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AN EXECUTIVE SUMMARY OF INDUSTRY NEWS

Holiday hustle for UPS and FedEx. If their holiday volume predictions come to fruition, December 12 and December 22 are poised to be much more than business as usual for express giants FedEx and UPS. FedEx said it expects to move more than 17 million shipments through its global networks on December 12, a 10 percent gain over December 13, 2010, and would mark the single busiest day in the company's history. UPS is pointing to December 22 as its peak shipping day, with projected delivery volume expected to be in the neighborhood of 26 million packages. UPS is also expecting to see five different days on which deliveries will approach or top the 25 million mark, with all these days occurring within the last 10 days before Christmas.

■ Class 8 vehicles are hot, hot, hot. At least, that's what the experts at ACT Research are saying. The firm's most recent State of the Industry report says that new and net orders for Class 8 vehicles hit six-month highs in October at 29,824 units and 28,026 units, respectively. On the net orders side, this tally exceeds previous expectations from ACT last month when the firm called for 27,700 Class 8 net orders. The firm said that this most recent batch of data suggests that 2011 will end up in good shape with production at or above 250,000 units. ACT added that this should pave the way for what it's predicting to be a robust 2012.

Fixed rates and port shifts. When the National Industrial Transportation League's ocean transportation committee met in Atlanta last month, several vital issues were addressed. said chairman, Don Pisano. "We are chiefly concerned about cargo diversion away from U.S. West Coast ports to gateways in Canada," he said. "This is something the Federal Maritime Commission (FMC) is also examining." Pisano told LM that his committee was also looking at the FMC's ongoing investigation of fixed rates on the transpacific. "Slow-steaming on that trade lane will continue to hurt the long-term competitive position of U.S. West Coast ports." he said, adding that hikes in night gate rates and potential labor slowdowns will also have an impact. "For a number of other reasons, we

expect to see a shift from the West Coast ports of Los Angeles and Long Beach toward all water services to the Gulf Coast ports, particularly for lower valued products which are less sensitive to longer transit times," he added.

UPS on time with rate hike. Effective January 2, 2012, UPS' non-contractual 2012 rates will be comprised of a net increase of 4.9 percent for UPS ground packages and a net increase of 4.9 percent on all UPS air services and U.S. origin international shipments. This increase is identical to the one the transportation bellwether rolled out a year ago for 2011 rate hikes. The company said that the rate increase for UPS Ground shipments is based on a 5.9 percent increase in the base rate minus a 1 percent reduction to the index-based ground fuel surcharge. The 2012 rate increase for air express and international shipments is based on a 6.9 percent base rate increase minus a 2 percent reduction to the index-based air and international fuel surcharge.

Issues occupying Oakland. Due to the ongoing Occupy Oakland demonstrations, the TraPac terminal at the Port of Oakland was effectively shut down for several days last month. Further exacerbating the situation was the series of "exploding reefers" that hit the port. As reported in LM, dockworkers have refused to unload some vessels until investigators are able to identify the containers that may be at risk. For Devine Intermodal, a major San Francisco Bay Area drayage company, the problems have reached a critical stage. "Every day for the past two weeks, at least one terminal has been shut down," reported officials at Devine. "The resulting congestion is reminiscent of the prelude to the 2002 lockout." The "lockout," shippers may recall, was an ongoing labor/management dispute that caused a major ocean carrier diversion away from the U.S. West Coast.

Spot market strong. With trucking capacity still fairly tight, strength in the spot market is now a common theme, as evidenced by the most recent batch of data from TransCore. The firm reported that the spot market was up 39 percent annually in

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Management UPDATE

continued

December, marking the highest same month volume since the aftermath of Hurricane Katrina in 2005. On a sequential basis, spot market volume fell 3.7 percent, which TransCore said is in line with typical seasonal patterns. Carriers told *LM* at last month's TransComp exhibition in Atlanta that fairly tight capacity is a major factor in driving spot market volumes, though capacity is not as tight as it was only a few months ago.

Tough times ahead, says FTR. After things appeared to be looking up for shippers, data from FTR Associates indicates that tougher times are indeed back. Despite this situation, the freight forecasting firm noted that shippers are better off today than a year ago. Among the factors cited by FTR for the current environment were freight carriers maintaining tight discipline on capacity and pricing, coupled with slow economic growth. Various federal regulations such as the proposed hours-of-service changes also have the potential to exacerbate the situation going forward. FTR Senior Consultant Larry Gross said that these findings are not surprising, given the confusion between what exactly is happening in the marketplace when rates are rising sequentially compared to how things were a year ago at the same time.

Manufacturing makin' it happen. Third quarter GDP growth was up 2.5 percent compared to 1.3 percent in the second guarter. And according to the Institute for Supply Management (ISM), its most recent Purchasing Managers Index (PMI) hit 50.8, which equates to 2.9 percent GDP growth. Any PMI reading at 50 or higher indicates that economic growth is occurring. "Manufacturing is indeed making a significant contribution to overall GDP growth and perhaps leading the way," said Bradley Holcomb, chair of the ISM Manufacturing Business Survey Committee. "If the rest of the sectors were at our level, real GDP would be closer to 3 percent." What's more, strong manufacturing gains are coming at a time that's filled with economic uncertainty, given the current situation in Europe as well as stagnant unemployment and housing markets here in the U.S.

Musical chairs for ocean carriers. When six new shipping lines entered the Transpacific market two years ago, analysts observed that market share could finally be wrested away from established cartel carriers. That effort seems to have been wasted, however, as only two of the original challengers remain in the trade lane. According the Paris-based consultancy Alphaliner, Hainan POS and TS Lines comprise the surviving upstarts. "Both still remain under pressure, as losses mount and their relatively small ships put them at a disadvantage," said Stephen Fletcher, Alphaliner's commercial director. The service rationalizations undertaken by POS/TS Lines will leave the new carriers with a market share of less than 1.5 percent. These moves, along with further rationalizations initiated by the established carriers on the transpacific route, have allowed for a stabilization of spot rates.

■ Meet the new boss. The Long Beach Board of Harbor Commissioners voted unanimously last month to name J. Christopher Lytle as the port's new executive director. Lytle will succeed Richard Steinke, the port's executive director for the past 14 years, who announced his plan to retire earlier this year. "After a thorough, intensive, and extensive search process, I'm pleased to report that the Board was unanimous in selecting Lytle for the position," said Harbor Commission President Susan Anderson Wise. Lytle is a longtime shipping industry veteran and has been the Port's Deputy Executive Director since March 2008.

■ Nothing in life is free. According to the National Retail Federation (NRF), retailers have a love/hate relationship with free shipping. Why? For starters, it's hardly free. NRF notes that Shop.org is predicting that a record 92.5 percent of online retailers will offer free shipping this holiday season, and that's not only going to be a Cyber Monday staple. Free shipping offers are likely to be found all holiday season long, as 56 percent of retailers say their budgets for free shipping are higher this holiday season than last, and one-third say free shipping offers will start earlier in the season than last year.



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FEATURES

8 The Supply Chain Top 25: Leadership in Action

The 2011 rankings of the Top 25 supply chains from Gartner Inc. are in. They include repeat winners and some new entrants. Perhaps even more important than the actual rankings, says Gartner Research Director Debra Hofman, are the lessons that can be learned from analyzing the leaders. This year, six specific qualities stand out.

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In 2007, SCMR ran an article on Walmart's sustainability program, focusing on eight specific initiatives being pursued. Four years later, the author of that original article, Erica Plambeck of Stanford, and colleague Lyn Denend revisit those initiatives to assess just how Walmart is doing on the sustainability front.

24 Achieving Flexibility in a Volatile World

A new global survey from PRTM confirms the importance of operational flexibility in supply chain success and identifies five levers that leaders employ to make it happen. The consultants report that the financial and performance advantages of improved flexibility can be profound. They outline five basic steps that companies can take to start realizing those benefits.

32 What's Your Mobility Index? Mobile devices are everywhere these days. But what's the real potential of mobility in the key supply chain processes. And what's the best way to identify and tap into that potential? Sumantra Sengupta of EVM Partners says the first step in answering these questions is to carefully determine your "Mobility Index." This article tells how it's done.

40 The Case for Infrastructure Investment: Lessons from Medco and Staples

Smart investment in supply chain infrastructure—and in particular automated materials handling and distribution systems—can pay big dividends. Medco and Staples have proven that convincingly, as these case studies demonstrate. Their stories point to seven key takeaways that supply chains professionals in any business sector can learn from.

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No predictions, just preparation

BASEBALL LEGEND CASEY STENGEL famously said: "Never make predictions, especially about the future." This is advice that even some of the more astute observers of our national condition are heeding—especially in this most tempestuous time of our economic history.

I recently had the privilege of sharing a table at a luncheon with U.S. Secretary of Transportation Ray LaHood and Kasim Reed, the Mayor of Atlanta, during the NITL Annual Meeting & Trans-Comp Exhibition in Atlanta. LaHood and Reed had just returned from an early morning trip to the Port of Savannah.

The port is in the final stages of gaining federal and state approval to deepen the Savanna River by up to six feet—a move that it says is necessary to accommodate larger cargo vessels once the Panama Canal project is complete in 2014. Both LaHood and Reed were feeling optimistic about the port gaining the necessary approvals and funding to complete the project, and quite upbeat about what a widened canal could mean for the Georgia Ports Authority, the city of Atlanta, and surrounding communities.

But when I asked them if there was a forecast for just how much more capacity they felt the port would be seeing once both projects were complete, they were both quick to shrug their shoulders. "I've stopped making predictions a while ago," LaHood said. "Now, all we can do is make preparations for better times."

The Secretary's sentiments are shared by the most rational economists and analysts we've been working with over the past few years, and it's been the theme of our December issue over the past eight years: No predictions, just preparation.

In fact, we believe that the best way to prepare for what's ahead is to take some time to put context around the news of the past year and then polish up the skills you'll need for meeting the challenges of the year to come.

On page 12 you'll find our 2011 index of news stories that shaped the past year in logistics and transportation.

This collection of news stories—some of the best sourced and reported work available in the market—dives into the drivers behind rising trucking rates; implications of possible HOS rule changes; updates on the state of CSA and its affect on another looming driver shortage; the ebb and flow of diesel prices and what that means for rates; and why intermodal has quickly become the "belle of the ball."

According to Group News Editor Jeff Berman, by reading these stories shippers will gain a detailed understanding of the challenges they'll be facing when crafting their logistics strategy in the months ahead.

And after digesting this collection, I strongly suggest you set aside a couple hours to attend *Supply Chain Best Practices: Boost Productivity and Cut Costs*, a virtual conference produced by *LM* and sister publication *Supply Chain Management Review* (supplychainvirtualevents.com).

This event was designed to help logistics and supply chain managers prepare for the challenges that 2011 is leaving in its wake. Editorial Director Frank Quinn and I are joined by some of the leading analysts in the market to discuss the impact that energy trends are having on present and future supply chains; practical steps for cutting costs and controlling transportation spend; tips for optimizing distribution networks; how to improve inventory management; and top ways to enhance labor management.

And while mixed economic signals continue to flash around us, don't be concerned so much with all the predictions you'll be hearing this month. Understand what's just transpired and lay down your foundation for preparation.

Michael A. Levans, Group Editorial Director Comments? E-mail me at mlevans@ehpub.com

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• BNSF Railway exec hopeful for an economic recovery by 2013

• 2011's Top 11 News Stories

USPS finishes fiscal year 2011 with a \$5.1 billion loss

Diversion to electronic mail alternatives is main driver of steep volume declines.

By Jeff Berman, Group News Editor

WASHINGTON, D.C.—Financial issues for the United States Postal Service (USPS) remain front and center with last month's announcement that for fiscal year 2011 the USPS had a net loss of \$5.1 billion. USPS officials said this loss would have been more than doubled—at \$10.6 billion—were it not for passed legislation that postponed a congressionally-mandated payment of \$5.5 billion to pre-fund retiree health benefits.

For the entire fiscal year, USPS mail volume was down by 3 billion pieces or 1.7 percent—annually, with First Class Mail down 5.8 percent from \$34.2 billion to \$32.2 billion. First Class volume declines have been due in large part to ongoing diversion to electronic alternatives, including e-mailing business documents and online purchase orders, as well as other electronic mailing processes.

Fiscal year 2011 operating revenue dropped to \$65.7 billion from \$67.1 billion, while operating expenses dropped to \$70.6 billion from \$75.4 billion. USPS officials said that if the retiree health benefit pre-funding payment, which was postponed by Congress, is not extended, the USPS will be forced to default on its payment.

"The Postal Service can become profitable again if Congress passes comprehensive legislation to provide us with a more flexible business model



so we can respond better to a changing marketplace," said Postmaster General and CEO Patrick Donahoe. "To return to profitability we must reduce our annual costs by \$20 billion by the end of 2015. We continue to take aggressive cost-cutting actions in areas under our control and urgently need Congress to do its part to get us the rest of the way there."

On a more positive note, USPS Shipping Services was up \$530 million—or 6 percent—in 2011 and was spurred by growth in its Parcel Select and Parcel Return Services. Both of these offerings saw increased activity, due to increased e-commerce activity. USPS Standard Mail was up \$495 million—or 2.9 percent on a 2.6 percent volume increase of 2 billion pieces.

& ANALYSI

Gary Reblin, USPS' vice president of domestic services, added that the service has seen a 2 percent gain in market share for its Shipping Services segment, which he described as huge growth in a multi-billion dollar market.

"The USPS is making great strides in this area, partly due to everything we have done from Priority Mail to Parcel Select. We're also having a resurgence in Parcel Post," said Reblin. "These are probably our fastest growing products this year, and we are demonstrating across the board what we can do on the parcel side, but we need fixes on the First Class side, which has seen declines directly related to digital diversion. If we get some freedom and relief from the retiree pre-payments, we can manage this like we have done in other segments."

The financial plight of the USPS is well-documented. In mid-September it announced proposed changes to its network that it said would deliver \$3 billion in annual savings.

The network changes proposed by the USPS included:

• consolidating or closing 250 mail processing facilities;

• reducing mail processing equipment by up to 50 percent;

• dramatically decreasing its nationwide transportation network;

• and adjusting its network size by as

much as 35,000 positions from its current total of 151,000 mail processing employees.

USPS officials said these changes would result in: fewer facilities, greater utilization and efficiency; earlier mail availability driving more efficient local delivery; and more retail partners and kiosks as well as fewer brick and mortar Post Offices.

"The USPS is losing billions of dollars, but the bulk of these losses stem from an unusual pre-funding of retiree benefits for workers who have not yet even been hired by the USPS," said David Ross, Stifel Nicolaus analyst. "The organization's inability to appropriately size its business is causing the remainder of the financial strain. The U.S. government will not let the USPS become insolvent, so while a first glance at its bottom line leads to an 'on the ropes' characterization, it should also lead to some governmental action to allow the USPS to remain a viable part of the parcel industry."

Teamsters union-covered carriers may win longawaited change in pension liability calculations

WASHINGTON, D.C.—After decades of uncertainty over millions of dollars of potential pension withdrawal liability, Teamsters union-covered trucking companies in multiemployer pension plans are finally seeing some tangible financial rays of hope.

And that's good news for shippers, who stand to benefit from potential changes that will make it easier for surviving carriers in multiemployer plans to remain in business and prosper.

For decades, surviving carriers in multiemployer plans lived under the withering financial overhang of millions of dollars of potential liability because of the way those plans were structured. More than 600 large Teamsters-covered trucking companies have ceased operations since deregulation in 1980, with most belonging to multiemployer plans.

Because of the potential withdrawal liability, surviving carriers often had to choose between paying millions to get out of those plans or risk paying even more because of bankruptcies and other closures. Four years ago, UPS



paid \$6.1 billion to get out of the woefully underfunded Central States Pension Plan, the Teamsters' largest multiemployer plan. UPS did so partially because of its unfunded pension liability in the Central States plan.

But now, because of a potential option that controls a carrier's withdrawal liability, Teamsters-covered trucking companies may win a long-awaited change in pension liability calculations.

That's the word from Herve H. Aitken, the Washington attorney from Ford & Harrison who is a multiemployer pension expert. He has been advising trucking companies of this potential sea change in the way trucking companies may be treated under new approaches in pension law.

In fact, Aitken compares multiemployer plans, long thought to be financially doomed because of changing demographics in the trucking industry, to a Phoenix rising from the ashes. The changes began last summer when a New England Teamsters plan started this process that involved the Pension Benefit Guaranty Corp. (PBGC), the government agency that insures most pensions.

The New England Teamsters plan agreed with PBGC to permit contributing trucking company employers to withdraw from the plan and re-enter the multiemployer pension plan under what is known as a "Direct Attribution Plan."

According to Aitken, such a plan offers three benefits:

1) Current withdrawal liability is greatly reduced.

2) Employers are not liable for liability attributable to other employers.

3) The New England plan agreed to reduce benefit accruals to the employers' contribution level to fully fund the plan, with projections updated annually.

"The switch to a direct attribution plan will be a win-win-win for employers, funds, and Teamsters employees," Aitken told *LM*. "Essentially, with respect to employers, it should provide additional long-term viability and security."

The bottom line is that carriers belonging to multiemployer plans could, for the first time in 30 years since deregulation, have no new withdrawal liability in Teamsters-covered plans.

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The Central States plan has submitted its application to the PBGC to establish the same type of "hybrid" direct attribution plan, although no final approval has been made.

To be sure, Central States is in poor financial shape. Its executive director, Thomas Nyhan, testified before Congress last year that Central States is facing an "unprecedented financial crisis" and could be insolvent within 10 or 15 years. "It is in horrific financial shape," Aitken says flatly.

That's due to changing demographics, the shift by shippers toward use of non-Teamster truckload carriers, and poor returns from the stock market on Central States' assets. According to Central States' internal documents, it took in \$675 million last year in employer contributions but paid out \$2.9 billion in annual benefits—an operating loss of \$2.225 billion.

-John D. Schulz, Contributing Editor

RAIL

BNSF Railway exec hopeful for an economic recovery by 2013

NEW YORK—While the economic recovery has had its fair share of stops and starts, it may be happening again in earnest on the railways. That's the consensus from John Lanigan, executive vice president and chief marketing officer at BNSF Railway.

Speaking at the RailTrends conference presented by Progressive Railroading and independent industry analyst Tony Hatch, Lanigan talked about volume trends for BNSF and economic trends, among other subjects.

Unlike a year ago, when BNSF was caught a little bit "off guard" in terms of the pace of the economic recovery at that time, Lanigan said that things have leveled out to a certain degree, with volumes being relatively sideways from about the end of this year's first quarter to early October when BNSF had its first 200,000 shipment week since a week in 2006 (a record volume year) that came in around 220,000 carloads.

Since hitting 200,000, Lanigan said that BNSF has been in the 195,000-210,000 weekly carload range, which he added is about 90 percent back to pre-recession levels and is a figure BNSF would like to sustain heading into 2012. But whether or not that occurs remains to be seen.

"There's still a lot of uncertainty on the horizon," he said. "Some large retailers we've talked to are so skittish about the holiday season that they had



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their suppliers create forward supply points to have their suppliers ready to supply on demand from relatively close distances. They decided they did not want to fill their shelves or distribution centers and were going to rely on suppliers to have adequate supply at their own cost at current locations or arrange locations so that they can ask, for example, for 200 blue windbreakers next week."

Lanigan said that this approach is a departure from the inventory overhang at the front end of the recession. And with consumer spending representing about 70 percent of total U.S. GDP and the country still fighting to emerge from the recession, this type of strategy by retailers gives everyone a reason to pause and wonder about the exact state of the current economic recovery.

"Going into next year, we're planning

We'll show you the way.



for modest growth at BNSF," explained

Lanigan. "We think the economy is

going to continue to kick back to where

we have been before. We don't think

we will be back to 2006 volume levels

next year; we think it is probably going

to be 2013. That would be a seven-year

period of time from peak to peak. If you

go back to various recessions we've had

in the last 30 to 50 years, no economic

cycle has ever taken seven years to go

"There's still a lot of uncertainty on the horizon. Some large retailers we've talked to are so skittish about the holiday season that they had their suppliers create forward supply points to have their suppliers ready to supply on demand from relatively close distances."

> —John Lanigan, executive vice president and chief marketing officer, BNSF Railway

from peak to peak."

Lanigan said this period has been a very difficult time and he stressed the fact that the key component to get the economy going back to where it could be is consumer spending. But until consumers feel they have some certainty in their lives, with hiring and progress being made, the recovery figures to be slow.

-Jeff Berman, Group News Editor

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2011's Top 11 News Stories

The news that shaped the year in logistics and transportation



1. The return of LTL rate hikes

Two General Bate Increases in 2010 helped pave the way for steady pricing gains in a sector that needed to focus on improving yield management following the depths of the recession. Full text at: logisticsmgmt. com/2011topstory1

2. Proposed Hours-of-Service rules are still stuck in traffic

When the Federal Motor Carrier Safety Administration unveiled its proposed changes to truck driver HOS rules, they probably did not envision the level of scorn it has received from the trucking industry. Full text at: logisticsmgmt.com/2011topstory2

3. Great proposals come out of new stabs at surface transportation reauthorization. but funding issues linger

Until effective means of transportation come to fruition in a bipartisan manner, expect to see more roadblocks. Full text at: https://www.icom/com/2011topstory3

4. Impact of CSA not as severe as first thought...yet

With initial estimates calling for up to a 10 percent reduction in capacity, flat volumes and a tight labor pool are keeping numbers in check. Full text at: logisticsmgmt.com/2011topstory4



5. White House unveils National Clean Fleets initiative

UPS, FedEx, AT&T, PepsiCo, and Verizon are the five charter members of a push to reduce petroleum dependence in U.S. fleets. Full text at: logisticsmgmt.com/2011topstory5

6. Fuel prices continue to ebb and flow in 2011

Regardless of what mode of transportation a shipper used to move freight in 2011, chances are fuel prices were never far from top of mind. Full text at: logisticsmgmt.com/2011topstory6



7. Peak Season plans fail to materialize

While hopes were high for a return to a "traditional" Peak Season in early 2011, things did not go according to plan based on freight trends, volumes, and insight from industry stakeholders. Full text at:

logisticsmgmt.com/2011topstory7

8. Proposed Positive Train Control changes could be good news for rail carriers

The proposed changes, according to Department of Transportation Secretary Ray LaHood, would provide greater flexibility to railroads and the FRA in assessing the need for PTC without adversely affecting the safety of America's rail lines. Full text at:



logisticsmgmt.com/2011topstory8

9. YRCW completes \$500 million restructuring plan

Former LTL market share leader aims to get back on track with new CEO and fresh capital to end a five-year slump during which time it lost more than \$2.5 billion. Full text at: logisticsmgmt.com/2011topstory9

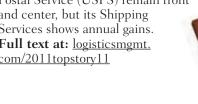
10. Intermodal continues to post impressive gains

While various modes of freight transportation appear to have "leveled off" with the economy in a holding pattern, intermodal continues to star at a time when shippers are looking for costefficient and effective shipping services. Full text at: logisticsmgmt.com/2011topstory10



11. USPS ends fiscal year 2011 down \$5.1 billion

Financial issues for the United States Postal Service (USPS) remain front and center, but its Shipping Services shows annual gains. Full text at: logisticsmgmt. com/2011topstory11



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Supply chain best practices: Boost productivity

Top analysts share how today's leading logistics and supply chain professionals are leveraging evolving best practices and technologies in an effort to reduce costs, boost productivity, and make a positive impact on overall business strategy.

BY BRIDGET MCCREA, CONTRIBUTING EDITOR

Special Report



B oosting productivity and cutting costs are top priorities for most logistics and supply chain managers around the globe. Logistics Management and Supply Chain Management Review have assembled an impressive team of analysts and practitioners to expound on the best ways to achieve these goals in the virtual conference titled Supply Chain Best Practices: Boost Productivity and Cut Costs that is now available to attend on-demand.

At the event, Group Editorial Director Michael Levans and *Supply Chain Management Review* Editorial Director Frank Quinn, along with a team of hand-picked presenters, share how today's leading supply chain professionals are leveraging evolving best practices and technologies in an effort to reduce costs, boost productivity, and make a positive impact on overall business strategy.

The event's Keynote presentation focuses on the impact that energy trends are having on present and future supply chains. Hot topics covered in the Conference Sessions include practical steps for cutting costs and controlling transportation spend; tips for optimizing distribution networks; how to lower costs, generate cash, and improve inventory management; and top ways to enhance labor management.

Attendees will learn how to maximize their end-to-end supply chains and develop productive, efficient companies that grow and thrive in both good times and in challenging economic environments. Here's an overview of what you'll learn.

and cut costs

KEYNOTE: How Energy Trends Impact the Supply Chain

Kicking off this year's virtual event is a keynote from economist and popular *Logistics Management* Oil & Fuel columnist Derik Andreoli, Ph.D.c. In his keynote address, Andreoli offers his insights and helps attendees better grasp how trends in oil and energy costs will affect transportation rates as well as the future of global supply chain initiatives.

A senior analyst with Mercator International, LLC, Andreoli launches his keynote by showing attendees a graph highlighting on-highway diesel fuel cost in constant and nominal dollars and crude oil WTI spot price cost in constant and nominal dollars. "The problem with trying to predict prices is that you need insight into oil and fuel cost/demand," Andreoli explains, "as well as being able to predict such things as the value of the dollar, the weather and geopolitical events."

Andreoli also presents various scenarios built around the relationship of world GDP to global energy consumption and oil consumption, stating that "oil consumption is driven by GDP growth, and rapid upward price swings are driven by low spare oil production capacity or a rapid decline in spare capacity." He shows the audience what refiners pay for oil and explains the concept of "spare capacity" defined as the oil that can be purchased with very little advance notice.

"We have billions of barrels of oil in reserves, but reserves don't matter as much as production does," says Andreoli. "In order to determine spare capacity one needs to know production capacity and demand. So spare capacity is simply the cushion left over after consumption takes place."

Having studied the data and trends in-depth, Andreoli says that his team has come to the conclusion that "spare capacity will most likely be pinched by 2012, unless there's an ideal scenario where we have low GDP growth across the world, paired with higher than expected oil production capacity."

To supply chain managers looking to ward off the challenges associated with that anticipated capacity "pinch," Andreoli says now is the time to start thinking about the location of production facilities. "Get them close to the market," he suggests, "and save money by using some of today's technologies that can help monitor your fuel spending."

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SUPPLY CHAIN BEST PRACTICES: BOOST PRODUCTIVITY AND CUT COSTS

Transportation Management: Practical Steps to Cut Costs and Control Operations

For the past few years, shippers have found themselves reacting to unpredictable and volatile changes at both the demand and the supply ends of the spectrum. That challenge isn't expected to get easier anytime soon. As the recovery in the global economy inches forward, shippers are starting to see shrinking capacity and higher rates in all modes.

In this session, Brooks Bentz, a partner at Accenture's supply chain management practice, offers practical steps for gaining more control of transportation budgets and overall operations. Attendees learn how to improve existing carrier relationships; harness technology to improve transportation operations to rein in costs; and get tighter control over transportation budgets.

Bentz starts the session by giving attendees a peek into the current state of the economy and emphasizes challenges like increasing transportation costs, slow economic growth, slow recovery, changing regulations, and increasing margin pressure—both for shippers and carriers.

An effective solution to these and other issues, says Bentz, lies in transportation network optimization. "Essentially, it's our approach to helping people who are consumers of transportation capacity acquire, manage, and use that capacity in a more holistic, systemic way and viewing it a little bit differently," he says.

Bentz explains that such process improvements typically result in better supply chain performance, and that they also simplify administrative functions and enhance customer service. "We believe there are significant benefits in this approach, and it results in a sustainable business model," says Bentz. "Today, more than ever, reducing operating costs and improving service is a top priority."

Inventory Management: Top Inventory Management Strategies

In today's uncertain economic climate, controlling costs and conserving working capital are absolutely essential to business success. Inventory management plays a significant role in helping to achieve both of these key objectives.

In this virtual conference session, attendees listen to inventory management insights shared by speakers Linwood A. Kulp, Jr., principal at Brinmar Consulting, and Robert E. Murray, chairman at REM Associates. Both experts provide specific approaches and methodologies for improving inventory management and controlling—or actually reducing—costs and working capital.

Murray discusses various perspectives on inventory management and highlights several challenges that companies are dealing with right now, including increasing customer demands; increased costs and service sensitivity; and the need for quicker response times and improved forecasting.

"Virtually all companies will place increased emphasis on leveraging all business supply chain functions," says Murray, "thus creating the need for effective management and control of all business inventories. If we look at the key to effective inventory management, it's the linking of the product flows with the inventory that's required to support those flows. Inventory typically represents 10 percent to 33 percent of business assets—that's a very significant number."

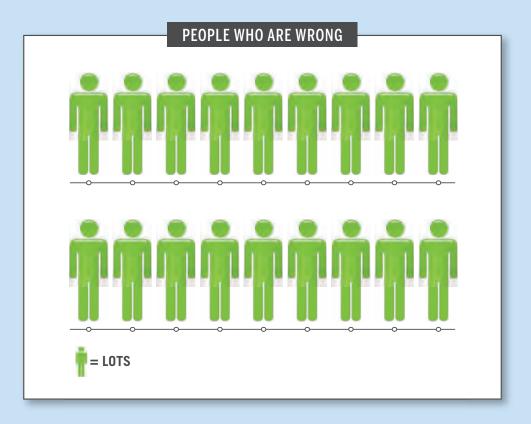
Kulp outlines the inventory management characteristics of today's best-in-class companies, and says that processes common to companies that effectively manage inventory include: inventory optimization, supply chain visibility, integrated forecasting systems, identifying the causes of inventory error, and an effective forecasting/demand planning process.

Murray pointed out that 80 percent of sales dollars are typically generated from a group of items representing 20 percent of the product line. "Fifty percent of the product line represents only 5 percent of your sales dollars," he explains. "This means half of the items that you sell generate only five percent of those sales dollars. It's key from an inventory management perspective—to know what that 50 percent consists of."

In summation, the speakers said that to be successful in inventory management and segmentation, shippers must consider inventory levels, inventory velocity, and inventory costs. "If we increase inventory dollars, we tend to increase customer service, and if we decrease inventory dollars, we tend to decrease customer service," says Murray. "We need to optimize what's best for our particular company and for our particular service to those customers."

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Warehouse & DC Management: Tips for Optimizing the Distribution Network

It doesn't matter how many production plants or distribution facilities are in a shipper's network, the process of network optimization is a critically important one that can generate significant value. From improved customer service levels to reduced logistics expenses to minimized inventory assets, the list of benefits goes on.

The problem is that distribution networks change for a variety of reasons over time. Company growth, new customer service demands, mergers and acquisitions, regional market expansion, supplier network changes, and labor strategy can all inhibit a firm's ability to optimize its distribution network. External factors such as energy cost volatility or economic uncertainty also come into play and can negatively affect supply chains.

In this session, Marc Wulfraat, president of supply chain consulting firm MWPVL International, gives attendees advice on how to think through the process of distribution network strategy redesign. He opens the session by defining distribution network strategy as "the way in which we move goods to market and impact all supply chain participants." Regardless of company size or industry, Wulfraat says that every company participating in the global supply chain has some form of distribution strategy. He discusses distribution network optimization, which he calls "a balancing act between operating expenses and working capital versus service level."

To shippers looking to optimize their own distribution network, Wulfraat says the key to success lies in knowing your demand volumes at a detailed customer level using data aggregation; knowing your supply points; knowing your products and inventory assets; and knowing your money.

Looking ahead, Wulfraat says transportation costs will rise significantly, causing distribution networks to gradually expand closer to market to reduce miles. "Over the road transportation costs are expected to rise by 10 percent to 15 percent in the next couple of years, and there is an expected shortage of about 300,000 drivers," he explains, adding that distribution network optimization will give shippers the best foundation for combating these looming challenges. "It's really the biggest thing you can do to change and improve your company."

Labor Management: Eight Questions to Ask to Improve Performance

The people working in supply chain capacities—in warehouses, distribution centers, fleet operations, office staff—are among the most important resources in any organization. To ensure that these individuals are highly productive, it's important to apply effective labor management practices and techniques.

The final session of this year's conference is led by Don Cook, president of Cook & Associates. He walks attendees through the key questions that must be addressed to improve labor management in a firm's supply chain operations. Supply chain professionals learn the core components of an effective labor management program; the cost and timely payback in labor management programs; the key technology enablers available for labor management; and how to implement an effective labor management program in the supply chain.

Cook starts the session by defining labor management as the skills and tools used by managers to help them reach an effective operating level. Skills include the ability to interpret reports and to use that information to provide meaningful feedback to the labor staff. "In turn, this is the basis for rewarding good performers and coaching low performers," Cook explains. "In addition, managers need to use this data to identify problems and areas that need improvements."

The tools include the training, software, and features provided by a good labor management program. "Of course, we always have to remember that the ultimate goal of all of this is to help managers reach that effective operating level," says Cook.

During the session, Cook works his way through the questions one at a time and addressed issues like "How do companies know if they're not already doing the best with what they have?" He pointed to benchmarking as one answer to that question, but says that listening to managers and discussing problems with them is an even better choice.

"Your managers are probably the smartest [tools] that you have at your avail," says Cook. He also discusses the key elements and options that a company should be looking for in labor management software (LMS). "Obviously, the software should provide the management team with what they need and have the flexibility to respond to ongoing operational changes," says Cook.

"Above all," he says, "make sure that the team doing the implementation has the qualifications and track record in all of the disciplines." \Box



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Millis Transfer, Inc.

121 Gebhardt Rd. PO Box 550 Black River Falls, WI 54615 (715)284-4384 Fax: (715)284-9029 Web: www.millistransfer.com

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10064 South 134th St. Omaha, NE 68138 402-896-2200 Fax: 402-896-2201 Web: www.nebraskawarehouse. com

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600 Industrial Park Dr. PO Box 34 Hartsville, TN 37074 (615)374-4466 (800)374-4468 Fax: (615)374-4374

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4848 Riverside Dr. Laredo, TX 78041 (419)724-9606 (888)426-4349 Fax: (419)724-9608 Web: www.panamex-zero.com

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P.O. Box 4208 Springfi eld, MO 65808 (417)866-0001 (800)848-4560 Fax: (417)866-3790 Web: www.primeinc.com

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GE Capital Rail Services

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Hub Group, Inc. 3050 Highland Pkwy., Ste. 100 Downers Grove, IL 60515 (630)271-3600 (800)964-2515 Fax: (630)964-6475 Web: www.hubgroup.com

Kansas City Southern

427 W. 12th St. Kansas City, MO 64105 (816)983-1303 Web: www.kcsi.com

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118 Lee Parkway Dr., Suite 205 Chattanooga, TN 37421 423-894-4622 Fax: 423-894-4665 Web: www.kencotrans.com

Landstar

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Marten Transport Ltd.

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1400 Douglas St., Ste. 0840 Omaha, NE 68179 (402)544-6000 (800)877-0328 Web: www.transentric.com

Trinity Transport, Inc.

1201 Bridgeville Highway PO BOX 1620 Seaford, DE 19973 302-253-3935 800-846-3400 Fax: 302-253-1200 Web: www.trinitytransport.com

Triple Crown Services Co.

2720 Dupont Commerce Ct. Fort Wayne, IN 46825 260-416-3600 800-325-6510 Fax: 260-416-3771 Web: www.triplecrownsvc.com

TRN Logistics, LLC

107 Gauntt Street Burlington, NJ 08016 609-239-5200 Fax: 609-239-5400 web: www.trnlogistics.com

Twin Modal, Inc.

2670 Patton Rd. Roseville, MN 55113 (651)697-8800 (800)366-8946 Fax: (651)697-8895 Web: www.twinmodal.com



Union Pacific Railroad 1400 Douglas St. Omaha, NE 68179 402-544-5000 Web: www.up.com

Union Tank Car Company The Marmon Group 175 West Jackson Blvd. Chicago, IL 60604 (312)431-3111 Fax: (312)431-5003 Web: www.utlx.com

Universal Truckload
Services, Inc.
12755 E Nine Mile Rd.
Warren, MI 48089
586-920-0100
800-233-9445
Fax: 800-858-0688
Web: www.goutsi.com

UPS

55 Glenlake Pkwy. NE Atlanta, GA 30328 800-PICK-UPS Web: www.ups.com

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	Refrigerated Services = 99.98%	Dry Van Intermodal and Highwa		

Maritime Services

This section contains information on ocean shipping service providers serving North America.

Anderson Trucking Service, Inc.

725 Opportunity Drive St Cloud, MN 56301 320-255-7400 800-328-2316 Fax: 320-255-7494 Email: sales@atsinc.com Web: www.atsinc.com

ATS International Services, Inc.

725 Opportunity Drive St. Cloud, MN 56301 320-255-7400 866-854-2747 Fax: 320-255-7478 Email: intlsales@atsinc.com Web: www.atsisi.com

Services/Products: International Services, Heavy Lift Services, Break Bulk Services, Container Services, Through Service to Puerto Rico, Through Service to Hawaii, Vessel Charter Service, Barge Charter Service, Intermodal Services, Load Consolidation, Local Drayage Service, Motor Freight, NVOCC, Rail Service National, Shippers Agent, Permit Services, Single Bill-of-Lading, Transloading Service, Warehousing, Freight Forwarding, Information Systems, Consulting Services, On-Site Personnel, Project Management, Airfreight Forwarder, Shipping to North America, Shipping to Caribbean, Shipping to Europe.

Damco

7 Giralda Farms Madison Ave. Madison, NJ 07940 973-514-5126 Email: mark.byrne@damco.com Web: www.damco.com

Lynden

18000 International Blvd Suite 800 Seattle, WA 98188 206-241-8778 888-596-3361 Fax: 206-243-8415 Email: information@lynden.com Web: www.lynden.com Over land, on the water, in the air-or in any combination-Lynden has been helping customers solve transportation problems for over a century. Operating in such challenging areas as Alaska, and around the globe, Lynden has built a reputation of superior service to diverse industries including oil and gas, mining, construction, retail and manufacturing.

The combined capabilities of the Lynden companies includes truckload and less-than-truckload transportation, scheduled and charter barges, intermodal bulk chemical hauls, scheduled and chartered air freighters, domestic and international air and ocean forwarding, customs brokerage, trade show shipping, sanitary bulk commodities hauling, and multi-modal logistics.

A.G.O. Transportation

Partner: United Shipping 500 Lepine Dorval, QC H9P 2V6 Canada 514-631-6456 Fax: 514-631-4403 Web: www.actionago.com

Alianca Navegacao E Logistica Ltda.

North America 465 South Street Morristown, NJ 07960 (973)775-5600 Fax: (973)775-5610 Web: www.alianca.com.br

Anderson Trucking Service, Inc.

725 Opportunity Drive St Cloud, MN 56301 320-255-7400 800-328-2316 Fax: 320-255-7494 Email: sales@atsinc.com Web: www.atsinc.com

APL

16220 N. Scottsdale Road Suite 300 Scottsdale, AZ 85254 602-586-4800 Fax: 602-586-4861 Web: www.apl.com

Atlantic Container Line (ACL)

50 Cardinal Dr. Westfield, NJ 07090 (908)518-5300 Fax: (908)668-5392 Web: www.aclcargo.com

ATS International Services, Inc.

725 Opportunity Drive St. Cloud, MN 56301 320-255-7400 866-854-2747 Fax: 320-255-7478 Email: intlsales@atsinc.com Web: www.atsisi.com **Services/Products:** International Services, Heavy Lift Services, Break Bulk Services, Container Services, Through Service to Puerto Rico, Through Service to Hawaii, Vessel Charter Service, Barge Charter Service, Intermodal Services, Load Consolidation, Local Drayage Service, Motor Freight, NVOCC, Rail Service National, Shippers Agent, Permit Services, Single Bill-of-Lading, Transloading Service, Warehousing, Freight Forwarding, Information Systems, Consulting Services, On-Site Personnel, Project Management, Airfreight Forwarder, Shipping to North America, Shipping to Caribbean, Shipping to Europe.

Averitt Express

1415 Neal St. P.O. Box 3166 Cookeville, TN 38502 931-526-3306 1-800-AVERITT Fax: 931-520-5603 Web: www.averittexpress.com

BDP International, Inc.

510 Walnut St. Philadelphia, PA 19106 (215)629-8900 Fax: (215)629-8940 Web: www.bdpinternational.com

Bermuda Container Line

One Gateway Ctr. Ste. 2408 Newark, NJ 07102 (973)242-6890 Fax: (973)242-6286 Web: www.bcl.bm

W.J. Byrnes & Co.

PO Box 280205 San Francisco, CA 94128 650-692-1142 Fax: 650-692-8498 Web: www.byrnesnet.com

Cargo International Logistics Inc.

Midwest Division 28 E. Jackson Blvd., 10 Floor #M633 Chicago, IL 60604 888-253-3458 Fax: 888-253-9155 Web: www.cargoagents.net



Catapult International

13632 W. 95th Street Lenexa, KS 66215 913-232-2389 growth@gocatapult.com www.gocatapult.com

Services/Products: With its fast and sleek technology, Catapult helps NVOCC's, freight forwarders, and large importers/ exporters manage their ocean and air rates through its Catapult QMS rate and quotation management system. Top 10 Uses for Catapult QMS: 10. Query up-to-date rates 9. Rate retrieval in seconds 8. Assign sell rates per customer or agent 7. Transit times per ocean carrier 6. Send quotations to customers 5. Currency converter 4. Request quotes to carriers 3. Web-based 2. RFQ Builder 1. Compare all options Let Catapult help you manage your rates/surcharges and provide a system where all of your offices can see their best option from A to B.

CCNI

c/o Norton Lilly International 40 Cragwood Road South Plainfi eld, NJ 97080 (800)223-2264 Fax: (908)412-3439 Web: www.ccni.cl

CEVA Logistics

10751 Deerwood Park Blvd. Suite 200 Jacksonville, FL 32256 888-564-4789 Web: www.cevalogistics.com

China Shipping North America

11 Philips Pkwy. Montvale, NJ 07645 (201)505-6900 (888)712-7811 Fax: (201)505-6900 Web: www.chinashippingna.com

CMA/CGM

5701 Lake Wright Dr. Norfolk, VA 23502-1868 (757)961-2100 Fax: (757)961-2151 Web: www.cma-cgm.com

COSCO North America

100 Lighting Way Secaucus, NJ 07094 201-422-8623 800-242-7354 Fax: 201-422-8928 Web: www.cosco-usa.com

Crowley Liner Services

9487 Regency Square Blvd. Jacksonville, FL 32225 904-727-2200 800-CROWLEY Fax: 904-727-2501 Web: www.crowley.com

CSAV

99 Wood Avenue South 9th Floor Iselin, NJ 08830 (732)635-2600 Fax: (732)635-2601 Web: www.csav.com

Damco

7 Giralda Farms Madison Ave. Madison, NJ 07940 973-514-5126 Email: mark.byrne@damco.com Web: www.damco.com



150 Albany Ave.

Freeport, NY 11520 516-377-3000 800-225-5229 info2@dbschenker.com www.dbschenkerusa.com

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Also, a leader in Ocean Freight Forwarding and Contract Logistics/Supply Chain Management.

DHL Global Forwarding

1200 South Pine Island Road Suite 140-145 Plantation, FL 33324 954-888-7000 800-426-5962 Web: www.dhl-dgf.com

Elite International Transportation

15333 JFK Blvd. 6th Floor Houston, TX 77032 (281)775-2100 (800)284-7822 Fax: (281)775-2190 Web: www.eliteint.com

Evergreen America Corporation

One Evertrust Plaza Jersey City, NJ 07302 (201)761-3000 Fax: (201)761-3010 Web: www.evergreen-marine.com



FedEx Trade Networks

6075 Poplar Avenue Suite 400 Memphis, TN 38119 716-879-1075> 800-249-2953 www.ftn.fedex.com

Services/Products: International air and ocean freight forwarding, International Direct Priority Ocean service, customs brokerage, NVOCC, distribution services, trade and customs advisory, duty drawback, cargo insurance arrangement, Global Order Logistics, Importer Security Filing, FDA assistance, web-based tracking, international coverage inc. North America, Europe, Asia, India, Middle East and Latin America.

FESCO

1100 Exchange Bldg. 821 Second Ave Seattle, WA 98104 (206)583-0860 (800)337-4134 Fax: (206)583-0889 Web: www.fesco.com

Maritime Services

Great White Fleet (US) Ltd.

250 East Fifth Street 25th Floor Cincinnatti, OH 45202 (888)724-5493 Web: www.greatwhitefl eet.com

Hanjin

80 E. Rte. 4, Ste. 490 Paramus, NJ 07652-2655 201-291-4600 Fax: 201-291-9393 Web: www.hanjin.com

Hapag-Lloyd (America) Inc.

399 Hoes Ln. Piscataway, NJ 08854 (732)562-1800 (800)223-4443 Fax: (732)885-6132 Web: www.hapag-lloyd.com

Horizon Lines

4064 Colony Road Suite 200 Charlotte, NC 28211 (877)678-7477 Web: www.horizonlines.com

Hyundai Merchant Marine

222 W. Las Colinas Ridge, Suite 700 Irving, TX 75039 (972) 501-1100 877-7-HYUNDAI

Independent Container Line

4801 Audubon Dr. Richmond, VA 23231 (804)222-2220 (800)525-4499 Fax: (804)236-5150 Web: www.icl-ltd.com

Italia Marittima America

4 Gatehall Dr., 2nd Floor Parsippany, NJ 07054 (973)775-3333 Fax: (973)540-8675 Web: www.italiamarittima.it

K Line America, Inc.

8730 Stony Point Pkwy. Suite 400 Richmond, VA 23235 (804)560-3600 (800)609-3221 Fax: (804)560-3348 Web: www.kline.com

Kenneth Clark

Company, Inc. 10264 Baltimore Natl. Pike Ellicott City, MD 21042 410-465-5116 800-999-3450 Fax: 410-465-7397 Web: www.kennethclark.com

Kuehne + Nagel

10 Exchange Place 19th Floor Jersey City, NJ 07302 (201)413-5500 Fax: (201)413-5777 Web: www.kn-portal.com

Landstar

13410 Sutton Park Dr. S. Jacksonville, FL 32224 866-439-1407 800-872-9400 Web: www.landstar.com

LYNDEN

Lynden

18000 International Blvd Suite 800 Seattle, WA 98188 206-241-8778 888-596-3361 Fax: 206-243-8415 Email: information@lynden.com Web: www.lynden.com

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Maersk Inc.

Giralda Farms, Madison Ave. P.O. Box 880 Madison, NJ 07940-0880 (973)514-5000 (800)321-8807 Fax: (973)514-5410 Web: www.maerskline.com

Matson Navigation Co., Inc.

555 12th St. Oakland, CA 94607 (510)628-4000 (800)462-8766 Fax: (800)553-2933 Web: www.matson.com

Megatrux, Inc.

Megatrux Express 9449 8th Street Rancho Cucamonga, CA 91730 800-544-8831 800-541-7722 Fax: 909-652-5017 Web: www.megatrux.com

MOL (America) Inc.

2300 Clayton Road Suite 1500 Concord, CA 94520 925-688-2600 Fax: 925-688-2670 Web: www.MOLpower.com

MSC (USA) Inc.

420 5th Ave., 8th Fl. New York, NY 10018-2702 (212)764-4800 Fax: (212)764-8592 Web: www.mscgva.ch

NEMF World Transport

Div. Shevell Group 1-71 North Avenue East Elizabeth, NJ 07201 (908)965-0100 (800)445-3250 Fax: (908)965-1881 Web: www.nemf.com/world

NYK Line (North America) Inc.

North America Corporate Headquarters 300 Lighting Way, 5th Floor Secaucus, NJ 07094 (201)330-3000 888-NYK-SHIP Fax: (201)863-7673 Web: www.nykline.com

OHL

7101 Executive Center Drive Suite 333 Brentwood, TN 37027 615-401-6400 877-401-6400 Fax: 615-377-3977 Web: www.ohl.com

OOCL (USA) Inc.

North American Headquarters 2633 Camino Ramon, Ste. 400 San Ramon, CA 94583 925-358-6625 888-388-6625 Web: www.oocl.com

Phoenix International

Freight Services, Ltd. 712 N. Central Wood Dale, IL 60191 (816)891-9169 (800)839-4835 Fax: (816)891-7454 Web: www.phoenixintl.com

Pilot Freight Services

314 N. Middletown Rd. PO Box 97 Lima, PA 19037-0097 610-891-8100 800-HI-PILOT Fax: 610-565-6685 Web: www.pilotdelivers.com

Rickmers-Linie

(America) Inc. 350 Glenborough Dr., Ste. 180 Houston, TX 77067 (281)453-7500 Fax: (281)453-7501 Web: www.rickmers.net Email: houston@rickmers.net Web: www.rickmers-linie.de

Safmarine Inc.

Div. A.P. Moller-Maersk Giralda Farms, Bldg. #7 Madison, NJ 07940 (973)443-4370 Fax: (973)443-4390 Web: www.safmarine.com

Sea Star Line

10550 Deerwood Park Blvd. Ste. 509 Jacksonville, FL 32256 904-855-1260 877-775-7447 Fax: 904-724-3011 Web: www.seastarline.com

Seaboard Marine, Ltd.

8050 N.W. 79th Ave. Miami, FL 33166 (305)863-4444 Fax: (305)863-4777 Web: www.seaboardmarine.com

Sinotrans Container Line

One World Trade Center Suite 2360 Los Angeles, CA 90831 (562)590-8000 (866)809-0888 Fax: (562)590-9090 Web: www.sinotransagencyna.com

Sonoma CRM, Inc.

88 Valle Vista #7103 Vallejo, CA 94590 707-328-1887

Team Ocean Services, Inc.

639 W. Broadway Winnsboro, TX 75494 (903)342-0985 (800)475-4914 Fax: (903)342-3604 Web: www.teamoceanservices. com

Totem Ocean Trailer

Express Inc. PO Box 4129 Federal Way, WA 98063-4129 (253)449-8100 Fax: (253)449-8225 Web: www.totemocean.com

Trailer Bridge, Inc.

10405 New Berlin Rd. E. Jacksonville, FL 32226 (904)751-7100 (800)727-3859 Fax: (904)751-7444 Web: www.trailerbridge.com

Trinity Transport, Inc.

1201 Bridgeville Highway PO BOX 1620 Seaford, DE 19973

302-253-3935 800-846-3400 Fax: 302-253-1200 Web: www.trinitytransport.com

United Arab Shipping

Company (UASC) 511 South Avenue Cranford, NJ 07016 (908)272-0050 Fax: (908)272-9221 Web: www.uasc.net

Wallenius Wilhelmsen Logistics

P.O. Box 1232 Woodcliff Lake, NJ 07677 (201)307-1300 Fax: (201)307-0069 Web: www.2wglobal.com

Wan Hai Lines (America) Ltd.

2510 W. Dunlap Ave. Suite 425 Phoenix, AZ 85021 (602)567-9100 Fax: (602)567-9101 Web: www.wanhaiusa.com

Waterman Steamship Corp.

1 Whitehall St. New York, NY 10004 (212)747-8550 Fax: (212)747-8558 Web: www.watermansteamship. com

Yang Ming Line

Newport Offi ce Tower 525 Washington Blvd. Jersey City, NJ 07310 (201)222-8899 Fax: (201)420-6732 Web: www.yml.com.tw

Zim Container Service

5801 Lake Wright Dr. Norfolk, VA 23502 (757)228-1300 Fax: (757)228-1400 Web: zim.com

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Major North American Ports

Included in this section are state-by-state listings of the major ports and port authorities in North America.

USA

ALASKA

Port of Cordova

P.O. Box 1210 Cordova, Alaska 99574 (907)424-6400 Fax: (907)424-6446 Web: www. cityofcordova.net

Whittier Port Authority Commission

PO Box 639 Whittier, Alaska 99693 (907)472-2327 Fax: (907)472-2472

CALIFORNIA

Megatrux, Inc.

Megatrux Express 9449 8th Street Rancho Cucamonga, California 91730 800-544-8831 800-541-7722 Fax: 909-652-5017 Web: www.megatrux.com

Port of Long Beach

925 Harbor Plaza Long Beach, California 90802 (562)590-4122 Fax: (562)901-1735 Web: www.polb.com

Port of Los Angeles

425 S Palos Verdes St. PO Box 151 San Pedro, California 90733-0151 (310)732-7678 Fax: (310)831-4896 Web: www.portoflosangeles. org

Port of Oakland

Executive offi ce P.O. Box 2064 Oakland, California 94604 (510)627-1353 Fax: (510)839-5104 Web: www.portofoakland.com

Port of Sacramento

3251 Beacon Blvd., Ste. 210 P.O. Box 980070 West Sacramento, California 95798-0070 (916)371-8000 Fax: (916)372-4802 Web: www.portofsacramento. com

Port of San Francisco

Pier 1 San Francisco, California 94111 (415)274-0400 Fax: (415)274-0528 Web: www.sfport.com

FLORIDA

Canaveral Port Authority

445 Challenger Rd. P.O. Box 267 Cape Canaveral, Florida 32920 (321)394-3211 (888)767-8226 Fax: (321)783-3748 Web: www.portcanaveral.org

Jacksonville Port Authority

P.O. Box 3005 Jacksonville, Florida 32206 (904)630-3070 (800)874-8050 Fax: (904)630-3066 Web: www.jaxport.com

Manatee County Port Authority

300 Tampa Bay Way Palmetto, Florida 34221-6608 (941)722-6621 Fax: (941)729-1463 Web: www.portmanatee.com

Port Everglades

1850 Eller Dr. Ft. Lauderdale, Florida 33316 (954)523-3404 Fax: (954)525-1910 Web: www.broward.org/port

Port of Miami

1015 N. America Way 2nd Fl. Miami, Florida 33132 (305)371-7678 Fax: (305)347-4843 Web: www.miamidade.gov/ portofmiami

Tampa Port Authority

1101 Channelside Drive Tampa, Florida 33602 (813)905-7678 (800)741-2297 Fax: (813)905-5109 Web: www.tampaport.com

GEORGIA

Georgia Ports Authority

P.O. Box 2406 Savannah, Georgia 31402 (912)964-3811 (800)342-8012 Fax: (912)966-3615 Web: www.gaports.com

HAWAII

Hawaii Dept. of Transportation

79 S Nimitz Hwy. Honolulu, Hawaii 96813-4898 (808)587-1930 Fax: (808)587-1984 Web: www.hawaii.gov/dot

LOUISIANA

Plaquemines Port, Harbor & Terminal District

Edna Lafrance Offi ce Bldg. 124 Edna Lafrance Rd. Braithwaite, Louisiana 70040-9715 (504)682-7920 Fax: (504)682-0649 Web: www. portofplaquemines.com

Port of New Orleans

Executive Div. 1350 Port of New Orleans Place New Orleans, Louisiana 70130 (504)522-2551 (800)776-6652 Fax: (504)524-4156 Web: www.portno.com

Port of South Louisiana

Executive Division 171 Belle Terre Blvd PO Box 909 LaPlace, Louisiana 70069-0909 (985)652-9278 888-SLA-PORT Fax: (985)652-9518 Web: www.portsl.com

MARYLAND

Maryland Port Administration

401 East Pratt St., 19th Floor Baltimore, Maryland 21202 (410)385-4480 (800)638-7519 Fax: (410)385-4485 Web: www.marylandports.com

MASSACHUSETTS

Massachusetts Port Authority

Maritime One Harborside Dr. Ste. 200S Boston, Massachusetts 02128-2909 (617)946-4429 (800)294-2791 Fax: (617)946-4466 Web: www.massport.com

MINNESOTA

The CrossGlobe Group

15521 Darling Path Rosemount, Minnesota 55068 612-801-4732 Web: www. crossglobegroup.com

MISSISSIPPI

Mississippi State Port Authority at Gulfport

P.O. Box 40 Gulfport, Mississippi 39502 (228)248-0022 Fax: (228)248-0027 Web: www.shipmspa.com

Port of Pascagoula

3033 Pascagoula St. Pascagoula, Mississippi 39568 (228)762-4041 Fax: (228)764-7476 Web: www.portofpascagoula. com

NEW JERSEY

Port Elizabeth Terminal & Warehouse

201-A Export Street Port Newark, NJ 07114 (973)491-0600 Fax: (973)491-0055 Web: www.judgeorg.com

Port of Hamburg

960 Holmdel Road Building II, Suite 201 Holmdel, New Jersey 07733 (732)817-1222 Fax: (732)817-9422

NEW YORK

The Port Authority of New York & New Jersey Strategic Analysis & Industry Relations 225 Park Ave. S., 11th Floor New York, New York 10003-1604 (212)435-4251 Fax: (212)435-4204 Web: www.panynj.com

NORTH CAROLINA

North Carolina State Ports Authority

PO Box 9002 Wilmington, North Carolina 28402 (910)763-1621 Fax: (910)763-6440 Web: www.ncports.com

OREGON

Oregon International Port of Coos Bay

125 Central Ave., Suite 300 PO Box 1215 Coos Bay, Oregon 97420-0311 (541)267-7678 Fax: (541)269-1475 Web: www.portofcoosbay.com

Port of Portland

Marine Marketing PO Box 3529 Portland, Oregon 97208 (503)944-7235 (800)547-8411 Fax: (503)944-7250 Web: www.portofportland. com

SOUTH CAROLINA

South Carolina State Ports Authority

Port of Charleston P.O. Box 22287 Charleston, South Carolina 29413-2287 (843)723-8651 (800)845-7106 Fax: (843)577-8127 Web: www.scspa.com

TENNESSEE

OHL

7101 Executive Center Drive Suite 333 Brentwood, Tennessee 37027 615-401-6400 877-401-6400 Fax: 615-377-3977 Web: www.ohl.com **TEXAS** Port of Corpus Christi PO Box 1541 Corpus Christi, Texas 78403 361-882-5633 800-580-7110 Fax: 361-882-7110 Web: www. portofcorpuschristi.com

Port of Galveston

P.O. Box 328 Galveston, Texas 77553 (409)765-9321 Fax: (409)766-6171 Web: www.portofgalveston. com

Port of Houston Authority

PO Box 2562 Houston, Texas 77252 (713)670-2400 Fax: (713)670-2429 Web: www.portofhouston. com

VIRGINIA

Port of Richmond

5000 Deepwater Terminal Rd. Richmond, Virginia 23234 (804)646-2020 Fax: (804)271-1524 Web: www.portofrichmond. com



Virginia Port Authority

600 World Trade Ctr. Norfolk, Virginia 23510 757-683-8000 800-446-8098 Fax: 757-683-2897 wwww.portofvirginia.com

Services/Products: The Port of Virginia is among the largest ports in the U.S. and considered a leader in the port industry. As one of the most successful commercial shipping ports in the world, The Port of Virginia today links Virginia to more than 250 ports in over 100 overseas locations. Centrally located on the U.S. East Coast, the

Major North American Ports

Port has become the strategic advantage for shippers and steamship lines. Virginia's integrated transportation systems ensure that Port customers can reach every market and get shipments from suppliers more efficiently. Today's major retailers and leading distributors are setting up supply chain centers throughout Virginia to take advantage of the Port's unparalleled transportation opportunities to move cargo to U.S. markets.

WASHINGTON

Port of Grays Harbor

PO Box 660 111 S. Wooding St. Aberdeen, WA 98520 (360)533-9528 Fax: (360)533-9505 Web: www.portofgraysharbor. com

Port of Kalama

380 W. Marine Dr. Kalama, Washington 98625 (360)673-2325 Fax: (360)673-5017 Web: www.portofkalama.com

Port of Longview

10 Port Way P.O. Box 1258 Longview, Washington 98632 (360)425-3305 Fax: (360)425-8650 Web: www.portofl ongview. com

Port of Olympia

915 Washington St. NE Olympia, Washington 98501 (360)528-8000 Fax: (360)528-8090 Web: www.portolympia.com

Port of Seattle

2711 Alaskan Way, Pier 69 P.O. Box 1209 (98111) Seattle, Washington 98121 (206)728-3000 Fax: (206)728-3280 Web: www.portseattle.org

Port of Tacoma

P.O. Box 1837 Tacoma, Washington 98401-1837 (253)383-5841 Fax: (253)593-4534 Web: www.portoftacoma.com **Port of Vancouver USA (WA)** 3103 N.W. Lower River Rd. Vancouver, Washington 98660 (360)693-3611 Fax: (360)735-1565

Web: www.portvanusa.com

CANADA

BRITISH COLUMBIA

Port Metro Vancouver

100 The Pointe 999 Canada Pl. Vancouver, British Columbia V6C 3T4 Canada 604-665-9000 Fax: 866-284-4271 Web: www. portmetrovancouver.com

Port of Vancouver

1900-200 Granville St. Suite 1900 Vancouver, British Columbia V6C 2P9 Canada (604)665-9000 Fax: (604)665-9007 Web: www.portvancouver. com

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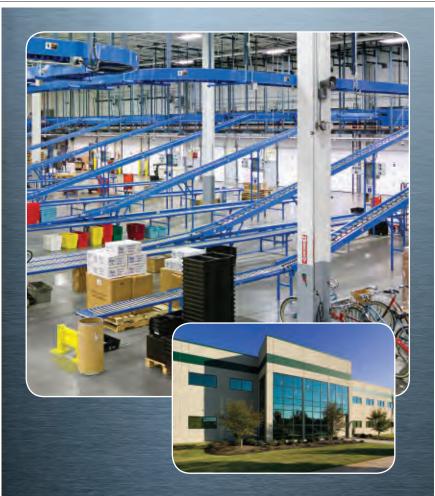
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P.O. Box 22160 Tempe, AZ 85285-2160 (480)752-6276 (800)888-6276 Fax: (480)752-7890 Web: www.ism.ws

Institute of International Container Lessors

555 Pleasantville Rd. Suite 140 South Briarcliff Manor, NY 10510 (914)747-9100 Fax: (914)747-4600 Web: www.iicl.org

Institute of Packaging Professionals

1601 Bond St. Suite 101 Naperville, IL 60563 (630)544-5050 Fax: (630)544-5055 Web: www.iopp.org

Intermodal Association of North America

11785 Beltsville Drive Suite 1100 Calverton, MD 20705 (301)982-3400 Fax: (301)982-4815 Web: www.intermodal.org

The International Air Cargo Association

P.O. Box 661510 Miami, FL 33266-1510 (786)265-7011 Fax: (786)265-7012 Web: www.tiaca.org

International Air Transport Association (IATA)

800 Place Victoria PO Box 113 Montreal, QC H4Z 1M1 Canada (514)874-0202 Fax: (514)874-9632 Web: www.iata.org

International Association of Refrigerated Warehouses

1500 King St., Ste. 201 Alexandria, VA 22314-2730 (703)373-4300 Fax: (703)373-4301 Web: www.iarw.org

International Vessel Operators Hazardous Materials, Assoc. Inc.

10 Hunter Brook Ln. Queensbury, NY 12804 (518)761-0263 Fax: (518)792-7781 Web: www.vohma.com

International Warehouse Logistics Assoc.

2800 S. River Rd., Ste. 260 Des Plaines, IL 60018 (847)813-4699 Fax: (847)813-0115 Web: www.iwla.com

The Intl. Furniture Transportation and Logistics Council, Inc.

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Materials Handling and Management Society

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NAFA Fleet Management Association

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National Air Transportation Association, Inc.

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National Association of Foreign-Trade Zones

1001 Connecticut Ave., NW Suite 350 Washington, DC 20036 (202)331-1950 Fax: (202)331-1994 Web: www.naftz.org

National Customs Brokers & Forwarders Assoc. of America

1200 18th St. NW Suite 901 Washington, DC 20036 (202)466-0222 Fax: (202)466-0226 Web: www.ncbfaa.org

National Defense Transportation Association

50 S. Pickett St., Suite 220 Alexandria, VA 22304 (703)751-5011 Fax: (703)823-8761 Web: www.ndtahg.com

The National Industrial Transportation League

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New Jersey Economic Development Authority

PO Box 990 36 W. State St. Trenton, NJ 08625-0990 886-534-7789 Web: www.njeda.com

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Private Motor Truck Council of Canada

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Specialized Carriers & Rigging Association (ATA)

2750 Prosperity Ave. Ste. 620 Fairfax, VA 22031-4312 (703)698-0291 Fax: (703)698-0297 Web: www.scranet.org

Supply Chain & Logistics Association Canada

155 E. Beaver Creek Rd. Unit 24, Box 334 Richmond Hill, ON L4B 2N1 Canada (905)513-7300 (866)456-1231 Fax: (905)513-1248 Web: www.sclcanada.org

Industry Organizations

The Supply Chain & Logistics Institute at Georgia Tech

765 Ferst Drive, NW Atlanta, GA 30332-0205 (404)894-2343 Fax: (404)894-6527 Web: www.tli.gatech.edu

Supply-Chain Council, Inc.

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Texas Cartage Warehouse, Inc.

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TMCA

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Intermediaries Association 1625 Prince Street, Suite 200 Alexandria, VA 22314 (703)299-5700 Fax: (703)836-0123 Web: www.tianet.org

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Transportation Research Board

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Truck Renting & Leasing Association

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The University of Tennessee

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World Shipping Council

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Financial Services

The following is a representative sample; it is not intended to be an exhaustive listing of all the companies in this category.

American Express

800-528-2122 www.americanexpress.com

Products/Services: In addition to the choice of several corporate credit card programs, AMEX offers an online solution for sending foreign currency wires and draft payments and a host of business travel and source-to-settle solutions.

Bank of America Corporation

704-386-5681 www.bankofamerica.com

Products/Services: Financial services offered include trade services, asset-based finance, asset management, electronic trading, treasury management, principal investing debt and liquid products and more.

Citigroup

800-285-3000 www.citigroup.com

Products/Services: Offers services in corporate and investment banking, global transactions, trade, securities and funds and more. Trade products include import/export letter of credit and import/export collection.

CT Logistics

216-267-2000 www.ctlogistics.com

Products/Services: CT Logistics is a multi-faceted organization with its core competencies in the transportation and logistics management arena. CT Logistics provides products, services and software applications to the

shipper and carrier communities. CT Logistics customizes solutions and produces multi faceted applications that encompass the most advanced software, systems, services, technology and support that our expert staff can deliver to our clients' supply chain operations worldwide. Services include Electronic Routing Guides, Pre Audit, PostAudit, Rating software, often producing over 23 % in real savings. Since 1923, CT Logistics / CT Global Freight Audit has provided each customer finest in-depth reporting, payment protection and BI.

Euler Hermes

410-753-0753 www.eulerhermes.com

Products/Services: Provides trade credit insurance, both domestic and export policies. Other services offered include financing of trade receivables.

GE Corporate Payment Services

800-554-0581

www.gebusinessmarketplace.

Products/Services: Corporate card and electronic settlement provider features a dynamic payment network that combines payment strategies into a comprehensive web-based solution; a strategic account management system that supports sophisticated accounting needs; and an integrated settlement technology suite that validates each transaction before the payment will process.

The Hartford

Hartford, CT 06115 www.thehartford.com

Products/Services: The Hartford (NYSE: HIG) is one of the largest insurance and investment companies serving millions of customers - including individuals, institutions and businesses. The Hartford is a leading provider of life insurance, group and employee benefits, automobile and homeowners insurance and business insurance as well as investment products. Learn more at www.thehartford.com

HSBC Corporate Services

212-525-2563

www.hsbcnet.com

Products/Services: Offers a full range of tailored financial products and services in the areas of advisory, mergers and acquisitions, structured finance, asset management, private equity, treasury and capital markets. Payments and cash management and trade services as well as a comprehensive suite of banking services with a focus on emerging markets.

JPMorgan Chase & Co.

212-270-6000 www.jpmorganchase.com

Products/Services: Treasury services offered include payments and receivables services, liquidity and investment management and trade and commercial card services.

MasterCard Worldwide

914-249-2000 www.mastercard.com **Products/Services:** Corporate business solutions include a choice of several credit card programs; end-to-end purchasing featuring payment integration reconciliation and reporting and risk management solutions.

Meridian Finance Group 310-260-2130

www.meridianfinance.com Products/Services: Meridian

Finance Group provides credit, insurance and financial services that help exporters expand their international sales.

PowerTrack (US Bank)

800-417-1844 www.usbank.com

Products/Services: Part of US Bank's Commercial Business Services, PowerTrack is a Web-based system for managing payments, invoices, catalogs and price lists. The system makes and receives payments offers real-time payment information and automates audits and other functions.

PrimeRevenue

678-904-7100 www.primerevenue.com

Products/Services: Provides supply chain finance solutions allowing the buying organization the ability to upload electronic output from its accounts payable system with approved payables data that a supplier can then log onto, view, then sell the receivables and receive early cash.

Financial Services

RBS

212-401-3200 www.rbsmarkets.com

Products/Services: Offers an extensive range of debt financing, risk management and investment services. eCommerce services include a fully automated, high volume, multi-currency foreign exchange management system; a foreign exchange dealing platform using streaming price technology; electronic trading services and more.

TradeCard Inc.

212-405-1800 www.tradecard.com

Products/Services: Automates trade transactions from procurement through payment. Offers the platform for the transactions, trading partner management, AP/AR management, financial management including payment protection and export financing, plus integrated services.

UPS Capital

800-637-0620 www.capital.ups.com

Products/Services: Working capital financing available through payables discounting, receivables management, inventory financing and global asset based lending. Equipment financing through leasing services and export credit agency financing. Cargo and credit insurance are also offered.

Visa Inc.

800-847-2911 www.visa.com

Products/Services: Offers a multitude of payment options and payment solution providers for mid- and large size companies with many resources available including a program optimization service, RFP payment solutions guidelines and more.

Wachovia

800-922-4684 www.wachovia.com

Products/Services: Corporate and institutional products and services include asset management, benefits and retirement services, capital markets, cash management and deposit services, domestic correspondent banking, insurance, international banking, lending and financing, online services, risk management, and sales and trading.

Zurich North America

Products/Services: Zurich offers a wide range of commercial business insurance

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Benefits at a Glance

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- · Better financial visibility
- Lower processing costs
- More control over cash flows

 Improved buyer-supplier relationships

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Complicated, detailed pricing structures

· Very specific and often

stringent audit requirements

• The extensive amount of paperwork that results from complex invoices and arduous auditing

For many companies with global operations, issues with extensive manual processes surrounding payment of freight bills and the accompanying audit process can prove particularly burdensome. Additionally, these companies can have the added challenge of dealing with non-compliant data and limited access to reporting tools, which makes it difficult to provide real time analysis of the supply chain.

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To learn more about the Citi[®] Integrated Freight Processing soltoution contact: Jeffrey Carlson, Vice President North America Trade Sales Citi Global Transaction Servces

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The Lynden family of companies delivers a completely integrated freight transportation package. Our people have the knowledge to quickly respond and solve your multi-modal transportation problems. Lynden offers customers sophisticated technologies, including a suite of e-commerce services; to capture data and translate it into information that helps you with every aspect of your freight and logistics. From origin to destination, over any terrain, managing freight movement, as well as the flow of information, Lynden provides innovative solutions to meet your unique needs, keeping you in control while providing you with services no other company can match.

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Saddle Creek Corporation The Integrated Advantage



Cliff Otto President Saddle Creek Corporation

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Our services are backed by best-in-class software tools, and our systems can be fully integrated with yours to provide accurate, up-to-the-minute information. We harness the power of leading-edge technology to find innovative logistics solutions that work for you. At Saddle Creek, we do *Whatever It Takes!*[™] to provide turnkey service for our customers. By fulfilling all your logistics needs, we leave you with fewer links to manage in your supply chain. The result? Increased efficiency, improved cost control and satisfied customers. *That's* our integrated advantage.

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Saia, Inc. Exceptional Service

Richard D. O'Dell, President and CEO

Saia has grown to become one of the top less-than-truckload (LTL) carriers operating in the United States today since the company's humble beginnings nearly 88 years ago in Louisiana.

Saia provides shippers with fast, reliable regional and interregional service through our network of 148 terminals located in 34 states.

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TransGroup was founded in 1986 by group of experienced industry professionals with a single vision - to create the most innovative transport logistics company available. Our mission from day-one has been to be the **Future of Transport Logistics** by developing industry-leading software and innovative logistics systems that work in concert to bring the services and technologies of tomorrow to our customers today. We realized from our beginning that it takes more than an inspiring mission statement to deliver real logistics value. It takes the collective synergy of a true customer/provider partnership, with global reach, powerful logistics systems and software tools all working together across the customer's entire supply chain. Our **'Customer Centric'** approach, global reach and industry-leading software enable us to do just that. We partner with our customers to tailor and integrate logistics systems and solutions that deliver value across the entire enterprise - with TransGroup everyone is involved in the supply chain, from shipping clerks to suppliers to C-level executives. At TransGroup, our logistics expertise is a balanced cross-discipline of domestic, international and warehouse/distribution services, making TransGroup a true single-source transportation and logistics provider. The proof is in the product; we have grown to more than **90 Stations spanning 5 Continents** (with over 40 stations in North America alone) and founded a global network of over 150 'Worldwide Alliance Partners' that produce annual group revenues exceeding \$2 billion.

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90 Stations 5 Continents



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Safe and timely flatbed transportation for your products is at the core of our service offering. Services include flat-floor, single-drop and double-drop, retractable tarp systems, cargo securing devices, permit and escorts, loading and unloading, and vehicle shipping, such as cars, boats and campers.

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Blame for missed goals and planning for 2012

By John A. Gentle, DLP

THE *LOGISTICS MANAGEMENT* STAFF ASKED ME to review the predictions I made in December 2010, measure them against what actually transpired in 2011, and then make another prognostication for 2012. Well, if you missed your forecast let's see if together we can plan more strategically to meet and exceed our goals next year.

To start, I had suggested that regulatory changes aside, a small growth in GDP would increase transportation costs—specifically driver wages, health care, fuel, equipment costs, and lost income recovery. While this became a reality, my thought was that there would be a bidding war. That did *not* come to fruition, although there were times that capacity was challenged especially on the flatbed side.

Simply put, our domestic economy stalled half way through the year. I'm going to blame someone for this, and so I've chosen the federal government for failing to instill public confidence and instead choosing paths of extreme polarity around the issue of public debt.

I also felt strongly that CSA's BASIC's focus on drivers would create intense bidding among carriers for the best and safest drivers. While driver turnover has increased, the intense competition did not occur. And while some shippers had bids, the prudent ones choose to have negotiations or had collaborative and nonconfrontational bids. For this I have chosen to blame both state and federal agencies for their inconsistent rule application and reporting—and because the CSA backed off on its EOBR rule.

An unfavorable change in HOS could have caused DCs to be relocated, disrupted carrier network flows, and negatively affected backhauls. While I strongly believed that CSA would, and still could, fold under pressure from the lawsuits, I am happy to take this one for the team.

Last, I felt that negligent hiring law suits against shippers would continue to rise as a result of shipper ignorance or failure to not properly qualify and monitor their carriers and 3PLs. Regrettably, I was correct as many companies are both consciously and unconsciously incompetent when it comes to managing this aspect of their business, especially 3PLs.

My projections for the 2012 election year are as follows:

• Carriers will be replacing equipment, not adding capacity. Plan on strong performing carriers to be even more selective about their customers and even more diligent about maximizing their ROI. If you think that any old carrier will do this, think again.

• Small and underfunded carriers that can't upgrade their equipment or don't perform maintenance will put the public and their shippers at risk. Monitor carrier BASICs immediately, then continue to do so rigorously and consistently.

• Wise shippers will begin looking now for new network service points as even the smallest changes in HOS, like the elimination of the 34-hour restart, would dramatically affect driver hours and subsequently backhauls—ultimately affecting cost as well as carrier and shipper networks.

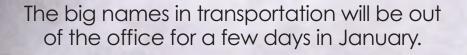
Make sure your customers and carriers can't afford to do business without you tomorrow.

• As far as a Federal Transportation bill is concerned, be realistic. Let the organizations you belong to lobby for those. Spend your time positioning your team to be successful a year from now.

• Savvy shippers will spend more time on contingency planning. If 2011 taught us anything it's that we are also in a new normal for North American weather events. I would add that, overall, the industry has not created contingency plans for extraordinary events that have the ability to stretch and break supply chains. And unfortunately, many shippers have cut staff back so far that there has been a loss of logistical talent coupled with some incredibly poor cost saving judgment.

The big difference between my goals and yours is that I get to write and lament about them. As for you, this is your livelihood. Your job is strategic, not transactional. Work hard to understand the elements that your carriers and customers value, and measure your effectiveness in meeting and exceeding their expectations. Then work aggressively to make sure your customers and carriers can't afford to do business without you tomorrow.

John A. Gentle is president of John A. Gentle & Associates, LLC, a logistics consulting firm specializing in contract/relationship management and regulatory compliance for shippers, carriers, brokers, and distribution centers. A recipient of several industry awards, he has more than 35 years of experience in transportation and logistics management. He can be reached at jag@RelaTranShips.com.

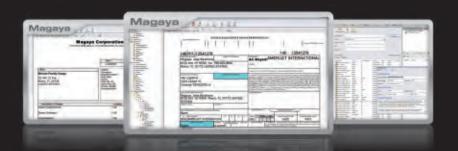








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