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AN EXECUTIVE SUMMARY OF INDUSTRY NEWS

UPS, FedEx expect happy holidays. As is the case every December, transportation and logistics bellwethers FedEx and UPS expect robust holiday volumes, with December 10 and December 20 pegged as the two busiest volume days of the year. FedEx said it expects to move a projected 19 million shipments through its global ground, express, and freight networks on December 10-which would represent a 10 percent annual increase and the busiest day in its history. UPS said that it's expecting to deliver more than 6.5 million air packages on December 20, more than double the normal daily air volume of 3 million packages. Big Brown said that it will fly more than 400 additional flight segments per day to facilitate on-time delivery of holiday gifts globally, adding that it expects to deliver 527 million packages between Thanksgiving and Christmas this year, topping last year's record 480 million.

USPS will keep Santa's elves busy, too.

Like UPS and FedEx, the United States Postal Service (USPS) is calling for a very active holiday shipping season, expecting 385 million packages to be shipped—a number that would represent a new record. The USPS expects the surge in holiday shipping volumes to be largely driven by e-commerce, with about 18 million cards, letters, and packages expected to be delivered between Thanksgiving and New Year's Day. In terms of its busiest days during the holiday season, the USPS said that the busiest mailing day for holiday cards and packages is Monday, December 17, when more than 655 million pieces of mail are expected to be processed—compared to 538 million on an average day. The busiest delivery day for letters, said the USPS, will be Wednesday, December 19, and the busiest day for packages will be Thursday, December 20.

But a busy holiday season won't offset record-setting loss. The financial outlook for the United States Postal Service (USPS) remains dim, with November's announcement that it incurred a record net loss of \$15.9 billion for fiscal year 2012, compared to a \$5.1 billion loss in fiscal year 2011. Representing \$11.1 billion—or nearly 70 percent—of this loss are mandated prefunding health retiree benefits that are part of a Congressionally-mandated 10-year payment schedule at an average of about \$5.5 billion per year to create a fund to pay future retiree health benefit premiums. Despite its many challenges, fiscal year 2012 shipping and package services business revenues for the USPS were up \$926 million—or 8.7 percent—at \$11.6 billion, and volumes were up 201 million pieces at a 6.6 percent annual growth clip.

Port of Los Angeles to expand. The Los Angeles Board of Harbor Commissioners has approved construction contracts totaling more than \$127 million for two major projects that advance modernization of the marine container terminal operated by longtime tenant TraPac, Inc. With work due to begin next month, the projects are key elements of the Port of Los Angeles' overall capital improvement program. The port is investing more than \$1.2 billion over five years to remain competitive in the global economy. The first contract, a \$71.5 million project for new buildings and state-of-the-art truck entrance and exit gates at TraPac's rear Berths 136-139, was awarded to Costa Mesa-based S. J. Amoroso Construction Co., Inc. The facilities project, which also includes backland and other infrastructure improvements at Berths 145-147, will support approximately 540 direct one-year equivalent construction jobs. The work is due to be completed in the summer of 2015.

■ Fresh air. The International Air Transport Association (IATA) welcomed the announcement by the European Commissioner for Climate Action suspending the inclusion of international aviation in the European Union Emissions Trading Scheme (EU ETS). "Commissioner Connie Hedegaard's announcement that she has 'stopped the clock' on the imposition of the EU ETS on flights to and from non-EU countries represents a significant step in the right direction and creates an oppor-

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Management UPDATE

Continued

tunity for the international community," said Tony Tyler, IATA's director general and CEO. He added that the Commission's "pragmatic decision" clearly recognizes the progress that has been made toward a global solution for managing aviation's carbon emissions by the International Civil Aviation Organization.

■ NRF calls for 4.1 percent gain in holiday sales. Recent projections from the National Retail Federation (NRF) indicate that 2012 holiday retail sales will hit \$586.1 billion for a 4.1 percent gain over 2011. Along with the positive forecast, the NRF said that this projection is higher than the 10-year average holiday sales increase of 3.5 percent. The federation also added that recent government data released shows a crosscurrent of indicators that could have an impact on holiday sales, including unimpressive job and income growth and an unemployment rate stuck at 8 percent. However, positive indicators are emerging that show a cautious, but capable consumer.

Port of San Francisco bulking up. A promising new cargo enterprise was unveiled at the Port of San Francisco when it welcomed the Rt. Hon. Paul E. Martin, a 71,900-deadweight-ton self-unloading bulk carrier. The vessel, operated by CSL International, made its maiden call at Pier 94 operated by Hanson Aggregates. Hanson imports over 700,000 tons of aggregate and sand into the Port of San Francisco annually. The vessel loaded cargo in British Columbia, Canada, before arriving at Pier 94 to discharge 64,000 tons of aggregate and sand. This product is used by the local construction industry for the production of concrete. As part of CSL's ambitious fleet renewal program, the Rt. Hon. Paul E. Martin is the first of three Trillium Class selfunloading Panamax vessels to join the CSL International pool during the coming year.

Hurricane watch. The Port of New York and New Jersey resumed cargo operations just days after being hit by Hurricane Sandy. Two terminals in Port Elizabeth, N.J., started receiving inbound vessels right after the devastating storm passed. The damage incurred by the huge tidal surge could have been much worse, said Aaron Ellis, a spokesman for the American Association of Port Authorities. "Each port has a hurricane preparedness and business recovery plan that they put in place in advance of potential approaching hurricanes, like Sandy," Ellis said. "These measures are designed to first protect lives and worker safety, and then to secure equipment and facilities to minimize potential damage to cargo and facilities." Ongoing assessment of the conditions at the other ports is done by U.S. Coast Guard, said Ellis. "It is not known yet as to what extent shipments were redeployed to ports in the Southeast and Gulf," he added.

Air cargo innovation. According to a report by the International Air Transport Association (IATA), all the major regions experienced yearon-year air cargo declines, but the introduction of new consumer products such as the iPhone 5 could offset some downward pressure from the weak business environment. To put this "two-speed" recovery into perspective, the IATA noted that Asia-Pacific carriers saw a 1.6 percent decline in demand in September compared to the previous year. This is an improvement over August, when demand dropped 5.3 percent, but still no progress compared to a year ago. North American airlines saw a 1.1 percent drop in demand against a 3.1 percent drop in capacity. The load factor climbed 0.7 percent points to 35.2 percent. But there may be some positive numbers surfacing in the final month of the year, IATA analysts suggest. The IATA concludes its report by observing that tough times deliver innovation: "High oil prices have turned fuel management into a fine art of conserving every last drop."

Energy crunch. In addition to infrastructure damage, Hurricane Sandy forced the idling of about 70 percent of the East Coast's oil refineries. This does not bode well for the supply of refined oil products, as capacity was already quite tight prior to the shutdowns. According to

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Management UPDATE

Continued

IHS Global Insight, supply chain managers are likely to see an accumulation of crude supply and a shortage of refined products, which will inevitably put upward pressure on fuel prices. Already, the November reformulated gasoline blendstock for oxygenate blending gasoline futures price had increased. The commercial shutdown of the East Coast is likely to result in gross domestic product losses that may outweigh infrastructure damages, said IHS analysts.

Horizontal outlook for shippers. The most recent edition of the Shippers Condition Index from freight transportation consultancy FTR Associates indicates that shippers may see a bit of deterioration in shipping conditions through the end of 2012 and throughout 2013. "Shippers continue to enjoy a period of stability and limited increases in trucking rates for the moment," said Larry Gross, FTR senior consultant, in the report. "Uncertainty will continue at high levels until the outcome of ongoing 'fiscal cliff' negotiations becomes clear,' added Gross. "With the re-election of President Obama, we can expect the current regulatory climate to remain in place. The conditions are therefore set for slow tightening in freight markets as we move through next year."

Hurricane health check. Days before Hurricane Sandy struck, Zurich's Risk Engineering Services department advised logistics managers to prepare for the worst. Analysts advised shippers to "be supply chain savvy," noting that numerous major U.S. retailers, manufacturers, and distributors rely on goods received along the Eastern seaboard. Zurich analysts advised that shippers collect and protect critical information leading up to weather situations: "Take your policy documentation, business continuity plan, and other important documents with you in the event of an evacuation. Make certain your servers are in a secure area." Shippers can access a supply chain "health check" at supplychainriskinsights.com.

And the Silver Kingpin Award goes to... Paul R. Bergant, recently-retired president of intermodal and chief marketing officer of J.B Hunt Transportation Services Inc., is the winner of 2012 Intermodal Association of North America (IANA) Silver Kingpin Award. The annual award recognizes individuals for their significant, long-term contributions to the intermodal industry. According to IANA, its awards committee specifically recognized Bergant's relentless drive in developing and fostering a domestic intermodal service "as good as a truck" that transformed the intermodal freight transportation industry. Bergant was presented the award on November 12 during the opening general session at this year's Intermodal Expo in Anaheim, Calif.

Near shoring gains momentum. According to recent survey of 200 shippers conducted by 3PL BDP International, near shoring—or bringing sourcing closer to home—is gaining momentum once again. What's more, global trade flows from manufacturers in the East to consumers in the West are subsequently experiencing a shift towards shorter inter-regional routes as well. The survey found that 87 percent of respondents said that their companies are considering or have already started to move their production closer to end markets and source and sell their goods within the same hemisphere. When it comes to companies vetting the possibility of bringing sourcing and manufacturing operations closer to the end consumers, BDP noted that it is smaller and medium-sized shippers that appear to have greater flexibility to pursue an inter-regional approach.

2012 Railroad Facts is on the tracks.

The Association of American Railroads (AAR) annual reference book is replete with facts and statistics on a wide range of topics, including railroad finance, traffic, operations, and equipment, among others. It also includes profiles of Class I railroads, Amtrak, Canadian, and Mexican carriers. This edition, says the AAR, is of heightened interest to shippers, as it notes that in 2011 the rail industry continued to recover from the economic recession, improve performance, increase capital expenditures to \$11.6 billion, and add employees. Single copies are \$20; discounts are available for larger quantities. Order online at www.aar.org. "We go beyond the basics to deliver comprehensive logistics solutions."

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Transport experts weigh in on Obama's second term

Even if Democrats and Republicans can include the word "compromise" in their lexicon, the president will still face many problems in his second term that will affect the transportation world.





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2012 Virtual Conference Best practices in global transportation and logisitics

Top analysts help logistics and supply chain professionals better understand and overcome the mounting challenges of global transportation and logistics management. (p. 82)



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Prepare for "permanent volatility"

OVER THE PAST FEW tumultuous years, economists, editors, and analysts in just about every industry have realized that it doesn't pay to be in the "prediction" business.

In logistics and transportation management, we've seen far too many volatile situations suddenly arise (super storms, regulatory uncertainty, fluctuating fuel prices, labor unrest) that can throw a mode or service sector off track for months, forcing even the savviest logistics planners back to the drawing board.

As we roll into this new era of "permanent volatility," *Logistics Management* is renewing its pledge to steer clear of predictions and keep our feet firmly planted in the "preparation" business. To do this, we vow to offer shippers the clearest view available of the logistics and transportation markets and share the latest best practices that the savviest organizations are putting to work to overcome these new, ever-shifting hurdles.

Accenture's Brooks Bentz may have put it best during his session in our 2012 Supply Chain Virtual Conference when he said: "What used to work well for companies in terms of logistics management will not suffice in the future."

Not only are supply chains more extended, global, complex, and demanding, says Bentz, but transportation costs now exceed 63 percent of total supply chain costs—a number big enough to elevate logistics and transportation preparation to a higher strategic importance for your organization, if it wasn't there already.

So, we promise to stay clear of any predictions in this end-of-year edition, and instead offer a few editorial nuggets that will help readers prepare for 2013. A good way to start is with Contributing Editor John Schulz' story on what our industry might expect from the second Obama term.

"The one thing that transportation officials and executives throughout the freight transport sector would like most from the president's second term would be greater spending on the nation's infrastructure," writes Schulz. And with the naming of Bill Shuster (R-Pa.), son of legendary transportation champion Bud Shuster, as the new chairman of the House Transportation and Infrastructure Committee, we can be assured that the pressure will be on the Oval Office to make some much needed moves.

As Schulz reports, the younger Shuster stated last month that making the financially strapped Highway Trust Fund solvent in the long term was a "priority." He also indicated that everything was on the financial table—including raising fuel taxes.

I also recommend revisiting Group News Editor Jeff Berman's list of the 12 news stories that help shape "the year that was" in logistics and transportation management. The list touches on the impact CSA will make on rates and capacity, how YRC's comeback is affecting the LTL landscape, and how the DOT's new Freight Policy Council could help our domestic freight network stay competitive in the global economy.

But maybe the best way to help you prepare for next year would be to take two hours out of a day this month to experience our 2012 Supply Chain Virtual Conference: Best Practices in Global Transportation and Logistics. It's now available on demand (logisticsmgmt. com/global12). In this event, we've gathered some of the market's top analysts to help shippers better understand and overcome the mounting challenges of moving freight around the globe.

There's no shortcut to preparing for permanent volatility, but we'll be sure to keep an eye on the market and help you at every step.

Michael A. Levans, Group Editorial Director

Comments? E-mail me at mlevans@peerlessmedia.com

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Transport experts weigh in on Obama's second term

Even if Democrats and Republicans can somehow manage a "compromise," President Obama still faces many transportation-related challenges.

By John D. Schulz, Contributing Editor

WASHINGTON, D.C.—President Barack Obama's electoral college landslide victory does not hide the fact that he still faces a divided Congress as both parties work to avert a pending fiscal nightmare scenario. Even if Democrats and Republicans can somehow mange to include the word "compromise" in their lexicon, the president still faces myriad problems in his second term that will impact the transportation world.

So, what could shippers see coming out of a second Obama administration? *Logistics Management* scoured some of the best minds in transportation to get a few ideas of what might be coming down the road.

The one thing that transportation officials and executives throughout the freight transport sector would like most from the president's second term would be greater spending on the nation's infrastructure. However, the election likely brought about changes in the leadership of the House Transportation & Infrastructure (T&I) Committee. The current chairman, Rep. John Mica, R-Fla., has hit his caucus term limit as chairman.

That likely means that a most familiar name will return as head of the T&I Committee. The name is Shuster; but instead of Bud Shuster, the retired chairman who was a power in the T&I Committee for decades, it's his son Bill Shuster, R-Pa., who is making a push for the chairmanship. The younger Shuster told reporters on Nov. 8 that making the financially strapped Highway Trust Fund solvent in the long term was a "priority," and also indicated that everything was on the financial table—including raising fuel taxes.

The next few months, which include a seven-week lame duck session of the "do-nothing 112th Congress," will likely see massive attempts at horse-trading with nearly everything on the table, Shuster indicated. "I believe there's going to

be some large-scale negotiations taking place, not only in the lame duck, but then into the next year," said Bill Shuster.

While it's debatable what can pass through a new Congress that convenes in January, the president often mentioned rebuilding the nation's infrastructure during his campaign. When on the stump, President Obama often spoke that "it is time to do a little nation-building at home." That likely could involve billions of dollars in transport spending.

How soon that could happen is anyone's guess. The pending end-of-year "fiscal cliff" could include trillions of dollars in automatic tax increases for



ANALYSI

many along with spending cuts. And while many believe that those tax increases could set the country on a more responsible long-term fiscal program that could allow for greater transport spending, the risk is that those increases could also blunt an already shaky and inconsistent economic recovery.

However, transportation experts say that there are ways that a second Obama administration can extract maximum infrastructure benefits with just some minor tweaks to the existing revenue base. Respected transportation analyst John Larkin, managing director of transportation equity research for Stifel Nicolaus, called on Obama to push for a "significant" tax on federal fuels (18.4 cents on gasoline, 23.4 cents on diesel), which is unchanged since 1993.

"Let's maintain and repair our spectacular interstate system and eliminate the many bottlenecks that greatly reduce the utility of our vital highway network," Larkin said. "Without a healthy highway-based transportation network, we can forget about global competitiveness."

Randy Mullett, senior vice president of government relations for Con-way Inc., said that it's time for trucking to "think big." He said that trucking ought to push for its own version of a "grand bargain" that includes new safety equipment requirements in exchange for increased trucking productivity. "There is a parallel that is actually in place on the aviation side," said Mullett, "and trucking ought to try the same."

Mullett added that the trucking industry needs to press for a longterm, viable solution to the Highway Trust Fund crisis, either through new, and perhaps different, revenue sources or a fundamental rethinking of the federal role.

Lane Kidd, president of Arkansas Trucking Associations, said that the industry should be encouraged by the Federal Motor Carrier Safety Administration's commitment to safe operations of heavy trucks. Industry-backed initiatives such as establishment of a national drug and alcohol clearing house and electronic on-board recorders will likely occur in a second Obama administration.

"We will see full implementation of those initiatives within the next two years," said Kidd. "Had the election turned out differently, who knows what would have happened?"

But Kidd agreed that the nation's most pressing transport need is finding a way to pay for badly needed improvements in infrastructure. And that could include what has become a dirty word in Washington—taxes.

"People need to get beyond that word in terms of how we finance infrastructure," Kidd added. "Fuel taxes are the purest form to help pay for infrastructure—the income is segregated for that purpose."

LTL

Financial outlook for YRC improves in third quarter earnings results

OVERLAND PARK, Kan.—YRC Worldwide's path to profitability has been paved with a re-emphasis on lessthan-truckload (LTL) freight, which for more than 80 years has been the company's backbone. The result is that financially ailing YRC Worldwide, which has lost in excess of \$2.6 billion in the last five years, looks a lot less financially ailing today.

YRC posted sharply improved third quarter operating results in the 15th month under new CEO James L. Welch, reporting that it eked out a \$3 million net profit in the quarter on \$1.24 billion revenue. Perhaps more impressively, YRC Worldwide reported an operating profit of \$27.3 million on top of a \$15.5 million operating profit in the second quarter. This news marks the first time in four years that YRC, the second-largest LTL carrier behind FedEx Freight, has posted two straight quarters of operating profit.

"While encouraged by improving results, I am far from satisfied," said Welch, a 29-year veteran of previous YRC companies. Welch reiterated the company's renewed emphasis on LTL freight, a sharp departure from the vision of the departed CEO, Bill Zollars, who strayed into such areas as foreign operations in China and thirdparty logistics.

Along with James Rogers, its new president of YRC Freight, the company

is undertaking a laser-like focus on profitability in the LTL sector. "Freight is not a dirty word," Rogers said. "It's what we do—and it's what we do best."

According to YRC, shippers should begin to notice that the company is offering more direct-load shipments and has created more efficiency within the YRC network. "We have realigned our sales team with a new costing model to help us understand pricing in more granularity than we ever have before," Welch said. While that has improved YRC's freight mix, it has also led to a slight decline in third-quarter tonnage as the company sheds unprofitable business.

"Changing the mix is hard work, but we are in a position to grow," said Welch. "Long-haul, expedited LTL is what we do best. But our network is still not where we want it to be."

Welch is under no illusions. He added that the next few quarters will be challenging, while the effects of super storm Sandy will affect fourth quarter profitability—plus, the overall U.S. economy is not exactly booming.

Welch, long known by industry insiders as a straight shooter, reiterated in a conference call with analysts that his long-term vision for YRC remains built on improving profitability in LTL freight. "For those of you who know me, credibility is very important to me," Welch said. "While we remain focused on the turnaround, we have eliminated most of the remnants of a prior broken strategy. We are moving toward sales and operational execution."

Such "blocking and tackling" has brought dividends. Though the \$3 million net gain was relatively small, it was far better than its \$122.3 million net loss in the year-ago third quarter.

"We're confident we have stripped away many of the distractions we had when we took over," Welch added.

The new YRC management team has reason to be somewhat pleased, if not proud of the turnaround they're engineering at both long-haul YRC Freight and its three regional subsidiaries— Holland, New Penn, and Reddaway—

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which Welch labeled "excellent companies."

Those three regional companies posted a combined operating ratio (OR) of 93.5. Except for industry profit leader Old Dominion Freight Line (85.1), that is the best OR posted by any publicly held regional LTL carrier during the less-thanrobust third quarter the ended September 30. For the first nine months, YRC regional posted a combined 95.1 OR.

David Ross, the respected trucking analyst for Stiefel Nicolaus, credits Welch and the new YRC management team with "getting tough" with low-paying shippers who have enjoyed rock-bottom rates from YRC the past five years. "Those days appear to be over," Ross said.

For the last several quarters, Ross said that he's been waiting for YRC Freight to "get tough" with some of its large national accounts and get rates up. In the third quarter, there

was evidence YRC was doing just that. It enjoyed a 3.4 percent year-over-year yield increase at the expense of losing some business, as tonnage declined 4.6 percent per day year over year. But yields rose, and YRC was able to report a slight positive operating margin.

"YRC Regional was the rock star,"



Ross said in a note to investors. "We still believe, however, that capex and pension payments are the critical issues facing the company, and we do not know where the money will come from to pay for new equipment and pay its retirees."

—John Schulz, Contributing Editor

INTERMODAL

Domestic intermodal leads the way for third quarter growth, reports IANA

CALVERTON, Md.—Despite an uncertain economy, intermodal volumes remain on a steady path, according to the most recent edition of the Intermodal Market Trends & Statistics report from the Intermodal Association of North America (IANA).

Second quarter intermodal loadings—at 3,768,155—were up 3.2 percent annually, which was less than the second quarter's 5.2 percent annual growth gain but topping the 2.9 percent annual improvement in the first quarter.

For the quarter, three of the four major intermodal equipment catego-

ries tracked by IANA showed growth and were paced by domestic containers, which posted an 11.2 percent annual hike. All domestic equipment was up 5.8 percent, and international containers were up 0.9 percent. The lone category on the decline for the quarter was trailers, which dropped 10.7 percent.

In its analysis of the report, IANA pointed out that domestic containers were responsible for nearly all of the quarter's growth. It added that the growth is likely coming from an increase in market share as more freight is shifted from over-the-road trucking and trailers. What's more, IANA said that domestic containers have substantial room to gain share in most U.S. regions.

Making the domestic gains even more impressive is that the third quarter showed growth at a time when there were myriad warning signs about the economy, including prolonged economic uncertainty on a political level, cautious consumer spending, high unemployment, and slower manufacturing output. Third quarter loads also eclipsed the 1.4 million mark for the first time.

"Domestic containers continue to grow in double digits...this is the fourth quarter in a row," said IANA President and CEO Joni Casey. "If the housing market starts to pick up as it appears it is finally doing, this trend should continue well into next year." Casey said that the same general factors are contributing to this growth—truck competitive rail service, fluctuating fuel prices, continuing shortages of truck drivers, more stringent regulatory environment on motor carriers, and over-the-road capacity issues.

She added that domestic intermodal continues to benefit from increasing buy-in, as shippers transition to intermodal from straight over-the-road movements. "Once they are making that switch they are staying with it," said Casey.

While international volumes were up, IANA said the slow growth rate, which was down from the second quarter's 3.9 percent annual boost, was largely due to lighter port volumes because shippers have been reluctant to bring in more cargo resulting in higher inventories.

As an example, IANA noted that the Ports of Los Angeles and Long Beach posted a 0.4 percent decline in third quarter container imports, while international intermodal volumes in the Southwest dropped 6.3 percent during the quarter.

"International volumes softened in the third quarter probably based on earlier bumps in volume increases that resulted in higher inventories," said Casey. "Some stakeholders have predicted another spike in October and

NEWS & ANALYSIS



November, but this remains to be seen. Total intermodal traffic volumes should end the year with a 4 percent to 6 percent increase."

Another reason for the slower quarterly growth rate on the international intermodal side, explained Casey, was that many shippers had diminished inventories coming off of last year that may have led to inventories being replenished earlier the following year.

On top of that was shipper concern

over the potential East and Gulf Coast labor strike, which was given a threemonth reprieve in early October for ports and labor organizations to work out their differences.

Many analysts have told *Logistics Management* that even with a stagnant economy and flattening trucking volumes, it stands to reason that intermodal is in a pretty good spot when it comes to its future performance prospects.

—Jeff Berman, Group News Editor

SUPPLY CHAIN SOFTWARE

RedPrairie to acquire JDA for roughly \$1.9 billion

ALPHARETTA, Ga.—Supply chain and logistics software and technology providers RedPrairie and JDA Software announced in November that the two companies and its affiliates have entered into a definitive merger agreement.

Officials from RedPrairie and JDA said that RedPrairie will acquire all outstanding shares of JDA stock for \$45 per share, which they said represents a 33 percent premium to JDA's stock price as of October 26. The total value of the transaction is roughly \$1.9 billion and is expected to close by the end of this month.

JDA CEO Hamish Brewer is expected to lead the combined

company as CEO, and RedPrairie CEO Michael Mayoras will serve on the board of the combined company.

RedPrairie and JDA officials said that the combined entity will "offer a broad portfolio of solutions and services to manage global supply chains—from raw materials, to finished products, into the hands of customers—through any channel."

Industry experts said that there are strong synergies between the two companies as RedPrairie has a strong retail presence, especially inside the four walls of the retail store, due in part to its acquisition of BlueCube Software that focuses on retail site and headquarters operations. JDA has a strong set of retail supply chain planning applications, including inventory optimization, demand planning, and network optimization. Some of that was core to JDA and some as a result of its acquisitions of Manugistics and i2. JDA also has a strong set of transportation/logistics applications, but what they don't have is warehouse management, which RedPrairie brings to the table.

An industry source estimated that combined revenues will be in the \$1 billion to \$1.2 billion range, which would make them the largest best of breed provider of supply chain management software. The source added that they will be as big as Oracle's supply chain management practice, but not as big as SAP's.

RedPrairie's Mayoras said that this acquisition creates a "fantastic blend of organizations that both have been working for a long time to improve in supply chain science and extend the idea of supply chain management throughout the organization."

JDA has maintained a strong retail heritage over the last 25 years and expanded beyond retail with a focus on the end-to-end supply chain with acquisitions of Manugistics in 2006 and i2 in 2010, said Brewer. "Our customer base today is very well-balanced between retail and manufacturing, as well as distribution companies and targeted transportation services," he said.

Ian Hobkirk, president of Commonwealth Supply Chain Advisors, said that RedPrairie should be able to present itself as a credible third option to the ERP versus the fragmented bestof-breed debate. "They'll be a super best-of-breed," said Hobkirk, "that can manage the entire supply chain with a single interface back to the ERP."

Hobkirk also noted that retailers could benefit significantly from this deal as many are already using JDA applications for things like demand planning, merchandising, and store replenishment. "These applications would, in theory, be much more closely linked with execution applications like warehouse management, transportation management, and store operations for greater responsiveness to changes in the demand plan," he said.

-Jeff Berman, Group News Editor

NEWS & ANALYSIS 2012's Top 12 News Stories

The news that shaped the year in logistics and transportation Read full text versions of the the top stories at logisticsmgmt.com/top2012news

1. CSA challenges are not going away

The fine print, execution, and enforcement of CSA is irking trucking industry leaders and officials. CSA, which stands for "Compliance, Safety, Accountability," was designed to weed out as many as 5 percent of the nation's 3 million or so long-haul truck drivers that the feds believe are involved in an disproportionately high number of truck accidents and fatalities.

2. YRCW showing signs of improvement

LTL carrier YRC Worldwide, which has lost in excess of \$2.6 billion in the last five years, posted sharply improved third quarter operating results in the 15th month under new CEO James L. Welch. YRC Worldwide reported a third quarter operating profit of \$27.3 million on top of a \$15.5 million operating profit in the second quarter.

3. UPS remains focused with planned acquisition of TNT Express

Despite a fair share of stops and starts in the acquisition process many of which stem from competition concerns within Europe—logistics and transportation bellwether UPS is committed to bringing Netherlands-based TNT NV, a provider



of mail and courier services and the fourth largest global parcel operator, into the Big Brown Family.

4. USPS reports record-breaking loss

Even with continued gains in its Shipping Services segment, the financial outlook for the United States Postal Service (USPS) remains dim, with the announcement that it has incurred a record net loss of \$15.9 billion for fiscal year 2012, compared to a \$5.1 billion loss in fiscal year 2011.

5. ATA chief raises call for federal gas tax hike

Even though there's now a new transportation bill, funding remains an issue. American Trucking Associations (ATA) President and CEO Bill Graves says raising the federal gas tax, which has not been raised in nearly 20 years, is an obvious way to help foot the bill.

6. MAP-21 is signed into law

After 30 months of continuing resolutions, a twoyear, \$118 billion transportation bill for the nation's



transportation projects (MAP-21/Moving Ahead for Progress in the 21st Century) was signed into law in July.

7. White House ready to step on the (natural) gas

In a January State of the Union address, President Barack Obama said the White House will take steps to develop the country's natural gas supply that can last roughly 100 years and could create up to 600,000 jobs by the end of this decade,



as well as power trucks and factories that are cheaper and cleaner.

8. FedEx rolls out cost reduction plans

In October, the company unveiled its goal of annual profitability improvement of \$1.7 billion over the next three years, with the majority of benefits to be achieved by fiscal 2015.

9. The new Peak Season?

Peak Season as we once knew it might be a thing of the past, with shippers keeping a closer eye on inventory and ports seeing the majority of imports coming in July instead of August.

10. RedPrairie to acquire JDA

Supply chain and logistics software and technology providers RedPrairie and JDA Software announced that the two companies and its affiliates have entered into a definitive merger agreement. The total value of the transaction is roughly \$1.9 billion and it is expected to close by the end of this year.

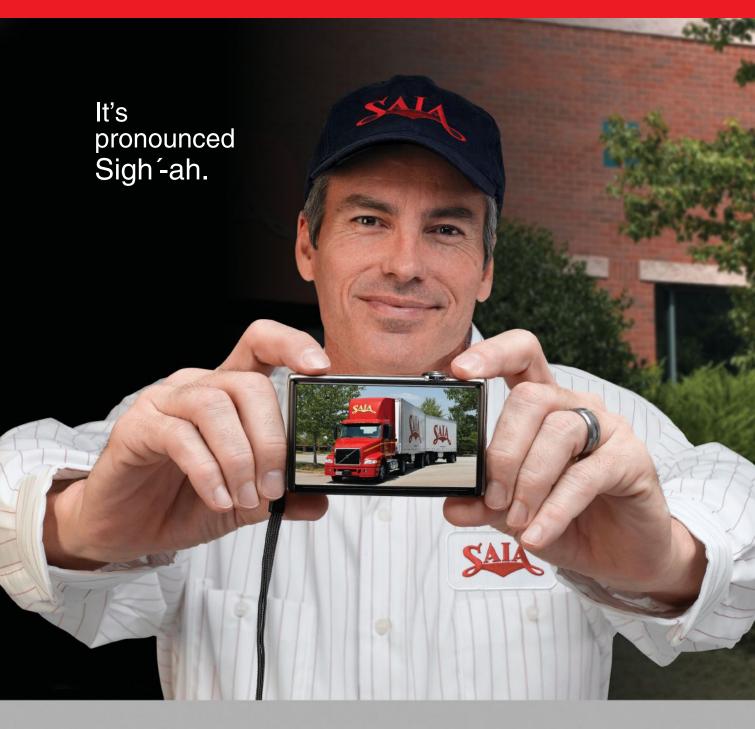
11. DOT rolls out Freight Policy Council

Department of Transportation Secretary Ray LaHood introduced the Freight Policy Council, an effort focused on national domestic freight initiatives that will focus on improving the condition and performance of the national freight network to better ensure the ability of the U.S. to compete in the global economy.

12. EU puts a freeze on emissions trading scheme

The European Union (EU) said it will implement a one-year "freeze" on its costly emissions trading scheme (ETS) that would impose new emissions taxes on U.S. air carriers flying into and out of the EU.

To read all the articles go to logisticsmgmt.com/top2012news



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North American motor carriers are listed alphabetically by company in this section.



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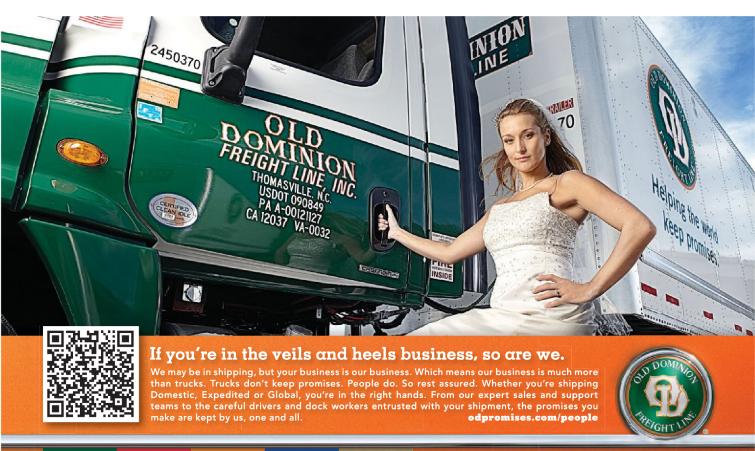
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YRC Freight Time-Critical [™] service, you can relax and enjoy your weekend knowing that your Friday shipment will arrive on Monday. That's because unlike most carriers, our Time-Critical service counts Saturday and Sunday as service days. In fact, YRC Freight provides Friday-to-Monday service on 80% of Time-Critical lanes, and Thursday-to-Monday service on 95% coast to coast. It's like getting air freight service at a fraction of the cost. While you're having fun cheering on your team, YRC Freight will carry the ball for you this weekend. Guaranteed.



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Rail/Intermodal Services

Rail/Intermodal service companies are listed alphabetically in this section.

ALLIANCE shippers inc.

Alliance Shippers Inc.

Corporate Office:

516 Sylvan Avenue Englewood Cliffs, NJ 07632 800-222-0451 201-227-1212 E-mail: info@alliance.com Web: www.alliance.com **Products/Services:** The

Perfect Shipment Program

- Intermodal: USA, Canada and Mexico
- Over-the-Road Transportation
- International Transportation
 Service
- Logistics Solutions
- Complete Protective Service
- Warehousing and Distribution Services
- Dedicated Fleet
- Box Car Service
- Equipment ManagementCarrier Management and
- Selection • Accessorial Management

A.G.O. Transportation

Partner: United Shipping 500 Lepine Dorval, QC H9P 2V6 Canada 514-631-6663 Fax: 514-631-4403 Web: www.actionago.com



Alliance Shippers Inc. Corporate Office:

516 Sylvan Avenue Englewood Cliffs, NJ 07632 800-222-0451 201-227-1212 E-mail: info@alliance.com Web: www.alliance.com

Products/Services: The

- Perfect Shipment Program
- Intermodal: USA, Canada and Mexico
- Over-the-Road Transportation
- International Transportation Service
- Logistics Solutions
- Complete Protective Service
- Warehousing and Distribution
 Services
- Services

 Dedicated Fleet
- Dedicated Fleet
 Box Car Service
- Box Car Service
 Equipment Man
- Equipment Management
 Carrier Management and Selection
- Accessorial Management

American Fast Freight

7400 45th St. Ct. E. Fife, WA 98424 253-926-5000 800-642-6664 Fax: 253-926-5000 E-mail: AFFQuotesTAC@ americanfast.com Web: www.americanfast.com

Anderson Trucking

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

Aspen Distribution, Inc.

10875 E. 40th Ave. Denver, CO 80239 303-371-2511 Fax: 303-576-9254 Web: www.aspendistribution. 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

Averitt Express

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

BNSF Railway

2650 Lou Menk Dr. P.O. Box 961057 Fort Worth, TX 76161-0057 800-795-2673 Web: www.bnsf.com

BNSF Logistics, LLC

4700 South Thompson Suite A202 Springdale, AR 72764 479-927-6215 877-853-4756 Fax: 479-587-3095 Email: sales@bnsflogistics.com Web: www.bnsflogistics.com

C.H. Robinson Co.

14701 Charlson Rd., Ste. 1700 Eden Prairie, MN 55347-5045 952-683-2800 Fax: 952-937-6740 Web: www.chrobinson.com

Canadian Pacific Railway

401 9th Ave., S.W. Ste. 500 Calgary, AB T2P 4Z4 Canada 403-319-7000 800-551-2553 Fax: 403-205-9013 Web: www.cpr.ca

Cargo International Logistics Inc.

332 S Michigan Ave Ste 1032 # M633 Chicago IL 60604-4434 312-450-7056 888-253-3458 Fax: 1-888-253-9155 E-mail: chicago@ cargoagents.net Web: www.cargoagents.net

CEVA Logistics

10751 Deerwood Park Blvd. Suite 200 Jacksonville, FL 32256 904-928-1400 Web: www.cevalogistics.com

Chassis King

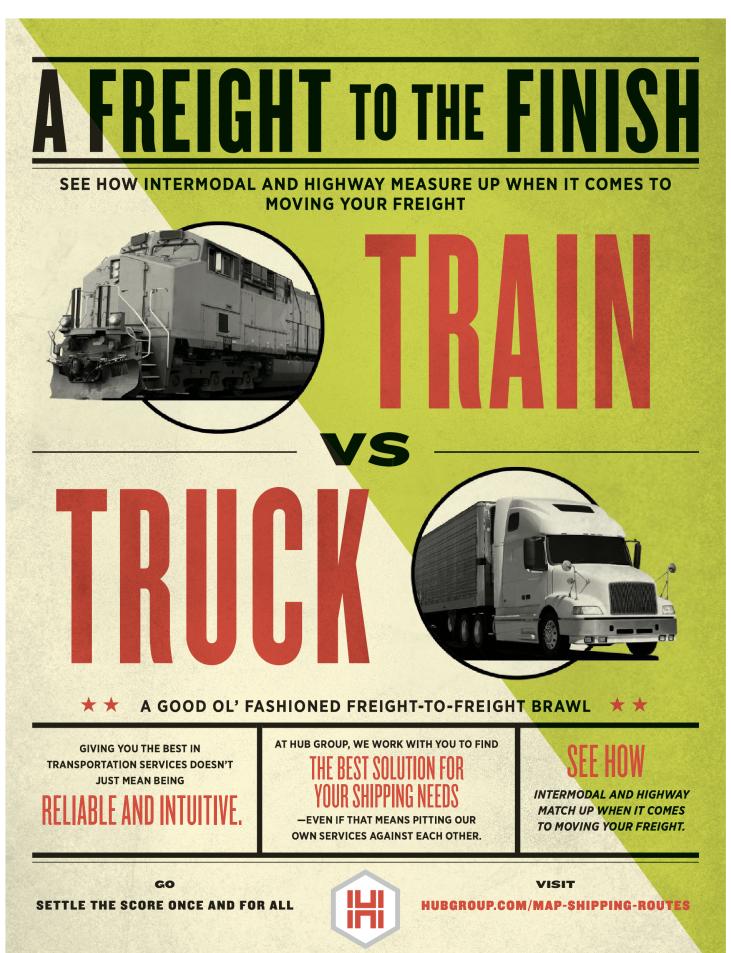
Interglobal Capital, Inc. 1016 Ponce de Leon Dr. Clearwater, FL 33756 727-585-1500 800-807-6845 Fax: 727-585-1316 Web: www.chassisking.com

ClearPointt

808 134th St. S.W., Ste 209 Everett, WA 982042300 425-787-8399 Fax: 425-787-8411 Web: www.clearpointt.com

Clipper Exxpress

9014 Heritage Pkwy., Ste. 300 Woodridge, IL 60517 630-739-0700 800-678-2547 Fax: 630-739-1817 Web: www.clippergroup.com



HUBGROUP.COM

Rail/Intermodal Services

Commerce Express

2945 Buckley Way Inver Grove Heights, MN 55076 651-451-7332 800-333-7731 Fax: 651-451-2312 Web: www. commerceexpressinc.com

Compass Consolidators

47 Stephen St. Lemont, IL 60439 630-243-0200 800-845-5588 Fax: 630-243-0250 Web: www.cpqs.com

Comtrak Logistics

5660 Universal Dr. Memphis, TN 38118 901-541-8000 Fax: 901-541-8030 Web: www.hubgroup.com/ comtrak

Cornerstone Systems

3250 Players Club Parkway Memphis, TN 38125 901-842-1045 800-278-7677 Fax: 901-842-0671 Web: www.cornerstonesystems. com

The CrossGlobe Group

2500 Warwick Boulevard, Newport News, VA 23607 757-244-8169 Web: www.crossglobegroup.com

CSX Intermodal

(Div. of CSX Corporation) 301 W. Bay St. Jacksonville, FL 32202 904-356-9000 Fax: 904-633-1075 Web: www.CSXi.com

Dart Intermodal

800 Lone Oak Road, Eagan, MN 55121 651-683-1286 800-366-9000 Web: www.dartintermodal.com

DB Schenker/BAX

150 Albany Freeport, NY 92602 516-377-3000 800-225-5229 Web: www.dbschenkerusa.com **Ford Storage & Moving Co.** 7402 L St. Omaha, NE 68138 402-592-5455

402-592-5455 800-397-8581 Fax: 402-592-1285 Web: www.fordstorage.com

GE Capital Rail Services

161 N. Clark St. Chicago, IL 60601 312-853-5000 800-445-6127 Fax: 312-853-5155 Web: www.ge.com/railservices

Genex. L.P.

6201 Ŵ Howard St Suite 207. Niles, Illinois 60714 847-446-0440 847-588-2723 Fax: 847-446-0557 Web: www.genexlp.com

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

Kenco Transportation

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

Landstar

13410 Sutton Park Dr. S. Jacksonville, FL 32224 904-398-9400 800-872-9400 Web: www.landstar.com

Logistics Management Solutions (LMS)

One City Place Dr., Suite 415 St. Louis, MO 63141 314-692-8886 800-355-2153 Fax: 314-692-0788 Web: www.Imslogistics.com

Marten Transport Ltd.

129 Marten St. Mondovi, WI 54755 715-926-4216 800-395-3000 Fax: 715-926-5609 Web: www.marten.com

Matson Integrated Logistics

1855 Gateway Blvd. Concord, CA 94520 510-628-4000 800-4-MATSON Web: www.matson.com

Megatrux, Inc.

Megatrux Express 9449 8th Street Rancho Cucamonga, CA 91730 909-652-5050 Fax: 909-652-5017 Web: www.megatrux.com

Mode Transportation

17330 Preston Road Suite 200 C, Dallas, TX 75252 800-434-8881 info@modetransportation.com www.modetransportation.com

Nebraska Warehouse

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

Network F.O.B.

2915 Commers Dr., Ste. 1100 Eagan, MN 55121 651-256-1000 800-325-7886 Fax: 651-256-1012 Web: www.networkfob.com

Nexus Distribution Corporation

3555 Salt Creek Lane Suite 100 Arlington Heights, IL 60005 847-590-6200 800-536-5220 Fax: 847-590-6300 Web: www.nexusdistribution.com

NFI Intermodal

Cherry Hill Office 1515 Burnt Mill Road Cherry Hill, NJ 08003 Vineland Office 71 West Park Avenue Vineland, NJ 08360 877-NFI-3777 Web: www.nfiindustries.com

Norfolk Southern Corp.

Three Coml. Pl. Norfolk, VA 23510 855-667-3655 800-635-5768 Web: www.nscorp.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

Pacer

6805 Perimeter Dr. Dublin, OH 43016 614-923-1400 800-837-7584 Fax: 614-923-1997 Web: www.pacer.com

Rail/Intermodal Services

Pacific Alaska Freightways

2812 70th Ave East Fife, WA 98424 253-926-3292 800-426-9940 Fax: 253-926-3161 Web: www.pafak.com

Prologis

4545 Airport Way Denver, CO 80239 303-567-5000 800-566-2706 Fax: 303-567-5605 Web: www.prologis.com

Quality Carriers, Inc.

4041 Park Oaks Blvd Suite 200 Tampa, FL 33610 813-569-7286 800-282-2031 Fax: 813-569-1601 Web: www.gualitydistribution.com

Road & Rail Services, Inc.

4229 Bardstown Rd. Ste. 200 Louisville, KY 40218 502-495-6688 Fax: 502-495-6687 Web: www.roadandrail.com

Royal 4 Systems

5000 Spring St., Ste. 415 Long Beach, CA 90815 562-420-9594 888-8royal4 Fax: 562-420-7818 Web: www.royal4.com

Schneider Rail/Intermodal Services

3101 S. Packerland Dr. Green Bay, WI 54313 920-592-2000 800-558-6767 Fax: 920-592-3036 Web: www.schneider.com

Schneider National, Inc.

3101 S. Packerland Dr. P.O. Box 2545 Green Bay, WI 54306 920-592-2000 800-558-6767 Fax: 920-592-2974 Web: www.schneider.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

Sentry Transport Services, LLC

1200 Corporate Blvd., Ste. D2 Lancaster, PA 17601-1292 717-285-2795 888-737-3449 Fax: 717-285-2705 Web: www.sentrytran.com

Southwest International Freight Services

8189 S. Central Expressway Dallas, TX 75241-7820 214-371-1901 Fax: 214-376-4675 Web: www.swfreight.com

Target Transportation

570 S. Ave. E. Bldg. F Cranford, NJ 07016 908-709-4400 800-966-0008 Fax: 908-709-4412 Web: www.targettrans.com

Texas Cartage

Warehouse, Inc. 12344 E. N.W. Hwy. Dallas, TX 75228 214-320-3200 Fax: 214-320-9103 Web: www.texcar.com

Trailer Transport Systems, Inc.

900 Jefferson Rd., Ste. 1200 Rochester, NY 14623 585-427-2080 800-383-5590 Fax: 585-427-0559 Web: www.trailertransport.com

Transentric

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 800-756-7433 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.

2649 Patton Rd. Roseville, MN 55113 651-697-8800 800-366-8946 Fax: 651-697-8895 Web: www.twinmodal.com

Maritime Services

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

CATAPULT INTERNATIONAL

Catapult International

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

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A.G.O. Transportation

Partner: United Shipping 500 Lépine 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 800-328-2307 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 800-328-2307 Fax: 320-255-7494 Email: sales@atsinc.com Web: www.atsinc.com

Averitt Express

1415 Neal St. P.O. Box 3166 Cookeville, TN 38502 931-526-3306 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

1210 Corbin Street Elizabeth, NJ 07201 908-352-6266 Fax: 973-242-6286 Web: www.bcl.bm

W.J. Byrnes & Co.

PO Box 280205 San Francisco, CA 94128 415-421-2068 Fax: 650-266-8300 Web: www.byrnesnet.com

C.H. Robinson

Phoenix International Freight Services, Ltd.® 1501 N. Mittel Blvd., Suite B Wood Dale, IL 60191 USA 630-766-4445 or 800-959-9590 Fax: 630766-6395 Web: www.chrobinson.com

Cargo International Logistics Inc.

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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 Spear Street, San Francisco, CA 94105 415-778-7888 800-242-7354 Fax: 415-882-9286 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

P.O. Box 885 7 Giralda Farms Madison Ave. Madison, NJ 07940 973-514-5126 Email: mark.byrne@damco.com Web: www.damco.com

DB Schenker

150 Albany Ave. Freeport, NY 11520 516-377-3000 800-225-5229 E-mail: info2@dbschenker.com Web: www.dbschenkerusa.com

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 Web: www.ftn.fedex.com

Fesco Agencies N.A.

1000 2nd Ave, Suite 1310 Seattle, WA, 98104 206-583-0860 Email: sales@fesco-na.com Web: www.fesco.com Great White Fleet (US) Ltd. 250 E 5th St # 2600, Cincinnati, OH 45202 888-724-5493 513-784-8000 Web: www.greatwhitefleet.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: 732-885-3745 Web: www.hapag-lloyd.com

Horizon Lines

4064 Colony Road Suite 200 Charlotte, NC 28211 877-678-7400 Web: www.horizonlines.com

Hyundai Merchant Marine

222 W. Las Colinas Ridge Suite 700 Irving, TX 75039 972- 501-1100 877-7-HYUNDAI Web: www.hmm21.com/

Independent Container Line

5620 Cox Road Glen Allen, VA 23060 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 973-267-5034 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 410-480-2582 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 Drive, South Jacksonville, Florida 32224 800-872-9400 904-398-9400 Web: www.landstar.com



Lynden

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

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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 900-652-5050 Fax: 909-652-5017 Web: www.megatrux.com

MOL (America) Inc.

2300 Clayton Road Suite 1500 Concord, CA 94520 92972-257-7100 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: 908-965-0795 Web: www.nemf.com/world

NYK Line

(North America) Inc. North America Corporate HQ 300 Lighting Way, 5th Floor Secaucus, NJ 07094 201-330-3000 888-NYK-SHIP Fax: 888-695-7322 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

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 973-490-3400 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.

8001 N.W. 79th Ave. Miami, FL 33166 305-863-4444 Fax: 305-863-4400 Web: www.seaboardmarine.com

Sonoma CRM, Inc.

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

Team Ocean Services, Inc.

P.O.Box 668 Winnsboro, TX 75494 903-342-0985 800-527-1168 Fax: 903-342-3764 Web: www.teamoceanservices. com

Totem Ocean Trailer Express Inc.

32001 32nd Avenue South Suite 200 Federal Way, WA 98001 800-426-0074 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 Seaford, DE 19973 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 Street 19th Floor New York, New York 10004 212-747-8550 888-972-5274 Fax: 212-747-8558 Web: www.watermansteamship. com

Yang Ming Line

Newport Office Tower 525 Washington Blvd. Jersey City, NJ 07310 201-420-5804 Fax: 201-420-6732 Web: www.yml.com.tw

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

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K P I	T A R G E T	A P R J U N. 2012
Vessel On-Time Performance (East-West, North-South, Intra Asia)	100%Asia-U.S. West Coast100%Asia-U.S. East Coast100%Transatlantic100%Asia-Europe100%Asia-Mediterranean100%Asia-ECSA (CSW)100%Asia-Mexico/WCSA (CWL)100%Intra Asia (CHS, HS3, CBE, CBW)	85% 93% 100% 96% 66% 77% 100% 99%
SAFETY		
КРІ	TARGET	JAN SEP. 2012
Long-Time Operational Stoppage	0	4
ENVIRONMENTAL		
КРІ	TARGET**	FY2011 vs. FY2010
Carbon Dioxide (CO2) Emissions per TEU-Mile Nitrogen Oxide (NOx) Emissions per TEU-Mile Sulfur Oxide (SOx) Emissions per TEU-Mile	♦ 1% Annually ♦ 1% Annually ♦ 1% Annually	↓ 2.1% ↓ 2.1% ↓ 2.6%

REGIONAL

OFERATIONS		
KPI	T A R G E T	SEP. 2012
In-Terminal Truck Turn Time Missed Vessel Connections Due to Rail Errors	<30 min. Jacksonville / Los Angeles / Oakland Less Than 1% for U.S. to Asia Export	17.0 / 33.3 / 22.0 min. 0.3%
KPI	T A R G E T	JUL SEP. 2012
Intermodal Transit On-Time Performance	90% Asia Origin to U.S. Inland Destination	81%
CUSTOMER SERVICE		
KPI	T A R G E T	SEP. 2012
Lost Calls Phone Wait Time Export B/L Documentation Completion Rate Documentation Accuracy	Less Than 2% Less Than 20 seconds 98% Complete 24-hrs After Vessel ETD 99.50% U.S. to Asia / Asia to U.S.	0.99% 13 seconds 99.17% 99.62% / 96.69%
KPI	T A R G E T	SEP. 2012
Message Processing Without Failure EDI Uptime Customer Setup Time Customer Scorecard Compliance	90% 99% Within 72-hrs 95%	99% 99% 48-hrs 99%

You can't improve what you don't measure. We've identified these Key Performance Indicators* as ones you'd find important. For reliable, dependable service – Count On MOL. **Discover our whole story at CountOnMOL.com**.

*Global KPIs are international; regional KPIs are North American.

OPERATIONS

OPERATIONS

**MOL has also established a target to reduce CO₂, NOx and SOx emissions by 10% by FY2015 vs. FY2009.

Count On MOL

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 900-652-5050 Fax: 909-652-5017 Web: www.megatrux.com

Port of Long Beach

925 Harbor Plaza Long Beach, CA 90802 562-283-7000 562-283-7820 Fax: 562-901-1735 Web: www.polb.com

Port of Los Angeles

425 S Palos Verdes St. PO Box 151 San Pedro, California 907-33-0151 310-732-7678 Fax: 310-831-4896 Web: www.portoflosangeles. org

Port of Oakland

Executive Office 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, FL 32920 321-783-7831 Fax: 321-783-4651 Web: www.portcanaveral.org

Jacksonville Port Authority P.O. Box 3005 Jacksonville, Florida 32206 904-357-3000 800-874-8050 Fax: 904-357-3060 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 954-523-8713 Fax: 954-525-1910 Web: www.porteverglades. net

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 950 West River Street Savannah, GA 912-964-3925 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 504-296-5660 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

Major North American Ports

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. 200F Boston, Massachusetts 02128-2909 617-586-5000 800-294-2791 Fax: 617-946-4466 Web: www.massport.com

MISSISSIPPI

Mississippi State Port Authority at Gulfport

P.O. Box 40 2510 14th Street #1450 Gulfport, MS 39501 228-865-4300 Fax: 228-248-0027 Web: www.shipmspa.com

Port of Pascagoula

P.O. BOX 70 Pascagoula, MS 39568-0070 228-762-4041 Fax: 228-762-7476 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, NY 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 P.O. Box 3529 Portland, OR 97208-3529 503-415-6000 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 328 123 Rosenberg Ave. 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

The CrossGlobe Group 2500-D Warwick Blvd Newport News, VA 23607 757-244-8169 Fax: 757-244-4751 Web: www.crossglobegroup. com

Port of Richmond

5000 Deepwater Terminal Rd. Richmond, Virginia 23234 804-726-3092 Fax: 804-726-3094 Web: www.portofrichmond. com

Major North American Ports

Virginia Port Authority

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

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

NOVA SCOTIA

Halifax Port Authority

Business Development & Customer Relations Dept. 1215 Marginal Rd. P.O. Box 336 Halifax, Nova Scotia B3J 2P6 Canada 902-426-8222 Fax: 902-426-7335 Web: www.portofhalifax.ca

ONTARIO

Hamilton Port Authority

605 James St., N. Hamilton, Ontario L8L 1K1 Canada 905-525-4330 800-263-2131 Fax: 905-525-7258 Web: www.hamiltonport.ca

Thunder Bay Port Authority

100 Main St. Thunder Bay, Ontario P7B-6R9 Canada 807-345-6400 Fax: 807-345-9058 Web: www.portofthunderbay. ca

QUEBEC

Montreal Port Authority

Port of Montreal Building 2100 Pierre-Dupuy Ave, Wing Number 1 Montreal, Quebec H3C 3R5 Canada 514-283-7011 Fax: 514-283-0829 Web: www.port-montreal.com

Grow your business by leveraging market intelligence.



This section includes asset-based and non-asset-based third-party logistics service providers.



3PD Last-Mile Delivery

1851 West Oak Parkway Atlanta, GA 30062 866-373-7874 E-mail: sales@3PD.com Web: www.3PD.com

3PD is one of North America's largest and most focused providers of last-mile heavy goods delivery and logistics. It makes thousands of furniture and bedding deliveries each day for some of North America's largest furniture retailers and manufacturers via nearly 500 locations, 2,100 world-class delivery teams and several industry-leading systems and customer service processes.

4SIGHT Supply Chain Group

140 E. Ridgewood Ave. Paramus, NJ 07652 201-940-7311 E-mail: greg.puckett@go4sight. com

Web: www.go4sight.com

Products/Services: 4SIGHT specializes in supply chain consulting, systems implementation and engineering. Our seasoned professionals average more than 18 years of experience helping companies solve their distribution and transportation challenges. Our expertise includes Operations Analysis/Improvement, Software/Technology Selection & Implementation, Distribution Network Optimization, Facility Layout/Design, Engineered Labor Standards and Transportation Optimization. As a testament to the value our clients place on our expertise, experience and integrity, 4SIGHT has received

multiple industry awards, including recognition by the industry's leading information resources as a Top 100 Supply Chain Partner. For more information, email us at in4mation@go4sight.com or call 201-940-7311.



a2b Fulfillment, Inc.

150 Stewart Parkway Greensboro, GA 30642 866-843-3827 x 113 Fax: 706-454-0197 E-mail: allison@2bf.com Web: www.a2bf.com

Products/Services: a2b Fulfillment. Inc. is an innovative 3PL provider of distribution support services including Warehousing, Order Fulfillment, Canadian Fulfillment, Discounted Shipping, e-Commerce, Logistics, Contact Center and Value-Add services such as Kitting, Assembly, QC -Rework, and Reverse Logistics. We leverage low cost structure, state-of-the art distribution systems, modern and expansive warehouse facilities, carrier relationships and overall logistics expertise to deliver best-of-breed service to our customers. a2b offers flexible storage solutions. Order Fulfillment programs support B2B and D2C distribution. Each fulfillment platform is complimented with aggressive transportation rates including FTL, LTL, and Small Parcel. We utilize transportation resources to ship goods cost-effectively to coincide best with your time-intransit requirements.

Allen Distribution

670 Allen Road Carlisle, PA 17015 717-258-3040 888-222-6943 Fax: 717-258-4743 E-mail: info@allendistribution. com

Web: www.allendistribution.com Products/Services: A privately owned and operated 3PL headquartered in Carlisle, Pennsylvania. We offer over 24 years experience specializing in warehouse/distribution, asset based transportation, box/rail car service, and value added services. We currently operate over 3 million square feet of warehouse space in Carlisle PA, York PA, Allentown PA and Stockton CA. Our business model allows you to share space, share labor, share equipment and ultimately share cost. It is our thought that you have to pay for what you use. Our culture today is the same as it was 24 years ago where our employees and customers come first.



Alliance Shippers Inc. Corporate Office:

516 Sylvan Avenue Englewood Cliffs, NJ 07632 800-222-0451 Fax: 201-227-1212 E-mail: info@alliance.com Web: www.alliance.com **Products/Services:** The Perfect Shipment Program

- Intermodal: USA, Canada and Mexico
- Over-the-Road Transportation
- International Transportation
 Service
- Logistics Solutions
- Complete Protective Service
- Warehousing and Distribution

Services

- Dedicated Fleet
- Box Car Service
- Equipment Management
- Carrier Management and Selection
- Accessorial Management

APL Logistics Limited

456 Alexandra Road #06-00 NOL Building Singapore 119962 65 6371 5266 Web: www.apllogistics.com/ wps/portal/apll

Products/Services: APL Logistics designs and operates global supply chains that deliver products to everywhere you need them. Our innovative end-to-end solutions use data connectivity for greater visibility and control. APL Logistics provides the resources necessary to support your supply chain. Services include shipment consolidation and deconsolidation, global freight forwarding and customs management, regional warehousing and distribution networks and IT solutions that increase supply chain performance and reduce costs.

BNSF Logistics

4700 S. Thompson Springdale, AR 72764 866-722-9678 Web: www.bnsflogsitics.com

Products/Services: LTL, Dry Van, Refrigeration, Flatbed, Oversize, Overweight, Rail/Truck Optimization, Rail Shipment Management, Railcar Transload Service, Specialized Equipment, Project Logistics, Intermodal, Domestic Air, Freight Forwarding, Flexitank Capabilities, International: Air/ Ocean Freight, customs clearance, freight forwarding.



Cardinal Logistics Management Corporation 5333 Davidson Hwy

Concord, NC 28027 704-786-6125 Fax: 704-788-6618 E-mail: info@cardlog.com Web: www.cardlog.com

Products/Services: Cardinal is a leading third-party logistics provider focused on Dedicated Contract Carriage, Final Mile Delivery and Logistics Management services to multiple industries, including construction and building materials, JIT manufacturing support, retail, automotive aftermarket, food and beverage, and bulk transport. Cardinal's logistics experts work directly with clients to optimize their supply chains by developing and implementing customized transportation solutions including specialized equipment and handling, and integrated technology. The Cardinal Team has the knowledge, tools and real-world experience to find the most efficient and cost-effective means to move products along the supply chain. To learn more about Cardinal Logistics Management Corporation, visit www.cardlog.com

CT Logistics

12487 Plaza Drive Cleveland, OH 44130 216-267-2000 E-mail: sales@ctlogistics.com Web: info.ctlogistics.com

Products/Services: Since 1923, CT Logistics (CT) has provided the optimum transportation audit services. Currently processing in over 80 countries and in 14 languages, our services provide the finest manual or automated audit, customer service, carrier interaction, reporting features and customization possible. Using the domestic and global features and resources of FreitRater, CT's proprietary freight rating and processing software, CT offers freight bill pre-audit and post-audit services, payment options, and customized management information. Services

- Pre-Audit ALL MODES
- Post-Audit
- FreitRater Shipper & Carrier Software
- Loss and Damage Claims
 Service

In an environment where expertise in transportation, cost-containment provides a competitive advantage, CT delivers.

Fidelitone Logistics

1260 Karl Court Wauconda, IL 60084 847-487-3300 800-475-0917 E-mail: sales@fidelitone.com Web: www.fidelitone.com

Products/Services: Alternate Sourcing, Asset Recovery, Container Management, Contract Warehousing, Cross Docking, Drayage Service, Freight Management, Inventory Management/ Forecasting, Kitting, Last Mile Delivery, Light Assembly, Order Management, Parts Logistics, Pick & Pack, Pooled Distribution, Regional Warehousing, Returns Management, Vendor Management, White Glove Delivery.

🔵 inmar

Inmar

2601 Pilgrim Court Winston Salem, NC 27106 855-815-2646 Fax: 336-770-1939 E-mail: solutions@inmar.com Web: www.inmar.com

Products/Services: Inmar is a technology company that operates collaborative commerce networks and makes them intelligent. Retail, healthcare and manufacturing clients choose Inmar's networks to simplify and securely manage their complex transactions with trading partners so they can focus on their core business.

Supported by a continuous investment in technology, Inmar move dollars, information and goods between trading partners cost effectively to improve revenue and manage risk.

• Supply chain network improves supply chain and handling returns, enhances sustainability and manages risk.

• Promotion network enables manufacturers and retailers to securely manage digital and paper promotions.

• Healthcare network manages complex healthcare returns and recalls, pharmacy receivables and contract management.



Landstar System, Inc.

13410 Sutton Park Drive South Jacksonville, FL 32224 877-696-4507 E-mail: solutions@landstar.com Web: www.landstar.com

Products/Services: Providing supply chain solutions and complete global & domestic transportation and logistics services including: truckload, LTL, heavy haul/specialized, expedited, intermodal, global air and ocean services, freight optimization, complete shipment visibility, and carrier selection and management services. Landstar customers have access to more than 36,000 transportation capacity providers.

Description: Landstar, a safety-first non-asset based company, offers complete transportation and logistics services, including truckload, LTL, heavy haul/specialized, expedited, intermodal, global air and ocean services. Landstar's supply chain management solutions utilize leading-edge technology offering global shipment visibility, bidding & shipping tools, carrier selection & management, event management and freight optimization.

LMS Logistics

1 CityPlace, Suite 415 St Louis, MO 63141 800-355-2153 E-mail: info@Imslogistics.com Web: www.Imslogistics.com

Products/Services: LMS Logistics is a non-asset-based 3PL that specializes in customized supply chain solutions that drive operational success for manufacturers and retailers. Since our inception in 1996, we have thrived within the highly competitive logistics industry to become the provider of choice for countless shippers from midsized manufacturers to Fortune 50 corporations. LMS Logistics leverages supply chain expertise, proprietary technology, and operational know-how to create results-oriented solutions that are unique to each client.

Logistics Insight Corporation (LINC)

12755 E. 9 Mile Road Warren, MI 48089 586-467-1500 888-334-5462 Web: www.4Linc.com

Products/Services: Logistics Insight Corporation (LINC) is a leading provider of customdeveloped third-party logistics solutions that allow customers and clients to reduce costs and manage their global supply chains more efficiently. We offer a comprehensive suite of supply chain logistics services including value-added, transportation, and specialized services. Our services include crossdocks, consolidations, sequencing, sub-assembly, kitting, repacking, returnable container management, and much more.

Lynden

18000 International Blvd Suite 800 Seattle, WA 98188 206-241-8778 888-596-3361 Fax: 206-243-8415 E-mail: information@lynden.com Web: www.lynden.com Products/Services: 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 worldwide, 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.



LOGISTICS

MIQ Logistics

11501 Outlook Street Suite 500 Overland Park, KS 66211 913-696-7100 866-972-9272 Fax: 913-696-7501 E-mail: contact_us@miq.com Web: www.miq.com

Products/Services: Air & Ocean International Freight Forwarding, Customs Brokerage and Clearance, Global Trade Management, Contract Logistics, Transportation Management, Truckload Brokerage, Value-added Services, Project Logistics, Warehouse Management & Fulfillment, Supply Chain Management, NVOCC, Distribution Services, Origin Services, Supply Chain Visibility, Logistics services. **Description:** MIQ Logistics is a global logistics company headquartered in Overland Park, Kan., and with offices in North America, Asia, Europe and Latin America. MIQ Logistics enables companies to improve their transportation network and overall supply chain efficiency by offering flexible logistics solutions supported by Web-native technology and global logistics management capabilities.



NFI

1515 Burnt Mill Road Cherry Hill, NJ 08003 866-219-7450 E-mail: ContactUs@ NFlindustries.com Web: www.NFlindustries.com

Products/Services: NFI is a fully integrated supply chain solutions provider offering logistics, distribution, warehousing, intermodal, real estate, and solar services across the U.S. and Canada. Headquartered in New Jersey, NFI owns facilities, nationwide and globally, and more than 2,000 tractors and 7,000 trailers. Privately held by one family since its inception in 1932, NFI operates more than 23 million square feet of contract and public warehouse and distribution space, and generates \$1 billion in revenue annually. NFI is a partner of the EPA SmartWay program, which dedicates efforts to increasing energy efficiency and reducing the the freight industry's environmental impact.

Description: NFI is a fully integrated supply chain solutions provider offering logistics, distribution, warehousing, intermodal, and real estate services across the U.S. and Canada. Headquartered in New Jersey, NFI owns 2,000+ tractors, 7,000+ trailers, operates 23+ million square feet of warehouse and distribution space, and generates \$1+ billion in revenue annually.

NVC Logistics Group

One Pond Rd Rockleigh, NJ 07647 201-767-0911 Web: www.nvclogistics.com

Products/Services: NVC provides value-added logistics, white glove transportation and warehousing services, nationwide. Our core competency is handling high-value, oversized products and our specialty is "white glove" home delivery. With over 35 years experience, our range of services include: White Glove Deliveries, Strategic Warehousing, Asset Recovery, Relocation/ Liquidation Logistics, Warranty Exchange, Final Mile and Distribution Services. We have a nationwide footprint, with service to every zip code within the continental U.S. Asset-based facilities are located in the major markets of New York, Chicago and LA.

ORBIS Corporation

1055 Corporate Center Drive Oconomowoc, WI 53066 262-560-5000 800-890-7292 Fax: 920-751-2478 E-mail: info@orbiscorporation. com

Web: www.orbiscorporation.com Products/Services: Plastic

reusable packaging products and services improve the flow of product all along the supply chain, to reduce costs. ORBIS helps world-class customers move their product faster, easier, safer and more cost-effectively with plastic reusable containers, pallets and protective dunnage. ORBIS uses proven expertise, industry-leading knowledge, innovation, superior products and supply chain services (pooling, cleaning and logistics) to implement plastic reusable packaging systems. To learn more, contact ORBIS, a subsidiary of Menasha Corporation, at 888-307-2185 or visit www.orbiscorporation. com.

PartnerShip LLC

29077 Clemens Rd. Cleveland, OH 44145 800-599-2902 Fax: 800-439-8913 E-mail: sales@PartnerShip.com Web: www.PartnerShip.com

Products/Services: Partner-Ship is a leading provider of shipping solutions to small and medium businesses nationwide. We have over 20 years of experience developing and managing LTL freight, small package, tradeshow, and specialized shipping programs for over 100 association groups and thousands of individual businesses. Founded in 1989 as subsidiary of NACS, Inc., today we have offices in Cleveland, Ohio and Irvine, California. Visit www.partership.com for more details.



PLS Logistics Services

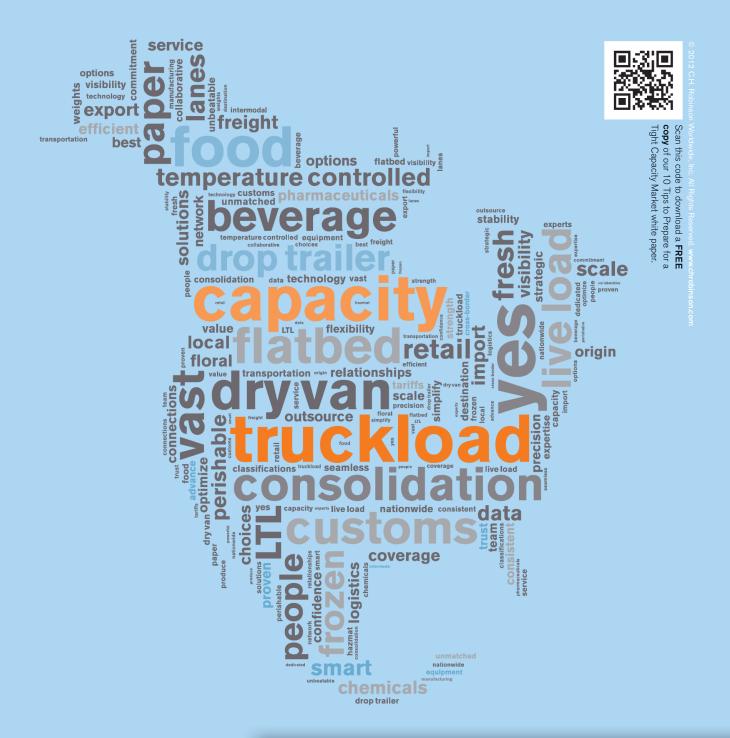
3120 Unionville Rd Building 110 Cranberry Township, PA 16066 724-814-5100 Fax: 724-814-5200 E-mail: marketing@plslogistics. com

Web: www.plslogistics.com **Products/Services:** Outsourced Logistics Management, Inbound Logistics Management, Freight Brokerage Services, Supply Chain Consulting, First-Class Transportation Management System, Extensive Carrier Network, Flatbed, Truckload/Van, LTL, Rail, Barge, Multi-Modal.

Port Logistics Group

National Sales Office 125 Delawanna Ave Clifton, NJ 07014 973-249-1230 Fax: 973-249-7324 E-mail: info@portlogisticsgroup. com Web: www.PortLogisticsGroup.

com **Products/Services:** Gateway logistics, warehousing, distribution, port drayage, national transportation, inventory management, order fulfillment, transloading, cross-docking, value-added services, GOH processing, brokerage, store delivery, eCommerce fulfillment, pick and pack, domestic vendor consolidation, short-term or long-term storage, last-mile transportation, dedicated delivery fleets, warehouse management systems, RF scan-





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ning, RFID capable, bar code labeling. Over 4 million square feet in and around major North American ports.

ProTrans International, Inc.

8311 N Perimeter Road Indianapolis, IN 46241 317-240-4100 888-776-8726 Fax: 317-240-4101 E-mail: marketing@protrans.com Web: www.protrans.com

Products/Services: With nearly 600 employees and over \$170 million in annual revenue, ProTrans is dedicated to providing supply chain management solutions that optimize customers' time, money and resources. From its origins in freight consolidation, ProTrans has strategically evolved into a full-spectrum logistics technology, inventive processes and a committed team of experienced customer support professionals. Headquartered in Indianapolis, IN, ProTrans has been selected twice as Ernst & Youngâ ™s Entrepreneur of the Year and has been recognized once again in 2012 as one of Inc. Magazine's Fastest-Growing Companies. Visit the ProTrans website at www.protrans.com.



Ryder Supply Chain Solutions

11690 NW 105th Street Miami, FL 33178 888-887-9337 Web: www.RyderSCS.com

Products/Services: Ryder Supply Chain Solutions is an end-to-end supply chain partner with nearly 80 years of experience helping companies in North America, the UK and Asia transform their supply chains. Ryder provides a full range of services, from optimizing dayto-day logistics operations to synchronizing the supply of parts and finished goods with customer demand. As supply chains become more complex, Ryder leverages five strengths to deliver the best in supply chain execution: know-how, lean methodologies, a proven track record, deep expertise in key industries

and a breadth of resources. At Ryder, we understand that when it comes to logistics, Execution is Everything.

Description: Ryder Supply Chain Solutions is an end-to-end logistics partner committed to helping companies transform their supply chains and achieve peak performance by delivering the best in operational execution. Ryder develops supply chain strategies and manages and executes scalable logistics operations. When it comes to logistics, Execution is Everything.



Saddle Creek Logistics Services 3010 Saddle Creek Road Lakeland, FL 33801 863-665-0966 888-878-1177 Fax: 863-666-8295

E-mail: sales@sclogistics.com Web: www.sclogistics.com

Products/Services: Saddle Creek Logistics Services is a nationwide 3PL providing integrated warehousing, transportation, packaging and fulfillment services. Our strategic, turnkey logistics solutions help leading companies to increase supply chain efficiency, streamline their businesses and manage costs. With 31 locations nationwide, more than 14 million square feet of space, and over 2,000 associates, we have the resources and expertise to help you meet customer demands and accommodate business growth.

Description: At Saddle Creek Logistics Services, we leverage our warehousing, transportation, packaging and fulfillment capabilities to give you a competitive edge. With our integrated solutions, you can increase speed to market, accommodate fluctuations, control supply chain costs and improve service to your customers. That's our integrated advantage.

Suddath Global Logistics

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GSI Commerce Inc.

GSI Commerce 935 First Avenue King of Prussia, PA 19406 610-491-7000 Web: www.gsicommerce.com

Hanson Logistics Group

2900 South State Street St. Joseph, MI 49085 269-982-1390 888-772-1197 Fax: 269-982-1506 Web: www. hansonlogisticsgroup.com

Hellmann Worldwide Logistics

10450 Doral Boulevard Suite 200 Doral , Florida 33178 United States 786-621-3695 Fax: 786-621-3698 Web: www.hellmann.net

Henningsen

ColdStorage Co.

21435 N.W. Cherry Ln. Hillsboro, OR 97124-6630 503-531-5400 800-791-2653 Fax: 503-531-5410 Web: www.henningsen.com

Howell Logistics

Div. of Howell Warehouses Co. Inc. 90 Summerlea Road Brampton, Ontario L6T 4X3 Canada 416-675-6090 888-649-3278 Fax: 416-675-7882 Web: www.howellwarehouses. com

ICS Logistics, Inc.

2625 W. 5th St. P.O. Box 41064 Jacksonville, FL 32254 904-786-8038 Fax: 904-781-3256 Web: www.icslogistics.com

Ingram Micro Logistics

1600 East St. Andrew Place Santa Ana, CA 92705 714-566-1000 800-456-8000 Fax: 714-566-7903 Web: www.ingrammicro.com

Inland Star Distribution Centers, Inc.

3146 S. Chestnut Ave. P.O. Box 2396 Fresno, CA 93725 559-237-2052 800-488-2052 Fax: 559-237-9468 Web: www.inlandstar.com

Oinmar

Inmar

2601 Pilgrim Court Winston Salem, NC 27106 855-815-2646 Fax: 336-770-1939 E-mail: solutions@inmar.com Web: www.inmar.com

Products/Services: Inmar is a technology company that operates collaborative commerce networks and makes them intelligent. Retail, healthcare and manufacturing clients choose Inmar's networks to simplify and securely manage their complex transactions with trading partners so they can focus on their core business.

Supported by a continuous investment in technology, Inmar move dollars, information and goods between trading partners cost effectively to improve revenue and manage risk.

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• Promotion network enables manufacturers and retailers to securely manage digital and paper promotions.

• Healthcare network manages complex healthcare returns and recalls, pharmacy receivables and contract management.

INTRAL Corporation

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Jacobson Companies

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Jameson Enterprises, Inc.

Jameson Logistics P.O. Box 1439 Elfers, FL 34680-1452 800-741-5043 727-846-8787 Fax: 727-847-6756 Web: www.jamesonlogistics.com

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Kane Is Able, Inc.

P.O. Box 931 Scranton, PA 18501 570-558-5100 800-845-5263 Fax: 570-207-2244 Web: www.kaneisable.com

Kelron Logistics

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Kenco Logistic Services

2001 Riverside Dr. Chattanooga, TN 37406 423-622-1113 800-758-3289 Fax: 423-643-3500 Web: www.kencogroup.com

Kenco Transportation Management, LLC

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Kenneth Clark Company, Inc.

10264 Baltimore Natl. Pike Ellicott City, MD 21042 410-4802582 800-999-3450 Fax: 410-465-7397 Web: www.kennethclark.com

KeyMan Distribution Resources

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Landair

1110 Myers St. Greeneville, TN 37743 888-526-3247 Fax: 423-783-1345 Email: sales@landair.com Web: www.landair.com



Landstar System, Inc.

13410 Sutton Park Drive South Jacksonville, FL 32224 877-696-4507 E-mail: solutions@landstar.com Web: www.landstar.com

Products/Services: Providing supply chain solutions and complete global & domestic transportation and logistics services including: truckload, LTL, heavy haul/specialized, expedited, intermodal, global air and ocean services, freight optimization, complete shipment visibility, and carrier selection and management services. Landstar customers have access to more than 36,000 transportation capacity providers.

Description: Landstar, a safety-first non-asset based company, offers complete transportation and logistics services, including truckload, LTL, heavy haul/specialized, expedited, intermodal, global air and ocean services. Landstar's supply chain management solutions utilize leading-edge technology offering global shipment visibility, bidding & shipping tools, carrier selection & management, event management and freight optimization."

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Providers (LXP) 641 Alpha Dr. Pittsburgh, PA 15238 412-406-5800 Fax: 412-406-5835 Web: www.leveragedexecution. com

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3009 Thurston Ave. Greensboro, NC 27406 336-275-8458 Fax: 336-370-9303 Web: www.lewisstorage.com

LMS Logistics

1 CityPlace, Suite 415 St Louis, MO 63141 800-355-2153 E-mail: info@Imslogistics.com Web: www.Imslogistics.com

Products/Services: LMS Logistics is a non-asset-based 3PL that specializes in customized supply chain solutions that drive operational success for manufacturers and retailers. Since our inception in 1996, we have thrived within the highly competitive logistics industry to become the provider of choice for countless shippers from midsized manufacturers to Fortune 50 corporations. LMS Logistics leverages supply chain expertise, proprietary technology, and operational know-how to create results-oriented solutions that are unique to each client.

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18000 International Blvd Suite 800 Seattle, WA 98188 206-241-8778 888-596-3361 Fax: 206-243-8415 E-mail: information@lynden.com Web: www.lynden.com Products/Services: 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 worldwide, Lynden has built a reputation of superior service to

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A Castle & Cooke Company 4300 Planned Indl. Dr. St. Louis, MO 63120 314-383-4300 Fax: 314-383-2828 Web: www.madisonwarehouse. com

Mas-Brook Terminal Warehouses, Inc.

202 Industrial Drive Jersey City, NJ 07305 201-433-0303 800-372-0433 Fax: 201-433-1414

Matson Integrated Logistics

1855 Gateway Blvd. Concord, CA 94520 800-4MATSON 800-462-8766 Web: www.matson.com

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

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100 Baltimore Dr. East Mountain Corporate Ctr. Wilkes-Barre, PA 18702 570-823-1100 Fax: 570-823-0300 Web: www.mericle.com/logistics

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84-132 Lockwood St. Newark, NJ 07105 973-344-4200 800-723-9881 Fax: 973-465-7611 Web: www.messingertrucking. com

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6920 N.E. Executive Dr. Kansas City, MO 64120 816-231-0777 Fax: 816-231-7797 Web: www. metroparkwarehouses.com



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11501 Outlook Street Suite 500 Overland Park, KS 66211 913-696-7100, 866-972-9272 Fax: 913-696-7501 E-mail: contact_us@miq.com Web: www.miq.com

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Description: MIQ Logistics is a global logistics company headquartered in Overland Park, Kan., and with offices in North America, Asia, Europe and Latin America. MIQ Logistics enables companies to improve their transportation network and overall supply chain efficiency by offering flexible logistics solutions supported by Web-native technology and global logistics management capabilities.

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701 24th Ave., SE Minneapolis, MN 55414 612-623-1200 Fax: 612-623-9108 Web: murphywarehouse.com

NAL Worldwide

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National Cold Storage, Inc.

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National Material Handling Products Inc.

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National RetailSystems, Inc.

611 US Hwy 46 W Hasbrook Hts, NJ 07604 800-669-2574 Web: www.nrsonline.com

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

New Breed Logistics

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Next Generation Logistics. Inc.

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Nexus Distribution Corporation

3555 Salt Creek, Ste. 100 Arlington Heights, IL 60005 847-590-6200 Fax: 847-590-6300 Web: www.nexusdistribution.com



NFI

1515 Burnt Mill Road Cherry Hill, NJ 08003 866-219-7450 E-mail: ContactUs@ NFlindustries.com Web: www.NFlindustries.com

Products/Services: NFI is a fully integrated supply chain solutions provider offering logistics, distribution, warehousing, intermodal, real estate, and solar services across the U.S. and Canada. Headquartered in New Jersey, NFI owns facilities, nationwide and globally, and more than 2,000 tractors and 7,000 trailers. Privately held by one family since its inception in 1932, NFI operates more than 23 million square feet of contract and public warehouse and distribution space, and generates \$1 billion in revenue annually. NFI is a partner of the EPA SmartWay program, which dedicates efforts to increasing energy efficiency and reducing the the freight industry's environmental impact.

Description: NFI is a fully integrated supply chain solutions provider offering logistics, distribution, warehousing, intermodal, and real estate services across the U.S. and Canada. Headquartered in New Jersey, NFI owns 2,000+ tractors, 7,000+ trailers, operates 23+ million square feet of warehouse and distribution space, and generates \$1+ billion in revenue annually.

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6800 W. 68th Street Bedford Park, IL 60638 708-594-5380 Fax: 708-496-1549 Web: www.nawarehouse.com

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Odyssey Overland, LLC

39 Old Ridgebury Road Danbury, CT 06810 203-448-3900 866-487-7481 Fax: 203.448.3910 Web: www.odysseylogistics. com/overland

OHL

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OIA Global Logistics

17230 NE Sacramento Street Portland, OR 97230 800-938-3109 503-736-5900 Web: www.oiaglobal.com

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1055 Corporate Center Drive Oconomowoc, WI 53066 262-560-5000 800.890.7292 Fax: 920-751-2478 E-mail: info@orbiscorporation. com

Web: www.orbiscorporation.com **Products/Services:** Plastic

reusable packaging products and services improve the flow of product all along the supply chain, to reduce costs. ORBIS helps world-class customers move their product faster, easier, safer and more cost-effectively with plastic reusable containers, pallets and protective dunnage. ORBIS uses proven expertise, industry-leading knowledge, innovation, superior products and



supply chain services (pooling, cleaning and logistics) to implement plastic reusable packaging systems. To learn more, contact ORBIS, a subsidiary of Menasha Corporation, at 888-307-2185 or visit www.orbiscorporation. com.

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Paradigm Logistics

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10 Hutchings St. Winnipeg, MB R2X 2X1 Canada 204-632-0025 Fax: 204-632-6367 Web: www.paramountstorage. com

PartnerShip LLC

29077 Clemens Rd. Cleveland, OH 44145 800-599-2902

Fax: 800-439-8913 E-mail: sales@PartnerShip.com Web: www.PartnerShip.com

Products/Services: Partner-Ship is a leading provider of shipping solutions to small and medium businesses nationwide. We have over 20 years of experience developing and managing LTL freight, small package, tradeshow, and specialized shipping programs for over 100 association groups and thousands of individual businesses. Founded in 1989 as subsidiary of NACS, Inc., today we have offices in Cleveland, Ohio and Irvine, California. Visit www.partership.com for more details.

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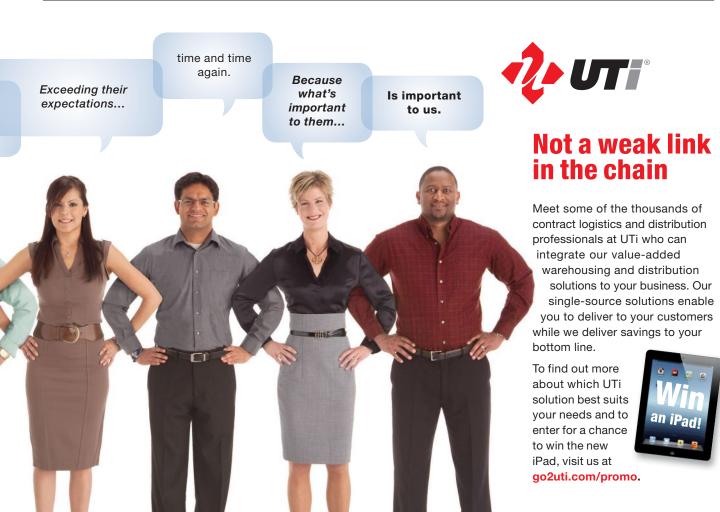
Corporate North America Route 10 Green Hills Reading, PA 19603 United States 800-529-6531 Fax: 610-775-2449 Web: www.penskelogistics.com

PFSweb

Priority Fulfi Ilment Services Inc. 505 Millennium Drive Allen, TX 75013 972-881-2900 800-920-4959 Web: www.pfsweb.com

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PLS Logistics Services

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Web: www.plslogistics.com

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ProTrans International, Inc.

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Purolator USA Inc.

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Ray West Warehouses, Inc.

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RSI Logistics, Inc.

2419 Science Parkway, Okemos, Michigan 48864 517-349-7713 Fax: 517-349-7154 Web: www.rsilogistics.com

Ruan Transport

3200 Ruan Center 666 Grand Ave, Des Moines, IA 50309 866-782-6669 Fax: 515-245-2684 Web: www.ruan.com



Ryder Supply Chain Solutions

11690 NW 105th Street Miami. FL 33178 888-887-9337 888-887-9337 Web: www.RyderSCS.com Products/Services: Ryder Supply Chain Solutions is an end-to-end supply chain partner with nearly 80 years of experience helping companies in North America, the UK and Asia transform their supply chains. Ryder provides a full range of services, from optimizing dayto-day logistics operations to synchronizing the supply of parts and finished goods with customer demand. As supply chains become more complex, Ryder leverages five strengths to deliver the best in supply chain execution: know-how, lean methodologies, a proven track record, deep expertise in key industries and a breadth of resources. At Ryder, we understand that when it comes to logistics, Execution is Everything.

Description: Ryder Supply Chain Solutions is an end-to-end logistics partner committed to helping companies transform their supply chains and achieve peak performance by delivering the best in operational execution. Ryder develops supply chain strategies and manages and executes scalable logistics operations. When it comes to logistics, Execution is Everything.



Saddle Creek Logistics Services 3010 Saddle Creek Road

Lakeland, FL 33801 863-665-0966 888-878-1177 Fax: 863-666-8295 E-mail: sales@sclogistics.com Web: www.sclogistics.com

Products/Services: Saddle Creek Logistics Services is a nationwide 3PL providing integrated warehousing, transportation, packaging and fulfillment services. Our strategic, turnkey logistics solutions help leading companies to increase supply chain efficiency, streamline their businesses and manage costs. With 31 locations nationwide, more than 14 million square feet of space, and over 2,000 associates, we have the resources and expertise to help you meet customer demands and accommodate business growth.

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Satellite Logistics Group

12621 Featherwood, Suite 390 Houston, TX 77034-4902 Corporate: 281-902-5500 877-795-7540 Fax: 281-902-5501 Web: www.slg.com

SDA - System Design Advantage, LLC

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Sentry Transport Services, LLC

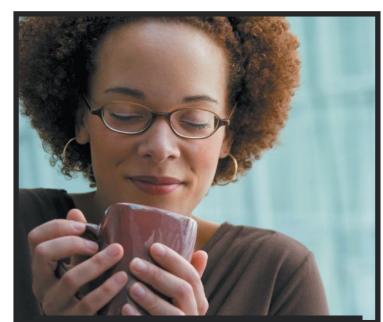
1200 Corporate Blvd., Suite D-2 Lancaster, PA 17601-1292 717-285-2795 888-737-3449 Fax: 717-285-2705 Web: www.sentrytran.com

Shaw Warehouse

305 26th Avenue West Building # 16 Birmingham, AL 35204 800-467-7429 Fax: 205-328-1865 Web: www.shawwarehouse.com

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10 South 5th St Minneapolis, MN 55402 612-372-3015 Fax: 612-372-5809 E-mail: supplychain@ transystems.com Web: www.transystems.com

TranzAct Technologies Inc.

360 West Butterfield Road 4th Floor Elmhurst, IL 60126 630- 833-0890 Web: www.tranzact.com

TrenStar, Inc.

5613 DTĆ Parkway, Ste. 1100 Greenwood Village, CO 80111 303-220-1133 Fax: 303-220-4755 Web: www.trenstar.com

Trinity Transport, Inc.

50 Fallon Ave P.O. Box 1620 Seaford, DE 19973 302-253-3935 800-846-3400 Fax: 302-253-1200 Web: www.trinitytransport.com

TSi Logistics

PO Box 2000 Stockbridge, GA 30281 770-474-1555 E-mail: sales@tsilogistics.com Web: www.tsilogistics.com

TZA

3880 Salem Lake Drive Long Grove, IL 60047 847-540-6543 800-229-3450 Fax: 847-540-9988 E-mail: info@tza.com Web: www.tza.com

Products/Services: TZA is a technology, consulting, and engineering company specializing in the optimization of labor performance and operational effectiveness across the entire supply chain, resulting in workforce productivity gains of 10% to 30% and operational cost savings of 6% to 15%. TZA Labor Management Solutions include Lean Best Practices, Engineered Labor Standards, ProTrack LMS software, Organizational Development and Contract Labor Services. Our Supply Chain Consulting services include Operational Assessment, Lean Transformation, Transportation & Logistics, Strategic Network Planning, Material Handling Integration, Facility Design, and Slotting Optimization.

Universal Truckload Services, Inc.

12755 E. Nine Mile Road Warren, MI 48089 800-233-9445 586-920-0100 Fax: 586- 920-0258 Web: www.goutsi.com

Varsity Logistics

1111 Bayhill Drive, Suite 210 San Bruno, CA 94066 650-392-7979 800-438-SHIP (7447) Fax: 650-392-7988 Web: www.varsitylogistics.com

Verizon Wireless

295 N. Maple Ave. Basking Ridge, NJ 07920 908-696-2000 866-899-2862 Web: www.verizonwireless.com/ distribution

Videojet Technologies Inc.

1500 Mittel Blvd. Wood Dale, IL 60191 630-860-7300 800-843-3610 Fax: 630-616-3657 Web: www.videojet.com

Videx, Inc.

1105 NE Circle Blvd., Corvallis, OR 97330 541-738-5500 Fax: 541-738-5501 Web: www.videx.com

WAM Systems

Corporate Headquarters 600 W Germantown Pike Ste. 230 Plymouth Meeting, PA 19462 484-530-4380 800-358-8305 Fax: 484-530-4854 Email: info@wamsystems.com Web: wamsystems.com

Worldwide Chain Store

547 W. Jackson Suite 920 Chicago, IL 60661 888-514-9972 Web: ww.wwchainstores.com

XpressRate

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Industry Organizations

This section lists organizations and associations of interest to logistics professionals.

AIM Global

One Landmark North 20399 Route 19, Suite 203 Cranberry Township, PA 16066 724-742-4470 Fax: 724-742-4476 Web: www.aimglobal.org

Air Transport Association of America, Inc.

1301 Pennsylvania Ave., NW, Suite 1100 Washington, DC 20004 202.626.4000 Fax: 202-626-4181 Web: www.airlines.org

American Association of Exporters and Importers (AAEI)

1050 17th Street, NW Suite 810 Washington, DC 20036 202- 857-8009 Fax: 202- 857-7843 Web: www.aaei.org

American Association of Port Authorities

1010 Duke Street, Alexandria, VA 22314-3589 703.684.5700 Fax: 703.684.6321 Web: www.aapa-ports.org

American Moving and Storage Association (AMSA)

1611 Duke Street Alexandria, VA 22314-3406 888-849-AMSA (2672) Fax 703-683-7527 Web: www.moving.org

American Short Line Railroad Association

50 F Street, N.W. Suite 7020 Washington, DC 20001 202-628-4500 Fax: 202-628-6430 Web: www.aslrra.org

American Society of Transportation & Logistics, Inc. PO Box 3363, Warrenton, VA 20188 202-580-7270 Fax: 202-962-3939 Web: www.astl.org

American Trucking

Associations, Inc. (ATA) 950 North Glebe Road, Suite 210 Arlington, VA 22203-4181 703-838-1700 Fax: 703-684-5718 Web: www.truckline.com

APICS-The Association for Operations Management

8430 West Bryn Mawr Avenue Suite 1000 Chicago, IL 60631, USA 800-444-2742 773-867-1777 Fax: 773-639-3000 Web: www.apics.org

CAN/AM Border Trade Alliance

P.O. Box 929 Lewiston, New York 14092 Phone/Fax: 716-754-8824 Web: www.canambta.org

Canadian Association of Importers & Exporters Inc.

P.O. Box 189 Don Mills, Ontario M3C 2S2 10 St. Mary Street, Suite 200 Toronto, Ontario M4Y 1P9 416-595-5333 Web: www.iecanada.com

Canadian Industrial Transportation Association

580 Terry Fox Drive, Suite 405 Ottawa, ON K2L 4C2 613-599-6671 Fax: 613- 599-1295 Web: www.cita-acti.ca

Canadian International Freight Forwarders Association. Inc.

170 Attwell Drive, Suite 480 Toronto, Ontario M9W 5Z5 416-234-5100 Toll Free in Canada: 866-282-4332 Fax: 416-234-5152 Web: www.ciffa.com

Canadian Trucking Alliance

555 Dixon Road Toronto, ON M9W 1H8 613-236-9426 Fax: 866- 823-4076 Web: www.cantruck.com

CITT

10 King Street East, Suite 400 Toronto, ON M5C 1C3 Tel: 416-363-5696 Fax: 416-363-5698 Email: info@citt.ca Web: www.citt.ca

Coalition of New England Companies for Trade

11 Main Street, #11, Suite 6 Southborough, MA 01772 Telephone 508-481-0424 Fax: 508-481-2161 Email: Stefanie@conect.org Web: www.conect.org

Containerization & Intermodal Institute

732- 817-9131 E-mail: info@containerization.org Web: www.containerization.org

Council of Supply Chain Management Professionals (CSCMP)

333 East Butterfield Road Suite 140 Lombard, Illinois 60148 630-574-0985 Web: csmp.org

Council on Safe Transportation of Hazardous Articles (COSTHA)

(COSTHA) 7803 Hill House Court Fairfax Station, VA 22039 518-761-0389 Fax: 518-792-7781 E-mail: mail@costha.com Web: www.costha.com

Cowin Global USA, LLC

4211 Clubview Drive, Fort Wayne, IN 46804 260-432-6738 800-466-6738 Fax: 260-432-2461 E-mail: info@cowinglobal.com Web: www.cowinglobal.com

Dangerous Goods Advisory Council

1100 H. Street N.W. Suite 740 Washington, DC 20005 202-289-4550 Fax: 202-289-4074 Email: info@dgac.org Web: www.dgac.org

Delta Nu Alpha Transportation Fraternity, Inc.

1451 Elm Hill Pike Suite 255 Nashville, TN 37210 615-360-6863 414-764-3063 Fax: 615-360-1891 Web: www.deltanualpha.org

EPC global Inc.

Princeton Pike Corporate Center 1009 Lenox Dr., Suite 202 Lawrenceville, NJ 08648 937-291-3300 Fax: 609-620-4613 Web: www.epcglobalinc.org

Expediting Management Association, Inc.

534 Bridlecreek Green SW

Calgary, AB T2Y 3P2 Canada 403-201-6401 Fax: 403-201-6402 Web: www.expedite.org

Express Carriers Association

9532 Liberia Avenue, #752 Manassas, VA 20110 Phone: 703-361-1058 Fax: 703-361-5274 E-mail: eca@expresscarriers.org Web: www.expresscarriers.com

Express Delivery and Logistics Association

400 Admiral Blvd. Kansas City, MO 64106 703-998-7121 816-221-0254 Fax: 703-998-7123 Email: info@expressassociation. org Web: www.expressassociation. org

Garden City Group

1985 Marcus Ave Lake Success, NY 11042 800-327-3664 Web: www.gcginc.com

Global Trade Academy

66 Witherspoon Box 1200 Princeton, NJ 08542 609-896-2020 Fax: 609- 896-2025 info@learnatgta.com www.learnatgta.com

Inland Rivers, Ports, & Terminals, Inc.

316 Board of Trade Pl. New Orleans, LA 70130 504-585-0715 Fax: 504-525-8197 Web: www.irpt.net

Institute for Supply Management

P.O. Box 22160 Tempe, AZ 85285-2160 480.752.6276 / 800.888.6276 480.752.7890 Web: www.ism.ws

Institute of International Container Lessors

1990 M St NW Suite 650 Washington, DC 20036-3417 Telephone: 202-223-9800 Fax: 202-223-9810 Web: www.iicl.org

Institute of Packaging Professionals

1833 Centre Point Circle, Suite 123 Naperville, Illinois 60563, U.S. 630- 544-5050 Fax: 630- 544-5055 E-mail: info@iopp.org Web: www.iopp.org

Intermodal Association of North America

11785 Beltsville Drive Suite 1100 Calverton, MD 20705 301-982-3400 Fax: 301-982-4815 E-mail: info@intermodal.org Web: www.intermodal.org

The International Air Cargo Association

Physical Address: 5600 N.W. 36th Street Suite 620 Miami, FL 33122 Mailing Address: P.O. Box 661510 Miami, FL 33266-1510 786-265-7011 Fax: 786 265 7012 E-mail: secgen@tiaca.org Web: www.tiaca.org

International Air Transport Association (IATA)

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

International Association of Refrigerated Warehouses

1500 King Street Suite 201 Alexandria, VA 22314-2730 703-373-4300 Fax: 703-373-4301 E-mail: email@gcca.org

International Shippers Association

5904 Richmond Highway Suite 404 Alexandria, VA 22303 703-317-9950 Fax: 703-317-9960 Web: www.isaship.org/

International Vessel Operators Hazardous Materials, Assoc. Inc.

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

International Warehouse Logistics Assoc.

2800 S. River Road, Suite 260 Des Plaines, IL 60018 847-813-4699 Fax: 847-813-0115 E-mail: Email@IWLA.com Web: www.iwla.com

The Intl. Furniture Transportation and Logistics Council, Inc.

116 Deer Meadow Lane Chatham, MA 02633 508-945-2272 Fax: 508-945-4815 Web: www.iftlc.org

Material Handling Industry of America (MHIA)

8720 Red Oak Blvd., Suite 201 Charlotte, NC 28217-3992 704-676-1190 Fax: 704-676-1199 Web: www.mhia.org

Materials Handling and Management Society

8720 Red Oak Blvd., Suite 201 Charlotte, NC 28217-3992 Phone: 704-676-1190 Fax: 704-676-1199 Web: www.mhia.org/mhms

Megatrux, Inc.

Megatrux Express 9449 8th Street Rancho Cucamonga, CA 91730 909-652-5050 Fax: 909-652-5017 Web: www.megatrux.com

Motion Industries, Inc.

P.O. Box 1477 Birmingham, AL 35201-1477 USA 1605 Alton Road Birmingham, AL 35210 USA 205-956-1122 Fax: 205- 951-1172 Web: www.motion-ind.com

NAFA Fleet Management Association

125 Village Boulevard Suite 200 Princeton Forrestal Village Princeton, NJ 08540 Telephone: 609.720.0882 Fax: 609.452.8004 E-mail: info@nafa.org Web: www.nafa.org

NASSTRAC

9382 Oak Avenue Waconia, MN 55387 USA 952-442-8850, ext. 208 Fax: 952-442-3941 Web: www.nasstrac.org

National Air Transportation Association, Inc.

4226 King St. Alexandria, VA 22302 703-845-9000 Fax: 703-845-8176 Toll Free: 800-808-6282 Web: www.nata.aero

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 Street, NW, #901 Washington, DC 20036 202-466-0222 Fax: 202-466-0226 Web: www.ncbfaa.org

National Defense Transportation Association

50 South Pickett Street

South Pickett Street Suite 220 Alexandria, VA 22304 703-751-5011 Fax: 703-823-8761 Web: www.ndtahq.com

The National Industrial Transportation League

1700 North Moore Street Suite 1900 Arlington, VA 22209 Phone: 703- 524-5011 Fax: 703- 524-5017 E-mail: info@nitl.org Web: www.nitl.org

Industry Organizations

National Motor Freight Traffic Association, Inc.

1001 North Fairfax Street Suite 600 Alexandria, VA 22314 703-838-1810 866-411-6632 Fax: 703-683-1094 Web: www.nmfta.org

National Private Truck Council

950 N. Glebe Road, Suite 530 Arlington, VA 22203-4183 703-683-1300 Fax: 703-683-1217 Web: www.nptc.org

National Tank Truck Carriers, Inc.

950 North Glebe Road Suite #520 Arlington, VA 22203-4183 703-838-1960 Fax: 703-838-8860 E-mail: nttcstaff@tanktruck.org Web: www.tanktruck.org

National Waterways Conference, Inc.

1100 North Glebe Road Suite 1010 Arlington, VA 22201 703-224-8007 Fax: 866-371-1390 Web: www.waterways.org

National Wooden Pallet & Container Association

1421 Prince Street, Suite 340 Alexandria, VA 22314-2805 703-519-6104 Fax: 703-519-4720 Web: www.palletcentral.com

New Jersey Economic Development Authority

PO Box 990, Trenton, NJ 08625-0990 36 West State Street Trenton, NJ 08625 609-858-6700 E-mail: CustomerCare@njeda. com Web: www.njeda.com

New York/New Jersey Foreign Freight Forwarders & Brokers Association PO Box 8217

Red Bank, NJ 07701 732-741-1936 Fax: 732-747-1161 Web: www.nynjforwardersbrokers.org/

ORBIS Corporation

1055 Corporate Center Drive P.O. Box 389 Oconomowoc, WI 53066-0389 800-890-7292 International: 262-560-5000 In Mexico: 01-800-696-8266 E-mail: info@orbiscorporation. com Web: www.orbiscorporation.com

Parcel Shippers Association

1420 King Street, Suite 620 Alexandria, VA 22314 571-257-7617 Fax: 571-257-7613 E-mail: psa@parcelshippers.org Web: www.parcelshippers.org

Private Motor Truck Council of Canada

1660 North Service Road East Suite 115 Oakville, ON L6H 7G3 905-827-0587 877-501-PMTC Fax: 905-827-8212 E-mail: info@pmtc.ca Web: www.pmtc.ca

Pro-Line

10 Avco Road Haverhill, MA 01835 978-521-2600 800-739-9067 Fax: 978 374 4885 E-mail: bench@1proline.com Web: www.1proline.com

Rack Manufacturers Institute

8720 Red Oak Blvd., Suite 201 Charlotte, NC 28217-3992 704-676-1190 Fax: 704-676-1199 Web: www.mhia.org

Ruan Transport Corporation

3200 Ruan Center 666 Grand Ave Des Moines, IA 50309 866-782-6669 Web: www.ruan.com

SMC3

500 Westpark Drive Peachtree City, GA 30269 800-845-8090 770-486-5800 Fax: 770-486-7649 Web: www.smc3.com

SOLE - The International Society of Logistics

14625 Baltimore Avenue Suite 303 Laurel, Maryland 20707-4902 301-459-8446 Fax: 301-459-1522 E-mail: solehq@erols.com Web: www.sole.org

Specialized Carriers & Rigging Association (ATA)

5870 Trinity Parkway Suite 200 Centreville, VA 20120 703-698-0291 Fax: 571-722-1698 E-mail: info@scranet.org Website: www.scranet.org

Supply Chain & Logistics Association Canada

7270 Woodbine Avenue Suite 204 Markham, ON L3R 4B9 905-513-7300 866-456-1231 Fax: 905-513-1248 Web: www.sclcanada.org

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.

12320 Barker Cypress Rd. Suite 600, PMB 321 Cypress, TX 77429-8329 202 962 0440 Fax: 202 540 9027 Web: www.supply-chain.org

Texas Cartage Warehouse. Inc.

12344 E. Northwest Highway Dallas, Texas 75228 214- 320-3200 214- 320-9103 E-mail: sales@texcar.com Web: www.texcar.com

Transportation Intermediaries Association

1625 Prince Street, Suite 200 Alexandria, Virginia 22314-2883 703-299-5700 Fax: 703-836-0123 Web: www.tianet.org

Transportation Research Board

500 Fifth Street, NW Washington, DC 20001 202-334-2934 Fax: 202-334-2003 Web: www.trb.org

Truck Renting & Leasing Association

675 N. Washington Street Suite 410 Alexandria, VA 22314 703-299-9120 Fax: 703-299-9115 Web: www.trala.org

Truck Trailer Manufacturers Association

8506 Wellington Rd. Suite 101 Manassas, VA 20109 703-549-3010 Fax: 703-549-3014 Web: www.ttmanet.org

Truckload Carriers Association

555 E. Braddock Road Alexandria, VA 22314 703-838-1950 Fax: 703-836-6610 Web: www.truckload.org

The University of Tennessee

603 Haslam Business Building 1000 Volunteer Boulevard Knoxville, TN 37996-4160 865-974-5001 Fax: 865- 974-4989 E-mail: execed@utk.edu Web: www.utk.edu

Warehousing Education and Research Council

1100 Jorie Boulevard, Suite 170 Oak Brook, IL 60523-4413 630-990-0001 Fax: 630-990-0256 Web: www.werc.org

World Shipping Council

1156 15th Street, NW Suite 300 Washington, D.C. 20005 202-589-1230 Fax: 202-589-1231 Web: worldshipping.org

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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.

16 The Greening of Walmart's Supply Chain...Revisited

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

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1-800-528-4800 Web: 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-tosettle solutions.

Bank of America Corporation

704-386-5681

Web: 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 Web: 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

Web: www.ctlogistics.com **Products/Services:** 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 Bl.

Euler Hermes

331-8411-5000 Web: www.eulerhermes.com Products/Services: Provides trade credit insurance, both domestic and export policies. Other services offered include financing of trade receivables.

HSBC Corporate Services 800-975-HSBC

Web: 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 Web: 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 914-249-6524

Web: 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

Web: www.meridianfinance.

Products/Services: Meridian Finance Group provides credit, insurance and financial services that help exporters expand their international sales.

PowerTrack (US Bank) 800-417-1844

Web: www.usbank.com Products/Services: Part of US Bank's Commercial Business Services, PowerTrack is a Webbased 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

Web: 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.

RBS

203-897-2700 Web: 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 Web: 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

877-263-8772 Web: www.capital.ups.com **Products/Services:**Working capital financing available through payables discounting, receivables management, inventory financing and global asset based lending. Equipment fi nuancing through leasing services and export credit agency financing. Cargo and credit insurance are also offered.

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Wachovia

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Recovery may not be what it seems	Cimcorp acquires North American RMT Robotics	Top 20 Supply Software Supp	Chain Management
YRC delivers results on shareholder promise	Trends in WMS		ology: ARC says 2009
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Top analysts gather to help logistics and supply chain professionals better understand and overcome the mounting challenges of global transportation and logistics management.

BY BRIDGET MCCREA, CONTRIBUTING EDITOR

t's time for logistics and supply chain professionals from around the globe to settle in at their desktops, laptops, and tablets and get ready to take in the 2012 Supply Chain Virtual Conference: Best Practices in Global - Transportation and Logistics. After logging into the virtual conference event hosted by Logistics Management and Supply Chain Management Review, attendees will experience a keynote address and three educational sessions that tackle the mounting challenges of moving and managing freight around the world.

Yossi Sheffi, Ph.D., of MIT's Center for Transportation & Logistics, kicks off the event with a keynote entitled "The Rise of Logistics Clusters." During his presentation, Sheffi discusses the emergence of logistics clusters-communities that bring together a broad range of supply chain services and deep expertise—and what they mean for today's supply chain professionals.

The first educational session is presented by Beth Peterson of BPE Global and addresses technology's role in global regulatory compliance. Peterson discusses the direct link between technology and compliance and how a pairing of the two can enable global shipments to flow more visibly and smoothly. Up next are Jeanne Dailey and Brooks Bentz, both of Accenture, who offer attendees insight into a task that ranks high on every

supply chain professional's agenda right now: cutting global logistics and transportation costs.

Boston Strategies International's David Jacoby then discusses collaborative approaches to ocean shipping during the final session. In this session, attendees learn how to negotiate the best "metric-based" service contract, which trade lanes offer the most value for shipping and sourcing, and how the Panama Canal expansion is shaping future supply chain strategies.

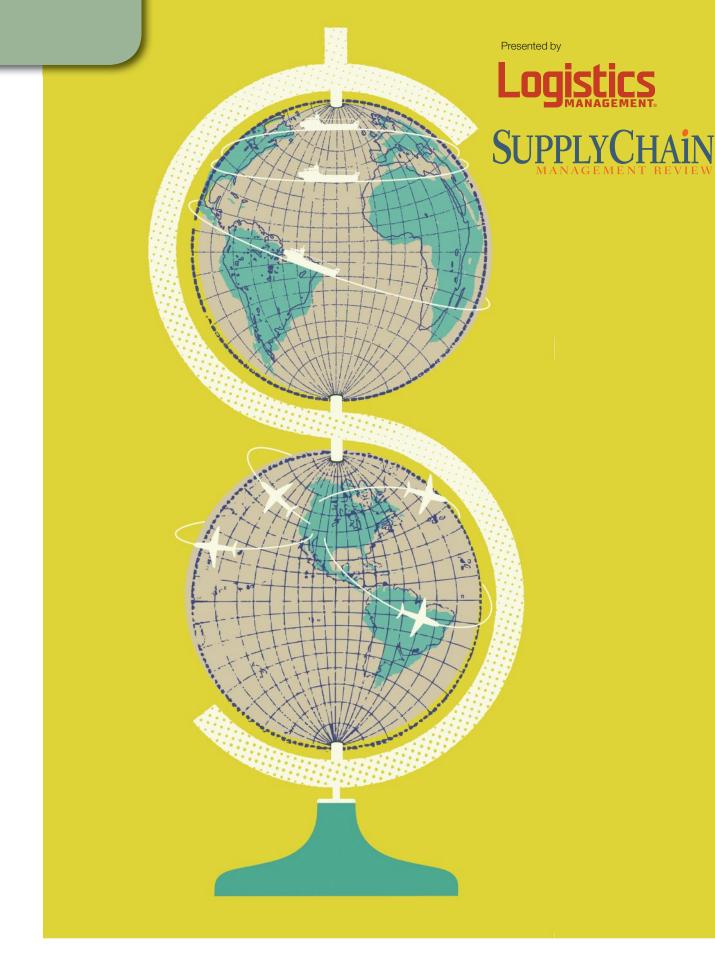
Here's a more detailed overview of what you'll learn by attending the full conference, now available free on-demand.

Keynote Address: The rise of logistics clusters

Defined as "communities that bring together a broad range of supply chain services and deep expertise," logistics clusters are becoming increasingly relevant as more companies become truly global.

In his keynote address, Yossi Sheffi, Ph.D., director of MIT's Center for Transportation & Logistics, discusses the emergence of logistics clusters and what they mean for today's supply chain professionals. The presentation includes highlights and insights from Sheffi's new book, Logistics Clusters: Delivering Value and Driving Growth.

Sheffi launches his keynote by explaining that clusters



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As logistics clusters grow, transportation costs go down; service improves; prices become stable; the transportation environment becomes competitive; there are opportunities to share labor; and there's an efficient change of providers. exist in many industries. The British economist Alfred Marshall, for example, observed the phenomena of industrial clusters in 1920. More recently, in 1998, Michael Porter wrote about how clusters can increase productivity and the pace of innovation. Right now, Sheffi says that logistics clusters are located in Singapore, Holland, Spain, Panama (which, Sheffi notes, is attempting to become the largest logistics center for Latin America), Memphis, Tenn., and Jolliet, Ill.

Within each of those geographic regions, Sheffi says that main locations for clusters include ports, airports, consumer centers, and other "central locations." He points out that governments around the world are developing their own logistics clusters because "the larger a logistic cluster is, the more attractive it is and the larger it grows. The result is a self-reinforcing positive feedback loop."

As logistics clusters grow, transportation costs go down; transportation service improves; prices become stable; the transportation environment becomes competitive; there are opportunities to share labor, equipment, and space; and there is an efficient change of providers. "One of the most important elements of logistics clusters is that they are significant job engines," says Sheffi, who points to the fact that one out of three jobs generated in the metro Memphis area is in the logistics field.

Looking to the future, Sheffi says that logistics clusters are beneficial because they create jobs that are not "offshoreable." They also offer employment opportunities to a full range of workers, including low-skilled workers. "And," he says, "logistic services tend to promote from within and they feed multiple industries."

Session 1: Technology's role in global regulatory compliance

Complying with the rules and regulations of global trade has never been easy, and as supply chains have become more complex and global, the task has become even more challenging. In our first educational session, Beth Peterson, president of BPE Global, presents a timely session explaining how technology can make the job of compliance easier while at the same time enabling global shipments to flow more visibly and smoothly.

In discussing the major trends and developments affecting trade compliance right now, Peterson points to a survey that was conducted in June of 2012 at an American Association of Exporters and Importers (AAEI) conference. The group asked attendees to name their top initiatives. The top responses include: the trade initiatives themselves; classification and training; export controls; and free and/or preferential trade agreements.

"A big initiative was missing: global trade compliance automation," says Peterson. When assessing their current challenges, she says respondents singled out money; resources; time; lack of knowledge of global trade compliance and the global landscape; lack of understanding by executive management; and ever-changing regulations as their biggest obstacles.

Technology Vendor Assessment 101

In her session, Beth Peterson, president of BPE Global, advises shippers to use these seven questions as a guideline when assessing new supply chain technology vendors:

1. What is the vendor's planned capability?

2. What has the vendor developed in the previous two years?

3. Was the vendor on track with what was planned on their roadmap?

4. Has the vendor switched strategies based on their biggest accounts/highest revenue opportunities?

5. Does the vendor have a user group and/or advisory board?

6. Is there an opportunity for you to benchmark with other companies who use the vendor's solution?

7. How closely does the vendor track product releases against their roadmap?

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"Nobody has yet taken out all of the excess costs in supply chains. Opportunities for improvement continue to exist."

—Jeanne Dailey, Accenture

Those companies that do make the connection between technology and global trade compliance don't always make the best decisions around business case and vendor selection. For example, Peterson highlights some of the worst practices in global trade management (GTM) as follows: Looking at automation as a "cure-all" for woes of non-existent or inefficient processes; capturing hidden costs such as delays, handling and service charges, duty advancement fees, and bond charges; and allowing financial models to trump compliance requirements.

To avoid these challenges, Peterson says that a better approach includes measuring cost versus benefit; benchmarking with other companies; cleansing and protecting your data; thinking beyond borders and companies; and assembling a cross-functional team to handle the software selection, implementation, training, and other functions associated with the GTM.

Taking an initial, introspective look at the company's current processes and resources before integrating technology into the global compliance mix is equally as important. "The biggest mistake [companies] make is they implement a solution without even beginning to measure what they were doing before they implemented it," Peterson adds.

Session 2: How to cut global logistics and transportation costs

As the global economic recovery continues to inch forward, shippers are starting to see shrinking capacity and higher rates across all transportation modes. In this session, Accenture's Jeanne Dailey, senior principal, and Brooks Bentz, partner, discuss the trend and offer attendees practical steps for gaining more control of their transportation budgets and overall operations.

According to Dailey and Bentz, various forces are affecting supply chain behavior right now. Permanent volatility is becoming the "new normal," they say, and what used to work well for companies will not suffice in the future. Not only are supply chains more extended, global, complex, and more demanding, but transportation costs now exceed 63 percent of total supply chain costs.

To deal with these current challenges, and those that rear their heads in the future, Dailey and Bentz say companies will need to have dynamic operations and agility. "Nobody has yet taken out all of the excess costs in supply chains," says Dailey. "Opportunities for improvement continue to exist."

A few of the common practices that companies are using today include conducting sourcing events for select carriers and modes; keeping a limited number of carrier contracts in place and performing limited auditing on those carriers; using decentralized and manual shipment planning and execution; and relying on a limited number of transportation management systems (TMS) and other logistics tools.

"Just how shippers operationalize their supply chain functions depends on their capabilities and chosen operating models, frequently varying by industry and geography, even within the same organization," says Bentz. Both Bentz and Dailey point out that the roller coaster of events of the last few years left an "unprecedented change in how transportation is managed and brought havoc to logistics budgets and attention at the highest levels of organizations."

The good news is that the decline in rates has provided much needed relief to cost pressures. "With the recession fading and volumes returning, the rate of change in transportation costs will likely revert to the increased upward pressure on rates," says Bentz. "This rate of change and the complexity of transportation make granularity and visibility of information and the tools which enable it paramount in controlling costs and maintaining service levels."

Session 3: Taking a collaborative approach to ocean shipping

Many companies find it difficult to collaborate effectively with third parties that are in close geographic proximity to their own hubs, let alone across the

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"What's happened is that we have a collaborative mentality among the carriers. They realize that if they compete for market share they will trigger a price war, so everybody has been trying to avoid that."

> *—David Jacoby,* Boston Strategies International

ocean miles. Despite this ongoing challenge, David Jacoby, president of Boston Strategies International, says that the "collaborative approach" to ocean carriage is worth the trouble it takes to set up such arrangements.

Designed to facilitate better communication and understanding on the high seas, collaborative ocean shipping benefits all parties and ensures a smoother, more streamlined global supply chain. And while repairing their bottom lines has become a top priority for the world's ocean carriers, leading industry analysts contend that they're also looking to restore customer relationships over the coming year.

To do this, carriers are now initiating their own analytics designed to measure on-time reliability to create more transparency, accountability, and comparability—and shippers are responding favorably by working these metrics into their contracts.

To introduce his session, Jacoby points out that as traffic volume continues to slow, overall imports were up 7 percent to 10 percent over the previous few months as a result of the peak. However, he adds, West Coast imports were up only 0.7 percent between January and August of 2012. The net trade balance will improve temporarily as imports fall, says Jacoby, and the growth of exports and imports "is very close to a wash, which means that the government policy was effective."

However, spending patterns will resume a strong import trend by the third quarter of 2013, Jacoby predicts, thus keeping the trade balance structurally negative. As these and other global and domestic trends continue to affect shippers, ocean shipping movements, and rates, Jacoby says that working through the issues will require a more collaborative approach to the process.

"What's happened is that we have kind of a collaborative mentality among the carriers," says Jacoby. "They realize that if they compete for market share they will trigger a price war, so everybody has been trying to avoid that."

Global Port Tracker report points to deep European recession

The most recent edition of the *Global Port Tracker* report from Hackett Associates and the Bremen Institute of Shipping Economics and Logistics suggests that the logistics landscape in Europe will continue to be a puzzle.

Stagnant and sluggish economic conditions, including declining consumer confidence, high unemployment, and tight fiscal policy, among others, continue to paint a dark picture of the European economic outlook.

This continued weakness in the European economies confirms that the recession is here and will continue to have an impact on trade flows over the coming six months," said Ben Hackett, president of Hackett Associates, in the report. "Looking forward into 2013 does not provide for much optimism. Our model suggests the recovery will not come before 2014."

The report stated that total European volumes are projected to drop 9.3 percent over the next six months, compared to a 6.7 percent decline for the same period a year ago. And imports are projected to decline 11.9 percent and exports are projected to decline 4.7 percent for the same period. For all of 2012, the report expects to see a 3.9 percent in total imports.

And for the six European ports surveyed in the report, that it's projecting imports to decline by 2.8 percent in 2012, with exports projected to grow 3.6 percent. Total handled volumes for 2012—at 39.99 million TEU—would represent a modest 0.2 percent gain.

—Jeff Berman, Group News Editor

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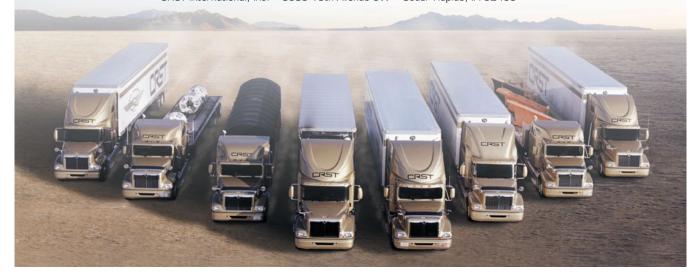
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COMPANY PROFILE



Brian Lutt, CEO

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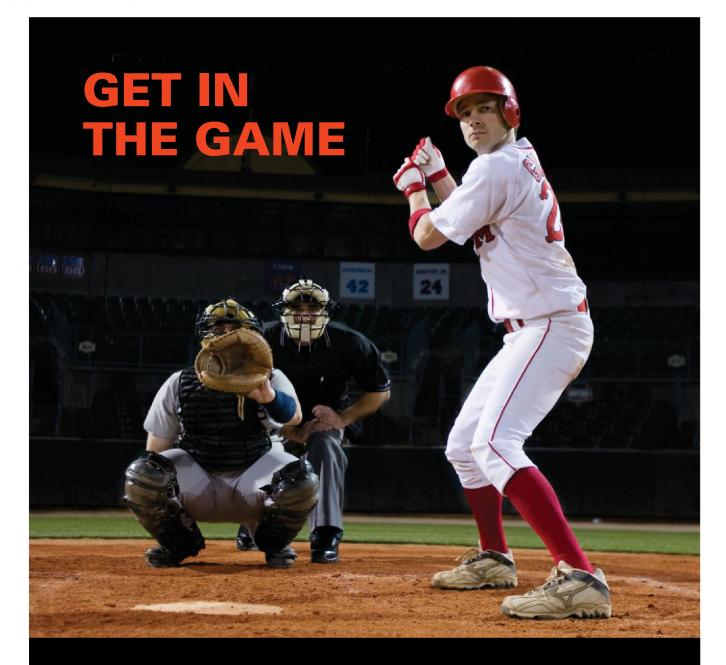




Magaya software is built on the award-winning **Magaya Network**, the B2B communication infrastructure that connects logistics companies with their origin and destination agents and provides business-to-consumer communications. Customizable to your specific needs, it connects you with other Magaya users, and transfer shipment documentation electronically with no redundant data entry. Customers have 24-hour access to their inventory and cargo status through the online tracking system and Track2Go mobile app.

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Your team needs the right equipment to manage transportation effectively. MercuryGate's TMS gives you everything you need – manage any mode, in any country, playing by your rules. Plan,

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COMPANY PROFILE



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MIQ LOGISTICS

COMPANY PROFILE

The smart solution to global integrated logistics.

MIQ Logistics is a leading provider of distribution, global and transportation services operating in Asia, Europe, North America and Latin America.

The company operates over 70 facilities around the world, and supports trade activities among 80 countries by providing international freight forwarding, customs brokerage, transportation management, truckload services, contract logistics and dedicated warehouse and fulfillment services. Through a global agent network, over 5,000 in-country logistics professionals deliver supply chain services, allowing companies to improve their bottom-line performance.

Joey Carnes, chairman and CEO, states "Our business is still very relationship-based and we believe each customer is unique and best served when we gain a deep understanding of its business. To gain this understanding, we hire the best talent in the industry to analyze each customer's particular needs and then design and implement a solution specifically developed for them with a personal commitment to exceed their expectations."

The MIQ Logistics infrastructure delivers seamless logistics services supported by expertise in global supply chain management. Transportation services enhance supply chain efficiency with network strategy design, predictive modeling, shipment optimization and execution tools. Web-native technology enables timely and accurate shipment tracking, status monitoring, event management and reporting to efficiently share information across a customer's organization.

A wide range of sophisticated global logistics services at points of origin around the world help companies achieve overall supply chain savings, while gaining better control of shipments. These services feature global freight forwarding, trade and customs compliance assistance, and value-added services such as account management, logistics engineering, and distribution bypass strategies.

Comprehensive distribution capabilities help drive lower transportation costs, sort and sequence shipments and add value to a company's supply chain. MIQ Logistics offers contract logistics, warehouse management and fulfillment, and a range of value-added services, including labeling, customized packing, light assembly and shipment consolidation.

In today's world it isn't just about providing time-tested, logistics services. It's about smart solutions.

MIQ Logistics is headquartered in Overland Park, Kansas. To find out more, visit our website at miq.com.

For Intelligent Global Solutions call +1 877 232 1845.







Joey Carnes Chairman and CEO



John Carr President



INTELLIGENT GLOBAL SOLUTIONS

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COMPANY PROFILE

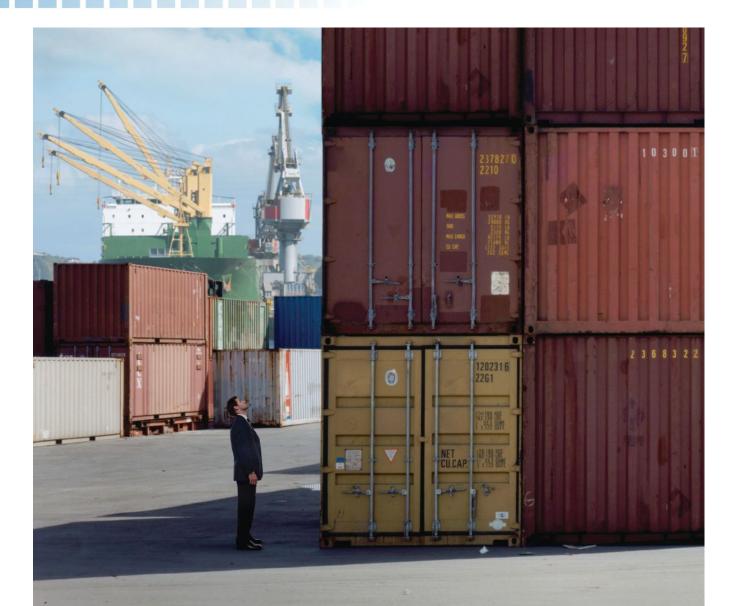
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WE'LL TAKE IT FROM HERE. worry-free supply chain solutions.

You've stalled. There are a million units stuck in customs. Thousands more are waiting to be loaded onto trucks that aren't there. Every second wasted is money lost, money your current 3PL should be saving you. Instead of a vendor, maybe what you need is a logistics partner. Someone who thinks like you. Someone with 80 years of experience who knows how to roll up their sleeves and get the engine moving again. NFI is that partner. From the start of your supply chain to when your products are in your customer's hands, we'll transport, warehouse, and distribute your products—worry-free.

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THOMASVILLE, N.C. -BASED OLD DOMINION FREIGHT LINE INC. (NASDAQ: ODFL) IS AN LTL, NATIONAL MULTI-REGIONAL MOTOR CARRIER PROVIDING ONE-TO-FIVE DAY SERVICES AMONG SIX U.S. REGIONS AND SEAMLESS WORLDWIDE LCL AND FCL SERVICES. THROUGH ITS FOUR PRODUCT GROUPS, OD-DOMESTIC, OD-EXPEDITED, OD-GLOBAL AND OD-TECHNOLOGY, THE COMPANY OFFERS AN ARRAY OF INNOVATIVE PRODUCTS AND SERVICES THAT PROVIDE DIRECT SERVICE TO 48 STATES THROUGH ITS 216 STATE-OF-THE-ART SERVICE CENTERS. IN ADDITION TO DOMESTIC LTL SERVICES, THE COMPANY OFFERS EXPEDITED, DRAYAGE AND ASSEMBLY AND DISTRIBUTION SERVICES, AS WELL AS CONTAINER DELIVERY SERVICES TO AND FROM NORTH AMERICA, CENTRAL AMERICA, SOUTH AMERICA AND THE FAR EAST.

THE COMPANY'S FOUR PRODUCT GROUPS:

OD-DOMESTIC's single source operation helps customers manage their domestic shipping needs with confidence. Old Dominion provides complete nationwide coverage across all regions of the United States, and the company's super regional service allows customers to ship nationally, interregionally and intraregionally with the most competitive transit times available.

OD-EXPEDITED provides daily on-time deliveries, guaranteed deliveries within normal transit times and timespecific deliveries, including air service, tailored to customers' needs. Old Dominion provides online tracking and tracing, monitored shipments 24/7 and a seasoned, proactive team to serve customers.

OD-GLOBAL offers seamless, reliable worldwide LCL and FCL services tailored to meet customers' export and import, foreign to foreign or air freight needs. In North America, Old Dominion provides direct service to Alaska, Canada and Mexico. Outside North America, the company's service extends to the Caribbean, Europe, the Far East, Central America, South America and points in between. **OD-TECHNOLOGY**'s award-winning technology enables the company to manage both equipment and shipments more efficiently while consistently providing customers with superior service, access to real time information and the comfort of knowing their shipments are moving as safely as possible.

With Old Dominion Household Services, even self-movers can take advantage of our 75 years of experience and shipping expertise. We deliver a trailer to your door. You load it, and then we deliver it to your new location. And unlike full-service moving companies, we only charge for the space used.

Old Dominion's Security Divider Service provides guaranteed, locked-in security for special or uncrated freight. Customers' freight is locked securely into place at its origin and remains locked until reaching its final destination.

Since 1934, Old Dominion has built a solid reputation of "Helping the World Keep Promises" with its customers by achieving, among other key metrics, one of the highest ontime delivery records and one of the lowest claims ratios in the industry.

For more information about Old Dominion, visit www.odfl.com or call (800) 432-6335.



HELPING THE WORLD KEEP PROMISES:

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R+L Carriers is a premier less-than-truckload (LTL) freight carrier offering LTL, Full Truckload and Global Logistics Services. Our Anything, Anywhere, Anytime philosophy can meet any customer need for shipping LTL, full truckload, international, ocean, air, and expedited freight to points in the United States, North America, and around the world.

R+L Carriers is built on the idea that a satisfied customer is and always will be our number one priority. This statement is backed up by our 98% on-time service and 99.6% exception-free delivery performance.



LEARN MORE ABOUT THE R+L FAMILY OF COMPANIES:

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International and Domestic Transportation Logistics	Your Global Transporation Provider	Customized Truckload Equipment Solutions	
Supply Chain Project Management International Air/Ocean Business Critical Trade Show High Value/High Risk Cargo Transport Warehousing	 LTL shipments across the United States and Canada Business Critical Solutions: Guaranteed Services Expedited Weekend Express You Crate custom crating 	 Hazmat Dry van Temperature controlled Expedited Intermodal Flatbed TL/LTL to Mexico 	

Saddle Creek Logistics Services

COMPANY PROFILE

At Saddle Creek Logistics Services, our integrated capabilities can help address today's toughest supply chain challenges. Our custom solutions draw on warehousing, transportation, packaging and fulfillment services to give you a competitive edge.

What makes our integrated logistics services stand out in the industry? The variety of capabilities we provide and how we customize those services to meet your specific business goals. While we offer the resources of a larger company, we deliver the responsiveness and personal attention of a more nimble organization.

Our seamless integration can help you to:

- Increase speed to market. Your products reach their destination more quickly thanks to our multi-channel solutions, streamlined service, efficient processes and strategically located facilities.
- Accommodate fluctuations. If you struggle with ever-changing customer needs or seasonal promotions, we can flex to meet your requirements for staffing, space, technology, and more.
- **Control supply chain costs.** Our integrated approach eliminates links in your supply chain, allowing you to reduce overhead, control inventory costs, and minimize your capital investment.
- Improve service to customers. Our Whatever It Takes! approach guarantees that we'll get the job done to the total satisfaction of your customers.
- Focus on core competency. You can focus on your core business, knowing that your logistics operations are the hands of an experienced, knowledgeable partner.

We invite you to see how our integrated services can help you develop a stronger, more effective supply chain.





Cliff Otto

President Saddle Creek Logistics Services

As a third-party logistics company, we leverage our broad array of capabilities — including warehousing, transportation, packaging and fulfillment — to provide integrated solutions that support your business objectives.

Download our whitepaper on integrated logistics outsourcing:



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WAREHOUSING • TRANSPORTATION • PACKAGING • FULFILLMENT

Whatever It Takes!

Saia LTL Freight

COMPANY PROFILE



Technology as a Tool and Quality as a Journey

At Saia LTL Freight, quality is a process. It is continually evolving and being re-defined based on expectations – ours and those of our customers – and the tools that make it possible. As technology continues to advance, we continue to implement proprietary software so that the level of quality that we are able to deliver increases as well.

Here are just a few of the ways Saia LTL Freight is using advanced technology to re-define quality and service:

On the Road: Since 2011, we have invested over \$100 million to update every tractor in our fleet. Each vehicle is now equipped with Vnomics' FleetKnowSys™ Intelligent Telematics solution that tracks real-time driver performance and truck diagnostics. All new tractors also use Bendix® Wingman Advanced technogoy to avoid collisions, reduce driver injuries, roll-overs and loss-of-control situations. Safety technology is making the road a safer place to be and that in turn assures that every load arrives in-tact for an on-time delivery.

For the Customers: Every Saia LTL Freight city driver is equipped with new handheld devices that provide our customers with detailed real-time data on every shipment we handle, including estimated arrival times for both pick-ups and deliveries.



www.saia.com

Inside the Terminal: Forklifts are now using the latest tablet computer technology to communicate with dockworkers in order to speed the process and accuracy of loading. This cuts down on mis-loads, assuring the right freight gets on the right trailer. In addition we can send instructions to our dockworkers electronically which eases congestion on the dock and speeds the loading and unloading process.

With the Sales Group: Saia LTL Freight has outfitted our sales team with iPads pre-loaded with Microsoft Dynamics® Customer Relationship Management (CRM) software to help manage each account. The CRM software gives us a 360-degree view of every customer interaction and can manage up to 100,000 customer accounts systemwide.

Since 1924, Saia LTL Freight has been part of virtually every technological innovation that has shaped the distribution industry. Even more impressive than that, we have added processes and proprietary software to those advances so that the value to our customers has been increased ten-fold. In that time, we have learned to distinguish temporary fads from solutions

that create lasting value. More importantly, our experience has shown us that technology is merely a tool. It is simply used to carry out a particular function. We also know that quality is not a destination. Instead, it is a mindset that, when deeply embedded, drives everything else.



COMPANY PROFILE

Unyson Logistics, A Hub Group Company

Donald G. Maltby, Chief Supply Chain Officer

WE ARE THE STRONGEST LINK IN YOUR SUPPLY CHAIN

Unyson Logistics

721 Emerson Road, Suite 600 St. Louis, MO 63141 Toll Free: 866-409-9759 Fax: 314-993-5682 www.unysonlogistics.com info@unysonlogistics.com

Mission Statement

Our mission is to be the best 3PL in providing multi-modal capabilities while guaranteeing supply chain savings and adapting our services to meet each client's ever increasing needs. Unyson Logistics is an award winning 3PL that specializes in customizing solutions to fit our clients' needs. We offer multi-modal capabilities that generate supply chain savings through our services, technology and industry expertise.

Simply put, our logistics managers are the best at what they do. Unyson deploys structured account management, continuous improvement programs and business intelligence that combines innovative reporting with cutting edge dashboard technology. Because we know that all of our customers have unique needs and performance measures, we provide a highly personalized approach to setting appropriate targets.

Unyson Logistics has an in-house information technology staff. With our online resources, you'll be able to streamline your entire supply chain, as well as manage your logistical needs remotely. The seamless dynamic between you, your suppliers and your customers provides the visibility and control you need for the peace of mind you deserve.







3 WAYS LOGISTICS CAN SHRINK THE WORLD.

UPS can help you benefit from the fact that 95% of today's consumers live outside the U.S. Access to them, as well as suppliers, depends on logistics. UPS is your best choice for taking advantage of new opportunities around the globe.

1) REACH GLOBAL MARKETS

With one of the world's largest air fleets, UPS delivers to more than 220 countries and territories. So your suppliers can reach you and you can reach your customers.

2) MAKE YOUR SUPPLY CHAIN

VISIBLE UPS technology lets you see what's coming and going—package as well as freight—so your company can quickly adjust to changing customer demands. You can even have status updates sent to your mobile devices.

3) REDUCE YOUR CUSTOMS DELAYS

UPS is one of the largest customs brokers in the world. We have the experience, and just as important, we have the technology to help you breeze through customs. With our paperless solutions, we can show you ways to reduce typical customs delays by up to 56%.

Logistics has opened up new opportunities internationally. UPS can help your company seize them, even if you are just getting started.

See more ways logistics can work for you at thenewlogistics.com/guide or snap the QR code.







Supply chain solutions that deliver.

COMPANY PROFILE

UTi is one of the industry's leading non-asset based, global third party logistics providers. We deliver competitive advantage to each of our client's supply chains through innovative, integrated solutions. We are committed to delivering value that will help clients succeed in today's uncertain economic environment. This means maintaining an external focus on the global marketplace, being alert to potential obstacles as well as opportunities, and having solutions ready that can eliminate complexity.

Our primary services include:

- Air and Ocean Freight Forwarding
- Contract Logistics - Customs Brokerage
- Distribution
- Managed Transportation Services
- Supply Chain Analysis and Consulting

UTi FREIGHT FORWARDING

With 350+ freight forwarding locations, in 59 countries, UTi believes freight transportation is about reducing costs while delivering goods when and where they are needed. Value is provided through inter-modal shipping at competitive rates, utilizing air, ocean, surface and specialty transportation services.

UTI CONTRACT LOGISTICS & DISTRIBUTION

Operating a global footprint of 240 logistics centers with more than 22 million square feet of warehousing worldwide, UTi can store, configure and deliver your products while maintaining the visibility and inventory management you need to effectively manage your business. Whether delivering goods to a global client base or managing complex inbound supply chains, our transportation and inventory optimization tools reduce network costs and improve product availability.

UTI SUPPLY CHAIN DESIGN AND INNOVATION

UTi leverages our global network, IT systems, relationships with transportation providers, and expertise in outsourcing to improve visibility and reduce costs. Our team can help you build a business case for change, innovation and cost reduction in your organization.

COMPETITIVE ADVANTAGE

At UTi, our people are the most important resource in keeping our commitments to clients. We nurture talent, providing an atmosphere conducive to performance excellence by each and every person. This is why we can say, at UTi, there's not a weak link in the chain.



UTi Worldwide, Inc. c/o UTi, Services, Inc. 100 Oceangate, Suite 1500 Long Beach, CA 90802 +1 (562) 552 9400 www.go2uti.com





We began building the first national less-than-truckload (LTL) network 85 years ago. Today, YRC Freight has comprehensive coverage throughout North America with a broad portfolio of expedited and specialized solutions to deliver flexibility and reliability to your supply chain.

Comprehensive LTL Network

COMPANY PROFILE

YRC Freight is the leader in North American LTL shipping with a comprehensive network of service centers strategically aligned to connect your supply chains throughout the United States, Mexico, and Canada. YRC Freight offers best-inclass cross-border services to and from Canada and Mexico, intra-Canada capabilities and seamless off-shore service to Alaska, Hawaii, Puerto Rico, U.S. Virgin Islands and Guam.

Flexible, Reliable Solutions

YRC Freight offers one-stop access to a broad portfolio of services, including:

- Guaranteed and expedited deliveries as fast as next day and precise as one-hour windows by ground or air
- Specialized services for volume shipments, tradeshow exhibits, cold-sensitive products, high-value goods, and product returns
- Customized solutions for special projects

For more info, call 800-610-6500 or visit yrcfreight.com. Confidence Delivered.



2012: Looking back and ahead

By John A. Gentle, DLP

HERE'S WHAT MY COLLEAGUES AND I SAW this year in logistics and transportation management and what we expect next year—along with some suggested actions on important issues.

Not unlike 2011, rising fuel, equipment, health care, and driver wages generally pushed over-the-road freight rates higher. While bidding did not disappear, the more prudent shippers chose to work closely with their carrier and 3PL business partners to protect capacity. While demand was occasionally tight in the first half of the year, the quest for resources in the third and fourth quarters—apart from hurricane Sandy—did not tax the system.

Jeffery Brashares, senior vice president of sales for TTS and foremost industry expert, says that intermodal continues to be the bright spot in rail growth and forecasts that it should continue into 2014, albeit at a slower pace. Service excellence, more shippers going green, box capacity, and competitive price have all helped drive this growth and have provided savvy shippers with savings opportunities this year and into the future.

Albert Saphir, principal at ABS Consulting, reports that for shippers that negotiated reasonable base rates for longer-term stability on ocean freight, not much changed on major lanes—although rates did go up and down again a few times based on a number of factors.

However, Asian ocean rates tied to spot market or lowend margin pricing did see a significant jump after the first quarter of 2012. Saphir feels that 2013 should be pretty much the same. With mixed economic forecasts, ocean carriers will try to manage available capacity, especially on refrigerated containers, to improve their ROI.

Over the past year, shippers continued to look to third party logistics providers (3PLs) to reduce headcount as well as cut fixed warehouse and transportation assets while improving service. The 2012 3PL Study, headed up by Penn State University's John Langley, suggests that 65 percent of the shipper participants in the study increased their use of 3PLs with 86 percent success. Notably, most participants sought 3PLs for traditional operational and repetitive activities such as transportation and warehousing, freight

John A. Gentle is president of John A. Gentle & Associates, LLC, a Supply Chain consulting firm assisting shippers, carriers, 3PLs, and distribution centers in the management of their Logistical disciplines. A recipient of several industry awards, he has more than 40 years of experience in transportation, warehousing, and materials management. He can be reached at jag@RelaTranShips. forwarding, and customs brokerage. To a lesser extent, shippers turned to 3PLs for value added services such as reverse logistics, transportation planning and management, inventory cross docking, packaging, and labeling.

Taking all of this into consideration, this is what I believe will take place in 2013:

• Logistics will be pushed to outsource both critical and non-critical areas to relieve pressure on their company's working capital.

• Domestic carriers will push rates about 5 percent to retain CSA qualified drivers and upgrade their equipment. They will be even more selective about their customers. If you think any old carrier will do, think risk mitigation....and think again.

• Least cost *ala carte* rate structure will be expanded with accessorials that are fair to both parties, and shippers will urge their sales team to offer new delivered options to clients.

• Packaging will continue to play a critical part in reducing logistics costs, such as P&G's PODS.

• Private/dedicated fleets and collaborative efforts via third parties will continue to create and maximize carrier productivity and control costs.

During the course of next year, smart shippers and 3PLs will need to monitor carrier BASICs rigorously and consistently. Supporters of the new administration will pressure CSA to eliminate the 34-hour restart and reduce HOS. While implementation would be delayed, begin looking at the impact on your backhauls and recognize where shifts in shipper networks could leave you vulnerable. Continue to support NITL, NASSTRAC, and the ATA as they push for a reasonable ruling.

Savvy shippers will also spend more time on contingency planning for extraordinary natural factors, unanticipated distribution shifts, and systems outages that have the ability to stretch and break supply chains. If you can't do this in-house, seek outside help.

The big difference between my thoughts 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. Work aggressively to make sure your customers, carriers, and your boss can't afford to operate without you. □

HIT IT OUT OF THE PARK



Home Run – The right TMS makes the difference

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