digitization that has been the hallmark of Industry 4.0, creates a perfect storm for increased exposure to insider threats.

KEEP INSIDERS OUT

To eliminate insider threats from third parties in your supply chain, follow these steps:

Know your insiders. Logistics organizations have systems full of sensitive information, ranging from personally identifiable information for employees (including salaries and social security numbers) to lists of current customers and their financial details, to confidential proprietary information and trade secrets.

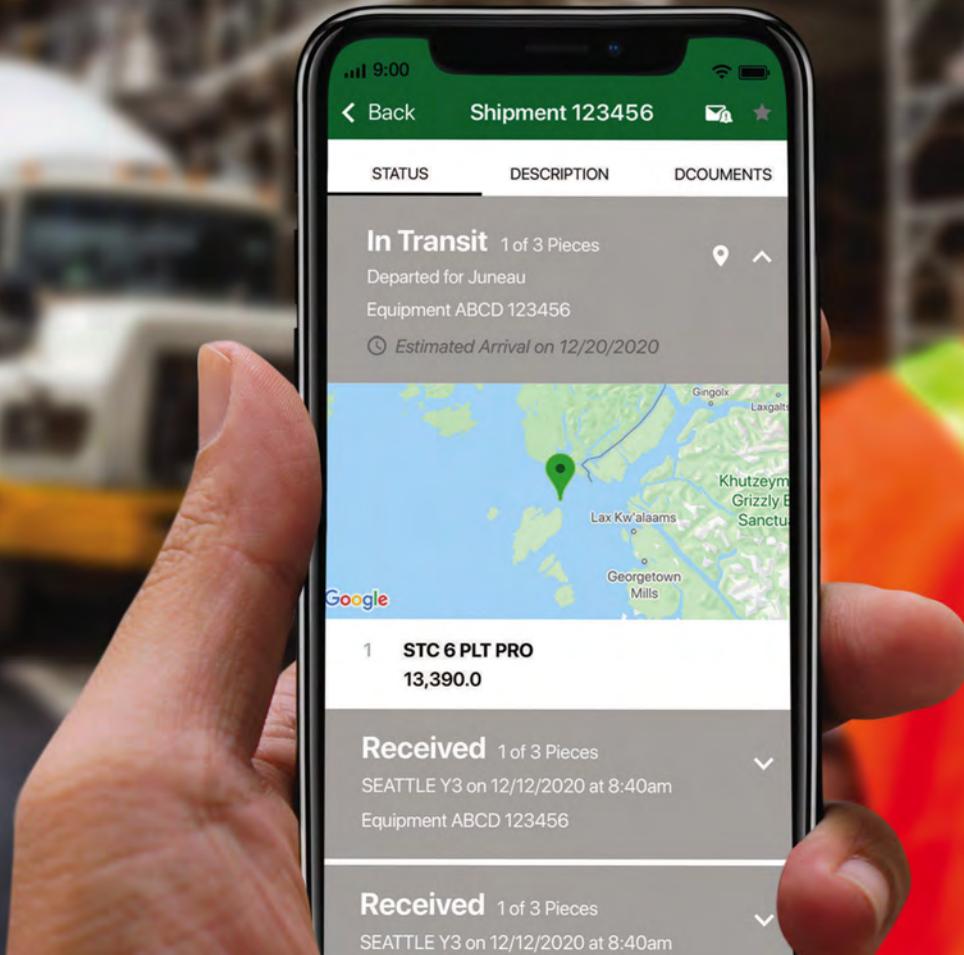
Many third-party users are provided with access to these systems as part of their roles, but according to a 2018 Ponemon Institute supply chain study,

most organizations don’t know their exact number of third-party users and only one-third of organizations had a list of all third parties they share sensitive information with.

Audit those with access. While some third-party users will need access to sensitive data to do their jobs, many can fulfill their job requirements with minimal access levels. Organizations should conduct regular comprehensive user audits to ensure that users have access based on the least privilege, meaning the appropriate privileges for the appropriate resources at that specific point in time.

Users often are overprovisioned during the onboarding process as credentials are applied based only on previous user needs. Access is often added in increments to accommodate new role assignments, but is almost never decremental, leaving users with access that should have been revoked long ago. It is also important to search for orphaned accounts resulting from the termination of employees.

To ensure top security, it is imperative that your organization has a list of every person, service account, and Internet of Things device with access to internal systems, and thus, sensitive information. ■



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[INSIGHT]

LEANSUPPLYCHAIN

by Paul A. Myerson

Instructor, Management and Decision Sciences, Monmouth University, and author of books on Lean and the Supply Chain for McGraw-Hill, Pearson, and Productivity Press
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Traditional Retail Supply Chains Tackle Omni Challenges

Distribution centers (DCs) traditionally shipped orders in bulk to retailers or wholesalers. In the early days of e-commerce, most retailers used a small area in an existing DC to fulfill online orders or outsourced the process to a third party. As online demand grew, many retailers opened fulfillment centers dedicated to picking and packing individual orders shipped to individual end users. DCs and fulfillment centers have much different types of operations and cost structures.

The emerging retail approach, today known as omnichannel, integrates all of a retailer's channels. It creates a seamless shopping experience no matter how the consumer is accessing the product.

As a result of this rapidly growing strategy, some retailers such as Gap, American Eagle, and Target have experimented with consolidating their distribution and fulfillment centers into one facility.

This consolidation often requires new warehouse management and materials handling systems intended to better integrate distribution and fulfillment operations. In some cases, existing systems are "bolted" together while others implement new, integrated systems specifically designed for omnichannel. The advantages and disadvantages of each

type of systems approach is a story for another day.

The goal is to take the retailer's replenishment cycle from days to hours and reduce inventory at stores. It requires sending shipments to stores more frequently and in smaller lots to more precisely meet demand rather than shipping big cases of products.

This approach allows retailers to expand their use of stores to fulfill online orders. Holding less inventory at stores allows them to dedicate more room for digital fulfillment, which is another emerging trend.

Before implementing this type of strategy, however, retailers should consider the advantages of traditional separated facilities versus combined omnichannel facilities.

Some advantages of combined facilities include:

- Potentially lower operational costs as fewer facilities generally equate to less duplication and, therefore, lower operating costs.
- Shared inventory.
- More immediate control and flexibility.

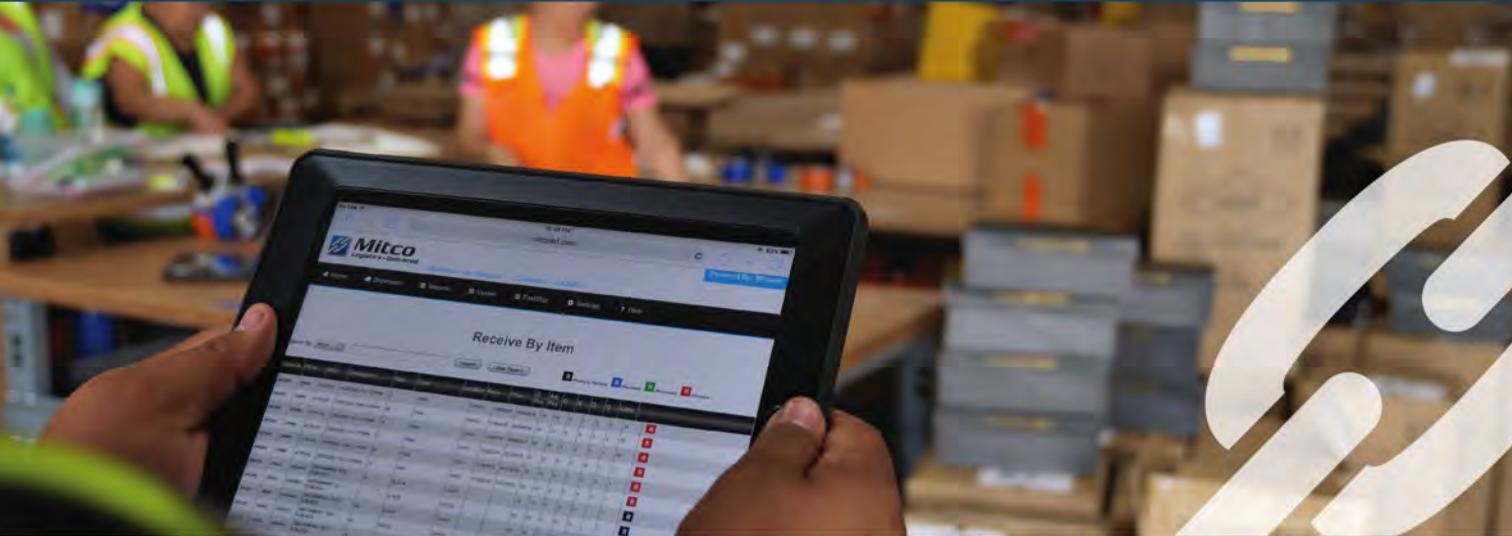
KEEP IT SEPARATE

Having separate facilities also provides many advantages, such as:

- Lower capital costs, as a new shared facility requires significant investment.
- Having more options when dealing with order fulfillment challenges.
- Omnichannel facilities handle a lot more SKUs than brick-and-mortar retail locations, so there is more of a chance to run out of space due to future growth in omnichannel retail.

There's a lot to consider here before making such a huge, long-term strategic decision that can require a significant investment in people, process, infrastructure, and technology. But it is a decision that retailers will have to make in the very near future. ■

.....
Paul A. Myerson's new book, *Omni-Channel Retail and the Supply Chain: Working Together for a Competitive Advantage*, published by Productivity Press/T&F, will be available soon.



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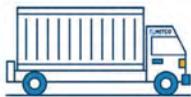
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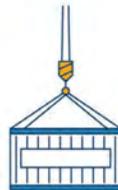
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Trucks arrive at DC's with balance for Midwest and East Coast distribution





[INSIGHT]

IT MATTERS

by Rob Bailey

CEO & Founder, BackboneAI

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Fixing Our Broken Supply Chain

Supply chains are long overdue for a complete overhaul. This was made abundantly clear amid the COVID-19 pandemic.

The recent fracturing in the flow of products has shed light on a broken system's vulnerabilities. Clearly, transparency and efficiency are achievable only when we have automation tools in place to maximize intercompany data. Only then will we see the resiliency required to navigate fluctuating market conditions.

So, what exactly is the problem?

Supply chains are plagued by digital silos connected by manual processes, such as emails, spreadsheets, and one-off file transmissions. As companies attempt to streamline their supply chains in new, ever-changing market environments, the COVID-19 crisis has highlighted these gaps. Although we saw this impact in essential sectors first, such as medical equipment and food, the COVID-19 crisis will have long-term implications across supply chains everywhere.

Exacerbated by current conditions, three vulnerabilities have come to light:

1. Fragmented technologies that cost companies time and resources. Even though few technologies are in place to track their journey end to end—let alone to optimize for speed, accuracy, and efficiency—component parts and the data associated with them need to move

through numerous global parties. This disparate system creates enormous friction and escalates unnecessary costs, including order errors and slower inventory turns.

2. Lack of transparency reveals unreliable available inventory. Accessing reliable information about available inventory can be incredibly challenging as conditions rapidly change, fluctuating consumer demands.

3. Multiple-sourced data means room for error. Organizations continuously invest efforts into synchronizing their internal systems, but this process often breaks down across supply chains, where numerous organizations use different systems.

WHAT'S THE SOLUTION?

We need to unify the data silos from supply chains into one intelligently coordinated fabric, including data from legacy systems. Digital silos today collectively cost companies billions of dollars.

Moving forward, data needs to be able to flow through supply chains quickly and accurately, so all parties can have information that is synchronized, updated, and complete. Only then will enterprises be able to gain valuable insight and rapidly iterate without breaking under the

strain of fluctuating market conditions. More informed decision-making comes from more accurate, real-time data, which a coordinated supply chain can provide.

Unprecedentedly, the COVID-19 crisis is forcing companies to compress 10 years of supply chain transformation into six months, and they are urgently looking for innovative platforms that provide a greater return on investment than enterprise resource planning system upgrades.

Companies that partner with expert organizations can move faster and serve their customers better by automating their intercompany data flows. They must collect and transform multiple sources of data, such as product availability, product shipment, compliance, and regulatory standards, into a unified, real-time data layer that synchronizes different systems.

With increased data coverage and comprehensive information, vendors can make more informed decisions, better managing product flows with greater visibility and speed across their supply chains. By automating supply chain data collection, supplier and customer data can be made smarter through the use of machine learning to integrate product data from various sources, both within and beyond a company.

COVID-19 is a catalyst for necessary change. Our collective global supply chain disruption makes it clear that the time to bring transparency and efficiency is now. ■



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[INSIGHT]

E-COMMERCE

by *Ryan Richard*

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Online Grocery Shifts into Hyperspeed

The retail grocery industry was upended by the COVID-19 outbreak. As consumers rushed to stock up on food and other items during quarantine, retailers and their partners collaborated in new ways to respond to skyrocketing demand.

Retailers face an extreme sense of urgency to accelerate, and continually perfect, digital offerings in the age of pantry loading. They must innovate to satisfy consumer needs and relieve pressure on the stores.

Here are three ways retailers can ensure e-commerce capabilities run efficiently by focusing on trading partner collaboration.

1. Onboard new suppliers. The unique circumstances of the pandemic forced a shift in the way shoppers previously bought online. Instead of sticking to shelf-stable consumer packaged goods, consumers increasingly buy more perishable food.

Many retailers have started partnering with suppliers that have an overabundance of perishables originally intended for food service use, such as for schools, restaurants, and hotels. Those suppliers that are already leveraging global data standards in their supply chain systems are more likely to have an easier transition to the retail channel.

Products must be uniquely identified using universal product codes and set up

for the point-of-sale checkout process. For example, a purveyor of tomatoes usually used in restaurant salads must shift to product-level barcoding in addition to case-level barcoding.

2. Reduce substitutions. Retailers are challenged not only by the quick ramp-up of online capabilities, but they must continually improve those capabilities to keep consumers satisfied. One of their biggest complaints: item substitutions.

A focus on data quality and inventory visibility through the use of standards-based systems can help supply chain partners keep each other informed of product descriptions and quantities in real time. Standards help connect physical products to digital information and support supply chain visibility in the retail grocery supply chain.

Standards such as the advance ship notice, for example, help partners communicate shipment details ahead of time, so the retailer knows what is arriving and when. More importantly, it helps retailers, as well as any third-party

delivery partners, understand what they should mark as an available item on their websites to give consumers a realistic view of product in stock.

3. Turn to technology. The pandemic will continue to change the way we shop for the foreseeable future. As a result, retailers are exploring alternative ways to support continued demand using technology.

Facing the difficult reality that human workforces are susceptible to illness, retailers are exploring the use of robotics to gain warehouse efficiencies in online fulfillment. Even as demand increases, robots help supplement a growing number of important tasks, such as evaluating store-shelf capacity and quickly picking items for an online order.

No matter the motivation, as more automation is introduced, keep in mind that these emerging technologies rely on quality, structured data. The use of standards to ensure a consistent language of data as well as clear, repeatable data governance processes should be prioritized as robotics are introduced.

Ultimately, 2020's "new normal" has thrown online grocery initiatives into hyperspeed. Despite the urgency, adhering to data standards and best practices can bolster a retailer's e-commerce and in-store operations now, and secure loyalty in the future. ■

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[INSIGHT]

3PLLINE

by Nick Shroeger

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Addressing Shippers' Top Concerns

Due to the current uncertainty of the global economy, shippers are experiencing new, unique challenges. As they navigate these challenges, understanding the shifts in consumer behavior and how they impact their supply chain is critical.

While consumer mentality is improving, concerns about COVID-19's impact on the supply chain are still top of mind for shippers. New concerns and challenges are fueling shippers to shift their strategies and plans for the remainder of 2020 and beyond.

Shippers of all sizes share one common concern: keeping their people safe, whether operating in their facilities or at home. However, in many cases, this is where the similarities end.

Shippers' priorities also center on four additional areas:

1. Maintaining operational efficiency.
2. Keeping team members productive despite disruption.
3. Making necessary strategic shifts in production.
4. Managing rapid, frequent shifts in demand.

While some shippers work to streamline operations, others focus on keeping up with demand. A high priority exists for supporting employees on the front lines, ensuring facilities have procured and made available crucial safety items.

Other priorities include managing increased production, despite lower processing rates stemming from facility regulations that require social distancing and safety procedures in addition to fewer employees on each shift. Keeping supply chains running smoothly is made more difficult as shippers deal with imbalanced inventory and volatile transportation schedules.

HOW 2020 PLANS WILL CHANGE

Companies across all areas of the supply chain have seen the importance of developing new strategies to better address the current situation and prepare for future disruptions. They will rely less on short-term, cost-based decisions and instead will prioritize being proactive, efficient, and flexible.

We have already seen shippers pivot their 2020 plans to address these new priorities, which include:

- Working with a 3PL provider that offers capacity to ship freight.
- Collaborating directly with other shippers to share insights and best practices.

- Shifting live-load pickups and deliveries into drop trailer.
- Creating pop-up fleets at surging origin points.
- Narrowing the number of SKUs to reduce unnecessary variety.
- Focusing production toward speed, efficiency, and flexibility.

For some, identifying ways to better prepare their businesses for future disruption and implementing new processes will go smoothly. However, this does not mean all uncertainty can be avoided. Shippers are asking the same big questions: How do I keep employees healthy and safe? How do I limit disruption to my supply chain? How do I keep facilities up and running efficiently?

Since the pandemic began, shippers are doing what they can to limit disruption within their supply chains and keep critical supplies and products moving.

As the economy moves toward recovery, we anticipate a surge in demand and, therefore, an increase in volume. Industries, especially those whose shippers slowed down or stopped, will have lean inventories and, when the demand for such products rises, need to increase production. Although shippers should be prepared to see varying results compared to their original 2020 goal, a recovery in consumer demand is not too far away. ■



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[INSIGHT]

VIEWPOINT

by *Mohammad Ansari*

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Four Behaviors of Design Thinking

The pace of change inside an organization should be faster than the pace outside. This can be especially difficult in the supply chain, where it seems like keeping up with customer demand is next to impossible. Your solutions need to drive faster, more efficient production and delivery, and your competitors are just as hungry to meet that demand as you.

To safeguard customer loyalty and drive sustainably innovative supply chain solutions, some supply chain experts are turning to the design thinking methodology. Design thinking focuses on four key behaviors that are equally important; neglecting any one of them can unnecessarily increase risk for businesses.

Behavior 1: Framing to solve the best problem. Design-thinking principles ensure that innovations meet market needs, balancing risk with reward. The initial step is not to find an answer, but to uncover questions. This helps to discover unmet needs, which leads to hypotheses to test with customers.

The early objective is to spend as much time as possible with customers. Bringing them on-site or going directly to them is vital, because what people say and what they believe are often quite different. Continuous customer interaction helps identify the greatest problem to solve, which then produces the greatest solutions.

Behavior 2: Ideating cross-functionally to drive breakthroughs.

After defining a problem statement, new ideas are generated from hundreds of smaller insights, which can come from anywhere. Experts in the same domain or function develop solutions that are typically incremental and build on the past.

Breakthroughs require a fundamentally different perspective provided by utilizing both internal cross-functional teams and external resources, such as academia and startups.

Innovation challenges, via an internal communication platform that every employee has access to, can inject energy into an organization to solve a focused and specific problem.

The platform allows for sharing new ideas, building upon others' concepts, and voting for favorite solutions. Innovation challenges can be completed internally and externally to gather ideas that would otherwise be restricted by using siloed teams.

Behaviors 3 & 4: Iterating to test for new learnings and immersing the customer to propel quicker adoption.

Concepts are then iterated with customers, via controlled pilots, so that teams can gauge customers' reactions to understand what they think and feel.

To sort out where to invest, all innovations must be desirable (customers want it), viable (it will be profitable), and feasible (it can be built). Hypotheses are tested via a heavy dose of experimentation with full customer immersion.

Confirmation bias can be a challenge during testing. When an idea is vetted, it is human nature to find evidence to support the idea and subconsciously ignore all refuting evidence. This leads to solutions that seem great but ultimately fail. To address this, adopt the mantra of falling in love with the problem and not the solution.

DESIGN THINKING DRIVES INNOVATION

For most customers, novelty is not a key factor. They want relevancy, and the design thinking approach safeguards this by helping to ensure that customers are involved at every step in the process. Design thinking provides a real opportunity to accelerate the pace of innovation for customers at much-reduced cost and time risks to the core business. ■



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[INSIGHT]

COVIDRECOVERY

by *Antony Lovell*

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5 Ways to Attain Resilience

The pandemic caused unprecedented demand disruptions as lockdowns swept the globe. What could we have done better to prepare for a scenario as unexpected as the one created by COVID-19?

To better weather the next storm, organizations should consider these five ways to enhance day-to-day planning and improve shock resilience:

1. Embrace insights to effectively overcome worst-case scenarios.

Businesses have relied on essential insights to refine processes, make better decisions, and improve the bottom line. In a world still recovering from the pandemic, insights can also allow firms to effectively transition to more granular scenarios.

Gained through the visibility of relevant and timely information, insights can shed light on challenging situations and provide an advantage for entities that take appropriate action. By improving supply network visibility—and by extension, attaining superior insights to use very narrow aisle racking, substantially improving space utilization, enterprises can advance their agility and resiliency.

2. Overcome the challenges associated with attaining full visibility.

With endless amounts of information available, it can be difficult to narrow the scope and transform data into valuable

and actionable insights. Businesses may be especially challenged by this in the months following stay-at-home orders, which have significantly changed consumer patterns.

Without knowing what they want, what's coming next, or how the world will evolve tomorrow, enterprises must rely on strong demand sensing and artificial intelligence to help connect sales and operations planning (S&OP) to the pulse of the market. This is particularly important in times of crisis but should also be par for the course in day-to-day planning.

3. Simulate events and scenarios to better prepare. The idea is to be fully aware of the results and potential outcomes before making a final decision. In doing so, organizations will be better positioned to respond at a more granular level. This is vital in planning daily requirements, such as supply shortfalls, demand shifts, and capacity changes.

4. Don't ignore the need for top-down planning and executive overrides. In a rapidly changing landscape, top-down planning can

enable an organization to model new assumptions as things change, allowing for quicker response times that minimize potential problems.

These new assumptions allow executive overrides to be implemented as necessary, adjusting demand in a cascading basis at the click of a button. Better still, day-to-day, top-down planning can also assist with modeling the launch of new products, as well as modeling for entry into new markets where macro assumptions are key.

5. Approve adjustments via local workflows. To ensure that firms are able to quickly make decisions without a lengthy process held up by time-consuming oversights, adjustments that do not require executive signoff should be approved via local workflows.

As a result, this would evolve the day-to-day S&OP process, transitioning from one that's static to more of a "living" plan that's supported by real-time response and empowered decision-making.

BE PREPARED FOR WHAT COMES NEXT

In a world following COVID-19, firms must review their current capabilities and prepare for structural supply chain shifts, network de-risking, and other changes. By investing in planning capabilities that improve efficiency, organizations will be better prepared to take on whatever comes next. ■



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ECODEV

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Becoming the Next Leading Logistics Hub

More and more consumers turned to e-commerce and online grocery sales for their purchases during the COVID-19 pandemic, adding pressure on the supply chain and making the location of distribution and fulfillment centers even more important.

As companies look to find new locations for distribution and e-commerce facilities, your region can become a logistics hotspot by following Kansas City's five-step blueprint.

1. Available real estate. Real estate economists project that every \$1 billion of new e-commerce business created will drive an estimated need for 1.25 million square feet of new industrial space.

Kansas City's move-in-ready, existing building inventory and selection of vertical-ready sites enables e-commerce companies to secure their real estate and begin operations or development of their facility immediately. Locations seeking to replicate this must ensure ample real estate in response to soaring demand.

2. Skilled workforce. Appealing destinations for logistics facilities must offer ample—and trained—talent. Local institutions must also be prepared to expose students to supply chain principles at an early age, extending and developing the “pipeline.”

Currently, several training programs in the Kansas City area are focused on

preparing the labor force for current and upcoming jobs in transportation and logistics. Numerous education institutions around the Kansas City region have supply chain management programs in place, including high schools and technical schools.

3. Transportation infrastructure.

A city's existing transportation infrastructure—and flexibility to expand—must also give the region a competitive edge. The Kansas City region provides a clear advantage to e-commerce operations, especially as approximately 75% of companies report supply chain disruptions due to coronavirus-related restrictions.

4. Central location. Geographic advantages are pivotal when it comes to logistics and distribution, as companies will want a favorable, central position to access nearby markets. Kansas City sits at the intersection of four major U.S. interstate highways and is served by five Class 1 rail lines. And a new terminal facility is under construction at the Kansas City International Airport.

Companies evaluating their supply chain to match current demands may reconsider inventory on hand, sourcing locations, and the need for safety stock. Numerous third-party logistics companies located in the Kansas City region provide an option for safety stock with flexible warehousing and other services.

Additionally, Foreign Trade Zones provide an option for safety stock and value-added production activities so that inventory is easily accessible.

5. Logistics resources. Many areas that continue to emerge as logistics “hubs” have been expanding and adding to their distribution portfolios in recent years. These locations typically boast ample infrastructure and transportation capacity to adapt to demand spikes in the wake of COVID-19.

In the past five years, the Kansas City region has attracted related companies pledging to create more than 7,000 jobs, invest \$1.3 billion, and occupy 15 million square feet of industrial space. Kansas City's attraction pipeline includes 2.6 million square feet of active e-commerce prospects and 2.5 million square feet of active food-related prospects.

These five factors have played a part in transforming Kansas City into a logistics hotspot. Developing and leveraging these factors may help any region become attractive to large distributors. ■

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FINEPRINT

by *Jon Daniells*

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Power of Prevention: Compliance Audits

Organizations historically performed supplier contract audits to monitor and manage contracts and ensure all parties meet their agreed-upon terms. This includes finding past billing errors and recouping funds when overbilling is identified.

Although important, the truth is that contracts can often be opaque, making noncompliance difficult to detect, leading to value leakage.

Today, companies increasingly demand enhanced audit strategies that expose errors sooner and prevent their recurrence. This noticeable shift in gears—from past recovery to preventive measures—is driving a more proactive approach to contract compliance auditing.

Commercial compliance auditing is an expanded service that helps companies overcome the shortcomings of traditional contract auditing methods and delivers greater value in the long run. How is this possible?

- Corrective action becomes the primary, rather than secondary, focus.
- A proactive approach helps accelerate timelines for when audits start and finish.
- Newer methodologies address blind spots found in traditional contract compliance audits.
- Technology enables the auditor to reach broader and deeper into a contract than was possible before.

- Auditing companies use their findings to help educate customers on why problems occurred and how to avoid them moving forward.

Auditors performing commercial compliance audits measure success by delivering historical cost recovery and future cost savings resulting from corrective actions initiated during the audit. Traditional contract compliance audits compare vendor/supplier billing history against the procurement contract to find errors and omissions in the contract. This approach contains several blind spots, including little focus on leakage coming from the root causes originating in finance or operations.

A BROADER FOCUS

Commercial compliance auditing expands visibility, moving beyond the narrow focus on contracts and vendors/suppliers to include a review of high-risk elements within operations and finance. It also aims to help organizations implement actionable corrective actions to address the source of leakage.

Although a shift in mindset from reactive to proactive is critical in

adopting next-generation contract compliance auditing, that doesn't mean that a traditional audit becomes obsolete. Recoveries are still a significant source of value—sometimes uncovering millions of dollars—and an excellent source of funds. Instead, the traditional approach works in tandem with more proactive methodologies.

Proactive audit approaches fall into five key areas:

- 1. Prepayment audits address risk before leakage occurs.** Auditors may work on-site to evaluate invoices before they are approved and paid.
- 2. Diagnostic audits** tackle specific known problem areas and take corrective action immediately.
- 3. Accelerated audits deal with known high-risk areas** such as monitoring a high-risk supplier or high-risk, difficult-to-evaluate provisions.
- 4. Real-time audits** are useful during high-volume work environments and often require on-site auditors for active monitoring.
- 5. Specific risk audits** concentrate on lower-spend suppliers and targeted high-risk errors, such as per diems and rebates.

Commercial compliance auditing provides many opportunities to add value to an audit program that will produce revenue-generating results and elevate the level of compliance, leading to long-term sustainable future cost savings. ■

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5 Actions to Navigate Through the Retail Landscape



Chris Hoffmeister
 Executive Vice President
 Account Management
 Hub Group
www.hubgroup.com

Taking these steps will allow your supply chain to adapt to consumer behavioral shifts, omnichannel fulfillment demands, and heightened delivery standards.

The constant evolution of the retail climate has produced a market that requires nimble solutions with enhanced precision. Suppliers and retailers have been pushed to adapt to behavioral shifts, omnichannel fulfillment demands, and heightened delivery standards by consumers—and it doesn't appear that it will slow down any time soon.

To better prepare your company for the journey ahead, here are five actions to position your supply chain for the impact of market volatility.

1. Have a durable network for omnichannel fulfillment.

As retailers expand buying channels and adopt creative solutions like “click and collect” services for their customers, your supply chain inevitably becomes more complex. Now, you must ensure the order is routed and fulfilled to meet your customer's demand. To do so, suppliers must try new approaches with a full perspective to not only deliver for customers, but to do so in a cost-efficient manner.

In today's climate, sophisticated data analysis and real-time supply chain insights are imperative to effectively manage the complexities of an end-to-end supply chain.

2. Understand retail compliance.

Compliance requirements vary depending on which retailer you're doing business with. The nuances that go into labeling, pack slips, and delivery windows are all defined by the retailer—making it imperative for suppliers to fully understand all the dynamics that go into adhering to these requirements. Not only will mastering these compliance standards protect your company from costly chargebacks, retailers favor suppliers they know they can count on.

3. Make sure you have end-to-end visibility.

In order to operate as efficiently as possible, you need full visibility into your entire supply chain. This

can be done with a fleet of GPS-enabled containers backed by a comprehensive warehouse management system (WMS) and transportation management system (TMS).

These technologies will keep a pulse on your inventory and help forecast demand to make sure you have the right amount to fulfill retail orders quickly. The effective data sharing between these two platforms gives your business the detailed information it needs to govern your product from manufacturing all the way to retail.

4. Focus on the right KPIs.

It's important to understand how your brand fits in relation to the specific retailer. Focus on metrics that benefit the account as a whole such as capacity utilization, velocity, movement, and on-time performance.

In other words, demonstrate that you understand a category by adding value to the retailer, so you also help their business thrive. Focusing on these metrics gives your business an advantage over your competitors and may lead to account expansion.

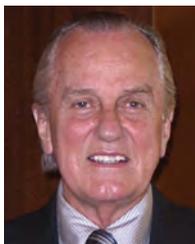
5. Look for continuous improvement.

You may be asking, “What does a continuous improvement process look like?” Generally, this entails a consistent cadence of operational reviews, helping identify key issues and concerns within business operations and yielding invaluable data for further improvements.

Integrating the latest logistics technology into your supply chain can deliver a thorough process analysis and produce advanced transit modeling capabilities to further refine your supply chain operations.

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Tracking Shipments in Today's World



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By enlisting the help of a 3PL, shippers can connect to carriers' systems and gain real-time shipment tracking information.

Many clients have been asking how to address the issue of keeping track of their inbound (and outbound) shipments without relying on the carrier's self-reporting, which can be confusing or sometimes misleading.

If you can't do this yourself, the gold standard for tracking your shipments and at the same time verifying the carrier's on-time performance is through the help of a third-party transportation management system (TMS).

Ideally, customers would like to track the inbound shipments until delivered; they would like to know if a shipment may be delayed or delivered with damages or shortages. Carriers know this, but many receivers have no way of getting that information on a timely basis.

Why? Because many receivers lack the technology or the staff with knowledge to efficiently extract and manage information from the carrier's computer.

The 3PL Solution

What is the solution? Enlist the assistance of a 3PL to use their software to hook to the carrier's computers and gather the information that is needed to produce proactive and real-time information on all movements.

What will this give you?

- The status and location of every shipment en route.
- Notification of freight that will be delayed.

- Identification of shortages and damages at time of delivery—and, if you wish, automatic filing of the claim for recovery.

The system is designed to identify such information on inbound collect shipments, as well as prepaid.

But what do you do about those carriers that do not have EDI capability? One method is to provide carrier access to your web portal that would allow the carrier to manually input shipment status information, even if on a delayed basis.

But if you have a high-volume carrier, this isn't feasible, so this is when the technology of an outside provider becomes even more critical. They can bridge the information gap between you and your carriers.

As a VAN (value-added network), third-party companies can take something as simple as a spreadsheet and load it into their database in a method that "wraps"/converts data into a 214 transaction set so you, the end user, see a seamless end product.

The third-party logistics company should provide full detail of all orders with all carriers and do so every few hours. You can pull individual reports or have all data pushed to your computer for all inbound shipments or even outbound freight.

This is just one aspect of the overall logistics picture, so it is wise to consult a trusted source for guidance on what to look for and how the whole process functions.

We encourage you to reach out to our consulting team for discussion of this topic at info@freightmgmt.com or via phone at 866-FRT-MGMT.

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Staying engaged with your customers, providing solutions to their new demands, and not losing sight of your business goals can help you improve your business during the tough times.

The new decade presented unique challenges to nearly every industry. Since transportation and logistics companies service many of those impacted industries, your business was likely affected, too. The following are tips to help your freight agency succeed despite an uncertain market.

Stay in front of your customers.

You may be hesitant to engage with your customers right now, but you could be missing out on an opportunity to nurture existing relationships.

This doesn't mean that you should call your customers with a hard sell. Now is the time to remind them of how you can help when their businesses normalize. If you approach your customers with empathy and relevant information, they'll remember to call you when the time is right for them.

Shift your service offerings to fit customer demands.

Being flexible for your customers is important. Over the past few months, some supply chains have developed an increased demand in sectors of their businesses that you may not have been involved with before. For example, you have a customer that has historically used your business for its less-than-truckload needs but now needs your help with expedited shipping.

Make sure your customers know your full suite of services and how you can fulfill their new demands. Not only could this solve challenges for your customers, but it could become a new revenue stream for your freight agency, too.

This also could be a great time for you to get to know your customers' businesses better. For example, do you know how their operations have changed this year? How are your customers' competitors doing?

All of this information will give you more leverage the next time you talk to your customers.

Get to know your business better.

If you find yourself with more time on your hands, use this as an opportunity to reacquaint yourself with your business.

- Keep close tabs on your monthly revenue comparisons.
- Identify areas of your business that need improvement.
- Be mindful of how your employees are handling "the new normal."

The more you know about how your business is doing, the better position you'll be in as the industry stabilizes.

Stick to your short-term goals and reevaluate your long-term goals.

It can be difficult to stay focused with so much going on, especially if your business has been unpredictable lately. In the short term, you should stay with the goals you've already set. You established those goals for a reason and should do your best to stick to them.

However, your long-term goals may need to be reevaluated. Plan for the future based on what you know now and understand that you may have to reprioritize as time passes.

If you feel like the future is as clear as mud, you're not alone. Staying engaged with your customers, providing solutions to their new demands, and not losing sight of your business goals can help improve your business during the tough times and set you up to succeed as conditions improve.



Outsourced Manufacturing: Achieving Quality and Financial Goals



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Whether a manufacturer is considering outsourcing a single product line or a whole facility, the financial benefits have been proven.

Manufacturers have been outsourcing non-core production processes for decades, and the trend continues. The key to successful outsourcing is assuring the 3PL Value-added Assembler (VAA) has a quality management system as the basis for designing and validating a robust manufacturing process.

Outsourcing supports a company's financial and manufacturing strategies by creating floor space, increasing throughput, focusing on core high value-added activities, and driving shareholder value.

A 3PL VAA has core competencies that are complementary to the strengths of the customer. 3PL VAA provides value by leveraging competency strengths which include warehouse design and process engineering, IT systems and automation best practices, business intelligence and predictive analytics, continuous improvement culture, quality management, and financial benefit validation.

Ensuring Quality

When selecting a 3PL for value-added assembly, quality is paramount. A manufacturer's brand, customer satisfaction, and reputation are based on producing a quality product. The outsourced 3PL VAA needs to meet and exceed the manufacturing quality goals established by the customer. A mature quality management system assures processes are planned, risk analyzed and monitored.

A world-class 3PL VAA designs around leading rather than lagging indicators. The important tools and metrics used to measure the 3PL VAA's manufacturing quality are PFMEA and FPY (first pass yield).

PFMEA and FPY provide early prevention and detection opportunities. Root causes for a defect are pinpointed and analyzed. Corrective action is implemented and validated; error-proofing is the fail-safe mechanism used to control, and prevent, a process from producing defects.

Error-proofing (aka poka-yoke) holds the key to achieving production quality goals. Error-proofing

solutions are as diverse as the failure modes that they eliminate. Examples of error-proofing include Torque Angle-Yield (TAY) system, laser distance reader, proximity sensors, witness marks, light-placement guides, robotic vision systems, and dimensional verification.

Financial Benefits

Successful outsourced relationships deliver a positive financial impact. The financial benefits of outsourced manufacturing are calculated based on the reduction or transfer of operating (variable) and overhead (fixed) expenses. Operating costs will reduce due to outsourcing.

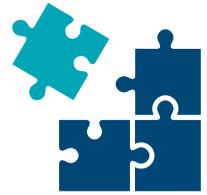
Labor costs and wages are a major source for cost-savings and represent the largest cost-down opportunity. Headcount will be lower due to continuous improvement and engineered efficiency gains. Employee benefits, vacation, and sick time are transitioned to the 3PL VAA. The manufacturer's corporate shared services (HR, IT, training, and quality) will then have increased capacity to focus on core activities.

Overhead (fixed) expenses such as real estate, materials handling equipment, racking, production tooling, and other costs are shifted to the 3PL VAA. An outsourcing strategy, which includes the transition of fixed expenses, will support a company's asset-light goals, strengthen the balance sheet, increase ROIC, and provide shareholder value.

Supporting Long-Term Goals

Whether a manufacturer is considering outsourcing a single product line or a whole facility, the financial benefits have been proven.

A successful 3PL VAA utilizes their core competencies in engineering, quality management, continuous improvement, business intelligence and systems to produce defect-free assemblies. An outsourced solution supports the goals of customer satisfaction, profitability, and increased shareholder value.



Supply Chain Challenge? **SOLVED**

Thriving Amidst a Competitive Supply Chain Labor Market

Faced with a labor shortage exacerbated by the pandemic, MD Logistics developed a recruitment strategy to attract talent for present-day conditions as well as allow for continued growth.

THE CHALLENGE

In recent months, the logistics labor market has experienced an unprecedented shortage of interested and available labor. As the demand for online shopping continues to increase, so too does the demand for fulfillment centers with a ready team to fulfill orders. To attract new talent, logistics providers are now thinking of new ways to entice talent to join their teams.

MD Logistics is no exception. Our local market has experienced tremendous growth within the past couple of years. This coupled with the effects the COVID-19 pandemic has had on the supply chain industry has led our internal human resources team to adapt their talent-seeking strategy.

THE SOLUTION

The current labor market outlook seems to be the new “normal” for the foreseeable future for the logistics industry. Knowing this, we had to work through a strategy to attract talent that would not only work present day, but one that would be able to scale as we continue to grow as a company and adapt to challenging market conditions.

• **Focus on respect and company culture:** For us at MD Logistics, our team-focused company culture is



what makes our organization unique. Leadership at MD has always placed an emphasis on creating a culture of respect, preferring to give current team members the opportunity to advance to open positions within the organization.

• **Additional internal resources:** As we looked to evolve our hiring efforts, we realized we needed to add a recruiter to the human resources team. Our recruitment specialist works as a bridge between outside applicants and our internal teams to match the right talent to the right position within the organization, also balancing partnerships with staffing agencies.

We have also leveraged our existing employee network and offer a referral bonus to our team members who refer someone for an open position. We know our company’s biggest assets are the people who make up our team; having

their endorsement of a potential candidate carries a heavy weight.

• **Invest in technology:** To better service potential applicants who are searching online, we have invested in technology and systems that allow us to post available positions on our website. In addition, for those who don’t have easy access to a computer, we have made applications available in the lobbies of all of our facilities.

• **External initiatives:** We have also placed a focus on partnering with community organizations who have access to potential job candidates.

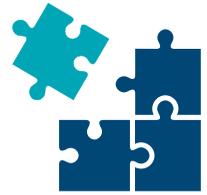
Veteran organizations have been a great partner for finding former military veterans a path forward to leadership within our company. Other organizations we are consistently learning from are central Indiana labor and economic groups, who provide insights into the current business and labor environment, as well as provide visibility to candidates who are currently enrolled in logistics programs.



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Supply Chain Challenge?

SOLVED



Drone Technology Improves Warehouse Performance

An innovative drone-based technology solution enables Romark Logistics to automate pallet counts and offer inventory analytics and insights to its customers.

THE CHALLENGE

After restructuring a customer distribution center in Lancaster, Texas, to use very narrow aisle (VNA) racking, substantially improving space utilization, Romark Logistics, a nationwide third-party logistics (3PL) and cold-chain provider serving food, beverage, pharmaceutical, commodities, and retail customers, had to address a challenge that comes with 6-foot VNAs: manual counts of the warehoused inventory, containing full pallets with front-facing barcodes, stored one-deep in the VNA racks.

These counts are labor-intensive and time-consuming, tying up both people and equipment that could otherwise do picks/putaways or shipping/receiving.

THE SOLUTION

Romark's continuous improvement and innovation team had been looking for technology solutions that could automate the pallet counts, without disrupting inventory operations.

After evaluating various options, autonomous drones stood out as the best automation technology for inventory counts and associated use-cases such as empty bin audits. The use of airspace didn't affect ground operations, and the ability to read barcodes helped avoid new (potentially wasteful) investments in RFID tags.

The 3PL provider contacted FlytBase, an enterprise drone software company,



which successfully deployed proof-of-concept indoor autonomous navigation in late 2019. It provided Romark an opportunity to see the operator dashboard in action, determine the accuracy of barcode detection, and share expectations with respect to WMS integration and data comparison.

Continuous interactions with the warehouse operations, inventory, IT, and innovation teams during the proof-of-concept also unveiled adjacent use-cases for FlytWare, such as empty bin audits, putaway audits, and aerial scans of bulk storage.

The solution also met important criteria such as ensuring the safety and security of Romark's warehouse workers. It was to function safely in an active warehouse environment and not disrupt the workflow.

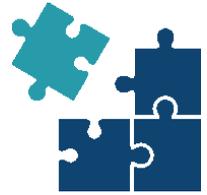
Not only were the FlytWare drones required to fly autonomously and scan barcodes automatically, but Romark also wanted precise landing/

takeoff, autonomous battery charging, comparison with WMS data, and fleet operations management to also be fully automated, for a scalable solution.

With more than one dozen large DCs across the United States, Romark looks forward to scaling autonomous drone deployments beyond the Lancaster warehouse. In fact, using the cloud-connected FlytWare dashboard—as a centralized access point to plan and oversee inventory counting operations across multiple warehouses—will enable Romark to offer inventory analytics and insights to its customers.



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Supply Chain Challenge? **SOLVED**

Building a Supply Chain in One Week

When their client pivoted to make a low-cost, readily available bed to quickly serve those on the front lines, SEKO Logistics rapidly set up distribution operations to meet urgent demand.

THE CHALLENGE

As the COVID-19 pandemic swept the country, overflowing ICUs and bed shortages in hot spots strained the country's already exhausted front-line responders. SEKO's dedication to equipping, supporting, and inspiring came full circle as they partnered with their long-time client to meet the needs of caregivers and patients.

To aid with the unprecedented high demand for patient platforms in the midst of the COVID-19 pandemic, SEKO's client redefined their product offering to build a low-cost, readily

available bed to quickly serve those on the front lines. Within seven days, a solution was designed and sourced to allow emergency responders and caregivers to move and position patients efficiently. However, a fast, reliable logistics solution was imperative for effective distribution.

THE SOLUTION

With ingenuity and collaboration, SEKO Logistics teamed up with their client to build a new supply chain within one week, and integrated it vertically for regional manufacturing to meet the

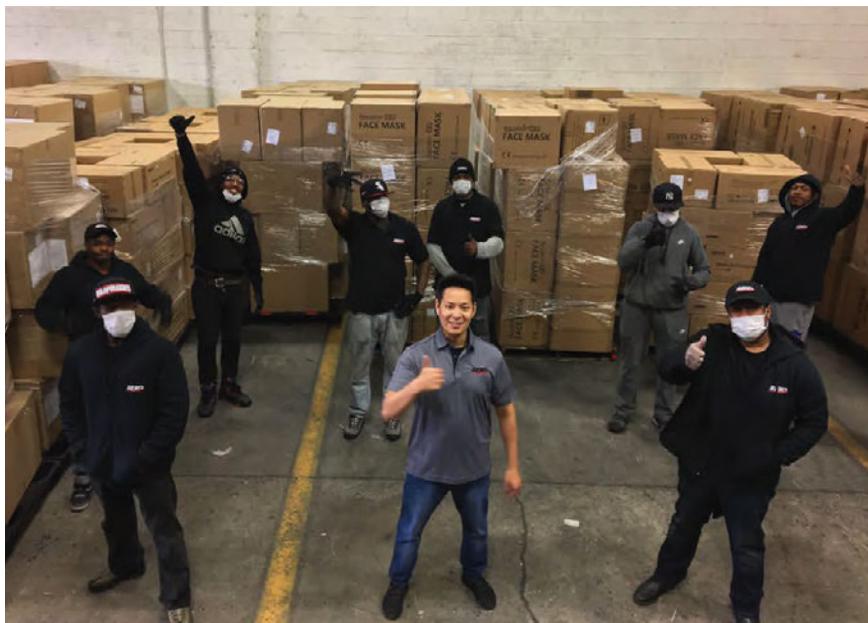
overwhelming demand. SEKO's MedTec team worked hand in hand to deploy five regional forward stocking locations in New Jersey, Texas, Indiana, Arizona, and Pennsylvania.

SEKO sourced and managed the on-site Yard Jockeys at their New Jersey distribution center to ensure successful transport to and from the warehouses, distribution centers, and hospitals.

As Phase One's eight-week timeline progressed, SEKO Logistics handled approximately 35,000 beds—supporting the emergency need for hospital bed distribution as the COVID-19 pandemic overwhelmed the United States.

Now in Phase Two, SEKO manages the ongoing storage of the additional 25,000 beds allocated for the support of specific hospital systems.

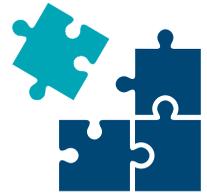
As challenging times overwhelmed the globe, partnership, teamwork, industry knowledge, and transparent communication enabled SEKO Logistics and their client to accomplish this amazing feat.



To learn more:
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phone: 630-919-4800
web: sekologistics.com

Supply Chain Challenge?

SOLVED



Sustaining Operational Excellence

TA Services' transportation management solutions helped MRC Global, a distributor of pipe, infrastructure products, and valves and fittings, improve visibility and enhance service levels.

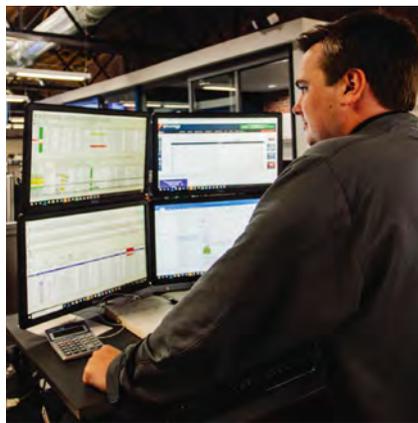
THE CHALLENGE

In these unprecedented times, sustainable success requires flexible, innovative approaches and a commitment to achieving operational excellence.

Achieving operational excellence also requires focusing on core value creation capabilities—particularly those that drive growth and contribute to your competitive advantage. Partnering with a 3PL that specializes in areas where you have chosen not to invest can help you reach and sustain operational excellence—or reach it even faster. This is what MRC Global, Inc., the largest distributor of pipe, infrastructure products, and valves and fittings, faced.

With multiple regional distribution centers and more than 100 branch locations, MRC wanted to create synergy across their distribution network with greater utilization of their hub-and-spoke model. MRC needed a solution that produced additional value with standardization across their order and fulfillment cycles. Results would be a reduction in touch points and creation of a centralized cost-saving model with key performance indicators to ensure that performance is garnered and surpassed.

Even with considerable in-house knowledge, implementing a control tower for transportation network management required time and resources already in high demand. So, this industry leader made the call to outsource transportation management operations to a full-service 3PL—TA Services.



THE SOLUTION

TA Services contributed its experience serving a wide range of manufacturing and industrial distribution firms along with the ability to back its solutions with truckload assets from its parent company, PS Logistics. The recommended solution included SaaS TMS technology and centralized transportation planning that would drive efficiencies, improve routing compliance, and make a difference to MRC's bottom line.

MRC now relies on a more efficient hub-and-spoke network designed by TA Services to serve its branch operations as part of a highly responsive customer service strategy. The network runs after hours and requires unattended nighttime deliveries with OSHA-certified driver-assisted unloading.

TA Services also implemented full cycle transportation management within its centralized load control center. The solution includes capacity management,

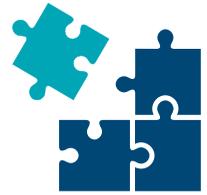
procurement, load execution, tracking, and claims management of irregular route truckloads for customer direct and jobsite shipments.

Measurable business value is being delivered by TA Services in the form of lower transportation costs, improved visibility, enhanced service levels, and a more variable cost structure, allowing MRC to fully leverage its transportation management spend and distribution network.

"We have to manage what's core to our business and drive requirements with our logistics partners to ensure we can get our products to market safer, faster, and more effectively with a value-driven solution. This solution required scalability and measurability while ensuring process and service excellence that our customers and MRC Global are accustomed to receiving," said Barry Gipson, vice president of operational excellence for MRC. "Partnering with TA Services allows us to not only deliver products to market in this manner, it also allows us to expand our services where required in our competitive and dynamic market."



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Supply Chain Challenge? **SOLVED**

Getting Crafty with Supply Chain Solutions

Verst Logistics helped an arts and crafts supplies company address peak season challenges and growing sales by expanding its supply chain capabilities.

THE CHALLENGE

A high-growth arts and crafts supplies company decided it had to pursue a new path to improve its limited supply chain capabilities. Sales growth during the fourth quarter peak period had created challenges in getting orders processed accurately and on time. While growing sales is a very good thing, the problems that resulted were significant, impacting customer satisfaction and lowering fill rates. Additionally, forecasting in a high-growth business was difficult, and staffing for a peak season that lasts only a few

days was nearly impossible. Shipping out of a single distribution point in California to reach East Coast customers added to the problems. As peak hit, the management team had to work side by side with their 3PL's employees picking, packing, and shipping orders to keep up with volumes.

THE SOLUTION

The company began its search for a partner to execute its supply chain and improve customer satisfaction. The search led the company to Verst.

Verst created a plan to utilize its 396,000-square-foot fulfillment facility located in a key Midwest logistics corridor. Additionally, Verst partnered with Locus Robotics, a leader in state-of-the-art robotic technologies, to address peak season challenges by incorporating computer-guided bots for picking and packing speed and accuracy.

Now Verst fills orders for all geography east of the Mississippi, including a portion of product volume shipping direct to retailers, while following strict order compliance. The Verst solution handles more than 99% of all orders on time. At the height of the holiday peak, more than 100,000 units were picked and packed in one 24-hour period, with 90,000 units being confirmed and shipped out the same day.

The arts and crafts company now has a solution for reaching its direct and indirect customers that can grow with its business and operate smoothly throughout the entire year.

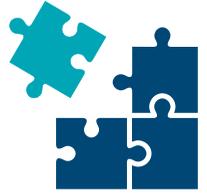


Verst
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Supply Chain Challenge?

SOLVED



Holman Logistics Uses Artificial Intelligence to Increase Forklift Safety

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

THE CHALLENGE

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

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

Holman operates forklifts in all its locations across the United States, and operations managers and customers understand the human and financial costs of forklift-related accidents.

Holman currently monitors and tracks forklift activity; however, management wanted to understand the root causes of mishaps and find out if it was possible to create a system to warn of problems and prevent accidents from occurring.

THE SOLUTION

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

Computer Vision refers to software processing images from an onboard camera. While the concept of Computer Vision has been around for a long time,



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

recent advancements in Deep Learning allow computers to detect, recognize, and predict high-level concepts from images with superhuman accuracy and reliability.

A system powered by Deep Learning has the ability not only to detect that an incident occurred, but also to learn why that incident occurred. Most importantly, it can recognize the same pattern in the future and provide a real-time warning when it thinks a similar incident is about to happen.

Such a system continues to learn while deployed, actively preventing incidents and continuously getting better at doing so. As the system learns, drivers become safer and more effective, and the number of accidents can be reduced over time.

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

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

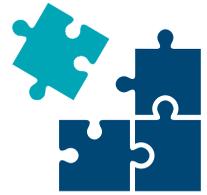
Brien Downie concluded, “I am confident that these AI tools, along with our never-ending safety focus, will help us achieve our goal of accident-free operations. AI technology is already having a positive impact on the safety performance of the entire industry.”



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Supply Chain Challenge?
SOLVED

Improve 3PL Warehouse Order Growth by 300% with the Right WMS

Learn how Woodland Group was able to be a partner for growth to their customers by being “invisible” while growing their business.

THE CHALLENGE

Today’s logistics businesses wear many hats to better serve their customers from under one roof. In fact, it is not uncommon for these businesses to offer both freight forwarding and third-party logistics (3PL) services.

This is the case for Woodland Group, a global freight and supply chain specialist since 1988. Primarily a freight forwarding company, they had a vision to offer a new, consultative customer-focused approach to the industry and to expand their services to offer e-commerce.

Tasked with managing a “new breed of customer,” Woodland Group set out to find a warehouse management system (WMS) partner that would help them scale alongside their business needs and deploy easily at multiple locations across their U.S.-based warehouses. Finding a logistics network that would offer their customers the required visibility into inventory, retailer connections, as well as shopping carts were just a few of the requirements when looking to purchase a WMS software.

It was also important for Woodland Group to be an “invisible” partner to their customers’ operations. “As a logistics provider, our goal is to be invisible. We want to successfully fulfill our customers’ orders in the background without incident,” said

Manny Arriaza, Head of North American Fulfillment & Operations at Woodland Group. “In the world of omnichannel logistics, everything is fast-paced, and orders need to be out of the warehouse as soon as possible. The only way to achieve this goal is to provide customers visibility into every step of the fulfillment process.”



THE SOLUTION

After narrowing their search from the top five warehouse management solutions, Woodland Group ultimately decided to partner with 3PL Central and use *3PL Warehouse Manager*™ WMS, which shared their vision of actively being a part of Woodland Group’s customers’ growth.

In having access to and leveraging a vast logistics network, Woodland Group was able to successfully grow their business into e-commerce and offer bespoke services to top-tier retailers. By

using integrations connected directly to 3PL Central’s WMS via a REST API, they were able work closely with other logistics professionals to advise them on successful best practices to grow in their chosen fulfillment channels.

Ultimately, this helped customers self-access real-time inventory tools, allowed customer service reps to spend less time on the phone, and offered more time for warehouse staff to fulfill orders.

Since implementing *3PL Warehouse Manager*, Woodland Group has increased order growth by 300% while maintaining a 1% margin of error, 2x better than industry standards.

Partnering with 3PL Central has allowed Woodland Group to remove their reliance on manual entry on the warehouse floor, allowed customers to self-serve, offering office staff more time to focus on the customer experience, and helped operations teams focus on the right metrics to grow their business.



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INBOUND LOGISTICS

TOP 10

3PL PROVIDER
2020



THANK YOU!

On behalf of everyone at GlobalTranz, we wish to thank all the shippers, carriers, and business partners that continue to place their trust in our team during these challenging times.

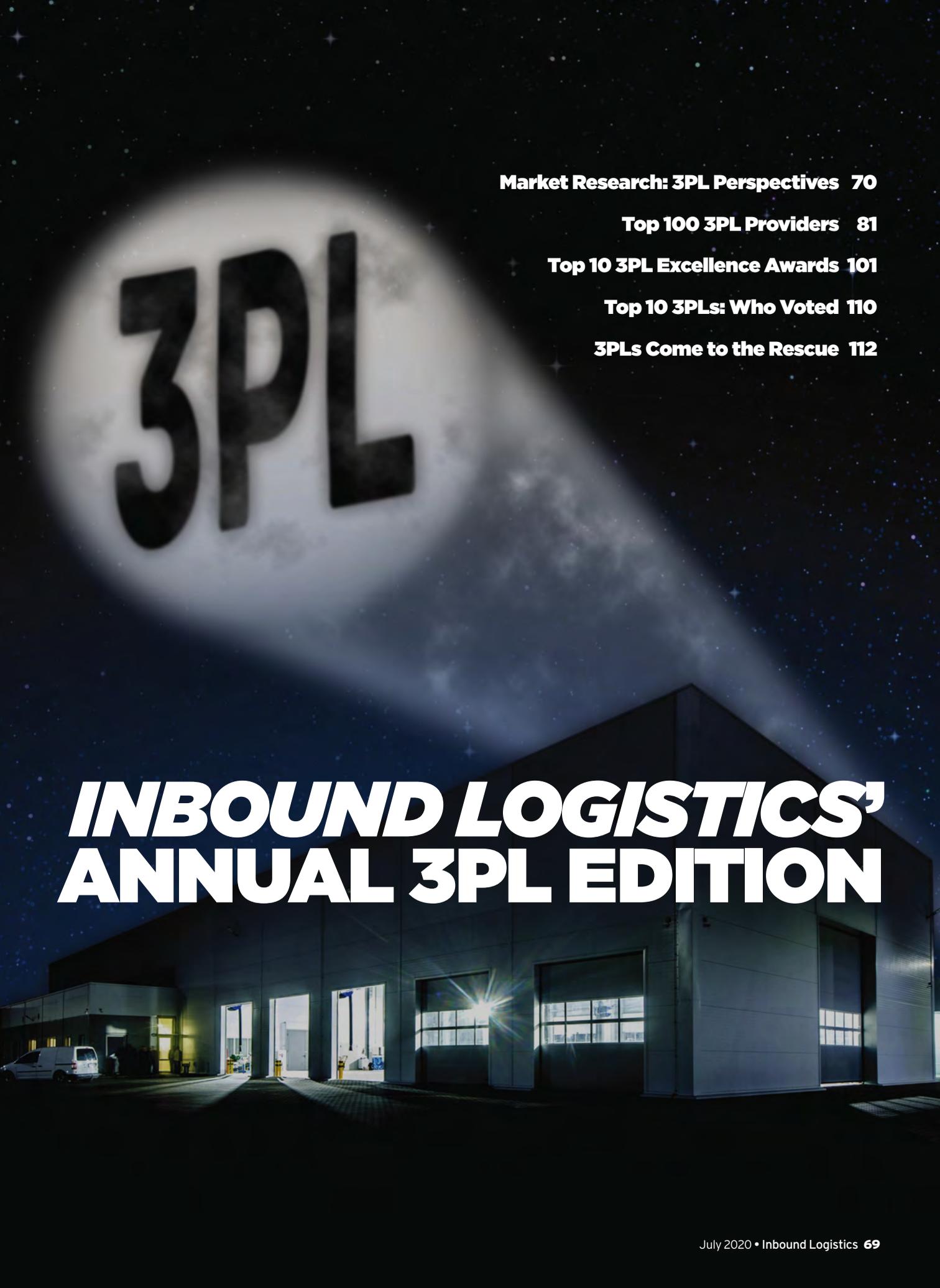
Thanks to your support, GlobalTranz has been named an *Inbound Logistics Top 10 3PL Provider* for the third year in a row. We are proud to advance to #4 on this prestigious list.

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3PL

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***INBOUND LOGISTICS'* ANNUAL 3PL EDITION**

3PL Perspectives 2020

In our 15th annual 3PL market research report, *Inbound Logistics* uses 2020 vision to see how the world appears today to shippers and their logistics service providers.

by Merrill Douglas

In 2020, as a pandemic sent the economy into a tailspin, industries struggled with supply disruptions and, often, with big swings in customer demand and transportation capacity.

For many businesses, agility has become key. Companies that can modify their strategies quickly—sourcing from new regions, rerouting shipments, switching transportation modes, scaling fulfillment up or down, and securing the capacity they need to match those fulfillment plans—stand the best chance for success.

Maybe it's that need to mount a nimble response that makes this otherwise perilous era a healthy environment for third-party logistics (3PL) providers. 3PLs that responded to *Inbound Logistics'* annual 3PL marketplace survey tell us they continue to take on new customers, bring in more revenue, and increase their profits—perhaps not at the same levels as in 2019, but still at a decent pace.

While shippers turn to 3PLs for assistance with challenges posed by COVID-19, they also rely on them to deal with issues that complicated their businesses long before the world went into quarantine. International trade disputes continue to pose supply chain risks. Fierce competition in the e-commerce and multichannel markets forces companies to figure out how to serve demanding customers faster and better. And, of course, companies always wrestle with costs as they work to improve the bottom line.

In *Inbound Logistics'* 15th annual 3PL Perspectives report, we gathered responses from both 3PLs and shippers and examined the forces that influence collaborations between them. We look at the challenges that shippers face and the services they need, along with solutions 3PLs provide—from transportation, warehousing, and supply chain strategy, to information technology.

About the 3PL Respondents

ASSET-BASED OR NON-ASSET-BASED

Both **47%**
Non-Asset **43%**
Asset **10%**

GEOGRAPHIC COVERAGE

North America **52%**
Global **26%**
U.S. only **21%**

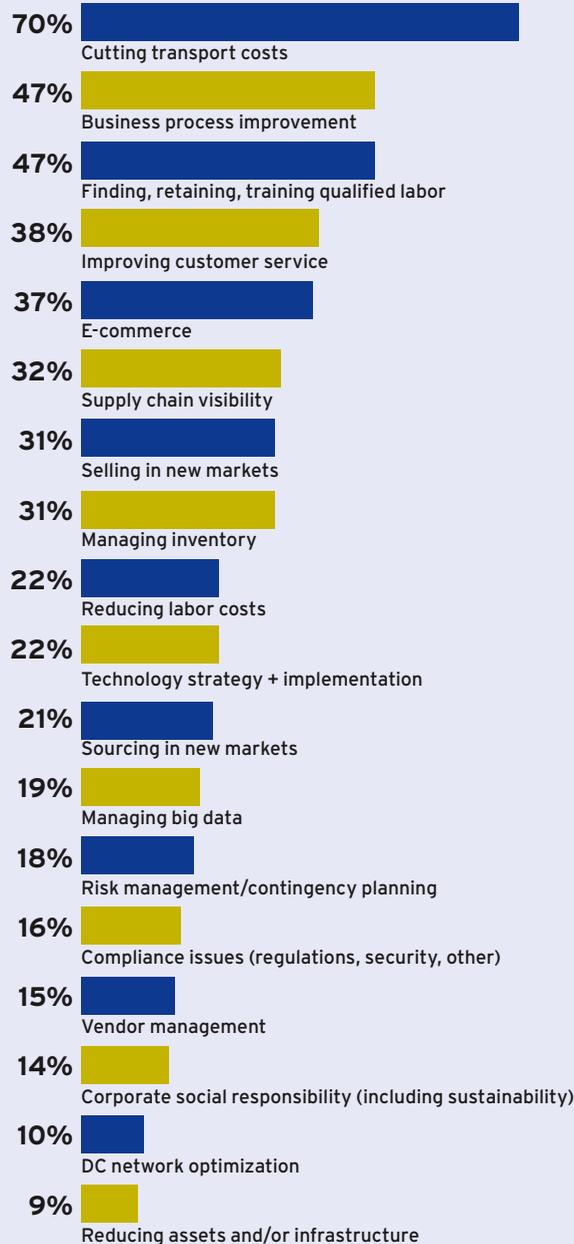
MARKETS SERVED

Transport sector **92%**
Manufacturing **87%**
Retail **83%**
Wholesale **76%**
E-commerce **72%**
Services **54%**

2019 REVENUE

Participants in this survey report in excess of **\$220 billion** in sales in 2019. Several did not report revenue so the amount is likely higher.

Top Challenges Shippers Face

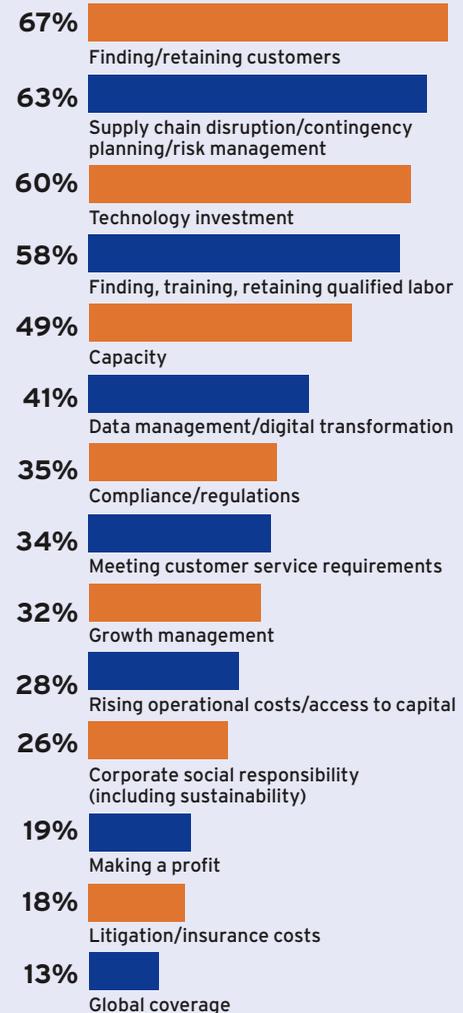


By far the biggest challenge for shippers who responded to the 2020 survey is how to reduce transportation costs with 70% naming it as a top concern. Nearly half of respondents are looking for ways to improve their business processes. The same proportion face challenges with finding, retaining, and training qualified labor—a big jump over 2019, when only 20% cited that challenge.

The next two biggest shipper concerns are improving customer service and managing e-commerce. E-commerce concerns come as no surprise, given the surge in online orders since the pandemic.

Other concerns have gained prominence since 2019. For example, just 8% of shippers mentioned managing big data as a challenge last year; in 2020 that number is 19%. And the proportion of shippers concerned with corporate responsibility challenges rose from 8% in 2019 to 14% in 2020.

Top Challenges 3PLs Face

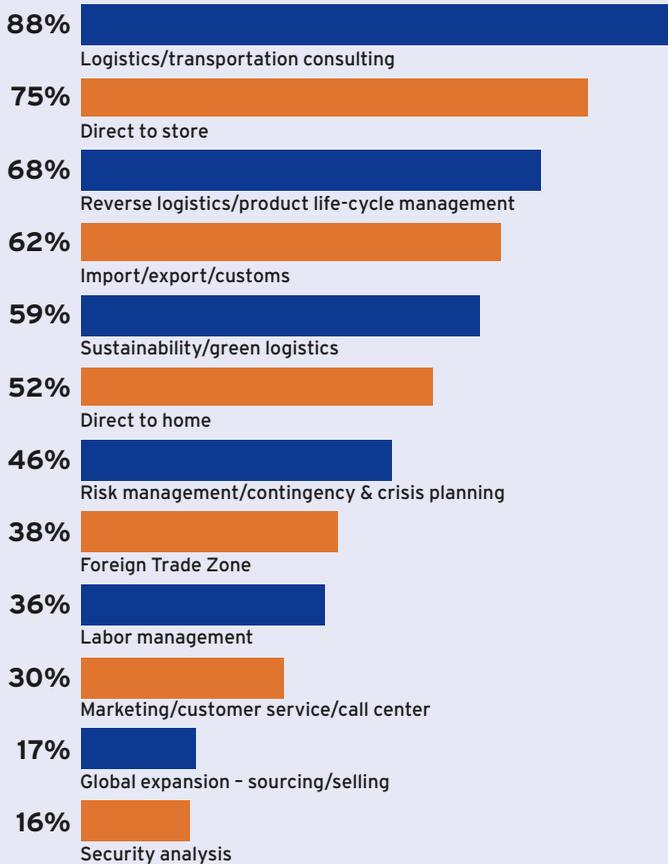


Four issues top the list of challenges that 3PLs face in 2020. The biggest is finding and retaining customers, mentioned by 67% of 3PLs that responded to our survey.

Nearly as many, 63%, feel challenged by issues of supply chain disruption, contingency planning, and risk management. Just behind that, 60% of respondents cite challenges related to investing in technology.

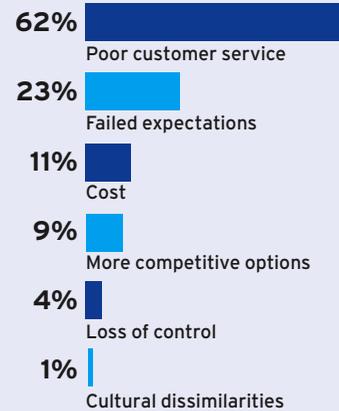
And, like the shippers they serve, most 3PLs worry about finding, training, and retaining qualified labor. Other challenges on the radar of more than one-third of 3PL respondents include capacity (cited by 49%), data management and digital transformation (41%), compliance and regulations (35%), and meeting customer service requirements (34%).

Special Services 3PLs Offer



What is the Main Reason for a Failed 3PL Partnership?

SHIPPERS SAY:



The value of excellent customer service comes through loud and clear when we asked shippers to define the top reason why a partnership with a 3PL might founder.

Service figures in 85% of responses, including 62% who name poor customer service outright, and 23% who note that a partnership can fall apart when a 3PL fails to meet expectations.

Only 20% name money as the top reason for failure, based either on the cost of using an incumbent 3PL or the fact that the shipper has discovered more competitive alternatives.

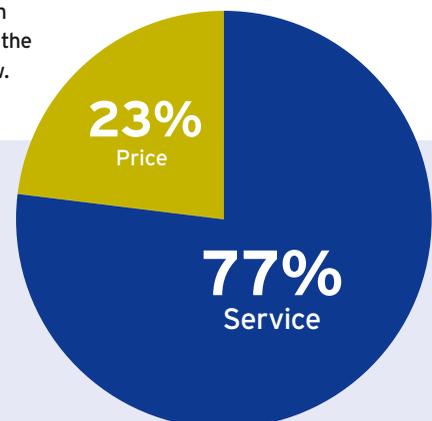
Along with typical services for planning and executing logistics processes, and along with technology solutions, many 3PLs also offer special services related to the supply chain. For example, most 3PLs in our survey can serve as consultants, helping shippers design and/or implement logistics and transportation strategies.

Three-quarters of respondents help customers deliver product directly to retail stores, rather than to retailers' distribution centers. A large segment of respondents (68%) offer reverse logistics or product life-cycle management, and 62% help shippers with imports, exports, and customs clearance.

One special service that has grown in the past year is risk management and contingency and crisis planning. In 2019, 33% of 3PLs said they offered that service; in 2020, it's 46%. Given the hazards that COVID-19 has presented to U.S. shippers, from factory closings in China to the shuttering of countless businesses at home, the need for such services will continue to grow.

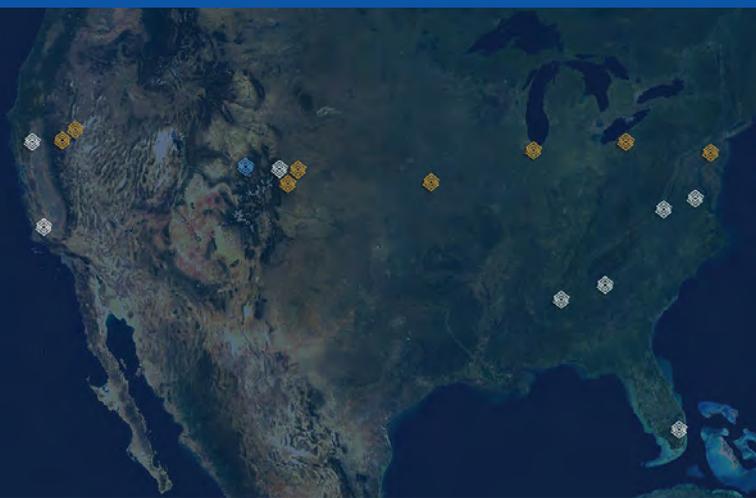
Shippers, Is Price or Service More Important?

Shipper respondents clearly understand that you get what you pay for. More than three-quarters of shippers who responded to the survey—77%—tell us that service is more important than price in a relationship with a 3PL. When we asked shippers to name their top three 3PLs and explain their choices, phrases such as "excellent service," "willingness to go the extra mile," and "personal touch and innovation" figured prominently in the responses.



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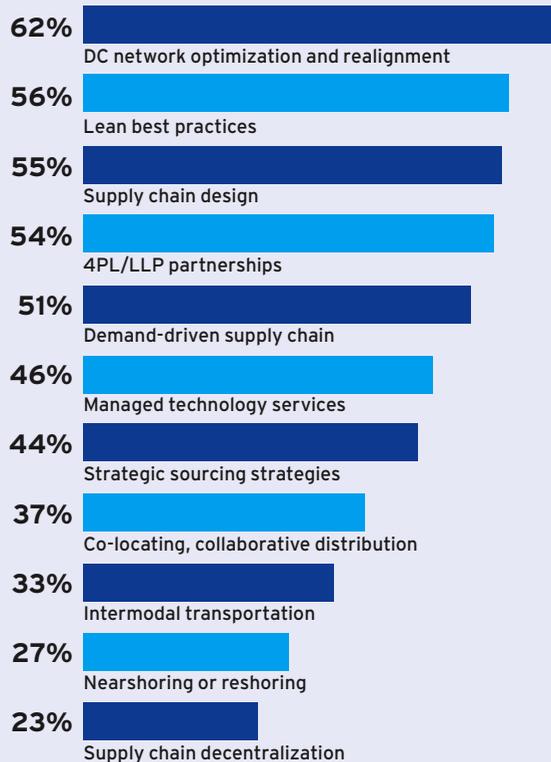
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Strategies 3PLs and Shippers Use to Manage Challenges



Most 3PLs focus on the way operations are organized when they work with shippers to address challenges. For example, 62% of 3PL respondents say they work on optimizing and realigning the DC network, while 55% use strategies that feature supply chain design.

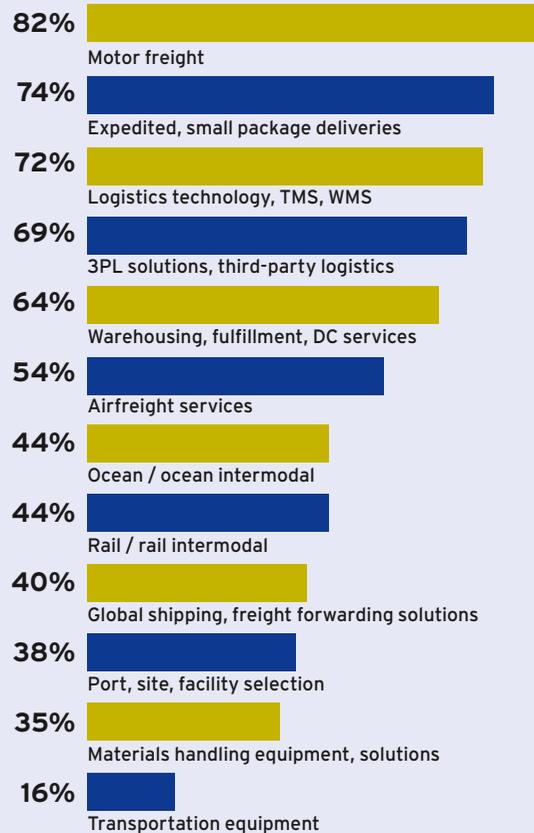
Other strategies cited by more than half of respondents are lean best practices (56%) and demand-driven supply chain (51%). This addresses shippers' most cited challenge: cutting transport costs.

Companies may also redesign their collaborative relationships: 54% work with a fourth-party logistics (4PL) provider or lead logistics provider (LLP) to coordinate their other partnerships.

Should Shippers Partner with One or More 3PLs?

As 3PLs work to attract customers, they can do more than woo shippers completely away from their current partnerships. Many shippers are open to working with more than one 3PL. Among our shipper respondents, only 23% say that a company should partner with just one 3PL. Thirty-five percent say it's best to work with more than one, and 42% are open to the idea, saying that the answer depends on circumstances.

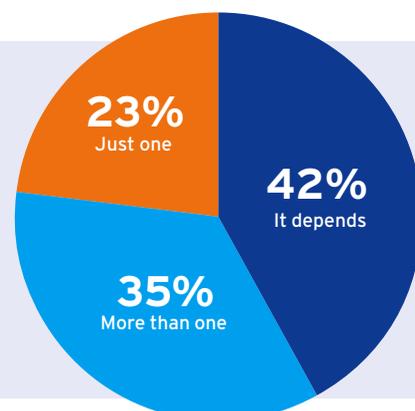
Services Shippers Buy

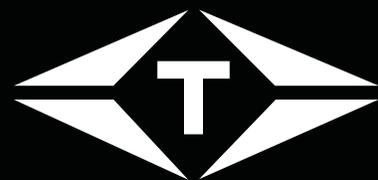
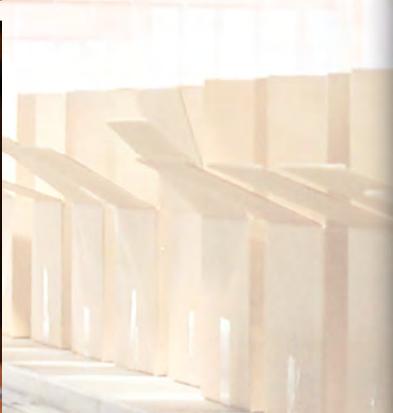


No matter what other services shippers obtain from their 3PLs, they likely rely on them for trucking capacity. Among shipper respondents, 82% say they buy motor freight services from 3PLs. And—not surprising in an era of soaring demand for e-commerce and fast deliveries—74% of them use 3PLs for expedited and small package delivery. Shippers also turn to 3PLs in healthy numbers for airfreight services (54%), ocean or ocean intermodal services (44%), and rail or rail intermodal services (44%).

3PLs also play a big role in storing inventory and getting it out the door; 64% of shippers say they buy warehousing, fulfillment, or distribution center services from 3PLs.

One non-traditional area where the profile of 3PLs is increasing is information technology. In 2020, 72% of shippers tell us they buy some kind of logistics technology from a 3PL, up from 56% in 2019.





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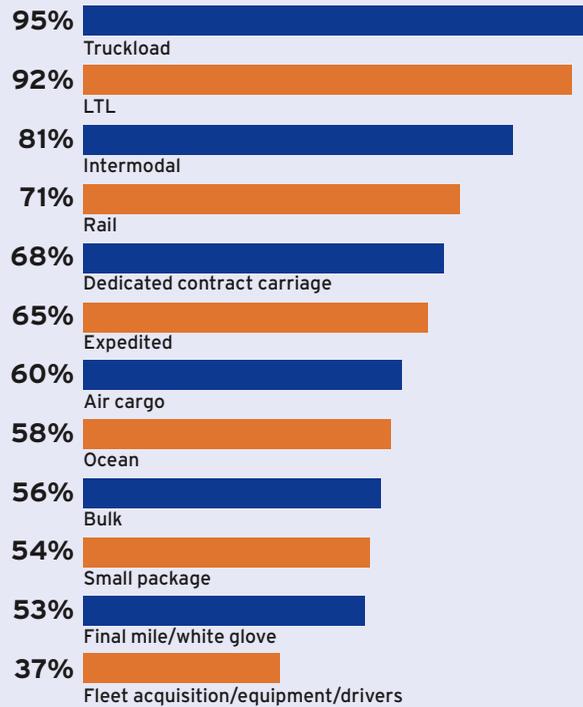
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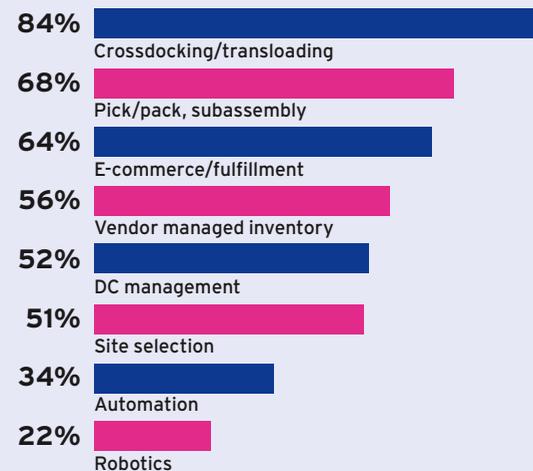
3PL Services

Transportation



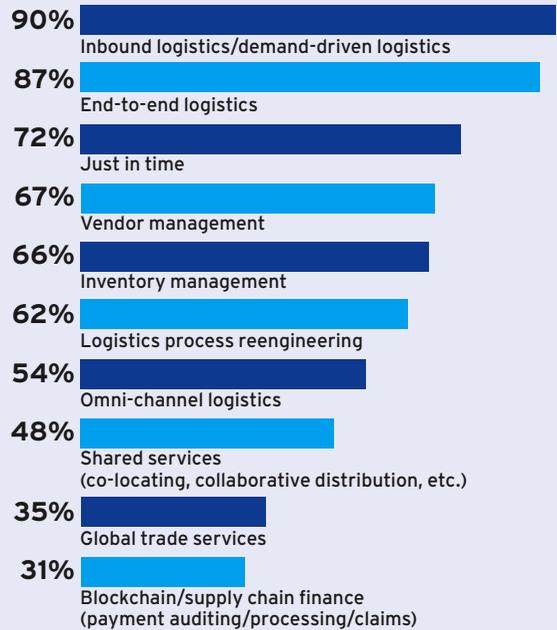
While covering a range of transportation modes (with truckload resoundingly topping the list), 3PL respondents also offer a variety of specialized transportation services.

Warehousing



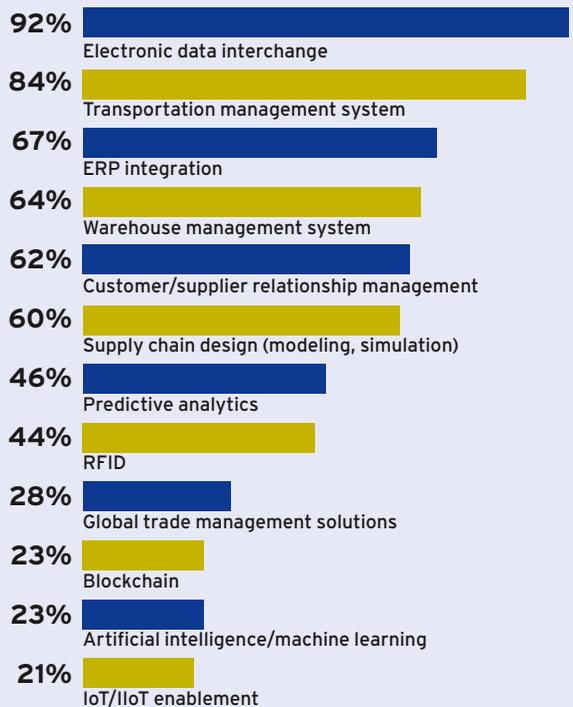
A shipper that needs a partner to handle crossdocking or transloading won't have to search far: a healthy majority of 3PLs responding to the survey offer those services.

Logistics



Nearly all the 3PLs in our survey, 90%, offer service for managing inbound or demand-driven logistics. Almost the same proportion, 87%, can manage the entire logistics process for shippers.

Technology



Most 3PLs offer software and other kinds of information technology support. More advanced technologies, such as blockchain and AI, are also starting to appear in 3PL portfolios.

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At Holman, the average length of our strategic customer relationships is over 34 years because we provide extraordinary service.

With locations across the U.S., Holman provides complete supply chain and logistics management services—including warehousing, manufacturing support, and transportation—to several of the world's most recognized consumer brands.

Whether you need food-grade warehousing, custom-kitting and re-packing, or manufacturing logistics staffing support, Holman can provide your organization with efficient, cost-effective, custom solutions.

Let the experts at Holman help you solve your latest challenge. Contact us today.



Warehousing | Manufacturing Logistics | Transportation

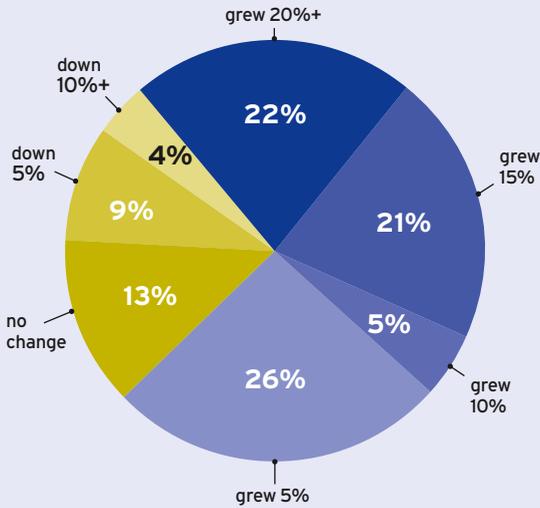
Extraordinary Service for Over A Century

253-872-7140 • solutions@holmanusa.com

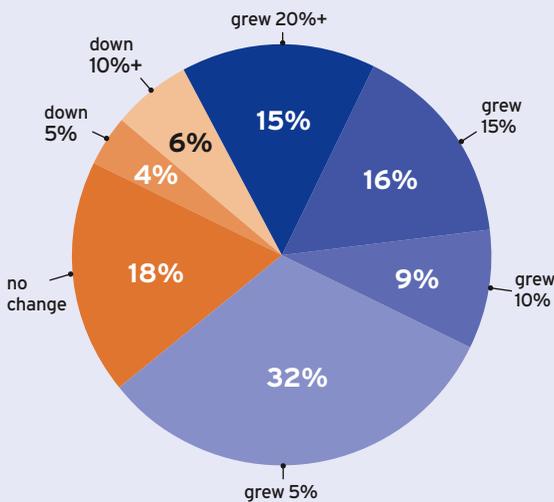
holmanusa.com



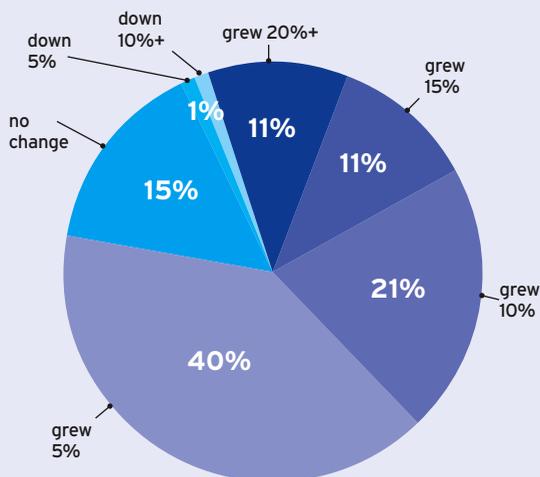
3PL Sales



3PL Profits



3PL Customer Base

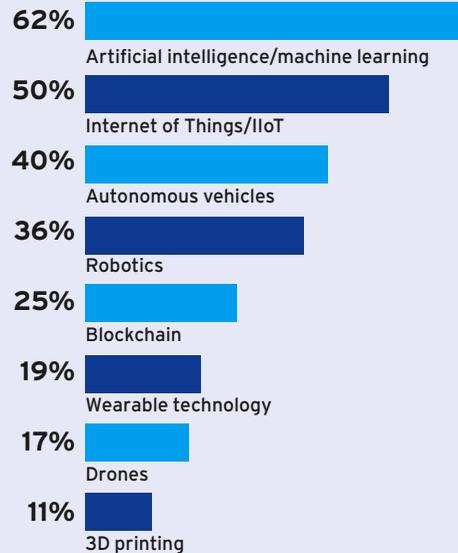


The past year has been good to 3PLs, although not as outstanding as 2018-2019. Among our 3PL respondents, 74% report that sales have increased year over year (compared with 95% in 2019); 72% say their profits have grown (compared with 92% in 2019); and 83% have increased their customer bases (not much lower than the 2019 figure, 89%).

The specific levels of the gains reported this year are more modest as well. For example, in 2019, more than half of 3PLs had seen sales grow by at least 15%, and a similar proportion had seen profits grow by that amount. In 2020, 43% of 3PLs have seen sales increase by 15% or more, and 31% have seen profits rise by at least 15%.

3PLs attribute their growth to excellent service, outstanding employees, sales and marketing efforts, and corporate acquisitions. The healthy proportion of 3PL respondents reporting continued growth underscores that enterprises tend to partner with entities that are financially healthy, growing, and making a profit. These figures indicate that 3PLs are meeting shippers' needs and providing the solutions that address their most pressing concerns.

Most Impactful Technologies



Some technologies that 3PLs are least likely to offer to their customers right now are the very technologies that 3PLs identify as most likely to make a profound impact on their industry. When asked which technologies they consider most disruptive, 62% name artificial intelligence and/or machine learning—the top choice by a long shot among respondents.

Half of the 3PL respondents point to the Internet of Things (IoT) or the Industrial Internet of Things (IIoT), 40% mention autonomous vehicles, and 36% cite robotics. Only a small proportion of 3PLs say they expect to see blockchain, wearable technology, drones, or 3D printing impact the way they or their customers do business.

INBOUND LOGISTICS'
VOTED #3
TOP 10 3PL PARTNERS



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YOU!!

KENCO 

Thanks for your vote! But for us, the contest does not end here.
Kenco works every day to earn your vote and your confidence.

Whether creating a solution for distribution, eCommerce, transportation services or material handling equipment (MHE) or all four, we approach every opportunity from an engineering perspective, leveraging the most innovative emerging technologies. We design networks that drive operational gains – real solutions, real results.

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2020 TOP 100 3PLs

When companies put out the call for reliable and innovative supply chain and logistics solutions, these are the partners who save the day. Presented in alphabetical order, here are the 100 3PLs *Inbound Logistics* editors deem the best of the best.

3LINX Unified Commerce

610-391-3100 / 3linx.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: E-Commerce, Retail, Wholesale

LOGISTICS SERVICES: Inventory Management

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, Blockchain, Predictive Analytics, Supply Chain Design, TMS, Artificial Intelligence/Machine Learning, RFID, WMS

USE THE 3PL DECISION SUPPORT TOOL

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

A.N. Deringer

888-612-6239 / anderinger.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel Logistics, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

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

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

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

TECHNOLOGY SERVICES: EDI, ERP Integration, GTM, Blockchain, Predictive Analytics, TMS, RFID, WMS

Alliance Shippers

201-227-0400 / alliance.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Shared Services

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

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, DDC, Fleet Acquisition/Equipment/Drivers, Expedited

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

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

Americold

770-570-4332 / americold.com

ASSET/NON-ASSET: Asset-based

AREAS SERVED: Global

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

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

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

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

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

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

Approved Freight Forwarders

562-296-9863 / approvedforwarders.com

ASSET/NON-ASSET: Asset

AREAS SERVED: Global, U.S./Canada/Mexico

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

LOGISTICS SERVICES: End-to-End Logistics, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management

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

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

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

TECHNOLOGY SERVICES: EDI, TMS, WMS

Ascent Global Logistics

800-614-1348 / ascentgl.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Blockchain, Supply Chain Finance, Vendor Management

WAREHOUSING SERVICES: Crossdocking, Transloading

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

SPECIAL SERVICES: Direct to Store, FTZ, Import/Export/Customs, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, ERP Integration, GTM, Predictive Analytics, Supply Chain Design, TMS

Atlanta Bonded Warehouse

678-322-3120 / atlantabonded.com

ASSET/NON-ASSET: Asset

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

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

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, DDC, Fleet Acquisition/Equipment/Drivers, Expedited

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

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

Bender Group

775-788-8800 / bendergroup.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, Omnichannel, JIT, Global Trade Services, Vendor Management, Shared Services

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

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

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

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

Bolloré Logistics

718-525-5038 / bollore-logistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: Transportation

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Global Trade Services, Logistics Process Reengineering, Inventory Management, Vendor Management

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

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

Brown Integrated Logistics

423-309-2411 /

brownintegratedlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

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

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

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Intermodal, DDC

SPECIAL SERVICES: Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, ERP Integration, TMS, WMS

Burriss Logistics

302-839-5154 / burrisslogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

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

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

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

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

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

C.L. Services

800-533-3922 / clservicesinc.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Blockchain, Supply Chain Finance, Vendor Management, Shared Services

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

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

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

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

Capacity

732-745-7955 / capacityllc.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: Omnichannel, Global Trade Services, Inventory Management, Vendor Management

CRM / SRM Customer/Supplier Relationship Management

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

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

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

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

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

Cardinal Logistics Management

678-942-3031 / cardlog.com

ASSET/NON-ASSET: Asset

AREAS SERVED: U.S./Canada/Mexico

MARKETS SERVED: Transportation

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering

WAREHOUSING SERVICES: Crossdocking, Transloading

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

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

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

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these data points
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bit.ly/3PL-DST

C.H. Robinson

800-323-7587 / chrobinson.com

ASSET/NON-ASSET: Non-asset

AREAS SERVED: Global

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

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

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

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

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

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

Choptank Transport

410-673-1240 / choptanktransport.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Blockchain, Supply Chain Finance, Vendor Management, Shared Services

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

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, DDC, Expedited

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, Blockchain, Predictive Analytics, TMS, Artificial Intelligence/Machine Learning

Circle Logistics

260-208-4500 / circledelivers.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, JIT, Inbound Logistics/Demand-Driven Logistics

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

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

SPECIAL SERVICES: Direct to Store

TECHNOLOGY SERVICES: CRM/SRM, TMS

CLX Logistics

970-531-7478 / clxlogistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Blockchain, Supply Chain Finance, Vendor Management, Shared Services

WAREHOUSING SERVICES: Crossdocking, Transloading, Site Selection

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

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

TECHNOLOGY SERVICES: GTM, Predictive Analytics, Supply Chain Design, TMS, WMS

Comprehensive Logistics

330-530-7600 / complog.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S./Canada/Mexico

MARKETS SERVED: Manufacturing, Transportation

LOGISTICS SERVICES: LLP/4PL, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management

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

TRANSPORTATION SERVICES: DDC

SPECIAL SERVICES: FTZ, Logistics/Transportation Consulting, Labor Management

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

Corporate Traffic Logistics

800-787-2334 / corporatetraffic.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

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

WAREHOUSING SERVICES: Crossdocking, Transloading

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

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Predictive Analytics, TMS

CT Logistics

216-267-2000 / ctlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, JIT, Inbound Logistics/Demand-Driven Logistics, Blockchain, Supply Chain Finance, Vendor Management

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bit.ly/3PL-DST

WAREHOUSING SERVICES: Crossdocking, Transloading, Site Selection, VMI

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, DDC, Expedited

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

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

CTSI-Global

888-836-5135 / ctsi-global.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Inbound Logistics/Demand-Driven Logistics, Blockchain, Supply Chain Finance, Vendor Management

WAREHOUSING SERVICES: Site Selection

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

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

dfYoung

610-725-4000 / dfyoung.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Inventory Management, Vendor Management

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

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

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

TECHNOLOGY SERVICES: CRM/SRM, Supply Chain Design

DHL Supply Chain North America

877-272-1054 / dhl.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, U.S./Canada/Mexico

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

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

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

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

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

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

Distribution Technology

704-587-5587 /

distributiontechnology.com

ASSET/NON-ASSET: Asset

AREAS SERVED: Global, U.S./Canada/Mexico

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

LOGISTICS SERVICES: End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Shared Services

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

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Rail, Bulk, DDC

CRM / SRM Customer/Supplier Relationship Management

DDC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

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

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

DLS Worldwide (An RRD Company)

630-226-6440 / dlsww.rrd.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Blockchain, Supply Chain Finance, Vendor Management, Shared Services

WAREHOUSING SERVICES: Crossdocking, Transloading

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

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, GTM, Blockchain, Supply Chain Design, TMS, RFID, WMS

DSC Logistics

847-390-6800 / dsclogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

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

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

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

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

DSV Global Transportation and Logistics

678-281-9400 / us.dsv.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

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

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

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

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

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

East Coast Warehouse & Distribution

908-351-2800 / eastcoastwarehouse.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: End-to-End Logistics, Inbound Logistics/Demand-Driven Logistics, Inventory Management

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

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

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, TMS, RFID, WMS

Echo Global Logistics

800-354-7993 / echo.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, Omnichannel, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Blockchain, Supply Chain Finance, Vendor Management, Shared Services

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

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

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

ELM Global Logistics

631-299-3595 / elmlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, U.S./Canada/Mexico

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

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

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

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

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

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

Evans Distribution System

313-388-3200 / evansdist.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

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

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

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

KEY

CRM / SRM	Customer/Supplier Relationship Management
DCC	Dedicated Contract Carriage
FTZ	Foreign Trade Zone
GTM	Global Trade Management
IoT / IIoT	Internet of Things/Industrial Internet of Things
LLP	Lead Logistics Provider
LTL	Less than Truckload
PLM	Product Lifecycle Management
TMS	Transportation Management System
VMI	Vendor Managed Inventory
WMS	Warehouse Management System

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

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

FedEx Logistics

800-249-2953 / fedex.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

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

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

FlowSpace

323-741-1325 / flow.space

ASSET/NON-ASSET: Non-Asset

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

WAREHOUSING SERVICES: E-Commerce, Fulfillment, Crossdocking, Transloading, Site Selection, VMI

SPECIAL SERVICES: Direct to Store, Direct to Home, Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, Supply Chain Design, Artificial Intelligence/Machine Learning, WMS

Freight Management Inc.

714-632-1400 /

freightmanagementinc.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Retail, Wholesale, Transportation

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, JIT, Inbound Logistics/Demand-Driven Logistics, Blockchain, Supply Chain Finance, Vendor Management

WAREHOUSING SERVICES: DC Management, Site Selection

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

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Reverse Logistics, PLM, Global Expansion, Logistics/Transportation Consulting

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

GDIT

703-995-8700 / gdit.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: Services/Government, Transportation

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Blockchain, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

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

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

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

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

GEODIS

877-401-6400 / geodis.com

ASSET/NON-ASSET: Non-asset

AREAS SERVED: Global, U.S./Canada/Mexico

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

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

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

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

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

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

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GlobalTranz

877-924-2399 / globaltranz.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Blockchain, Supply Chain Finance, Inventory Management, Vendor Management

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: EDI, ERP Integration, Predictive Analytics, Supply Chain Design, TMS, Artificial Intelligence/Machine Learning, WMS

Holman Logistics

253-872-7140 / holmanusa.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: Omnichannel, Inventory Management, Vendor Management, Shared Services

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

TRANSPORTATION SERVICES: LTL, Truckload

SPECIAL SERVICES: Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, TMS, Artificial Intelligence/Machine Learning, RFID, WMS

Hub Group

630-271-3600 / hubgroup.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, U.S./Canada/Mexico

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

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

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

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

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

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

J.B. Hunt Transport Services

479-820-0000 / jbhunt.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

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

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

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

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

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

Jarrett

330-682-0099 / gojarrett.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Blockchain, Supply Chain Finance, Inventory Management, Vendor Management

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

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

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

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

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bit.ly/3PL-DST

Kenco Logistics

800-758-3289 / kencogroup.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics

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

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

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

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

Landstar System

904-398-9400 / landstar.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global, U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, JIT

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

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

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: CRM/CRM, EDI, Predictive Analytics, TMS

LEGACY Supply Chain Services

775-331-8010 / legacyscs.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

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

TECHNOLOGY SERVICES: EDI, GTM, SC Design, IoT/IIoT Enablement, TMS, WMS

Lynden

888-596-3361 / lynden.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, U.S./Canada/Mexico

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

LOGISTICS SERVICES: End-to-End Logistics, JIT, Inbound Logistics/Demand-Driven Logistics, Inventory Mgmt., Vendor Mgmt.

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

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

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

TECHNOLOGY SERVICES: EDI, RFID

CRM / SRM Customer/Supplier Relationship Management

DDC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

Maersk

973-514-5000 / maersk.com

ASSET/NON-ASSET: Asset

AREAS SERVED: Global, U.S./Canada/Mexico

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

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

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

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

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

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

Mainfreight

800-283-8888 / mainfreightusa.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, U.S./Canada/Mexico, U.S. only

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Inventory Management, Vendor Management

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

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

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

TECHNOLOGY SERVICES: EDI, ERP Integration, GTM, TMS, WMS

Mallory Alexander International Logistics

800-257-8464 / mallorygroup.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

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

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

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Supply Chain Design, IoT/IoT Enablement, TMS, RFID, WMS

Matson Logistics

925-887-6230 / matsonlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: End-to-End Logistics, Omnichannel, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Inventory Management, Vendor Management, Shared Services

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

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal, Ocean, Rail, Expedited

SPECIAL SERVICES: Direct to Home, FTZ, Import/Export/Customs, Sustainability/Green Logistics

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

MD Logistics

317-838-8900 / mdlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Inventory Management, Vendor Management, Shared Services

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics, PLM, Marketing/Customer Service/Call Center, Risk Management/Contingency & Crisis Planning, Labor Management

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Supply Chain Design, TMS, Artificial Intelligence/Machine Learning, RFID, WMS

MGN Logistics

800-645-0727 / mgnlogistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Blockchain, Supply Chain Finance, Vendor Management

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

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

TECHNOLOGY SERVICES: ERP Integration, GTM, Blockchain, Predictive Analytics, Supply Chain Design, IoT/IoT Enablement, TMS, Artificial Intelligence/Machine Learning

Mitco Global

253-891-0600 / mitcoglobal.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics

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

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

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

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

CRM / SRM	Customer/Supplier Relationship Management
DDC	Dedicated Contract Carriage
FTZ	Foreign Trade Zone
GTM	Global Trade Management
IoT / IIoT	Internet of Things/Industrial Internet of Things
LLP	Lead Logistics Provider
LTL	Less than Truckload
PLM	Product Lifecycle Management
TMS	Transportation Management System
VMI	Vendor Managed Inventory
WMS	Warehouse Management System

NFI

877-544-5835 / nfindustries.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global, U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management

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

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

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

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

nVision Global

770-474-4122 / nvisionglobal.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, E-Commerce, Wholesale

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Logistics Process Reengineering, Blockchain, Supply Chain Finance

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

SPECIAL SERVICES: Logistics/Transportation Consulting

TECHNOLOGY SERVICES: TMS

ODW Logistics

614-549-5000 / odwlogistics.com

ASSET/NON-ASSET: Both

AREA SERVED: Global

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

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

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, DDC, Fleet Acquisition/Equipment/Drivers, Expedited

SPECIAL SERVICES: Direct to Store, FTZ, Reverse Logistics, PLM, Security Analysis, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Labor Management

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

Odyssey Logistics & Technology

203-448-3868 / odysseylogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, DDC, Fleet Acquisition/Equipment/Drivers

SPECIAL SERVICES: FTZ, Import/Export/Customs, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

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

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Penske Logistics

800-800-8001 / penskelogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

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

Performance Team

424-358-6941 / performanceteam.net

ASSET/NON-ASSET: Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Shared Services

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics, PLM, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

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

Phoenix Logistics

414-253-8010 / phoenix3pl.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: End-to-End Logistics, Distribution Management, Inbound Logistics/Demand-Driven Logistics, Inventory Management, Vendor Management, Shared Services

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

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

SPECIAL SERVICES: Import/Export/Customs, Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Supply Chain Optimization

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

Pilot Air Freight

610-891-8100 / pilotdelivers.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: End-to-End Logistics, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Blockchain, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

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

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

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Blockchain, Predictive Analytics, TMS, WMS

PLS Logistics Services

724-814-5100 / plslogistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, JIT, Blockchain, Supply Chain Finance, Inventory Management, Vendor Management

WAREHOUSING SERVICES: DC Management

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

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

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

Port Jersey Logistics

609-495-3500 / portjersey.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

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

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Intermodal, Rail

SPECIAL SERVICES: Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting

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

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Port Logistics Group

410-712-0220 /

portlogisticsgroup.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Shared Services

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

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Intermodal, Rail, Bulk, DDC, Expedited, Final Mile/White Glove

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

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

ProTrans International

317-240-4100 / protrans.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S./Canada/Mexico

MARKETS SERVED: Manufacturing, Transportation

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management

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

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

SPECIAL SERVICES: FTZ, Import/Export/Customs, Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/CRM, EDI, ERP Integration, Supply Chain Design, IoT/IIoT Enablement, TMS, WMS

Purolator International

888-511-4811 /

purolatorinternational.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global, U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management

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

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

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

TECHNOLOGY SERVICES: CRM/CRM, EDI, ERP Integration, GTM, Blockchain, Supply Chain Design, TMS, RFID, WMS

R2 Logistics

214-451-4676 / r2logistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global, U.S./Canada/Mexico

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

LOGISTICS SERVICES: End-to-End Logistics, JIT, Global Trade Services, Logistics Process Reengineering, Blockchain, Supply Chain Finance, Vendor Management

WAREHOUSING SERVICES: Crossdocking, Transloading

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting

CRM / SRM Customer/Supplier Relationship Management

DDC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

TECHNOLOGY SERVICES: EDI, ERP Integration, GTM, Blockchain, Predictive Analytics, Supply Chain Design, TMS

RBW Logistics

706-832-4524 / rbwlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: LLP/4PL, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Inventory Management, Vendor Management, Shared Services

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

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, Rail, Fleet Acquisition/Equipment/Drivers

SPECIAL SERVICES: Direct to Store, Reverse Logistics, PLM, Logistics/Transportation Consulting, Labor Management

TECHNOLOGY SERVICES: EDI, TMS, RFID, WMS

Red Classic

904-327-1466 / redclassic.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Vendor Management

WAREHOUSING SERVICES:

Crossdocking, Transloading

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal, Rail, DDC, Fleet Acquisition/Equipment/Drivers, Expedited

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

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

Redwood Logistics

844-467-3396 / redwoodlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

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

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

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

Regal Logistics

866-300-5580 / regallogistics.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S./Canada/Mexico

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

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

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics, PLM, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

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

Romark Logistics

800-276-2719 / romarklogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

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

TRANSPORTATION SERVICES: Small Package, LTL, Truckload, DDC, Fleet Acquisition/Equipment/Drivers, Expedited, Final Mile/White Glove

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

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

Ruan

515-245-2793 / ruan.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Blockchain, Supply Chain Finance, Inventory Management, Vendor Management, Shared Services

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

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

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

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

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Ryder System

305-500-4547 / ryder.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

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

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

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

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

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

Saddle Creek Logistics Services

888-878-1177 / sclogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

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

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

TRANSPORTATION SERVICES: Small Package,

Air Cargo, LTL, Truckload, Intermodal, Rail, DDC, Expedited

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, TMS, RFID, WMS

Schneider

920-592-4200 / schneider.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

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

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

SEKO Logistics

630-919-4966 / sekologistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: E-Commerce,

CRM / SRM Customer/Supplier Relationship Management

DDC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

Fulfillment, Pick/Pack, Subassembly, Crossdocking, Transloading, VMI

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

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

TECHNOLOGY SERVICES: EDI, ERP Integration, GTM, TMS, WMS

Suddath

888-697-4079 / suddath.com/logistics

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Blockchain, Supply Chain Finance, Inventory Management, Vendor Management

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

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

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

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

Sunland Logistics Solutions

864-295-0081 /

sunlandlogisticssolutions.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: LLP/4PL, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

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

TRANSPORTATION SERVICES: LTL, Truckload, Rail

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

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

Sunset Transportation

314-756-8580 / sunsettrans.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Vendor Management, Shared Services

WAREHOUSING SERVICES: Crossdocking, Transloading

TRANSPORTATION SERVICES: Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, DDC, Expedited

SPECIAL SERVICES: FTZ, Import/Export/Customs, Reverse Logistics, PLM, Marketing/Customer Service/Call Center, Security Analysis, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting

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

Syfan Logistics

855-287-8485 / syfanlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: End-to-End Logistics, JIT, Inbound Logistics/Demand-Driven Logistics

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Rail, Bulk, DDC, Fleet Acquisition/Equipment/Drivers, Expedited

SPECIAL SERVICES: Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, TMS

Symbia

855-467-9624 / symbia.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Reverse Logistics, PLM, Marketing/Customer Service/Call Center, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

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

TA Services

904-402-3773 / taservices.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

MARKETS SERVED: Manufacturing, Retail, Transportation

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

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

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

SPECIAL SERVICES: Reverse Logistics, PLM, Logistics/Transportation Consulting, Labor Management

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

Taylored Services

844-746-4833 / tayloredservices.com

AREAS SERVED: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Inventory Management, Shared Services

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

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal

SPECIAL SERVICES: Direct to Store, Direct to Home, Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, ERP Integration, TMS, WMS

Shippers Group

214-381-5050 / theshippersgroup.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S. only

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

LOGISTICS SERVICES: LLP/4PL, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Inventory Management, Vendor Management, Shared Services

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

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

SPECIAL SERVICES: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics, PLM, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Labor Management

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, IoT/IIoT Enablement, TMS, RFID, WMS

Transervice

888-858-7570 / transervice.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

MARKETS SERVED: Transportation

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Inbound Logistics/Demand-Driven Logistics

TRANSPORTATION SERVICES: Truckload, Bulk, DDC, Fleet Acquisition/Equipment/Drivers

SPECIAL SERVICES: Direct to Store, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Labor Management, Sustainability/Green Logistics

TECHNOLOGY SERVICES: Blockchain, Predictive Analytics

TransGroup Global Logistics

206-244-0330 / transgroup.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global

MARKETS SERVED: Transportation

LOGISTICS SERVICES: End-to-End Logistics, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Inventory Management

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

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

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

TECHNOLOGY SERVICES: EDI, ERP Integration, GTM, TMS, RFID, WMS

Transplace

866-413-9266 / transplace.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: Global, U.S./Canada/Mexico

MARKETS SERVED: Manufacturing, Retail

LOGISTICS SERVICES: LLP/4PL, Omnichannel, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Blockchain, Supply Chain Finance, Vendor Management

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

TRANSPORTATION SERVICES: Small Package, Air Cargo, LTL, Truckload, Intermodal, Ocean, Rail, Bulk, DDC, Fleet Acquisition/Equipment/Drivers, Expedited

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, GTM, Predictive Analytics, Supply Chain Design, TMS, Artificial Intelligence/Machine Learning

CRM / SRM Customer/Supplier Relationship Management

DDC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

Transportation Insight

877-226-9950

transportationinsight.com

ASSET/NON-ASSET: Non-asset

AREAS SERVED: Global

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

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

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

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

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

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

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

Trinity Logistics

866-603-5679 / trinitylogistics.com

ASSET/NON-ASSET: Non-Asset

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

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

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

Tucker Company Worldwide

856-317-9600 / tuckercompany.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

WAREHOUSING SERVICES: Crossdocking, Transloading, Site Selection, VMI

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

SPECIAL SERVICES: Direct to Store, Import/Export/Customs, Reverse Logistics, PLM, Security Analysis, Risk Management/Contingency & Crisis Planning, Logistics/Transportation Consulting, Sustainability/Green Logistics

TECHNOLOGY SERVICES: CRM/SRM, EDI, ERP Integration, Predictive Analytics, TMS, Artificial Intelligence/Machine Learning

UPS Supply Chain Solutions

800-742-5727 / ups.com/supplychain

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

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

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

UTXL

800-351-2821 / UTXL.com

ASSET/NON-ASSET: Non-Asset

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: LLP/4PL, JIT, Inbound Logistics/Demand-Driven Logistics, Vendor Management

TRANSPORTATION SERVICES: LTL, Truckload, DDC, Expedited

SPECIAL SERVICES: Direct to Store, Logistics/Transportation Consulting

TECHNOLOGY SERVICES: EDI, Predictive Analytics, TMS

KEY

CRM / SRM Customer/Supplier Relationship Management

DDC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT / IloT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less than Truckload

PLM Product Lifecycle Management

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

Verst Logistics

859-485-1212 / verstlogistics.com

ASSET/NON-ASSET: Asset

AREAS SERVED: Global

MARKETS SERVED: Manufacturing, Transportation

LOGISTICS SERVICES: Inbound Logistics/Demand-Driven Logistics, Inventory Management

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

TRANSPORTATION SERVICES: Air Cargo, Truckload, Fleet Acquisition/Equipment/Drivers

SPECIAL SERVICES: Logistics/Transportation Consulting

TECHNOLOGY SERVICES: Supply Chain Design

Volta Logistics

844-565-8290 | voltalogistics.com

ASSET/NON-ASSET: Non-asset

AREAS SERVED: U.S./Canada/Mexico

MARKETS SERVED: Manufacturing, Services/Government, Transportation

LOGISTICS SERVICES: Integrated Logistics, Inbound Logistics

WAREHOUSING SERVICES: Fulfillment

TRANSPORTATION SERVICES: LTL, Truckload, Intermodal, Rail, DDC

SPECIAL SERVICES: Import/Export/Customs, Logistics/Transportation Consulting

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

Wagner Logistics

816-421-3520 / wagnerlogistics.com

ASSET/NON-ASSET: Both

AREAS SERVED: U.S./Canada/Mexico

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

LOGISTICS SERVICES: Omnichannel, JIT, Inbound Logistics/Demand-Driven Logistics, Inventory Management

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

TRANSPORTATION SERVICES: LTL, Truckload, DDC

SPECIAL SERVICES: Direct to Store, Logistics/Transportation Consulting

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

Wen-Parker Logistics

888-978-7817 / wen-parker.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: Inbound Logistics/Demand-Driven Logistics, Vendor Management

WAREHOUSING SERVICES: E-Commerce, Fulfillment, Crossdocking, Transloading

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

SPECIAL SERVICES: FTZ, Import/Export/Customs, Reverse Logistics, PLM, Logistics/Transportation Consulting

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

Werner Enterprises/ Werner Logistics

402-895-6640 / werner.com

ASSET/NON-ASSET: Asset

AREAS SERVED: Global

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

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

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

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

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

TECHNOLOGY SERVICES: CRM/SRM, EDI, Blockchain, Predictive Analytics, Supply Chain Design, TMS, RFID

3PL
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TOOL
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3PL-DST](http://bit.ly/3PL-DST)

WSI

920-831-3700 / wsinc.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

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

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

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

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

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

XPO Logistics

844-742-5976 / xpo.com

ASSET/NON-ASSET: Both

AREAS SERVED: Global

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

LOGISTICS SERVICES: LLP/4PL, End-to-End Logistics, Omnichannel, JIT, Global Trade Services, Inbound Logistics/Demand-Driven Logistics, Logistics Process Reengineering, Inventory Management, Vendor Management, Shared Services

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

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

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

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

About the Top 100 3PL Providers List

When we started researching the 3PL sector in 1996, our goal then was the same as it is today: to help our audience find the logistics partners that best match their needs.

Back then, we asked logistics providers to supply data on services, solutions, technology investments, geographic coverage, and financial stability. The edit team gathered much of that information by phone and followed up with a fax questionnaire.

These days, to get the information you need on partners that make the best fit, we use a web form. The questions we ask have grown over the years and have been determined by two factors: input from customers seeking a 3PL partnership and specific solutions they require, and the evolution of the types of services that best-in-class 3PLs offer.

The 3PL selection team evaluates the data that 3PLs report with an eye toward matching the size, solutions, and culture of a logistics provider to our understanding of what our audience requires. The list is based not on the 3PL's size, but on specialty services and solutions, types of customers, corporate culture and, importantly, flexibility—the ability to help you solve the challenges unique to your operation.

The number of 3PLs offering qualified submissions exceeded 300 this year. Those selected come from a diverse mix of company types that are now offering 3PL solutions—warehouse operators, expeditors, roll-ups, truck leasing companies, technology, finance, brokers, carriers, and freight forwarders.



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Innovating Logistics One Route at a Time

There are lots of ways to get from Point A to Point B, but there's only one optimal way. For your business to maximize its profit, you need to avoid weather disruptions, labor shortages, price increases and countless other inefficiencies. Odyssey creates custom-tailored, sustainable solutions across multiple transportation modes. Let us help you navigate the ever-changing logistics landscape.



Download our whitepaper
doortodone.com/IT

Learn how a control tower approach drives visibility and aids planning and supply chain reliability.

Odyssey[™]
Innovating Logistics

TOP 10 3PL Readers' CHOICE Excellence AWARDS

These third-party logistics providers signal superlative service.

When shippers send distress signals, 3PLs spring into action. The providers that earned a Readers' Choice Top 10 3PL Excellence Award are among the most responsive and respected in the industry.

With more than 14,000 votes cast, our audience heaps praise on their 3PLs, spotlighting standout qualities, from follow-through and flexibility to transparency and trustworthiness.

"Getting the job done" figures prominently among survey responses. Voters credit their 3PL partners with executing deliveries even under challenging circumstances. Says one New York-based manufacturer of top spot holder Echo Global Logistics: "They are a great shipping partner to have on your side. They have been able to pull off miracles."

With supply disruptions and demand distortions rocking supply chains in 2020 and uncertainty persisting in the near term, the ability to execute has gained urgency. By managing a portion or all of a shipper's transportation and logistics operations, 3PLs keep goods flowing and supply chains humming, through ideal or inclement conditions. One voter describes his favorite 3PL as a "direct extension of my internal team."

Along with ensuring the flow of goods, 3PLs also manage information, leveraging technology to optimize shipper operations and provide efficiency-boosting insights. They increasingly provide information technology (IT) solutions

that customers can use in-house. Our *3PL Perspectives* report (*see page 70*) finds that IT solutions are more prominent than ever in the 3PL value proposition.

IT is key when shippers have to respond nimbly to demand signals and/or pivot operations to provide critical medical supplies during a pandemic. While 2020 highlighted the medical supply chain, the importance of IT applies to all verticals and links.

Nearly all verticals are represented in this survey, including consumer packaged goods, pharmaceuticals, and automotive, with respondents listing diverse job titles (*see About the Survey Respondents, page 102*).

Voters include supply chain decision-makers from household brand names such as the Coca-Cola Company, Colgate-Palmolive, Dunkin', and Kellogg's to well-known manufacturers such as General Motors, Harley-Davidson, Northrop Grumman, and Whirlpool. (*See Thank You Voters on page 110 for a wider sampling of voters' companies.*)

Through all the facets of the supply chain represented in our survey, one theme remains clear: Customer service reigns supreme. Year after year, our audience reaffirms its importance in their supply chains and the crucial role 3PLs play. The most lauded providers are resourceful, responsive, and innovative, and offer the technology solutions that keep shipments moving, even when the rest of the world is at a standstill.

AND THE WINNERS ARE:

1

**ECHO GLOBAL
LOGISTICS**

2

HUB GROUP

3

KENCO

4

(tie)
**GLOBALTRANZ
DHL SUPPLY CHAIN**

5

**SUNSET
TRANSPORTATION**

6

XPO LOGISTICS

7

SEKO LOGISTICS

8

(tie)
**C.H. ROBINSON
WERNER**

9

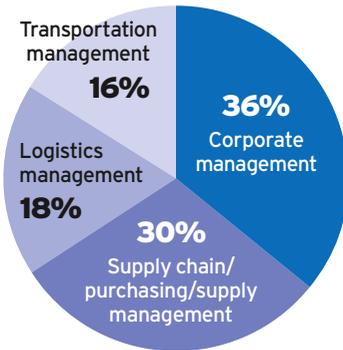
R2 LOGISTICS

10

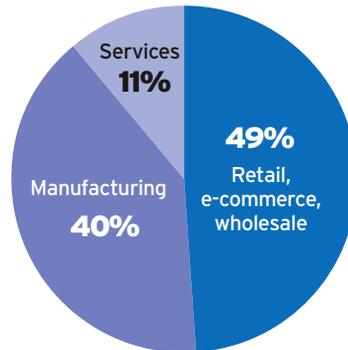
TRANSPPLACE

About the Survey Respondents

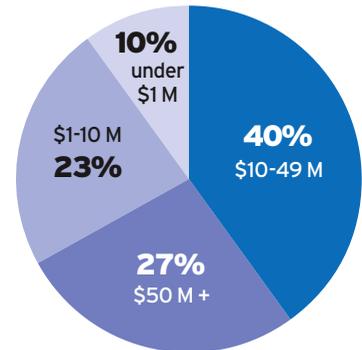
FUNCTION



INDUSTRY



ANNUAL SPEND Transport/Logistics



ONES TO WATCH

These 3PLs garnered a good number of votes, but not quite enough to crack the Top 10 list.

- Agility USA
- Amazon FBA
- DB Schenker (Americas)
- DLS Worldwide
- FedEx
- GEODIS North America
- Kuehne + Nagel USA
- Saddle Creek Logistics Services
- Schneider
- Unishippers
- UPS
- Verst Logistics

IN THEIR OWN WORDS

Sometimes I have hard-to-meet deadlines, and Sunset Transportation always gets the job done. I don't have to worry about my freight. I know it will get to the desired location without incident for the best value on my transportation dollar.

—DRS Marlo Coil

Echo Global Logistics is so good at customer service and attentive to the tiny details that are needed in LTL that we only use them.

—Crazy Go Nuts

XPO Logistics operates with an agile, customer-centric approach.

—ADVANZ PHARMA

R2 Logistics has an unfailing focus on the customer.

—BAE Systems

Transplace displays exceptional customer orientation and is open to feedback to desired changes. The team always goes above and beyond to help ensure deliveries are met, and meet or exceed expectations. They have a customer-first approach.

—BASF

C.H. Robinson offers a strategic partnership, taking our needs and best interests as their own.

—Bayer

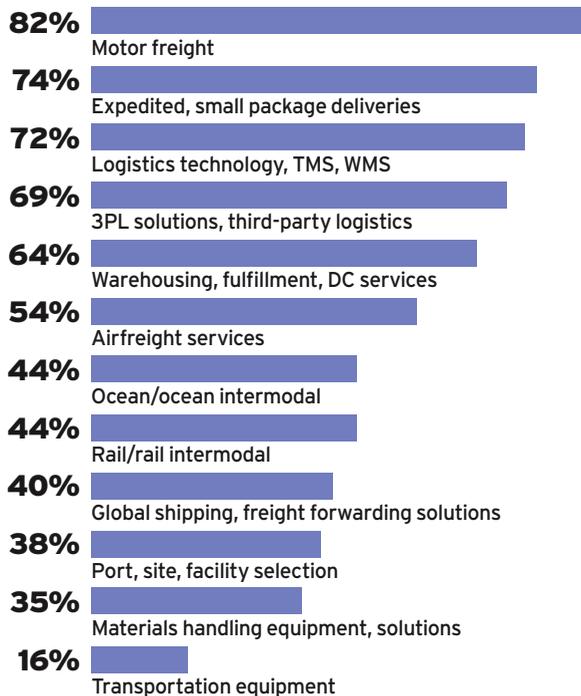
Werner takes time to listen and understand our needs; they make doing business with them very easy for not only us as a company but our vendors as well.

—Orgill

Echo Global Logistics has fantastic representatives, fast support and problem solving. They offer last-minute load scheduling and pickup arrangements that allow me to have some peace of mind while building our shipments. Lower turnover within the 3PL means I don't have to waste time explaining our situation constantly.

—Progressive Hardware Suppliers

SERVICES READERS BUY



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Your Supply Chain. Mastered.

ECHO GLOBAL LOGISTICS

WHY THEY WON:

Echo began in 2005 with one objective—to simplify transportation management. From coast to coast, dock to dock, and across all major transportation modes, Echo Global Logistics connects businesses that need to ship their products with carriers who transport goods quickly, securely, and cost-effectively.

“As a longtime client of Echo, we know without a doubt that we can rely on them to not only manage the transportation of our goods, but also work with us to continuously improve and optimize our transportation strategy,” says Elizabeth Stein, founder and CEO at Purely Elizabeth. “We truly value our partnership.”

“Since our founding, Echo’s goal has always been to simplify transportation management by handling the crucial tasks involved in shipping, so our clients and carriers can focus on what they do best,” says Doug Waggoner, chairman of the board of directors and chief executive officer.

Echo accomplishes this through a unique combination of expert logistics professionals, best-in-class service, and proprietary technology. “These factors continue to differentiate us from our competitors and certainly play a key role in Echo being voted No. 1 these past four years,” Waggoner adds.

During these unprecedented times, many businesses have had to adjust their shipping plans. Echo remains committed to ensuring its clients’ supply

chains remain uninterrupted. Its proprietary technology platform, EchoAccelerator, allows clients to streamline their transportation management wherever they may be working.

“This past year, we continued to develop and add new elements to EchoShip and EchoDrive, and we launched EchoDrive Preferred, our loyalty program for carrier partners,” notes Waggoner. “With these enhancements, we are further simplifying the freight marketplace with solutions that address our clients’ and carriers’ needs, while also increasing our employees’ productivity.”

CLIENT ROSTER:

- Archway
- Culligan International
- Duracell
- Greenheck
- Johnstone Supply
- Monster Beverage
- Newell
- Omron
- Purely Elizabeth
- Taraca Pacific



Doug Waggoner,
Chairman of the Board
of Directors and Chief
Executive Officer

HUB GROUP

WHY THEY WON:

Hub Group is an innovative logistics company that combines asset-backed transportation solutions and advanced supply chain management services to craft optimized solutions for each client. Their focus is achieving every client’s unique business objective, evaluating existing processes to identify areas of continuous improvement that uncover hidden value and performance.

Customers recognize the value Hub Group brings to their operations. “Hub Group is the definition of creating positive, lasting memories in our 13-year strategic relationship,” says the director of logistics and customer relations at WD-40 Company, a longtime Hub Group client. “As cohesive business partners, Hub Group has continually helped WD-40 improve service, ship more efficiently, advance technology, and optimize our bottom line.

“This collaborative nature is a large contributor to making us better than we are today,” says the director.

Hub Group addresses top shipper concerns, including controlling logistics spend, increasing supply chain visibility, and ensuring that a customer’s logistics provider understands their specific needs. They harness nearly 50 years of experience, advanced technology, and intimate client-industry knowledge to collaboratively develop solutions that give customers better control and visibility.



Phillip D. Yeager,
President & Chief
Operating Officer



Denis Reilly, President & Chief Executive Officer

KENCO

WHY THEY WON:

For almost 70 years, Kenco has been committed to finding new and better ways to add value for its customers. Supply chains are constantly changing, and Kenco is at the forefront of new solutions and innovation. For years, the company has advocated for digital transformation and is pleased to see more companies exploring ways to gain efficiency through new thinking and systems.

Kenco is agile, data-centric, and customer-focused. Customers say they appreciate that Kenco can handle the most complex supply chain requests while being accessible and engaged with customers like a local partner. In the past year, Kenco has enhanced its service offerings in e-commerce and transportation while leveraging technology to drive enhancements across its entire suite of solutions.

As expected in the wake of COVID-19, many customers experienced significant and sudden volume changes. Customers in the food, consumer packaged goods, and healthcare industries have seen increases in demand of 30% to 200%, while others have experienced significant decreases. With a customized approach, Kenco's elite team of engineers and other supply chain experts works with all customers to help them optimize and reduce costs during this challenging time.

In addition, with increasing demands for faster ground delivery speeds and decreased transportation costs, Kenco opened a new e-commerce fulfillment center to help customers stay one step ahead of the competition.

As consumers continue to turn to e-commerce, and expectations for shipping times are quicker than ever, port diversification is a must as supply chains rise to meet these demands. Amid the COVID-19 pandemic, the importance of port diversification has been made abundantly clear as many sites across the globe shut down. China is one of the world's major manufacturing hubs, and supply chains that rely mainly on sourcing and manufacturing from China and nearby regions faced huge challenges during COVID-19. Kenco specifically opened a new warehousing and distribution services facility late last year in Perris, California, to support customers' Asian imports coming from the Port of Los Angeles.



GLOBALTRANZ

A TIE!

WHY THEY WON:

GlobalTranz is a leading 3PL provider offering a full suite of multimodal logistics and supply chain solutions. The company backs its technology and services with a team of seasoned logistics experts who share a passion for driving efficiencies, seizing competitive advantage, and supporting growth.

"If you want a fair price quote, a company that stands by their quote, and has employees who take pride in customer service, you have to call GlobalTranz," says one customer, Heather, at an industrial equipment supplier. "We are so pleased with the service we have received from GlobalTranz that we've begun to recommend GlobalTranz to our vendors and customers."

Another customer, James at a paper products manufacturer, agrees. "GlobalTranz goes above and beyond daily to meet our customers' needs," he says. "The dedication of the GlobalTranz account management team is consistent, proactive, and provides a high level of service in a demanding

late-day order cutoff environment. Despite what kind of market we are in, we can always count on GlobalTranz to come through for us."

In addition to its leading technology, deep carrier relationships, and proven processes, chief executive officer Renee Krug credits GlobalTranz's people with being the true differentiator. "We are proud of our customer- and carrier-oriented service culture," Krug says. "Being recognized once again as a Top 10 3PL is a testament to the expertise and dedication of our team members."

Today's shippers are navigating a variety of challenges, including increased customer expectations, market volatility, and the ongoing impact of the COVID-19 pandemic. "GlobalTranz is helping our customers improve supply chain resiliency, achieve greater agility, and reduce costs through our combination of multimodal service offerings, people-powered customer service, award-winning technology, and exceptional carrier relationships," Krug adds.



Renee Krug, Chief Executive Officer

DHL SUPPLY CHAIN

WHY THEY WON:

As the largest contract logistics company in North America and globally, DHL Supply Chain has a proven ability to attract and retain dedicated associates with a team-based culture focused on continuous improvement and operational excellence.

With 136 million square feet of warehousing space over 480 sites, DHL Supply Chain offers unparalleled scale in the market and a broad suite of integrated solutions, bringing greater flexibility, predictability, and speed to customers' supply chains. The 3PL has also demonstrated its ability to anticipate and adapt to the changing market, for example, with a 2018 commitment to invest \$300 million in emerging technologies.

Two critical trends today are digitization and e-commerce. Digitization—while offering significant improvements

4

A TIE!

CLIENT ROSTER:

- Carrier Corp
- Ferrero
- Glanbia
- IKEA
- Siemens Healthineers
- Xerox



Scott Sureddin, Chief Executive Officer, DHL Supply Chain North America

in productivity and efficiency—is challenging customers and 3PLs to adapt their operations and cultures. E-commerce is dramatically changing the profile of shipments and reshaping warehousing and distribution networks.

DHL Supply Chain has been proactive in getting ahead of these trends, identifying and investing in 14 key technologies with the most potential to enhance customers' operations and developing the expertise, infrastructure, and capabilities to help them take advantage of e-commerce and omnichannel opportunities.

SUNSET TRANSPORTATION

WHY THEY WON:

Whether it's logistics management, TMS and shipper technologies, freight payment services, or domestic and international transportation, Sunset offers solutions to best fit its customers' business.

Customers appreciate that commitment. "Sunset is extremely attentive to our individual needs and they actually listen when we communicate," says the chief operating officer of an agriculture chemicals company.

A sales manager at an industrial manufacturing firm agrees: "Sunset is the most responsive logistics company we deal with. We have some heavy demands and they always come through."

Sunset recently expanded its operations into Laredo, Texas/Nuevo Laredo, Mexico, with cross-border solutions, Mexico/U.S. customs clearance, warehousing, and transloading access, adding the capability to manage customers' international shipments with complete supply chain visibility and control, on both sides of our closest borders.

"Given a turbulent time for trade regulations and USMCA taking effect, Sunset is seeing that U.S., Mexico, and Canada shippers need a real partner to navigate the intricacies of cross-border logistics," says chief operating officer Lindsey Graves.

Sunset has truly seen the power of customer and carrier relationships in 2020. "We are guided by our core values of being accountable, flexible, loyal, responsive, and valuing our relationships above all else," says Graves. "Aside from our full-service 3PL capabilities, it has been our culture of being a reliable logistics partner in times of need that has distinguished us from the competition.

"We pick up the phone, we don't shy away from challenges, and we're personally invested in keeping our team, customers, and carriers on the move," she says.



Lindsey Graves, Chief Operating Officer

That investment is important to customers. "Sunset takes a sincere interest in our business and makes us a priority, even though we're not their largest client," says the director of acquisitions at an industrial manufacturing client.

5



Mario Harik, Chief Information Officer

6

XPO LOGISTICS

WHY THEY WON:

XPO Logistics' scale, capacity, flexibility, visibility, and technology enable it to adapt to customer needs quickly. Just ask Lawrence Silber, president and chief executive officer of Herc Rentals.

"We rolled out our XPO Logistics program to all our U.S. operating branches," he says. "We improved savings through reductions in cost per mile and improved revenue recovery for delivery. A new online portal enables us to better manage both long distance and local external transportation costs with enhanced back office tools. Biweekly reporting activities help us recover transportation costs and improve ancillary revenues."

XPO Logistics constantly improves its proprietary technologies and invests approximately \$550 million annually. "We focus on four areas of innovation: automation and intelligent machines, visibility and customer service, our digital freight marketplace, and dynamic data science," notes Mario Harik, chief information officer. "In times like these, when volumes move with unusual volatility, these tools have been essential in allowing us to better serve our customers."

The company's biggest challenge throughout the COVID crisis has been keeping supply chains moving while keeping front-line workers safe. "As we look ahead, the focus will be on building resilient supply chains," Harik says. "Technology will be key. Many customers have to reconceive their supply chains, and we can help them through that process. Customers want to be nimble, they want to know where their freight is, and they want a frictionless 'no contact' experience. We've invested significantly in the kind of advanced technologies that can manage supply chain stress points."

XPO Logistics believes that some behaviors reshaped by the pandemic may be long lasting. "E-commerce growth will accelerate in the post-pandemic world," Harik notes. "Many customers are experiencing peak demands as consumers shop online for everything from food to furniture. We're helping brick-and-mortar customers shift to omnichannel and e-commerce by leveraging our smart tools and technologies, capacity, and scale."

CLIENT ROSTER:

- Dow
- Ford
- Gartner
- GM
- Nestle
- Raytheon

SEKO LOGISTICS

WHY THEY WON:

SEKO Logistics is well regarded for its customer service, technology, and commitment to quality.

"What differentiates SEKO is the coalescence of our global network and seamless technology, a hybrid business model paired with global-owned gateways, and our strategic partners," says James Gagne, president and chief executive officer.

"We have shifted in the past year to become more acquisitive and to strategically invest in operations and technology that will bolster our value proposition to better serve our growing and global client needs," he adds.

SEKO understands its customers are challenged with rapidly changing consumer and B2B buying experiences, and the company continues to tailor its solutions to help each client achieve their unique goals.

"SEKO has been a great partner for us as we launched in the United States," says Blair Clark, president of Canyon Bicycles USA. "They focused on continually improving the logistics process as we were building and growing our volumes, which allowed us to focus on marketing and selling our innovative bikes and accessories to the U.S. market."

7

CLIENT ROSTER:

- Beckman Coulter
- Birchbox
- Canyon Bicycles
- Cath Kidston
- Dippin' Dots
- Electronic Express
- Ember
- Escalade Sports
- Feel Unique
- TruGolf



James Gagne, President & Chief Executive Officer

The company believes the key to being a successful 3PL partner is maintaining focus and staying diligent. "We believe the future is not comprised solely of being a one-stop-shop logistics company with assets all over the world," says Gagne. "It is not about being everywhere. It's about having the right people, partnerships, and technology to create the best client experience possible."



C.H. ROBINSON

WHY THEY WON:

C.H. Robinson’s powerful, global suite of logistics services, combined with its proprietary technology, defines how it brings value to both the shipper and carrier communities.

At the heart of the company’s technology advantage is its single-instance, global technology platform, Navisphere, which connects the company’s entire network, providing real-time insights and visibility to customers and carriers, and driving process efficiency for employees. Navisphere’s ability to easily connect to external platforms means C.H. Robinson meets customers and carriers where they want to buy.

The company recently announced a new partnership with Microsoft Corp. to digitally transform supply chains of the future by combining the power of C.H. Robinson’s Navisphere, Microsoft Azure, and Azure IoT to meet the changing



Bob Biesterfeld,
President and Chief
Executive Officer

demands of evolving global supply chains. Through this alliance, the companies aim to enable real-time visibility for C.H. Robinson customers.

“C.H. Robinson’s industry-leading experience and scale deliver an information advantage, creating better outcomes and driving smarter solutions,” says Bob Biesterfeld, president and chief executive officer. “Our ability to turn data into actionable insights through our core services enables customers to work with C.H. Robinson for all of their global logistics needs.”

Customer expectations are changing rapidly across the transportation landscape, and in the past decade alone, C.H. Robinson has spent more than \$1 billion on technology. The company will continue to invest in this critical area moving forward to leverage data and insights and deliver smarter solutions.

WERNER LOGISTICS

WHY THEY WON:

As an asset-backed 3PL, Werner Logistics is focused on providing a premier experience to all its customers, carriers, and talent across one of the broadest portfolios in the industry, ranging not only across modes—truckload, LTL, final mile, intermodal, ocean and air—but also across strategic freight management, contract, and transactional solutions.

Werner understands the pressure customers face to accelerate their supply chains, which is why it leverages cutting-edge technology to deliver low-cost, high-value solutions.

“We implemented Werner Logistics as our 3PL in the first quarter of 2020 after considering several of the top 3PLs,” says one customer. “Werner Logistics has not only handled our tactical needs but also quickly leveraged their supply chain talent and technology to make an immediate impact.”

“Werner Logistics customers are in the center of everything we do,” says Matt Parry, senior vice president of logistics. “As an asset-backed 3PL, we are able to leverage the strength of Werner’s vast portfolio of products to create a premier experience for our customers.

“With our broad portfolio of services and best-in-class customer service team, we are committed to providing creative solutions for our customers, generating the best outcome for their needs,” he adds.

Werner understands the power that technology wields in the industry, and specifically in the 3PL market. After years of investment and research, it recently launched Werner EDGE, the innovation arm at Werner Enterprises, which develops and implements the latest technology-

rich solutions in transportation. “Embracing technology and our ability to build strong, lasting relationships with our customers and our alliance carriers sets us apart,” Parry says.

During the pandemic, Werner Logistics’ focus is on helping customers stabilize, fortify, or transform their supply chains to address the needs of their customers. Werner Logistics can adapt quickly and customize a solution based on each customer’s specific needs and challenges.

CLIENT ROSTER:

- Dollar General
- The Home Depot
- Walmart



Derek Leathers,
Vice Chairman,
President, and Chief
Executive Officer



Ben Gase,
Founder and Chief
Executive Officer

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R2 LOGISTICS

WHY THEY WON:

R2 Logistics provides supply chain management services to shippers of all sizes. R2's strong reputation as an industry leader was built on its culture of reliable service and relentless passion.

"Strategic supply chain relationships are vital to our service promise," notes Kim Berry, vice president of distribution for The Scotts Company. "R2 Logistics has been a trusted partner of Scotts for several years. They consistently provide our company the highest standard options and always deliver best-in-class service."

R2 provides a full range of managed transportation solutions, including truckload and LTL, expedited and air, flatbed and specialized, intermodal and ocean, and reverse logistics. And, backed by game-changing technology, R2's Transportation Management System allows customers to rate shipments and receive real-time visibility into their logistics network.

"To be recognized by *Inbound Logistics* and their readers as a Top 10 3PL for the second year in a row is not only an honor but also a testament to practicing the core tenet at R2—customer service is priority No. 1," says John Pavlick, senior vice president of operations at R2 Logistics. "I'm incredibly proud of our team for doing what we preach day in and day out—provide the best value and service for our customers, plain and simple."

"In the past year we have added new technology that allows us to be more efficient across multiple aspects of the job with plans to continue to bring on more tools that

will ensure our employees are able to focus on being the best service providers in the business," he adds.

CLIENT ROSTER:

- Albertsons
- Anheuser-Busch
- Campbell's Soup
- Chewy.com
- ConAgra
- Halliburton
- Owens Corning
- PetSmart
- The Scotts Company
- Westlake Chemical

TRANSPPLACE

WHY THEY WON:

Transplace leverages its deep vertical focus and proprietary technology to provide customers with logistically sound services. The company continues to invest in the latest technologies to ensure innovative solutions.

"Transplace delivers the optimal blend of managed transportation services, flexible TMS technology, deep vertical market expertise, and business improvement solutions to achieve profitable and predictable results," says Frank McGuigan, chief executive officer.

"By combining advanced technology innovation with market intelligence and our \$9 billion transportation network, Transplace is able to consistently drive service and cost improvements for shippers."

"Transplace has been a partner with a superior track record of on-time and on-budget delivery across our entire North American network," says Chris Kozak, associate director of contract carriers at Tyson Foods. "Over the years, as we've expanded and developed new consumer-appealing food products, Transplace has adapted its transportation management technologies to support us in staying at the forefront of our industry."

CLIENT ROSTER:

- Nestle Waters
- BASF
- Colgate-Palmolive
- Dana
- Del Monte Foods
- Huhtamaki
- Intertape Polymer Group
- Reckitt Benckiser
- Tosca
- US Gypsum



Frank McGuigan,
Chief Executive Officer

Transplace understands the importance of supply chain consistency and visibility and strives to help clients achieve these goals.

"We continue to integrate machine learning, predictive analytics, and real-time visibility capabilities into our services and solutions to deliver greater supply chain optimization, visibility, and predictability," says McGuigan.

"Transplace continues to focus on providing innovative logistics solutions that deliver the velocity, visibility, predictability, and control shippers need," he adds.

**THANK
YOU**
TO ALL WHO VOTED

Who votes for the Top 10 3PL Excellence Award winners? The *Inbound Logistics* audience does! Here's a sampling of voters' companies—from leading corporations to SMBs. More than 14,000 votes were cast for 2020, sharing praise for the 3PLs that support your supply chain, logistics, and transportation operations and keep your company globally competitive.

Abbott Labs
Abbott Nutrition
Abercrombie & Fitch
Ace Hardware
Acme-Hardesty
Acura
Adirondack Direct
AERO Industrial
Aerospace Global
Aflac
AGC Chemicals Americas
Agri-Neo
Allstate
Alphabet
ALPS Brands
Amazon
Amcraft Manufacturing
American Beverage
American Foam Rubber
American Tool & Die
Amerx Healthcare
Amtrak
Anchor Products
Ashley Furniture
AT&T
Atlanta Brewing Company
Auntie Anne's
AutoZone
Avalon Flooring
Avery Dennison
Avon
Bacardi USA
BAE Systems
Bally Sunglass & Optical
BASF
Bassett Furniture
Bates Industries
Bayer
Bed Bath & Beyond
Belk Hudson
Benjamin Moore
Berkshire Hathaway
Best Buy
Best Food Service
Big Dutchman USA
Big Lots
Billabong
Birchbox
Bissell Homecare
Blue Apron
BMW
Boeing
Bombardier
Borden Inc.
BorgWarner
Bosch Thermotechnology
Boston Scientific
Bountiful Harvest
Boyd Metals
BP
Bradford White
Bridgestone Americas
Bristol-Myers Squibb
Browning
Brugola USA
Brunswick/Life Fitness
Buckskin Mining
Buehler Foods
Bugle Boy
Builders Square
Buildmaster Tools
Bumble Bee Foods
Bunker Automation
Burberry
Burger Chef
Campbell Soups
Cardinal Health
Cardinal Stores
Cargill
Carnival Cruise Lines
Carvel
Cascade School Supplies
Catholic Charities
Celestica
Cerrado Coffees USA
Champion Bolt & Supply
Channel Home Centers
Chefs' Warehouse
Chevron
Chicago Cubs
Chi-Chi's Restaurants
Chick-fil-A
Chicken of the Sea
Childs Restaurants
Cholula Food
Cinnabon
Cisco Systems
CITCO
citi
CleanBrands
Clorox Company
Coca-Cola
Coconut's Restaurants
Coleman
Colgate Palmolive
Colordyne Technologies
Colortech
Comcast
ConAgra Foods
Conair
ConocoPhillips
Constellation Brands
Continental Paper & Plastics
Cost Plus World Market
Costco
Cott Beverages
Culligan
Cummins
Curtiss-Wright
CVS Health
Dave & Buster's
Davidson Foods
Dean Foods
Deep Eddy Vodka
Del Monte Foods
Delco Elevator
Dell
Detroit Chassis
Detroit Stoker
Diageo
Diamond Pet Foods
Diamond Produce
Dicks Sporting Goods
Dippin' Dots
Disney
Dixie Pulp & Paper
Dole
Dollar General
Dominos
Doubletree
Dove
Dow Chemical
Dr Pepper Snapple Group
Duane Reade
Dunkin'
Electrolux
Elizabeth Arden
Embassy Suites
Exide Technologies
ExxonMobil
Family Dollar
Federated Group
Ferrara Candy Company
Fiat Chrysler
Firehouse Subs
Firestone Tire and Rubber
Fisher Research Labs
Flagg Bros Shoes
Flagship Food Group
Flagship Tire & Wheel
Florida Power & Light
Florida Silica
Foam Concepts
Food Barn
Food Fair
Food Mart
Ford Motor Company
Fossil
Four Seasons Resorts
Freeport-McMoran

Fresh Market
 Fresh Start
 Frick's Quality Meats
 Frito-Lay
 Fujifilm
 Garmin
 GE Appliances
 GEICO
 General Electric
 General Mills
 General Motors
 Georgia-Pacific
 Giant
 GlaxoSmithKline
 Glazer's
 Glicks Furniture
 Goodyear Tire & Rubber
 Google
 Gould Paper
 Graham Chemical
 Great Lakes Tool Specialties
 Great Northern
 Great Western
 Greenbriar
 GTI Chemical Solutions
 Gymboree
 Habitat for Humanity
 Hachette Book Group
 Halliburton
 Hampton Farms
 Handy Andy
 Hanesbrands
 Harbor Freight Tools
 Hardee's
 Harley-Davidson
 Harvest Foods
 Hasbro
 Heinz Kraft
 Herbalife International
 Heritage Ammunition
 Herr Foods
 Hershey Company
 Hess Corporation
 Hewlett Packard Enterprise
 Hidden Valley Industries
 Hill's Pet Nutrition
 Hills Brothers
 Hobby Lobby
 Hobie Cat
 Home Depot
 Honda
 Honeywell
 Huffy Corporation
 Hughes Markets
 Hugs Pet Products
 Husky Corporation
 Hussey Seating
 Hutchinson Sealing Systems
 IBM
 Ideal Products
 IKEA
 Illinois Tool Works
 Imperial Foods
 Industrial Supply
 Ingersoll Rand
 Inland Standard Equipment
 Innovative Concrete Technology
 Insect Shield
 Insulfoam
 Insulsafe Textiles
 Intel
 InterContinental Hotel Group
 Interline Brands
 International Aerospace
 International Flavors
 International Paper
 Interstate Batteries
 Intertech Commercial Flooring
 Invalsa Coffee
 Ipsy
 Irvin Automotive
 Jersey Mike's
 Jet's Pizza
 Jewel Mart
 Jewell Hardwoods

Jimmy John's
 John Deere
 Johns Manville
 Johnson & Johnson
 Johnson Controls
 Johnsonville Sausage
 Kaiser Aluminum
 Kandy Kiss of California
 Kangaroo Manufacturing
 Kellogg's
 Kerry Ingredients & Flavours
 Kessel Food Market
 Keurig
 Keystone Cement Company
 K-Flex USA
 Kikkoman Foods
 Kimberly-Clark
 King Coffee/Five O'Clock Brands
 Kinney Shoes
 Kleenex
 Klockner Metals
 Koch Companies
 Kohl's
 Kohler
 Kona Ice
 Kool Pak
 Kragen Auto Parts
 Kramer Industries
 Kroger
 Krystal
 L Brands
 L.B. Foster Company
 L.L. Bean
 L'Oreal
 Lancaster Foods
 Land O'Lakes
 Larson Manufacturing
 Laura Ashley
 LCH Products
 Leapfrog
 Lenova
 Lexmark
 Libbey Glass
 Liberty Fastener
 LifeAID Beverage Co.
 Lift Products
 Lincoln Electric
 Lindsay Manufacturing
 Lockton Companies
 Logan Aluminum
 Logo Brands
 Lonerider Brewing
 Louisiana Sugar Refining
 Lowe's
 LP Building Products
 Lubrizol
 Lucky Brand Jeans
 M. Holland Company
 MAAX Bath
 Mac Tools
 Mack Trucks
 Macy's
 Mad-Croc
 Magid Glove & Safety
 Magnolia Metals
 Mallkrodt
 Manchester Tool & Die
 Mancor Carolina
 Manitowoc Foodservice
 Marc Jacobs
 Mars Wrigley
 Marshalls
 Martex Fiber Southern
 Marvell Foods
 Mary Kay
 Massimo Zanetti Beverage
 Masterfit Enterprises
 Matco Tools
 Maxx Auto Glass
 McCain Foods
 McCormick & Co
 McDonald's
 McLain Foods
 Mead Johnson
 Medcare Products

Medline
 Medtronic
 Menard's
 Menasha
 Mercedes-Benz
 Merck
 Mercy Medical Center
 Meritor
 Mervyn's
 Michaels Stores
 Michelin
 Michigan Packaging
 Microsoft
 Miele
 MillerCoors
 Mizuno USA
 Modern Plastics
 Modern Polymers
 Modular Interior Technologies
 Monsanto
 Monster Energy Drink
 Motorola
 Mullin Rubber Products
 Murray's Discount Auto Stores
 National Chemicals
 National Choice
 Natural Wellness
 Nature's Bakery
 Navistar
 NCH
 NCR Corporation
 Neiman Marcus
 Nestle
 New Era Cap
 Newegg
 Newell Brands
 Niagara Bottling
 Nice-Pak Products
 Niche Foods
 Nickerson Farms
 NIFCO America
 Nike
 Nissan
 North America Beer Supplies
 Northern Lights
 Northern Roof Tiles
 Northern States Metals
 Northrop Grumman
 Novellis
 Oatey SCS
 Occidental Chemical
 Ocean Spray
 Office Depot
 Olin-Winchester Ammunition
 Orkin Pest Control
 Overstock
 Owens Corning
 PACA Foods
 Paccar
 Pacific Builders
 Pacific Foods
 Pacific Gas & Electric
 Papa John's
 Pay 'N Pak
 Payless Cashways
 Penguin Random House
 Pepperidge Farm
 PepsiCo
 Petco
 Pfizer
 Philip Morris
 Phillips Lighting
 Phillips 66
 PODS
 Polar Pak
 Poo Pourri
 PopChips
 Portland Paper Products
 PPG Industries
 Premier Foam
 Premium Pet Health
 Pretium Packaging
 Procter & Gamble
 Propel Fitness Drinks
 Quintel USA

R.J. Reynolds
 Raymond & Flanigan
 Raytheon
 Red Bull
 Regal Wine Imports
 Reliable Tape Products
 Rembrandt Foods
 Remington
 Robert Bosch
 Robinson Fresh Food
 Rust-Oleum Corporation
 Safepak
 Sam's Club
 Samsung
 Schlumberger
 Schneider Electric
 Schnucks
 Schuster Electronics
 Schuyler Rubber Company
 Scotts Miracle-Gro
 Seneca Foods
 Shell Oil
 Sherwin Williams
 Signature Brands
 Smith & Wesson
 Smithfield Specialty Foods
 Snap-on Tools
 Snyder's-Lance
 Solvay America
 Sonoco
 Sonos
 Southern Glazer's
 Starbucks
 StarKist
 Subway
 Summerfield Foods
 Sun Polymers
 Sunkist Growers
 Sunny Delight
 Sysco
 Taco Bell
 Tailored Brands
 Target
 Teradyne
 Tesla
 The Clorox Company
 The Pinnacle Companies
 The Vitamin Shoppe
 ThermoFisher Scientific
 Thomasville
 Timberwolf Products
 Time Inc.
 Toshiba International
 Toyota
 True Value
 U.S. Steel
 Under Armour
 Unilever
 United Technologies
 United Wine and Spirits
 UnitedHealth Group
 U.S. Army Material Command
 U.S. Navy
 Valero
 Ventura Foods
 Verizon
 Verizon Communications
 Volkswagen Group
 Wakefern
 Walgreens
 Walmart
 Walmart Optics
 Washington Mills Ceramics
 Wayfair
 WD-40
 Westlake Chemical
 Weyerhaeuser
 Whirlpool
 Williams-Sonoma
 Wingstop Restaurants
 Wise Foods
 Xerox
 Yamaha Motors
 YETI Coolers
 Zep Inc.

3PL



Coming *to the* Rescue

When supply chain and logistics trouble brews, companies summon third-party logistics providers for their expertise, technology, and dedication to customer service.

By Karen Kroll

Communication, honesty and transparency, and a willingness to compromise are keys to most strong partnerships, including those between supply chain teams and their third-party logistics (3PL) providers. Communication and honesty, for instance, help establish trust, says Robert Voltmann, president and CEO of the Transportation Intermediaries Association (TIA), an industry group. In turn, trust fosters collaboration and the ability to work as a team.

An openness to change is similarly critical, say Geoff Milsom, vice president of transportation consulting with enVista, a software solutions firm based in Indianapolis, Indiana. At times, both sides want to hold onto existing processes, even when they're less than optimal. "Both need to make concessions to get to better answers," he says.

Most 3PL-shipper partnerships encompass several features not relevant in personal relationships. One is an appropriate incentive structure, Milsom says. Often, a pricing structure that works well in the first year of an engagement becomes less effective over time.

That's because many new contracts are calculated based on the savings the 3PL will generate. This tends to work well early on, as it requires little upfront investment by the shipper, while the 3PL typically can find substantial savings. Over time, however, a 3PL's efficiency increases, leaving less waste to cut. Shippers question

“This business will always throw you a curveball. The more chaotic it gets, the bigger the opportunity for 3PLs to be a lifeline and partner for their clients.”

—Merlin Dow, sales manager, Gebrüder Weiss

whether they’re still benefiting from continuous improvement. The 3PL points to the risk they took early on, as well as the improvements they’ve made. “It leads to a breakdown in the relationship,” Milsom says.

Instead, Milsom advocates structuring the contract to keep the cost savings incentive in the first year or so, and then moving to a model that factors in the cost to do business, along with some level of profit. At the same time, both parties need to continue to focus on improvement.

To make this happen, many 3PLs invest in technology, people, and processes that enable them to efficiently and securely move shippers’ goods. As important, shippers can access these investments on a variable, rather than a fixed cost basis.

YOU CAN BANK ON IT

Many 3PLs also provide a banking function, Voltmann says. TIA data shows most members pay carriers within one month, and some within one or two days. That’s quicker than some shippers, particularly since the pandemic. More than 25% of respondents to a recent Gartner survey indicate they will delay payments by at least 30 days as they struggle to navigate the tightened economy (see chart, page 116).

Along with technology and banking services, the lengths to which many 3PLs will go to keep their clients’ shipments on track are also key. That’s the case with the decade-long partnership

between Gebrüder Weiss (GW), a 3PL with expertise in the automotive sector, and Tianhai Electric North America (TENA), a manufacturer and supplier of automotive wiring harnesses.

GW manages TENA’s air and ocean transportation, as well as warehousing, fulfillment, and distribution in Europe.

When one of Tianhai’s ocean shipments was delayed due to weather, all but ensuring it would miss the weekly rail connection from Seattle to Detroit, “nothing short of a miracle would avoid a production plant shutdown of Tianhai’s customer,” recalls Merlin Dow, sales manager with GW.

GW set to work on that miracle. Dow, based in Chicago at the time, flew to Seattle and oversaw the unloading of the ocean container carrying the parts. He separated enough pallets and cartons to keep the production lines running for several days. These were loaded onto a small plane GW had chartered.

Once the plane was airborne toward Detroit, two drivers began a 2,300-mile road trip to the Motor City, transporting the pallets that remained in the truck. Because they could spell each other, the drivers made the trip in one straight shot. Both plane and truck—and the parts they were carrying—made it to Michigan in time to avoid a shutdown.

“Gebrüder Weiss went above and beyond and personally flew to Seattle to get the parts across the U.S. border and on a charter plane in time to avoid shutting the lines down,” says Tim Howick, executive director of supply chain management with Tianhai.

“This business will always throw you a curveball,” Dow says. “The more chaotic it gets, the bigger the opportunity for 3PLs to be a lifeline and partner for their clients.” He credits planning, constant communication, mission alignment, and trust to helping GW meet this challenge.

The two companies also work together in Europe. Tianhai faced increased transportation costs, in part because its distribution center was located in Italy, at a distance from customers and without easy access to ocean and air freight.

GW helped move the distribution center to Germany, closer to Tianhai’s customer base and ocean shipments. Airfreight lead times and costs also dropped due to the greater availability of commercial airports in Germany.

BUILDING ON TRUST

Do it Best, a U.S.-based, member-owned comprehensive hardware, lumber, and building materials cooperative, and Miami, Florida-based Ryder System have worked together since the early 1980s. “Our long relationship has proven to be reliable, trustworthy, and a great collaboration,” says Tim Miller, vice president of logistics with Do it Best.

From eight distribution centers in the United States, Do it Best serves about 4,000 domestic brick-and-mortar retailers, as well as retailers in 50 other

Ruan provides third-party logistics services including mode selection, value-added warehousing, network optimization, and certified brokerage services.





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countries, and e-commerce sellers. Each store receives inventory shipments at least once weekly.

Ryder employees, typically including a dispatcher and site manager, are on-site at Do it Best's warehouses and distribution centers.

Do it Best also receives support from Ryder's strategic planning efforts. At quarterly business review meetings, the two companies go over strategic initiatives and key performance indicators (KPIs).

"Our on-time performance leads the industry at about 93%," Miller says, adding that Do it Best doesn't cut itself any slack for mechanical failures or inclement weather.

SHARING IS CARING

Do it Best was one of the first companies to agree to test RyderShare, a new, collaborative logistics platform. Miller notes that he sometimes prefers to be a fast follower, rather than a first adopter, when it comes to technology innovations. He went ahead based on his trust in the relationship with Ryder, as well as Ryder's vision for this tool.

RyderShare facilitates collaboration between all parties involved in moving goods through supply chains, including shippers, receivers, carriers, and service providers. Historically, addressing a problem meant starting a chain of emails and phone calls that takes hours or days, says Steve Sensing, Ryder's president



RyderShare is the first program of its kind to integrate silos of information and enable collaboration across the supply chain in real time.

of global supply chain solutions. By helping to identify and resolve challenges in minutes, RyderShare can boost productivity and enhance decision-making.

In the run-up to the test of the system, the Ryder team, including management and developers, spent considerable time at Do it Best's offices. "We sat side by side so they could learn our jobs and pain points," Miller says.

Do it Best launched RyderShare about one year ago. Its benefits became particularly clear during the pandemic. Sales at Do it Best rose by about one-third and have remained higher than normal.

The number of drivers, tractors, and trailers needed to move products also rose. Maintaining Do it Best's on-time delivery levels would have been impossible without the instant visibility to hundreds of routes provided by RyderShare, Miller says.

Ryder's help accessing additional trailers, tractors, and drivers—in some cases, in the wee hours of the morning—also was critical. Ryder was able to shift some drivers from retailers that had closed because of the pandemic. "They were able to find hundreds of surge drivers for several months," Miller says.

The ability to maintain consistent deliveries, aided by RyderShare, has helped Do it Best sustain its market share gains.

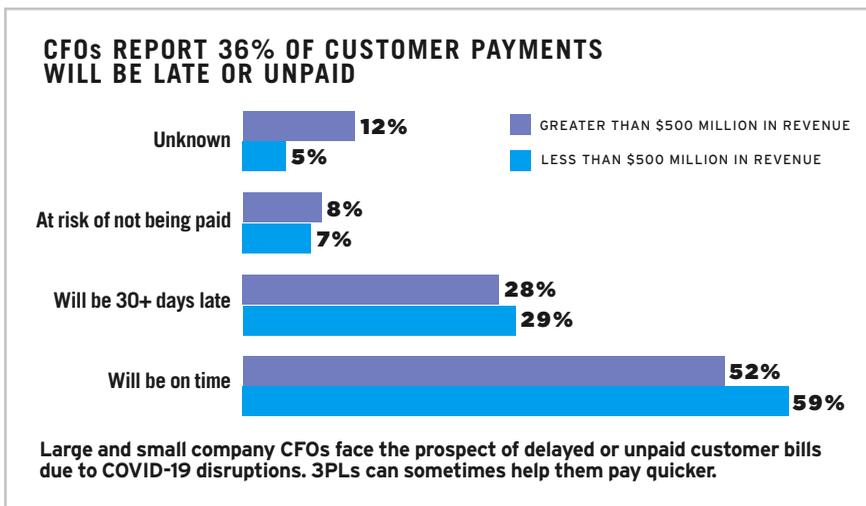
FOCUSING ON STRATEGIC PARTNERSHIPS

As the contracts to manage two finished-goods Panasonic North America warehouses were coming up for renewal, management was also discussing a shift to a more strategic approach with its 3PL partners, says Joe Haurly, vice president of global logistics with the Newark, New Jersey division of Panasonic Corporation.

"This would let us align the relationship with our priorities and goals, such as Lean deployment, using data to drive decisions and leveraging KPIs to track improvement," he says.

In spring 2019, Sunland Logistics Solutions, based in Simpsonville, South Carolina, was awarded the RFP to manage the warehouses. A key reason was Sunland's "open-mindedness and willingness to understand and respond to the voice of the customer," Haurly says.

From the start, the two companies have employed a collaborative approach to addressing challenges. One was the tight time frame in which Sunland would have to assume operation of the warehouses—just five months, and that included moving the warehouse



SOURCE: GARTNER, APRIL 2020



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Many companies rely on a strategic relationship with their third-party logistics provider to help make them better.

operations from Aurora, Illinois, to a new location.

Robust engagement with key stakeholders from both parties was critical. This included employees not just from logistics, but also from customer service, order fulfillment, and procurement. “All were available to talk through potential challenges,” says Elijah Ray, chief customer officer with Sunland.

Detailed planning was similarly key. “Using tools like block diagrams and process flows, we planned down to the SKU and inventory quantities to be transferred to the new location,” Ray says.

The hard work paid off. The handoffs occurred with minimal impact to Panasonic’s supply chain or customers.

Once the new team was in place, the real successes in warehouse operation have come from deploying Lean tools to address challenges and continually improve operations. To start, Panasonic

and Sunland jointly host several Kaizen events (Kaizen is a philosophy of continuous improvement).

For several days, employees from both Panasonic and Sunland focus on an area, starting by crafting a problem statement that all parties agree captures the challenge. From this, they work to identify the root cause.

A next step is “Go to the Gemba,” or observe the process under review to understand it in action. Operational problems are best solved when the team goes to the floor to see what the real issues are, Ray says.

These ongoing efforts are helping to drive sustained improvement in warehouse operations. “You can’t allow operations to become stagnant,” Haury says. “Incremental small changes are a fundamental principle of Lean.”

As Sunland continues to focus on continuous improvement, they challenge both themselves and Panasonic. “They’ve been highly engaged, from leaders to analysts,” Haury says. “With a key strategic relationship, we can rely on them to make us better.”

LIQUOR MOVES QUICKER

Between 2014 and 2019, the number of Iowa retail outlets that receive and sell hard liquor has grown from about 1,200 locations to 1,700. In 2018, the Iowa Alcoholic Beverages Division (IABD) decided to establish a partnership with a 3PL. “The growth in the number of

outlets we had to service was so big, we couldn’t do it with our existing framework,” says Stephen Larson, IABD administrator.

Ruan Transportation Management Systems earned the business in April 2019. The Des Moines, Iowa-based firm handles all functions from receiving to delivery, including inventory management, picking, and staging.

The partnership is “like a well-oiled machine,” Larson says. He credits preparation, including carefully outlining goals and expectations during the RFP process, as well as Ruan’s fulfillment experience. “They were able to integrate operations and hit the ground running,” Larson says. In fact, turnaround time improved, with most orders delivered within 36 hours.

THE MORE THE MERRIER

The relationships where Ruan provides more than one service tend to be the strongest, says Marty Wadle, the 3PL’s senior vice president of commercial solutions. The reason? Ruan becomes better ingrained in the shipper’s supply chain, gaining an in-depth understanding of it, and enhancing its ability to make improvements.

Between Ruan and IABD, a joint “system of accountability and communication” ensures service and safety remain high, Larson says. That includes regularly monitoring and measuring on-time deliveries, breakage, and mispicks. In all areas, IABD is trending above industry standards.

As important, the partnership has allowed IABD to maintain service levels, even as the number of locations has jumped. Had IABD continued on its own, it likely would have had to take steps that would have cut into service, such as raising minimum order quantities or delivering less frequently.

The efficiencies and value 3PLs can offer their clients are helping to drive growth in the industry at a rate that tops GDP growth by several times, the TIA says. “3PLs are incented to move shippers’ goods in the most efficient way possible,” Voltmann says. ■

Sunland Logistics Solutions expanded its network to the Savannah, Georgia, market after being selected to manage a fulfillment center for Panasonic Corporation of North America.





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Thomas Griffin

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

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

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

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

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

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

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

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

and offer full visibility of your order throughout the process?

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

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

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Setting Up a Successful RFP

Managing a Request for Proposal (RFP) process can be daunting. Prequalify respondents, then keep things focused for the best results.

Q: *How do I extend invitations to the most qualified providers?*

A: The most qualified providers will reveal themselves through a Request for Information (RFI) process or reference. Preceding the Request for Proposal with an RFI allows you to gather information on providers and screen out the less qualified applicants.

References from peer or partner companies are also a great source for qualification. While this can seem to seed competition, good experiences at one firm can translate to growth, partnerships, and prosperity for the whole industry.

Q: *How do you clearly define the scope of the RFP? Is there a benefit to being restrictive or instead allowing alternative responses?*

A: A well-defined scope is critical to a successful RFP event. The scope needs to be clearly laid out early in the RFP document and should include a company's background, the purpose of the RFP, specific service parameters, and your quantified goals.

Unclear scope can lead to inaccurate responses that require you to issue a clarification document or potentially causes you to select a provider that lacks expertise or one that leads to an unexpected increase in cost.

Q: *What question structure reveals the best answers?*

A: The most important section of a great RFP is the open response section. A strong RFP always includes primary response items such as price, operational plan, and references; however, it is the open response area that allows the respondents to positively differentiate themselves.

A section for a cover letter or supplemental material is the ideal place for this and offers respondents a chance to convey their culture, history, business approach, and innovative ideas.

Q: *What is the best way to evaluate the responses?*

A: The RFP host should expect responses that are as accurate as possible, but accuracy does not always equal importance.

There are two methods of determining how to ultimately make your provider selection. Using a rubric with values assigned to responses is the formal method. A more informal approach can be taken where the host weighs the submissions and makes a decision based on thoroughness of response, creativity, and overall impression of the respondent's solution.

Either way, the categories considered should be an accumulation of metrics that are carefully vetted to provide the RFP host the most value. Most often the best value isn't in price alone, but is a compilation of capabilities, price, innovation/continuous improvement ideas, proof of savings, adherence to metrics, and quality of work.



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THOUGHT LEADERS

Supporting Shippers' COVID-19 Adjustments



George Kontoravdis, Ph.D.

President
Fortigo
info@fortigo.com
fortigo.com

Q: *How has your company pivoted or adjusted your feature set in response to changing customer needs resulting from the pandemic?*

A: Airlines in the United States and abroad were forced to quickly respond to diminished demand in all aspects of the business as the COVID-19 pandemic hit. With passengers grounded, airlines saw the opportunity to assist in the COVID-19 response by opening cargo-exclusive routes, requiring new and modified supply chain channels. Time-sensitive changes were needed to support the critical movement of supplies.

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Fortigo's streamlined, all-in-one Software-as-a-Service (SaaS) delivery model allowed airline customers to rework and reoptimize all of their supported supply chain channels overnight and make necessary changes on an hourly basis.

Fortigo's easy-to-use, one-stop TMS benefits all parties in an organization and empowers front-line employees to successfully continue daily operations within the new supply chain directives. The system enables companies to ship everything from a letter, box, pallet, or container. The capability is particularly important to COVID-19 companies who had to ship to lanes, using modes that they may not have used otherwise.

The COVID-19 crisis has highlighted the importance of speed and flexibility. Fortunately, both of these values are at the core of Fortigo's SaaS implementation and delivery system. A cloud-based

solution beats legacy deployment methods, with deployment time measured in weeks rather than months or years. Cost is predictable, with a monthly subscription versus millions in capital expenses.

With the SaaS delivery model, the vendor manages the hardware, infrastructure, software, tools, and personnel. Upgrades are seamless, and there is no need to schedule deployment windows to support upgrades, fixes, and patches. There is no concern with who on your team will work with the added servers, databases, tools, and network connections, and if they have the right skills for the task.

Integration with existing systems is essential and Fortigo has proven experience in quickly integrating with leading ERP and WMS systems. This requires an open system architecture that supports multiple data formats, including XML, EDI, and Web Services, something not all vendors support.

Consider these features when evaluating a TMS solution:

- Open architecture to enable accelerated data mapping
- Support multiple integration options including XML, EDI, and Web Services
- Proven record integration with commercially available ERP or WMS
- Growing integrated carrier network
- Real-time reporting
- Cloud computing capabilities
- Security, redundancy, reliability, scalability
- Support for all pertinent modes of transportation

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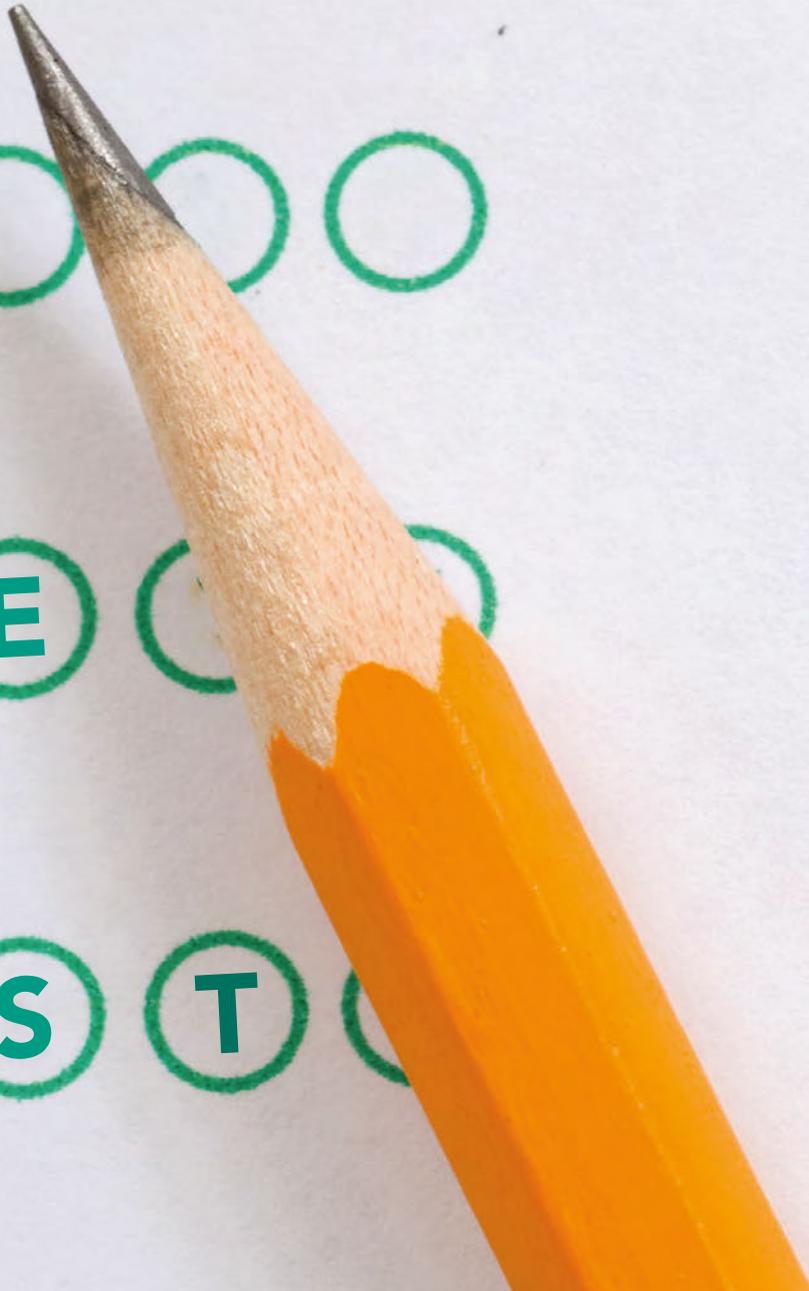
T M S O O

P U T O O

T O O O O

T H E O O

T E S T O



By providing visibility to items in transit, working to optimize transportation networks, and streamlining processes, transportation management systems (TMS) check off all the boxes.

BY KAREN KROLL

Altana Group, a developer of specialty chemical products, uses two transportation management systems (TMS). Both are helping during the COVID-19 pandemic in different ways.

One TMS for domestic shipments primarily helps Altana Group track costs by providing data on lanes, volumes, and shipments, among other information. This data has helped Altana secure lower rates when volumes dropped.

Altana uses the second international TMS mostly for route management. So, when the Port of Houston shut down for several days during the pandemic, Altana's TMS showed how lead times changed. Armed with this information, Bill Duty, global head of supply chain, decided to avoid Houston and reroute some outbound ocean shipments through Savannah, Georgia.

This shift cut travel time and was less expensive than shifting to air freight. "I could see where the delays were happening in real time and adjust," Duty says.

The economic upheaval created by the COVID-19 pandemic is significant. By providing visibility to items in transit, working to optimize transportation networks, and streamlining processes, TMS can help supply chain organizations make more insightful decisions and mitigate some challenges caused by shutdowns and other disruptions.

TMS, EXPLAINED

While multiple definitions of TMS exist, most experts point to several fundamental capabilities. "At its most basic, a TMS facilitates the movement of goods across all modes and geographies," says Joe Juliano, president and

chief executive officer with MercuryGate International, a provider of TMS solutions.

Because transportation operations have multiple moving parts, they leave plenty of room for human error, notes Mark McArthur, managing director with Alpega North America, a TMS provider. By automating routine processes and functions, a TMS reduces the risk of mistakes and frees up resources to focus on exceptions. Some TMS solutions can apply data analytics to uncover opportunities for cost savings and operational efficiency.

During the past five to 10 years, many TMS solutions have shifted from on-premise to cloud-based systems. Not only does this allow for less expensive, faster installs, but it means a TMS is increasingly able to connect supply chain partners—including shippers, carriers, and others—and provide a common data set that allows all to collaborate in real time. When all parties work off the same, updated data, they can make more informed decisions.

Along with connecting supply chain partners, a TMS often links multiple information systems, including accounting, enterprise resource planning, telematic, and warehouse management systems. This enables the TMS to provide a comprehensive view of the transportation network, from the dispatcher through to last-mile delivery. With this visibility, shippers can allocate the proper resources to managing the shipments and handling exceptions.

As Duty's experience shows, many TMS solutions have proven their worth during the pandemic. While these systems have long been used to manage routine disruptions, such as weather delays, they're stepping up to help supply chain professionals navigate the ongoing global upheaval.

“The challenges have been numerous and complicated,” says Juliano. Stores and airlines shut down, passenger planes had to quickly convert to cargo planes, and ports closed. Some truck drivers were leery of driving into COVID-19 hot spots. A TMS could help companies find alternate transportation modes.

When one large retailer had to shut its physical stores, management converted those locations to fulfillment centers, from which it could ship e-commerce orders, Juliano says. The company used its TMS to communicate with carriers, as well as its own employees working from home, to ensure orders would be filled and shipped.

“COVID-19 exposed weaknesses in supply chains,” says Carl Fowler, chief commercial officer with Transportation Insight, a third-party logistics (3PL) provider. A TMS can help supply chain organizations address those weaknesses by enabling them to execute a design failure mode and effect analysis (DFMEA). This refers to a methodical series of steps taken to identify potential system or process failures.

For instance, an organization could leverage a TMS to address the question: What happens if my supplier in Germany shuts down? A TMS may be able to provide notification of disruption or delays, thus triggering the shift to a pre-built contingency scenario—say, to other suppliers that meet established criteria.

Some businesses, such as food and paper products companies, have had to

“A TMS connects the outside world to the inside world.”

– Dan Clark, founder and president, Kuebix

manage massive fluctuations in shipping volumes. TMS solutions allowed these companies to be more dynamic, says J.P. Wiggins, co-founder and vice president of logistics at 3Gtms, a TMS supplier.

Aside from the operational benefits of electronically managing the execution of product deliveries, a TMS could assist companies in finding additional carriers when needed, and optimizing the selection of existing suppliers, to keep costs as low as possible while still delivering the needed freight.

WHAT'S UP DOCK?

A TMS integrated with a dock appointment scheduling tool can be used to schedule pickup and delivery appointments, providing real-time visibility and predictability across logistics operations, McArthur says.

For example, such a system could let you restrict certain products to specified loading or unloading zones—say, assigning refrigerated packaged goods to temperature-controlled docks. Using this logic to build dynamic, intelligent schedules can alleviate dock congestion and carrier wait times.

When selecting a TMS, several features are key to obtain the benefits. Security, especially as a TMS connects

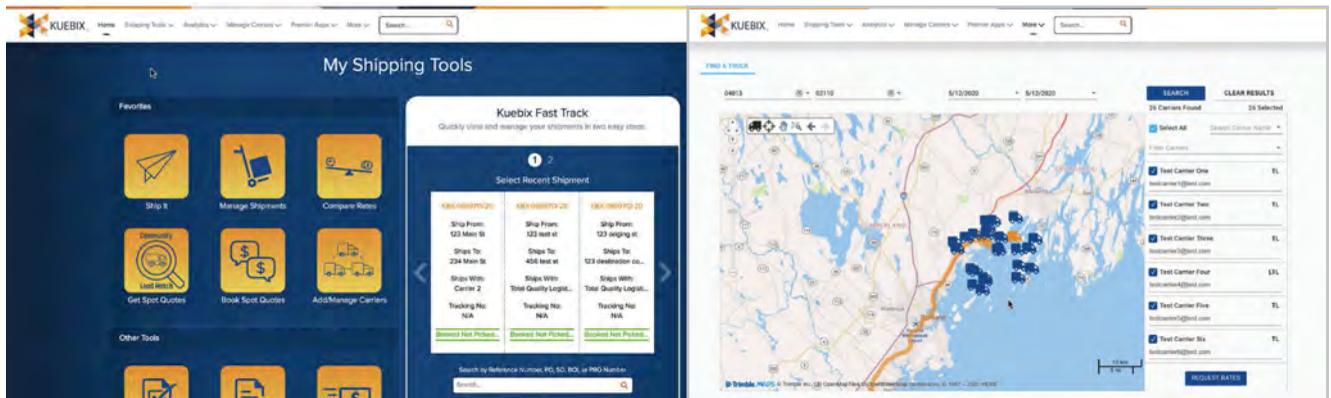
to an increasing number of systems and entities, is a must.

Accessibility is similarly critical. During a pandemic or other disruption, users need to be able to retrieve the information contained within the TMS, says Dan Clark, founder and president of Kuebix, a TMS provider. Access to this data lets them make decisions on the fly—for instance, re-routing shipments to avoid COVID-19 hot spots.

Similarly, an effective TMS today needs to be able to connect to other systems, such as a warehouse management system or yard management system, to offer the end-to-end visibility that provides one version of the truth and enhances decision-making.

“A TMS connects the outside world to the inside world,” Clark says. Microservice architecture can facilitate these connections as it helps systems written in different languages link together.

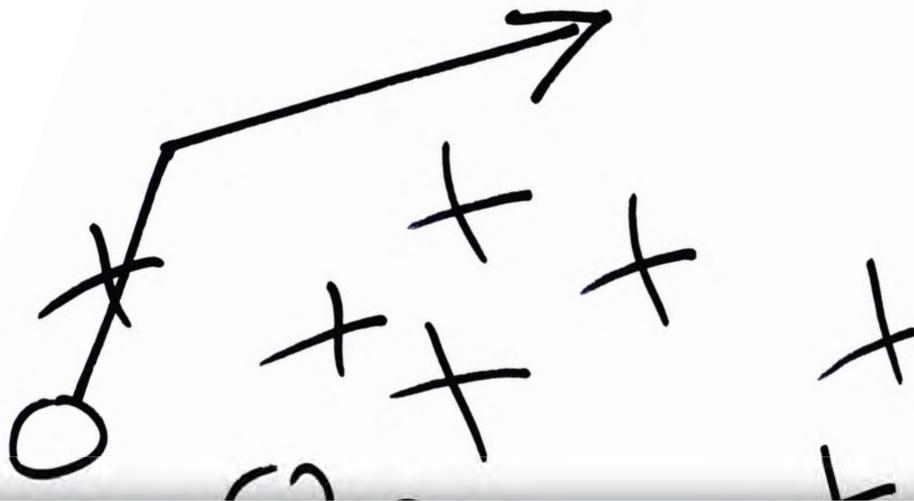
Modeling, or the ability to run “what-if” scenarios, is a relatively new capability that many users expect their TMS to assist with, and is critical during disruptions such as a pandemic, says Gregg Lanyard, director of product management with Manhattan Associates, a technology provider. The TMS should be able to provide options and show the



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impact to the bottom line if, for instance, a shipper has to quickly shift suppliers.

Shippers should also look for optimization capabilities, such as complex algorithms that can consolidate orders to create fewer shipments, and then identify the most efficient routes.

ACHIEVING LONG-TERM SUCCESS

After identifying the best TMS for your supply chain, several implementation and operational steps can boost the likelihood of its long-term success. The organization needs to understand why they need it, plan for its integration, understand how it will be used, and manage the deployment. Generally, a firm can choose from several deployment options.

Plug and play—as you might guess—generally means you get what you get. A consultant can help with the implementation, although that can get expensive.

Another option is staffing up internally, although it can be hard to secure the specific skill sets needed. A firm can also turn to a 3PL provider that is able to bring a configured TMS and the experience to run it.

Wiggins recommends starting with a small, well-defined project, such as a specific geographical area or operating unit. “Identify and solve gaps, capture a win, and then build on the momentum across your organization,” he says.

As with any technology implementation, adept change management is critical. At times, it’s also challenging. Shippers that currently lack TMS solutions may have delegated transportation decisions to employees at the local level, who often form longstanding relationships with service providers.

A TMS, by imposing discipline in choosing service providers, can threaten those relationships. Employees may balk at changing. “Senior management’s support and understanding of the business case for the transition is a must,” McArthur says.

To streamline the implementation and perhaps to avoid backlash from



Cloud-Based TMS Solutions: Big Benefits to Small Shippers

Are transportation management solutions the sole province of the largest shippers? Increasingly, the answer is no. The shift to cloud-based delivery systems reduces the need for shippers to invest in expensive hardware and software.

“Companies of any size can benefit from a TMS platform,” says Joe Juliano, president and chief executive officer with MercuryGate. Smaller companies are more likely to deploy systems out of the box, while larger shippers are more likely to customize them, he adds.

Smaller companies can appear larger and more sophisticated by leveraging a TMS, says Kevin Pasternack, vice president of sales with HighJump. For instance, a small company may be able to leverage its TMS to provide customers with automated shipment status updates, similar to the notices many larger firms offer.

users who prefer not to change, it can be tempting to install the system in a way that essentially mimics current operations. That can mean ignoring opportunities to improve. “Don’t just mimic the ‘as is,’” Lanyard says. Instead, the goal should be to build it better.

CONTINUING ADVANCES

The improvements seen in TMS capabilities during the past five to 10 years will likely continue, driven in part by the continued acceleration of delivery times, which will require even more interconnected logistics ecosystems. A TMS can help companies manage this shift. For instance, they may connect to sales data to identify popular SKUs and then

position these products so they can meet tighter delivery deadlines.

The lines between TMS and other supply chain solutions, such as warehouse and yard management systems, will blur. “Consequently, we will see a lot more merger and acquisition activity,” McArthur adds.

While it’s impossible to predict how or when the COVID-19 pandemic will dissipate, it’s likely that it won’t be the last challenge confronting supply chain organizations. Meeting future challenges will require the right combination of technology and strategy.

The goal is “to achieve a more resilient supply chain, and one that allows you flexibility to proactively respond, and not just react, when the next disruption occurs,” McArthur says. ■

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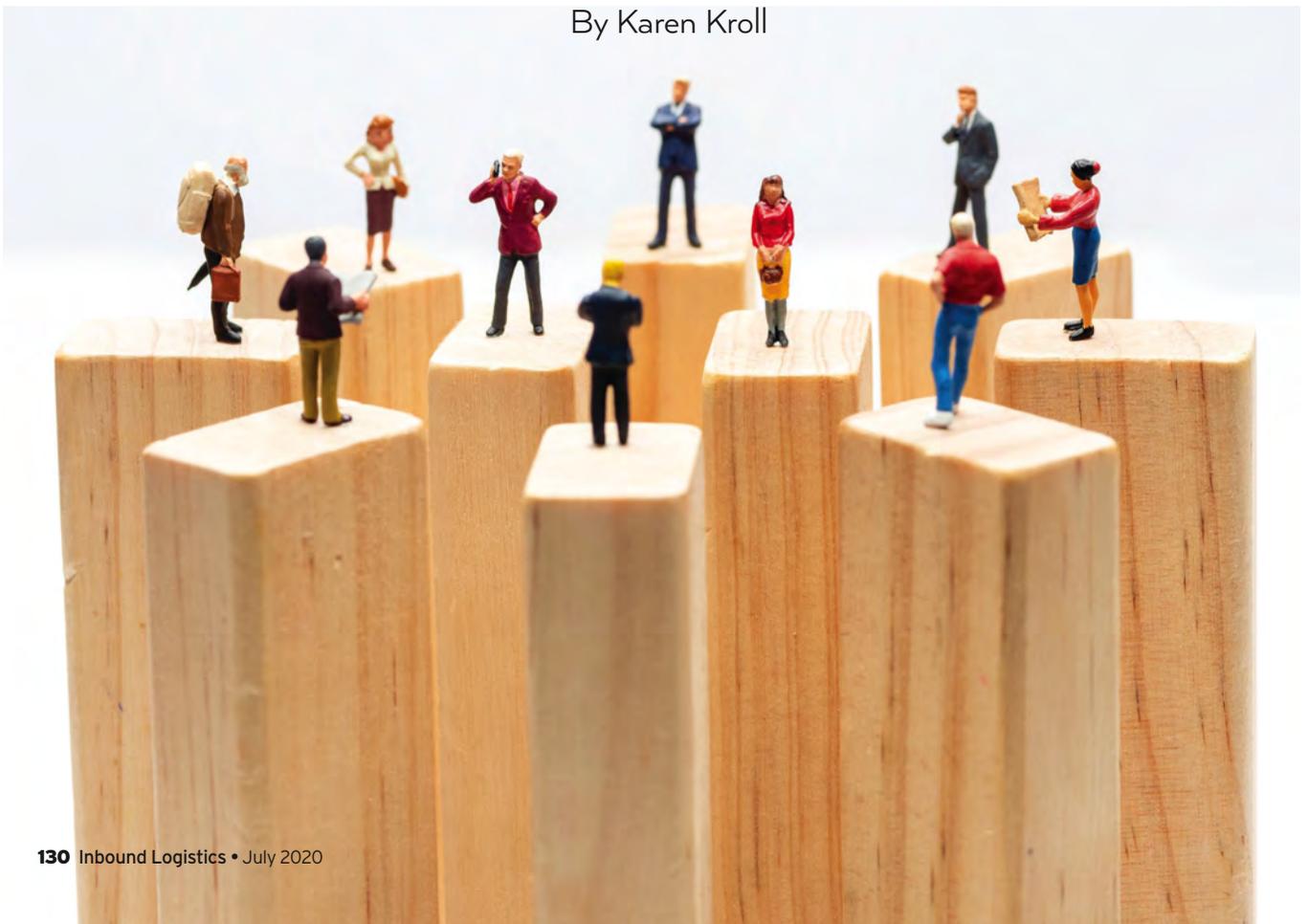
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THE Logistics Workforce OF THE Future

AS THE COUNTRY MOVES TOWARD
A “NEW NORMAL”, WHAT WILL THE
WORKFORCE LOOK LIKE?

By Karen Kroll





Less-than-truckload data and solutions provider SMC³ designed its new headquarters in Peachtree City, Georgia, to accommodate the company's growth for years to come. "In the near term, the new facility also allows for proper social distancing protocols," says Ruth Reynolds, vice president of human resources with SMC³.

While noting the fluidity of the pandemic and the need to follow federal and state guidance, Reynolds says the company tentatively plans for some employees to start returning to the office in August 2020, when the building is slated for completion.

In the first phase, staff will have the option to return based on their unique situations—say, whether they're at higher risk of complications from the virus, or must handle child care challenges. The company is also setting up an email system for employees to confidentially express COVID-19-related concerns. "We will do our part to ensure that our employees have a safe environment," Reynolds says.

As the country moves toward some sort of new normal, workplaces at many organizations are changing. Although not as visible as healthcare and grocery store workers, the 9.2 million U.S. trade and logistics workers provide "a foundation to economic growth," says Joseph Kane,

senior research associate with The Brookings Institution, a nonprofit public policy organization.

The changing nature of both COVID-19 and the overall business world makes it difficult to make accurate predictions. However, several trends have become apparent: Many organizations are placing greater emphasis on employee health and safety, including reconfiguring workplaces to facilitate social distancing.

At least some organizations are considering how they can help employees balance work and child care, given that many schools and child care programs have moved online. And remote work likely will remain in some form.

SAFETY FIRST

Safety remains one of the biggest concerns for logistics workers who have remained on the job during the pandemic, as well as those returning to workplaces. "Hazards can be high, and the pay and protections in place may not be sufficient to ultimately provide certainty to workers," Kane says.

Tim Bray, formerly a vice president at Amazon, made news in May 2020 when he quit the company, and then posted his reasons for doing so. They included the firings of workers who were organizing to improve safety measures within the warehouses.

Many workers are not only worried about their own health, but also worry about exposing their loved ones to the virus, says Pamela Culpepper, a founding partner with Have Her Back, a culture consultancy. In some cases, essential workers live with other essential workers, increasing the risk of spreading COVID-19.

Addressing these concerns will likely require a multipronged approach. Some organizations have relaxed or even suspended productivity standards, including absentee or tardiness policies, says Peter Schnorbach, senior director of product management with Manhattan Associates, a provider of supply chain technology solutions.

Allowing employees to slow the pace of work—say, taking extra steps to avoid interacting too closely with co-workers—can reduce congestion and lower the risk of spreading the virus throughout a facility.

Within some organizations, mandatory temperature-taking has become the norm, Schnorbach says. So far, many employees say they appreciate the efforts to keep them safe, and aren't overly concerned about any encroachment on their privacy, he adds.

At Avnet, a global technology solutions provider, employees clean their workstations when they arrive and

To reduce workers' risk of exposure to COVID-19, companies monitor employee temperatures, maintain thorough cleaning and sanitizing practices, provide personal protective equipment such as masks, and position workstations at least 6 feet apart.





right before they leave, for a total of six cleanings per day, says Doug Adams, senior vice president of global logistics. The company has retrofitted its current facilities with plexiglass dividers anywhere it's not possible to space employees at least 6 feet apart. "Future building designs will have this in mind," he says.

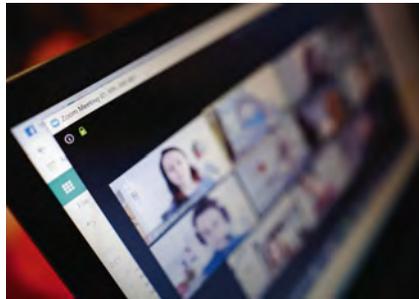
FAMILY MATTERS

A significant challenge for workers with children has been the sudden lack of child care options, says Erin Gallagher, also a founding partner with Have Her Back. More than three-quarters of the parents who responded to a Have Her Back survey say it is either somewhat, very, or extremely difficult to care for family members and children without these resources. The ways in which companies and workers navigate this "will be the story of the century," she adds.

For some employees, the ability to work from home and/or to work flexible schedules helps ameliorate the lack of child care options. But they still need to complete their work responsibilities.

A May 2020 Boston Consulting Group (BCG) survey of parents in France, Germany, Italy, the U.K., and the United States found they were spending an additional 27 hours each week on household chores, child care, and education. The situation shows no signs of letting up, given that it's not clear whether or how schools will reopen.

Employers can help. One step is talking with employees about how their personal responsibilities may impact their work, BCG says, and then prioritizing mission-critical tasks. Where possible, employers can consider offering part-time work at a reduced salary, and/or some sort of leave.



Also critical is providing clear direction and information to all employees. A lack of communication leaves employees to fill in the blanks with their own narrative. "Silence is dangerous," Gallagher says

At SMC³, management has used emails and video meetings to share updates regarding product development and marketing, as well as information on COVID-19. They also reassured employees that the company's financial status remains solid.

TECHNOLOGY AT HOME AND WORK

Even as more employees return to their offices, some remote work will likely continue. "Going forward, there is no scenario where, to be competitive in this new normal, we wouldn't have at least some number of employees working remotely," says Lily Shen, chief executive officer and president of Transfix, a transportation solutions provider.

Key to an effective remote workforce is digitization. Shen notes that being digital-first allowed Transfix to seamlessly shift to remote work when the shutdown mandates were issued. Digital security, workflow, and other solutions remain key to navigating unpredictable scenarios and consistently driving company progress. They're "a crucial business advantage," she adds.

At the same time, physically bringing employees together also offers benefits. "Direct, in-person contact strengthens bonds that can be relied on when times get tough," says Bernard Bobber, employment lawyer and shareholder with Ogletree Deakins.

"We are at our best in a work environment that incorporates togetherness as a team where we can

RETURNING TO SEA

Like many land-based logistics operations, some changes that were underway within the international shipping industry will likely accelerate further because of the COVID-19 pandemic, says Stuart Neil, spokesperson with the International Chamber of Shipping (ICS), an international trade association for the shipping industry.

This includes digitization tools to shift manual paperwork to electronic processes at ports of entry. "COVID advances the justification for change," he says.

More immediately, the ICS and other organizations are working with government agencies around the world to—finally—allow the crews on many ships to dock and leave their posts. Because of the pandemic, several hundred thousand seafarers have had to remain at their jobs indefinitely; in a few cases, they haven't even been able to dock and seek medical treatment, ICS says.

Conversely, crew members who were at home when the pandemic took hold haven't been able to work on ships.

To address health concerns, the ICS has developed protocols for crew changes, which it has passed to its government counterparts. Even so, while many countries were opening up in late June 2020, only about one-quarter of normal crew changes were occurring, Neil says.



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CREATING REAL CHANGE

On top of the pandemic, many parts of the country have recently experienced protests calling attention to systemic racism. Organizations “must respond well to the expectations of customers, employees, shareholders, and others in regards to diversity and inclusion in the workplace,” says Bernard Bobber, employment lawyer with Ogletree Deakins.

More than two-thirds of respondents to a study by culture consultancy Have Her Back say their employers’ success in providing equal opportunity and pay is important to them. “The unrest is telling us corporate America hasn’t done much to move the needle,” says Pamela Culpepper, founding partner of Have Her Back.

To create real change, organizations need to look at how racism may have seeped into their policies, traditions, and hiring processes, and remove the systems that would keep people of color or women from gaining employment. “Until you start to break down things, you don’t know where the entry points for discrimination are,” Culpepper says. For instance, a reliance on referral programs can lead to “just like me” candidate pools.

It’s a time of reckoning for corporate America, adds Caroline Dettman, also a founding partner with Have Her Back. “There’s more pressure on suppliers and companies to do better,” she says.

While expressions of solidarity and writing checks are better than silence, “it will take collective audacity to create real change,” Dettman adds.

promote collaboration, cooperation, and teamwork,” says Reynolds of SMC³. “Virtual meetings are great, but sometimes they aren’t conducive to meaningful conversations.”

The company is still determining what, if any, role remote work may play in a post-COVID-19 environment, she adds.

For employees working in distribution centers and warehouses, automation will take on added importance. Highly manual systems tend to be labor intensive, which hinders social distancing, says Ed Romaine, vice president of marketing and business development with Conveyco Technologies, a provider of material handling systems.

For instance, autonomous mobile robots allow workers to remain mostly within defined work areas, helping to maintain social distancing requirements.

Software can also help employees maintain social distances, says Lior Elazary, chief executive officer with inVia Robotics. inVia’s software can guide employees through their tasks so they remain at least 6 feet from co-workers. It can also alert both employees and their managers if they inadvertently breach this 6-foot barrier.

Along with technology, solid hygiene remains critical in enhancing worker safety. When SMC³ employees return to the office, the company will provide personal protective equipment and hand sanitizer, Reynolds says. It’s also adding to its cleaning staff and installing removable glass barriers around employee workstations.

SUPPORTING EMPLOYEES

These efforts will likely pay off. Organizations that support their workers through the pandemic will become preferred employers, according to 88% of Have Her Back survey respondents. While this may seem like a frivolous pronouncement amidst a global health and financial crisis, it will eventually subside. When it does, 48% of respondents say they would consider switching jobs because of how their employer handles this situation.



PHOTO: INVIA ROBOTICS



New warehouse automation solutions from companies such as inVia and Conveyco complete manual tasks and proactively keep workers at a safe distance from each other.

Topping the lists of resources workers would like and that their employers haven’t provided is guaranteed income if they’re unable to work because of COVID-19, the survey finds. Paid sick leave and clear communication from senior management are also key.

Many organizations are still assessing exactly how they will navigate a post-COVID world. At this point, the only prediction that appears sure is continued change.

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VERTICAL

COVID-19 DISRUPTS VERTICAL MARKETS
IN DIFFERENT WAYS.

FILES

BY MERRILL DOUGLAS

We bought a one-year supply of sanitizing wipes and traded business attire for work-from-home sweatpants. The world was awash in excess milk, but Wendy's restaurants went begging for fresh beef. And a shortage of surgical masks became a matter of life or death.

For people who'd never before thought much about supply chains, the COVID-19 pandemic offered a crash course on where products come from, how they get there, and what happens when supply and demand fall badly out of sync. The pandemic has highlighted vulnerabilities in different vertical supply chains and forced players in those markets to devise new solutions.

Some of those pandemic disruptions persist today, while others have evolved. Here's how COVID-19 has transformed the apparel, consumer packaged goods, healthcare, agricultural produce, and electronics vertical supply chains.

APPAREL: DRESSED FOR DISTRESS

COVID-19 has shaken the apparel industry from end to end. First, it shuttered Chinese factories that make fabrics, embellishments, and finished clothing for the world. Brand owners and retailers couldn't get the products they ordered, and then—as factories started to reopen—the pandemic shut brick-and-mortar stores, limiting sales channels for that clothing.

Demand shrank as well. With no need to dress up for work, school, parties, or date nights, consumers had much less reason to buy new clothes. And with unemployment soaring, many also had much less money to spend.

“Raw materials were delayed,” says Jag Gill, founder and chief executive officer at Sundar, a New York-based firm whose digital platform connects apparel brands and retailers with sources for garments, raw materials, and components. Even when factories were open, those delays kept them from completing customers' orders.

“Factories sat on products that were finished or semi-finished for orders that retailers had placed,” she says, describing the situation in mid-May 2020. Then, when factories could ship those orders, some retailers—facing a sudden drop in demand—refused to accept or pay for them.

PRICES PLUMMET

E-commerce has helped maintain some apparel sales. Still, many retailers faced the start of the summer shopping season with locked stores full of unsold spring fashions.

“Retailers that were hurting, or had liquidity challenges and maybe had too much inventory, are now being forced to ‘fire sell’ their inventory,” says Sean Maharaj, managing director at the consulting firm AArete. To compete, even retailers that are doing well are slashing prices on apparel.

Retailers that normally depend on revenue from spring and summer fashions to fund purchases for the



As a result of reduced demand for new clothing during the COVID-19 pandemic, many retailers are left with a large amount of stock they cannot sell or store.

fall will have a hard time in this environment. “A lot of that opportunity to generate cash flow is now gone,” says Maharaj.

Decreased demand also spells trouble further up the apparel supply chain. “We will see a glut of raw materials that go unused,” Maharaj says. Some of that excess fabric could help fill demand for face masks and medical gowns, but much will sit unused in warehouses, perhaps fading or deteriorating over time.

Traditional consumer demand forecasting models for apparel won't work in the current environment, says Gill. For some brand owners and retailers, the key to success might lie in the example of fast-fashion companies such as Zara, which keep inventories lean so they can respond to quickly evolving customer tastes.

At the same time they adopt this just-in-time philosophy, apparel companies could also take a “just-in-case” approach to fabrics and embellishments, ordering fewer materials in larger quantities. “If they use certain core materials every year or every season, they'll keep more of them in stock rather than risk a supply chain disruption,” Gill says.

Some companies might also cut risk by getting manufacturers to make some of their components in house, rather than subcontracting all aspects of their product.

These risk reduction strategies could influence how companies design apparel. “Designers may have less flexibility or leverage to work with many different suppliers and experiment with fabrics,” Gill adds.

CONSUMER PACKAGED GOODS: FEAST AND FAMINE

Toilet paper and disinfectants quickly vanished from stores as COVID-19 spread across the United States. But those were far from the only consumer packaged goods (CPG) to see a surge in demand.



Increased ownership rates for pets during the pandemic has led to continued growth in pet food sales.



Consumption of shelf-stable foods, such as jams and jellies, temporarily increased as the pandemic spread and consumers prepared to be quarantined.

As chief executive officer of 1010data, a New York-based analytics firm that provides market insights to manufacturers and retailers, Inna Kuznetsova has tracked the ups and downs of various product categories since people started sheltering at home in the United States.

Early on, for instance, sales of pet supplies—mostly online—rose by 40%. Then they fell to a level 30% lower than in the comparable period in 2019.

“Everyone stocked up,” says Kuznetsova. “And until Fido eats through three huge bags of food, there is no need to venture out to renew that.”

Sales of office supplies also peaked as millions of people prepared to telecommute. “Then as supplies ran out, we saw an increase again, starting in mid-April 2020,” Kuznetsova says.

BARE ESSENTIALS

Consumers kept buying basic cosmetics such as concealers and mascara—important for looking well-groomed in a Zoom meeting. “But certain categories, such as eye shadow and lipstick, went down,” Kuznetsova says. With social life on pause, there’s little reason to experiment with a new look, she reasons. And no one notices lipstick behind a mask.

Specialty foods have also seen demand swings, starting with the race to load pantries in February and March 2020.

“Everybody rushed out to pull in their favorite brands,” says Phil Kafarakis, recent past president of the Specialty Food Association in New York. That group represents small, entrepreneurial businesses that sell an array of packaged products: cookies, jams, condiments, snack foods, seasonings, and more.

The initial frenzy left CPG retailers and brand owners wondering how best to restock fulfillment centers and store shelves. “When certain categories were in high demand, everyone wanted to avoid empty shelves, yet also avoid overstocking,” says Kuznetsova.

NARROW IT DOWN

Companies that produce specialty foods themselves, or contract with co-packers, have responded to volatile demand by narrowing their offerings. “If they had a portfolio of 10 different products, they focused on the top three, and let the other ones go,” says Kafarakis. That helped brand owners respond quickly as retailers scrambled to refill shelves.

Pressure from co-packers has also prompted brand owners to reassess their assortments. “Production facilities have had to adapt to new standards, new policies, and new cleanliness

requirements,” says Kafarakis. The need for social distancing and frequent deep cleaning could reduce a plant’s output. “The plant will make the highest-selling products,” he says. “And then maybe the secondary products will be made intermittently.”

In this situation, co-packers will give priority to their own brands and to higher-velocity customers, Kafarakis says.

Now that they’ve realized the fragility of global supply chains, brand owners that source ingredients or packaging materials from overseas are also rethinking those strategies.

“The dependencies that might have existed around the world are clearly major risks,” Kafarakis says. For some companies, sourcing from the United States, Mexico, or Canada could be a safer bet.

HEALTHCARE: CRITICAL CONDITION

In spring 2020, as COVID-19 infections reached disastrous levels in parts of the United States, healthcare systems and state officials scrambled to secure ventilators, personal protective equipment (PPE), and testing supplies to meet the emergency. That desperate

To help increase COVID-19 testing capacity, medical device manufacturer Resolution Medical manufactured a medical lattice swab that was crafted using Carbon technology.



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THE GOLDEN AGE OF E-COMMERCE?

While COVID-19 has spread suffering around the world, the pandemic has also poured a bucket of Miracle-Gro on the e-commerce marketplace. Online shopping in the United States expanded by 49% between early March 2020—before widespread stay-at-home orders began—and April, according to Adobe's Digital Economy index. The biggest jump came in the grocery category, which saw a 110% increase during that time.

E-commerce was on an upward trajectory in any case, but COVID-19 expedited that growth. "If you look at historic projections, this pandemic has probably skipped us two to three years past what consumers and retailers thought it would be," says Kris Bjorson, international director in the retail/e-commerce distribution practice at Chicago-based commercial real estate company Jones Lang LaSalle.

Even as more brick-and-mortar stores reopen, and even when the risk of infection subsides, e-commerce volumes are likely to remain high, he adds.

Companies that already have a mature omnichannel distribution infrastructure are profiting from this surge. Others are struggling to catch up. "Companies just getting into the game are relying on partners," Bjorson says. "That is more expensive than the way a mature omnichannel company is flowing product."

Electronics retailer Newegg has dealt with the surge both in its own operations and in its Newegg Logistics business. "Our 3PL operation has been particularly busy these past few months, as we've been focused on helping our 3PL clients maintain business continuity during this challenging time," says Jamie Spannos, global chief operating officer at Newegg in City of Industry, California.

Because Newegg is accustomed to managing seasonal demand spikes, it was able to quickly scale operations as needed. "Once we got through the initial influx and shock to the system related to volume, we focused on modifying our routines to meet increased demands more permanently within our network," Spannos says.

Newegg accomplished this while also implementing social distancing and new hygiene protocols, and providing PPE to fulfillment center associates.

"This was no easy task, and early on we had to put some heavy work into sourcing PPE for our teams," Spannos says. Fortunately, the company started its sourcing efforts early, ultimately securing so many masks that it donated the surplus to hospital workers.



Carbon collaborated with healthcare partners to design a PPE face shield that can be produced easily and assembled quickly.

vaccine is produced in India, where healthcare is a government function.

"Already we hear that the first vaccines that are produced should be used for the people in India, since they're producing it there," Srimi says.

Nearly 80 countries have restricted the export of medical supplies in some way, according to an April 2020 article from the United Nations Conference on Trade and Development.

Supply chain challenges extend from healthcare staples such as gowns and masks, to critical products such as vaccines, to small, mundane commodities. Srimi points to a challenge that Bill Gates has described: "Even if we can produce 2.5 billion vaccines or the serology testing that we need, can you imagine the glass bottles and small vials we'll need? Will we run out of glass?"

AVOIDING A SWAB SHORTAGE

For a while, the United States was dangerously short of one simple-seeming but crucial medical product: the swab. "Despite warnings about supply shortages by health experts and governors at least as early as February, the federal government took until late April to ramp up domestic production of swabs—a universal ingredient in the most common type of COVID-19 test," said a National Public Radio report on May 12, 2020.

time revealed some stark truths about the healthcare supply chain.

"The so-called autonomy of healthcare in the United States is a myth," says Jay Srimi, chief strategist at SCS Ventures, a Pittsburgh-based company that brings together venture capitalists and healthcare companies and institutions. "We're so reliant on

the global infrastructure. We need to look at the supply chain and logistics, the cradle-to-grave from innovation to accessibility."

Because healthcare products are so critical, issues connected with the global supply chain often become geopolitical. Consider, for example, what might happen if an eventual COVID-19

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One effort to correct that situation came from medical device manufacturer Resolution Medical of Fridley, Minnesota, and 3D printing company Carbon 3D of Redwood City, California. “The Resolution Medical Lattice Swab, crafted with Carbon technology, went from initial design to launch in only 20 days,” says Joe DeSimone, executive chairman and co-founder of Carbon 3D.

Fifty days later, the company completed a clinical trial with nearly 400 patients. As of early June 2020, Resolution had the ability to produce more than 1 million swabs per week. More than 50 hospitals have used them.

To make the swabs, Carbon used 3D printing capabilities it had already applied to products such as an advanced shoe midsole for Adidas and auto parts for Ford. Since the material for the swabs was already used in dentistry, the Lattice Swab won quick approval from the Food and Drug Administration.

Carbon also designed a face shield and offered that design on its website so anyone with an industrial-grade 3D printer could produce it, DeSimone says. Carbon’s production partners have used the design to deliver more than 250,000 face shields to healthcare responders.

In the future, 3D printing could help the healthcare industry overcome supply chain disruptions for other critical products as well.

“Because of the visible and clearly demonstrated flexibility and adaptability of digital manufacturing platforms like Carbon’s, this is a critical moment that is likely to change how companies think about supply chains and how and where products are made,” DeSimone says.

AGRICULTURAL PRODUCE: DIVERTING THE FLOW

COVID-19 has wrenched supply and demand out of sync in different ways for different kinds of agricultural produce.

When the pandemic shut restaurants, college dining halls, and other dining venues, for example, farmers dumped



Elevated demand during the COVID-19 lockdown drove double-digit gains for fresh fruits and vegetables. Fresh produce year-over-year growth for the week of May 24, 2020, for instance, increased 14.3% versus the comparable week in 2019.

milk that they suddenly couldn’t sell. When viral outbreaks forced major meat-processing plants to close, shoppers stripped stores of chicken, pork, and beef, afraid that there would soon be none to buy.

For dairy producers, there has been some good news. Some excess milk, cheese, and yogurt ended up in food banks, where demand was high. And some went to bolster the supply at grocery stores, where customers were loading up on dairy along with other staples.

Early in the shutdown, Capital Logistics, a third-party logistics (3PL) company based in White Plains, New York, got a call from one of its customers, a national retailer whose shoppers were clamoring for milk. Typically, Capital delivered two or three truckloads of milk per day to the retailer’s distribution centers. Now the customer wanted 50 to 60 truckloads per day. And Capital had only three or four days to make the change.

As the retailer’s milk supplier ramped up production, it asked Capital to bring in trailers to wait for the product. “Some drivers sat for 24 hours waiting to get their loads,” says Greg Ackner, vice president at Capital Logistics. “It was all about getting product to the stores, at any cost.”

Capital Logistics also hauls a lot of fresh fruits and vegetables. Demand for those commodities tapered to normal after an initial spurt of panic buying. But it has been harder than usual to find trucks to move produce from California to the rest of the country. With much of the economy shut in early-to-mid spring, drivers had trouble finding backhauls to finance their return trips, Ackner says.

BYPASSING BACKHAUL CHALLENGES

Capital Logistics’ transportation management software and freight visibility solution, both from Descartes Systems Group in Waterloo, Ontario, help the 3PL keep up with demand fluctuations as it manages customers’ loads. Descartes recently added a function that mitigates the backhaul challenge.

“We have a capacity co-op, where brokers share unused capacity to fill in those empty miles and make it more profitable for the driver, and also provide more utilization and a better opportunity for the brokers to work with those carriers,” says Brian Hodgson, senior vice president of industry strategy at Descartes.

West Pak Avocado in Murrieta, California, lost business for a few weeks from food service operators that

deliver to restaurants. “But there was an increase in retail customer orders,” says Johnny Garcia, the company’s senior logistics coordinator.

To navigate the shifting market for avocados, West Pak called on its 3PL, Atlanta-based Nolan Transportation Group (NTG). “NTG helped cover our increase in retail customer orders,” Garcia says. “They provided trucks, scheduled delivery appointments, and helped manage drivers who were subject to increased wait times at retail distribution centers.”

Other produce companies that NTG serves have also offset lost food service business with more sales to grocery stores. NTG is helping produce companies adjust to the requirements of major retail chains.

“For companies not familiar with the ins and outs of scheduling appointments, meeting retail chain demands is very challenging,” says Steve Meverden, the 3PL’s regional vice president. For example, one major retailer accepts inbound freight only in the middle of the night. Because NTG has teams available to execute those deliveries, it can help produce companies accommodate the demands of their new customers.

ELECTRONICS: BUSINESS IS ZOOMING

COVID-19 struck the global electronics industry early in 2020, starting with the first outbreak in China. When Chinese manufacturer Foxconn shut its factories in January, for example, it interrupted the flow of iPhones to Apple, prompting Apple to cut its sales projections for the quarter.

As of late June 2020, the components pipeline had largely recovered. “Many companies that source components from China, Korea, or Japan now report normal levels of production at supplier factories,” says P.S. Subramaniam, a Dallas-based partner in the strategic operations practice at Kearney, a consulting firm.

That doesn’t mean buyers can relax, though, as some Asian countries, such as

China and South Korea, face a possible second wave of the virus that will impact businesses there.

Some countries, such as India, have imposed lockdowns as they monitor the spread of the virus region by region. “Most of continental Europe and North America report normal levels of manufacturing output. Latin America, and Brazil specifically, appear to be still operating in crisis mode,” Subramaniam says.

Transportation also poses a problem for the electronics industry. “Air and ocean inbound freight has seen significant capacity shortages and a raise in the price index,” Subramaniam says.

That makes it harder to get components to global factories. “It also forces electronics manufacturers to use circuitous routing for air and parcel,” he adds. That, in turn, forces more variability in lead times, due to longer transits and a greater risk of customs bottlenecks.

While companies have wrestled with supply shortages, the pandemic has also increased demand for electronic products. “Once people started working and schooling children from home, we saw a material spike in ‘essential goods’ to keep families and workplaces connected, such as web cams and

laptops,” says Spannos of Newegg. The e-commerce electronics retailer has also been selling more TVs, streaming devices, gaming components, and other entertainment products.

DEMAND-DRIVEN LOGISTICS

To keep pace with demand, Newegg watches sales trends, makes projections, and works with vendors and third-party sellers that use its platform to ensure products are available when customers want them. “We saw an increase in first-time customers who found us because we were able to ship orders on time when others could not,” Spannos notes.

To balance supply and demand in the current environment, Newegg needs to thoroughly understand its supply chain and closely work with vendors and marketplace sellers. “We do this through constant communication and daily information sharing at all levels of the organization,” Spannos says.

Things have calmed down at Newegg since its mid-March order spike. “But we’re still well above seasonal averages for just about every product category,” Spannos says. “Whether this trend continues hinges a great deal on how and when businesses open up again, as well as the general economic health of the countries we sell into.” ■



While many e-commerce sellers struggled to keep pace with demand during the pandemic, electronics retailer Newegg continued to fulfill and ship nearly every customer’s order on time.

COVID-19

SUPPLY CHAIN RESOURCES & RECOVERY STRATEGIES

HOW TO SHARPEN YOUR DIGITAL STRATEGY

Ongoing investment in the right digital technologies is a necessary part of delivering resilient supply chain networks and preserving long-term business viability. Here are a few emerging practices to consider as you prepare your post-COVID-19 digital strategy.

1 Speed can help overcome uncertainty. During the pandemic, speed has become a critical value proposition. For example, with less capacity available, shippers are looking to quickly lock in reasonable rates to guarantee fulfillment. Prioritizing digital tools, such as AI-based instant quoting services, is one way brokers have begun to shift strategies.

Think about where increased efficiency can help employees and customers interact seamlessly. By identifying specific tasks that can be streamlined through automated methods, businesses can adopt sustainable technology practices that deliver powerful benefits.

2 Keep your eye on the bigger picture. Reacting with agility to supply chain disruptions requires a flexible

ecosystem that can adjust in real time to keep up with fluctuating capacity.

But supply chain leaders can't calibrate their networks to avoid these disruptions without visibility to data insights and partner capacity. Management solutions that offer real-time data across

the entire supply chain have become a life preserver for many operations during the pandemic—and they will become the expectation post-COVID.

Investing in new ways to harness machine learning and blockchain technologies to capture relevant data and

develop prescriptive insights can help companies navigate disruptions.

3 Digital innovation doesn't stop when COVID ends. Building a culture that advances digital solutions starts at the top—and requires buy-in at every level. Identify individuals in your organization who can champion the right technologies and facilitate their implementation. Additionally, tap into consultants who can provide an outside assessment of your existing tools and introduce powerful, new ideas.

The more businesses seek out new ways to address points of friction, the more prepared they will be to face whatever unexpected disruptions may lie ahead.

—Albert Lee, CTO,
Odyssey Logistics & Technology



RETHINKING SUPPLIER RISK MANAGEMENT

To minimize the chances of supply chain disruptions in the future, dive deeper into your suppliers' business resilience capabilities by examining three areas:

1. Sustaining long-term business disruptions. Instead of just understanding if suppliers have a plan in place to withstand disruptions, you must also ascertain how long they can withstand disruptions. Make sure their disruption response strategies can sustain business operations for 60, 90, or more days.

2. Internal and external concentration risk. Apply concentration risk analysis to all resources within your organization as well as your supply chain. This includes workforce, workplaces, all forms of third-party relationships, and even data centers. Lowering concentration risk should be a top priority, and that can mean diversifying your supply chain.

3. Enhanced focus on disaster recovery. Traditionally, information security questions have been the main focal point of many technology-focused risk surveys and on-site investigations. That's changing.

Manufacturers now realize they need to know more about their suppliers' disaster recovery (DR) programs, including testing, to be comfortable in their ability to respond to a wide variety of technology disruptions.

COVID-19 has forced organizations to rethink their supply chain strategies, focusing more on DR and business continuity.

—*John Beattie*
Principal Consultant, Sungard
Availability Services (Sungard AS)



IMPORTING TIPS FOR SMALL BUSINESSES

Here are six best practices to follow as you begin to re-engage in trade and manage through uncertainty in the global supply chain.

1. Digitize your freight bookings. Businesses that adopt digital freight management are best positioned to weather supply chain disruptions for one critical reason: data. Natively digital platforms provide complete transparency on pricing and flow of goods from end to end, which puts the control of cross-border shipping back in your hands.

2. Stay in touch with the market. Continually gauge the market so you are able to make late-breaking decisions. Conventional wisdom about how to get the best price or how to manage risk frequently does not apply under current conditions. But the good news is, insight about the changing freight market is more available than ever.

3. Pay attention to per-unit profitability. Now is not the time to focus on overall and general inventory. Instead, take a more granular look into inventory turns. Look at

items on a profit rather than a holistic basis. Pay particular mind to in-demand items and per-unit profitability. Focusing on the demand side, prioritize more pragmatic areas, such as home consumables or medical and protective equipment, or areas that have predictive prices associated with them, and de-emphasize luxury products that are less likely to sell right now.

4. Ship early and stick to the ocean, if possible. In China and Southeast Asia, factory suppliers are returning to normal capacities, and raw materials are ready to ship. If you ship by air or ocean, book your shipment one or two weeks prior to the cargo date to lock in prices and help buffer any pending supply issues.

Ocean is still less volatile than air, so rely on it as much as you can. If you do need to ship by air in small quantities, consider express airfreight

services because they don't contract with other logistics companies, and therefore have more end-to-end control.

5. Try to avoid importing heavily inspected goods. To avoid unexpected and potentially large price increases as a result of delays, be mindful of goods that are heavily inspected and subject to government regulations and customs inspections.

6. Diversify where you're shipping to. Major distribution warehouse services are beginning to accept only essential supplies and limit suppliers. As a result, you should explore alternative fulfillment options—such as third-party fulfillment companies, your own warehouse if you have one, or even your own residential address—to mitigate logistical risks and optimize scheduling certainty.

—*Jamin Dick, Head of North American Supply Chain, Alibaba.com*

“COVID-19 HAS BROUGHT INTERNATIONAL AWARENESS TO THE NEED FOR MORE RESILIENT SUPPLY CHAINS, AND ‘DELIVERING AS PROMISED’ WILL BE A PIVOTAL FACTOR IN THE RECOVERIES OF ALL COMPANIES INVOLVED IN THE PRODUCTION AND TRANSPORTATION OF GOODS.”

—*Thorsten Neumann, President & CEO, Transported Asset Protection Association EMEA*

HOW TO BUILD RESILIENT AND RESPONSIBLE SUPPLY CHAINS

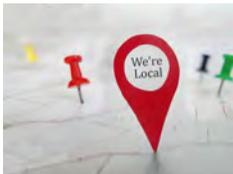
Companies can reset their supply chains to increase both resilience and responsibility by focusing on these priorities:



• **Preserve the extended workforce:** COVID-19 has put both the core and extended supply chain workforce in an unfamiliar, fast-changing, and stressful environment. Leaders must ensure the health and well-being of supply chain workers by supporting their physical safety and mental health needs.



• **Repurpose your capabilities:** Businesses have a vital role to play in helping societies manage the COVID-19 crisis. Leaders should look for ways to repurpose supply chains to help societies manage the urgent challenges of COVID-19.



• **Think local:** Businesses can help societies both directly, by supporting immediate healthcare needs, and indirectly, by supporting local

communities. Leaders should think creatively about how to reallocate resources to support local communities across the whole supply chain.



• **Secure the supply base:** Recent supply-side challenges highlight the need for a deeper understanding of both known and unknown risks to the supply base. They also amplify the importance of predictive modeling and applied intelligence. Leaders should strengthen the security of supply networks to enhance overall resilience and support areas of the supply base at risk from operational and/or financial disruption.



• **Respond with insight:** Today's digital platforms, analytics, and automation capabilities enable supply chain leaders to quickly get visibility across the supply chain and respond to COVID-19 with speed, certainty, and safety. Companies should use analytics, automation, digital platforms, and digital twins to model disruption and test potential responses.



• **Learn and evolve:** This crisis is an opportunity for businesses to uncover previously hidden weaknesses in their supply chains and ensure they come through stronger than before. Leaders can capitalize on a once-in-a-generation opportunity to identify points of supply chain failure, their root causes, and how they can be strengthened.



• **Design for the long term:** Businesses have a unique opportunity to create intelligent supply chains with a redoubled focus on agility, resilience, social responsibility, and human-centric needs. They'll also need to plan for future disruptions, which require liquidity in the short term. By partnering with the finance function in cash preservation interventions, supply chain leaders can help reset costs and resources from a zero base.

—Mark George
Managing Director
Accenture Strategy



DEVELOPING LEAN RESILIENCE

A supply chain that is too resilient leads to prohibitive cost levels; one that is too lean adds a high level of vulnerability. To reach lean resilience, develop these two skills:

1. The ability to audit new business decisions on demand: by the lane, by the transporter, by the channel, and by the mode of transport.

2. The ability to quickly establish service level agreements (SLAs) based on understood lane performance and parameters.

These capabilities allow companies to ensure their supply chains are cost-effective, able to scale up or down, and agile enough to respond to the new normal, which is characterized by:

• **Shifting supply chain partner landscape.** Some existing partners are shuttering and new partners are emerging. Quick supplier assessments and 24/7 supplier monitoring are the new supply chain management standard.

• **Consumption patterns trending toward omnichannel solutions.** Online services, particularly e-commerce, are the winners of the current crisis. The partner ecosystem needs to be re-organized, creating demand for new shipping lanes and new SLAs.

• **Accelerated planning through supply chain signals.** Planning cycles of 13 weeks are not much help during highly volatile times. Reducing this to a horizon of 10-15 days requires real-time and reliable supply and demand data.

—Wolfgang Lehmacher,
Supply Chain and Technology Strategist,
Board Member, Roambee
—Sanjay Sharma, CEO, Roambee

“EMBRACE YOUR HIGHER-LEVEL RESPONSIBILITY. THE SUPPLY CHAIN IS VITAL TO THE LIVELIHOOD OF THE WORLD. IT IS AN INTEGRATED, INTERDEPENDENT SYSTEM THAT REQUIRES CONTINUAL SYNCHRONIZATION AT ALL LEVELS.”

—Mike Glodziak, President and CEO, LEGACY Supply Chain Services

INSIDER TIP: TAKE A LOAD OFF

While full container loads (FCLs) are normally the most efficient way to ship large volumes of products, many shippers have trouble getting their FCLs to leave port because of the changes brought on by COVID-19.

Instead of waiting on FCLs, it's time to consider using less than container loads (LCLs).

Shared consolidation programs can spread out FCLs into several LCLs. These LCLs are packed with products from other suppliers that are going to the same location. Because of this, your business doesn't spend as much money as it would sending an LCL with just your suppliers' goods.

This means that you can send small amounts of shipments over a longer period of time, instead of waiting until a port has enough capacity to load your FCLs. The destination starts receiving products, and the supply chain starts to move along.

—Gary Cardenas
President, TOC Logistics



“A COMBINATION OF SECURING MORE LOCALIZED SUPPLY CHAIN NETWORKS, A WILLINGNESS TO BE AGILE IN THE FACE OF DISRUPTION, AND THE FEARLESS ADOPTION OF NEW TECHNOLOGIES WILL ULTIMATELY HELP SHIPPERS TO BE MORE RESILIENT AMID A CHANGING GLOBAL LANDSCAPE.”

—Lior Sion
CTO and Founder, Bringg



RETHINKING E-COMMERCE FULFILLMENT

Micro-fulfillment—a budding idea and an interesting experiment in pre-COVID times—has graduated to a serious fulfillment expansion strategy for retailers adapting to the new normal.

Post-pandemic, retailers are answering a resounding wake-up call to rethink fulfillment strategies and retool their existing space with automation technologies that can scale up and down and pivot across channels.

Micro-fulfillment gives retailers control of the e-commerce experience by assembling smaller-scale fulfillment facilities near or in retail locations to leverage inventory close to consumers.

Some retailers might choose to decrease “front-of-store” space to increase “back-of-store” capacity to service both in-store sales and local e-commerce sales. Others might opt to repurpose low foot-traffic retail locations to dedicated hyper-local e-commerce fulfillment. Still others might adapt empty urban space.

Any of these strategies can offer home delivery as well as buy-online-pick-up-at-curb or in-store options. Utilizing micro-fulfillment centers (MFCs) in high-density population centers can speed delivery at lower costs with inventory curated to local buying patterns.

MFCs can enable high-capacity, high-efficiency fulfillment at a lower cost-per-order with automation that reduces human touchpoints. It also uses machine learning to

identify real-time demand patterns, orchestrate order flows, and optimize inventory storage strategy.

The main drivers in the business case for MFCs are employee and customer safety, fulfillment speed, and order execution costs and margins. Online customer satisfaction and retention also support this model.

Assessing MFCs' impact on the broader supply chain is imperative to defining the right micro-fulfillment strategy. Analyze factors impacting costs and ROI, such as which products to carry in which MFCs, which locations should serve which customer segments, which structural options and automation solutions to choose, and which delivery and pick-up options to offer.

Flexible and portable solution strategies that can be modified based on seasonal demand or even moved to a new location overnight can maximize your returns.

Rethinking fulfillment to future-proof supply chains is a mandate for retailer survival. Micro-fulfillment can let you flex to meet online order demand and immediate delivery expectations.

—Jeff Cashman
SVP and Chief Operations Officer
GreyOrange



3 WAYS TO STRENGTHEN GLOBAL SUPPLY CHAINS

How can global supply chains move toward recovery while continuing to deal with uncertainties on both the demand and supply sides? Take these three steps to adapt to the new normal:

1. Build the resources to reroute and identify alternate sources of supply quickly. This requires supply chain and procurement professionals to automate manual processes, eliminate unnecessary barriers, and adopt a data-driven mindset. By breaking down internal silos and implementing AI-powered technology that collects and processes data from across the organization, decision-makers can act in real time and pivot supply as necessary.

2. Modify payment agreements. Businesses need consistent cash flow to sustain their operations—especially in times of economic uncertainty. As such, suppliers are heavily reliant on the flexibility of their customers to collaborate on payment terms. Too often, large payments have longer payment cycles, and can be delayed by up to 90 days.

The practice of dynamic discounting gives buyers more flexibility to choose how and when to pay suppliers in exchange for a lower price. It's beneficial for both parties: The buyer can use excess cash to generate a discount and the seller gets paid earlier.

In the context of the current

crisis, dynamic discounting enables businesses to improve liquidity and support financially struggling business partners when they need it most. It makes sense—a large, multi-billion-dollar buyer would likely be willing to pay a smaller supplier earlier in exchange for a discount—especially if it means that supplier will be able to keep their business afloat.

3. Gather real-time feedback. Active listening, visibility, and collaboration between buyers and suppliers is key to optimizing supply chains. Procurement leaders need visibility into the health of their suppliers during the time of crisis. Are they able to meet demand? What do they need? Seamless communication with suppliers will help keep supply chains intact.

Supply chain leaders should consider implementing regular surveys or questionnaires that help buyers understand the operational status of their suppliers in real-time, allowing them to be more efficient in how they manage risk and disruption.

—Sean Thompson

EVP, Business Network and Ecosystem
SAP Procurement Solutions

LOGISTICS LEXICON FOR RECOVERY

PACK-AWAY STRATEGY

Apparel retailers put off selling stockpiled inventory for another season or even year to avoid post-pandemic discounting

HYBRID FULFILLMENT

Expanding fulfillment from retail stores, in addition to traditional fulfillment channels, to speed delivery to customers

CAFETERIA-STYLE

An invoice payment system where carriers choose certain payments to accelerate while de-prioritizing others, offered by U.S. Bank, a payments processor and lender to the trucking industry

COPE

Corporate-owned, personally enabled policy for mobile devices to allow warehouse operators and delivery companies to quickly scale up workforce numbers

WAREROOMS

E-commerce fulfillment spaces usually attached to brick-and-mortar stores and featuring manual order picking and packing. Coined by Stop & Shop.

INSOURCE

Replacing third-party-supplied parts with components designed in house to cut costs by eliminating a supply chain link

TOUCHLESS DISTRIBUTION

Fully automating distribution processes to eliminate human touchpoints. Coined by Boston Scientific. A key component is an automatic solution for printing and attaching packlists to shipping boxes.



PHOTO: BOSTON SCIENTIFIC

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HOW DIGITAL TWINS IMPROVE SUPPLY CHAIN AGILITY

Digital twins are proving to be critical tools for many manufacturers in the process industries. They help organizations keep supply chain operations running as nimbly and efficiently as possible by offering the following advantages:

- **Keep employees safe while maintaining essential operations.** By adding parameters related to using alternating lines/equipment on various days of the week to their digital twin, companies can use the tool to help maintain social distancing. The scheduling optimization model works around constraints and ensures personnel scheduled to work in a section of the manufacturing facility have safe distances from staff working on other lines/equipment.
- **Run profit optimization scenarios.** Digital twins allow companies to run and evaluate “what if” scenarios with any combination of supply/demand assumptions to optimize their end-to-end supply chain.
- **Align demand, capacity, supply, and operations execution daily.** Companies that employ scheduling optimization digital twins can adapt to uncertainty and modify plans on the fly. They can continuously adjust demand, supply, capacity, and operations execution.
- **Monitor demand and market signals for signs of recovery.** Companies can employ demand management digital twins in support of sales and operations execution weekly meetings to spot changes in demand trends.
- **Maintain forward visibility to understand logistics requirements.** Planning and scheduling digital twins can guide short-term decision-making on capacity needs. This can help manufacturers ensure they get the overseas ship and route they want.
- **Perform scenario analysis to manage uncertainty.**

Recovery will likely not happen uniformly within a country or around the world. It will most likely occur locally in certain countries or specific regions within a country. Digital twins will continue to play a central role in support of monthly sales and operations planning by charting the best course of action to take amid evolving supply/demand recovery scenarios.

—Roch Gauthier

Sr Director, Product Management, AspenTech

TOP 3 QUESTIONS TO ASK WHEN ONBOARDING NEW SUPPLIERS

For U.S. manufacturers shifting to alternative suppliers, especially for medical supplies, doing so safely requires asking key questions to assess supplier risk across financial health, ethics, and business continuity preparedness:



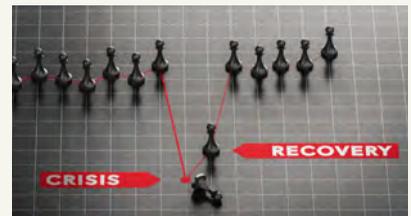
1/Do you have the working capital necessary to remain viable over the contract period with our company? Knowing a supplier's financial health before engagement is

critical. If they do have the working capital and crises occur like today's environment, the key is to engage in regular, candid communication to ensure they have the operational and working capital support they need. Early payment programs or supply chain financing can support businesses that are cash-strapped during points of the relationship.

2/Do you have a documented and tested InfoSec continuity plan?

A comprehensive InfoSec continuity plan will be a requirement for outside vendors. It's important to understand whether a new supplier has prevention and recovery strategies in place when it comes to cyber threats. For example, cybercrime complaints like business email compromise (BEC) have risen 200-300% during COVID-19.

The most common misconception about BEC scams is that the threat is limited to direct attacks on your own email environment. However, supplier email environments can get compromised, allowing bad actors to divert supplier payments to their accounts. In 2019, a Toyota parts supplier suffered a major BEC attack, losing \$37 million to cybercriminals. You can anticipate this type of large-scale payment fraud when suppliers lack advanced security controls.



3/Are any key employees or senior management members of your organization a government or public official? As a result of increased instability in many regions of the world

during the coronavirus pandemic, companies should be on high alert for geopolitical fraud in their supply chains. Fraudulent transactions often correlate with countries that score high on the global Corruption Perception Index. With all suppliers, companies need to validate that they are not on any prohibited party list (e.g. OFAC, FBI) at onboarding and continuously during the relationship. Penalties for working with sanctioned entities not only include hefty fines, but it could also lead to jail time.

—Danny Thompson

SVP, Market & Product Strategy, apexanalytix

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**MEAT SUPPLY CHAIN:
Where's
the Beef?**

Facing empty meat cases thanks to COVID-19 shortages, many consumers are flipping to plant-based meat alternatives. Companies are responding to the demand with relish, producing brands that taste more and more like the real thing, but not without sizzling supply chain challenges.

BY SANDRA BECKWITH



Move over Tofurky.

The household name that in 1995 gave vegetarians a Thanksgiving option to the traditional roasted bird now faces far more competition in the plant-based meat alternative product category. Unlike more recent entries to the market such as burgers and snack foods, the Tofurky Holiday Roast never pretended to be anything more than tofu with seasonings reminiscent of holiday flavors.

The Oregon company's counterparts today are engineered to provide a similar taste and mouthfeel to meat—and suppliers continually develop novel ingredients that help them do that. For example, Improved Nature's soy-based fibrous plant proteins give a meat-muscle texture to its plant-based chicken breast fillet products.

The companies that make Beyond Burgers, Impossible Burgers, and similar products are responding to increasing consumer interest in diets that include more plant-based foods. The global plant-based meat market in particular is expected to increase from \$150 million in 2018 to \$320 million by 2025, according to Global Market Insights.

NO SHORTAGE OF OPPORTUNITY

The perception that plant-based meat alternatives are healthier than animal products fuels strong consumer interest, although the meat industry is pushing back. Still, with COVID-19 outbreaks in meat-processing facilities creating shortages nationwide, some alternative meat manufacturers are seeing an uptick in sales as supermarket shoppers use empty meat cases as an opportunity to try the plant-based options.



Plantible Foods develops technologies to produce sustainable plant-based protein and uses proprietary aqua farm cultivation processes to grow lemna, a protein source.

“During the first few weeks of the COVID-19 outbreak, conventional grocery stores reported 40% growth in Tofurky sales compared to the previous year,” says Jean Nesterak, vice president of supply chain for Tofurky.

PLANT PROTEIN PRIMER

Some protein sources used in plant-based meat alternatives may sound familiar, but others aren't as well known. Here are some expected—and unexpected—ingredients.



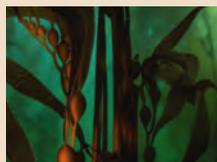
Soybean: Tofu, made from soybeans, is at the heart of Tofurky's products. Impossible Burgers also use soy, plus potatoes, as protein sources. Most of the soybeans in the United States are grown in the Midwest; Illinois grows slightly more than Iowa.



Pea: Many meat alternative products, including Beyond Burger, use yellow peas. In the United States, yellow peas are grown in Northern states, including Montana and North Dakota.



Duckweed: Supplier Plantible Foods uses proprietary aqua farm cultivation processes to grow this protein ingredient, also known as lemna.



Seaweed: Seaweed can yield five times as much protein per acre as soybeans. Plant-based jerky manufacturer Akua uses kelp, a type of seaweed, which it harvests in late April and May from regenerative farms along the Northeast coast of the United States.



Rapeseed (canola): Traditionally used for cooking oil and animal feed, this protein source helps provide a closer-to-meat experience for meat alternatives such as burger patties.



Mycoprotein: Mushrooms, which vegetarians often use as a steak substitute, are gaining popularity as a meat extender in blended products that combine meat with the nutritional value of plant-based products. Mushrooms help reduce meat's sodium content, cholesterol, and saturated fat.

Other protein sources include:



Beans



Wheat



Rice

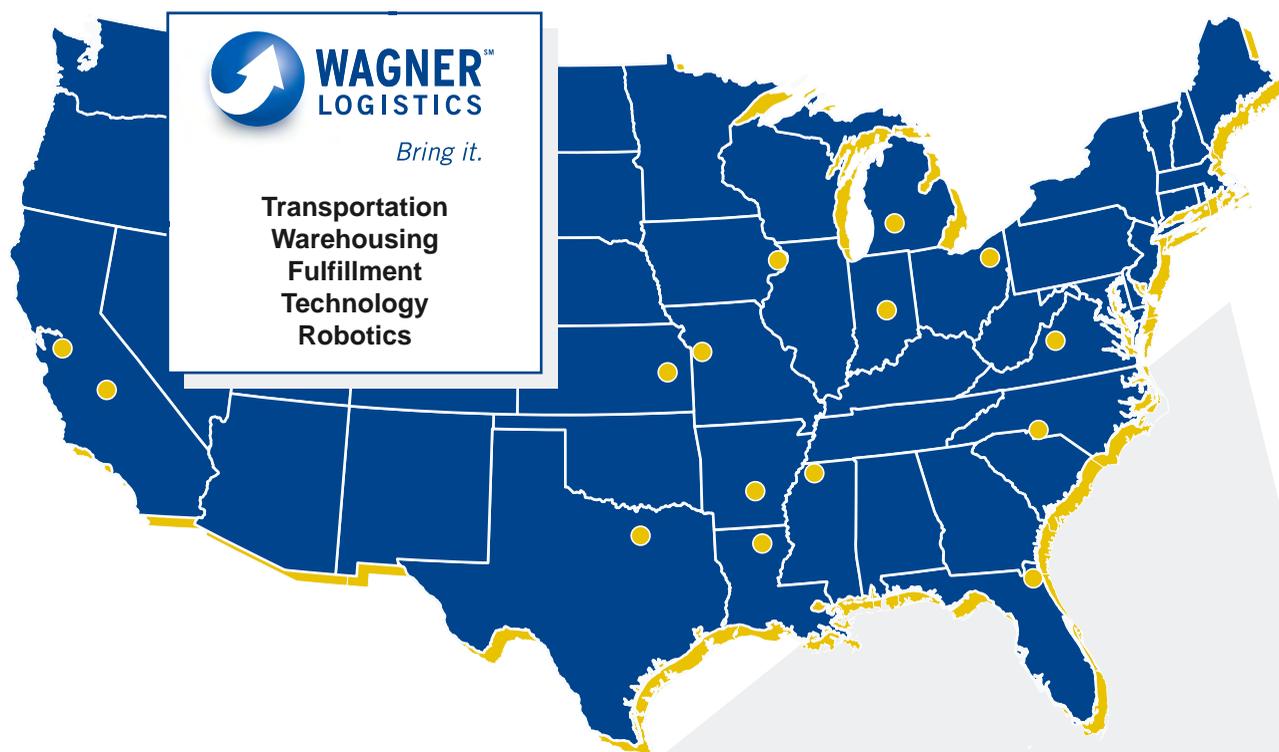


Algae



Tofurky uses only non-GMO ingredients, including soybeans, in its products.

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– Kyle VanGoethem, Director of Solutions

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When harvesting kelp used for products such as Akua's jerky, it must be dried or flash-frozen immediately, creating a logistics challenge.

While Tofurky's strong supplier relationships help make sure it can meet that demand (Nesterak says that 80% of its suppliers have been with the company since the beginning), even that's not enough to support the supply chain in some situations.

As more and more products enter the marketplace, there's greater demand and competition for a key ingredient in all of them: protein. Beyond Meat, for example, uses yellow pea protein in its burgers.

"Companies are having a hard time sourcing yellow peas in sufficient quantities at prices they're comfortable with," says Vincent Smith, professor of economics at Montana State University. "If you pay enough, you can convince farmers to switch from corn or wheat to pea production."

The question is what companies are willing to pay as they focus on profit margins.

That increased growth in the number of products makes all aspects of the supply chain more competitive. It's particularly difficult for companies such as Tofurky that use only non-GMO ingredients (meaning the genetic makeup of the plants used in its products has not been altered).

"We use soybeans, and 96% of the crop worldwide is GMO-based, so trying to make sure we get organic soybeans can be a challenge," says Nesterak.

WHEAT FEAT

No Evil Foods, which makes Comrade Cluck chicken substitute, Pit Boss pseudo-pulled pork, and other meat alternatives with as few ingredients as possible, would like to source more ingredients closer to home in North Carolina. The obstacle is protein quality.

"We have to source our wheat protein from Europe because they use fewer pesticides on crops there," notes

co-founder and CEO Mike Woliansky.

Brooklyn-based kelp jerky maker Akua's supply chain problems have been related to logistics rather than ingredient availability. When kelp is harvested in the spring, it must be dried or flash-frozen immediately.

"Most co-packers don't have a giant freezer for 30 pallets of kelp, so in the beginning, every time we needed to run a batch, we had to set up a shipment to the facility," says Matthew Lebo, co-founder of Akua.

The company recently solved that challenge by contracting with a processor that has the on-site freezer capacity required because it specializes in frozen foods. Lebo is concerned that COVID-19 has created another issue.

"Because many restaurants are closed and aren't buying kelp, there will be too much of it," he says. "If farmers lose money on this year's harvest, will that restrict our supply for next year?"

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BURGER BATTLES

Impossible Burger and Beyond Burger dominate news coverage of plant-based alternatives to conventional meat products, even though neither is the top-selling brand.

Impossible Burger, the best-known product from California company Impossible Foods, made headlines when it partnered with fast-food chain Burger King to create the Impossible Whopper. The all-plant-based burger is on the menu at restaurants in the United States, Hong Kong, Singapore, and Macau, but restaurants also use the ground beef-like product for tacos, meatballs, and empanadas.

The company says its burger offers as much iron and protein as a comparable serving of real ground beef, but with no cholesterol, less fat, and fewer calories than the

real deal. It's made mostly of water, plant proteins, sunflower and coconut oils, and heme.

It's the heme—an iron-rich molecule that occurs naturally in hemoglobin in an animal's blood—that gets all the buzz because it's what gives the burgers their meaty flavor, sizzle, and bleeding effect.

Impossible Foods gets its heme from the protein soy leghemoglobin, which is found in soy roots. The company produces that protein through genetic engineering and fermentation.

While the Impossible Burger is gaining a stronger presence in supermarkets after entering that distribution channel in September 2019, Beyond Burger benefits from being first on the scene. It was third in the category's market share at the start of 2020; Impossible Burger wasn't even in the top 10.

When the brand's Los Angeles-based parent company Beyond Meat went public in May 2019,

it enjoyed a 163% gain in the first day alone—a sign of the category's staying power.

Beyond Burgers get their marbling quality from cocoa butter and their juiciness from coconut oil and potato starch. Peas, mung beans, and rice provide protein, while beets offer the red coloring that makes the burgers appear to "bleed" when cooked. They have more protein and iron than ground beef burgers, less saturated and total fat, and no cholesterol.

Both brands share a commitment to sustainability. Beyond Meat's 2018 life cycle analysis documented that it requires 99% less water, 93% less land, and 50% less energy to produce its plant-based burger compared to a quarter-pound beef burger. A similar assessment for Impossible Foods reveals that its burger uses 87% less water and 96% less land while generating 89% fewer greenhouse gas emissions.



Roc Regenerative Farms enhances the nutritional value of its products by adding organic mushrooms grown by a sister company to its sausage.



About 80% of Tofurky's suppliers for products that range from the original tofu roast to sausage and deli slices have been with the company since its inception in 1995.

Manufacturers can also face problems caused by long crop-growing lead times. Farmers are planting now for crops that will be harvested in one year. If a product in a brand's line suddenly takes off, companies might find it difficult to meet demand because they can't get enough ingredients.

Automation is an important supply chain element at startup Roc Regenerative Farms in Rochester, New York. The company recently

launched hybrid burgers and sausage that improve the nutritional value of grass-fed beef and free-range chicken by blending them with organic mushrooms, which are grown by its sister company Leep Foods.

"Because we're in a high-cost labor market, we have to innovate to exist," says George Zheng, a co-founder of both companies. "We're continuing to invest in machine design that no other company has."

Plant-based alternatives won't replace the real thing anytime soon because of taste preferences, habits, and consumer budgets. "Meat is highly subsidized so it's incredibly cheap," says Tony Martens, co-founder of San Diego's Plantible Foods, which is gearing up to provide aquatic plant lemna as a protein source.

As Tofurky has demonstrated, however, plant-based meat alternative products have legs—they're just not attached to animals. ■



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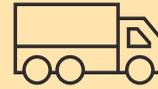


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COVID-19's IMPACT ON NORTH AMERICAN MANUFACTURERS

Manufacturer interest in reshoring, hiring, and apprenticeships is increasing during the pandemic, finds Thomas' latest COVID-19 Manufacturing Survey.

**THOMAS' MAY/JUNE 2020 COVID-19 MANUFACTURING SURVEY
(WITH 746 QUALIFIED MANUFACTURING RESPONDENTS)
REVEALS THE FOLLOWING KEY TRENDS:**

1

**Stronger
reshoring
interest.**

Two in three manufacturers (69%) indicate they are "likely to" or "extremely likely to" reshore (up from 54% in February 2020), with agricultural, energy/utilities, and food & beverage leading in interest.

2

**The need for
skilled labor and
apprenticeships.**

One in three (38%) companies surveyed are actively hiring. Industries engaged in apprenticeship programs were less impacted by the lack of skilled labor.

3

**North America
is confident in
automation.**

More than half of respondents feel that they meet or exceed industry standards on automation processes.

4

**Digital marketing
transformation is
no longer optional.**

Marketing avenues identified as "extremely important" to attract new customers: website (84%), email (73%), and a surge of virtual events, such as webinars (from 15% to 32% post-COVID-19).

5

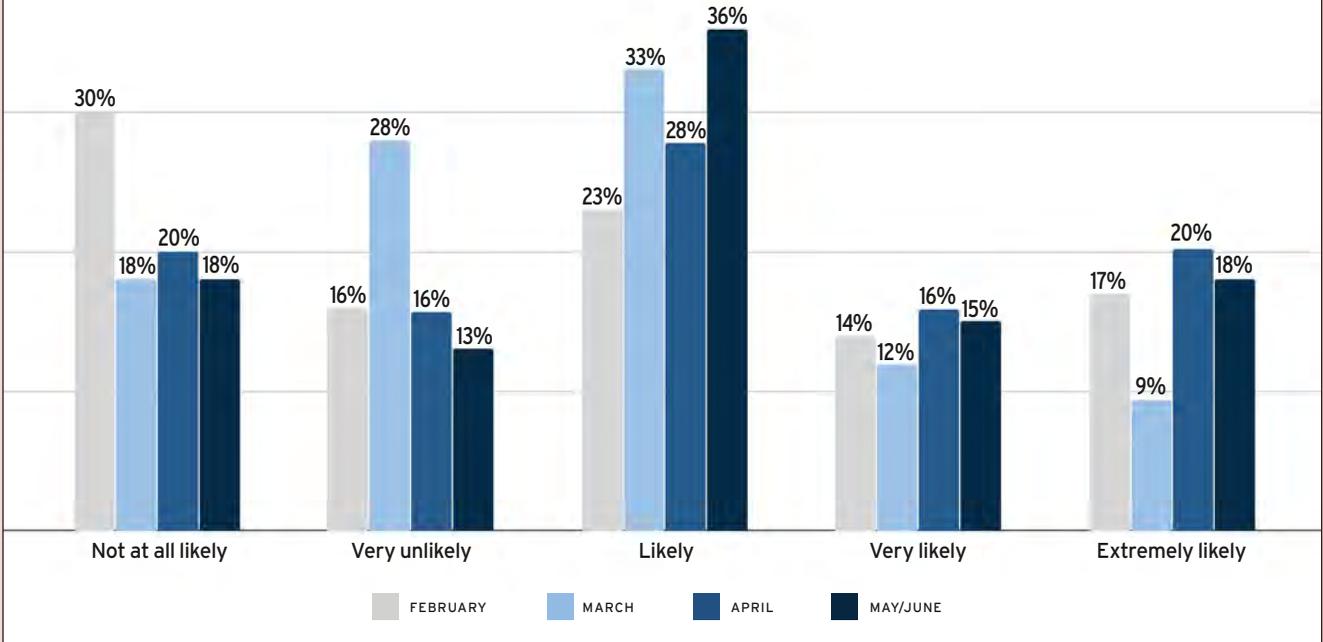
**Companies
remain optimistic
about the future.**

Although COVID-19 impacts are undeniable (90%), 91% of respondents believe that North American manufacturing can recover from the pandemic.

RESHORING TRENDS AND INSIGHTS

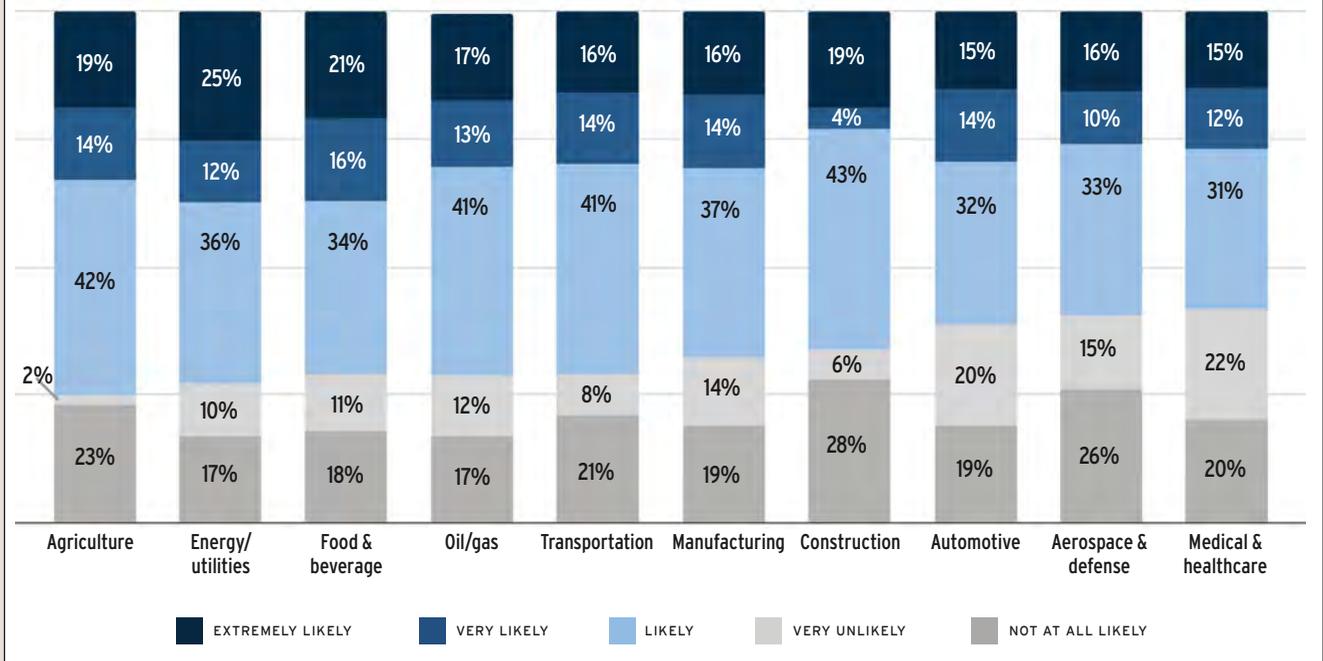
INCREASED INTEREST IN RESHORING: 69% OF MANUFACTURERS INDICATE THEY ARE "LIKELY TO" OR "EXTREMELY LIKELY TO" RESHORE IN THE FUTURE

How likely are you to bring more production/sourcing back to North America after this outbreak?



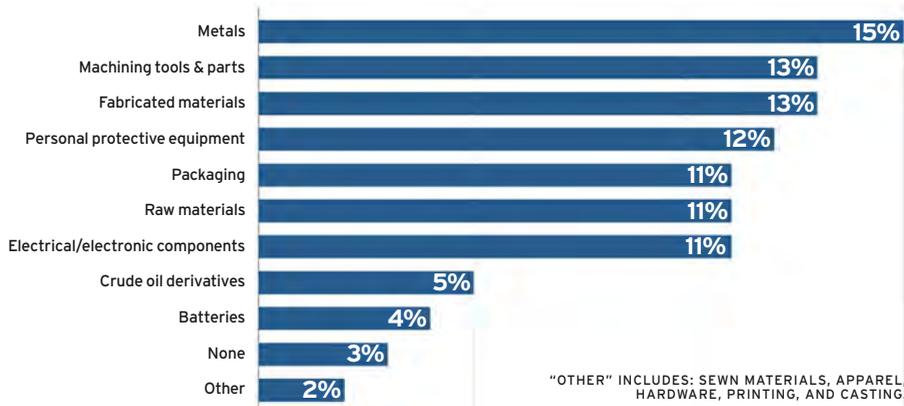
SIGNIFICANT RESHORING INTEREST ACROSS ALL INDUSTRIES

How likely are you to bring more production/sourcing back to North America after this outbreak?



TOP MANUFACTURING PRODUCTS AND SERVICES NEEDED IN NORTH AMERICA DUE TO GROWING APPETITE FOR RESHORING

Which materials/products are you looking to source domestically?



*Survey participants are able to choose more than one answer; therefore, total percentages may exceed 100%. Percentage = count of responses/total respondents.

MANUFACTURING STEPS UP IN TIME OF CRISIS

"I think this pandemic has caused a refocus of where we get raw materials, products, and services. In a twinkling of an eye we can lose our connection with companies abroad. Doing more business domestically will force our nation to revisit labor rates which was a big driver at companies looking abroad."

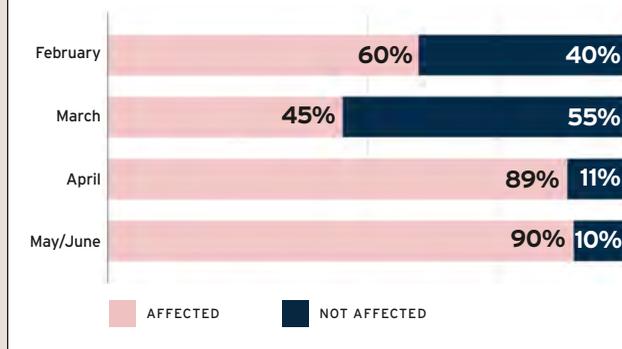
"The increased communication between industry peers and across industries has been encouraging, [and has] inspired learning and support."

"We not only source our materials from the U.S., we source most of them locally in Michigan, which makes it a little easy to navigate supply chain issues... We also hire almost exclusively from competitive high school robotics teams."

"I was so impressed by manufacturers who made adaptations to their lines and went from making cars to making ventilators or from making craft beer to making hand sanitizer or from making designer clothes to making face masks."

A BOOMERANG EFFECT ON MANUFACTURERS IMPACTED BY COVID-19

Is your business affected by the COVID-19 outbreak?



OPTIMISTIC OUTLOOK: 91% BELIEVE RECOVERY IS POSSIBLE

Do you think the North American manufacturing sector can recover from the effects of COVID-19?



MANUFACTURERS' OUTLOOK ON NORTH AMERICAN MANUFACTURING

"We need to reshore manufacturing and supply. It will increase high paying, skilled jobs, and create an exponential number of support jobs."

"Sufficient technology exists today to allow for remote working and production automation to accommodate new changes for workplace standards."

"This event has prepared us for this response in the future. Being prepared is 95% of the outcome."

"The impact has been severe and recovery will take many years, but over time manufacturing will get back to pre-coronavirus levels. One tailwind will be the transition of the supply chain to North America from Asia which will boost manufacturing and logistics capabilities."

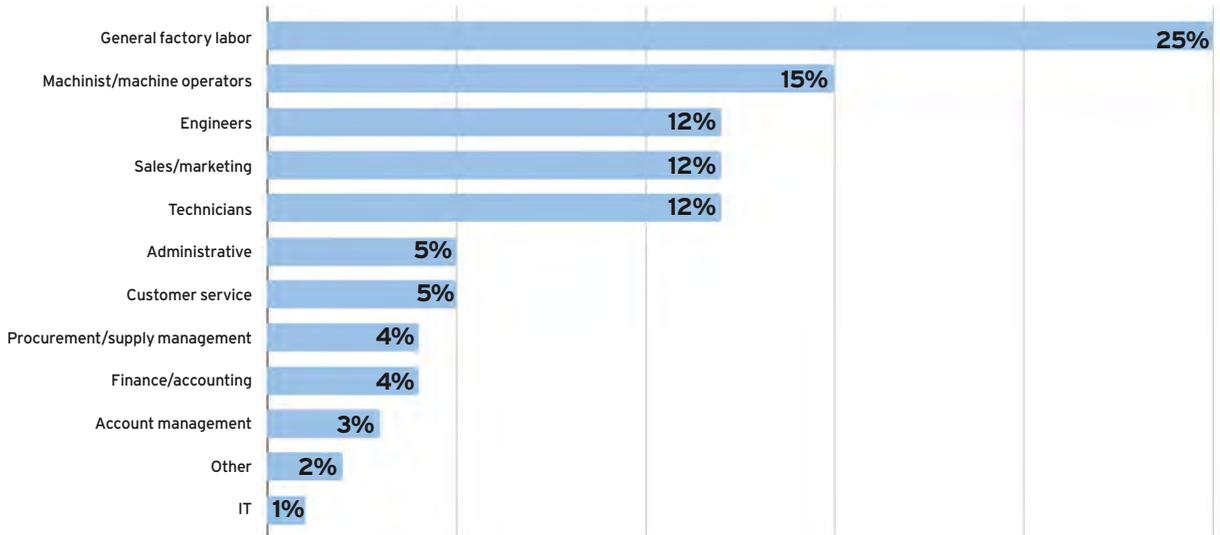
"Dealing with a crisis is never easy, but it will also force you to come up with outside-the-box solutions and grow stronger as an organization."

"The impact of COVID-19 was a wakeup call about preparedness, market-positioning, and operations for many less established. Those lessons will likely redistribute business, vectorally diversifying the market, encouraging more sustainable operations, increased collaboration, and inter-regional referrals."

"We will recover but will take months to years to get back the revenue lost during this time."

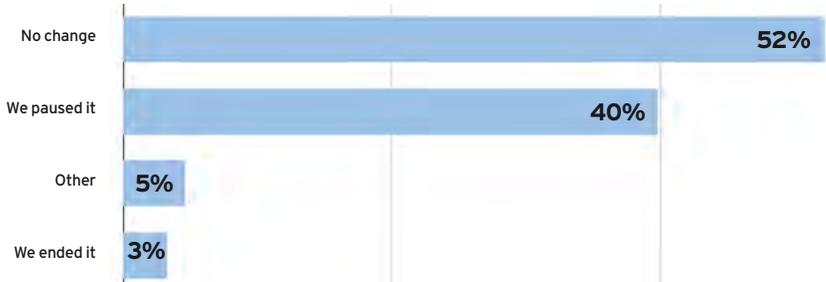
THE NEED FOR SKILLED LABOR AND APPRENTICESHIPS

38% OF SURVEYED COMPANIES ARE ACTIVELY HIRING *What fields are you hiring for?*



26% OF SURVEYED COMPANIES HAVE APPRENTICESHIP PROGRAMS; MORE THAN HALF OF THOSE PROGRAMS EMERGED UNSCATHED BY COVID-19

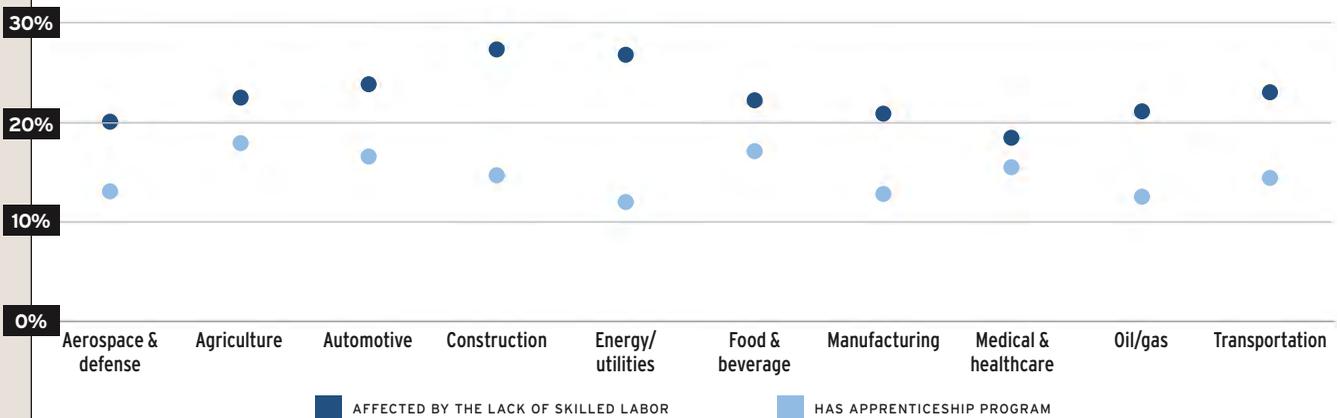
How has the COVID-19 pandemic affected the program?



"OTHER" INCLUDES: INCREASING THE PROGRAM, RESTARTING THE PROGRAM, AND REMOTE OR ONLINE WORK.

INDUSTRIES WITH HIGHER APPRENTICESHIP ADOPTION RATE ARE LESS AFFECTED BY THE LACK OF SKILLED LABOR

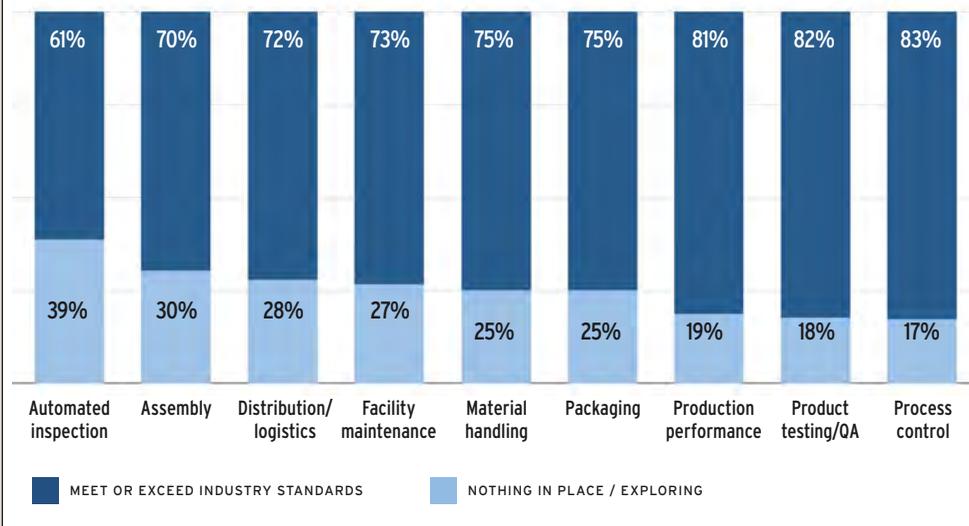
The presence of Apprentice Program and industries affected by the lack of skill labor.



AUTOMATION + TECHNOLOGY ACCELERATE

NORTH AMERICA FEELS CONFIDENT IN AUTOMATION

Please rank your company's adoption of the following automation processes.



THE IMPACT OF AUTOMATION IN TIMES OF CRISIS

"[Automation] will allow for employees to more effectively use their time completing high value process work, while the lower value and higher time-consuming processes are automated."

"We have used AR to avoid sending technicians to customers in infected areas."

"Robotic systems give us more productivity and zero rejects. Faster product assembly for an increase of finished products by 25%."

"Automation has helped us to meet the ever increasing shorter deadlines within the entertainment industry. Fifteen years ago our lead times were six to eight weeks and longer."

"We have been updating our

processes, equipment, and software for years and found as a result that all but the shop floor can efficiently work remotely, keeping any work in progress moving forward and potential jobs available for estimating completed on time."

"COVID-19 was an eye opener for us about the position and rate of adoption of automation in businesses similar to ours across the nation."

DIGITAL MARKETING

CHALLENGES WITH THE CANCELLATION OF TRADE SHOWS

"We are emphasizing webinars right now when customers want to know more about a product, but look forward to getting back to trade shows and business travel when it appears safe to do so. We are also engaging our outside sales reps in social media more. Since they have spent less time on the road they have more screen time and have been good about sharing which increases our exposure exponentially."

"Additional phone calls, virtual visits, social media, email blasts."

"It is pretty bleak actually. We have been calling and sending emails but it is not producing results."

"Case studies and articles published in trade magazines."

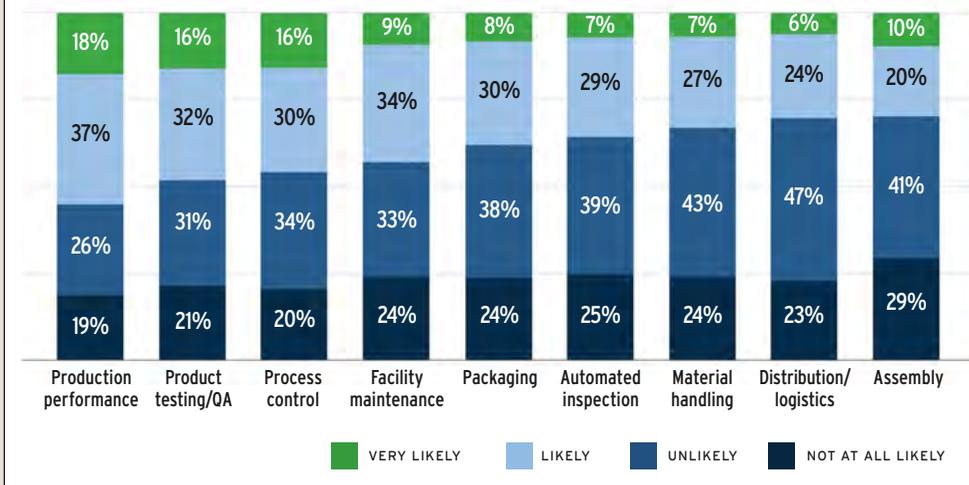
"Our products are very hands-on. Without trade shows it will be challenging."

"A more proactive initiative to reach out to the very healthy database of existing clients we already have. Reaching out and engaging the procurement departments on a more personal level and [on a] regular basis."

"Pivoting from B2B to consumer markets."

TECHNOLOGIES OF MOST INTEREST TO MANUFACTURERS

Due to COVID-19 pandemic, how likely is your company to invest in the following automation processes in the next 12 months?



SOURCE: [HTTPS://BUSINESS.THOMASNET.COM/COVID-19-SURVEY-REPORTS](https://business.thomasnet.com/covid-19-survey-reports)



Bolstered by an updated trade deal, the longstanding partnership between Canada and the United States continues to thrive amidst challenging times, providing ample opportunity for companies that offer cross-border solutions.

CROSS-BORDER LOGISTICS:

SUPPLY

CHAIN

SYNERGY

A twist on the old French proverb “the more things change, the more they remain the same” applies to the realm of trade relations between Canada and the United States. The proverb is usually cited to lament problems that continue even amid progress, but the reverse also is true: Good things persist even amid uncertainty and change.

While North America continues to reel from the impact of COVID-19, many political and economic lessons of the past have been turned upside-down and inside-out. As a result, 2020 thus far has been marked by significant declines in exports and imports—a trend likely to last for months to come.

The pandemic has caused many businesses to operate at limited capacity or to cease operations completely, and the movement of travelers across borders has been restricted, notes The Bureau of Economic Analysis (BEA), part of the U.S. Department of Commerce.

Not surprisingly, the U.S. monthly international trade deficit has increased. As exports decreased more than imports, the deficit increased from \$49.8 billion in April to \$54.6 billion in May, the BEA reports.



But then another change occurred: The U.S.-Mexico-Canada Agreement (USMCA) went into effect in July 2020, replacing NAFTA and maintaining the three-nation free trade zone.

The agreement will strengthen and modernize the North American economic platform, say leaders of the Business Roundtable, an association of chief executive officers of leading companies working to promote the U.S. economy and expand opportunity for all Americans through sound public policy.

“USMCA can accelerate the North American economic recovery, in part by providing much-needed certainty for business,” note leaders of the Business Roundtable in a formal statement.

“This new enforceable trade deal will also promote modernized rules, foster digital trade and innovation leadership, facilitate trade and efficient border crossings, and improve regulatory alignment and competitiveness,” the statement says.

A REINVIGORATED RELATIONSHIP

All of this translates not only to maintaining the longstanding sense of partnership that has existed between the United States and Canada, but even more good things to come for those who provide solutions or services that empower Canada-U.S. commerce, co-production, collaborative manufacturing, and cooperation.

“The current environment is poised to make the U.S.-Canada trade relationship even stronger,” says Paul Tessa, senior vice president, Purolator International, the U.S. subsidiary of Ontario-based Purolator Inc., Canada’s leading provider of integrated freight and parcel delivery services.

“We have three ‘once-in-a-lifetime’ events happening at the same time, which will certainly affect both the U.S. and Canadian economies,” Tessa says. Those events are:

1. The reopening of each country following the COVID-19 shutdown.
2. Lingering uncertainty over trade



Logistics provider Purolator guarantees delivery of e-commerce shipments to the Canadian market generally within 2-4 days, making U.S. e-commerce sellers competitive with their Canadian counterparts.

relations with China, and the potential recalibration of supply chains away from China.

3. The newly implemented USMCA, which modernizes the trade relationship and opens many new doors for U.S. businesses.

“The United States and Canada are each other’s most important trade partner, and the USMCA reinforces that relationship,” Tessa says. “Given the global uncertainty right now, I expect a growing number of U.S. and Canadian businesses will look for opportunities closer to home. The new trade agreement will further incentivize them to do so. You could say the USMCA has come along at the exact right moment for U.S. and Canadian businesses.”

In 2019, \$612 billion in goods crossed the U.S.-Canadian border, which equates to roughly \$1.7 billion per day.

But the COVID-induced shutdown has negatively affected the cross-border relationship. At one point, truck crossings over the Detroit-Windsor Ambassador Bridge, the border’s busiest land crossing point, were down by 43%.

“Manufacturers and parts suppliers suddenly no longer needed the volume of parts that normally flowed each day between the United States and Canada,”

Tessa says. “As supply chains start to function again, we are already seeing an uptick in shipments crossing the border.”

E-COMMERCE BOOM

With USMCA in effect, Tessa believes U.S. businesses will find even greater opportunities in the Canadian market long-term. He says that e-commerce, for example, will benefit from a provision that allows Canadian consumers to avoid paying duties on express shipments valued up to C\$150, with taxes exempt on shipments valued below C\$40.

That’s a significant increase from the C\$20 threshold that had been in place for decades. E-commerce also will benefit from a USMCA provision that simplifies the customs clearance process for shipments valued at less than US\$2,500.

Arguably the USMCA’s most important benefits, Tessa says, are modernizing the trade relationship with new provisions for digital trade and intellectual property, and eliminating the uncertainty that has lingered for the past few years. “The United States and Canada have affirmed their commitment to growing and facilitating cross-border trade, and have laid out a path for moving forward,” he says.

COMPLETE CANADIAN COVERAGE

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- Quebec City, QC
- Calgary, AB
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Tessy notes that any discussion of U.S.-Canada cross-border trade must highlight the tremendous opportunities for U.S. e-commerce retailers. “Canadian e-commerce is projected to increase at a double-digit rate for the next several years,” he says. “Sales from the United States account for more than half of all international transactions.

“U.S. e-commerce sellers got a big boost from the USMCA, which allows Canadian consumers to avoid paying duties on express shipments valued at less than C\$150 (C\$40 for taxes),” he adds. “The U.S. International Trade Commission projects this provision to result in \$332 million in additional U.S. e-commerce-related exports to Canada.”

Another bright spot, he says, is the ability of logistics providers such as Purolator to guarantee delivery of those e-commerce shipments to the Canadian market. Purolator can generally have an e-commerce shipment delivered within 2-4 days, which is on par with Canadian consumer expectations.

“This level of service puts U.S. e-commerce sellers on an equal footing with Canadian businesses that do not

have to factor in an international border crossing,” Tessy says.

Purolator is so committed to e-commerce, he adds, that in 2019 the company announced a \$1-billion investment in its Canadian distribution capabilities. This includes construction of a Toronto “super hub” that will serve as “command central” in routing shipments arriving from the United States, along with investments in delivery vehicles, including environmentally friendly electric bikes and scooters for urban deliveries.

AN ESSENTIAL PARTNERSHIP

Regardless of how products are ordered and purchases are made, trade relies on getting shipments from here to there.

“Trucking is an essential service,” says Dave Cox, president of Polaris Transportation Group. “Cross-border traffic is important for both countries to support their industries.”

Polaris, which specializes in the shipment of dry goods, is best known for its scheduled LTL service between Canada and the United States. Based

in Toronto’s neighboring city of Mississauga, Ontario, Polaris delivers industry-leading transit times to and from the United States, including Alaska. The company maintains U.S. headquarters for Polaris Motor Freight, Inc., in Willoughby, Ohio, just outside Cleveland.

STAYING SEAMLESS

Even amid the challenges of COVID-19, Cox says, cooperation between the two countries has enabled seamless border transfers without undue congestion. “It’s a joint effort of both governments,” he says. “It feels like a partnership.”

The important thing is that all the shipment documentation required is in its proper order. “Typically, when delays occur it has to do with paperwork,” he says. “We help make sure there is rock-solid information on all commercial invoices and processes.”

Polaris utilizes up-to-date technology specifically designed for this purpose to ensure everything is in place. “We use so much technology in processing documents,” Cox says, adding that the company’s subject matter experts are easily able to address anything that may pop up as needing correction or clarification.

With this ideal blend of artificial intelligence (AI) and human intervention, issues are identified prior to border arrival. “Polaris engineers get involved and resolve matters quickly,” Cox says. “We move a lot of cargo, and that’s how we manage to keep everything running smoothly. When equipment leaves our yard, we are comfortable in the fact that all the i’s are dotted and the t’s are crossed.”

This attention to detail also figures prominently in addressing any potential security concerns. “We take border security very seriously,” Cox says. “It’s extremely important to Polaris. We make sure we work with reputable clients.”

To that end, clients are put through a security audit and shipments are examined with X-ray equipment. In this



U.S. shippers trust Polaris Transportation Group to move their LTL freight to Canada. The company’s expertise assists with security, customs clearance, and documentation.



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realm, too, he says, cooperation between the two governments is essential. “We work very closely with Canadian and U.S. customs to be sure there is no contraband in shipments. We help our clients protect their supply chains.”

To ensure safe and secure transit, Polaris participates in every border security program—C-TPAT (Customs Trade Partnership Against Terrorism), PIP (Partners in Protection), CSA (Customs Self-Assessment), and FAST (Free and Secure Trade).

Polaris also offers full-service short- and long-term warehousing solutions. The company’s approach to those solutions is to adapt existing systems to fit the systems of its clients. With a quarter-century of experience in logistics, it is fitting that the company uses the hashtag #CrossBorderPros.

“We have a track record of creating efficiencies and driving costs out of customers’ supply chains, which has helped to maintain strong customer relationships with companies big and small,” Cox says.

Leveraging an expedited LTL network, Polaris connects every U.S. ZIP code to every Canadian postal code. All of these efforts help Polaris

remain at the cutting edge as clients expand their business across the U.S.-Canadian border.

UNIQUE AND POSITIVE

Despite shifts in the global political landscape, the long history of cooperation in cross-border trade between the United States and Canada continues.

“Canada and the United States have one of the world’s most unique and positive relationships,” says Ray Ramu, executive vice president and chief customer officer for American LTL trucking company Saia Inc.

“We are two sovereign states that occupy the majority of North America and share the world’s longest undefended border,” Ramu says. “We are reliant on each other for both security and trade. None of this has changed. Through April 2020, the United States exported more to Canada than to any other country in the world.”

Georgia-based Saia maintains 169 terminals that provide service across the country as well as to Puerto Rico, Mexico, and Canada. The company provides complete transportation and logistics solutions and maintains its

headquarters in the Atlanta suburb of Johns Creek.

Ramu says the United States enjoys a symbiotic partnership with its northern neighbor. “Growth in the United States translates into growth in Canada and vice versa,” he says. “The United States and Canada both have top 10 worldwide economies and I expect that to continue into the future.

“Both Canadian and American businesses, in many ways, are an extension of one another with a border in between,” Ramu adds. “We see that in transportation, manufacturing, trade, e-commerce, and communication. The goods and services in both countries are very similar, as are the businesses.”

For example, he says, the automotive industry—a major market segment for both countries—is strongly interconnected. “There is significant trade happening in this industry with many major Canadian parts manufacturers feeding the supply chain of U.S. car makers,” he says.

SIMILAR BUT DISTINCT

While the similarities between the two countries create natural synergies, important distinctions between the two markets remain.

“One fundamental difference between Canadian and American consumers is that Canadians tend to be value shoppers, looking for the lowest price or the best deal as opposed to a particular brand,” Ramu says. “This emphasis on finding value stems from historically having less disposable income than Americans and a higher cost of living, among other factors.

“That’s not to imply that American shoppers aren’t searching for the best deal; Canadian consumers just have different approaches to finding and determining value,” he adds.

“Canadians, for example, tend to make an extra effort when it comes to finding the best deals as 87% will stock up on their favorite products when the products are on sale, 57% go to multiple stores to get the best prices on items, and



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Successfully shipping across the U.S.-Canada border, including the International Blue Water Bridge, which connects Port Huron, Michigan, and Sarnia, Ontario, Canada, involves diligent documentation and using a reliable service provider to expedite the process.

56% regularly participate in retail loyalty programs,” he says.

In spite of high internet usage rates, Ramu adds, Canadian consumers have been slower than Americans to embrace online shopping. As such, e-commerce in Canada represents about 10% of total retail sales compared to 12.8% in the United States.

Ramu says that many Canadians are still “touch-and-feel” shoppers who value traditional brick-and-mortar stores. However, he adds, this shopping approach has been rapidly decreasing over the past two years. E-commerce sales in Canada are expected to increase to more than 15% of total retail sales in the next three years.

CROSS-BORDER TIPS

Commerce and travel between the United States and Canada is less complicated than many other trade partnerships. However, Ramu recommends these tips for shipping to and from Canada and the United States:

Do your research. Make sure you have taken advantage of all available free resources. Both Canada and the U.S. trade embassies have made shipment

and border clearance requirements accessible online.

Remember the paperwork. Missing and incomplete documentation is among the top causes for border clearance delays. As such, shippers need to make sure they fill out all paperwork ahead of time and consult with a broker.

Consider insurance. If you ship high-value or fragile items, consider insuring your shipments.

Keep records. The Canadian Border Services Agency, for example, recommends you keep records of your exports and imports for six years.

Use a trusted service. Use a service with experience in cross-border shipments between the United States and Canada, and have a broker to assist.

Allow for extended transit time. In winter months, for instance, send out your shipment several days early, if possible, in case there are delays.

Finally, Ramu recommends that manufacturers talk to their service provider about shipping to and from Canada prior to shipping to best understand transit times and service expectations, and to clear up any questions they may have.

When it comes to U.S.-Canada trade, the best tips of all may be to know the landscape and be open to opportunities.

ECONOMIC RECOVERY

“Despite some uncertainty regarding future policy direction, the economic recovery is gaining traction and the American private sector is in great shape with corporate profitability at an all-time high and a record amount of cash,” says Export Development Canada (EDC), a Crown corporation dedicated to helping Canadian companies of all sizes succeed on the world stage.

“While it is always good to diversify, the United States is Canada’s number-one global customer, with a market 10 times the size of our own, conveniently located right next door,” the EDC explains in its analysis of the U.S. business environment.

In the end, logistics professionals say, success in the Canadian market depends on having a “uniquely Canadian” strategy. Success will come to those who work with logistics partners that understand the differences between the two markets and can effectively navigate through them. ■

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PROJECT LOGISTICS

DOING THE HEAVY LIFTING

THE PROFESSIONALS BEHIND SPECIAL LOGISTICS PROJECTS NEED TO ATTEND TO DETAILS, PREPARE FOR PROBLEMS, AND FOCUS ON THE BIG PICTURE.

BY TAMARA CHAPMAN

Even before a certain notorious microbe started commandeering headlines, special logistics projects required a commitment to sweating the small stuff while focusing relentlessly on long-term objectives. But then the new coronavirus started disrupting everything from factory floors to global transportation networks. Here are three special projects that became exercises in pirouetting on the proverbial dime.

SEEDS OF HOPE

In spring 2020, with passenger planes still flying—on reduced schedules and sans passengers—airlines the world over began considering how to make use of all that suddenly superfluous legroom.

For one American Airlines Cargo team, the answer came in the form of survival essentials. Virus or no virus, people have to eat, and so farmers have to farm. For all that to happen, crucial seeds have to arrive on time.

That's why the team focused its brainpower on how to maximize every cargo-friendly inch of the Boeing 777-300s that would normally ferry passengers between Buenos Aires and Miami.

Even before the pandemic, American played a role in the supply chain that puts corn cobs on your dinner plate and tofu in your pad thai.

For more than one decade, American Airlines Cargo has been a key player behind the little-known seasonal migration of corn seeds and soybeans—in fall, from the northern hemisphere to its southern counterpart, then

in spring after the seeds have wintered in summer splendor, and back to fertile soil well above the equator. (This proprietary process, in which the jet-setting seeds stay comfortably warm, reportedly improves planting yield by up to 40%.)

Lorena Sandoval, director of cargo sales for Mexico, the Caribbean, and Latin America for American Airlines Cargo, has seen this operation play out with nary a hitch for much of her three-year stint in her current post.

Determined to avoid a major disruption in the food supply chain, American Airlines Cargo dedicated entire flights to moving just seeds.

Here's how it worked in the past: Each year, from March through May, American would relegate sizable space in the baggage hold of its routine passenger flights from Argentina to Florida. Then, during the course of several weeks, tons of boxed seeds would share space with the duffel bags destined for the Sunshine State.

"From Miami, the seeds would be distributed to the rest of the United States,



The season for shipping soybeans and corn seeds runs from March to May, with seeds bound for the Midwest. American Airlines Cargo has been part of this shipping cycle for more than 10 years.

freight volume, moving 115,349 pounds of soybean seeds, which American calculates as equivalent to 76 hefty heifers or 20,900 portly chickens. This shipment represents a sizable jump from the now-retired record of 103,384 pounds of cargo transported aboard a 777-300 on a 2014 Los Angeles-to-London jaunt.

"We were able to do it just because we didn't have the bags," Sandoval says. "In this case, the baggage hold was 100% seeds."

The Miami-to-Buenos Aires leg of the flights was equally productive, with American shipping tons of pharmaceuticals—among them, medications for diabetes and cancer treatment—and technology essential for powering many newly launched home offices.

Impressive though the new cargo record is, it wasn't the point of the operation. That was more existential.

"These are the seeds that will help the United States get a good harvest for September and October," Sandoval says.

especially the Midwest and the West Coast," Sandoval explains.

Traveling by truck, the seeds would arrive at the country's farms just in time for planting.

COVID-19 made that normally seamless process more difficult. Still, Sandoval says, "The seeds simply could not tarry abroad any longer." Not if U.S. farmers were going to feed the nation and large parts of the world.

Determined to avoid a major disruption in the food supply chain, American dedicated whole flights to seeds. In the first weeks between April and early May 2020, it shipped a whopping 290 tons of light-as-a-feather seeds.

On April 16, 2020, a flight shattered American's all-time record for

In a record-breaking shipment bound for U.S. soil, American Airlines Cargo shipped more than 115,000 pounds of seeds to U.S. farmers for a busy planting season.



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A POWERFUL GUST OF EFFORT

On May 2, 2020, the Port of Vancouver USA in Washington welcomed, from faraway Shanghai, the MV Star Kilimanjaro to North American shores. Aboard the mammoth vessel: nine wind turbines and 27 super-sized turbine blades. Their final destination: Canada's Golden South Wind Project, scheduled to open in 2021 in Saskatchewan.

Once the ship was safely docked, longshoremen began the nerve-wracking task of unloading the unwieldy equipment. Spanning 220 feet and weighing 23 metric tons each, the blades alone required a well-coordinated step-by-step process, as well as special equipment and expertise.

Days later, with the transfer from vessel to terra firma successfully accomplished, a host of logistics pros could safely exhale.

The effort, says Alex Strogen, the port's chief commercial officer, offered perfect preparation for what promises to be an even more daunting operation later in the summer, when the Port of Vancouver takes delivery of even longer vanes, becoming "the first port in the United States to clear blades of this size," he says.

In the future, as turbines increase in size, Strogen expects the blades to get longer still. After all, he says, "the bigger the turbine, the more energy you can get."

For the team behind the tricky delivery, flawless execution was a fitting reward for a future-focused business decision made years previously.

More than one decade ago, the port placed a bet on renewable energy, particularly wind energy. Sure that wind would figure prominently in North America's energy portfolio, the organization's leadership decided to ensure

that the port would be the West Coast's destination of preference for the receiving and movement of large-scale wind turbine components.

"We started this a long time ago with efforts to acquire cranes, and we also developed a lot of lay-down area, because that is what you need," says Steve Mickelson, the port's sales director.

These were required for temporarily housing the equipment ahead of their truck journey to wind farms far and wide.

Lifting and storing the cranes proved formidable enough, but the front and back ends of the project also required carefully calibrated efforts. The first high-wattage challenge involved

The option to call on neighboring ports for labor assistance was not available due to COVID-19, so the Port of Vancouver truly had to go it alone.

With turbines and blades in mind, the port invested in two Liebherr mobile harbor cranes, prized for their dexterity and lifting capacity.

Just as important, Mickelson adds, the port committed significant square footage at two different terminals for adequate lay-down areas.

planning. Given the sheer number of stakeholders and their varied geographic vantage points, that was no easy feat, Strogen says. But close collaboration among all parties—including the manufacturer, marine surveyors, labor representatives, the ship's owner, the heavy-haul trucking company, and various local and regional governing bodies—was essential.

Still another challenge was ensuring the Star Kilimanjaro could negotiate the notorious Columbia River Bar—"probably one of the most dangerous bodies of water in the world," Strogen says.

That's where the famous river meets the Pacific and where currents, swells, and sediment combine to churn chaos. Negotiating the bar is a precursor to the eight-hour journey up the river to the port.

For the bar pilot in charge of getting the Star Kilimanjaro to Vancouver, just getting aboard the ship

The Port of Vancouver USA recently handled its longest-ever wind power components: 27 turbine blades each measuring 220 feet long.



represented a departure from standard processes.

“These wind energy vessels are unique for the pilots to board,” Stroger explains, noting that the pilots typically access ships by helicopter.

But that wasn’t an option with the Star Kilimanjaro because the blades occupied every inch of the weather deck, meaning there was no room to drop the bar pilot onto the vessel from above.

“Instead, the bar pilots used their small, specially designed pilot boats capable of self-righting after being rolled over by huge waves to get the pilot on board,” Stroger says. “The pilots have to make a leap from their pilot boat to a ladder hanging down from the cargo vessel and then climb up the side of the ship to safely guide the vessel in.”

The precarious trip through the bar wasn’t the only stress for the team managing the operation. The coronavirus also contributed its characteristic headaches.

Initially, the shipment was due to arrive earlier in 2020, but with China shutting down manufacturing to contend with the pandemic, the delivery was pushed back by several weeks, Stroger notes. Stateside, the virus also created labor dilemmas that made it difficult to staff the operation.

Typically, “ports can flex during high-demand situations by pulling in labor from neighboring ports,” Stroger says. “That option fell by the wayside in early March.”

At that point, longshoremen from other West Coast ports, including nearby Portland, Oregon, could not travel to Vancouver to help out. And so, he adds, “We truly had to stand on our own two feet.”

That meant unloading the turbines and blades took longer than expected, mostly because of union and safety limitations governing how long individuals could work, Mickelson adds.

It took five days to offload the nine units and their dozen or so components, with the blades themselves requiring a full 30 minutes each to swing from the Star Kilimanjaro onto Washington soil.

The operation, which Stroger describes as “an unprecedented effort,” enlisted 35 longshoremen working gang-side, ship-side, and at the lay-down site.

Once the turbines were offloaded and sheltering in place at the lay-down areas, the port began preparing to transport the turbines off the property by truck and trailer. That, too, was largely glitch-free, thanks to advance planning.

As Mickelson explains, “These particular blades can’t make a turn-out of the premises.” Nor could they clear the nearby railroad tracks standing between the port and access to the closest interstate highway.

Undaunted by these hurdles, the Port of Vancouver lowered a nine-foot fence to facilitate travel through the port premises. It also constructed an asphalt overpass over the rail tracks to ensure that the blade-bearing heavy-haul trucks could begin their four-state, two-country journey.

“Basically, our challenge was to get these blades to I-84,” Mickelson says.

That done, the team could safely release a collective hurricane-force sigh—and then begin preparing to repeat the feat later in the summer.

The nine turbines and 27 oversized turbine blades arrived to the Port of Vancouver from China, on their way to a project under construction in southern Saskatchewan, Canada.



PLAN A, B, AND C

When Eduardo Rey, managing director of Dachser Peru, faces a logistics challenge, he draws on his background in architecture.

He studied the subject at Universidad Ricardo Palma in Lima but couldn't find work when he graduated during an economic downturn. A career in logistics seemed improbable, but it complemented his sense of organization and drew on his gift for big-picture visualization.

Both skills were in high demand during Dachser Peru's recent assignment to ferry two 180-ton locomotives from the Port of Houston to Peru's Port

of Callao, and from there to Dachser's railroad customer a few kilometers away.

Documents describing the scope of work had no sooner landed in his inbox than Rey launched his customary process. "I made some rough sketches to understand what we were talking about," he says.

Rey quickly broke the project into four phases and calibrated their timing to the minute. First and second, Dachser would ensure that the locomotives were safely loaded onto and discharged from a ship bearing two cranes capable of lifting and maneuvering the awkward cargo. Onshore cranes were not an option, largely

because they introduced an element of unacceptable risk into the operation, Rey says.

Next, the equipment would need to be perched on heavy-haul trucks for the twisty journey through Callao to nearby Lima. And last, the locomotives would need to be offloaded at the customer's rail yard and positioned on tracks.

Once the ship reached Peru, skeleton crews at the port meant docking had to be delayed by two days. And that required further adjustments to Rey's carefully recrafted plans.

Fortunately, the plans had solid foundations, allowing for a smooth transfer from deck to awaiting truck. But thanks to the pandemic,

A series of glitches during the complicated move prompted Eduardo Rey, managing director, Dachser Peru, to quickly deploy his troubleshooting skills.

Rey drew on his network of logistics vendors to identify the right ship and help him book space for the locomotives. The freight was scheduled to leave Houston in February 2020 for a 12-day journey that would progress through the Panama Canal and continue to the west coast of South America.

And then came the first of the glitches that would require Rey to quickly deploy his considerable troubleshooting skills. One locomotive arrived at the Port of Houston precisely on schedule. "But one of them was lost in the United States," Rey says. "It moved to another state."

Finding and retrieving it fell to the vendor tasked with delivering the locomotives to Dachser's custody. Nonetheless, Rey had to deal with the fallout and re-schedule every subsequent part of the operation, including booking ship space for a future date.

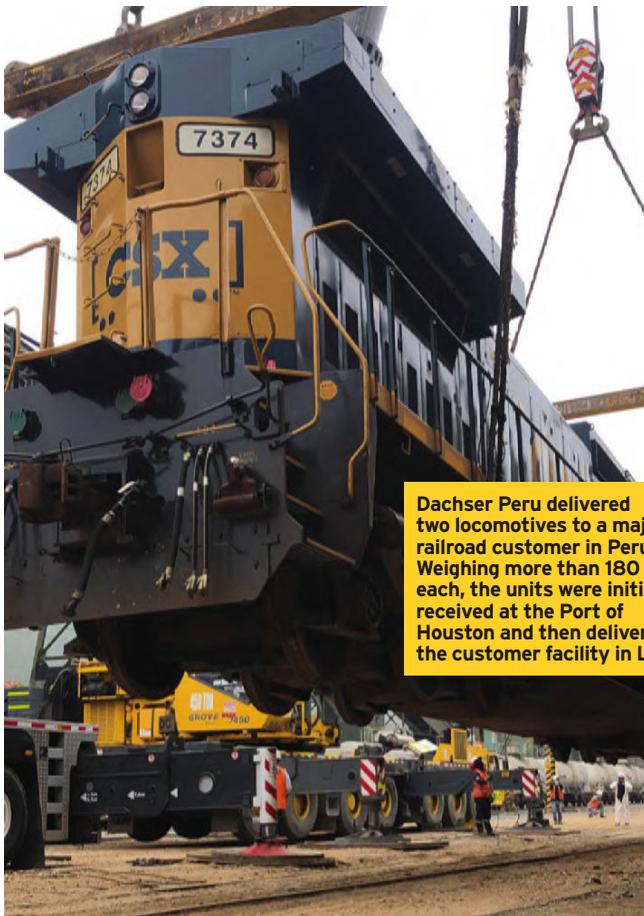
The locomotives finally left Houston at the end of May, "when we were in the middle of the coronavirus quarantine," Rey says.

Rey wasn't allowed on port premises. It fell to a subcontractor to brief him, via show-and-tell photos, on every aspect of the process.

The last leg of the journey was slated to occur at night, when traffic would be light and advance crews could easily raise the overhead cables along the route. But those plans went afoul after a recently instated curfew. Working around that, Rey says, required special permitting—and patience.

Just after the locomotives arrived at their destination, assembly began on two cranes commissioned to deposit the vehicles on nearby tracks. Given the many delays, it was fortunate that Rey was able to book the in-demand machinery for as long as needed.

With both cranes in place, Rey could decompress and size up the operation. Looking back, there was little he would do differently, he says, but the experience confirmed that every possible scenario, from lost product to a pandemic, requires plan A—and plans B and C. ■



Dachser Peru delivered two locomotives to a major railroad customer in Peru. Weighing more than 180 tons each, the units were initially received at the Port of Houston and then delivered to the customer facility in Lima.



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A blurred city street scene featuring a large white truck and a black car in motion. The background shows multi-story brick buildings with many windows. The text "Traffic Control" is overlaid in large, bold, white letters with a black outline.

Traffic Control



At some point, urban congestion will again be an issue. To get ready, cities and shippers are exploring options such as alternative vehicles, apps, pricing solutions, and a range of distribution centers.

BY KAREN KROLL

If you're out and about

in Vancouver, Canada, you may come across what looks like a combination of a bike, a trike, and a small trailer delivering orders from Spud, an online organic grocer. The vehicle, called the RadBurro, is an electric cargo trike from Rad Power Bikes, a Seattle-based provider of electric bicycles.

In denser areas and for routes of less than about 5 kilometers (3.2 miles), the RadBurro can be more efficient than traditional delivery vehicles. "They have the ability to bypass traffic," says Reza Bafandeh, Spud's vice president of supply chain.

The Spud logo, prominently displayed on the trailer, acts as one more marketing tool, highlighting both the company's name and its commitment to sustainable transportation.

TACKLING MULTIPLE CHALLENGES

While electric cargo trikes won't address every challenge facing logistics professionals moving goods in urban areas, they're an important tool. While the pandemic has eased some crowding temporarily, the growing demand for urban delivery has companies in some areas simultaneously tackling congestion, limited curb space, and vehicles' environmental impact. To do so effectively, many shippers need to assemble a mix of options.

For years, Spud has delivered groceries to homes and offices in its distinctive, efficient vehicles. The company faced unprecedented demand at the height of the COVID-19 lockdown.



The challenges inherent in urban logistics aren't new. "But they've been exacerbated by current trends," says Anne Goodchild, professor and founding director of the Supply Chain Transportation and Logistics Center at the University of Washington.

Chief among these challenges is the growth in online shopping, which jumped about 15% between 2018 and 2019, reports the U.S. Department of Commerce. Many consumer purchases are delivered during busy times of day, forcing delivery vehicles to take up precious road and curb space.

Sustainability has also become a priority in many urban areas, says Michael Rofman, leader of the New Jersey transportation and logistics practice with Mazars, a consulting firm. Amsterdam, Netherlands; Birmingham, England; Navi Mumbai in India; and San Diego in the United States are working with Zero Emissions Cities, a World Business Council for Sustainable Development program, to move toward zero emissions. These initiatives impact many traditional delivery processes.

The multifaceted nature of cities also poses logistical challenges. Delivery vehicles must coexist with night life, stores, residents, and workers, all competing for the same, limited space. "Public spaces, like sidewalks and roads, serve many users," Goodchild says.

Solving the challenges inherent in urban logistics requires working with multiple stakeholders to balance sometimes competing demands. And because no tool will fit every urban area, it will require trying multiple ideas.

COMMON PICKUP POINTS

Shared common lockers can become mini distribution centers where residents, workers, and visitors pick up delivery items, streamlining deliveries. When the Urban Freight Lab at the University of Washington installed a common carrier locker system in the Seattle Municipal Tower that was used for both UPS and U.S. Postal Service deliveries, the average time that delivery personnel spent in the tower dropped by more than 75%. The lab will continue experimenting with lockers to test different aspects, such as whether transit riders will use a similar program, Goodchild says.

Similarly, some retailers are shipping consumers' e-commerce deliveries to their own or others' stores, where customers can retrieve their packages, says Curt Bimschleger, managing director with Deloitte Consulting. In some cases, the deliveries await pickup inside a locker system.

Another possible solution is to spread deliveries throughout the day and night, allowing trucks to save time by navigating less crowded streets. However, this introduces other challenges: If a product arrives when most people are sleeping, how can it be stored securely until they retrieve it?

By matching items that need to be delivered with drivers already heading to that area, Roadie can help provide deliveries without exacerbating congestion. "Drivers get paid for what they're already doing, and there's not a new car on the road," says Roadie founder and chief executive officer Marc Gorlin.

Software can also help mitigate urban congestion. An app by San Francisco-based curbFlow matches commercial operator pickup and drop-off activity to available curb space in real time. In 2019, the company partnered with the Washington D.C. Department of

Improvements in artificial intelligence boost the ability of tools, such as Google Maps, to bring delivery vehicles to the recipient's front door, and not just to the general vicinity of the destination.

Transportation for a three-month test when drivers from more than 900 companies used the app about 15,500 times. One result: Double parking dropped by nearly two-thirds.

Improvements in artificial intelligence are boosting the ability of tools, such as Google Maps, to bring delivery vehicles to the recipient's front door, and not just to the general vicinity of the destination. "That frees up space, because drivers spend less time walking to the delivery location," Rofman says.

Spud uses customized routing software to streamline its deliveries. The system considers multiple factors, including, for current customers, historic delivery times and whether the residence is a house or apartment. Then it maps the most efficient delivery routes.

The company also uses a proprietary solution that allows it to pack delivery totes and trucks as densely and efficiently as possible. For instance, while many online deliveries of one dozen items might require four boxes, Spud can use one or two. "It's customized order fulfillment based on product dimension, weight, and type," Bafandeh says.

THE PRICE IS RIGHT

Another way to address congestion is by pricing for it. Among the cities that have explored this are Buenos Aires, London, Singapore, Vancouver, New York, and Seattle.

Among congestion pricing schemes are cordon pricing, or charging for crossing a boundary into a zone; additional charges for driving in the most crowded areas; and pricing based



URBAN LOGISTICS AROUND THE GLOBE

When it comes to addressing the challenges of urban logistics, how do various parts of the world compare? Europe and Asia tend to lead, as cities in these regions are often more densely populated than even the largest cities in North America. For instance, Mumbai, India, is home to about 73,000 residents per square mile. New York City, in contrast, has about 27,000 people per square mile.

One city that's successfully experimented with multiple tactics to reduce congestion is Amsterdam in the Netherlands. During a three-year period ending in late 2018, the number of daily motorists on the roads during peak times dropped by 14,000.

The city and employers took various steps, including streamlining bicycle connections around the area; introducing intelligent transport systems, such as smart traffic lights, to improve traffic flow; and creating a mobility platform that provides updated travel information to people heading to events. Additionally, many employers offer flexible work hours as well as company bikes and e-bikes.

The United States also offers multiple options, such as delivery times that range from one hour to several days, and various ride-sharing apps. Where the country tends to fall short is in the management of those services. This is not an accident. "It's hard to have space for companies to innovate and change when you have a highly organized, regulated system," says Anne Goodchild with the University of Washington.

The key is to respect both innovation and management of those innovations. "Look for solutions that allow the good and mitigate the bad," Goodchild adds.

on vehicle class. No matter the method, cities can expect reductions in travel time, average greenhouse gas emissions, and the number of motor vehicle trips.

Maintaining stocked store shelves and meeting ever-tightening delivery times in urban areas typically require some sort of fulfillment or distribution center, either within or just outside a city's core central

areas. "They can't just be in the suburbs," says Jean-Paul Rodrigue, Ph.D., professor in global studies and geography at Hofstra University. "Shippers have to be in central areas."

In some cases, these might take the form of microfulfillment centers (MFCs), or urban fulfillment centers that are used as forward

“Like transportation in general, different solutions work for different people at different times. I see urban logistics as an ecosystem that needs a lot of options.”

–Anne Goodchild, professor and founding director, Supply Chain Transportation and Logistics Center, University of Washington

deployment nodes. “These will house the high-velocity SKUs that are the fast-moving items in both direct-to-consumer orders and in stores that require frequent replenishment,” says Bimschleger.

Another option: Companies can sort and ship packages from warehouses located up to about 500 miles away, to a mixing center or package sorting facility located within an urban city. They can then hire delivery services to deliver the packages.

ALTERNATIVE TRANSPORTATION

Electric cargo trikes and similar vehicles are another way to mitigate

RadBurro's electric cargo trike addresses many last-mile delivery challenges, such as gridlock, pollution, and parking availability, when moving freight in high-traffic areas.



congestion. The RadBurro used by Spud holds up to 700 pounds and can travel about 40 to 80 miles on one charge. That's about one day's worth of deliveries. “We designed it for urban or last-mile delivery,” adds Brian Rinckenberger, commercial sales director with Rad Power Bikes.

Regular e-bikes can also be effective for some deliveries. In August 2019, Domino's Pizza announced workers

in 12 cities would use e-bikes from Rad Power to make deliveries. The shift improved both delivery times and service, according to Domino's.

While e-bikes and e-cargo trikes can play a role in reducing urban congestion, it's likely to be a niche one, Rodrigue says. Their cargo capacity is limited, and operators need to be in at least reasonable shape.

SMALL AND SMART

Conversely, electric cars can be viable for urban deliveries. “Small, smart electric cars are the type of equipment needed for deliveries,” says Rofman.

The range of solutions available to tackle the challenges of urban logistics reflects the varying needs of cities around the globe. “Like transportation in general, different solutions work for different people at different times,” Goodchild says. “I see urban logistics as an ecosystem that needs a lot of options.”

Once the COVID-19 pandemic eases, and streets are filled with people and traffic again, both cities and shippers will need to test a range of delivery options, review the results, and then develop a portfolio of the most effective tools. ■

Roadie partnered with Delta Cargo to offer its DASH Door-to-Door service for cross-country, local, same-day delivery. Roadie picks up and delivers the packages that Delta transports.





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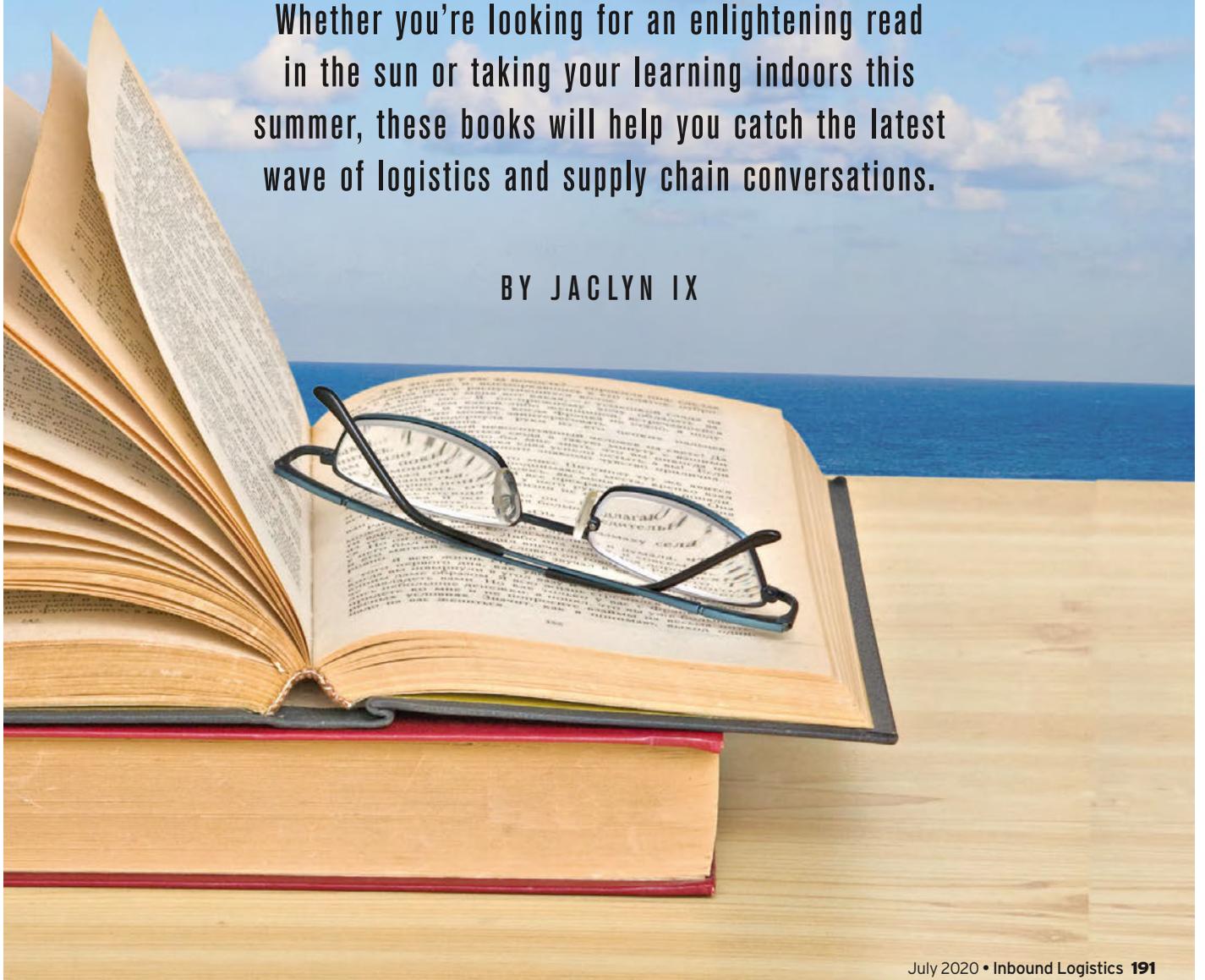
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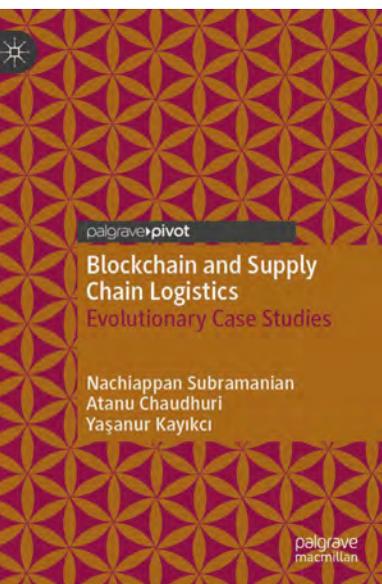

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2020 SUMMER READING GUIDE

Whether you're looking for an enlightening read in the sun or taking your learning indoors this summer, these books will help you catch the latest wave of logistics and supply chain conversations.

BY JAGLYN IX





BLOCKCHAIN AND SUPPLY CHAIN LOGISTICS

Evolutionary Case Studies

BY NACHIAPPAN SUBRAMANIAN, ATANU CHAUDHURI, AND YASANUR KAYIKCI

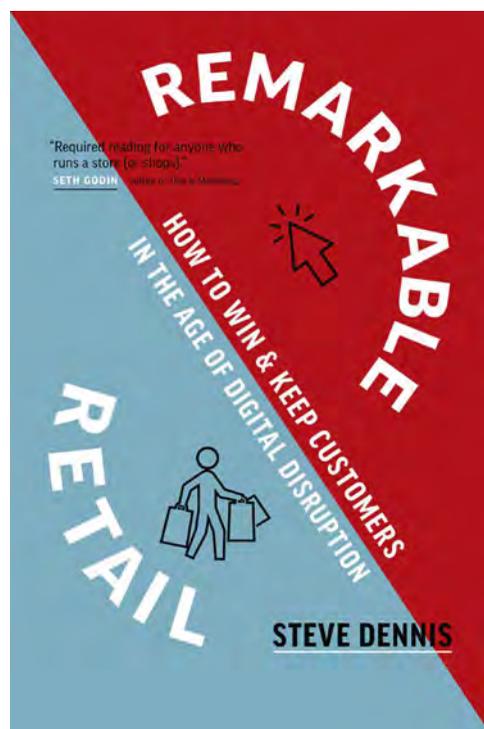
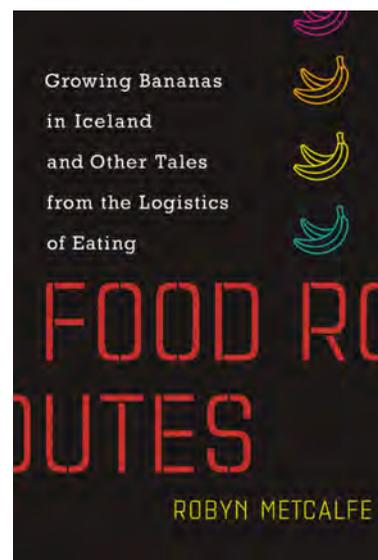
With considerable advances in recent years, blockchain is positioned to revolutionize traditional supply chains. Based on literature reviews and original research, this book serves as an introduction to the technology and its applications in the food, healthcare, manufacturing, transportation, and retail sectors. Reviewing blockchain's evolution, the authors forecast its future applications and dispel common myths.

FOOD ROUTES

Growing Bananas in Iceland and Other Tales from the Logistics of Eating

BY ROBYN METCALFE

New technologies can make the food supply chain more efficient, but at what cost? The food supply chain is adapting to increasingly complex demands, such as personalization and convenience, and the future of food may be engineered and independent of crops grown in fields. Follow the journey of a slice of New York pizza and get a comprehensive view of how local and global foods move through the supply chain, from processing to storage and tracking.



REMARKABLE RETAIL

How to Win and Keep Customers in the Age of Digital Disruption

BY STEVE DENNIS

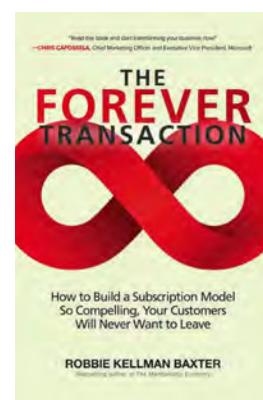
E-commerce is central to virtually every modern consumer's shopping experience, but that doesn't mean shoppers have stopped making in-store purchases. Brick-and-mortar retailers can no longer settle for mediocre in-store experiences. Packed with case studies that break down best-in-class success stories, this book presents eight strategies for reimagining the customer experience in the age of digital disruption and how retailers can create buzz around their in-store experience.

THE FOREVER TRANSACTION

How to Build a Subscription Model So Compelling, Your Customers Will Never Want to Leave

BY ROBBIE KELLMAN BAXTER

Subscription-based products and services can turn casual browsers into life-long customers. Take a look at brands that have built a growing base of loyal customers using subscription models, including Under Armour, Microsoft, and Netflix. Covering every step from initial startup to revamping an organization's culture, readers will learn the essentials of subscription pricing, Software-as-a-Service, digital community engagement, and incentives.



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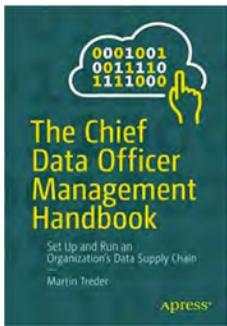
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THE CHIEF DATA OFFICER MANAGEMENT HANDBOOK

Set Up and Run an Organization's Data Supply Chain

BY MARTIN TREDLER

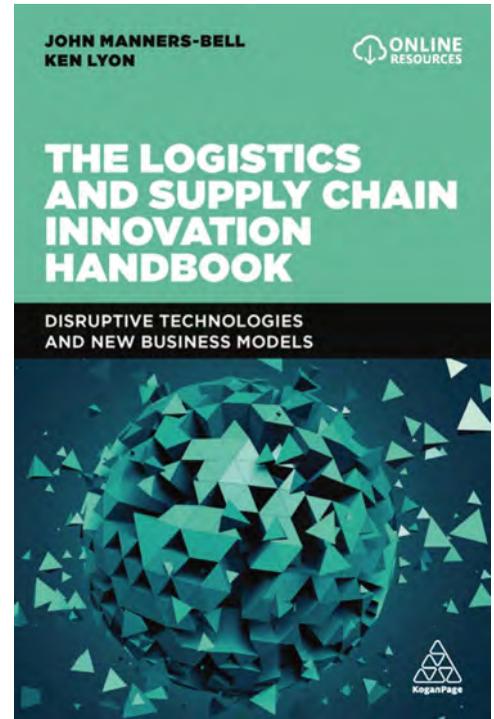
Many industries rely on collecting and analyzing large volumes of data. Based on positive and negative experiences shared by current leaders, this handbook covers topics such as the data supply chain, data strategy, and data governance. The author discusses how to execute data collaboration, develop a more sustainable approach, and avoid common pitfalls. Learn how to apply effective data management, gain a comprehensive overview of all aspects of data, and collaborate with the data supply chain.

THE LOGISTICS AND SUPPLY CHAIN INNOVATION HANDBOOK

Disruptive Technologies and New Business Models

BY JOHN MANNERS-BELL AND KEN LYON

The Fourth Industrial Revolution is continuously transforming consumer habits, and supply chains are rushing to adapt to a new climate and compete with new startups. This handbook provides a comprehensive overview of key emerging technologies and business models and dissects the process of disruption. It covers innovations such as crowdsourcing, on-demand delivery, autonomous vehicles, warehouse automation, and alternative fuels, providing an easy-to-understand assessment of their impact on the industry.

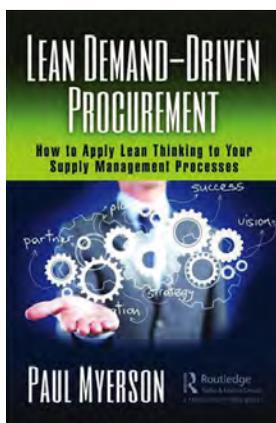
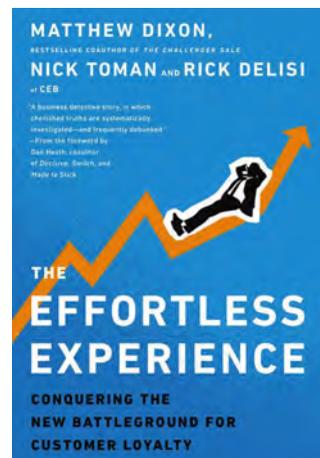


THE EFFORTLESS EXPERIENCE

Conquering the New Battleground for Customer Loyalty

BY MATTHEW DIXON, NICK TOMAN, AND RICK DELISI

Customer loyalty is more often driven by how well a brand delivers on its basic promises and solves common problems rather than its over-the-top bells and whistles. This book lays out the four key pillars of achieving a seamless customer experience. Robust data, profiles of successful companies, and ready-to-use templates help readers understand what customers are looking for and uncover what makes them loyal and disloyal.



LEAN DEMAND-DRIVEN PROCUREMENT

How to Apply Lean Thinking to Your Supply Management Processes

BY PAUL MYERSON

With a focus on process improvement rather than simply cutting material costs, this book helps readers identify supply-side waste, especially within the realm of procurement, using Lean principles. The author details basic supply chain management concepts and processes in a digestible format, providing process-improvement tools, methodologies, best practices, examples, and case studies. Learn how identifying nontraditional sources of waste through improved processes and, occasionally, technology can benefit your entire supply chain.

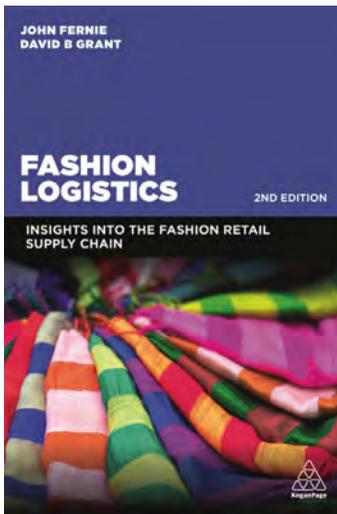


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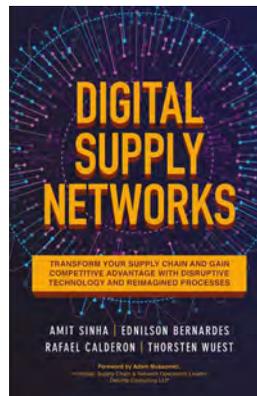
Retailers are reassessing their supply chains to accelerate their speed to market, improve resiliency, respond quickly to change, and better customize their products. This book analyzes the industry as a whole and assesses these drivers of change. The second edition includes revised corporate social responsibility and reshoring sections, updated case studies, and new guidelines on how retailers can adapt their operations.

DIGITAL SUPPLY NETWORKS

Transform Your Supply Chain and Gain Competitive Advantage with New Technology and Processes

BY AMIT SINHA, EDNILSON BERNARDES, RAFAEL CALDERON, AND THORSTEN WUEST

Staying resilient in today's fast-paced business landscape and navigating black swan events, such as COVID-19, requires a fully integrated digital supply network. Using real-world examples and academic research, the authors discuss the limitations of traditional supply chains and the potential of digital transformation. Readers will learn how digitization might affect their business, which technologies are on the rise, and where to start.

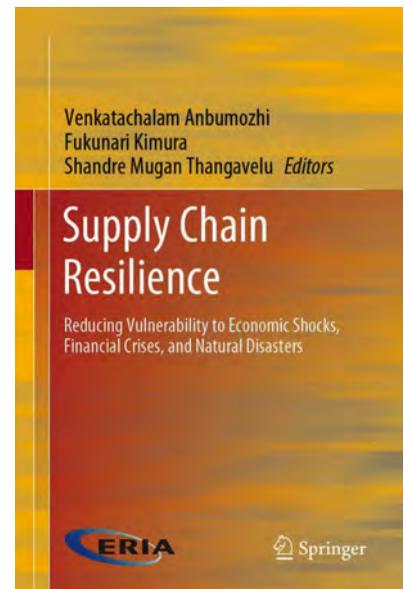


THE SUPPLY CHAIN REVOLUTION

Innovative Sourcing and Logistics for a Fiercely Competitive World

BY SUMAN SARKAR

Some retail giants are struggling while others are thriving, and the difference is a highly responsive supply chain. Breaking down the real lessons learned from success stories such as Apple and Zara, this book uncovers the secrets to succeeding in a disruptive and increasingly competitive world. It touches on how to make your partnerships more successful, boost retail success by managing store investment, improve customer satisfaction, and increase revenue.



SUPPLY CHAIN RESILIENCE

Reducing Vulnerability to Economic Shocks, Financial Crises, and Natural Disasters

BY VENKATACHALAM ANBUMOZHI, FUKUNARI KIMURA, AND SHANDRE MUGAN THANGAVELU

Review different approaches from multiple companies and industries to help identify effective risk management measures and continuity plans for your business. In examining the effects of economic disruptions on global supply chains, this book defines supply chain resilience, analyzes the role of public-private partnerships, and proposes a new framework to help mitigate major supply chain vulnerabilities. ■

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DCSOLUTIONS

Robotics-as-a-Service Automates Order Fulfillment

THE CUSTOMER

Ecentria is a technology-enabled e-business platform and the corporate parent of OpticsPlanet, CampSaver, and USIQ—purveyors of high-performance and technical gear and leading destinations for enthusiast customers of the greater outdoor, sporting goods, and tactical consumer markets.

THE PROVIDER

inVia Robotics is a Southern California robotics company founded in 2015 that provides next-generation warehouse automation solutions. It developed the first economical goods-to-person solution offered as Robotics-as-a-Service.

by *Karen Kroll*

As sales volumes continued to grow during the past few years, e-retailer Ecentria faced the enviable challenge of continuing to meet its customers' needs for timely and accurate order fulfillment.

Ecentria offers high-performance and technical gear—think night vision goggles, diving watches, and telescopes for outdoorsy types, first responders, and athletes—through its channels, which include pure-play e-commerce destinations such as OpticsPlanet.com, Dvor.com, and CampSaver.com, as well as USIQ, a commercial distribution and government procurement solutions business.

Supporting these business units is a state-of-the-art fulfillment center located in Aurora, Illinois, that spans 300,000 square feet.

“Our business has grown year over year,” says Andrew Mironov, Ecentria’s managing director and head of operations. “We were looking for a technology that would allow us to keep up with sales growth and accommodate for expansion over the long term.”

KEEPING UP WITH GROWTH

As Ecentria’s flagship store, OpticsPlanet.com offers about 3,700 brands and 1 million items. For more than 12 years, *Internet Retailer* magazine recognizes it as one of the top 200 e-retailers in the United States.

One key to its ability to offer top-notch service is the Aurora distribution center, which focuses primarily on business-to-consumer fulfillment. At its peak, the center, which employs about 300 workers, handles more than 100,000 unique SKUs. The facility currently ships between 5,000 and 10,000 orders per day.

As sales have grown, Mironov and his colleagues have regularly evaluated third-party solutions that can assist in their efforts to maintain timely and accurate deliveries. “We try to stay ahead of the curve in terms of the technology-enabled solutions available to help drive our mission,” he says.

In their search for a solution that would help maintain order fulfillment speed and efficiency, Mironov and his team looked at multiple robotics companies. They also considered firms offering other ways to increase efficiency, such as conveyor systems.

The search led the Ecentria team to inVia Robotics, which offers autonomous robots along with optimization software driven by artificial intelligence. Among the solutions inVia robots can provide is an economical goods-to-person system.

CASEBOOK STUDY

Keeping Pace

CHALLENGE

E-business platform Ecentria wanted to maintain timely, accurate order fulfillment even as sales continue to grow.

SOLUTION

- Add inVia Robotics' robots to the picking function within a portion of a 300,000-square-foot distribution center.

- Leverage expertise from operations, software engineering, and IT, among other departments, to deploy the robots and integrate software systems.

- Based on success of initial deployment, expand use of robots to include replenishment function.

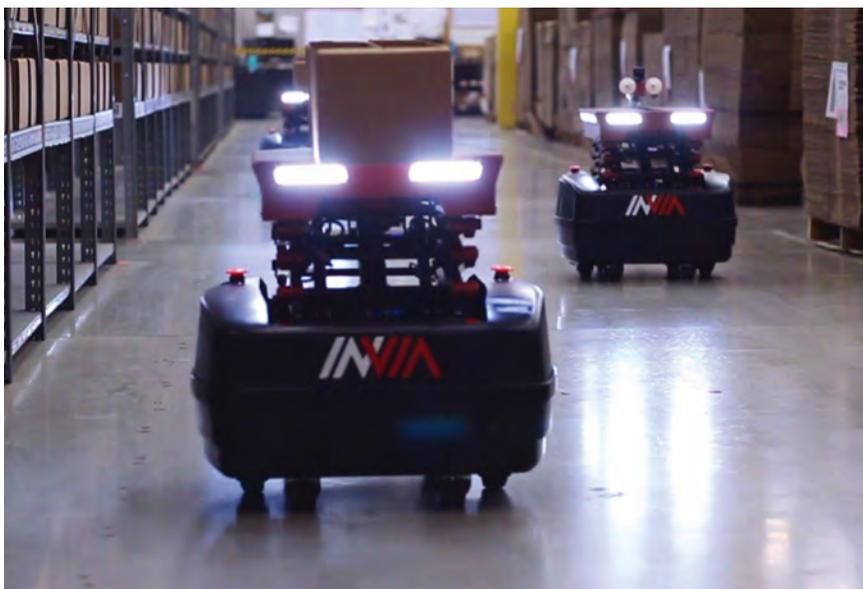
RESULTS

- Employees in the areas in which the robots are deployed spend less time traveling to locate and pick items.
- Picking rates improved by about 250%.
- The use of robots in automated inventory replenishment saves time and money.
- The use of robots can increase order accuracy and customer satisfaction.
- The use of robots can help facilitate social distancing.

NEXT STEPS

Expand the deployment of robots to include additional picking and replenishment stations.

inVia robots can help boost the productivity of warehouse pickers, says Lior Elazary, co-founder and chief executive officer with the Westlake Village, California-based firm. Employees can remain at a station, and a robot brings the items to them. Employees no longer need to walk to locate the goods, boosting efficiency.



Ecentria deployed inVia's Robotics-as-a-Service system to automate order fulfillment in its primary distribution center in Aurora, Illinois. The system can scale with growing sales.

"In general, instead of one person doing 100 to 200 picks per hour, it's now 400 to 500 per hour," Elazary says. "That's typical of what we're seeing."

Importantly, during the pandemic, the robots can help facilitate social distancing. Because employees spend less time traversing a warehouse and instead remain within a location that can be a safe distance from others, they're less likely to cross paths with other workers.

KEEP YOUR DISTANCE

In addition, the inVia Logic software can design workflows for every task, including picking, replenishment, and cycle counting to include social distancing parameters, says Kristen Moore, chief marketing officer. This helps ensure workers are never directed to be within 6 feet (or another defined distance) from each other. The software can also alert a manager if workers violate the designated safe zone.

Similarly, inVia's remote monitoring capabilities mean managers can keep tabs on operations, even from outside the warehouse. This further helps reduce the number of people on-site.

In a typical inVia implementation, the carts that hold the order totes into which products are deposited are placed next to each human picker. Once a cart fills up, the picker moves it to a separate staging

area and another worker moves it to the packing station.

"Employees that interact with the robots as part of the picking or replenishment process can work more or less autonomously, without a lot of interaction with other people," Mironov says

STARTING SMALL

One requirement important to Ecentria was the ability to implement the inVia solution alongside its existing fulfillment operations. "We were able to plug it into what we already have developed," Mironov says.

The two companies worked together to make the implementation a success. Once the contract was signed, inVia's deployment team worked directly with Ecentria's operations, software engineering, and IT teams. They also integrated the inVia software with Ecentria's warehouse management system (WMS).

To test the system, Mironov and his team first automated a small portion of the fulfillment process. Once they proved the concept, they expanded both the robots' functional roles and increased the number of orders fulfilled through inVia's automated system. At the same time, Ecentria continues to improve its existing workforce operations.

In the area of the warehouse where robotics are deployed, they help boost

efficiency. Ecentria employees spend less time walking to locate and pick items. Instead, they remain at their stations, and receive products that the robots have pulled from the warehouse shelves and bring to them. As soon as an employee scans the tote, the inVia system instructs them as to where the product should be deposited.

“Those employees can stay at their pick stations and receive the items from the robots, saving us a lot of time,” Mironov says.

Once an employee scans the tote, the inVia robot knows it’s time to leave and work on the next order, starting the process over. “People are good at solving problems,” Elazary says. “Robots are good at doing the same task over and over.”

MULTIPLE CHOICE

Not only do the robots help with picking single unit orders, but they’re also able to combine multiple line items and multiple units onto a single order. If a customer order contains four or five different items, the inVia system helps Ecentria employees assemble the order into one tote, and also lets the workers know when it’s ready to be packed.

“This helps increase efficiency because the human no longer has to walk from location to location,” Mironov says.

As the success of the pilot program became clear, Ecentria expanded the footprint in which the robotics are staged to include replenishment as well as picking.

The company’s use of the inVia system to aid in inventory replenishment is unique, Mironov says, as Ecentria is not using inVia to manage its inventory. Instead, it’s handling inventory management within its own warehouse management system.

However, Ecentria’s WMS connects with the inVia system on an ongoing basis, providing the information the robots need to know. For instance, it alerts them when it’s time to pull a specific tote from the shelf and bring it to the replenishment racking. At that point, a replenishment pick is generated, and workers place the appropriate inventory into the tote. Then the robot puts it back on the shelf. Throughout the process, the WMS communicates with the inVia system to ensure inventory is maintained at proper



By automating repetitive tasks, the inVia system improves accuracy throughout the fulfillment process and eliminates inefficient and costly warehouse walking.

levels, based on how quickly an item is selling.

Ecentria’s use of inVia for automated inventory replenishment saves additional time and money as fewer workers need to spend time replenishing products that have hit their inventory minimums. “We’re able to utilize the system in both the inbound

“People are good at solving problems. Robots are good at doing the same task over and over.”

—Lior Elazary, co-founder and chief executive officer, inVia

and the outbound logistics portion of stocking,” Mironov adds.

Ecentria’s initial deployment included 22 robots. It has since added several more to handle the expanded functions the robots have assumed. The artificial intelligence deployed within the inVia solution continually identifies more efficiencies in warehouse workflows—say, more efficient space-time algorithms—that allow the system to boost its productivity without adding more robots.

When Ecentria first partnered with inVia, management set benchmarks for picking productivity based on what its employees had already been doing. With

inVia, picking rates improved by about 250%, Mironov says, adding that they’ve seen peak rates of about 527 lines per hour.

This boost in productivity has been especially important during the past few months, as order volumes have jumped to record highs during the COVID-19 pandemic.

Another benefit is an overall and sustained increase in order accuracy rates. This translates into higher customer satisfaction rates, Mironov says.

In addition, the robotics provide “a consistent and reliable workforce,” Mironov says. They can be used to sustain operations during weekends and other off-hours, as well as during peak periods. At the same time, Ecentria has continued to invest in its human workforce.

Based on the success Ecentria has enjoyed with the inVia solution since implementation, management has nearly doubled the footprint and storage locations allocated to it. Management is planning to expand that yet again and include additional picking and replenishment stations.

The goal? “To direct the robotics to work with different human individuals at any given time, continuing to scale this system so that we can utilize it to its full potential,” Mironov says.

“Now that we have implemented inVia, we’re excited for additional opportunities to scale and further improve efficiency given the growth that we continue to experience,” he adds. ■

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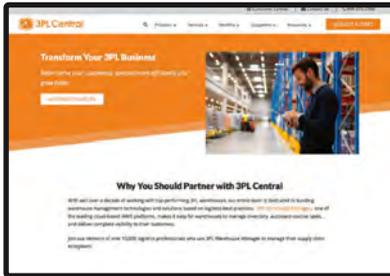
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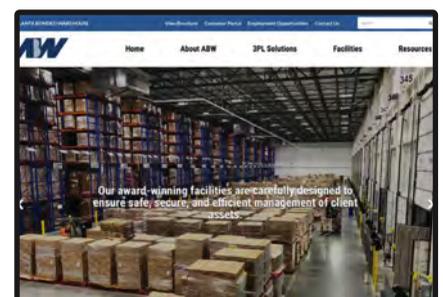


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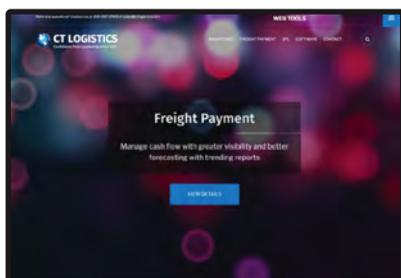
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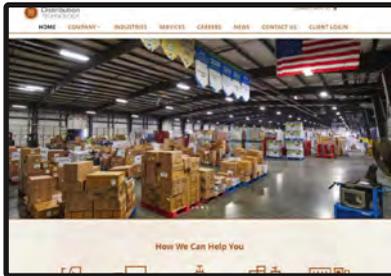
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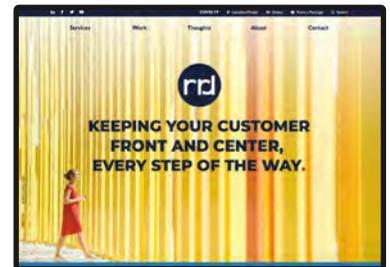


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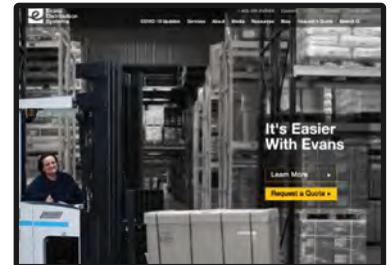


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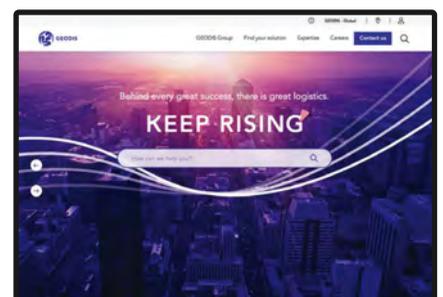
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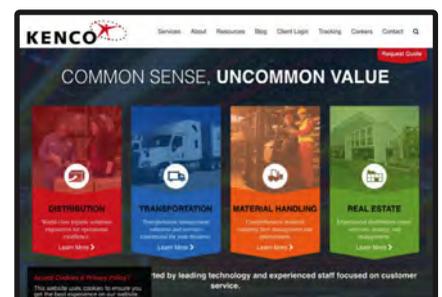


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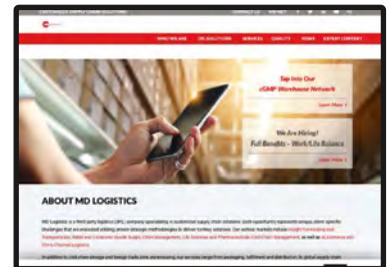


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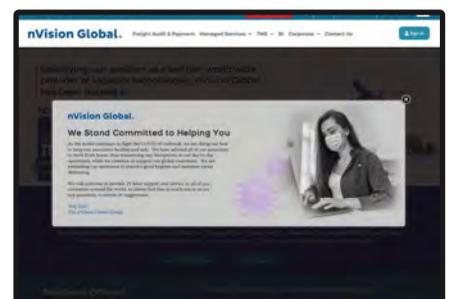


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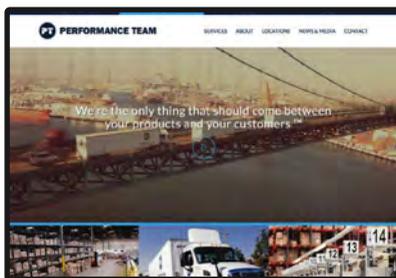
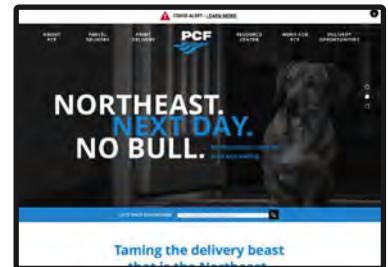


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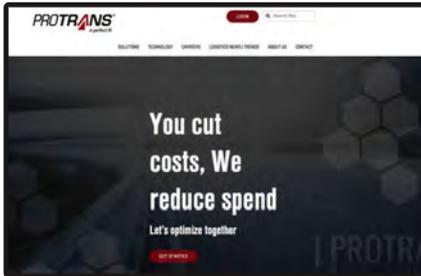
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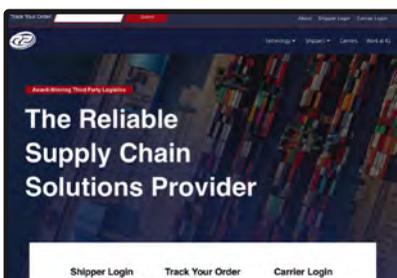
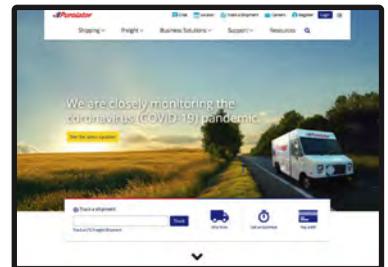


PROTRANS INTERNATIONAL • www.protrans.com

With nearly 25 years of experience in North America, ProTrans knows your supply chain is one-of-a-kind. That's why we specialize in designing impactful solutions that are uniquely customized to fit your company's needs. Our strong network, innovation, and professional experience make us more than just logistics providers to our clients. We're their one-of-a-kind strategic problem solvers.

PUROLATOR INTERNATIONAL • www.purolator.com

Purolator International is the U.S.-based freight forwarding subsidiary of Purolator Inc., Canada's leading overnight courier company. Purolator International specializes in air and surface forwarding of express, parcel, and freight shipments, with enhanced supply chain solutions to offer delivery to, from, and within Canada. Purolator International offers preferred access to an extensive distribution network in Canada, which includes 11,000 dedicated employees, the leading air fleet, and ground network with the most guaranteed Canadian delivery points in Canada.



R2 LOGISTICS • www.r2logistics.com

Founded in 2007, R2 Logistics is a national provider of transportation services and logistics solutions. As a third-party logistics (3PL) company, we provide access to thousands of contracted transportation providers. With offices located across the United States, we are able to provide your company with any possible over-the-road shipping need nationwide, including Mexico and Canada. Backed by game-changing technology and our culture for Reliable Service and Relentless Passion, we've built a strong reputation as an industry leader.

RED CLASSIC • www.redclassic.com

Red Classic began as the private fleet for Coca-Cola Consolidated, transporting raw materials and finished products to and from the Coca-Cola bottling facilities. However, as we evolved, we recognized the opportunity to increase efficiency by filling empty backhauls with new customer freight. In 2010, Red Classic commercialized as a for-hire carrier and began serving customers throughout the Southeast. Since then, Red Classic has rapidly expanded its operating footprint by combining our asset base with a growing OTR network and more than 28,000 carrier partners. Today, we drive operational efficiency for customers across dozens of industries by offering a full range of transportation and fleet maintenance solutions—all under one roof.



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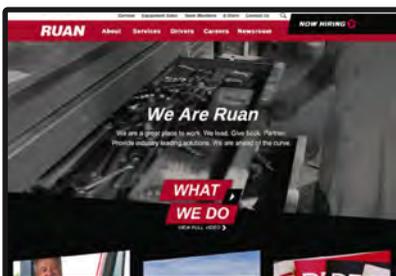


REGAL LOGISTICS • www.regallogistics.com

With 50 years' experience, Regal Logistics delivers innovative shipping solutions, state-of-the-art systems, lower costs and better results. We offer comprehensive services, from Port to Sale, and specialize in weekly replenishment services and distribution. Customers benefit from our expertise shipping to 800+ retailers and specialty stores, industry specific solutions and streamlined logistics processes that improve product flow.

ROMARK LOGISTICS • www.romarklogistics.com

Romark Logistics is a premier third-party logistics and cold chain provider in North America since 1954. Romark has created a flexible environment for its customers providing both contract and public distribution and fulfillment solutions in NJ, PA, GA, TX, and CA. We specialize in food grade and temperature-controlled distribution. We offer a full suite of services and have a proven track record of excellence in customized kitting, packaging, and reverse logistics and returns management. Romark Logistics can customize a supply chain solution for your most demanding challenges.



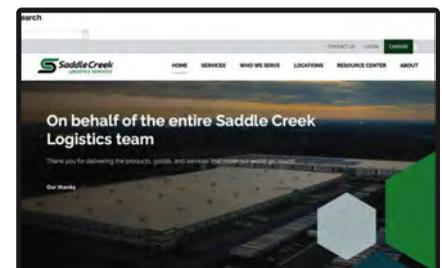
RUAN • www.ruan.com

Ruan's Integrated Supply Chain Solutions offer it all, including Dedicated Contract Transportation, Managed Transportation, and Value-Added Warehousing. We combine the flexibility of our non-asset and asset-based capabilities with optimal technology and superior service focused on continuous improvement, cost savings, and supply chain efficiency. The Ruan team partners with customers to evaluate, optimize, and deliver a one-source, integrated supply chain solution.

SADDLE CREEK LOGISTICS SERVICES • www.sclogistics.com

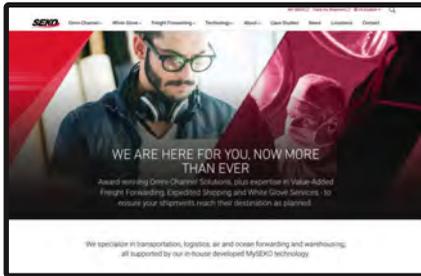
Saddle Creek is an omnichannel supply chain solutions company providing a variety of integrated logistics services, including warehousing, fulfillment and transportation.

Our custom solutions leverage advanced operational methods and sophisticated technologies to help retailers, manufacturers and e-commerce companies get products where they need to be quickly, cost-effectively and seamlessly. For more information, visit www.sclogistics.com.



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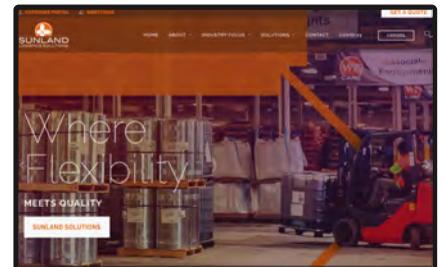
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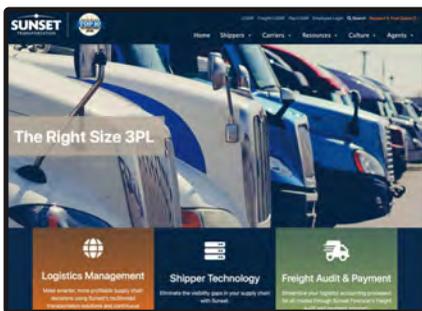
SEKO LOGISTICS • www.sekologistics.com

SEKO prides itself on their commitment to customer service. Their Global network has the knowledge and expertise to expedite or to consolidate to suit your needs. From Hong Kong to Amsterdam, SEKO is equipped with the experience and expertise to navigate any situation. As a non-asset-based third-party logistics provider, SEKO has the flexibility to meet your supply chain needs using a variety of modes and carriers.

SUNLAND LOGISTICS SERVICES • www.sunlandls.com



Sunland Logistics Solutions has warehousing operations conveniently located in and around Greenville/Spartanburg, S.C., and near the Port of Charleston, S.C. With 40 years of industry experience, Sunland specializes in providing warehouse services, transportation solutions, temporary staffing, and full supply chain management solutions. Sunland serves a number of verticals, including automotive, chemical (hazmat), retail, and paper. To learn more about Sunland, visit the website.



SUNSET TRANSPORTATION • www.sunsettrans.com

Sunset Transportation isn't just another 3PL. We are driven by the right-size fit for each business, using all levels of global and domestic supply chain resources and services. Our culture allows customers to feel like family, while offering advanced TMS solutions, reporting, and shipment reliability. Our approach is simple: through analysis of historical shipping data, we identify opportunities for optimization, service improvement, and technology enhancements. All this is done with five promises we make to every customer, every day: savings, visibility, data-driven decisions, continuous improvement, and relationships. Sunset is the right size 3PL for your growing business.

SYFAN LOGISTICS • www.syfanlogistics.com

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



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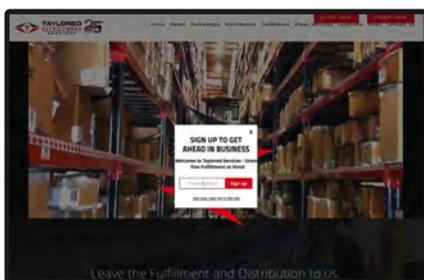


SYMBIA LOGISTICS • www.symbia.com

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

TA SERVICES • www.taservices.com

TA Services was founded on an idea and a handshake agreement in 1986, brokering flatbed freight from Midlothian, Texas. Over the course of 34 years, TA has since become a premier full-service logistics company servicing North America across 21 locations with multiple service offerings including managed transportation, warehousing and distribution, brokerage, and cross-border services.



TAYLORED FULFILLMENT SERVICES • www.tayloredservices.com

At Taylored Services, we look at your business as if we were a box moving through your supply chain. Our goal: to provide a comprehensive array of fulfillment services that best fit your business needs. Award-winning retail experts. Strategically located bi-coastal facilities. Expertise in wholesale and retail distribution. Best-in-class systems and technology. A full range of logistics services including: drayage management, transload, DC bypass, crossdock, case distribution, unit fulfillment (B2B, B2C, Digital), and value-added distribution solutions (repacking, reticketing, point of purchase, display assembly, inserts and labeling, returns). Visit www.tayloredservices.com or contact sales@tpservices.com

TRANSGROUP GLOBAL LOGISTICS • www.transgroup.com

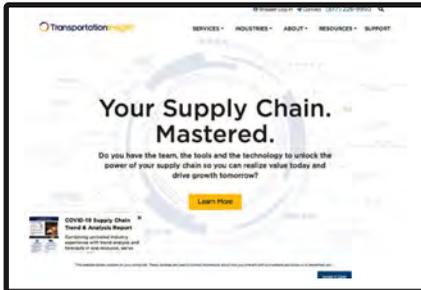
www.transgroup.com provides comprehensive information about TransGroup Global Logistics, including locations, services, and global transportation and logistics capabilities. Detailed information about TransGroup's Web-based logistics management tools is also provided, as well as customer log-in access and links to resources useful to shippers. To learn about TransGroup Global Logistics, visit www.transgroup.com, or contact TransGroup at 800-444-0294, or by e-mail at info@transgroup.com.



IN THIS SECTION:

3PL

3PL



TRANSPORTATION INSIGHT • www.transportationinsight.com

The first 4PL invited to join the International Warehouse Logistics Association (IWLA), Transportation Insight is one of the largest and most experienced global lead logistics providers in North America. Our service and technology offerings include Tier One North American truckload, LTL and parcel logistics solutions, international freight forwarding and warehousing services—creating end-to-end supply chain solutions. Our core services include carrier sourcing, freight bill audit and payment, transportation management system technology and supply chain analytics and reporting.

TUCKER COMPANY WORLDWIDE • www.tuckerco.com

Experiencing truckload capacity problems? Receive steady waves of truckload equipment—from dry vans to flatbeds, refrigerated to specialized equipment—with Tucker Company Worldwide. Experiencing problems implementing an inbound freight management program? We get the job done, under budget and fully controlled. Tucker Company Worldwide operates one of America’s oldest freight brokerages. We co-founded the TIA, and are active members of TCA, NITL, SC&RA, NASSTRAC, and CSCMP. We are always interested in sales agents, reps, or those selling brokerages/3PLs.

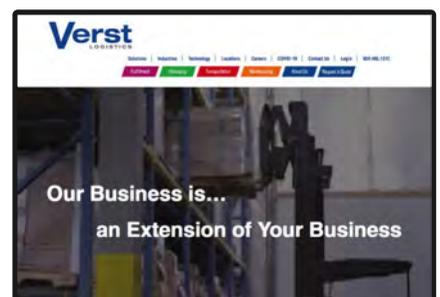


UTXL • www.utxl.com

Whether you need a core transportation service provider or a resourceful backup relief valve, turn to UTXL. UTXL handles truckload and multiple stop shipments (consolidated LTL) between any points in North America, and can arrange service to or from any state with satellite and/or cellular equipped teams and single drivers for your van, reefer, flatbed, or oversized shipments. Shippers nationwide rely on UTXL for reliable service and economical prices; you can, too. Check out the website for all the details.

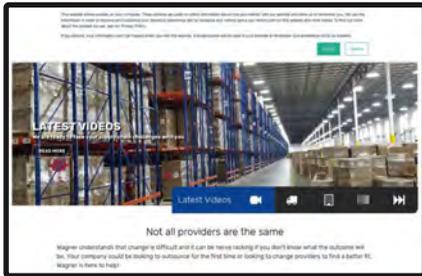
VERST LOGISTICS • www.verstlogistics.com

Verst Logistics is a 3PL provider strategically based in Northern Kentucky/ Cincinnati in America’s manufacturing heartland, operating numerous ultra- efficient facilities with streamlined processes known for getting products to market faster, cost-effectively, and more efficiently than most national or regional 3PL providers, enabling us to help make our clients first with their customers.



IN THIS SECTION: 3PL - Chemical Logistics

3PL

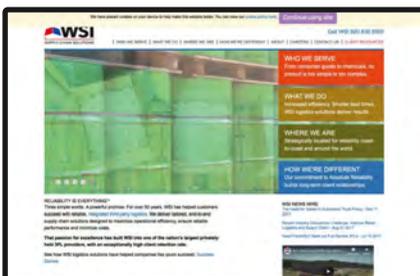


WAGNER LOGISTICS • www.wagnerlogistics.com

Wagner Logistics offers dedicated warehousing, transportation management, packaging, and assembly operations across the United States with over 3 million square feet of warehousing space. We provide genuine customer service to our customers and our superior onboarding process will make your customers' transition seamless. We work tirelessly to find innovative solutions to reduce supply chain costs while increasing your speed-to-market with our latest award-winning technology.

WERNER LOGISTICS • www.werner.com

Werner Enterprises, Inc. is a premier transportation and logistics company, with coverage throughout North America, Asia, Europe, South America, Africa and Australia. Werner maintains its global headquarters in Omaha, Nebraska and maintains offices in the United States, Canada, Mexico and China. The Werner Logistics portfolio includes truck brokerage, freight management, intermodal, international and final mile services. International services include ocean, air and ground transportation; freight forwarding; and customs brokerage.



WSI – WAREHOUSE SPECIALISTS, LLC • www.wsinc.com

When Reliability is Everything™. For over 50 years, WSI has helped customers succeed with reliable, integrated third-party logistics. We deliver tailored, end-to-end supply chain solutions designed to maximize operational efficiency, ensure reliable performance and minimize costs. Services include: Fulfillment, Chemical Logistics (haz and non-haz), import/export, transportation, transload, and contract services. Small Town Values. Big League Scale.

CHEMICAL LOGISTICS

CLX LOGISTICS • www.clxlogistics.com

CLX Logistics is a global provider of comprehensive logistics management, technology, and supply chain consulting services to a broad base of industry verticals. From chemical and energy to manufacturing, retail, agriculture, automotive, and heavy haul, we help clients in nearly every industry to realize sustainable supply chain value by employing a mix of managed services, on-demand global TMS technology, and comprehensive transportation management services to improve performance and reduce cost. CLX Logistics is dedicated to solving its customers' most vital logistics challenges.



IN THIS SECTION: Chemical Logistics - Freight Payment/Audit Services

CHEMICAL LOGISTICS



NATIONAL ASSOCIATION OF CHEMICAL DISTRIBUTORS • www.nacd.com

NACD connects chemical handlers with industry leaders in every stage of the distribution supply chain. Through NACD Responsible Distribution®, chemical handlers will operate more safely and perform more efficiently while decreasing the impact of/need for customer audits. In addition, NACD provides best practices for facility management and unmatched professional growth programs while serving as a unified voice that protects our industry's interests at the local, regional, and national level.

FORKLIFTS

BYD • en.byd.com

Founded in 1995 as a pioneer in battery technology, BYD's mission is to change the world by creating a complete, clean-energy ecosystem that reduces the world's reliance on petroleum. BYD has been the world's largest electric vehicle manufacturer for the past three years running, in both consumer and commercial/industrial electric vehicles. BYD employs over 20,000 engineers globally, constantly innovating in order to make the world a better place.



FREIGHT PAYMENT/AUDIT SERVICES



AR TRAFFIC CONSULTANTS • www.artraffic.com

AR Traffic has been providing shippers with advanced transportation management software and third-party logistics services since 1964. All its products and services are designed to improve your efficiency, accuracy, record-keeping, control and auditability as well as to lower your freight costs. For a free study to show how you can cut costs, improve customer service, and streamline your business, visit the website today.

CASS INFORMATION SYSTEMS • www.cassinfo.com

Cass is the nation's oldest and largest provider of freight bill payment, audit, and rating services. We offer a wide array of services for processing and paying freight bills, as well as our industry-leading Internet reporting service, CassPort.

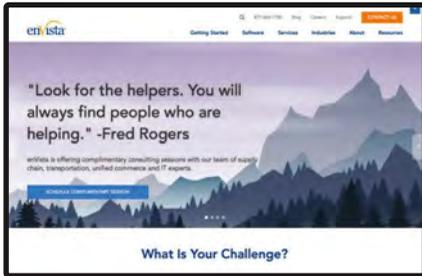
In business since 1906, and providing freight payment services since 1956, Cass continues to offer stability, security, and expertise in the freight audit, payment, and information market.



IN THIS SECTION:

Freight Payment/Audit Services - Logistics IT

FREIGHT PAYMENT/AUDIT SERVICES



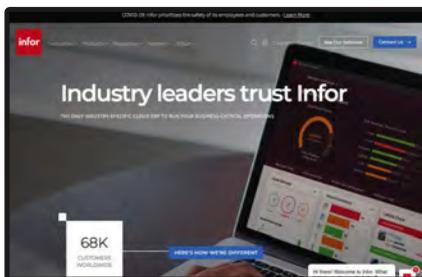
enVISTA CORPORATION • www.envistacorp.com

enVista is a leading global transportation spend management solutions company with experts around the globe who help clients reduce cost and improve visibility throughout their worldwide operations. enVista's audit and payment service utilizes myShipINFO®, our proprietary, transportation cost management platform, which includes unit of measure, currency conversions, multi-lingual translations, and VAT calculations to ensure carrier compliance for global shippers and 3PLs.

LOGISTICS IT

FORTIGO • www.fortigo.com

Fortigo's team of experts specializes in logistics optimization and enterprise Web-based software. For companies seeking to reduce costs, improve customer satisfaction, and increase profitability, Fortigo automates, optimizes, and audits logistics decisions. Fortigo plugs into established supply chain applications and provides rapid return on investment by optimizing and deploying closed-loop logistics processes, minimizing ship-to-order times and streamlining collaboration with logistics providers.

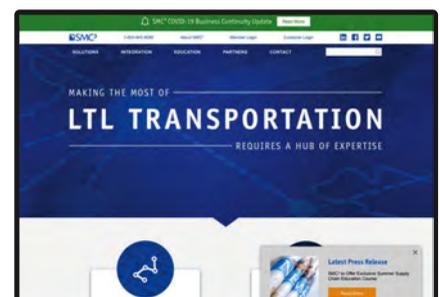


INFOR • www.infor.com

Infor Supply Chain Management solutions take into account the different supply chain perspectives and unique business challenges of manufacturers, retailers, and transportation and logistics service providers. This comprehensive solution set delivered by a single vendor, with industry best practices and low total cost of ownership built in, can help you manage S&OP processes; plan and schedule production; or automate WMS or TMS operations, resulting in reduced operational costs, improved customer service, and effective growth and expansion management.

SMC³ • www.smc3.com

SMC³—the leading provider of freight transportation technology data and solutions—delivers the only integrated suite of intelligent technology data solutions geared toward the less than truckload and truckload industries. As a leader in both transportation software innovation and supply chain education, more than 5,000 North American shippers, carriers, logistics service providers and freight-payment companies rely on SMC³'s sophisticated LTL base rates, content, and expert bidding tools to make the best business decisions, achieve higher returns on their transportation investments, and meet the dynamic demands of the market.



IN THIS SECTION:
Logistics IT - Pallets

LOGISTICS IT



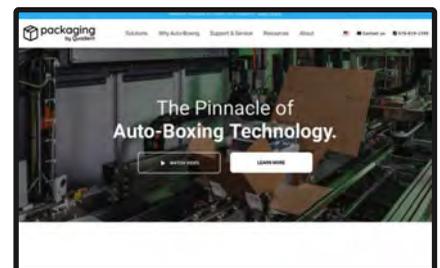
TRANSPORTGISTICS • www.transportgistics.com

TransportGistics is a global, multi-product and services company that provides market-leading, simple, incremental solutions for transportation management and logistics functions within the supply chain. Our web-based solutions enable our customers to source, procure, and execute transportation services; enable collaboration; reduce costs; improve processes; identify hidden costs of transportation; improve vendor compliance routing guides; improve Supplier Relationship Management; monitor vendor performance; improve shipment visibility; generate automatic, status-driven alerts; and monitor carrier performance with respect to time in transit, service failure, and billing.

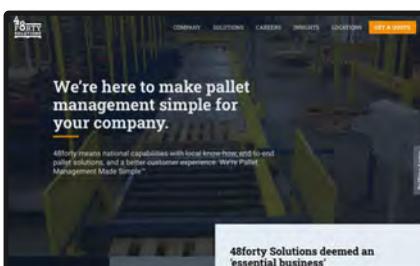
PACKAGING

PACKAGING BY QUADIENT • us.packagingbyquadiant.com

Packaging by Quadient—a product line of Quadient, which was founded in 1924—is passionate about eliminating excessive packaging and increasing operational fulfillment efficiencies. Packaging by Quadient helps companies rethink and streamline their parcel packaging processes while ensuring production levels are met or exceeded. The company's success is not only due to the quality of its product engineering; it's also its passion, approach and the way it treats customers.



PALLETS

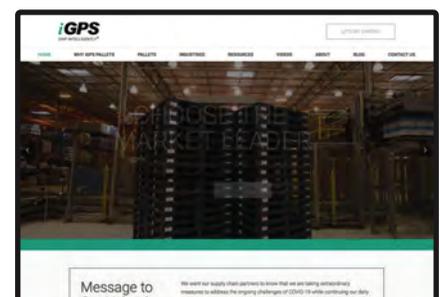


48FORTY SOLUTIONS • www.48forty.com

Simplify your pallet operations with one provider that can handle all your needs. From nationwide pallet supply and retrieval to new and custom pallets, on-site services and packaging materials, let 48forty Solutions be your one-stop shop.

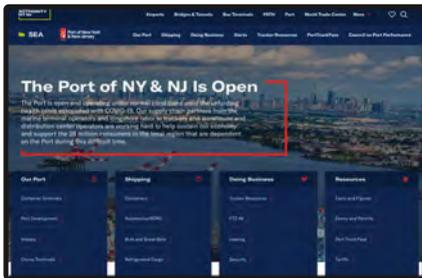
iGPS • www.igps.net

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



IN THIS SECTION: Ports - Trucking

PORTS



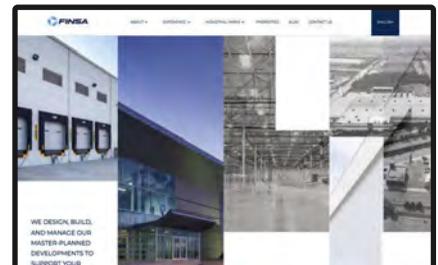
PORT AUTHORITY OF NY & NJ • portnynj.com

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

REAL ESTATE

FINSA • www.finsa.net

FINSA is a leading industrial real estate developer in Mexico, with more than 40 million square feet of developed properties. In addition to real estate management supported by a team of widely experienced professionals, FINSA offers integrated solutions—infrastructure development, design and construction engineering, and market and feasibility research—to help expand your business.



SITE SELECTION



PHARR BRIDGE • www.pharrbridge.com

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

TRUCKING

OLD DOMINION FREIGHT LINE • www.odfl.com

Old Dominion Freight Line is a less-than-truckload carrier providing complete nationwide service within the continental United States. Through its four product groups, OD-Domestic, OD-Expedited, OD-Global, and OD-Technology, the company offers an array of innovative products and services to, from, and between North America, Central America, South America, and the Far East. The company also offers a broad range of expedited and logistical services in both domestic and global markets.



IN THIS SECTION: Trucking - Yard Management

TRUCKING



POLARIS TRANSPORTATION GROUP • www.polaristransport.com

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

SAIA • 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.



TRUCKING-HEAVY SPECIALIZED



LANDSTAR SYSTEM • www.landstar.com

Landstar's network of independent sales agents and transportation capacity providers offers greater flexibility and a local presence that has a global reach. The Landstar network is unmatched in the industry. With more than 1,100 independent agents, 9,000 leased owner operators, 14,000 trailers and 44,000 other available capacity providers, we have the flexibility and experience to find a solution to your transportation challenge.

YARD MANAGEMENT

4SIGHT • www.4sightsolution.com



4SIGHT Connect was born by leveraging more than 60 years of loading dock equipment experience and innovation to create a suite of connected products designed to help facilities optimize their yard, loading dock and warehouse logistics. 4SIGHT Connect is streamlining the entire loading and unloading cycle, resulting in faster turn times and higher operational efficiency, placing customers in a position to excel in the supply chain of the future.

Supply Chain Insights

THE LATEST FREE WHITEPAPERS, VIDEOS, PODCASTS, AND MORE...

webinar

CREATING A DYNAMIC SUPPLY CHAIN

Offered by 6 River Systems

bit.ly/6riverMay20SCI

Optimizing today's supply chain is more challenging than ever. This free educational webinar series reviews how distribution management can design a dynamic supply chain that delivers a best-in-class customer experience and deploys new technologies through a combination of strategic site expansion, automation, and demand planning.



whitepapers



DOWNLOAD

bit.ly/HubgrpJunSCI

How to Reduce Supply Chain Complexity Even as the Industry Becomes More Complicated

Offered by Hub Group

As everything in the retail climate continues to evolve, one thing stays the same, and that is change. Discover the latest industry data and find out a few practical steps you can start implementing today to better position your retail supply chain to withstand future challenges.



DOWNLOAD

bit.ly/MPOMay20SCI

Key Differentiators of the Supply Chain Control Tower

Offered by MPO

Many control tower options are available, but in today's evolving landscape, businesses require a supply chain platform that enables systems unification, network-wide collaboration, and process convergence. This free whitepaper outlines key differentiators of the control tower for supply chain orchestration, which helps businesses stay resilient and better mitigate risk.



DOWNLOAD

bit.ly/WorkerSupport

Essential Support for Essential Workers

Offered by XPO Logistics

This free whitepaper outlines best practices and risk mitigation actions identified during the COVID-19 pandemic to support distribution center employees. Measures such as new company policies, risk prevention strategies, safety protocols, and other actions can help essential businesses pull through these extraordinary circumstances and give front-line workers the tools they need to stay safe and healthy.

Supply Chain Insights

whitepapers



DOWNLOAD

bit.ly/PierbridgeMay20SCI

Business Continuity Requires an Enterprise Approach to Home Office Shipping Solutions *Offered by Pierbridge*

Instead of managing four offices, companies must now manage 4,000 home offices as employees work remotely during the COVID-19 pandemic—all without a centralized mail room. This free e-book shows how a cloud-based, multicarrier management solution can maintain centralized control while giving employees the tools they need to efficiently ship materials from home.

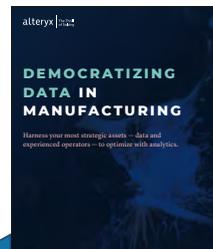


DOWNLOAD

bit.ly/MicroFulfillment

Microfulfillment and Advanced Automation *Offered by GreyOrange*

Local and highly automated supply chains are better equipped to respond to shifts in channel volumes resulting from disruption. Retailers can develop a roadmap for a microfulfillment strategy using automation and robotics to address the evolving needs of the market and consumers. This free whitepaper covers the use of microfulfillment centers to better serve local markets as well as the requirement for advanced automation to help leverage square footage and optimize throughput.



DOWNLOAD

bit.ly/ManufacturingData

Democratizing Data in Manufacturing *Offered by Alteryx*

Advances in manufacturing processes have shifted a traditional physical environment into a modern digital environment, streamlining workflows that can be scaled rapidly. However, adopting digitization and gaining actionable insights has been a slow process. This free whitepaper shows manufacturers how to use assets such as enterprise resource planning to wrangle their data and achieve digital transformation.

podcast



Dr. Martin Verwijmeren

Supply Chain Orchestration During COVID-19

GUEST: Dr. Martin Verwijmeren, Chief Executive Officer, MPO

bit.ly/MPOJun20POD

The unprecedented disruption caused by COVID-19 has shippers looking to technology to not only manage the impact now, but to future-proof their supply chains for years to come. But are businesses ready for full-on digitization? In this podcast, Dr. Martin Verwijmeren, chief executive officer of MPO, explains how comprehensive supply chain orchestration can help ease fears and execute a successful digital transformation.



Supply Chain Insights

THE LATEST FREE WHITEPAPERS, VIDEOS, PODCASTS, AND MORE...

webinar

THE RESET: ADJUST YOUR STRATEGY NOW FOR A RENEWED FUTURE STATE

Offered by Gartner

bit.ly/StrategyReset

COVID-19 created the opportunity for business operations and workforces to reset. New opportunities and patterns have emerged, presenting negative and positive impacts from the pandemic. As leaders shift from response to recovery, strategic decisions can lead them to a renewed future state. This webinar examines the dynamics of renewal, providing new frameworks and research.



whitepapers



DOWNLOAD

bit.ly/IIoTPromise

Making the IIoT Promise Real

Offered by Genpact

The Industrial Internet of Things (IIoT) is disrupting manufacturing and opening up opportunities for early adopters. While many business leaders recognize the potential, they often struggle to put new technologies into practice. Read this free whitepaper to learn how IIoT can best serve your business strategy and how to put together a change management strategy.



DOWNLOAD

bit.ly/BrotherMayEB

Can Hardware-as-a-Service Improve Business Operations?

Offered by Brother

Businesses of all sizes use Hardware-as-a-Service (HaaS) to solve common procurement roadblocks. HaaS can shift acquisition costs to operational expenses rather than capital expenses, making the latest technologies more attainable. Download this free whitepaper to learn how your business can benefit from the HaaS subscription model.



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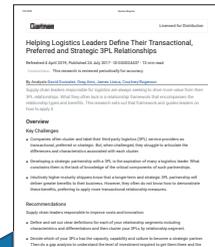
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Supply chain leaders responsible for logistics seek to drive more value from their 3PL relationships. What they often lack is a framework that encompasses the relationship types and benefits. This Gartner report, based on interviews with global organizations and more than 100 inquiries on the topic of relationship management, sets out that framework and guides leaders on how to apply it.

podcast

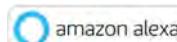


Digitization in Transportation During COVID-19: Improving Visibility for a Healthy Supply Chain

GUEST: Jason Gillespie, Director of Continuous Improvement, DHL Supply Chain

bit.ly/DHLJunPOD1

The transportation landscape has evolved in response to COVID-19, but with digitization on the rise, it may be more accurate to say that transportation is adapting to the times. Hear Jason Gillespie, director of continuous improvement with DHL Supply Chain, share his insights on which trends your business should monitor to maintain a healthy supply chain and improve visibility for customers.



[IN FOCUS]

INBRIEF

New Services and Solutions

>PRODUCTS

> Enabling the real-time monitoring of shipment and container openings, **Kizy's** embedded sensitive light sensor can provide information on changes of light and dark in the tracker's surrounding environment. By collecting this information, the Kizy K-2 Tracker can mark events in the supply chain, from the opening of parcels and containers to the unpacking of goods.



> The Mini Series Reusable Plastic Containers (RPCs) from **IFCO** are small units, one-quarter the size of conventional RPCs, designed to transport food items. The size of the RPCs allows retailers, growers, and suppliers to efficiently use space when transporting convenience food and fresh, pre-packed food for immediate consumption.



> **Hyllion** launched a fully electric, long-haul powertrain: the Hypertruck Electric Range Extender (ERX), which leverages an existing fueling infrastructure to offer fleets net-negative GHG emissions and low operating cost. With an electric drivetrain and a natural gas-powered onboard generator to recharge the battery, the Hypertruck ERX provides more than 1,000 miles of range.

> Grocers and meal kit suppliers can track food temperatures throughout the cold chain with **Varcodes's** new digital labeling technology, which uses digital smart barcode tags applied to each perishable food bag or box. The labels use a combination of precisely tuned chemicals and a printed layer to capture temperature variances when and where they occur.

> The new H40-70UT Series, a sit-down, counterbalanced forklift from **Hyster Company**, is an economical materials handling solution for less demanding applications. The H40-70UT uses a high-strength overhead guard with profiled steel to provide protection and visibility, while the mast is designed to help minimize blind spots and

provide a significant front field of view for operators.





> **Crowley** added more than 200 new refrigerated containers to keep perishables moving through the cold chain in the Central America and Caribbean markets. The units, which are in addition to 300 new reefers it received in January 2020, feature wireless asset monitoring technology and are equipped with environmentally friendly Star Cool refrigeration systems.

> Shippers can improve existing e-commerce platforms or enter into e-commerce for the first time with ECOMPLETE, a new service from **Hy-Tek Material Handling** and its Johnson Stephens Consulting division. Customers can choose the modules or components they need, including facility acquisition, order and warehouse management, materials handling equipment, and operational readiness and support.

> **Atlas Molded Products'**

DuraTherm Fold Flat is a space-saving molded polystyrene foam cooler that easily folds flat for transportation, storage, and reuse. Designed for product manufacturers leveraging direct-to-consumer distribution channels, Fold Flat offers thermally controlled transport windows for a range of products, from meal kits to temperature-sensitive medical and biological matter for life sciences.

> **SERVICES**

> Retailers, wholesalers, and other companies can now find digital commerce solutions from **eMATE Consulting**, a new firm co-founded by supply chain expert Gene Tyndall. The service helps shippers meet strategic and operational goals through digital enablement.

> Logistics company **Gebrüder Weiss** opened subsidiaries in Australia and New Zealand. Situated in Sydney and Melbourne, Australia, and in Auckland, New Zealand, the new locations support imports from the United States, Europe, and Southeast Asia, including vehicles and automotive parts, electronics, and goods from the food and chemical industries. *Pictured: Australia's busiest container and general cargo port, the Port of Melbourne.*



PHOTO: GEBRÜDER WEISS/GETTY IMAGES

IN BRIEF

> Companies looking to fast-track omnichannel capabilities or integrate order management systems can now avail of Accelerate Solutions from **enVista**, a software solutions and consulting firm. Leveraging enVista's consulting teams and SaaS-based systems, Accelerate Solutions scales to meet shippers' needs, from spearheading supply chain overhauls to expediting targeted capabilities such as vendor onboarding.

> **Pilot Freight Services** now offers shortened home delivery times with

multi-client warehouse services in Chicago, Columbus, Orlando, and Salt Lake City to meet retailer and e-commerce product storage and forward staging needs. Able to accommodate 20 to 10,000 pallets or more without a minimum timeframe commitment, Pilot's warehouse stations are located near major population centers and position goods close to customers.

> **ExFreight Zeta**, a digital freight forwarder, unveiled a new instant carbon calculator to provide shippers and



> Sweden's new freight port **Stockholm Norvik Port** welcomed its first containership in late May 2020 and its first scheduled freight train in June on its industrial branch line. The new line links Stockholm Norvik Port to the Swedish rail network.

3PLs with estimated carbon emissions for all shipment modes at the time of rating and during actual transit.

Data is collected and verified with all respective carriers and provided to the shipper.

> **DHL Express** invested \$5.3 million to relocate and expand its service center in Nashville, Tennessee. Designed to accommodate e-commerce growth, the new facility is situated near Nashville International Airport and is about 18,000 square feet larger than the previous location. It maximizes processing capabilities and enables earlier deliveries, benefiting international shippers in the greater Nashville market and surrounding areas.



> The Deliverator, a three-wheel electric vehicle, is now available for rent in Los Angeles through the HyreCar platform, a carsharing marketplace. Vehicle maker **Arcimoto** and **HyreCar** launched the rental program to provide an efficient last-mile option. Arcimoto's vehicle has a 100-city-mile range, a 500-pound carrying capacity, and 20+ cubic feet of cargo space.





> **Georgia Ports Authority's** Mason Mega Rail project, in the works for more than four years and designed to expand service to the Southeast and Midwestern United States, marked a major milestone. GPA put into operation the first nine of 18 new working tracks, designed to improve efficiency moving containers from trains to trucks.

> 3PL **Kenco Logistics** opened an e-commerce fulfillment and distribution facility in Jeffersonville, Indiana. Scalable to more than 660,000 square feet, the 250,000-square-foot space is designed to serve e-commerce merchants and B2B customers.

> Shippers can now gain flexible capacity for their transportation needs with **Schneider's** new marketplace, Schneider FreightPower. Shippers can access Schneider's trailer pools and more than 34,000 carriers to overcome capacity surges and can load on-site trailers based on their own production schedule.



> **Panasonic's** new TOUGHBOOK A3 is designed for warehousing, logistics, and transportation, with an octa-core processor and an insertable stylus. Supporting 4G LTE and FirstNet connectivity, the tablet offers 9 hours of battery life and is equipped with an optional integrated barcode reader and insertable smart card reader.



> **Sunland Logistics Solutions** expanded its network to the Savannah, Georgia, market after being selected to manage a 100,000-square-foot fulfillment center for Panasonic Corporation of North America. The fulfillment center, located at the Georgia International Trade Center in Effingham County, will also provide capacity for Sunland to serve additional customers.

> **TECHNOLOGY**

> Global supply chain firm **GEODIS** launched GEODIS e-Logistics to help companies manage e-commerce order fulfillment. The platform provides a real-time overview of all available inventory and determines the most appropriate supply source, delivery method, and returns options.

> **AfterShip**, a shipping and tracking platform for online retailers, made its e-commerce shipping API, Postmen, free with no limit on shipping volumes. Postmen helps shippers reduce costs by integrating courier selection, cost and delivery time estimates, and shipping label printing into their existing shipping infrastructure at no added cost.

> Shippers can now get free visibility and freight audit analysis from **RateLinx**, which will provide insights and actionable steps in less than 30 days. With these insights and recommendations, the logistics visibility and analytics platform aims to help companies improve operational efficiency.

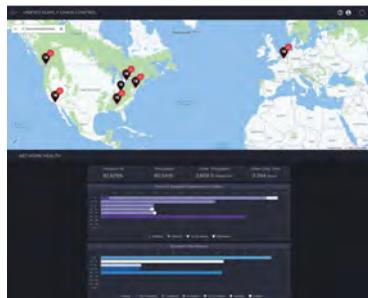
> Shippers can now take advantage of new features on **American Airlines'** online booking platform on aacargo.com. The enhancements include the ability to make allotment bookings, a flight schedule search capability that doesn't require a log-in, and an interactive claims form.

IN BRIEF

> Transportation management software **AscendTMS** added data from predictive supply chain visibility solutions provider **FourKites** to enhance its platform with freight insights. Shippers using AscendTMS can now obtain real-time rate data, transit insight data, regional freight flows, border crossing times, port congestion information, and other freight flow information for free.

> **Alibaba.com**, Alibaba Group's first business unit and a B2B trading platform, introduced Alibaba.com Freight, powered by digital freight marketplace **Freightos**, which enables U.S. small and mid-sized businesses to seamlessly arrange bulk shipments. The solution lets SMBs compare, book, manage, and track ocean and air freight in real time.

> **Manhattan Associates'** new Manhattan Active Warehouse Management solution is a cloud-native enterprise-class warehouse management system that unifies distribution management functions and can automatically scale up to meet fluctuations in demand. Manhattan Active WM's Unified Control screens allow management team members to quickly visualize, diagnose, and take action anywhere in their supply chain.



> Supply chain software provider **Blujay Solutions** launched its Transportation Modeling application, built in collaboration with **LLamasoft**, a provider of AI-powered supply chain analytics software. The application equips shippers with analytics to evaluate multiple scenarios and the tradeoffs of making changes to operational policy and their potential to improve service and reduce costs.

> Shippers gain visibility of the entire shipment lifecycle with digital freight technology company **Loadsmart's** new Multimodal Services offering, which added transload services. Warehouses can opt to integrate their WMS with Loadsmart or use its free web-based platform to manage containers, assign goods to trailers, and arrange inland pickups.



> Retailers can now offer consumers a short-term virtual shopping experience in a digital environment with a new solution from retail space marketplace **Storefront** and experiential e-commerce platform **Obsess**. The virtual store sits on top of existing e-commerce platforms, reducing the need for extended development work. Virtual showrooms are fully branded, customizable, and feature the retailer's inventory.

> Shippers can now use advanced matching capabilities to more easily find available carriers for their truckload shipments and leverage improved map visualization through Trimble MAPS on the latest Community Load Match platform. The latest version of Community Load Match comes from a joint **Trimble-Kuebix** team; Trimble acquired Kuebix in January 2020.

> Healthcare supply chain stakeholders can now collaborate in real time to identify, track, and resolve issues before they become costly supply chain disruptions that risk patient safety with **TraceLink's** Agile Issue Management (AIM). Built on TraceLink's Digital Supply Network, the AIM collaborative platform allows internal cross-functional teams and external partners to view and work together on supply chain issues, quality reviews, documentation, and change requests.

> **Zebra Technologies** introduced Zebra MotionWorks Warehouse, a location solution that modernizes warehouse operations by tracking assets, automating transactions, improving worker productivity, and reducing shipping errors. Designed for warehouses with cross-docking workflows or high-volume staging areas that require quick turns, the solution can track items even while they're in motion.

> Digital supply chain solutions provider **Kinaxis** is helping manufacturers accelerate their digital supply chain transition with its new RapidValue platform. The solution enables companies to perform finished goods and key supply components planning, replace disparate Excel sheets with connected, collaborative workbooks and alerts, and lay the foundation for what-next scenario planning.

>TRANSPORTATION

> Port Everglades is the newest stop on **Evergreen Line's** CAJ weekly container shipping service to and from Panama, Jamaica, and Haiti. Evergreen has three vessels in the service rotation, which includes calls at Manzanillo, Panama; Colon-Coco Solo, Panama; Kingston, Jamaica; Port Au Prince, Haiti; Port Everglades; New Orleans; and Houston before returning to Manzanillo, Panama.

> A new cargo route from China to Europe is now available for e-commerce shippers with the expanding partnership between **Cainiao Network** and air cargo carrier group **Volga-Dnepr Group** and strategic partner **CargoLogicAir**. Operated via

Madrid and Liege, Belgium, the service includes distribution across Europe through Cainiao's network of terminals, ensuring delivery time frames from China to Europe are kept within 10 days.

> **Pittsburgh International Airport** and **Ted Stevens Anchorage International Airport** reached an agreement to work together to streamline the air cargo supply chain. The agreement will allow both airports to collaborate on finding solutions for moving air freight faster and more efficiently by exchanging information in airport management; exploring alliances between air cargo industries; and seeking cooperative marketing opportunities.

> To accommodate the needs of mango exporters, **Dachser México** continues to serve five European destinations: Frankfurt, Germany; Paris, France; Madrid, Spain; Amsterdam, Netherlands; and London during Mexico's mango growing season, which extends into September.



> **CEVA Logistics** now offers a truck-rail-truck solution to keep freight moving across Asia. The multimodal solution is designed for shippers in Laos, Malaysia, Singapore, and Thailand sourcing goods from China.

> Newly established **Safeen Feeders** commenced a feeder service linking Abu Dhabi to ports serving the United Arab Emirates, the broader Gulf region, and Indian sub-continent. The service is executed in partnership with **Bengal Tiger Line**, a feeder service operator, through a vessel sharing agreement, with a rotation that calls on nine regional ports located across the UAE, Saudi Arabia, Bahrain, Pakistan, and Western India.

> **ZIM** launched a dedicated service from South China to Los Angeles: the Speedy ZIM E-Commerce Xpress

(ZEX). The ZEX service from Yantian and DaChan Bay, South China, to Los Angeles is among the fastest on the market, with a transit time of 12 days. ZEX service deploys five Sprinter vessels to support time-sensitive cargo.

> Eighteen megaships now link the **Port of Oakland** to Asia, including Saudi Arabia, with the launch of a vessel service. A highlight of the new service is the first-ever direct link between Oakland and the Middle East. Each ship in the service has capacity to carry 14,000 20-foot containers, and the service calls on ports in Singapore, Thailand, Vietnam, Japan, Hong Kong, China, the United States, and Saudi Arabia.



> **Virgin Atlantic** increased its cargo-only flights by 35% to nearly 600 in June 2020 with the launch of new routes including Beijing and Brussels. The airline's growing schedule means customers now have access to direct cargo capacity connecting London, New York JFK, Los Angeles, Chicago, Miami, Atlanta, Johannesburg, Tel Aviv, Lagos, Mumbai, Shanghai, Hong Kong, Beijing, and Brussels.

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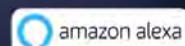
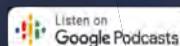
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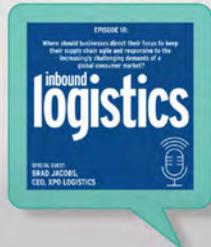
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TOPPING EXPECTATIONS



When the pandemic put a deep freeze on many foodservice channels, the world's largest ice-cream maker

Unilever got its direct-to-consumer strategies down cold. Its Ice Cream Now online service, which was launched in 2017, is whipping up deliveries, getting Ben & Jerry's ice cream to consumers in a hurry. By partnering with Domino's Pizza and Deliveroo, the ice cream purveyor widened its e-commerce network and beat analysts' expectations of a revenue dip.

Ben & Jerry's also runs its own online store and makes its flavors available through Grubhub and DoorDash. Dry ice keeps its frozen treats at a super-chill -110°F in a cooler, allowing it to stay frozen until the evening of the delivery date.



NO NEED TO HAVE A COW

Non-dairy ice cream is growing in popularity, too, with a U.S. market value that's expected to reach \$1 billion in 2024, up from \$400 million in 2017.



SPRINKLING OF FACTS

July is National Ice Cream Cone month.

- Ice cream is an \$11-billion industry in the United States.
- The average American consumes more than 23 pounds of ice cream per year.
- Most ice cream is made March through July. July is the busiest production month for ice cream makers.
- About 1.4 billion gallons of ice cream and related frozen desserts were produced in the United States in 2017.
- Sub-zero temperatures freeze ice cream to its final state in a "hardening room" for storage and distribution, after manufacturers package it in containers, cups, or molds.



TOP 5

Most popular ice cream flavors in the United States:

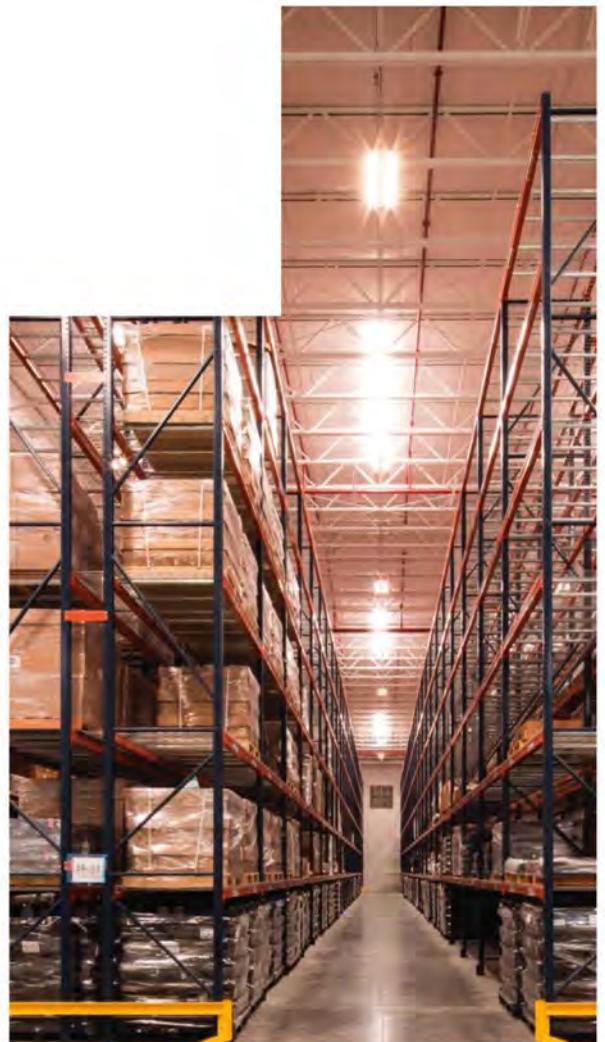
1. Vanilla
2. Chocolate
3. Cookies n' cream
4. Mint chocolate chip
5. Chocolate chip cookie dough

SOURCES: BLOOMBERG; INTERNATIONAL DAIRY FOODS ASSOCIATION; NEWS.MARKETSIZEFORECASTERS.COM; TECH CRUNCH; WORLD ATLAS



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