

SPECIAL REPORT

GEORGIA:
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BUSINESS

inbound logistics

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THE MAGAZINE FOR DEMAND-DRIVEN ENTERPRISES

GLOBAL LOGISTICS: COMPLIANCE, TRENDS & TAKEAWAYS

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BITE-SIZED SUPPLY CHAIN/LOGISTICS INFORMATION



HAVE AN ICE DAY

A Greenland start-up is getting an icy reception from environmentalists for shipping 100,000-year-old Arctic ice to chill cocktails in Dubai.

Arctic Ice claims its product is the “oldest and purest” ice in the world because it is harvested from icebergs in Greenland—4,730+ miles from Dubai. The company says it takes the ice from icebergs already naturally detached from the glacier and floating in Greenland’s Nuuk fjord.

Arctic Ice packs the ice in refrigerated shipping containers for transportation to Dubai, where it is distributed to bars and restaurants.

Arctic Ice claims that its operations are designed to minimize the impact on the environment by using exiting cargo shipping routes and reducing carbon dioxide emissions per container shipped to and from Greenland.

“A wakeup call for all of us in the port and supply chain industry.”

— Eugene Seroka, Executive Director, Port of Los Angeles, on President Biden’s executive order calling for a \$20-billion cybersecurity investment in U.S. ports

33%

Of companies are reducing the number of suppliers this year

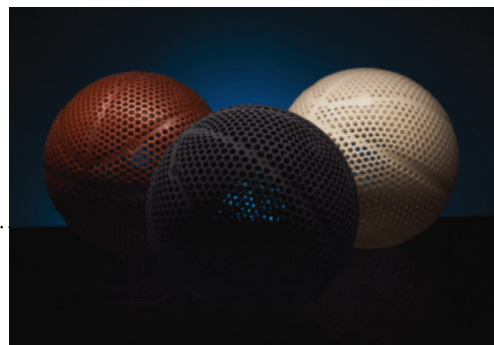
63%

Are aiming to diversify suppliers in response to continued geopolitical risks

PLATEAUED BUT ELEVATED

Container prices following Chinese New Year

—Container xChange Market Forecaster, March 2024



3D-PRINTING SLAM DUNK

Wilson Sporting Goods has developed a 3D-printed, airless basketball. Instead of being air inflated like a regular basketball, the Airless Gen1 sports a polymer lattice structure that helps the ball flex and spring back, mimicking the bounce of a traditional basketball, with the same performance specifications.

It can do all the things a regular basketball can, including bounce, dribble, and swiftly fly through the air. The 3D-printed version features eight panel-like lobes that eliminate the need for the ball to be inflated. Dotted hexagonal holes over its surface allow the air to pass through it more freely.

Purchase price? A mere \$2,500.



A CLEAR CAREER

- 81% of women and 74% of men recommend a career in manufacturing
- 83% of respondents report labor shortages, particularly for entry-level positions
- 71% of women and 56% of men enter the manufacturing industry unintentionally

—Xometry and Women in Manufacturing’s 2024 Career Advancement in Manufacturing Report

TRAIN ME AND I’LL STAY

- 71% of frontline warehousing/logistics workers and 86% of managers say they want continuous learning/skill development.
- 64% of workers and 73% of managers would extend their tenure by six years with improved career support and training.
- 57% of managers would be willing to stay for 10 years or more.
- 51% recognize AI’s importance as a skillset but need support to learn about it.

—Kahoot! workplace culture report

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Complex government requirements regarding global trade will create new impacts for many shippers in 2024. Which rules and regulations affect your business and what steps should you take right now to comply?



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GEORGIA: MAGNET FOR BUSINESS

Whether it is for Georgia's favorable cost of living, business-friendly policies, superior workforce, educational assets, or transportation resources, companies consistently choose Georgia to site new facilities and to sustain growth in an increasingly global economy.

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TAKING A PEEK AT PEAK SEASON

It's never too early to prepare for the holiday peak season, especially with disruptions mounting amid solid consumer spending. Shippers and carriers are employing automation, data-based decision making, and smart inventory management strategies—and tapping into lessons learned from last year—to get into position for 2024.



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GLOBAL LOGISTICS: KEY TRENDS & TAKEAWAYS

The only certainty when it comes to global logistics is ongoing uncertainty. Agility, technology, and an appreciation for geopolitics are among the abilities essential for navigating the current environment.





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Offered by Echo Global Logistics



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GOOD QUESTION
What's one supply chain misconception that needs to be cleared up now?



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These AI projections will blow your mind.



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SALIM BENJELLOUN PRIORITIZES FAMILIES, FOOD AND PLANET

Knowing that every employee matters and that his company, Pompeian Inc.—a leading olive oil brand—is doing good for people and the planet is what guides Salim Benjelloun through even the most difficult days and challenges.

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CHECKING IN

Women's History Month – Supply Chain Style



Keith Biondo, Publisher

This month we recognize and celebrate the role of women in America and I am lucky enough to learn about the many women who are making great contributions in supply chain management as part of my job. When we started *Inbound Logistics* magazine 40 years ago, men primarily managed the transportation discipline.

Today times are different and women play a large role in this sector, holding high-level positions, managing

complex networks, and overseeing large workforces. We're proud to have spotlighted many women during the past four decades who are making history by driving supply chain excellence for their companies and customers. Here's a glimpse at a few of them:

"I wouldn't call myself a feminist by any means, but we do have to work harder," says Jessica Yurgaitis of Industrial Supply Company. "There has been a lot of progress for women in the work world, but not enough."

When starting out in procurement, Yurgaitis learned how supply and procurement excellence ensures the best customer relationship possible. She's CEO now and a supply chain career path took her there.

Anne Meyrose lives by this credo: "Ensuring the company's logistics network moves the right product, to the right place, at the right time, bringing each brand's vision to life." Anne is now vice president of logistics and control tower with The Gap, but her career path reads like that of three people: she's had roles ranging from senior director, transportation to transportation service operations manager to analyst, methods and programs to transport specialist, outbound transport, and store services. Her well-rounded experience clearly makes her a valuable asset for The Gap.

Sherry Liu worked her way up from inventory planner to vice president international supply chain with CarParts.com. "After college my goal had been to become a diplomat and learn more languages—I speak Mandarin, Taiwanese, and English—and then explore the world." She leveraged those talents and worked with new management to transform CarParts.com.

"As a female executive, balancing work and home can be challenging," Liu says. "I don't have a great strategy, but once I'm home, I try to put my phone down and focus. Then once my kids are in bed, my third shift starts, when I call overseas vendors."

"I was probably one of the first women in trucking 26 years ago," says Amy Davis. She worked her way up the chain and is now president of Cummins New Power. "Cummins took a chance on me years ago," she says. "I don't have a science or supply chain background."

These are just a few of the women making history this month—and every month—in supply chain.

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What's One Supply Chain Misconception That Needs to Be Cleared Up Now?

❑ TECHNOLOGY WILL FIX EVERYTHING. Technology is not a panacea. Enterprise resource planning systems are coming into their third decade now, and we still see the same data-quality issues crop up. Investing in our people and processes is the most efficient and effective way to build resilient supply chains—ones that can utilize everything the artificial intelligence revolution has to offer.

—**Jessica Windham**
CEO, Solving Work

❑ THE SUPPLY CHAIN SECTOR WILL CONTINUE TO BE MALE DOMINATED. More women are entering the supply chain workforce than ever before. Our 2023 *Voice of the American Workforce* survey shows 42% of supply chain respondents are female, and Gartner's *Women in the Supply Chain* data finds 25% of supply chain C-suite roles are now filled by women—statistics not seen a decade ago.

—**Kim Vindrine**
Sales Excellence Manager
Employbridge

❑ SUPPLY CHAINS ARE NECESSARILY BECOMING MORE RESILIENT by shifting production out of China toward countries that have better relations with the United States and its allies. Shipping lanes between China and the U.S. West Coast are comparatively secure when compared to routes that require ships to pass through the Suez or Panama Canals regardless of the disposition of the country of origin.

—**Robert Reavis**
Vice President, ButcherJoseph & Co.

Myth: Cost Reduction Reigns



❑ The supply chain should reduce cost. It can, but more importantly the supply chain should help reduce time—the amount of time that anything in stock is ordered, pulled from inventory, and delivered to the end consumer.

—**Steven Hyman**
COO, Global Messenger and Logistics

❑ The most important supply chain metric is cost savings. Many supply chain professionals believe doing more with less and finding “leverage” is the key to success. Operating efficiently, not the cheapest, is paramount to delivering value in the form of responsiveness, sustainability, and innovation. You cannot thrive internally and expect your customers to feel the value.

—**Mark McEntire**
CEO, Princeton TMX

❑ TEMPERATURE-CONTROLLED ENVIRONMENTS ARE ONLY SUITED to protect from heat or freezing. There is additional value; they reduce humidity while food products are stored or handled. Humidity can impact food quality and the shipping and inner carton stability.

—**Frank Hurst**
Executive Vice President – LTL
Echo Global Logistics

❑ TRANSPORTATION CAUSES MAJOR DELAYS (i.e. OTIF penalties) in manufacturing. This is overblown. More than 80% of the time, the reason something is late to a customer destination is because it didn't leave the source distribution site on time.

—**Keith Moore**
CEO, AutoScheduler.AI

❑ NEGOTIATIONS ARE A ZERO SUM GAME. Conversations with suppliers, partners, and even competitors should center around opportunities for shared value creation, instead of an ultimately shortsighted “I win, you lose” approach. As Simon Sinek says, it's an infinite game. Adopting binary mindsets will ultimately leave us shorthanded.

—**Jason Hehman**
Vertical Lead for Industry 4.0, TXI

❑ SUPPLY CHAINS ARE LINEAR. Supply chains are nonlinear fluid processes that operate continuously. They are dynamic and consist of multiple chains that comprise a supply chain ecosystem. They are interconnected and living processes that do not start and end.

Understanding this will make you more adaptable to change.

-Stephen Dombroski
Director of Consumer Markets, QAD

❌ BLAMING THE SUPPLY

CHAIN for products not being delivered on time and timelines being delayed. This is a cop out. It's easier to place blame instead of understanding the requirements for the supply chain to flow correctly.

-Chip Barth
Managing Director, Global Supply Chain Practice, TBM Consulting

❌ YOU NEED TO BE AN EXPERT IN SUPPLY CHAIN.

In a recent piece of research every interview started with "I'm not an expert on supply chain," yet what followed was a rich discussion that often ran over time. Start a conversation with a team you don't normally talk with.

-Anthony Monaghan
Transportation Leader, WTW

❌ A "LIGHTS OUT" SUPPLY

CHAIN. The value technology can bring is not to eliminate humans but elevate them, by automating the obvious and minimizing the mundane, so people are freed to work on higher-order, complex problems requiring contextual understanding and judgment.

-Polly Mitchell-Guthrie
VP, Industry Outreach and Thought Leadership, Kinaxis

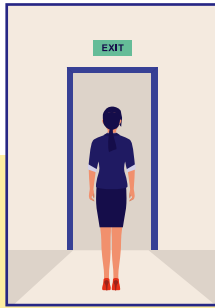
❌ PRESSING PAUSE ON INNOVATION

and continuous improvement in a down market. This can actually be an opportune time to take action for the future. A company's budget may not currently support launching new sites or fully automating an existing site, but there are lower-cost options to remove bottlenecks and improve operational efficiencies.

-Bryan Perkins
Senior Vice President, Engineering Tompkins Solutions

❌ SUPPLY CHAIN DISRUPTION CAN BE MEASURED

just by looking at the amount of stock in the supply chain. While volatility matrices



Fallacy: Humans Will Be Supplanted

❌ People will become less important with increasing automation and AI in the supply chain. While technology boosts efficiency, it cannot replace the unique human skills necessary for collaboration and strategic decision-making. An optimal supply chain requires a balance of both technology and human expertise.

-Mike Trudeau
Executive Vice President, Business Development, Montway Auto Transport

❌ Digitalization replaces human expertise. While technology does enhance decision-making, the human touch remains crucial for tackling disruptions and maintaining partnerships. Digitalization doesn't negate the need for human skills; it complements them.

-Fernando Correa
CEO/Co-Founder, Cargobot

may tell us we aren't experiencing disruption based on measures of stock, we also need to look at logistics indicators like the Baltic Dry Index and the Shanghai Containerized Freight Index (SCFI). Also, container imports and exports, and purchase, producer, and manufacturing indices.

-Gordon Donovan
Global Vice President Research SAP Procurement and Supply

❌ THE SHORTAGE OF TRUCK DRIVERS IS A SYSTEMIC ISSUE.

This is just not the case. What we have seen are temporary fluctuations in capacity based on the demand for shipped goods vs. the supply of trucks available, often due to drivers leaving or entering based on the strength of the market.

-Eric Masotti
President of Logistics Trailer Bridge

❌ DISRUPTION IS AN ABERRATION.

It's a state of mind. Agility isn't something that happens just once or twice a year or when a crisis hits. It's an ongoing capability and it's business critical. The era of "this is how we do things, no need to adjust" doesn't exist anymore.

-Tony Pelli
Practice Director, Supply Chain Security & Resilience, BSI

❌ COMPANIES' SUPPLY CHAIN CHALLENGES ARE UNIQUE.

We all face similar issues. By connecting and discussing our shared challenges, we open the door to collaborative problem-solving and can create shared value. Partnership and transparency are essential to building a smarter, more sustainable supply network.

-Dan Ahrens
Director, Customer Solutions, CHEP



Have a great answer to a good question?

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

How would you complete this sentence?
Supply chain professionals would make great _____.

We'll publish some answers. Tell us at:
www.inboundlogistics.com/good-question

10 TIPS

Securing Your Supply Chain Against Cyber Attack

While cyber attacks are becoming more common, more precautions are available today to protect your supply chain. Ensuring the best outcome against cyber attacks breaks down into three basic areas: avoidance, reaction, and preparation.

1 TAKE PROACTIVE MOVES TO PREVENT CYBER ATTACKS.

Move away from proprietary hardware and systems and shift to cloud services from established providers, such as Amazon Web Services and Google. These companies treat security as a main component of their core business, which you can leverage.

2 SHIELD YOUR SYSTEM, PROTECT YOUR DATA.

Transition to a browser-based user interface using APIs or CGI scripts to transfer data to and from the servers via firewalls. Browser-based systems are far more secure—they were initially developed by the U.S. Military to ensure data security and remote access speed.

3 IMPLEMENT TIGHTER CONTROLS ON LOGINS.

Requiring strong, frequently updated password controls is essential, as is controlling who can create user logins. Monitoring this helps avoid human error that can leave your system vulnerable.

4 WORK THROUGH OTHER PLATFORMS.

Swiftly work through alternative software platforms while you identify the main system issues. This helps reduce the severity of the attack because it enables business continuity with minor impact on your customers. Our experience has shown us that customers

who are open to working on alternative platforms significantly minimize their cargo flow disruption.

5 LEVERAGE AI DATA INGESTION TOOLS.

Use these tools to conduct major data input. This can replace or substitute for EDI connections in the short term by facilitating the process of importing large, assorted data files from multiple sources into a single, cloud-based storage medium.

6 SECURE THE MAIN SYSTEM.

Ensure the main system is fully backed up and operational and free of viruses. Returning to the main system prematurely can create additional problems

that negatively impact both customers and employees.

7 VET PLATFORMS BEFORE AN ATTACK.

When looking for the right platform, ask key questions, such as: How much of the core business can be supported on this platform? Do you need more than one? Does this align with my business objectives?

8 INTEGRATE AN EMERGENCY PLATFORM INTO YOUR MAIN SYSTEM.

The fail-over platform, which is a standby system available if the main system fails, should run as a mirror of the live environment. Cyber attacks often result in losing access to current data, which is a huge

problem. Transitioning to live data saves an enormous amount of time and minimizes the impact on the customer. Keep in mind that advanced set up reduces transition downtime and helps maintain continuous operations. It is important to establish two-way connectivity between the systems so the backup system is up to date and new data can easily be restored to the original platform. Remember to have a data mirror in place prior to an event; this serves as insurance.

9 IMPLEMENT A TRAINING PROGRAM.

With a small investment in training, employees can quickly learn how to work in a new, unfamiliar environment—which saves time and money in the long run. Conduct training for entire teams while applying a more frequent and comprehensive approach for key users.

10 CONDUCT OCCASIONAL FIRE DRILLS.

Practicing how to handle a challenge that requires a calm, swift response ensures the team is prepared during a real-world crisis. There is a reason all children must practice fire drills at school. This is to prevent panic and ensure everyone knows how to quickly transition to a safe environment. The same is true with core systems as well.

SOURCE: BRYN HEIMBECK, CO-FOUNDER AND PRESIDENT, TRADE TECH

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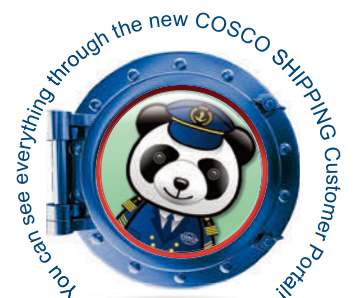
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READERPROFILE *as told to Karen Kroll*

Oil's Well That Ends Well



SALIM BENJELLOUN is vice president of operations at Pompeian Inc., a leading brand of olive oil, vinegar, and cooking wine. Founded in Baltimore in 1906, the company produced America's first national brand of imported extra virgin olive oil.

RESPONSIBILITIES: Overseeing supply chain operations, production, maintenance, and capital expenditures.

EXPERIENCE: Vice president, operations; operations manager; and engineering manager, all with Pompeian; continuous improvement intern with Colgate-Palmolive.

EDUCATION: Université de Technologie de Compiègne (UTC); mechanical engineering, industrial reliability, and quality.

I was born and raised in Morocco, and then graduated from college in France. I came to the United States and joined Pompeian in September 2013 when I was 23 years old.

I came to the United States thinking I spoke decent English, but I really didn't. I started in the maintenance department on a team of experienced mechanics, where I had no experience and a language barrier. The company trusted me, but gaining the trust of the department was more of a challenge.

To gain their trust, I focused on consistent, hard work combined with pride and love. Every day I worked longer hours, as I wasn't yet thinking about having kids or buying a house.

I did this because I wholeheartedly agreed with Pompeian's values. We offer a good, healthful product and are doing good for farmers, consumers, our employees, and the planet.

In this company, every employee matters. Knowing all of this means I can go through challenges and difficult days with pride. When I return home, I still smile and feel the same satisfaction as when I started. I was lucky that I was given a challenge and I embraced it.

Before Pompeian, I held an internship with Colgate in France,

"I think of engineering as learning how to solve things. That's what drew me to supply chain."

where I was able to see a large-scale production operation. Colgate also inspired me, when I was choosing my career path, to look at what I like to do and what type of businesses will remain

meaningful and continuously do good for people. Food is one. People will always eat and drink, and value can always be added there.

It's also easy to become passionate about the food industry, especially olive oil because it has a long history and provides many health benefits. In many countries, it's on the table like salt and pepper.

Additionally, manufacturing skills can transfer from one company to another. I think of engineering as learning how to solve things. That's the part I enjoy, as well as systems and process changes. These are also what drew me to supply chain.

There have been a lot of positive changes and growth across Pompeian. The company is family-oriented and culture-driven. We care about families, food and the planet, and I'm proud to be a part of it. ■

Salim Benjelloun Answers the Big Questions

1 What are one or two things you wished you'd known before starting your current role?

Without hesitation, it's English. Speaking the language is an important requirement when coming to an English-speaking country.

Another thing is the American mentality about work and how much we focus on it. In Europe and Morocco, there's a different mindset and balance. It wasn't too difficult to adjust to the differences, but I would have been a little more efficient if I knew the American culture coming in. Yet, there is also the beauty of discovering it.

2 What kind of student and teen were you during your high school years?

One thing that made me who I am today when it comes to approaching challenges is that I was lucky to have parents that would not say no to anything. It doesn't mean they always approved of what I was doing, but they left the responsibility to me.

My dad would say, 'You're going to keep going, hit

the wall, and then come back. You have to measure the risk.' So as a teen, I could sleep at a friend's house even on school nights, but it was on me to make it to school the next day. This helped me to learn not to be scared of making my own decisions.

At the same time, making decisions can be exhausting. I would wear the same pajamas and socks each day so I didn't have to think about choosing them. I then kept my thoughts for bigger decisions.

3 What motivates you to get you out of bed every morning?

The people I work with. Before I think about my job, I think about who I will be working with during my day.

What also gets me out of bed is the anticipation of uncovering new possibilities, and the excitement of turning potential into reality and embracing the day's untapped opportunities.

Lastly, gratitude for the gift of a new day and the well-being to experience it.



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NOTED

The Supply Chain in Brief

> GREEN SEEDS



■ **Estes** partnered with **Watershed**, an enterprise sustainability platform, to assess and set benchmarks against its sustainability program. The initial phase will be to complete Estes' first carbon footprint, which it will use as a baseline to analyze its emissions data and identify emissions hot spots.

■ **Wen-Parker Logistics** has entered a partnership with **4ocean** to help remove up to 20,000 pounds of plastic and trash from the oceans, rivers, and coastlines.

> UP THE CHAIN

J.B. Hunt Transport Services appointed **Shelley Simpson** as chief executive officer and president, and nominated her for election to the company's board of directors. Simpson has served as the company's president since August 2022.



Robert Kossick will join **A.N. Deringer's** Trade Advisory Group as a senior trade advisor. Kossick is a licensed customs broker, an attorney whose practice experience has centered on customs and trade issues, and a member of the Washington District Export Council.

> SEALED DEALS



• **Kilcoy Global Foods** deployed the **Nexterus** transportation management system to help manage freight and improve freight spend reporting. Kilcoy provides high-quality food products to independent restaurants and national chains.

• Ice company **Arctic Glacier** has improved distribution network efficiency, fleet performance, and the customer experience by using **Descartes'** strategic route planning solution to optimize ice distribution from 100+ facilities and 1,000 vehicles to 75,000 customer locations across the United States and Canada.

• **flaconi**, a German beauty and perfume e-retailer, selected **GreyOrange's** *GreyMatter* fulfillment orchestration platform in combination with a fleet of 70 GreyOrange Ranger Assist robots to attain peak season flexibility in the warehouse.

• As part of a new multi-year agreement with **RightHand Robotics**, **Staples** will deploy and install the company's *RightPick* item-handling system to automate operations for higher service levels and next-day delivery to 98% of the United States.



> M&A



■ The **Kenan Advantage Group (KAG)** acquired **Northern Dry Bulk**, a Clare, Michigan-based company specializing in the transportation and storage of plastic resins in the United States and Canada.

■ **Armada Sunset Holdings** acquired **ATEC Systems** and its affiliates. ATEC will operate as a division of Armada Supply Chain Solutions, the company's food and restaurant logistics operation.

■ **Cheetah Net Supply Chain Service** completed its acquisition of **Edward Transit Express Group**, a California-based global inbound non-vessel-operating common carrier providing ocean and air transportation services.

■ **Accenture** will acquire **Insight Sourcing**, a strategic sourcing and procurement services provider.

■ Cleveland-based **KODIS Holdings**, a collection of niche logistics companies, completed the acquisition of Syracuse-based **Empire Freight Logistics**.

■ **RD Last Mile Holdings**, a final-mile delivery company headquartered in Omaha, acquired the assets of **Sonic Systems**, a provider of customized and final-mile logistics services in Florida.

> MILESTONE

■ **CB Customs Broker**, a Lufthansa Cargo subsidiary, customs-cleared 50 million shipments in just three years. The company specializes in all aspects of customs and customs clearance for import and export shipments by air, sea, rail or road.

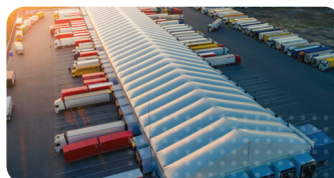


> RECOGNITION

• The **Hyster® H40-70A** forklift series is a winner of the **2023 GOOD DESIGN® Award**. The H40-70A models, which are available with 4,000-to-7,000-pound lift capacities, are designed around a singular base configuration derived from direct feedback from operators, managers, technicians, safety coordinators and other professionals. From there, operations can tailor additional features, creating a forklift based on their specific application.



• The **Allen Lund Company** was designated a **2023 Warehouse Delivered Carrier of the Year** for PepsiCo's Central and North Divisions.



• **Kaleris** was named the **overall leader in the Yard Management System Competitive Ranking** by technology intelligence expert ABI Research. The Kaleris yard management system was the

highest-performing solution across multiple categories, earning both Top Innovator and Top Implementor rankings, which culminated in the overall leader ranking.

• **AutoScheduler.AI** won the **BG Strategic Advisors Supply Chain "Shark Tank" competition**, taking home both the Judge's Choice and the People's Choice Awards. Awards included \$5,000 provided by former Shark Tank winner Venti and \$10,000 in services by Benesch.

• **IntelliShift** was selected as winner of the **IoT Analytics Company of the Year** for the second year in a row in the 8th annual IoT Breakthrough Awards program conducted by IoT Breakthrough, a market intelligence organization that recognizes the top companies, technologies and products in the global Internet of Things market.

• **Schneider National** received the **National Safety Council's Green Cross for Safety Advocate Award** for the company's work piloting technology to combat impaired driving. The NSC's safety awards recognize individuals and organizations for their contributions to the advancement of safety in the workplace, on the road and in homes and communities.



[IN FOCUS]

TAKEAWAYS

Shaping the Future of the Global Supply Chain

READERS REACT: NEW CYBERSECURITY EXECUTIVE ORDER

To address growing concern over cyber threats, President Biden signed an executive order amending regulations designed to safeguard U.S. vessels, harbors, ports, and waterfront facilities. The order aims to further protect these assets against cyber attacks and other threats.

Here's what *Inbound Logistics* readers say about this new action:

"The new executive order will give the U.S. Coast Guard greater authority to enforce cybersecurity requirements. Securing the maritime sector is an essential part of building resilient supply chains."

—Abe Eshkenazi, CEO, Association for Supply Chain Management (ASCM)

"This is a critical step forward in protecting U.S. ports. We also have to pay attention to common wireless vulnerabilities. Attacks leveraging wi-fi, Bluetooth, and IoT protocols may be used to access authorized infrastructure including IT and OT systems."

—Dr. Brett Walkenhorst, CTO, Bastille

"This is a crucial advancement. Cyberattacks serve as stark reminders of the cascading impacts on America's shipping ports and the U.S. economy. Employing due diligence and verifying partnerships are also key to mitigating external risks."

—Cole Garson, COO, Remcoda

IS SAME-DAY DELIVERY WORTH THE HYPE?

While implementing same-day delivery presents challenges, many companies say that the benefits are worth it. A majority of companies (80%) say they increased revenue after implementing same-day delivery, according to new research from Roadie, a UPS Company that offers a logistics management delivery platform.

The research, which provides an overview of the challenges and benefits associated with implementing same-day delivery services, finds that nearly one-third of retailers report a revenue increase of more than 10%. Executives also cite benefits including higher customer satisfaction (80%), and an increase in sales (70%) and retention rates (66%).

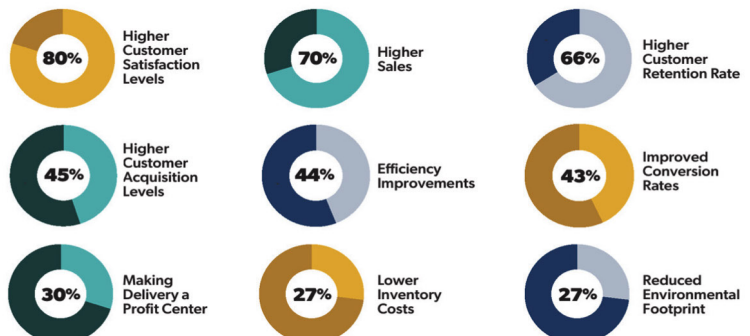
Additional research highlights include:

- Most companies (63%) offering same-day delivery have done so for three years or more.
- 68% report that same-day delivery ROI consistently increased each year.
- Companies say that growing ROI unlocks insights that help them make decisions about:
 - ▲ Product and service offerings (65%)
 - ▲ Expansion of same-day delivery in new regions (59%)
 - ▲ Warehouse space (54%)
 - ▲ Distribution facility locations (51%)
 - ▲ Logistics investments (45%)
 - ▲ Labor (37%)

One caveat: The transition to same-day delivery introduces higher operational costs for most companies surveyed, who report the need for innovative pricing strategies to mitigate these expenses.

Same-Day Synergy

What benefits do companies experience from offering same-day delivery options to consumers?



Source: Roadie



SUPPLY CHAINS SEARCH FOR NEW SOURCES

All eyes are on emerging markets as logistics and supply chain professionals look for the next opportunity to combat an uncertain global economic climate. These executives also remain wary of recession, express concerns over elevated costs,

and expect supply chains to continue moving out of China, according to the newly released *Agility Emerging Markets Logistics Index*.

The *Index* ranks countries for overall competitiveness based on their logistics strengths, business climates, and digital readiness—factors that make them attractive to third-party logistics providers, freight forwarders, air and ocean carriers, distributors, and investors.

Here are some key findings from the 2024 *Index*:

- India, Europe, and North America rank ahead of China as destinations executives expect to move production to in 2024 and onwards.
- A large percentage of executives see increased risk/decreased rewards in emerging markets.
- Many see India growing in importance as a producer and market, but cite inadequate infrastructure and corruption as the biggest obstacles there.
- Many predict a surge in Africa investment.
- 66% say climate change is something they're planning for, or is already affecting their businesses.

GLOBAL LOGISTICS SOLUTIONS

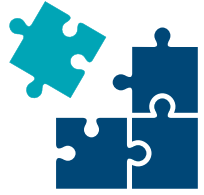
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Supply Chain Challenge?

SOLVED



Load More Per Container to Cut Freight Costs

Containers that reach maximum weight capacity before the container is filled have a high price tag to ship. Cut freight costs by loading more in every container.

Most U.S. states have very strict payload weight limitations. For pickup and delivery of heavy cargo moving via the Port of New York, ACL can significantly increase those weight limitations for containers and save costs.



THE CHALLENGE

Containerized heavy weight cargoes such as wines and spirits, tile and granite, lumber, resin, foodstuffs, and metals are not within traditional container payload weight limits.

Higher payloads were getting increasingly difficult to secure and overweight permit options almost impossible to obtain. Shippers required experienced motor carriers that specialized in heavy weight loads who could obtain the necessary permits to legally transport these loads. Most carriers had no motor carriers to take on the loads once they left the vessel and port.

U.S. states have very strict payload weight limitations: 38,000 lbs. per 20', 44,000 lbs. per 40' and 41,000 lbs. per reefer. Shippers were being forced to use additional containers in order to lighten the heavy loads for transport.

They faced a major problem: less cargo in each container equaled more containers per shipment. The bottom line? Paying additional costs to transport their heavy loads.

THE SOLUTION

For pickup and delivery of heavy cargo moving via the Port of New York, ACL can significantly increase those heavy weight container limitations. ACL has teamed up with an experienced New Jersey-based motor carrier that specializes in heavy weight loads. They offer professional drivers who are experienced with heavy loads, provide a fleet of quad-axle tractors with two types of tri-axle chassis: 20'/40' combo tri-axle chassis and 40' super single tri-axle chassis.

Special permits are provided for New York, New Jersey, Pennsylvania, and Delaware that allow the maximum gross weight of cargo-container-chassis-tractor to be increased from 80,000 lbs. to 90,000 lbs. Heavy New England deliveries are made using tri-axes and quad-axle tractors.

ACL helps heavy cargo stay in conformance with state highway regulations. What this means for shippers is more cargo in each container which equals fewer containers per shipment.

Bottom line? Much less cost! ACL can easily handle containerized heavy weight

cargoes that are not within traditional container weight limits. Shippers can now load additional freight into one container with realized cost savings. All heavy shipments will be handled using proper permits in accordance with local and state authorities.

ACL has developed transportation options in New

York. We work with professional motor carriers who are highly experienced with heavy cargo and are experts at providing higher payload weight limits with the use of 4-axle trucks, tri-axle chassis, and permits.

ACL can now deliver cargo safely/legally via New York with quad-axle tractors, tri-axle chassis, and special permits for New York, New Jersey, Pennsylvania, Delaware, Massachusetts, Connecticut, and Rhode Island.

ACL also has opportunities to widen the benefits found for New York to the Ports of Baltimore and Norfolk if there is interest. Please contact us for more details.



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Convergint Technologies Ensures Safe Shipping with EchoInsure+

Security solutions firm Convergint found peace of mind with Echo Global Logistics' supplemental cargo insurance offering EchoInsure+. Through an expedited claims process with faster resolution, Echo made shipping Convergint's high-value freight stress-free.

Convergint Technologies, a banking security technology organization, ships a great deal of high-value commodities to top-tier banking companies around the country. From ATMs, safes, conduits, and an array of security instruments, keeping these important commodities in prime condition is essential to Convergint's business.



Fortunately, Convergint had included EchoInsure+ on its damaged ATM shipment. Convergint's client was able to receive reimbursement for 75% of the value of the product, and the parts from the machines were able to be salvaged. The turnaround for filing and resolving the claim was swift, and the time lost and the damage dealt was resolved much more easily than if the shipment had not been insured.

THE CHALLENGE

As a high-value shipper which operates largely in the LTL space, Convergint keeps a close eye on key performance indicators such as cost per commodity, on-time-in-full delivery performance per carrier, and claims ratios.

For one such high-value shipment, Convergint needed to move a large quantity of ATMs. These banking machines needed to be secured properly in order to maintain proper functioning upon arrival. To prepare for this, the devices had been equipped with wheels to move more smoothly between trailers and docks in the loading process.

Despite explicit instructions from Echo, the ATMs were accidentally loaded onto faulty pallets by the carrier. As a result, the products could not be secured as required during transit. Upon arrival, the pallets had broken,

leaving the high-tech devices damaged and in need of significant repair.

"It was almost a total loss," said Raj Dharamsi, supply chain manager at Convergint. "The damage was significant, and we were worried our products would not be able to be salvaged."

THE SOLUTION

In 2023, Echo Global Logistics, a leading third-party logistics provider of technology-enabled transportation and supply chain management services, introduced EchoInsure+, a means to add an extra layer of protection to LTL shipments. This shipping solution offers best-in-class coverage as a simple addition to loads booked through Echo and includes claims paid in as fast as 10 days, zero deductible up to \$10,000, broader protection with fewer exclusions, and full-value coverage rather than limited carrier liability.

With EchoInsure+, the shipping and claims process is significantly easier, and in the event of lost or damaged goods, the client payout much more accurately retains the value of the product. Now, Convergint ships nearly every load with EchoInsure+, providing peace of mind when transporting their business's valuable products.

"We were thankful that we had included EchoInsure+ on this particular shipment," Dharamsi said. "It quickly allowed us to turn a major roadblock into a readily available solution. We're able to continue to ship our high-value products worry-free with Echo's help, and we're grateful for the support of their innovative services and dedicated team."

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[INSIGHT]

VIEWPOINT

by *Eric R. Byer*

President and CEO, The Alliance for Chemical Distribution
ebyer@acd-chem.com | 703-527-6223

Preventing Another Supply Chain Groundhog Day

Rising prices, long delays, and mounting backlogs are factors reminiscent of the 2020 shipping crisis. But businesses still experience some of the same challenges, which are, unfortunately, tracking well ahead of where we were during the pandemic. It's imperative that we prevent another supply chain Groundhog Day.

Ongoing tensions in the Red Sea and Gulf of Aden have severely disrupted the economic transport of essential chemicals. Container ships are rerouted around South Africa's Port of Good Hope because of pirates. The historic drought in the Panama Canal compounds these disruptions, making shippers anxious of what's to come.

I recently testified before the Federal Maritime Commission (FMC) to warn about the implications of rising shipping rates and delays should these challenges not be resolved. The Alliance for Chemical Distribution (ACD) relies heavily on chemical imports and our members are starting to experience the impacts of these shipping challenges.

We recognize some increases in costs and transit times are justified and we want ocean carriers to ensure the safety of their employees, vessels, and cargo. However, they must also ensure their response does not damage the global marketplace.

Our members have grown concerned by the lack of communication from carriers about the location of their containers and potential for delays. In a world of 24/7 global communications and GPS tracking, this is unacceptable.

MORE THAN NECESSARY?

ACD members have also seen an uptick in shipment surcharges. While we understand the interwoven nature of global shipping means these disruptions will impact ocean shipping, we fear that current pricing shifts go beyond what is necessary and place a disproportionate cost burden on shippers.

Shippers are experiencing a significant increase in the spot rate market. More frustrating, carriers have invented new surcharge names, such as Emergency Freight Surcharges or Peak Season Surcharges, and placed them on shipments regardless of their destination and without clarifying how they determined these charges.

Following the historic profits made by carriers during the pandemic, Congress overwhelmingly passed the Ocean Shipping Reform Act, giving the FMC expanded oversight and power to regulate the ocean carrier community. However, carriers continue to do as they wish with little regard to the impact on businesses across the supply chain.

If we want to avoid another supply chain crisis and get out of this endless time loop of shipping challenges, a number of actions must take place:

1. The FMC must remain vigilant in overseeing special permission requests and surcharges levied by ocean carriers.
2. The FMC has the authority to address unreasonable surcharges, and must hold these carriers accountable.
3. The FMC must proceed with the Maritime Transportation Data Initiative to improve data transparency and cargo movements.
4. Congress must conduct oversight to once again force carriers to be held accountable for their actions.

We must not let the ocean carrier community use tensions in the Red Sea as an opportunity to financially benefit at the expense of the American supply chain, businesses, consumers, and ultimately, the U.S. economy. ■

On Track with Rail

The Port of Long Beach is investing \$1.5 billion in rail infrastructure – more tracks, longer trains and greener locomotives. More cargo moving faster to market more efficiently as we work to become the world's first zero-emissions port.





[INSIGHT]

SMARTMOVES

by Adam Putzer

National Sales Director, CPC Logistics

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Paving the Way for Younger Truck Drivers

With a shortage of more than 60,000 truck drivers due in large part to an aging workforce, the idea of recruiting millennial and Generation Z workers into the profession is gaining traction.

Here are some actions companies can take to pave the way for the next generation of truck drivers.

Start a warehouse-to-driver transition program. Because federal regulations prevent people younger than 21 from obtaining a commercial driver's license (CDL) that would allow them to drive trucks across state lines, many high school graduates who may have considered a trucking career pursue jobs in other fields.

Companies can break down this barrier and establish a hiring pipeline by creating transition programs that give young people the opportunity to work in a warehouse before attending truck driving school and eventually becoming a professional driver.

Implement a thorough onboarding process. Truck driving schools teach the skills and knowledge needed to pass the CDL exam. They do not provide all the tools drivers need to succeed at the companies that hire them.

Ensure employees have consistent and meaningful contact with managers and supervisors. Consider assigning new drivers to an experienced mentor or having them spend time with a partner who can show them the ropes.

Offer CDL tuition reimbursement.

Financial limitations can be an obstacle when beginning a career. Paying all or part of the cost to attend CDL school is another way to entice younger drivers to join your company. Many organizations that provide tuition reimbursement pay drivers in increments over time, which can also boost retention.

Begin an employee referral program.

According to a recent American Transportation Research Institute study, 73% of surveyed drivers between the ages of 18 and 25 were introduced to trucking by an adult relative. Giving referral bonuses to current employees can inspire them to not only advocate for trucking as a career choice, but also promote your company's open jobs to the younger drivers they know. Often seen as a perk, these bonuses can help you retain drivers after you hire them, too.

Provide recognition and incentives.

Younger employees want more frequent recognition compared to older generations. Acknowledge your drivers' outstanding work with Driver of the Month and Driver of the Year awards, tout their accomplishments in company newsletters and social media pages, and

host appreciation activities like cookouts and outings. And incentives for safe driving and additional training show your drivers that hard work pays off.

Create clear paths for advancement.

Many drivers in the early stages of their careers are motivated by the prospect of earning better opportunities down the road. While it is important to offer higher pay or more flexible schedules, companies must also establish a viable path from the truck to the office.

Give drivers the chance to become trainers, team leads, dispatchers or members of operations and management teams. The best fleet leaders are often former drivers due to their firsthand experience behind the wheel.

Support work-life balance. When it comes to factors influencing job satisfaction, drivers of all ages consider home time to be the most important. When possible, companies should create more regional and local jobs that allow drivers to be home every night.

Also accommodate for those who desire part-time or flexible work. This can help combat the industry's reputation for long hours that has kept younger generations away.

Companies that can connect with young drivers—a largely untapped source of talent—will be well-positioned for success in the face of the ongoing driver shortage. ■

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GLOBAL TRADE COMPLIANCE:

How to Play by the Rules

Complex government requirements will create new impacts for many shippers in 2024. Which rules and regulations affect your business, and what steps should you take right now to comply?

by Merrill Douglas



GOVERNMENT MANDATES will impose new responsibilities on many supply chains in 2024. Rules and regulations concerning the environment, human rights, and drug safety will either take effect this year or gain new provisions. To comply, companies will have to capture and process a great deal of data.

Here are four sets of rules and regulations likely to make some of the biggest impact on supply chains in 2024.

1. Uyghur Forced Labor Prevention Act

Under the Uyghur Forced Labor Prevention Act (UFLPA), which U.S. Customs and Border Protection (CBP) started to enforce in 2022, companies may not import into the United States any products with content made by forced labor in China's Xinjiang province, or products sourced from companies with links to forced labor there.

While the UFLPA is about two years old, CBP keeps expanding its list of companies associated with forced labor, and it keeps sharpening its focus on certain products.

"Going into 2024, I see more fixation on the different sectors within electronics," says Jamie Wallisch, regulatory and sustainability expert at Assent, an Ottawa-based global firm that helps manufacturers use data to comply with supply chain regulations.

When a company imports a product with materials that CBP considers high

risk, the importer must prove that the product doesn't involve forced labor.

"It's called rebuttable presumption; it's like guilty until proven innocent," says Jerry Peck, vice president of product strategy at QAD, a supply chain solutions provider based in California.

High-risk products include: items that contain certain industrial metals; clothing and apparel; industrial and consumer electronics; automotive parts; and construction and building materials, among others, according to a document published by QAD. And just because a supplier isn't based in Xiangjiang, or anywhere at all in China, doesn't mean the import is safe.

"Transshipments come out of China, and go into Malaysia, Thailand, and other countries where they produce the finished goods," says Peck. Shipments from those countries could also draw scrutiny.

If CBP detains a shipment and the importer can't prove that it complies

with the UFLPA, the government can seize the goods. Even if CBP ultimately clears the import, a shipper that can't make its case quickly will suffer.

"It's costly for companies, every single day, to hold their goods until they're able to provide that evidence," Wallisch says.

A company needs to lay the groundwork for UFLPA compliance long before goods go on the water.

"First, become educated on what the forced labor requirements are," suggests Peck. "Then include those as part of your corporate ESG [environmental, social, and corporate governance] program."

Next, analyze overseas suppliers and their products to determine which ones might pose a risk under UFLPA. When you identify such a product, you need to trace it back to its raw materials, gathering proof that there's no forced labor in the supply chain.

"You have to assume that your shipment will be selected for detention and have that rebuttable evidence prepared in advance of the importation," Peck says.

Some of the evidence may come from publicly-available sources such as news articles, reports from non-governmental organizations, and corporate tax records. A shipper should also press suppliers

for information: “How are they dealing with concepts of forced labor? What is their process for validating or onboarding their tier one and tier two suppliers?” Peck says.

Assent monitors publicly-available information on behalf of customers, and it administers a survey called the *Slavery and Trafficking Risk Template* to gather information from vendors.

QAD, through its supplier relationship management solution, also helps importers administer questionnaires. “You have to vet your suppliers and their supply chain—everyone who’s touching those goods,” Peck says.

2. European Union Deforestation Regulation

Manufacturers, distributors, and retailers that operate in the European Union will soon have to prove that their products aren’t complicit in stripping the world of trees. The European Union Deforestation Regulation (EUDR) takes effect at the end of 2024 for large companies and in June 2025 for small and mid-sized ones.

The EUDR covers seven commodities—timber, beef, palm oil, soy, coffee, cocoa, and rubber—plus certain products derived from those commodities, such as leather, chocolate, and furniture.

Any company that sells a product covered by the regulation will need to: gather information on that product; assess the risk that it has contributed to deforestation; take steps to mitigate that risk; and place a statement about these efforts in an information system developed by the European Union.

The information a company collects must first show that the commodity was sourced legally, and that it doesn’t involve any human rights violations.

“The second part is to obtain geolocations for where your commodity was grown or harvested,” says Charles Getter, sustainability consultant at Source Intelligence, a San Diego-based firm whose software and services help supply chains comply with government regulations. “You need to be certain that

that particular plot of land had not been subject to deforestation.”

Responsibility to comply with the EUDR runs up and down the supply chain. But, luckily, the law doesn’t force each trading partner to perform due diligence from scratch if another supplier has already completed that function.

For example, a supermarket chain whose products include thousands of packaged foods made with soy can check to see if food processors or distributors have already performed due diligence on those products. “If so, you can just quote the reference number associated with that statement,” Getter says.

To prepare for the EUDR, first determine whether you already use a due diligence management system to comply with other government rules, such as the EU Timber Regulation. If you don’t have such a system, start planning to implement one, and start gathering data to populate the system. “You might discover that you don’t exactly know where a lot of your products are

coming from, or the legality around your products,” Getter says.

In addition, study the EUDR, particularly Annex I of the regulation, which lists the Harmonized Tariff Schedule (HTS) code of all commodities the law covers.

It’s also important to pinpoint exactly where products were produced—where the soybeans were grown, for example, or the cattle grazed. Source Intelligence uses these geolocations, plus high-resolution satellite imagery provided by the EU, to look for signs of deforestation.

“We can check for conversion of forest to agricultural land by applying designations to satellite imagery and mapping land use,” Getter says.

Thanks to its automated processes, Source Intelligence can quickly conduct due diligence and risk assessment for products that originate in hundreds of locations. “We can check commodities and the legality around them, and get almost instant verdicts on whether or not deforestation was detected on that plot.”

To facilitate compliance with the EUDR, Source Intelligence offers software that identifies risks to ensure suppliers, parts, and products meet core compliance obligations and uncovers possible exposure to suppliers engaged in human rights violations.



Gateway to Delays

Thousands of Porsche, Bentley, and Audi finished vehicles were reportedly impounded at several U.S. ports in mid-February 2024 due to allegations that the vehicles were manufactured using Chinese subcomponents called gateways that breach U.S. anti-forced labor laws under the Uyghur Forced Labor Prevention Act (UFLPA).

As automakers struggle to find parts that are in compliance with UFLPA, they face backlogs that will likely extend the current expected delivery delays, putting revenue and reputation at risk.

Jena Santoro, senior manager of intelligence solutions at Everstream Analytics, which has been tracking this situation, shares some key points:

1,000 Porsche sports cars and SUVs, several hundred Bentleys, and several thousand Audis were impacted.

A vehicle gateway is a crucial component in modern automotive manufacturing as it facilitates communication and data exchange between different networks or systems within the vehicle. Without it, a vehicle's electronic control units operate independently and much less effectively. More importantly, gateways also fortify against cybersecurity issues, and are critical in the development of autonomous vehicles that rely on advanced data exchange and safety protocols.

Though the vehicle manufacturers are now working diligently to replace the parts with those that are in compliance with U.S. laws, delivery delays to dealerships, and therefore to customers, are expected at least until the end of March.

Depending on the complexity of the vehicle concerned, the part can be replaced within between 30 minutes to several hours. The issue, however, is identifying alternate sources of reliable product that will not be found in violation of the UFLPA, and procuring them quickly.

Luckily, the landscape for global automotive central gateway manufacturing is highly competitive and not as centralized regionally like some other automotive components, such as semiconductors.

In this case, the supplier found in violation of forced labor was farther down the sub-tier automotive supply chain. As such, it will take time to verify that alternate product suppliers do not have the same vulnerabilities in their extended networks. As seized vehicles mount at U.S. ports of entry, automakers will be faced with backlogs that will likely extend the current expected delivery delays.



3. Drug Supply Chain Security Act

Since 2013, the Drug Supply Chain Security Act (DSCSA) has required all parties from manufacturers to pharmacists to track and trace prescription drugs and certain prescription medical devices throughout the entire supply chain.

Currently, companies can use paper-based systems and capture data on

products at the lot level. But starting in November 2024, they will need to use electronic systems to collect, store, and share their data, and each product will need to carry a unique serial number at the lowest unit of sale.

Congress designed the DSCSA to prevent drug counterfeiting and theft and to make it easier to recall drugs when necessary.

“It allows the supply chain to have

visibility of a drug as it moves throughout the supply chain,” says Andre Caprio, director of business development, pharmaceutical and health care at Covectra, a company in Westborough, Massachusetts that provides serialization, tracking, and tracing solutions.

When the new requirements take effect, each case, vial, or other sellable unit will carry a two-dimensional barcode with data such as the product's name and dosage, a lot number, expiration date, and a unique serial number.

Each entity in the supply chain must capture that data and store it for at least six years. Say, for example, that manufacturer Pfizer ships a product to a distributor. “Pfizer sends an electronic file that says, ‘I’m shipping 10 units of this particular product. Here are the serial numbers,’” Caprio says. Receiving the product and data, the distributor verifies that they match.

“As they push that product downstream, they need to send the same information to the downstream partner, which needs to receive and store that data as well,” he adds.

Most companies in the drug supply chain are still working to comply with the new requirements, Caprio says. One key step is to implement a DSCSA compliance technology solution from Covectra or another provider. The company also needs to collaborate with its suppliers and customers, creating links that will allow them to share data.

Even before choosing a solution, a company should reach out to the Healthcare Distribution Alliance (HDA), an industry organization that includes panels for pharmacies as well as distributors. “The HDA is the best neutral resource for a company to get insight on DSCSA,” says Caprio. Companies may also get valuable advice from peer organizations.

4. SEC Climate Disclosure

Since March 2022, the U.S. Securities and Exchange Commission (SEC) has been preparing to release a new set of rules that will require publicly traded companies to report how they are

managing their climate risk, and also report on their greenhouse gas emissions. While the plan could face further delay, the SEC expects to release the new rules in April 2024.

Once that happens, companies will have between one and three years to comply, depending on what's known as their "filer status" at the SEC, says Deon Glaser, senior vice president of sustainability, social impact and ESG at The Uplift Agency, a social impact and sustainability services firm based in Detroit.

The main point of the rules is to give investors information they can use to assess, for example, how climate-driven events such as floods or wildfires might affect a company's operations, or how much carbon the company releases through its activities.

"Investors have demanded that companies report this information," says Mark Mellen, industry principal, ESG at Workiva, a company in Ames, Iowa that provides a cloud-based compliance reporting platform. "They want the same caliber of disclosure from organizations that they see for financial statements."

The proposed rule divides greenhouse gas emissions into three categories:

- Scope 1: Direct emissions, such as the carbon released in a manufacturing process.
- Scope 2: Indirect emissions from purchased services such as electricity, heat, and cooling.
- Scope 3: All other emissions linked to the company's activities, including its supply chain.

It's not yet clear whether the SEC will include Scope 3 in the final rules. If it does, then companies will have to take a hard look at their supply chains to estimate how components, materials, or finished goods they buy contribute to emissions, both when these items are made and when they're transported.

The final phase of the Drug Supply Chain Security Act stipulates that pharmaceutical products in the United States must be electronically traceable at all times in the future, not only at batch level but also at package level. (Photo: ©Arvato)

Just like companies affected by the UFLPA or the EUDR, companies may need to gather information from several tiers' worth of suppliers. Fortunately, those suppliers—if they are publicly-traded in the United States.—will be doing their own research. "They need to follow the same process that you are with them, with their own suppliers," Glaser says.

To get ready for compliance, companies should first set up a governance structure. "Get the right teams together within the organization," says Mellen. Many companies have already created such structures to comply with other sets of rules and regulations, such as those focused on conflict minerals.

Workiva offers technology to

support this kind of cross-functional collaboration, helping teams assemble data and create reports, Mellen says.

Many companies already calculate their climate risk and emissions so they can comply with rules from other jurisdictions, such as California or the European Union. But those who haven't made that move should start right away.

The first step is to study how the SEC's rules, and other climate disclosure rules, apply to the company's situation. Then figure out which requirements the company is not already equipped to meet, and map out how to get into compliance. "We do that all the time with our clients, to help them understand what their existing capabilities are and where they will need us to help—what gaps to fill." ■



TAKING A PEEK AT PEAK SEASON



It's never too early to prepare for the holiday peak season, especially with disruptions mounting amid solid consumer spending. Shippers and carriers are employing automation, data-based decision making, and smart inventory management strategies—and tapping into lessons learned from last year—to get into position for 2024.

By Karen Kroll

Now that the holiday season—and the resultant post-holiday “returns hangover” period—is behind us, retailers and analysts are reflecting on what transpired to determine lessons and trends for the 2024 holiday season.

One consensus is clear: The holiday selling season is getting longer. In 2023, consumers spent \$109.3 billion online between November 1 and Cyber Monday on November 27—a 7.3% increase from 2022, Adobe Analytics reports.

Spending on Cyber Monday itself spiked as well, jumping 9.6% to \$12.4 billion, according to the report.

Why the early start? Rather than forking over expedited shipping fees or risking out-of-stock issues, “consumers started their shopping with Black Friday, Cyber Monday, or even earlier,” says Ann Marie Jonkman, senior director, global industry strategy for logistics services with Blue Yonder.

The longer season isn’t the only important takeaway from the most recent holiday sales period. Here’s a look at some of the other trends:

Continued strength in omnichannel retailing. Online and other non-store sales such as social commerce helped drive overall holiday sales growth in 2023, which jumped 8.2% to \$276.8 billion, according to U.S. Census Bureau data, reported by the National

Retail Federation (see chart). Social commerce—in which the shopping experience occurs on social media sites such as Facebook and Instagram—more than doubled between 2020 and 2023, hitting \$56.2 billion, or about 4.7% of total retail sales, according to McKinsey.

Consumers are continuing in-store shopping as well, says Tom Wicky, co-founder and chief executive officer with MyFBAPrep, which provides logistics and other services to ecommerce retailers. Retailers and their suppliers need to invest in all the channels their customers are using.

Disruptions are likely to continue.

The supply chain upheavals that have occurred over the past few years will continue to impact holiday preparations for the 2024 peak season. “We are living in a ‘not if, but when’ time,” says Brian Bourke, global chief commercial officer with SEKO Logistics.

For instance, the targeting of merchant ships in the Red Sea, as well as the drought at the Panama Canal, which is prompting authorities to reduce shipping volumes, will potentially impact air and ocean peak seasons all year long.

Amazon’s policies evolve. During the 2023 holiday season, Amazon doubled its Amazon Prime Day promotions and sales period from five to 10 days. “I expect that to happen again,” says Todd Phillips, vice president of agency operations with

Run AMZ, which offers services for companies selling on Amazon.

Amazon also imposed several new fees on its sellers, such as a “low inventory fee,” intended to minimize out-of-stock situations.

Reverse logistics and cybersecurity are critical functions. Retailers anticipated customers returning approximately \$148 billion in merchandise for the 2023 holiday season, equating to a return rate of 15.4%, finds a National Retail Federation and Appriss Retailer report. Of this amount, nearly \$25 billion in fraudulent returns was expected.

Supply chain organizations that master reverse logistics and can head off fraud can gain a competitive edge.

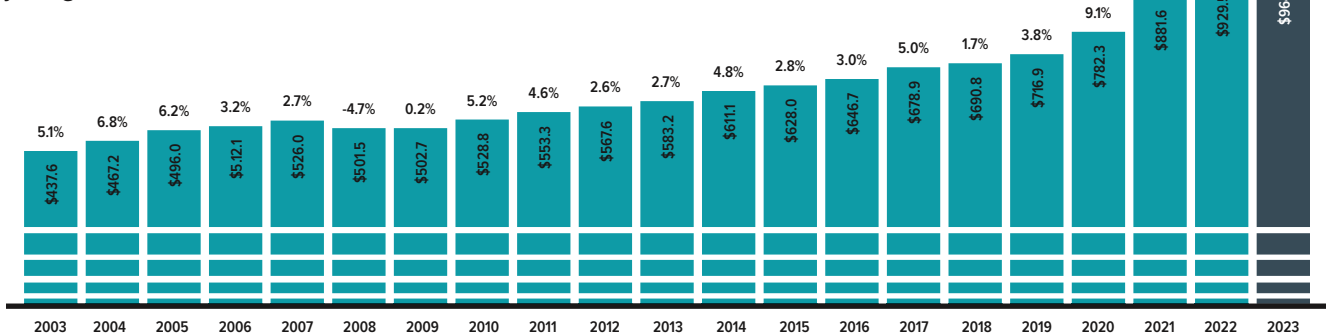
Consumers remain interested in sustainability. Even during the holidays, a growing number of consumers consider the sustainability and environmental impact of the goods they purchase, says Satyendra Pal, global supply chain lead at digital consultancy Publicis Sapient. That’s especially true for younger consumers. Companies seeking to make the most of the 2024 holiday season would do well to remember this.

MOVING FORWARD

With these takeaways in mind, how can shippers, carriers, and logistics providers prepare for a strong and smooth holiday 2024 season? Here are 11 actions to take.

Historical holiday sales (in billions)

Core retail sales during the 2023 holiday season grew 3.8% over 2022 to a record \$964.4 billion, despite continued inflation and high interest rates. Sales for the full year grew 3.6% over 2022 to a record \$5.13 trillion.



Source: National Retail Federation (NRF) and U.S. Census. Non-seasonally adjusted retail sales. NRF holiday spending is defined as the months November and December. NRF’s calculation of retail sales excludes automobile dealers, gasoline stations, and restaurants.

1 Plan Early and Often

As the holiday season becomes longer and more vulnerable to disruption, starting holiday-focused supply chain planning and preparation earlier “is a new best practice,” says R.J. Romano, managing director, management consulting, supply chain, with BDO.

For instance, PyroFarms, a company that grows and sells PyroDinos (bioluminescent phytoplankton that can produce light at night and fresh oxygen during the day) has become more strategic in planning for its holiday demand spikes.

Prior to 2023, the company began its holiday planning process in August or September. But in 2023, it began forecasting holiday levels in June, combining 2022 trends and current growth.

“This modeling allows us to order supplies sufficient for a strong holiday season while not extending our inventory beyond what is required,” explains Dean Sauer, PyroFarms’ founder and CEO. The early start also allows for more coordination with suppliers.

Through a different lens, a longer peak season can make operations more manageable. Buyers can try to space out their purchasing, so, for instance, they receive some inventory in early October and the rest in mid-November.

If demand spikes before the later shipments arrive, the company still might not be able to meet it. “Timing is a critical piece,” Romano says.

Scenario planning exercises are another important tool for early planning, where various stakeholders bring together data from across the enterprise to model “what-if” scenarios and identify gaps and risks.

Modeling the impact of an unexpected demand spike, for example, enables leaders to study the results and determine where to add supply chain redundancy to avoid being caught short.

Some companies have begun planning for the holiday peak as early as January, says Steve Sensing, president of supply chain solutions and dedicated transportation with Ryder. Ryder works with customers to prepare

continual, rolling 12- or 13-week forecasts throughout the year. This allows time to assemble resources—whether people or equipment—to assist in the flow of goods.

Given the Red Sea situation, the drought at the Panama Canal, and potential labor action at U.S. East Coast ports, importers and exporters need to prioritize contingency planning, adds Bourke. This includes considering alternate modes and routings, he adds, noting that companies are returning to sea/air and road/air solutions to help keep products moving.

2 Embrace Automation

Boosting efficiency through automation is important any time of the year. During the crush of the holiday season, it can become critical.

Take the example of Burlap & Barrel, a provider of single-origin spices: The company developed proprietary software that its two third-party logistics (3PL) providers can both access. The solution enables Burlap & Barrel to easily shift orders between the 3PL facilities and keep orders shipping out in time for the holidays, explains Ori Zohar, the company’s co-founder and co-CEO.

To accomplish this, Burlap & Barrel modeled its daily fulfillment needs based on its sales forecast and then matched it against each 3PL’s daily capacity. This data allows it to flag the days or weeks when one facility is likely to become backed up. When pending orders at a facility start to exceed daily capacity, the company shifts more orders through the other one.

3 Leverage Visibility

Visibility across an organization’s supply chain is critical for a smooth holiday season. “Visibility is table stakes,” says Jonkman.

Companies must go further yet: The key is using the information that’s now visible to take actions that can improve operations. One example is using the data to reroute goods that are delayed due to congestion or a snowstorm.

“The worst thing is to have great sales and delivery, but then have the product stuck somewhere in transit,” she says.

Combining visibility and collaboration also pays off. For instance, tools that allow operations and customer service teams at both shippers and logistics providers to collaborate can eliminate time-consuming calls and emails.

4 Make Data-Based Decisions

Leveraging technology to make data-driven decisions is another tactic to boost performance. For instance, analytics tools can detect unexpected demand shifts earlier so companies can respond quickly, leading to a nimble and resilient supply chain.

“Putting the proper data collection and analytics tools in place during the non-peak season is an essential first step in preparing for future busy seasons,” says Romano.

In addition, AI and generative AI can help plan for staffing needs and assess what-if situations.

5 Boost Inventory Management

The advent of the peak season should be a call to retailers to clear their distribution centers and stores of obsolete and burdensome inventory.

“Retailers must perform a delicate balancing act between creating space for seasonal products and streamlining operations for maximum efficiency and effectiveness,” explains Jeff Bornino, president, North America with TMX Transform, a supply chain consultancy.

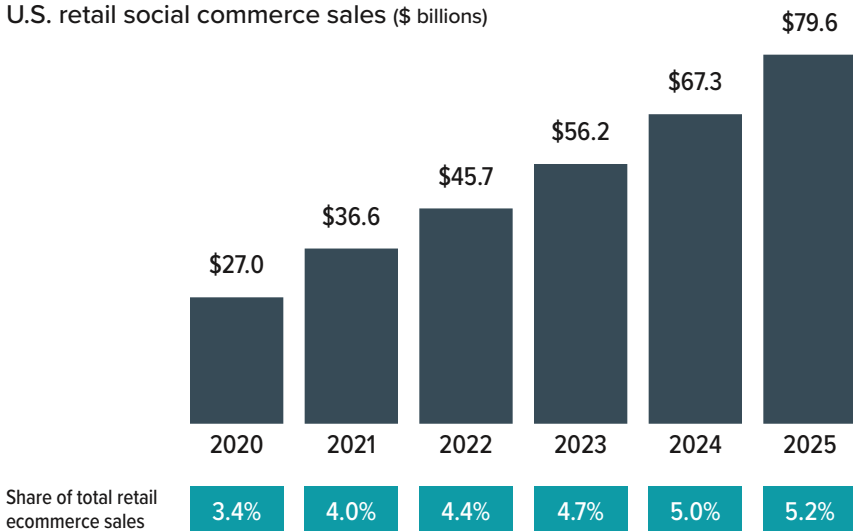
Given the potential for ongoing disruptions, Wicky of MyFBAPrep recommends a sourcing approach that encompasses multiple different suppliers, even ones located in different regions of the same country.

He also suggests shifting from a just-in-time inventory approach to holding enough inventory to avoid going out of stock. That’s particularly true for online sellers, who may jeopardize their rankings on different marketplaces if they experience out-of-stocks.

Depending on how ongoing geopolitical events evolve, companies also may need to book orders earlier than normal to avoid transportation delays in receiving inventory.

Social Commerce: Small but Rapidly Growing Segment

U.S. retail social commerce sales (\$ billions)



Data for 2021-25 are projected.
Source: eMarketer

6 Communicate With Business Partners

While communication among shippers, carriers, and freight forwarders is essential at all times, it's becoming even more so currently, given the likelihood of disruptions continuing into the holiday season.

"Companies need to be very clear with how they see their forecasts changing," Bourke says. He advises companies to provide forecasts early and often to all logistics and transportation providers, so they can safeguard space in their networks.

7 Monitor Amazon Policies

Companies that sell on Amazon need to consider the behemoth's changing policies as they prepare for the 2024 holidays.

For instance, the fees regarding low inventory and aged inventory are designed to prompt sellers to manage their stock and sell-through effectively. "Amazon prefers items that don't go out of stock," says Phillips.

Supply Chain by Amazon—a fully automated set of supply chain services that helps sellers get products from manufacturers to customers across the globe—continues to expand. Among other functions,

this service allows companies to ship inventory directly from overseas manufacturing into bulk storage, where it's automatically pulled into fulfillment centers as needed.

Though "it's hard to say if this development is good or bad," notes Phillips, it is worth tracking for holiday 2024.

8 Nail Down Reverse Logistics

While returns can feel like a necessary evil, a smooth returns process can build brand perception and inspire goodwill and further purchases. Best practices include clarifying return policies and including a link to the policy in a website footer, notes Wicky.

Given the costs of handling returns, many retailers are testing different tactics to try to reduce the overall volume of returns. For instance, some are shortening returns periods or forcing shoppers to pay for shipping when returning certain items.

Over the past few years, some retailers have

also experimented with ways to rein in returns abuse, including analyzing data to identify fraud and then charging extra to shoppers who abuse return policies.

9 Handle Fraudulent Orders ASAP

Along with sales, fraudulent orders tend to increase during the holidays. At Burlap & Barrel, for instance, the customer support team worked hard to verify potentially fraudulent orders, but didn't have a great way to do it.

So, the company implemented an automatic order cancellation solution that cancels orders flagged for fraud risks. For example, fraudulent orders often come through one source in rapid succession, such as a new affiliate marketing partner that generates a handful of fraudulent orders. Automatically canceling the fraudulent orders saves time and helps avoid costly chargebacks.

10 Offer Options

Consumers want the ability to make decisions about their orders. This can include multiple delivery options, the ability to consolidate orders and reduce delivery trips, and the ability to pick up orders in a store, among other choices.

"It's about choices and consumers will shop based on choices and values by that brand," Jonkman says.

11 Learn to Operate with Uncertainty

It's impossible to predict exactly what holiday season 2024 will look like. Supply chain-dependent companies must be able to operate with some uncertainty.

"They can't know for sure how demand will rise and fall, especially during busy seasons like the holidays," Romano says. "But they can—and should—prepare in advance for influxes in demand during busy times." ■

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GLOBAL LOGISTICS: KEY TRENDS AND TAKEAWAYS

The only certainty when it comes to global logistics is ongoing uncertainty. Agility, technology, and an appreciation for geopolitics are among the abilities essential to navigating the current environment.

Cross-border tensions, environmental concerns, advancing technology, and related worries about cybersecurity are among the forces shaping today's global supply chain and logistics operations. Moreover, a return to normal—say, the years before the pandemic—appears unlikely.

Every year lately, “a big unknown” has impacted supply chains, says Leo Qvarnström, director, Sea-Air Logistics and air sustainability, North America with Kuehne+Nagel, a provider of logistics services. Recent examples include the war in Ukraine, the e-commerce boom, and the current conflict in the Red Sea.

The acronym VUCA, which has its roots in the military and stands for volatility, uncertainty, complexity, and ambiguity, is now being used to describe the world of commerce, says Tom Goldsby, executive director of the Global Supply Chain Institute at the University of Tennessee, Knoxville. Supply chain and logistics professionals can gain an edge by understanding the trends and shifts contributing to the current global logistics environment.

GEOPOLITICAL UPHEAVAL

In addition to exacting a human cost, conflict impacts supply chain and logistics operations. For instance, Red Sea attacks are forcing more shipments around the horn of Africa, lengthening cycle times and driving up fuel costs and carbon emissions, says Ted Stank, co-executive director, with Tom Goldsby, of the Global Supply Chain Institute.

Between November 2023 and February 2024, container leasing rates on the China-to-U.S. trade route more than doubled, finds Container Xchange, an online container logistics platform.

Challenges in the Red Sea will even indirectly impact shippers whose cargo doesn't travel this route, says Robin Knopf, global head of Sea-Air Logistics with Kuehne+Nagel. The reason? As carriers move to avoid the Red Sea, they create disruptions or container shortages along other routes, he adds.

Other trade lanes are also at risk, says the Boston Consulting Group (BCG). One is the Strait of Hormuz, which accounts for 20 to 30% of oil trade. If Iran is drawn into the conflict in the Middle East, vessels navigating this strait could be at risk.

Another lane, the Strait of Malaca, accounts for 30% of global trade. An ongoing dispute between China and several members of the Association of Southeast Asian Nations (ASEAN) over an area in the South China Sea may impact this strait, BCG says.

Along with rising transit costs, it's likely that confirming bookings will

be more difficult by summer 2024.

“Companies will need to plan longer lead times for getting goods to their final destinations,” says Christa Pitts, co-CEO with The Lumistella Company, the firm behind Elf on the Shelf.

CHINA PLUS ONE

To offset rising labor and other costs in China, many companies are employing a “China + One” strategy. “Firms are reducing their concentration in China and adding capacity in Southeast Asia, India, and Mexico,” says Marc Gilbert, managing director and senior partner with BCG.

Countries in Southeast Asia, for instance, currently supply multiple regions of the world, including China and North America, Gilbert says. In India, leadership has taken steps to address corruption and enhanced the country's ability to move goods around, he adds.



A major gateway for global cargo shipments, the Oakland Seaport in Northern California serves a local market of more than 14.5 million consumers and 50% of the U.S. population by rail.



NAVIGATING EVOLVING GLOBAL LOGISTICS

As global logistics evolves, here's how shippers can adjust.

Strengthen Agility

Resilience remains essential, but it doesn't mean trying to create bulletproof supply chains. "There is no such thing as being bulletproof," says Goldsby of the University of Tennessee. Instead, resilience should take the form of agility, or developing options before they're needed. Plasticity, or the ability to make rapid structural changes, such as sourcing in new locations, is also necessary, he says.

Understand Geopolitics

Supply chain leaders today need to understand a range of subjects, including geopolitics, economics, and cybersecurity, Goldsby says. "They have to be global citizens and understand that what takes place in, say, Indonesia could very much influence their supply chains and business," he adds.

Create a Task Force

More than three-quarters of respondents to BDO's Global Risk Landscape 2023 indicated that the risk landscape is shaped more by connections between risks than individual risk factors. Addressing these connections requires a company-wide focus.

Assemble an enterprise-wide task force to take a control tower view of the supply chain, advises Tony Nuzio, founder and chief executive officer with ICC Logistics Services Inc. It should be cross-functional and include employees from all levels. Employees on the ground might be best suited to identify, for instance, suppliers that are critical to production, even if the company purchases relatively small amounts from them. Task force members can run scenarios and assess how prepared the company is for them, he adds.

Beef Up Cybersecurity

Nearly three-quarters of cyber incidents include a human element, such as an employee clicking a phishing link, according to Infosec, a cyber security training company. Employee education is key to preventing attacks.

"All it takes is one person in the organization to click on something they shouldn't, and then the entire company is exposed," says Nathan Johnson from consultancy GLCS. Another essential safeguard is multifactor authentication, or requiring users to present two pieces, or factors, that show their identity before they can access a system.

Find Partners or Platforms

The very largest companies may have the resources they'll need to manage the evolving global logistics environment by themselves. Many other organizations will need to work with partners and/or platforms to achieve the benefits of scale, says Prologis' McLaughlin.

NEARSHORING/RESHORING

More North American companies also are looking to locate operations closer to home. In early 2023, Mexico replaced China as the United States' top trading partner, benefiting from its geographic proximity, strong manufacturing-based economy, skilled workers, and free-trade pacts, reports research firm MSCI.

Along with Mexico, all of Latin America offers strong potential for nearshoring, says Rick Jordon, senior managing director with FTI Consulting. Many companies will still need to rely on supply networks based in Asia. However, as Latin American companies implement new technology, it's possible they'll leapfrog ahead of their Asian counterparts.

REGIONALIZATION

Interest in regional supply chains is growing. The idea is to "move away from thinking that we have one manufacturing hub for the whole world," Stank says. Instead, companies can set up regional supply chains, which tend to be more agile, to support their major markets. If operations are disrupted in one area, other locations can compensate.

ARTIFICIAL INTELLIGENCE

"The biggest impact to the global supply chain will continue to be the use of artificial intelligence (AI)," Pitts says. Among other benefits, AI allows supply chains to maximize efficiency in ways that hadn't been possible previously, such as maximizing space utilization on a container or a pallet.

"AI allows companies to work smarter," she adds.

Given ongoing disruptions, supply chain transparency and visibility to the sources of goods will factor in planning. "AI can enhance that power," says Melinda McLaughlin, global head of research with logistics real estate company Prologis.

One company employing AI in the supply chain is Good360 is a nonprofit that distributes product donations through its network of 100,000+ vetted nonprofit partners.

The company is trying to use AI to help determine if it can efficiently move products where they're needed after an event occurs, says CEO Romaine Seguin.

For example, Seguin has been working with a donor to determine how Good360 can help in areas impacted by wildfires. "We're bringing in AI technology for mapping weather and identifying how much damage is in an area and what's needed, such as water or hygiene products," she says.

CYBERSECURITY

As supply chains digitalize, the risk of cyber attacks increases. "It's the flip side of the digitalization and automation coin," Stank says. Some chief information officers are even throttling back supply chain initiatives because of cybersecurity concerns, he adds.

A criminal may act as a carrier, broker, or even a customer to break into a system and then try to hijack freight or access customer or employee data. "Any system is open to attack," warns Nathan Johnson, founder and CEO of transportation consultancy GLCS.

SUSTAINABILITY

While it's difficult to pin a single weather event on climate change, the drought at the Panama Canal is capturing the attention of supply chain experts. Drought cycles used to occur once every five years, but now are happening every three years, said Ricaurte Vásquez Morales, administrator of the Panama Canal, in a statement.

Another sign of the emphasis on sustainability is the European Commission's Carbon Border Adjustment Mechanism. CBAM, which will be phased in between 2023 and 2026, is intended to fairly price the carbon emitted during the production of carbon intensive goods entering the EU.

CBAM will initially apply to some goods whose production is carbon intensive and at most risk of carbon leakage, such as cement, iron, and steel; additional goods will be added.

Here's a look at one company helping shippers navigate global logistics:



GLOBAL TRADE MANAGEMENT SOLUTIONS

Technology tools can help shippers tackle the challenges of global logistics operations. Here are a few of the many available solutions.

Descartes: *Datamyne*[™] is a searchable trade database that provides real-time access to import and export information from customs authorities and trade ministries across 230 markets.

e2open: Features on e2open's global trade management software include due diligence screening, the ability to automate export compliance and import management, as well as a database of government trade regulations.

ImportKey: The AI-driven algorithm leverages global and U.S. import and export data, as well as U.S. customs data and records, to identify top products, sellers, and buyers for given time periods.

Oracle Global Trade Management: This solution allows companies of any size and in all geographies to centrally manage global trade operations and to optimize, automate, and monitor cross-border transactions from a unified trade and transportation platform.

PartnerLinQ: This supply chain platform integrates with more than 70 TMS, WMS, and ERP systems using industry best practices, common workflows, and data structures.

SAP Global Trade Services: This platform integrates trade services across the entire enterprise and automates and streamlines trade processes.

Trademo: This solution connects billions of supply chain data points and leverages software to provide organizations visibility into their global supply chain networks.

Zonos: The platform provides a range of cross-border solutions, like Landed Cost, which offers the ability to show guaranteed duty, tax, and carrier fee calculations on all orders.



Shippers of all sizes and verticals use Kuehne+Nagel's Sea-Air product to save time and money, and minimize carbon emissions, when compared to air freight alone.



“One ‘control tower’ team handles the whole shipment from origin to destination and across modes, providing an integrated, controlled operation that’s also scalable.”

-ROBIN KNOPF
GLOBAL HEAD, SEA-AIR LOGISTICS
KUEHNE+NAGEL

KUEHNE+NAGEL'S SEA-AIR LOGISTICS: QUALITY, COST-EFFECTIVE, AND RELIABLE SERVICE

Supply chain disruptions are becoming the norm instead of unpredictable, one-off events. This shift makes reliable and efficient transportation options increasingly essential. Kuehne+Nagel's Sea-Air Logistics leverages the speed of air transport, along with the lower cost and lower carbon emissions of ocean transport, to boost supply chain resilience, flexibility, and sustainability. The seamless, end-to-end process and dedicated team overseeing the Sea-Air solution ensure consistent reliability and quality service.

With planned and unplanned cargo that ranges from fashion to finished vehicles to delicate flowers and produce, Sea-Air Logistics provides savings in either lead time or cost. Companies can leverage Sea-Air as a primary mode for forecasted volume or cost-effectively meet an unexpected spike in demand.

Each Sea-Air shipment is pre-booked onto an ocean vessel, within dedicated containers that enjoy high priority for equipment and space.

During the sea transport stage, the shipment is assigned air freight space, ensuring it is uplifted without dwell time. Once the vessel reaches its hub destination, shipments are transloaded

to an aircraft, typically within 8 to 12 hours.

Because Kuehne+Nagel works only with premium carriers and requires their adherence to stringent performance requirements, it can confidently forecast transit times. “Even during COVID, the Sea-Air product maintained an on-time performance level of 95%,” Qvarnström says.

A cross-functional team within Kuehne+Nagel oversees each shipment. “One ‘control tower’ team handles the whole shipment from origin to destination and across modes, providing an integrated, controlled operation that’s also scalable,” Knopf says.



“Even during COVID, the Sea-Air product maintained an on-time performance level of 95%.”

-LEO QVARNSTRÖM
DIRECTOR, SEA-AIR LOGISTICS AND AIR
SUSTAINABILITY, NORTH AMERICA
KUEHNE+NAGEL

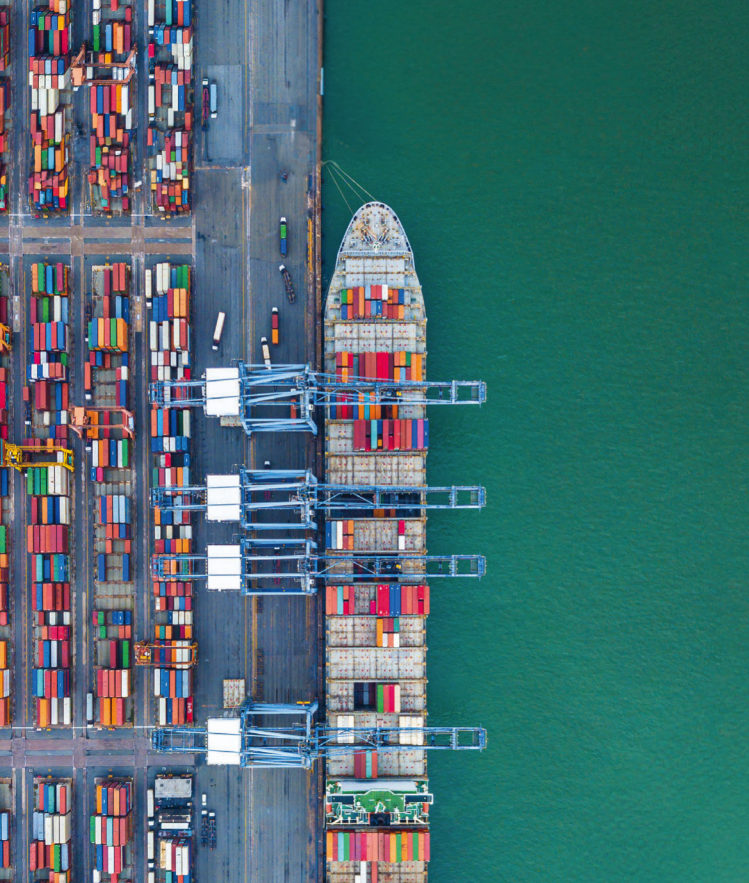
The experts on the Sea-Air team boast decades of experience and speak the language of both modes. “They are magicians,” Knopf says. They leverage their sea and air freight knowledge, using Kuehne+Nagel's global network and the latest technology to predict movements and track shipments. Because the handling processes are so tightly managed, the damage rate on shipments is close to zero.

The Sea-Air product often works in lanes with an imbalance of trade—that is, more cargo typically comes into a hub than exits it. These markets tend to experience less volatility than many other trade lanes, and the shipments capture capacity that would otherwise sit empty on a return flight, Qvarnström says.

Shippers of all sizes and verticals use the Sea-Air product to save time and money, and minimize carbon emissions, when compared to air freight alone.

Some also use the solution as a kind of mobile warehouse, avoiding the cost of warehousing freight while it's in transit. Kuehne+Nagel's Sea-Air Logistics also helps companies diversify their supply chain and logistics operations, boosting flexibility and resilience. It works year-round as a true alternative to other transport modes.

“That’s the beauty of the product; it’s something that everyone can take advantage of,” Qvarnström says. ■



Sea-Air Logistics

**There are two
sides to every
shipping story.**

**Why choose between a sea
journey with lower costs and
carbon emissions and the quicker
transit times of air?**

Plot twist! You can have both.

Sea-Air combines the two
transport modes to give you the
best attributes of each, keeping
your essential shipments on
schedule.



**Turn the page on
shipping disruption.**

Scan the QR code to
download our Sea-Air
Logistics e-guide.

KUEHNE+NAGEL





GEORGIA: MAGNET FOR GROWTH

Leadership in logistics propels the Peach State's success in attracting business and driving growth.

Why Georgia? For economic development and logistics professionals, the question seems to have as many answers as the state has peaches.

Whether it is for Georgia's favorable cost of living, business-friendly policies, superior workforce, educational assets, or solid air, land, and sea resources, logistics and other companies consistently choose Georgia because they know they can rely on the state's pro-business culture and infrastructure to sustain growth.

"Successive governors, local and community elected leadership, and the Georgia General Assembly have consistently supported our partnership approach to economic development, allowing our state and local teams to be responsive to business," says Pat Wilson, commissioner of the Georgia Department of Economic Development. "Our university system and technical

college system of Georgia have been ahead of the curve in working with us to prepare Georgians for the workforce needs of tomorrow, giving Georgia a competitive advantage," Wilson adds.

Reflecting this growth trajectory, Gov. Brian Kemp announced in February 2024 that Doowon Climate Control America, a South Korea-based auto parts manufacturer and supplier, will invest more than \$30 million in a new manufacturing facility in Metter, in eastern Georgia. The company will be a key supplier for Kia Georgia and Hyundai Motor Group.

"Georgia's growth as a national leader in auto manufacturing continues to pay dividends for communities in all four corners of Georgia," Kemp said.

Georgia's vast business network goes well beyond automaking, embracing everything from tourism to health care. The support of the state's logistics

providers is as strong as the network they serve.

TECHNOLOGY AND WORKFORCE ARE MAJOR DRAWS

For Duane Kalinowski, founder, owner, and CEO of All Points, a multi-faceted 3PL based in Atlanta, the greatest logistics asset of the state he adopted as his home 30 years ago is the quality of its workforce—particularly those who work for All Points. "We have an unbelievable workforce here," he says.

Kalinowski opened the company with a mattress—he lived inside his warehouse—and a fridge, a TV, his dog Baxter, and an entrepreneurial spirit on June 1, 1995. All Points has now grown into an industry leader in fulfillment and distribution, print and promotional product management, ecommerce, direct response project management, retail display production, and 3PL services.

Several members of his executive team began with the company more than two decades ago—Controller Sandra Duncan, for example, and IT Director Adam Zawacki, a Georgia Tech industrial engineer grad who spearheads constant evaluations of fulfillment processes, looking for ways to improve efficiencies and reduce costs.

Kalinowski puts a high premium on All Points' tech stack, believing it is a vital key to logistics success. "If you've been in business 30 years," he says, "you have to stay on the cutting edge of technology—or you're not going to be in business."

Those two keys—technology and workforce—make Georgia an ideal logistics home, Kalinowski believes, citing the outstanding logistics degree programs offered by the state's colleges and universities. All Points hires many graduates of Georgia Tech, "which is in All Points' backyard," he says.

BUILDING ON LOGISTICS ADVANTAGES

"Think about both the culture and tremendous education resources for logistics in Georgia," Kalinowski says. "Not only that, think of all the trade shows and economic forums, the Atlanta Chamber of Commerce and how they all work in unison for the logistics hub that Atlanta has become.

"These are efforts that start at the governor's level and work their way down to the local level," he adds. "It's no mistake that Atlanta has the largest airport, the most trafficked in the world, and that UPS is located here."

Additionally, he says, "Georgia's miles and miles of actual freeway help us with time to market. All these things—from the support of the governor's office to the logistics infrastructure and economic forums—work together to perpetuate Georgia's logistics advantage. It has taken off to the point it's hard for other regions to catch up to what we have here."

Since he landed All Points' first major contract with Coca-Cola shortly after he opened the company—leading to a contract to distribute some \$80-to-\$100 million of Olympic pins for the 1996 Summer Olympic games held in



Port of Brunswick. (Photo courtesy of the Georgia Ports Authority)

GEORGIA LOGISTICS: 7 STUNNING STATS

Across every category, Georgia's advantages as a logistics hub can be quantified with eye-popping numbers. Here are a few:

1. Georgia has a **labor force of 5.3 million**, with an especially strong talent pool in transportation and material moving.
2. The state's logistics sector is powered by more than **15,000 logistics establishments** employing more than **181,000 people** in direct logistics industry jobs.
3. The University System of Georgia is made up of **26 higher education institutions**, of which 25 offer concentrations and degrees in logistics and supply chain.
4. Georgia has **327 public and private airports**, including **105 public-use airports**. Two international airports—Hartsfield-Jackson Atlanta and Savannah/Hilton Head—and nine of the top 10 cargo airlines in the world call Georgia home.
5. The state has **1,244 miles of interstate highways**, **81,829 miles of country roads**, **19,095 miles of state highways**, and **13,731 miles of city streets**.
6. With more than **4,600 miles of active rail lines**, Georgia has the largest rail network in the Southeast. The railroad system in Georgia includes **28 freight railroads**, including two Class I railroads—Norfolk Southern and CSX. Georgia provides direct rail access to the Mid-Atlantic, Northeast, and Midwest regions of the United States.
7. Georgia's **two deep-water ports** in Savannah and Brunswick, together with inland terminals in Chatsworth, Bainbridge, and Columbus, are gateways to the world. Sitting on 85 acres at the Port of Savannah, Mason Mega Rail is the largest on-terminal intermodal facility in North America.

Sources: Georgia Department of Economic Development, Georgia Center of Innovation for Logistics, University System of Georgia, Georgia Department of Transportation, Electric Cities of Georgia (ECG) Office of Economic and Community Development, Georgia Ports Authority.

Atlanta—Kalinowski has capitalized on Georgia’s rich logistics resources to achieve remarkable growth.

He believes the strength of the Georgia logistics environment—along with treating his team members as partners in the business—will keep the company thriving long into the future.

“When I meet with prospective companies, I sell the culture of our workforce and our ability to solve problems,” Kalinowski says. “Atlanta has such a great logistics network. It really gives us an edge, being here in Atlanta. There’s a lot of opportunity here.”

FOCUSING ON PORTS AND PROGRESS

Georgia’s logistics assets acted quickly and effectively to meet the pandemic-related challenges of all types of infrastructure faced with surging consumer demand. Case in point: Georgia Ports.

Aside from the period affected by the pandemic, 2023 was the best calendar year on record for containerized trade for Georgia Ports, according to the Georgia Ports Authority (GPA), which oversees the state’s two deep-water ports and three inland terminals. “Georgia Ports’ demand for containerized imports normalized since the end of the pandemic,” says GPA President and CEO Griff Lynch, who adds that GPA is using this time to invest in capacity for future needs.

“GPA is committed to investing \$4.2 billion in the next 10 years,” Lynch says. “With the new year, we are beginning to see renewed strength in container volumes, which should result in more favorable comparisons moving forward the next six months.”

In terms of roll-on/roll-off (Ro/Ro) cargo, the Port of Brunswick handled a record 775,565 units of autos and machinery in calendar year 2023, an increase of 15.6% over the previous year. At its current rate of growth, the Port of Brunswick is poised to become the nation’s busiest gateway for Ro/Ro cargo.

Expanding both trade and capability at the flagship ports of Savannah and Brunswick is part of a two-pillar strategy at GPA, with Savannah focused on containers and Brunswick focused on Ro/



All Points provides fulfillment and distribution, print and promotional product management, ecommerce, direct response project management, retail display production, and 3PL services.

Ro trade. Both pillars of GPA’s business will be positively impacted by the growth of manufacturing in Georgia, such as the new Hyundai Meta Plant now under construction in Elabell, on the outskirts of Savannah.

BOOSTING CAPACITY

Because the threat of supply chain disruption is a constant, GPA’s infrastructure investment philosophy is to have 20% more capacity than the current cargo demand, thus enabling its terminals to better absorb sudden influxes, Lynch says.

Capacity-building projects include Garden City Terminal West at the Port of Savannah, which will add 100 acres and 1 million TEUs of annual capacity adjacent to Garden City Terminal proper. Now 70% complete, the yard will offer a new, long-term storage option for port customers to help them flex to supply chain demands.

GPA also is expanding its inland port offerings. Along with the existing Appalachian Regional Port in Northwest Georgia, GPA is building the Blue Ridge Connector rail terminal near Gainesville, Georgia. Additionally, North Carolina importers and exporters can tap into a faster supply chain through a direct rail connection between Savannah and Rocky Mount, North Carolina, via the CSX Carolina Connector (CCX) intermodal

terminal. Supporting GPA’s intermodal cargo expansion is the Mason Mega Rail Terminal in Savannah, a foundational gateway terminal component.

Lynch credits state infrastructure improvements for making the ports’ growth possible. “GPA has been able to add capacity because of unmatched room for expansion on the 1,500-acre Garden City Terminal in Savannah and the 1,700-acre Colonel’s Island Ro/Ro Terminal at the Port of Brunswick,” he says.

“GPA has strong partners in the Georgia Department of Transportation and the Georgia Department of Economic Development in terms of building a robust statewide freight transportation system, and attracting companies to build or expand in Georgia,” Lynch adds. “Both help to drive business through Georgia Ports. Georgia is a truly integrated state when it comes to attracting and keeping business.”

PROVIDING KNOWLEDGE AND POWER

Prominent among the vast array of Georgia’s unique logistics resources is SMC³, a one-stop knowledge hub for everything less-than-truckload (LTL). Shippers, carriers, logistics service and technology providers rely on SMC³ to translate intricate LTL transportation pricing and transit detail into data-centric solutions, spanning the entire shipment life cycle.

The Road to **Digital Transformation** Starts with SMC³ Carrier Connectivity

SMC³ LTL APIs eliminate gaps in shipment visibility, automate manual processes and redeploy resources to revenue generating activities.

DOCUMENTS



SHIPMENT STATUS



ELECTRONIC BILL OF LADING (eBOL)



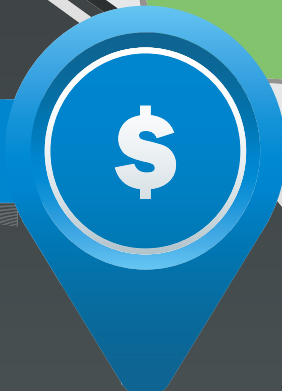
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A trusted industry partner for more than 88 years, SMC³ is an established thought leader, hosting premier supply chain conferences and educational events across North America.

“Our status as a trade association provides close connections to all less-than-truckload carriers across North America,” says Brian Thompson, the organization’s chief commercial officer. “SMC³ utilizes our proprietary technology infrastructure to connect asset-based providers with their customers, shippers, and logistics service providers, with high-speed connectivity around the clock.”

LEADING THE LTL INDUSTRY

Based in the master-planned community of Peachtree City, just south of Atlanta, SMC³ is at the center of the \$50-billion LTL industry, managing more than 4 billion pricing and transit transactions per month. To help accomplish its goals, the organization accesses the knowledge and power of the state’s leading logistics innovators and thinkers.

For example, SMC³ partnered with logistics professor Dr. Karl Manrodt at Georgia College & State University to develop and launch a new online educational program focused on the LTL industry.

“The educational program is a self-paced, online program leveraged by some of the largest logistics providers across the country,” Thompson explains. “So many new people have entered the industry in the past four years that educational programs are imperative to prepare them for these careers.”

The infrastructure—from fiber cable to roads and bridges to the busiest international airport in the country—all enable SMC³ to be effective in reaching its audience across the country, he adds.

Post pandemic, SMC³ has shifted from requiring all employees to work from the office to allowing them to work either in the office or remotely. This policy has allowed SMC³ to attract and retain top talent from across the state and the country, Thompson says.



“There is a tremendous demand to digitally connect and leverage data to create automated solutions that result in savings and more effective management

across the supply chain. SMC³ is the premier provider of API and EDI integrations for the less-than-truckload industry.”

-BRIAN THOMPSON
CHIEF COMMERCIAL OFFICER, SMC³



Comprehensive Logistics Services

Who We Are

All Points is a privately held, family-owned 3PL that has been in operation since 1995, boasting decades of logistics expertise and a commitment to excellence in supply chain solutions.

Our Services

We specialize in comprehensive logistics services, including warehousing and distribution, e-commerce fulfillment, kitting, and dedicated Amazon Seller support, tailored to meet the dynamic needs of our clients.



Warehousing & Distribution



Printing & Marketing Materials



Kitting and Assembly



Amazon Seller Services



E-commerce Fulfillment



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Who We Service



We create unique and individual plans for each client, ensuring optimized logistics solutions that cater to specific industry requirements and challenges.

Brands that we work with



SMC³ has greatly increased the use of videoconferencing and online media in its new educational programs for the freight industry. Additionally, it hosts monthly hybrid learning programs with panels of guest speakers discussing critical issues facing the freight industry and solutions to those issues.

SMC³ now offers Dynamic PriceBuilder[®], a new application that lets carriers develop rates dynamically and enables them to make better pricing decisions. Through the tool, carriers can manage yield versus volume with on-demand control pricing and access levers, including location, weight, density, day of the week, and calendar date.

“With this dynamic solution, carriers immediately feel the impact of enhanced visibility into load-level costs, pricing, and profitability paired with their custom business rules engine to provide the data needed to quickly offer customer-specific pricing on a shipment-by-shipment basis,” Thompson says.

SMC³ continues to develop integrations to connect shippers, logistics service providers, and their asset-based providers across the freight industry.

“There is a tremendous demand to digitally connect and leverage data to create automated solutions that result in savings and more effective management across the supply chain,” Thompson says. “SMC³ is the premier provider of API and EDI integrations for the less-than-truckload industry.”

RECRUITING THE BEST

For Atlanta Bonded Warehouse (ABW), the Southeast’s leading provider of temperature-controlled 3PL warehousing, co-packaging, and LTL/TL transportation services, the new year has brought about a heightened focus on recruiting and hiring the best of the best among Georgia’s superior logistics workforce.

Hal Justice, ABW’s vice president of sales and operations, says this focus means finding new ways to attract a new generation of technology-savvy employees.

“Our wage and benefit packages are exceptionally competitive for our industry and for the markets in which



Atlanta Bonded Warehouse is a leading provider of temperature-controlled 3PL warehousing, co-packaging, and LTL/TL transportation services in the Southeast.

we have operations,” he says. “But today we are recruiting a different generation of 18-to-26-year-olds who do not respond as well to the recruiting efforts that have been historically successful.”

Both the demands of the industry and the skills and expectations of potential employees are putting a premium on applications of technology.

ENHANCING TECHNOLOGY

“We’re enhancing our technology beyond just pure materials-handling movement and engaging automation where it makes sense and is cost-effective,” Justice says. “It’s not just moving pallets. Paying people for hours to move pallets from one end of the warehouse to another does not add value to our business process, and does not develop the skills our employees want or need. It’s not a good use of resources.”

Such tasks are not especially attractive to upward-bound workers either. Having almost halved the progression from starting wages to mature wages was helpful but still not enough.

ABW is aggressively recruiting online for new employees for positions in warehousing, transportation, and co-packaging. The growth in the company’s business means opportunities for new employees and for promotion for existing employees.

“We get lots of online inquiries every day,” Justice says. “We get from four to six inquiries every day regarding employment. When you think 20 a week or 1,000 a year is pretty good, you need to realize this is only the top of the funnel. Successfully recruiting, training, onboarding, and ultimately retaining is a long way from the top of the funnel.”

ABW is considering hiring a full-time recruiter to enhance its efforts to keep its workforce on top. At the same time, the company continues to measure productivity through “engineered standards”—using technology to carefully measure workers’ time management. The combination of these efforts enables ABW to mitigate cost increases—and, as a result, its costs to customers.

Automation is not a panacea, Justice says. Equipment must be carefully selected to fit the application, then calibrated and continually monitored to make sure it is doing what you tasked it to do. “Quality and safety remain most important,” he says. “Nothing suffers.”

ABW pays keen attention to industry measurements of success. “We’re holding our own in the industry with KPIs (key performance indicators),” Justice says. “I would put our numbers up against any of our competitors and we have some great competition.”

Our name is local but our service knows no boundaries



For more than 60 years, the mission of **Atlanta Bonded Warehouse** and **Colonial Cartage** has remained constant:

to provide best-in-class integrated warehousing, transportation, and co-packaging services to the food, pharmaceutical, and related CPG industries. Our goal is nothing short of total customer satisfaction.



“We focus on being a high-performance, low-noise operator. We’re in the top 50 of U.S. 3PLs. Everyone says size has its advantages and we would agree,” he continues. “Smaller has its advantages. Our size makes us more agile. We can make decisions quicker, make changes to our technology quicker, and change mid-course a lot easier. We don’t have to go through management hierarchy for approvals. We make two calls, meet for five minutes, and just do it.”

All of this takes place in the environment of an extraordinarily business-friendly state. “Georgia has done an incredible job of making the state a preferred location for industry,” Justice says. “Georgia has done a solid job of attracting business. We’ve got a good workforce and we’re always attracting more manufacturing. More and more of our customers are looking at how they can manufacture or process their products here and not rely on someone 8,000 miles away and where it takes five or six weeks to get here on a container. The pandemic taught everybody the value of shortening their supply chains.”

FORGING AHEAD

Steve Syfan, executive vice president of Syfan Logistics, is equally bullish on both the field of logistics and the company’s Georgia home.

“Georgia is a very forward-thinking state,” says Syfan, whose company is located some 50 miles northeast of Atlanta in Gainesville, Georgia.

Syfan Logistics specializes in the transportation of refrigerated/frozen foods and manufactured automobile parts as well as the transportation of pharmaceutical products. The company moves many pharmaceuticals that have special temperature regulations and specifications.

The critical importance of the company’s specialized services was made manifest at the height of the pandemic, and Syfan says the business-friendly environment of the Peach State was especially helpful during that challenging time.



Syfan Logistics Executive Vice President Steve Syfan (left) credits Gov. Brian Kemp (right) and others in state government for their ongoing support of business in Georgia.

“Georgia did not shut down like some other states did,” Syfan says.

He credits Gov. Brian Kemp and others in state government for their ongoing support of business. For 10 years in a row, Georgia has been recognized as the country’s best state for business.

Syfan Logistics, in turn, invests heavily in the future of Georgia logistics. Steve’s father and company founder Jim Syfan serves as a member of the University System of Georgia’s Board of Regents.

The company has established internship programs with several of the state’s leading colleges and universities, including the University of North Georgia, North Georgia Technical College, Georgia Southern, and University of Georgia. The company also works with Appalachian State University in North Carolina and the University of Tennessee.

“The majority of the population doesn’t even know this industry exists, except that they see the trucks on the road,” Syfan says, adding that he believes the next generation should be educated on how logistics represents a rewarding career path with rich opportunities for growth. Syfan Logistics offers a mentorship program and currently has one dozen employees in its training department.

NURTURING ENTREPRENEURS

Syfan is proud that as many as 17 other logistics companies have been spawned by individuals who began their careers at Syfan Logistics. “There’s enough for everybody,” he says, “and they make us better.”

He points out that his father was an entrepreneur, and the company encourages individual success. “We don’t have non-competes; I don’t believe in them,” Syfan says. “It would be wrong to say you can’t better yourself if this is what you believe you need to do.”

Another expression of the company’s culture is the fact that employees are not described as working “for” the company but rather “with.”

“It’s just a word but it’s a big word for us,” Syfan says. “We work with each other.”

It all goes back to the code his father put in place when the company was established. “My dad said back in 1984, our number-one principle is we’re going to do the right thing and we’re going to do it every time. And because we’re human, if we don’t do the right thing, we’re going to make it right.

“We do that internally and we do it externally. That’s always our goal,” Syfan adds.



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Syfan believes a persistent challenge for logistics and other industries is the need for tort reform, and once again he is buoyed by the forward thinking of Georgia's state officials.

"I'm very encouraged by what our legislators are doing," he says. He is optimistic that "substantive decisions" are being formulated to further help Georgia continue to compete and grow.

ROOM TO GROW AND FLOURISH

Asked for her perspective on the most important assets of Georgia that help qualify the region as ideal for logistics, Anna Lockwood, vice president of Savannah-based JIT Warehousing & Logistics, doesn't hesitate.

"A large port with steady growth is essential," she says. "And so is having lots of options to move the cargo and containers from the port, particularly rail. That's important too, as well as having ample warehouse space.

"Fortunately, we have all of that

and more in Georgia," she adds. "Our warehouse space is constantly expanding to meet ever-increasing demand."

Evie Goldberg-Davis, JIT's executive vice president, agrees. "Having the space geographically to grow is vital," she says. "And not just the Georgia Ports Authority, but private terminals and warehouses in Savannah and throughout the state; developing inland ports and expanding the rail infrastructure and roadways connecting the Savannah terminal hub to the entire region."

Ben Goldberg, the company's president, adds this key ingredient to the region's success: "Rapid expansion of manufacturers building plants in Georgia."

In other words, it's all about growth. And when it comes to logistics, growth not only defines Georgia in general but JIT specifically.

A family business, JIT was founded more than three decades ago by Ben Goldberg with the idea that companies

in the Southeast, particularly those that receive seaborne products via the Port of Savannah, need world-class logistics support.

The company has five locations, all of which are within 3.5 miles of the Savannah port's Garden City Terminal and one of which is within a half mile of the port's Garden City Terminal.

PROVIDING RESPONSIVE AND PERSONALIZED CUSTOMER SERVICE

As the company's name suggests, JIT's mission is to deliver just-in-time service to its clients. It accomplishes that mission by having big-company capabilities while providing small-company responsiveness.

Its experience, family ownership, and flexibility set it apart. "We're big enough to support some of the world's largest companies, and small enough to give small and mid-sized companies the very best in personalized customer service," Goldberg says.

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(CNG trucks) to the company's asset fleet and building rail capacity are examples of JIT's forward-thinking decision-making that enables the company to keep pace with the growth of Georgia itself.

A new location with Norfolk Southern and JIT's expanded heavy-haul/cargo fleet to accommodate new facilities and plants being built in the region further solidify the company's standing as a star in the logistics constellation of Georgia.

ESTABLISHING A SOLID FOUNDATION

For more than a century, Georgia has fostered healthy industry practices, encouraged collaboration and innovation, and positioned itself as a leader in developing and harnessing emerging technologies, including for the evolving automotive and mobility industry.



Savannah-based JIT Warehousing & Logistics delivers just-in-time service with responsiveness and a personal touch.

As the electric vehicle market continues to grow, for example, Georgia has pursued the entire supply chain, creating more than \$25.7 billion in investments and 30,200 jobs since 2018.

Other industries thrive as well. For example, Gov. Kemp recently announced Gerresheimer, a manufacturer for the pharma and life science industry, will invest more than \$88 million in expanding its manufacturing operations in Peachtree City in the southern Atlanta

metropolitan area. Dusseldorf-based Gerresheimer currently supports more than 260 jobs in Georgia, and its existing manufacturing facility will support an additional 180 jobs with operations beginning in April 2024.

"Employers from across the globe can find a skilled workforce here that we continuously invest in through innovative programs like the GEORGIA MATCH Direct College Admissions Initiative," Kemp said.

The program, officially launched in 2023, is intended to make higher education more accessible to Georgia's youth, and it helps pave the way for a new generation to continue Georgia's leadership in logistics.

The state's pursuit of this type of leadership in logistics, together with its other assets, continues to successfully attract business and drive growth. ■

THIS IS HOW.

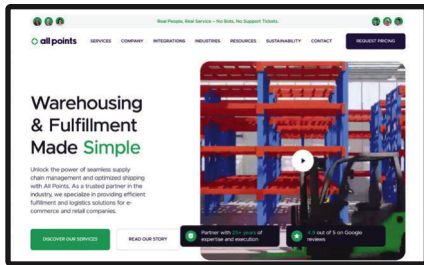


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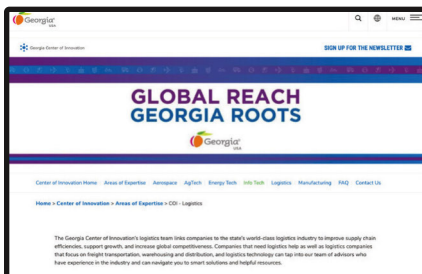
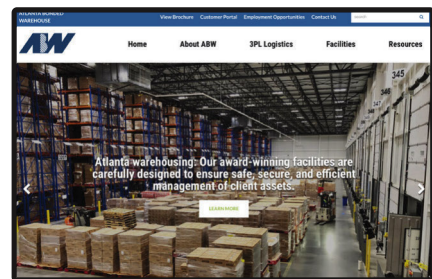


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Atlanta Bonded Warehouse • www.atlantabonded.com

Atlanta Bonded Warehouse (ABW) has been providing public and contract food-grade, temperature controlled distribution services for 70 years. ABW is a leader in providing integrated asset-based logistics solutions for the food, pharmaceutical, household durables, and CPG industries. Our goal is total customer satisfaction through continuous innovation in technology and in best practices by focusing on teamwork, integrity, and accountability, all in a safe working environment.



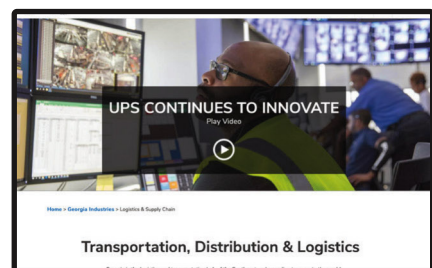
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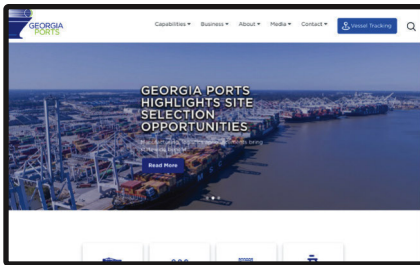
The Center of Innovation for Logistics is the leading statewide resource for fueling logistics industry growth and global competitiveness. The Center works to address the needs and opportunities of companies of any size involved in logistics and freight transportation — both providers and heavy consumers of logistics services. The Center provides industry knowledge and technical expertise, and connections to state resources in research and innovation. And it joins together an extensive cross-sector industry network.

Georgia Department of Economic Development • www.georgia.org/logistics

Engineering your supply chain is easier out of Georgia, thanks to its superior geographical location and extensive cargo transportation network. The Center of Innovation is the central source for accelerating business growth in Georgia, providing collaboration with leaders in university research, business, and access to intellectual capital. The state also provides outstanding air, ocean, and rail services. If logistics is your business, you'll be in good company in Georgia.

Find out more at the website.



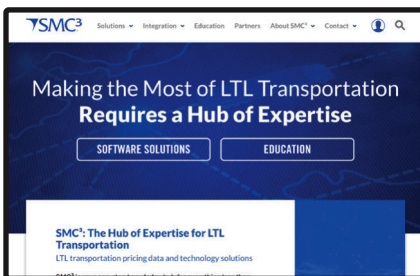


Georgia Ports Authority • www.gaports.com

The Georgia Ports Authority (GPA), which includes the Port of Savannah, the Port of Brunswick, the Bainbridge Inland Barge Terminal, and the Columbus Inland Barge Terminal, is committed to maintaining its competitive edge through development of leading-edge technology, marketing and operations to move cargo faster. Deepwater ports in Savannah and Brunswick, together with inland barge operations in Bainbridge and Columbus, are Georgia’s gateways to the world; the critical conduits through which raw materials and finished products flow to and from destinations around the globe. Find out more at www.gaports.com

JIT Warehousing & Logistics • jitwhse.com

JIT Warehousing & Logistics is a proven warehousing and distribution leader, offering world-class warehousing, trucking, shipside delivery, intermodal services, specialty hauling and much more. Based in Savannah, Georgia, JIT operates throughout the United States, moving a variety of commodities. Operating all company-owned equipment, JIT is your turnkey, just-in-time partner. The company now offers three state-of-the-art rail logistics complexes serving Norfolk Southern and CSX to meet all your logistics needs.

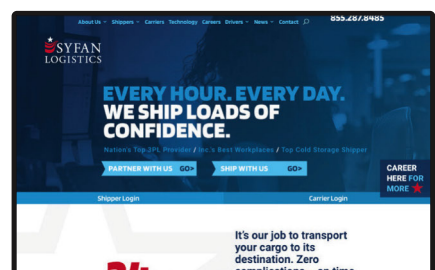


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Syfan Logistics • www.syfanlogistics.com

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



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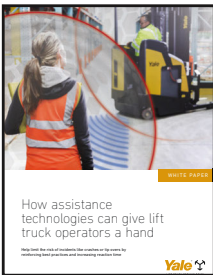
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Sustainability is a central mission at iGPS, and the company continues to lead a paradigm shift in the pallet pooling business to all-plastic, recyclable pallets with embedded radio frequency identification (RFID) tags. Check out this video to learn how the 100% recyclable plastic pallet from iGPS, combined with pallet pooling services, can benefit your business and the planet.

bit.ly/iGPSVid

WHITEPAPERS

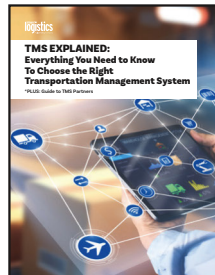


LIFT TRUCK TECHNOLOGY STEPS IN WHEN OPERATORS SLIP UP

Offered by Yale Lift Truck Technologies

It's imperative to build and support safe warehousing and lift truck operating habits. An operator assistance technology such as Yale Reliant™ automatically intervenes to support overall truck stability and help operators avoid potential hazards. Get a closer look at its capabilities in this free report.

bit.ly/YaleReliantWP



10 QUESTIONS TO ASK TO CHOOSE THE RIGHT TMS

Offered by Inbound Logistics

The right transportation management system (TMS) can help your business enhance efficiency, reduce costs, and elevate logistics performance. This free guide breaks down the best TMS features and functionalities and arms you with the tips you need to choose the one that's right for you.

bit.ly/TMSWhitepaper



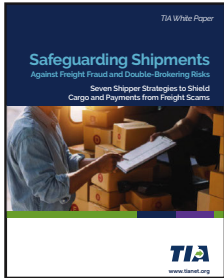
VITAL STEPS FOR BUILDING A PROACTIVE SUPPLY CHAIN IN 2024

Offered by Kenco

Uncover the secrets to a future-proofed supply chain in Kenco's ebook. Embrace proactive strategies, transform operations, and turn roadblocks into rocket fuel for ambitious goals. Say goodbye to the reactive rut and embrace this vital approach with insights from the experts.

bit.ly/KencoWPVitalSteps

WHITEPAPERS



SAFEGUARDING SHIPMENTS AGAINST FREIGHT FRAUD AND DOUBLE BROKERING RISKS

Offered by The Transportation Intermediaries Association (TIA)

This whitepaper identifies seven strategies to help shippers protect themselves from cargo and payment fraud. These strategies include rigorous due diligence; long-term relationships; real-time tracking updates appointment scheduling, and more. To get the details on these strategies, request this free report.

bit.ly/TIA_WP

DIGITAL EDITION



AUTOMATE TO GIVE YOUR SUPPLY CHAIN A JOLT

Offered by Inbound Logistics

Quench your thirst for supply chain efficiency with the latest edition of *Inbound Logistics*. Containing the top 13 benefits of automating your supply chain, as well as a ports update, cargo security strategies, and supply chain career hacks, this edition offers valuable information and answers to many supply chain, logistics, and transportation challenges.

bit.ly/ILDigitalFeb24



TRENDS INFLUENCING FORKLIFT SELECTION

Offered by Hyster

Materials handling operations are being pressured from every angle. While choosing the right forklift can't solve all challenges, it can make an impact. This whitepaper unpacks the most critical considerations to help you select equipment that matches the performance and cost requirements of your unique application.

bit.ly/HysterWP

PODCAST



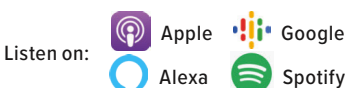
Tucker Perkins

IS PROPANE ENERGY THE FUEL OF THE FUTURE?

Guest: Tucker Perkins, President & CEO, Propane Education & Research Council

Propane is familiar to weekend campers and backyard grill masters, but those are just two small applications. Industries from sports to materials handling are leveraging propane's benefits and cost savings. How much does your company know about the potential of propane? Listen in as Tucker Perkins of the Propane Education & Research Council chats with *IL* about how propane could well be the fuel of the future.

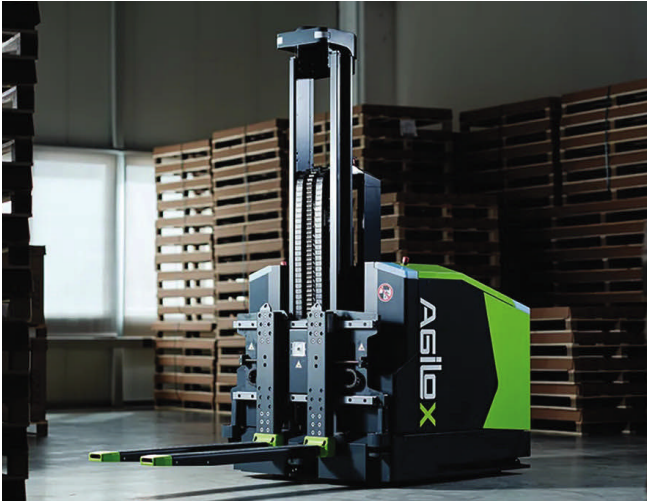
www.inboundlogistics.com/podcast



[IN FOCUS]

SPOTLIGHT

AMRs & AGVs



> **AGILOX OCF:** The autonomous mobile robot (AMR) from AGILOX can move up-to-3,306-pound loads and lift them up to 63 inches high. The AMR uses the contours of its surroundings to navigate autonomously, automatically recognizing and avoiding obstacles. When in motion, the AGILOX OCF displays a green light on the floor in front of it to visually alert people. In addition, white lights at the bottom front and top rear on the lift mast indicate changes in direction.



> **Automated Compact Truck (ACT):**

The ACT line is ideal for heavy-duty lifting in narrow spaces. The latest offering from Rocla AGV Solutions, part of Mitsubishi Logisnext, is suitable for higher warehouses, where it works as a companion for other high-lifting vehicles and manually operated forklifts. ACT can operate between warehouse and production or inbound and outbound areas, and it fits in existing warehouse environments with minimal rack modifications.

> **ifollow AMR:** The autonomous solution from Movu Robotics can carry payloads of up to 1.2 tons. The robot is suitable for cold storage environments; the batteries are protected from icing and condensation and can last from 8 to 10 hours on a charge time of 2 hours. ifollow AMRs can move cases, pallets, trolleys, or even two roll cages at a time.



> **LG CLOi CarryBot:** Launched at the MODEX 2024 trade show, the new LG CLOi CarryBot family of AMRs from LG Business Solutions USA can navigate complex floor plans to move and deliver payloads in customizable configurations, with loading and unloading performed by workers. With a top speed of 2.7 miles per hour, a typical runtime of 18.5 hours, and autonomous dock charging in 6 hours, the LG CLOi CarryBot can streamline product movement and reduce physical strain on workers.

> **Palion Lift CRI:** The new AMR from Seegrid can move loads of up to 4,000 pounds, making it suitable for payloads that range from empty pallets to heavy manufacturing components. With 15 feet of effective lift height, the CRI handles high-density storage or stacks of multiple pallets and payloads. Leveraging Seegrid's navigation technology and safety sensors, the CRI operates throughout dynamic environments, navigating aisles and managing buffer zones.



> **Straddle AGV:** Straddle AGVs from Dematic are ideal for transporting materials between production areas and warehouses, repetitive pallet movements, and product transfers from end-of-line and point-to-point warehouse routes. They have support legs that straddle loads with various fork designs and a slim body that provides a tight turning radius.

> **Vector AMR:** The autonomous mobile robot from Locus Robotics supports a variety of material moves, including case- and each-picking or putaway, parts-to-line, dunnage, and point-to-point shelf/rack moves. Vector's omnidirectional design makes it nimble in tight spaces, while carrying up to 600 pounds on fixed shelves (pictured) or by integrating with standard detachable carts. Vector is currently working alongside other Locus AMRs and human workers at sites around the world.



> **Chuck AMR:** With large, modular, and multi-level workspaces, Chuck is a configurable AMR available through Ocado Intelligent Automation. Used in more than 100 facilities worldwide, Chuck works collaboratively with associates to expedite daily warehouse tasks such as putaway, picking, sortation, and returns.

[IN FOCUS]

INBRIEF

New Services and Solutions

>TECHNOLOGY



▲ **Dexory's** autonomous robotics and AI-powered analysis solution, *DexoryView*, lets businesses understand what happens in their warehousing operations in real time. The system combines analytics capabilities with autonomous robots that capture image and sensor data from across a warehouse and a digital platform that connects warehouses across the global supply chain.

> Dock management solution *myQ Enterprise* from **Chamberlain Group**, the company behind the LiftMaster brand, is a connected hardware and software solution that streamlines driver scheduling, simplifies check in, and provides real-time communication. Facilities can automate loading dock assignments and processes with the solution.

> **QAD's** new Industrial Transformation Platform helps manufacturers, suppliers, and supply chain participants address challenges by solving root causes. Also called the O³

Platform, the solution lets enterprises synchronize processes, systems, and people with artificial intelligence, accelerated implementations, frontline worker coaching, manufacturing and supply chain solutions, connected workforce capabilities, and process intelligence.

> **PalletTrader**, an online marketplace for buying and selling pallets, introduced new features to streamline the process. PalletTrader now offers buyers direct access to pallets for sale on the marketplace from its homepage without having to log into the platform. It also added a guest buying role.

> End-to-end supply chain planning software solution provider **John Galt Solutions** expanded its partnership with **PlanetTogether** to enhance supply chain planning and scheduling solutions and add new capabilities to the Atlas Planning Platform. Companies can streamline manufacturing processes, adapt to changes in production sequence, and unlock business value throughout the supply chain.

> AI-driven optimization software provider **INFORM** offers *SYNCROSUPPLY*, a truck and time slot solution that automates the scheduling of truck appointments at manufacturing facilities.



> Florida's **Port Canaveral** welcomed a second mobile harbor crane, expanding its ability to handle a diverse cargo portfolio. Manufactured by the Liebherr Group in Germany, the LHM 600 evo 6 has a lift capability of up to 154 tons and a jib length of 200 feet. Its 20-container reach allows for containers to be stacked nine high on deck.

The solution supports the yard management staff and provides visibility more than four days out to reduce vehicle congestion and improve dock door utilization.

made by reusable packaging provider **Returnity**, the reusable shipping box replaces standard corrugated cardboard, holds more than 50 pounds, and lasts 40 - 50 shipping cycles.

> **Toshiba America Business Solutions'** new BV400T thermal transfer printers quickly (7 inches per second) and vividly (up to 300 dots per inch) produce shipping and shelving labels, radio frequency identification (RFID) asset management tags, and other labels. Capable of making approximately 1,000 labels a day, Toshiba's

>PRODUCTS

> Retailers can lower the environmental impact of their packaging with middle-mile logistics platform **Fillogic's** new offering: 100% recyclable, reusable mono-material polypropylene packaging. Provided by **Renegade Plastics** and

4-inch desktop printers are designed to meet industrial labeling and receipt needs.

> **ORBIS** added a new pallet, top cap, and reusable sleevepack system to its OpteBulk collapsible plastic bulk solutions. Maximizing truckload space, the new OpteBulk 48x45 series offers a total of 28 positions per 53-foot trailer, two more positions than other 48x45 sleevepacks in the market.



>SERVICES

> **Ryder System** expanded its cross-border U.S.-Mexico operations by opening a logistics facility in Laredo, Texas, as well as extending its drayage yard in Nuevo Laredo, Mexico. Its new 228,000-square-foot warehouse and cross dock in Laredo is located 3 miles from the World Trade Bridge on the U.S.-Mexico border with interstate access in both directions.

> **Americold Realty Trust** plans to begin construction in the first half of 2024 on its first facility through a strategic collaboration with Canadian Pacific Kansas City to co-locate Americold warehouse facilities on the CPKC network. Americold is investing \$127 million in the 335,000-square-foot facility in Kansas City, Missouri. The new facility will support CPKC's single-line rail service

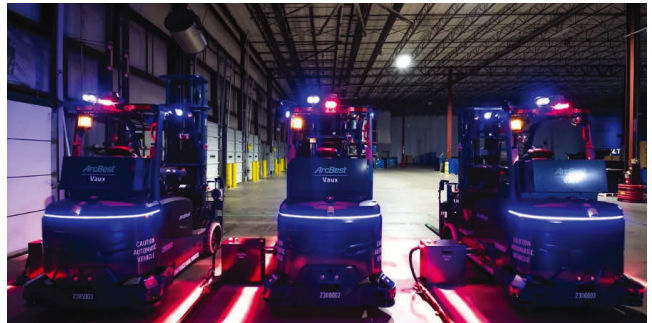
for refrigerated shippers between the U.S. Midwest markets and Mexico.

> **DHL eCommerce**, a division of DHL Group, relocated from its Elkridge, Maryland, distribution center to a 138,500-square-foot location in Manassas, Virginia. Double the size of the previous location with 41 dock doors, the new distribution center enables DHL eCommerce to process more B2C domestic volume.

> **Corporate Storage** activated its Foreign Trade Zone designation at its Gainesville, Georgia, warehouse to save customers thousands of dollars through deferred duties, taxes, and processing fees. With the FTZ designation, Corporate Storage is positioned to serve customers whose products come through the nearby Blue Ridge Connector, Northeast Georgia's inland port, which is scheduled to be completed in 2026.

>TRANSPORTATION

> **Enstructure**, a U.S. marine terminal and logistics company, and **Dole Food Company** expanded Dole's shipping services to Port Wilmington in Delaware. The addition of a second weekly service increases the capacity for tropical fresh fruits, including Dole branded fruits, and general cargo being imported to the Mid-Atlantic region from Colombia, Honduras, and Guatemala.



> **ArcBest's** new *Vaux Smart Autonomy* offering combines autonomous mobile robot (AMR) forklifts and reach trucks, software, and remote teleoperation capabilities to autonomously handle materials movement within warehouses, distribution centers, and manufacturing facilities. The materials handling technology is flexible out of the box to handle variability in facilities, processes, and product characteristics.

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Logistics Events 2024

Connect with industry peers, join thought-provoking discussions, and discover the future of supply chain.



JUNE 2-5, 2024

DALLAS, TX

WERC Annual Conference

na.eventscloud.com/website/63567/home/

Warehousing, distribution, and logistics professionals come together at this event to take stock of the rapid changes in the supply chain sector and to learn best practices, tools, and techniques for navigating the evolving landscape.

APR 30-MAY 1, 2024
DALLAS, TX

American Supply Chain Summit

supplychainus.com

A leadership-focused event, the summit is designed to improve supply chain and procurement strategy across the globe. The conference serves as an annual platform to exchange ideas and explore new technologies for current and future supply chain and operations needs. This year, the conference focuses on navigating supply chain and logistics disruptions.

MAY 29-30, 2024
NATIONAL HARBOR, MD

Annual Assured Logistics Summit

supplychain.dsigroup.org

The summit convenes senior leaders across the U.S. Department of Defense, military services, and industry to discuss strategies, policies, and innovations that will enable secure, resilient, and responsive military supply chains and logistics operations.

JUNE 5-6, 2024
PHILADELPHIA, PA

Home Delivery World 2024

www.terrapinn.com/conference/home-delivery-world

In its 12th year, Home Delivery World covers retail logistics and supply chain operations, starting from inventory management and fulfillment in the warehouse to delivery and the customer experience at the final desti-



nation, as well as the returns process back to the warehouse. The conference and exhibition addresses solutions for autonomous technologies, delivery services, grocers, retailers, manufacturers, and warehousing throughout the final mile.

JUNE 9-11, 2024
NEW ORLEANS, LA

2024 ELEVATE Conference

www.tmsatoday.org/elevate-global-marketing-summit-and-sales-summit

TMSA is celebrating its 100-year anniversary by bringing together the top sales and marketing talent across the transportation and logistics industry for three days of keynotes, storytelling, breakout sessions, and networking in New Orleans.

JUNE 24-26, 2024
COLORADO SPRINGS, CO

CONNECTIONS 24

connections.smc3.com

CONNECTIONS 24, an SMC³ Event, explores emerging trends, challenges, and innovations in today's complex supply chain. Industry experts and thought leaders dissect the current state of the industry and provide predictions for 2025. The event combines informative panels and keynotes with networking opportunities.

JUNE 25-27, 2024
SAVANNAH, GA

Specialty & Agro Chemicals

chemicalsamerica.com

The event promotes chemical manufacturing, chemical technologies, and related chemical industry services, such as logistics and transportation, that have specific applications for the agrochemical and specialty chemical markets. It showcases the value of the American chemical industry and helps support a domestic manufacturing shift.

JUNE 27-28, 2024
LAS VEGAS, NV

Last Mile Delivery Conference & Expo

lmdconference.com

Attendees from across the last-mile sector—including shippers, ecommerce retailers, transit and fleet operators, 3PLs, and parcel companies—gather here to explore last-mile logistics and discover cutting-edge technologies that are disrupting the status quo in warehousing, delivery, and customer service.

SEPT 9-11, 2024
LONG BEACH, CA

IANA Intermodal Expo 2024

intermodal.org/intermodalexpo

IANA's annual expo offers an in-depth look at key intermodal topics such as terminal design, transloading, driver productivity, sustainability, regulatory risk, and chassis provisioning. Attendees partake in educational content sessions and network-

ing events and meet with intermodal vendors and service providers in the exhibit hall.

SEPT 29-OCT 2, 2024
NASHVILLE, TN

CSCMP Edge 2024

cscmpedge.org

The Council of Supply Chain Management Professionals (CSCMP) annual conference gathers logistics, transportation, and supply chain management professionals to explore the end-to-end supply chain. The conference offers educational sessions, technology demonstrations, and breakout sessions.

NOV 10-13, 2024
DALLAS, TX

Accelerate! Conference & Expo

www.womenintrucking.org/accelerate-conference

The signature event from the Women in Trucking Association seeks to elevate, empower, and level the playing field for women in all facets of the trucking industry. Drawing women (and men) from around the country, the conference offers trucking professionals the chance to attend career-development seminars, networking events, and educational sessions.



These events were scheduled to proceed as of press time.



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Echo Global Logistics: Connects businesses that need to ship products with carriers who transport goods.

www.echo.com
800-354-7993

Kuehne+Nagel: Headquartered in Switzerland, with a presence all over the world, Kuehne+Nagel is a global logistics partner that offers highly specialized solutions for major industries worldwide.

home.kuehne-nagel.com
201-413-5500

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EVENTS

Parcel Forum: Supply chain professionals learn how to ship more packages, more efficiently and more cost effectively, September 16-18, 2024 at the Gaylord Texan Resort.

www.parcelforum.com

WERC Annual Conference: Educational sessions focus on the essential areas of people, processes, and technology, enabling attendees to expand their operational knowledge and accelerate their professional development. June 2-5, 2024 in Dallas.

werc.org
630-990-0001

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Behind the AI Hype

Industry insiders agree: The impact of artificial intelligence on supply chain management will be transformative. But how soon are we talking and who will be most affected? Wrap your mind around these projections:



Consensus on AI

97% of senior executives say generative AI foundation models (also known as large language models or LLMs) will transform company operations, according to a recent Accenture survey. And **100%** anticipate changes to the workforce, Accenture found.



Who Will Be Most Affected?

The roles of procurement clerks and production, planning, and expediting clerks will be the most impacted: **72%** and **75%** of their time can be augmented or automated by generative AI, Accenture research found.

43% of all working hours across the entire supply chain function are expected to be impacted by artificial intelligence, according to analysis by Accenture:

- 29% (generative AI automating activities)
- 14% (AI augmenting the work of humans)



Value to Come in Months

Companies can generate value from implementing AI projects within months, not years, says a KPMG report. **57%** of the executives who participated in the 2023 KPMG Global Tech survey say AI will help them achieve short-term goals.



But Wait...

An estimated **80%** of artificial intelligence projects will fail, according to *Harvard Business Review*. (See sidebar for how to beat the odds and choose an AI system.)



Tapping a Wealth of Data

“Supply chains are data-rich. They generate abundant transactional and contextual data along the product transformation and distribution pathways. The greatest opportunity for supply chain practitioners is to harness emerging technologies, such as generative AI, and big data, both structured and unstructured, so that both the individuals and algorithms that operate our supply chains can make better decisions and drive business performance.”

—*Maria Rey-Marston, Ph.D., Innovation Lead, Global Supply Chain and Operations, Accenture*

Sources: Accenture; Harvard Business Review; KPMG



Quick Checklist for Choosing AI

- Does the AI project align with the company's goals?
- Can we measure its impact?
- Should it augment or replace processes?
- Is this a problem AI can solve?
- Does the organization have access to pertinent data?
- Does the team have the needed technological capabilities and skills?
- Have we looked at ethical considerations?

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Denny McCarthy
PGA TOUR Player



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