



SUMMER 2018

Supporting the Customized Logistics and Delivery Industry

DRIVING THROUGH CHANGE

INSIDE

CHUCK MOYER: FROM IC TO CLDA PRESIDENT

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BE PREPARED?**

MAKING THE MOST OF A SHIFTING LANDSCAPE

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President's Message

This edition of the CLDA Magazine gives you a look at the 2018 Annual Conference, including an overview; a profile of Hall of Fame honoree, Ronnie Burns; a look at our two new board members and some of the important take-aways from the panels and presentations. You will also learn about our first Executive Leadership Summit in September. The meeting drew carriers, shippers and vendors from around the globe for three days of exciting information and opportunities relating to industry trends. The meeting offered business building, career enhancement and networking opportunities with the top industry experts.



It was an honor to stand in front of the more than 350 attendees at the Annual Meeting to accept my new responsibilities as your president. I am humbled and blessed to represent you and the industry's leading organization. I look forward to expanding our value proposition with your help.

I have decided to make four key benefits of this association the pillars of the first year of my presidency:

- Business development through growth and enrichment opportunities
- Personal enrichment for all active participants
- Career enhancement support for member companies
- Lifelong friendships through interactive collaboration

I AM EXCITED TO GET YOUR OBSERVATIONS ON THE TRENDS THAT ARE SHAPING THE INDUSTRY; THE CHALLENGES AND OPPORTUNITIES YOU SEE, AND HOW THE CLDA CAN ASSIST YOU IN YOUR PERSONAL AND PROFESSIONAL GROWTH.

These are the benefits that I have personally gained from this organization since I started attending CLDA (MCAA) conferences in the 1980s. And they are the benefits I want each and every one of you to prosper from as well.

My presidency will be a collaboration with you, shippers, vendors, other supply chain associations and experts from all sectors in order to enhance the final mile and customized logistics value proposition for all member companies. I'm depending on each one of you to help me grow and strengthen this association. I am excited to get your observations on the trends that are shaping the industry; the challenges and opportunities you see, and how the CLDA can assist you in your personal and professional growth.

Please contact me with your thoughts, questions and ideas by emailing me at President@clda.com.

Working together for the enrichment of all,
Chuck Moyer
CLDA President



CHUCK MOYER

By Andrea Obston,
CLDA Director of Public Relations

From IC to CLDA President

Chuck Moyer's career mirrors the changes in our industry. He's been a driver, a dispatcher, an operations manager, a senior manager and a buyer and seller of companies. He's worked through every phase of delivery from regional trucking to air freight to last mile. And his 34 years in the same day logistics industry have ultimately brought him to the presidency of CLDA.

"I wouldn't have the blessings I have today without the CLDA," he said in his acceptance speech at the CLDA Annual Meeting where he was voted in as president. "I started out as a driver and ended up as a CEO and I have this association and many of its members to thank for that. Standing here before you today as your president is something I'm humbled by. I don't care how much you give to this association; I can tell you from experience that the payback will be much, much more."

From Air Freight to Last Mile

Chuck's career in the logistics industry began right out of college when he joined a regional trucking company. "I worked with different regional trucking companies doing everything from warehouse operations to driving, to coordinating routes," he says. Later, he moved into air freight where he worked for a third-party provider that handled American Airlines. "I was responsible for coordinating activity for American Airlines between Cincinnati and American Airlines Chicago. We transported air freight via ground from Cincinnati to Chicago where it was put on a plane," he explains. After four years in regional trucking and two years in air freight, Chuck was ready for a new challenge.

So, 34 years ago he moved into our industry, taking a job for industry legend (and a founding member of the associa-

tion), Dick Thomas at Priority Dispatch. He started out as an IC driver and eighteen months later the company moved him inside as a dispatcher. During his 10 years at the company, Chuck climbed his way up the ladder to eventually become a Senior Operations Manager running Priority Dispatch's largest facility and overseeing others. Chuck contributes much of his success to lessons learned in those early years from Dick Thomas and other great members of the Priority team, as well as the relationships he developed (and still has decades later) through the CLDA.

When he left Priority Dispatch, Chuck joined Express Courier International, Inc. in Memphis. There, he started as a Senior Operations Manager ultimately becoming their COO. "I helped take them through the exit when they were purchased by a private equity firm and stayed on to become their CEO," he recalls. Eight years later, the firm was also bought up by another private equity firm, Eagle Merchant Partners. The company became LSO Final Mile and Chuck stayed on post-acquisition for two years as Chief Commercial Officer.

When he left LSO Final Mile in December 2016, Chuck began consulting for them and others in the industry. When the opportunity presented itself, he jumped back into a corporate position with Pace when he joined them as President in August 2017. "Once again, CLDA played a critical role in my career," he says. "I knew Matt Lawrence (Pace's Owner and CEO) and John Benko (the company's VP of Carrier Relations) through my work on the CLDA Board. I liked the culture and people in the organization and I respected their rapid growth over the years. So, when Matt asked me to join the team, I was happy to do it and become a part of an industry leader with such a great team."

"I STARTED OUT AS A DRIVER AND ENDED UP AS A CEO AND I HAVE THIS ASSOCIATION AND MANY OF ITS MEMBERS TO THANK FOR THAT."

CLDA's Role in Chuck's Career

Chuck's involvement with CLDA and its predecessor, MCAA, has been an integral part of his career. His first exposure to association was at an annual meeting in Arizona in the late 1980s. "I was working with Priority Dispatch and since Dick Thomas was one of the association's founders he was very anxious for us to get involved. He took some of his middle managers to the conference, including me. I started attending those conferences regularly after that and ultimately joined some committees. I think I've been on just about every committee this association has, and 13 years ago I was asked to run for the board." This eventually brought him to his current role as the CLDA's newly minted president.

Why take on the role of president of CLDA? "I firmly believe in giving back and the CLDA has been very helpful for me personally in my career, as well as, for every company I've worked for," Chuck says. "The people I've met through the association have been very important to me personally and professionally. I believe in helping others share in similar experiences and successes."

Chuck has an aggressive agenda for his presidency. He's already begun holding working sessions with CEOs of carriers, shippers and vendors to take the pulse of the supply chain and final-mile sector. He's been soliciting their knowledge on where the association can add even more value to their industries. "Whether it's meeting the challenges of the changing workforce; recruiting talent; remaining on the technological cutting edge or tackling other issues, I want to know how the association can add additional value to its membership in this ever-changing environment."

A Plan for the Future of the Association

"I wouldn't be where I am today without the CLDA and

I want to build my presidency on making those things happen for the members," Chuck says. During his presidency Chuck has a vision for the association based on delivering four benefits to members:

- Business development through growth and enrichment opportunities
- Personal enrichment for all active participants
- Career enhancement support for member companies
- Lifelong friendships through interactive collaboration

"I intend to use these four benefits as the pillars of my presidency," he says. "And we're starting right away with the association's first Executive Leadership Summit September 27 and 28. This skills development boot camp is designed to offer practical working knowledge to c-suite executives and young professionals in the leadership pipeline."

Chuck wants to be an activist president by listening, learning and responding to members' needs and challenges. "I'm looking for input from every member of this association. Whether you are an owner, a logistics executive, a manager, a shipper, a vendor or an independent driver I want to hear from you. Tell us where you see this industry going. Help us identify how we can best assist you and your business. You can forward that information to me directly at President@clda.org. We're here for you, I and the entire Board will work hard to direct the association in a way, to help you and your employees gain knowledge; enhance personal and professional growth; develop new business opportunities and build lifelong friendships through the CLDA. Get in touch with me, the staff or any Board member today to ask how you can get more involved in the association or let us know how the association can serve you better. We're here for you and the betterment of the industry." **CLDA**

Government Affairs



By Madeline Jurch,
CLDA Director of
Government Affairs

Midterms Already?

Midterm elections are just around the corner and things are just starting to get close. We've seen many special elections across the country and some races have turned out closer than anyone would expect. Every member of the House of Representatives is up for reelection and several outlets have predicted the House will shift control from Republican-led to Democrat-led. Democrats need to flip 24 Republican seats to take back the House and by the looks of things they could win less than half of the competitive districts and still pull it off.

As Democrats are not favored to take over control of the Republican-led Senate, there are several close races happening in Nevada, Missouri, Indiana, North Dakota, West Virginia, Arizona and Ohio. Several Members of Congress are retiring from office and many Democrats are struggling to capture the votes from a state Republican President Donald Trump won.

We will continue to watch the action as things develop leading up to November.

Members of Congress Don't Get to Escape the Heat - August Recess is Cut Short for Members

The Senate continues to work on approving spending bills to keep the government open and they cut their August recess short to keep working. The House passed several spending bills to fund various programs in the government before parting for their August break. We don't predict a lot of big legislative priorities passing Congress as 2018 elections are just around the corner. Many members are focusing on winning reelection and staying above the controversial fray of passing a piece of legislation that could impact their campaign.

Brady and Tax Bill 2.0

We continue to work hard on CLDA's federal legislation that would clearly define "independent contractor" with the Department of Internal Revenue Services (IRS). With the Chairman of Ways and Means Committee promising a Tax Reform 2.0, we are hoping to have our language make it into the House version of the bill

Is Your Healthcare Too Expensive?

CLDA is excited to explore the possibility of providing Association Health Plans (AHP) for CLDA members. The Trump Administration's Department of Labor recently released their final rule outlining AHPs and the various rules for developing them and providing them to association members. The Administration aims to make it easier for Associations to form for the sole premise of providing healthcare to Members. These AHPs are intended to make it easier for small businesses to band together and buy health insurance without some of the regulatory requirements that individual states and the Affordable Care Act impose on small employers. The new rule would allow sole proprietors to join small business health plans and does not impact previously existing AHPs.

We've seen many states sue the Administration over the AHP rule stating it does not preempt states' authority to regulate AHPs. Despite the pending legal claims, we see the Administration moving forward with this rollout and CLDA could start offering AHPs by January 1, 2019. Stay tuned as we update members on new opportunities! [CLDA](#)



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If you have any questions on the
CLDA Government Affairs activities
or would like to become more
involved, please contact Madeline
Jurch at madeline@clda.org.

The Right Time, The Right Team.



Changes in expectations of shippers and consumers are pushing final mile service providers into constant change. Dynamic routing and optimized on-demand are **expectations in today's market**. This need for optimization is significant as the industry evolves and companies try to embed optimization engines into their antiquated dispatch applications. Recognizing that as the wrong solution, Datatrac's approach was to find an experienced provider of optimized dispatch applications with a full suite of functionality so we could hit the ground running with a superior dispatch application. **Elite Extra's vast experience** in optimized dispatch and operations management solutions coupled with Datatrac's industry experience, eTrac technology, and back office software ensures that we can power the final mile with a best-in-class application that isn't a "quick-fix" solution. Elite EXTRA allows users to automatically create routes in optimized sequences, dispatch them to a smartphone or tablet, and track drivers in real-time. The software is applicable to all industries seeking visibility in managing their supply chain.

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MEET CLDA TWO NEW BOARD MEMBERS

By *Andrea Obston,*
CLDA Director of Public Relations

The CLDA elected two new members to its board of directors at the recent Annual Meeting: Tim Cocchia and Randy Edmonds. Both men are industry veterans who have been committed volunteers for the association for many years.



Tim Cocchia is the Chief Operating Officer at Xcel Delivery Services Inc. in Phoenix, Arizona. He has been an active member of the CLDA since he joined the association in 2000. He currently serves on the Purchasing Committee. Cocchia previously served on the MCAA Board from 2000-2004. In addition, Cocchia previously served on the association's Membership Services and Conference Committees. Xcel Delivery Services provides custom on-demand deliveries, logistics, warehousing, and distribution services throughout Arizona. They work in the banking and medical fields, as well as in other industries as couriers and drivers.



Randy Edmonds is a Partner- Senior Vice President at Nfinity Courier and Logistics in Houston. Edmonds has been an active member of the CLDA since he joined the association in 1990. He currently serves on the association's Shippers Committee; Convention Committee; Purchasing Committee and Disaster Relief Committee. Nfinity provides logistics and courier services for the pharmaceutical and automotive industry throughout the Southwest and Midwest. They provide scheduled and on-demand pickups and deliveries for medical labs as well as fleet replacement, warehousing and distribution logistics; in-house transportation management programs; route services and mail room management.

The CLDA's fifteen-member board provides strategic direction and active leadership for the 31 year-old association. They oversee all govern affairs, conferences, webinars, membership, marketing, industry outreach and member benefit programs. [CLDA](#)

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Interested in contributing to our advocacy efforts?

Contact Madeline Jurch at madeline@clda.org or (202) 207-1122.

Less than 1/4 of CLDA Members are donating to the Advocacy Fund. However, this advocacy fund sponsors almost 100% of all government affairs activities CLDA undertakes. Most recently, CLDA used advocacy fund donations to draft two amicus briefs – one for the National Labor Relations Board and one for the U.S. Supreme Court. We continue to work on all fronts, including judicial, to defend CLDA members and their right to have independent contractors and to have arbitration agreements in place. Without the advocacy fund, CLDA would not have had a voice and would not have been able to comment on behalf of the entire logistics and delivery industry. Donate now and help us represent YOU on the federal, state and judicial level.

Thank you!

Shipper Relations, Technology and Team Building Featured at CLDA Annual Meeting



An international crowd of carriers, shippers and vendors gathered for three days of business building, career enhancement and networking at the CLDA Annual Meeting. More than 365 people met in New Orleans to get a front row seat on new trends in the industry and ways to enhance their businesses. For the two dozen shippers who attended, the meeting offered the time and space to connect with the companies they need to deliver to their customers.

“I’ve been in the business for 30 years, but I came to learn more about it,” said James Connolly, of Capital Transport who came from Australia for the meeting. “It’s helpful to get some perspective from others about how they meet their day-to-day challenges. And, of course, I’m very interested in meeting other carriers so I can build a network for the times I need them.” Connolly was particularly pleased with the number of Canadian carriers he was able to connect with.

The meeting featured sessions connecting with shippers, the latest in technology and team building. In its 31st year, the gathering is the oldest and largest in the industry. And this year’s meeting in New Orleans more than met attendees’ expectations. “I do a lot of shows and this one is one of the better ones,” said Lance Healy from Banyan Technology. “It had the right balance between education and exhibits. We’ve had a lot of great conversations and we’re seeing a lot of business coming from this. I especially like that there are so many shippers and 3PLs.”



HERE ARE SOME OF THE HIGHLIGHTS OF THE PROGRAM BUILT AROUND THE CONFERENCE'S THEME, THRIVING ON DISRUPTION:

Day #1 Maximizing Teams; Mobilizing Technology; Embracing Change

The first conference keynote was from former Navy SEAL, Chris Fussell. He is currently a partner at McChrystal Group. Fussell is the author of the 2015 New York Times bestseller, *Team of Teams: New Rules of Engagement for a Complex World* and the 2017 Wall Street Journal bestseller, *One Mission: How Leaders Build a Team of Teams*. "Teams that work together share a common consciousness," he told the crowd. "It's all about creating a culture of connectivity. That way members of the team can make decisions and act independently but with a connection to the overall goals. It's the leaders who control the operating rhythm of their teams. It's up to them to answer the question 'how can we connect these teams so they don't have to come back for decisions and can act decisively?'"

Building on the role of teams in our industry, CLDA board member Julie Thomas, President of Priority Logistics Group and Brian Surber, VP of Operations for Priority Dispatch were the first two presenters. Their workshop was called "Executing Strategy in the Midst of the Whirlwind." Thomas pointed out "To grow a company you have to do the strategic work. That enables every employee to know why they come to work and how what they do feeds into the organization's goals. Effective planning and goal setting focuses associates' efforts on your company's most important goals. Establishing good metrics to measure your progress on those goals involves getting buy-in at all levels in the organization. There needs to be a collaborative process between team

members and supervisors. This creates an understanding of how job tasks affect company performance."

The afternoon's session kicked off with a workshop called "Making the Most of Technology-Led Disruptions" featuring the remarks of Greg Smith from Tech Mahindra. He started his remarks with a quote from economist Noel Perry: "Final-mile delivery is a market that could grow to about \$12 billion over the next decade, from about \$3.7 billion today, thanks in large part to a growing appetite from younger consumers to buy everything from BBQ grills and mattresses to dining room tables online. And he pointed to technology as the key to helping carriers benefit from this explosive growth, citing another Perry quote: "The next ten

Roadmaps features.

Other conference participants attended a fireside chat that gave them a look at the impact of transportation network companies like Uber and Deliv. In the session called "Transportation Network Companies and Shifting Landscapes," participants heard from former Amazon executive Penny Register-Shaw and TForce President Scott Leveridge. The message from both speakers was that the industry will most likely evolve using a combination of both crowd-sourced and traditional delivery services. Register-Shaw summed it up this way: "I believe in both models. I am a respecter of history. Because of the severe shortage we all face in this industry when it comes to finding quality drivers I believe that

A lot of tech companies see the final mile as a space. That disruption's going to keep on coming.

years will be all about mobile communications and real time data." He made the point that making the most of that data is the key to making the shipper's customers happy. This leads to the logistics' customers (the shippers) being happy. He cited a famous quote by FedEx's founder Fred Smith who put it this way: "Information about the package is as important as the package itself." And using technology to master that information will be the keys to success in the coming years, Smith concluded.

The morning ended with dual tracks. CXT customers attended the company's Technology Symposium. Those invited to the session learned about CXT's new features and updates such as changes to their route, online customer portal and

crowdsourcing is a way to supplement the stable core of logistics providers. Your companies have the quality control. You have the recognized brands. You have the ability to address the issues of security and privacy. Those are things that the nascent crowdsourcing industry is facing every day that you've already tackled."

Leveridge forecasted that the presence of transportation network companies will be one of many factors involved in changing this sector. "I think the disruption of our industry by these upstart companies is only the beginning. A lot of tech companies see the final mile as a space. That disruption's going to keep on coming. It's a matter of spotting it and responding in real time," he said.

Later that afternoon participants had their choice of two sessions, “The Inside Track on Building Your Business” featuring the remarks of Rob Golin, President, Business-Builders and “Implementing Safety Programs for Your Drivers or Employees” by Renee Paul of PHP International. Golin’s remarks helped participants develop ways to adapt to a changing market. In his presentation he talked about ways to develop a sales organization; to hire the right sales people; to manage a sales force and to develop profitable relationships with customers. In Paul’s presentation she covered ways to determine safety program needs and cover company liabilities. Participants discussed equipment needs, audits, inspections and safety meetings. They also touched on ways to keep employees and drivers engaged in the issues around safety.

Day #2 Building Engaged Teams; Meeting Shippers’ Needs; Preparing for Disasters and Making the Most of Social Media

The keynote for Day #2 focused on developing engaged teams, improving dysfunctional teams and building an accountable culture. The speaker, Mike Zorn, is the Founder of Zorn Organizational Excelsator and Vice President

of Workplace Strategies for WorkJam. Building on his 30+ years of experience in HR with the Macy’s and Bloomingdale’s brands, Zorn helped participants understand the critical need to develop an involved team. “I believe very strongly that team effectiveness is a competitive advantage for any company in any industry,” he said. “Any company’s ability to be agile and change comes from the strength of its teams.”

Later that morning a panel of shippers and technology providers led by Greg Smith gave participants practical tips in a session called “Shippers, Technology and Your Business Success.” In a freewheeling discussion, two shippers and three technology company executives offered their advice on how businesses can use technology to improve communications between their companies, the end customers and shippers. On the shipper side, session participants heard from John Byrne, Logistics Manger for Paychex, Inc. and Toni Briggs Huff, Senior Director of Logistics for the American Red Cross. Giving insights into the technology side were: Derek Figg, VP of Engineering for CXT Software; Patrick Scardilli, VP of Sales & Marketing for Key Software Systems, LLC and Danny Barfield, EVP Business Development with Datatrac Corporation.

More tips on working with shippers followed lunch. In a panel called “What Do Shippers Want?” shippers, technology providers, a 3PL provider and an industry consultant gave their answers. Moderated by industry veteran Jim Bramlett of 5 String Logistics, the panel discussed shippers’ increasingly demanding requirements; their escalating requirements for seamless technology; electronic data visibility and the carriers’ role in delivering a great customer experience. The shippers included: Robert Iari, Director of Last Mile Services for CH Robinson; Mike Tarp, Sr. Transportation Analyst for Advance Auto Parts and Will Tutt, Performance Manger at Wayfair LLC. They were joined by Lance Healy, Co-Founder/Chief Innovation Officer at Banyan Technology; Michelle Ellwanger, SVP of Operations for the 3PL Non-Stop Delivery and industry consultant Cory Dickerson.

Two concurrent sessions ended the day: one on disaster preparedness and the other on social media

In “Disaster Preparedness in an Unpredictable World” moderator Thomas Jowers, Vice President/COO of ADL Delivery led four logistics providers in discussing what to do when natural disasters hit. Panelists included Lance



Dearborn, Fastmile Logistics; Randy Edmonds, Nfinity Courier & Logistics; Eric Donaldson, Sterling Express and Kern Weissman, Select Express. Together they shared their experiences dealing with the last 12 months in the business. All agreed these were some of the most challenging times in their careers. They shared their own stories and offered tips and best practices to cope with and recover after hurricanes, floods and snow storms and more. In summarizing the need to develop and maintain a disaster plan, Weissman said this: "It's all about risk awareness. What drives panic is when you don't understand the risk. The more you go through the scenarios and do the analysis, the more you can establish priorities." Emphasizing the need to plan before disaster hits, Donaldson added: "It's all about knowing when to implement the plan. It gives the team a sense of calm when everyone knows what they have to do. When you've got that plan and have run through the drills there's a sense that your organization is ready to respond."

In "How to Use Social Media to Recruit and Increase Sales" Katherine Doble, President, Ingage, led a discussion of the role of social media in recruiting, brand building and attracting new customers. She covered the idea of social recruiting, which she defined as "The

use of social media to advertise jobs, find talent and communicate with potential recruits about company culture." For those used to attracting new drivers and employees through newspaper ads, she offered these chilling statistics:

- 59% of employees say a company's social media presence influenced their decision to join a company
- 75% of potential hires aren't actively searching.

The benefits of using social recruiting include an ability to reach those candidates who aren't actively looking for positions; to get resume information without having the actual resume in hand; to filter out bad candidates and to save money on ads, bad hires and recruiters.

their businesses throughout the year.

Joel Pinsky, CFO for Global Messenger & Logistics summed it up this way: "I know from experience that the networking at this event results in business. I can tell you I'm still doing business with people I connected with at the CLDA Annual Meeting three years ago. I know someone's going to handle business the way I'd handle it because I've met them here face-to-face. I do business all over the country and I know that if I need a job done in another part of the country, I'm going to turn to someone I've met through the CLDA. I know they'll be reputable, responsible and have integrity because of their association with this organization. Meeting someone here has allowed me to sit across a table from

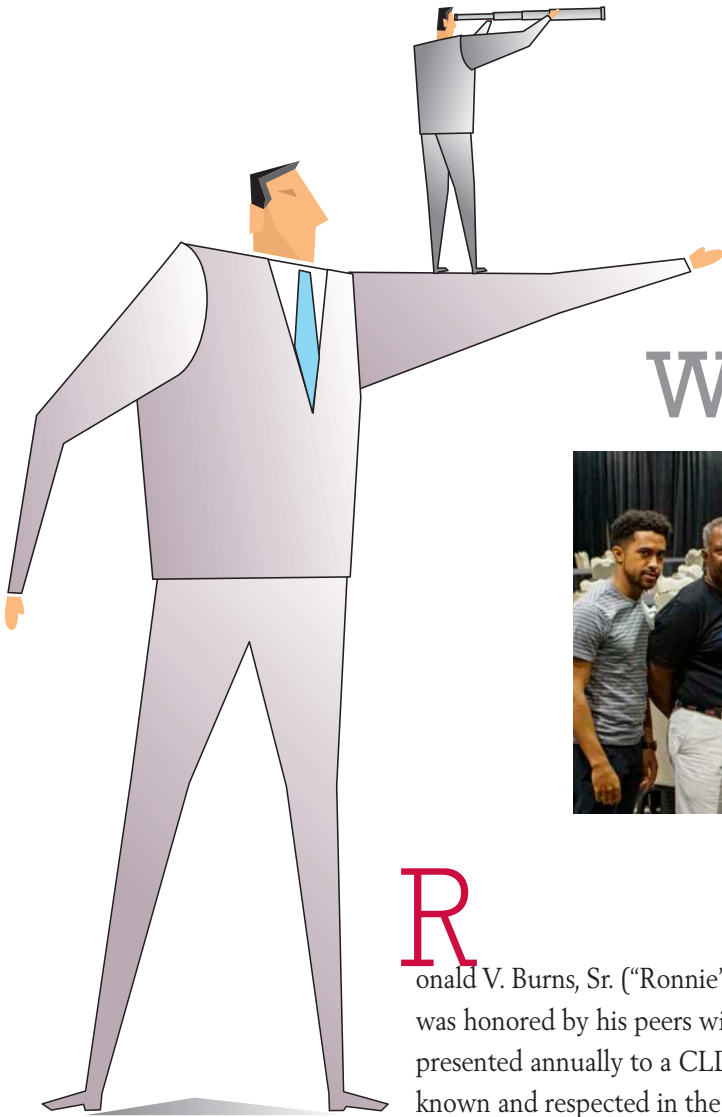
*It's all about risk awareness.
What drives panic is when you don't understand the risk.*

New Business; New Relationships; New Energy

For the 365 attendees and two dozen shippers, the CLDA Annual Meeting offered the chance to bring in new business; get face-to-face with shippers; reach out to other carriers to improve their ability to deliver across North America; to learn about the latest technology and to pick up tips to improve

them. To know what their company does; where it's located and what we have in common. It allows me to put a face to a name and to feel a level of confidence in their ability to help me deliver for my customers. That's what you get from the time you spend at these meetings. They never fail to deliver." **CLDA**





CLDA HALL OF FAMER RONNIE BURNS

Standing on the Shoulder of Those Who've Gone Before



Ronald V. Burns, Sr. (“Ronnie” as he is called) was honored by his peers with an award that is presented annually to a CLDA member who is known and respected in the industry. It seeks to

cheered on by twelve members of his family, ranging from his elderly mother to his four-year old twin grandchildren.

Ronnie took the stage after a heartfelt introduction by his son, Jason, a CLDA board member and president of the company that Ronnie and his wife, Sheila, founded in 1984. Today, that company, QCS Logistics, is a leading transportation logistics firm within the region.

*“We all stand on somebody’s shoulders.”
With those words, the newest member of the
CLDA Hall of Fame humbly accepted his award at
the association’s annual meeting in New Orleans.*

By Andrea Obston,
CLDA Director
of Public Relations

pay tribute to those who have made noteworthy contributions to the customized logistics and delivery industry and to the CLDA.

The announcement of his induction at the General Assembly that morning was an emotional one for the surprised awardee who was

“I come here today as president of QCS and as Sheila and Ronnie’s second son,” Jason began. “I’ve been asked to tell you what this man is all about. He is driven. He believes in betting on yourself. He grew up in a family with a lot of love but not a lot of money. He

realized early on that he had to hustle to put change in his pocket. He bet on himself.”

Jason continued by stating that, despite being a rising star, his dad left a prosperous career at a local bank, Liberty Bank and Trust, to pursue his dreams of being an entrepreneur. He went against his parents’ advice and started his own business. He is thought of as a caring and thoughtful man who, every holiday morning, spends hours sending personal text messages to family and friends. He is a dedicated husband and father. With an emotional ending, he stated, “Not many sons get the opportunity to introduce their father for an honor like this. I am proud to introduce my dad and my hero, Ronnie Burns, as the 2018 CLDA Hall of Fame Inductee!”

Ronnie took the stage to a standing ovation and thunderous applause from members of the Association in recognition of his life-long commitment to the industry. “It is so humbling to be in a class with the legends who preceded me,” he told the crowd. “Whatever success our company has gained over the years is a direct result of being a part of this organization. It’s all about the relationships we’ve built; the mentorship we’ve receive. When I think of this organization, I think about the founders. These were individuals who were willing to share and give good positive advice. We took a chance in starting this national organization and today, I am grateful

to receive this wonderful recognition from the CLDA. It’s quite an honor to be inducted as a Hall of Famer, along with these other prestigious industry leaders.”

From Banker to Business Leader

Today, Ronnie Burns has two primary businesses. He is the CEO & Chairman of QCS Logistics and Founder/President/CEO of Global

currently serves as Chair of its Audit Committee.

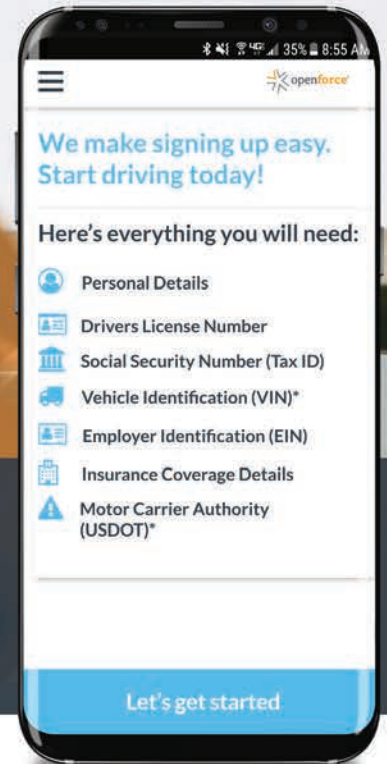
After launching his first business, a payroll processing company, the bank asked Ronnie to continue to manage its couriers. He was already providing payroll services for 50 to 100 accounts when he hired two of the former bank couriers to pick up timesheets and re-deliver payroll checks. The company began to do other bank schedule

“Whatever success our company has gained over the years is a direct result of being a part of this organization.”

Parking Systems. Burns began his professional career in business, not as an entrepreneur, but as an employee. “I worked in a small minority-owned bank that opened its doors a year before I joined it,” he recalls. “My title was VP, Auditor and Accounting. That’s a grand title, but, in truth I did a bit of everything because the bank was so new and so small. Among my duties was to oversee the retired gentlemen who were our couriers. They picked up and delivered bank documents. I enjoyed the position, but after a while I wanted to pursue my own dream of owning a business”. Today, Ronnie serves on the board of directors for Liberty Bank & Trust, which has expanded into eight states and is now one of the largest minority-owned banks in the country. He

work and then another credit union asked if they could assist with their courier runs. “I had a courier business, but didn’t know I had one!” Ronnie says.

Ronnie’s big break in the courier business came in a supermarket line. “I ran into a guy that was my classmate in grammar school,” he recalls. “I hadn’t seen him in over 25 years. He told me he was a manager at Radio Shack and asked what I was doing. When he found out I’d been doing courier work he said, ‘I am in the process of replacing our current courier firm due to poor performance. Would you be interested?’ asked the manager. I called him the next day and he explained how to do business with Radio Shack. It was a lot of paperwork to become a vendor and that first month



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we did all of \$50 worth of business working for them! Admittedly, I was disappointed but eventually we grew that account to \$50,000 worth of business a month.”

Eventually, Ronnie decided that the courier business was more profitable than the payroll service. In 1984, he sold the payroll company to one of his courier customers, a tax preparation firm and registered the fledgling courier firm with the state as Quick Courier Services, Inc. They embarked upon their journey of entrepreneurship with the one car that he and Sheila shared between the business and a growing family.

Ronnie threw himself into building the courier company. He was also building his connections in the business community by getting on non-profit boards and commissions and by serving on the local Chamber of Commerce. That community involvement is still a key to Ronnie's business and personal success. Today, he serves on several prominent city boards and is a Past President of the Sugar Bowl Association. Last year, he was honored with the “Legend of New Orleans” award for his work and leadership in helping to build a new hospital to serve the citizens of the Ninth Ward, which was devastated by Hurricane Katrina. For his work there, Ronnie was asked to serve on the new hospital's board of directors by Mayor Mitch Landrieu. He was subsequently elected by fellow members as its first

chairman. In fact, he had to cut short the CLDA Hall of Fame ceremony to keep another obligation - a meeting of the Board of Trustees of his alma mater, Dillard University, on which he serves as Officer and Treasurer.

CLDA, MCAA and QCS

“I had the good fortune of being invited to the first meeting of this organization,” recalls Ronnie. “I received a letter that said a group of fellow courier owners were trying to form a national courier association. It invited

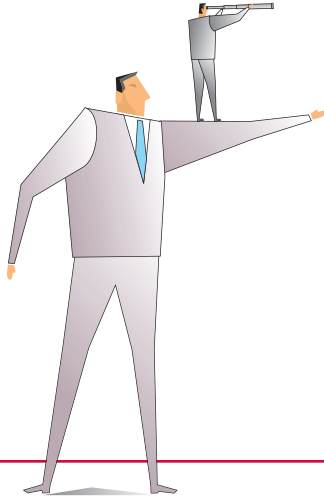
“I've always felt the member companies were very helpful. You could bring your problems to them and they would open doors for you.”

The company that Ronnie founded over 34 years ago today is one of the leading delivery and logistics business in the Southeast. QCS Logistics has been recognized as an INC. 5000 Fastest-Growing Private Company and one of the largest customized logistics and delivery businesses in Louisiana. Yet, despite its remarkable growth, the company proudly points to the fact that many of their clients have been customers since QCS's inception 34 years ago.

QCS Logistics provides on-demand and scheduled delivery services, cold chain delivery, medical courier delivery, freight distribution and custom logistics services; such as cold storage, fulfillment and warehousing. Their customers are in healthcare, pharmaceutical, auto, critical parts, financial and retail throughout Southeast Louisiana. They serve customers throughout the Southeast with more than 80 drivers, 75 vehicles and two warehouses.

one courier company per city to come to Louisville, KY for the first meeting. Because they were only allowing one company per city, the first company to sign up first could attend and become a member. However, to Ronnie's dismay, someone else from New Orleans had already registered. “I could only attend with his permission,” says Ronnie. “The owner of the firm, Speed Wheels, was a guy like me who had had just started his business. He said, ‘I don't know what I'm doing and you probably don't know what you're doing. Why don't we go together?’ So we did! It was astounding to me that these companies were willing to get together and share information for the greater good of the industry. I committed myself to working diligently with the association.”

Over the years, Ronnie made his mark on the association. He became the first African-American on the board of what was then called the Messenger Courier Association of



“The CLDA is helpful, supportive and encouraging. You get access to a lot of successful people who don’t mind lending a helping hand.”

America. He served on a variety of committees and proudly admits to be the driving force who brought the annual convention to New Orleans for the first time (this year’s conference is the third held in the Crescent City). “It was the first one of our meetings that was held in a place that wasn’t a resort,” he recalls. “We had a new Mayor and as part of his first official duty, he welcomed MCAA to the city and issued a proclamation of ‘National Courier Week’ in our honor!”

In looking back at his 30+ years involved with the association, Ronnie notes that it’s been instrumental in his company’s growth. “The association exposed us to a market place that was bigger than where we do business,” he points out. “Through it I’ve met people from much larger companies. I’ve found vendors such as settlement

processing and specialized insurance providers. It’s allowed me to find out what the big boys are doing. We’ve gained business by consistently networking and being active in the organization. We have certainly benefited from referrals of other member companies. This organization gave us our first exposure to cutting-edge technology and new processes. We have also supported the efforts of the organization’s lobby group and our staff have taken advantage of various webinars available to members on a variety of topics that affect our industry. I’ve always felt the member companies were very helpful. You could bring your problems to them and they would open doors for you. I’ve made good friends over the years and they have set a path of success for us.”

There’s another part of the organization that fills Ronnie with

a different sense of pride – the fact that another generation of Burns, his son Jason, is now a board member. “I’m extremely proud that my son is playing such an active role in the organization,” he says. “I know that several board members have served as mentors to Jason just as they did for me in my day. I also appreciate the respect for and confidence that they have in Jason as well. There are no words to describe what that means to me.”

Advice for Those Who Come Next

For the next generation coming up in our business, Ronnie advises they get involved with the CLDA to cultivate their own success. “I would heartily encourage joining this organization,” he says. “There are so many benefits, both tangible and intangible. If you’re going to be serious about moving forward in this industry, you need to join this organization. The CLDA is helpful, supportive and encouraging. You get access to a lot of successful people who don’t mind lending a helping hand. The benefits are priceless!” **CLDA**



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By Andrea Obston,
CLDA Director of Public Relations

When the Worst Happens Will You Be Prepared?

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nowstorms, hurricanes, fires and power outages can take down any operation in a matter of minutes. *How soon could your company recover and get back to serving your customers? What back-up systems do you have in place to get to your data and how soon could you marshal them? And how would you communicate, mobilize and support your employees when a disaster hits?* These are some of the issues tackled by a panel of logistics professionals representing delivery companies from around the country. All have survived fires, flood and disasters and were anxious to share what they learned about recovery with a crowd at the CLDA Annual Meeting.

The panel was led by CLDA Board Member Thomas Jowers, whose Florida-based company ADL Delivery knows first-hand about recovery from hurricanes and other natural disasters.

The panel included:

- Lance Dearborn, CEO, Fastmile Logistics, Orlando, FL
- Eric Donaldson, Director of Strategy and Business Development, Sterling Express Services, Inc., Houston, TX
- Randy Edmonds, Partner/Sr. VP, Nfinity Courier and Logistics, Tomball, TX
- Kern Weissman, Select Express, Chief Information Officer, New York, NY

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hat all of these challenges taught us was not only to prepare for our own business operations, but also to remember to prepare for our customers' needs too.

Q *First of all, tell us about your company and some of the disasters you've had to face.*

DONALDSON: We've been providing local, same-day delivery services to the greater Houston marketplace since 1987 and we've seen it all. Most recently, we've had to recover from two major hurricanes. During the first one our power was out for 14 days. That was followed by a construction project on our road that took out our phone lines and then Hurricane Harvey covered the city with 54 inches of rain in 24 hours. And every year, there's an event that shuts down the highway for three full days. It's the largest livestock rodeo and gathering of trail riders in the country. So, between water, wind and trail riders, you might say we've had our share of challenges.

DEARBORN: We're in Florida, so we know all about hurricane damage. Last year Hurricane Irma was the big rain maker. That took out power in 65 percent of Florida. We lost power for eight days at the office. We didn't have any destruction at our facility, but what we didn't count on was the post-hurricane outcome of not having any light in our warehouse. How do you operate without lights in a warehouse?

EDMUNDS: We've faced every disaster possible. From blizzards, to hurricanes to tornados to floods. And let's not forget the near-panic leading up to the year 2000. What all of these challenges taught us was not only to prepare for our own business operations, but to also to remember to prepare for our customers' needs too. One of the best "teachers" we had was Hurricane Katrina. We delivered pharma into New Orleans to those who were stranded in the Super Dome. Everyone, even FEMA, had to get spe-

cial permission to go into that area. Those lessons helped us going forward. We learn from each disaster. You have to keep changing your plans to make it right for everyone.

WEISSMAN: In the Northeast it was Hurricane Sandy. That was a situation that challenged us and our plans. We have multiple sites – one in New York City and one in Secaucus, New Jersey. We expected the Secaucus office to lose power, but, in fact, it was New York City site that went down. That doesn't happen. Our Midtown office was down for a week. We had to move everyone to Secaucus. Actually, just getting them around in that disaster was tougher than the technical side. What that taught us was that you have to look at your entire business and consider all the elements that would be impacted by a disaster. A disaster plan is all about making sure you consider every contingency and figure out how you can continue to operate your business no matter what.

Q *What's the difference between responding and reacting to a disaster?*

DONALDSON: There is a difference. If your business catches fire and you jump out the window, you'd be reacting. If the fire alarm goes off and you calmly exit, you'd be responding. Let me give you an example of responding: We have a problem with wind damage in Houston. We panel our windows to respond to this. As the weather changes these panels may no longer fit the same way they have. So, to be responsive, we evaluate those panels regularly to make sure they will still be able to do the job when they are needed. It's all about executing on continuity plans rather than hoping that when it hits the fan things will just work.

WEISSMAN: It's really about risk awareness. What drives panic is when you don't understand the risk. The more you go through the failure scenarios and do that single point of failure analysis, the more you can establish priorities about what you need to mitigate. That's risk awareness.

DONALDSON: There a sense of calm when everyone knows what the procedure is. That comes from planning. There's also the matter of knowing when to implement your plan. It's the leader's job to know when need to pull the trigger. The leader says, "We are now in Response. It also helps if you've run through the drills so you know your organization is ready to respond.

Q *What about operational preparedness?*

DEARBORN: Having a written plan puts people at ease. It helps them know what they are supposed to do. Everyone needs to know what the plan is. Let me give you a recent example: We had a five alarm fire at our Charlotte warehouse. I was out of town. But we had a plan in place and everyone knew what they had to do. They knew how they needed inform customers. They knew how to assess the damage. They knew how everyone was supposed to respond. Without a plan everyone responds and that leads to panic. Panic is never good for anyone. With a plan, everything is done in advance of a disaster. Also, we're constantly updating our plan.

EDMUNDS: You have to prioritize the type of items you're delivering first in the case of a disaster. You have to move pharma first. You have to think about how your people will get to work. And how your customers will get to work. We have specialized plans for each customer. Each one of our customers has their own point person. Without that, everyone would be trying to communicate with

them. In the plan, we also requirement that each one of those point people to talks to the others. Have an internal plan for your and another with your customers. Have something set up with your customers ahead of time and discuss it with them. It's all about keeping good lines of communication during a crisis.

DONALDSON: And speaking of communications, everybody should have a relationship with their fire chief, their chief of police and their city council. Anyone you might have to reach out to in a disaster. There are times when you are the only people allowed on the streets (say if you're delivering pharma) so you need to talk to them before things happen.

Q *Let's talk about business continuity. How do you start planning there?*

WEISSMAN: Think about the bare-bone elements you need to operate your business. Where are your single points of failure? Look at the entire process of how you get orders; how you access your financial systems; how your HR systems work. Then, get your IT people involved. Ask them where your vulnerabilities are. Identify how that feeds into your risk profile. That's how you establish a disaster recovery plan. You want to identify the weaknesses in your infrastructure so you can deal with them so you can be resilient when disaster, however large or small, does strike

Q *Can you address the idea of financial preparedness and the role of business interruption insurance?*

DONALDSON: We should all have business interruption insurance, but keep in mind that all business interruption insurance isn't the same. Read your deductibles. Talk to your broker. My policy said it would only provide coverage if we were completely shut down. We lost our ability

Think about the bare-bone elements you need to operate your business. Where are your single points of failure?

to function for 14 days. Our customers didn't have power for 14 days. Nobody was at work. We burned through \$350,000 of capital in 14 days. Now I know we need to keep that much cash on hand for the next time.

DONALDSON: Yes, you have to have something in reserve to take care of your people. In fact, we'll often pay our drivers in advance if we see a disaster coming.

Q *What about testing the plan?*

DONALDSON: It's not enough to have a plan. You need to test it. Having a plan without testing it is as bad as not having a plan. Unplug your router and see how your people react.

Q *What about cloud-based services? Should we be looking to go cloud-based as the way to protect our data and to get access it in a disaster?*

WEISSMAN: Just going to a cloud as a resource isn't the whole answer. You need to have connectivity to use those services. If you have generators and fuel contracts, that's not a bad idea. One caution here: audit your cloud-based services to make sure they are doing what they say they are doing and truly have the ability to meet their advertised Service Level Agreement in a disaster. SOC 1/2/3 reports and SAS 70 Audits are good things to ask for from your cloud vendors.

DONALDSON: If you can get access to your data from everywhere at any time you have an advantage. We put our key folks in a hotel in Dallas during one hurricane and they functioned from there because they could access the data. We wouldn't have that capability if we were dependent on servers.

WEISSMAN: At a minimum, put your servers in separate co-location facility.

Q *Where can companies go to begin evaluating the providers that are out there?*

WEISSMAN: Take a look at the Uptime Institute. They evaluate the providers. They understand what's robust. They make those providers prove it. When considering providers, ask them how they have done this for their other clients. Make them give you references and performance/uptime statistics. The managed service providers that are good can provide examples and case studies.

Q *What about the costs? How much should we be spending to mitigate the risk?*

JOWERS: Weigh the risk of not mitigating it. Do you have a bigger risk of loss if you don't?

WEISSMAN: There is a tipping point. For example, suppose you are weighing adding a secondary site. Without it, it could take two days to recover. How much revenue would you be losing during those two days? If you're really going to lose hundreds of thousands of dollars and risk your brand reputation then it might be worth adding that secondary site. It's like picking an insurance plan. If your potential loss is greater than what you'll pay for the insurance, you shouldn't think twice about investing in it. Piece it out. Don't attempt to mitigate every risk at once. Establish your plan in layers. Keep evolving your business continuity plan and make it part of your organizational process. **CLDA**

Making the Most of a Shifting Landscape

By Andrea Obston,
CLDA Director of Public Relations

Will consumers jump on the idea of deliveries to the trunks of their cars? And will they warm to the idea of deliveries into their homes and even into their freezers? And what will regional providers need to do to remain on solid ground in a business environment that's shifting right under their feet?

These were the kinds of issues tackled by three industry veterans during a 60-minute excursion into the future of our industry. Posing the questions for this fast-paced fireside chat was former CLDA President Chris MacKrell. And serving as tour guides to the future were former Amazon and FedEx executive Penny Register-Shaw and TForce President Scott Leveridge.

Register-Shaw brought her 30 years of experience to the conversation. An attorney by training, she started in public transportation as chair of the Rhode Island Transportation Authority ("I was moving people, not packages, in those days," she said). She then took that experience to FedEx for 20 years, serving on a team of in-house futurists and as General Counsel for the company's freight forwarding division. The team tackled questions like "What does 15 years from now look like?" The experience brought her to her role as a Director at Amazon Logistics in 2016.

Scott Leveridge knows logistics from the street up. In fact, he started in the business in 1984 as a bicycle messenger in Vancouver. During his more than three decades in the business he's been a dispatcher, a CSR and a supervisor. He ran a warehouse and started a franchise program. Eleven years ago he worked his way up to Regional Vice President for Dynamex. Now that Dynamex has evolved into a part of TForce he has been its US President for the past 5 years.

HERE'S HOW THE PANELISTS WADED INTO THE FUTURE OF THE DELIVERY BUSINESS:

QUESTION: Let's start with a discussion of crowdsourcing in our industry. How will it impact the way we do business?

Register-Shaw: It's not a matter of crowdsourcing versus the traditional models we've been using in this industry. I believe in both models. Even while looking to the future, I am a respecter of history. And history tells us that change is inevitable. There is a place for the crowdsourcing model in the customized logistics and delivery industry. That's because of the severe shortage we are all facing in finding quality drivers and controlling costs. Crowdsourcing is a good way to supplement the stable core of current logistics providers. Your companies bring a lot to the table that these newer crowdsourcing companies don't have. What you bring is an understanding of customer service. You have the brands customers respect. You have the quality control issues in hand. You can address the issues of security and privacy. Those are issues that the nascent crowdsourcing companies are facing every day and you've already tackled them. There needs to be a mix of the traditional approach and crowdsourcing. Fifteen years from now we'll be saying "Of course, that's the way it's done."

Leveridge: I've met with Daphne Carmeli, Founder and CEO of Deliv (A service Sam's Club began testing last year for last mile deliveries in Miami). I make it a point to meet with companies like Deliv. When I left that conversation I said, "Wow! You make it seem like you invented the 'Same-Day' delivery business." I have to say their technology is very impressive. So is their marketing. Most people in our industry aren't putting themselves out there promoting their brand. When I compare it to some of the startups, I have to say they are very good at it. That doesn't mean shippers are all going to jump at the

idea of part-time drivers delivering for them. I've had my customers tell me that they prefer a professional driver to part-time ones. They still believe our couriers are the professionals as opposed to people who are doing it part-time.

Register-Shaw: There are also the legal issues that haven't been resolved. As a lawyer I have to say that this entire area of the law needs to be rewritten. The laws covering this are 30 years out-of-date.

QUESTION: What do people in our industry need to consider when they look five, 10, 15 years down the road to get ahead of the upcoming changes?

Leveridge: Technology will continue to play a big role. Expect it to start handling more of the functions that are now done by humans. Traditionally we tend to think there needs to be human intervention all along the way. Within many companies there's a culture that wants to hang onto the human as dispatcher. But the truth is that there's technology out there that, in some cases, may be the right way to handle dispatching orders. And the transportation network companies like Uber are using it to get a cost advantage. You need to have a good understanding of driver economics and how best to attract the millions of people already engaged in final mile that are out there to help us grow. I actually think that Uber is producing a bigger pool for drivers for us.

Register-Shaw: Last-mile is being pushed to deliver a product to the door without having visibility of where it's coming from. Having that visibility of what happened upstream is what consumers are demanding. They want increased visibility and accuracy of knowing when their package will arrive. You need to be able to deliver on that.

QUESTION: How is TForce setting yourselves up to support the non-traditional delivery; the delivery to the consumer?

Leveridge: We're looking at real estate utilization. We're paying close attention to where our facilities are. We're looking at how close they are to our end consumers. If you look at what Amazon has built, you can see that their goal is to get the product closer to the end consumers. We've also shifted away from warehousing. We spent a lot of time looking at the dwell time in our warehouses and making sure we're getting good transportation revenue from them.

Register-Shaw: And speaking of warehouses, those involved in the non-traditional delivery are going to have to make an investment in engineering. I'm talking about robots. Those are what you need to run an efficient warehouse.

QUESTION: While we're on the subject of the non-traditional delivery, talk about the issues of quality control.

Leveridge: Delivering service and quality in all of our locations is very important to us. We have an international SEAL team that travels to instill the idea of delivering quality wherever we can. We use the analytics we have. You can rely on experience to tell you what you should do, but data gives you the real insights. Data points tell us the places we need to tighten up policies and procedures. It helps to communicate the understanding of quality. Today, if there's a quality issue, the customers will video tape your driver and call up the local news station. They never pick up the phone and call you. All they have to do is post that video on social media and it's out there for the world to see. So make sure you have the mechanism in place to monitor social media so you can understand what's being said.

Register-Shaw: I want to add my voice to the Scott's metrics' advice. Make sure you're looking at the metrics and your KPIs. Don't be afraid to dive deeper. Don't just look at averages. Look at the anomalies that show up on social media. I'm a big believer in the drivers' role as your brand ambassadors. Drivers need to know that when they make a quality delivery how it benefits them. You know, the FedEx drivers used to be reminded of that right on their paychecks. Written on their checks were words that delivered the message every two weeks "You're getting this check because a customer was happy."

QUESTION: Let's talk about driver safety. Specifically, safety and technology. What methodologies do you have to keep those critical factors part of everyone's daily practice?

Leveridge: It's a two-edged sword. Delivery drivers have a huge dependency on technology. They need it to do their job. But, it's still a distraction. They are a distracted driver by the turn-by-turn directions on our app for example. We are trying to do something about that. Before our drivers go out there's a morning stand-up or a pre-launch speech. Supervisors use those to talk about safety; to give information and to start their day with something positive. Safety is always an important part of that.

Register-Shaw: A decade in the future I foresee dedicated diving lanes for delivery vehicles and dedicated parking for deliveries as a way to get safer deliveries into people's homes. In large cities, underground parking will support this industry.

Technology is being developed around facial recognition that will allow you to see what a driver is doing. You'll be able to intervene if you see a driver's eyes closing for example. It will have an economic cost but will deliver a safety bonus.

QUESTION: The increase in in-home deliveries has resulted in a packaging explosion. Does the industry have a role to play in developing a long-term solution?

Register-Shaw: Yes. For one thing, we need to try not to put packaging inside of packaging. FedEx spent years developing packaging that could be reused. The CEO said, "I never want to see a FedEx package in a landfill." That was a great rallying cry. I'm hoping we can get to a stage where we're delivering in the original packaging.

Leveridge: We're delivering in reusable totes. There's less packaging involved. Rather than using corrugated cardboard on every one of the packages we're using a recycled paper bag inside of a reusable tote. After the delivery the driver returns the tote to the delivery center.

Register-Shaw: In Brazil, they were looking for ways to construct packaging out of sugar cane. The idea is to make the packaging out of sugar cane and then convert the packaging into fuel after it's used.

QUESTION: Use your crystal ball. What would you say we'll be talking about five or ten years from now?

Register-Shaw: We'll still be talking about speed and execution even though we'll be better at it than we are today. We'll be talking about new vehicles and new infrastructure. Remember in the US our roadways were built in 1953 versus the Chinese roads that were built in 1970s. We'll also be talking about settlement of payment that comes through quicker and more efficiently.

Scott: When I think about how our business is conducted today, I think about how much of the transaction involves human intervention all along the way. The

order by the customer won't change. But the race to the delivery will be all about how much of it you can automate. How you can provide better customer service. How you can answer the question "Where's my package?" The big change will be this: the end customer won't expect to speak to anyone to get the information they need to know when they'll get their order. They will get a screen shot of where the driver is and know exactly when that package will arrive. All without speaking to anyone.

Register-Shaw: I'm going to go another way. I'm going to talk about how people will make this industry better. Diversity will make it better because it brings in a variety of ideas. I'm a big believer that if everyone's voice is being heard it leads to a better outcome. I'm talking about diversity in our work forces that includes age, sex, race, national origin and more. A diversity of ideas is what our industry needs. You never know where the next great idea is coming from.

Leveridge: And we'll need those ideas because I do believe that the disruption of our industry has just begun. It's not stopping with the end of Uber Rush. I don't think that's the end of it. A lot of tech companies see the final-mile as a "disruptable" space. That disruption's going to continue. It's going to keep coming.

Register-Shaw: Here's a good example of that: The Walmart subsidiary Jet.com recently struck a deal with smart access provider Latch. The idea is to improve deliveries in urban markets. Residents living in apartment buildings with 1,000 units can use the system to allow entry by delivery personnel into a porch space inside their buildings. And, of course Amazon announced an offering delivering to your car's trunk. What does this tell us? That we have to think outside the box when it comes to in-home delivery. **CLDA**



By Katherine Doble,
President, Ingage Biz

RECRUITING TALENT AND BUILDING YOUR BUSINESS IN THE SOCIAL NETWORKING AGE

Are you skittish about social media? It's natural to be overwhelmed by the number of social channels at your company's disposal, and you might want to cling to the tried-and-true methods of attracting talent that worked for you in decades past. But if your business isn't making the most of social media, you're likely wasting money, losing out on top talent and keeping potential clients from falling in love with your brand.

As the president of Ingage Biz, a creative digital marketing agency with big-name clients including Coca-Cola, Kraft and TBS, I lead a team with years of experience and in-depth knowledge of complex industries. We create online campaigns for our clients, write blogs and craft social media posts, interact with potential clients and cultivate online communities of loyal followers. We've garnered over 100,000 followers for Miami's Major League Soccer team even before its launch. So I've seen firsthand how social media can be an excellent tool for recruiting and sales.



Instagram is the tray of strawberry daiquiris served at a bachelorette party on the beach. Over 90 percent of Instagram users are under age 35, and they're looking for fun, colorful, eye-catching posts.



Facebook is like having a beer with friends, family or business associates. Like Bud Light or Corona, Facebook is consumed by the masses. As of December 2017, an average of 1.4 billion people signed on to the platform every day. While you have a broad audience on Facebook and room to tell longer stories, you don't want to be overzealous. Posting too many updates — like having too many beers — tends to muddy your message.



Twitter is akin to throwing back shots at a crowded bar. Your message has to be quick and to the point, and it has to be heard over a lot of noise; on average, 6,000 tweets are posted every second.



LinkedIn is more like a craft cocktail at a networking happy hour. The content is high-quality and carefully curated. The professional, slightly older audience means your posts shouldn't be too slangy or casual. Aim to put your brand's best foot forward: 50 percent of B2B buyers use LinkedIn when making a purchasing decision.

First, it's important to understand the unique environment of each social media site. Just as you wouldn't behave exactly the same way at a professional networking event as you would at a neighbor's backyard barbecue, your brand should tailor its tone and message to the platform.

All of these networks can be used for social recruiting, which includes advertising jobs, finding talent and communicating with potential recruits about company culture. You've likely looked up potential hires and scrolled through their social media feeds to get a sense of who they are. Well, it's a two-way street: Candidates are scouring social networks to decide whether to work for you. About 59 percent of employees say their company's social media presence influenced their decision to take the job.

Social media is also a way to reach the 75 percent of potential hires who aren't actively looking for a new job. When they see an opportunity to join a company with a strong culture and happy employees, those passive candidates are likely to be pulled in. In the meantime, you can screen people before involving them in a formal hiring process. Before you have someone's résumé in hand, you can learn the nuts and bolts of their career background on LinkedIn. If a possible hire is talented and passionate, you can often see that through what they share online. On the other hand, you can also quickly filter out bad candidates by finding the red flags on their feeds.

Social recruiting saves you money you would have otherwise spent on advertising, bad hires, recruiters and other



less efficient ways of bringing in talent. So how do you make it work for you? First, you want to post quality content that truly shows what separates your business from the pack. It's one thing to say in a job posting that you want motivated and creative employees; it's another to highlight the specific people and values that make your company tick. The Walt Disney Co. exemplified this type of quality recruiting with its veterans' initiative, "Heroes Work Here." The company created a page showcasing employees who served in the military, relaying their positive stories about their experience at Disney. The initiative put faces and experiences to the company's stated values of hard work, dedication and loyalty, drawing the attention of potential hires who share those principles.

But passively sending posts out into the world isn't enough. Social media is about conversations, and your company should be participating in whatever chatter your industry or community is having. This means following and listening to the people who matter in your line of work, involving your brand in an appropriate way and using the hashtags that will help interested folks find you. It also means going beyond the brand page and encouraging your employees to share with their networks what they love about their job. Whether they're tweeting from a seminar or Instagramming a company kickball game, your employees can be your best brand evangelists. Of course, you can also use social media to post job ads. LinkedIn recruitment ads are clicked on 50 percent more than ads on other platforms, although Facebook ads can be extremely effective, too.

Recruiting is far from the only reason to jump into social media. You can also use online tools and networks to add more prospects, opportunities and information into your sales pipeline. Social selling has a lot of advantages over traditional sales: Instead of being limited by your per-

sonal Rolodex, you can use the extended social network of your company. Instead of being limited to internal records on potential clients, you can gather online intelligence to relate to them. And instead of cold-calling someone and walking through a cookie-cutter script, you can use mutual contacts and relevant information you find via social media to engage with your future customer.

How do you best leverage those tools? You build a professional brand online, finding your prospects in the right social media channels and groups. Follow and engage with your current clients; these are your fiercest advocates. Next, you provide value to your prospective clients, curating industry knowledge by cutting through the mass of information they face. Present yourself as an authority in your field, but also be a real human being. Ask questions of your followers to start a conversation, and then interact with them by liking and responding to their comments. Do share calls to action, but don't let them take over your

Social media is about conversations, and your company should be participating in whatever chatter your industry or community is having.

feed; your motto should be "build a relationship," not "Always Be Closing."

Much like a rowdy bar, social media can feel chaotic and overwhelming. But if you can make use of the buffet of opportunities that online networks afford, your company's talent pool, customer base and future growth will all be better for it.

CLDA



Katherine Doble is a digital strategist, marketer, content creator, digital influencer and president of Ingage Biz. Ingage Biz (formerly Siren Marketing) provides strategic counsel and managed social media strategies for privately-owned businesses and Fortune 500 since 2011. She was a speaker at the 2018 CLDA Annual Meeting & Expo. For more information see: ingage.biz.



2018 FINAL MILE
EXECUTIVE
LEADERSHIP
SUMMIT



Bootcamp for Logistics C-Suite Executives and Young Leaders to be Held in September



The first CLDA Executive Leadership Summit will be held September 27-28, 2018. Limited to only 75 c-suite executives and young professionals in logistics leadership, it will be held at the Eaglewood Resort and Spa in Chicago. This skills development boot camp will concentrate on practical working knowledge for top level logistics leaders.

During the two-day intensive sessions participants will work through topics led by facilitators recognized in the industry. Session titles include:

- Is Waste and Inefficiency Threatening Your Business?
- Shaking the Risk Tree: Mitigate Your Risk
- Using Start-Up Mentality to Reenergize Your Company – Meet the Veterans
- Metrics: Why They Matter
- When Boomers Meet Millennials - Leading the Next Generation to Success Developing Your Leadership and Management to Improve Your Business.
- Ask the Expert Industry Minds: What Keeps You Up At Night?

During the last session participants will develop real-world strategies to bring back what they learned to their companies.

“We are very excited to present the CLDA’s first executive level working summit,” says Conference Chair Errol Cvern, a CLDA Board member and President of Select Express and Logistics. “Those who attend will benefit from being around the best players in our industry in a small, intimate and compelling setting. They will cultivate new skills to reenergize their companies and gain a renewed sense of confidence about developing new leaders.”

Registration is now open for only 75 industry leaders (limited to two per company) by going to: www.clda.org/els.

Dear Carriers, Get Ready For...

By Andrea Obston,
CLDA Director of Public Relations

SHIPPERS PULL NO PUNCHES AT CLDA ANNUAL MEETING



Meeting customers' heightened expectations; providing more visibility as deliveries move through the supply chain and delivering a more personalized experience to the end user. These were three of the most powerful themes that emerged from a no-holds-barred panel of shippers and industry insiders at the CLDA Annual Meeting.

Moderated by Jim Bramlett, an industry veteran and CEO of 5 String Logistics Solutions, these panelists gave it to the audience straight:

- Robert Iaria, CH Robinson, Director. Of Last Mile Services
- Mike Tarcy, Advance Auto Parts, Senior Transportation Analyst
- Will Tutt, Wayfair LLC, Performance Manager
- Lance Healy, Banyan Technology, Co-Founder/Chief Innovation Officer
- Michelle Ellwanger, Non-Stop Delivery 3PL, Senior Vice President of Operations
- Corry Dickerson, Averitt Express and President of Dickerson Transportation Solutions
- Toni Briggs Huff, American Red Cross, Senior Director Logistics Solutions

■ Q: First off, tell us about your organization.

IARIA CH Robinson is a large 3 PL, working with 120,000 customer and 50,000 carriers. I lead a group that handles last-mile services and home delivery. We have our own platform to connect customers and carriers.

ELLWANGER Non-Stop Delivery 3PL specializes in home delivery. We work with 170 facilities to serve our customers. Technology is one of our focuses. We look for ways to bring all information together in a creative, customer-centric way.

TARPY Advance Auto Parts services 6800 auto parts stores across the US. We do store deliveries through 18,000 to 19,000 routes. When we work with carriers we tell them what we want in advance. Then, we just want to know the freight is delivered when it's scheduled to be.

TUTT Wayfair has 10 million SKUs that include furniture and home goods. Most of our deliveries are small parcel. We are on pace to do 1.6 million orders and our volume has been doubling every two years.

DICKERSON Averitt Express provides freight transportation and supply chain management with an international reach to more than 100 countries. Dickerson Transportation Solutions helps companies develop their last-mile policies. We bundle LTL and final-mile solutions to provide white glove, delivery, threshold and set-up services.

HEALY Banyan Technology provides live carrier and API connectivity for transportation management. With more than 1,400 carrier connections and 33,000 client locations accessing the application, Banyan Technology provides commercial shippers, brokers, and 3PLs access to carrier data. These connections boost efficiency, improve visibility and deliver permanent reductions in shipping costs.

BRIGGS HUFF The American Red Cross is the nation's largest blood collection organization, supplying approximately 40 percent of the blood and blood products used in our country. Because blood needs to be available to be shipped to hospitals 24 hours a day, 7 days a week we place unique demands on our carriers. We collect 5.6 million blood donations each year and distribute more than 8 million transfusable blood products to patients at approximately 2,700 hospitals and transfusion centers around the country.

■ Q: What are your criteria for selecting final-mile carriers?

DICKERSON Our number one criteria is that your culture matches ours. You need to understand that what you're handling for us are personal deliveries. We get one chance to make the customer happy. We are going to be selective on who we hand that responsibility off to.

HEALY In one word: technology. You have to have the technology that allows information to flow seamlessly.

TUTT Our criteria has really tightened up in the last year. That's as a result of learning a lot from our carriers. A year ago, it was just about finding someone who could receive freight and turn it around quickly. Now our focus is all about the customer experience. We're finding it critical to find carriers who share our vision of the customer experience being the most important.

TARPY My customers are 6800 Firestone stores that can require deliveries multiple times a day. Our carriers could be making six deliveries a day to one of our stores. In my world,

whoever gets that part to the end garage wins. Yes, we expect more due to the pressure ecommerce has put on us.

ELLWANGER Our expectations have tightened up over the last year because consumers expect more. They want you to deliver it; set it up; and connect it the Wi-Fi. Our number one criterion is a focus on quality.

ROBINSON We're looking for a better exception management experience. We want problems resolved quickly. There's also the issue of being flexible when it comes to seasonality. We need carriers that are adaptable and can work with us in the busy times. If a carrier's isn't prepared for seasonality upticks, I need them to let me know. We need to understand what a carriers is able to do well and what they don't do well. We're interested in setting up relationships. We're not in the business of "turning and burning" carriers.

■ Q: Electronic data visibility is becoming more important than the actual delivery of the goods. What are your customers telling you relative to real-time data visibility?

ROBINSON We want to be able to offer a seamless experience to our end customer. We get a variety of data from our carriers. We need to be able normalize that information to be able to speak about it the consumer. We need to keep it simple for our customers. And we need the carriers' help to do that.

BRIGGS HUFF Our approach has been to partner with companies that specialize in the medical arena and then to train them to deliver the data we need. We've learned about normalizing that information and bringing it in-house to turn it into the status updates we need.

TARPY Our situation is different. We're all about dedicated routes that are the same every day. We've built those schedules into the systems in our stores so they know when they can order and get goods delivered. We tell the stores and they let their customers know when that freight is going to be delivered. But those schedules have to be followed to the minute. It's critical that if a store expects a 10:30 arrival it needs to be there within a five minute window. We also need to know when the carrier will be coming back to that shipping location. All of our stores need to be able to see the network of on-time deliveries.

TUTT There's a lot of pressure from technologies like Uber. Customers want to know exactly when their things will arrive. A lot of customers don't want to take a half-day off of work to wait for a delivery. We need to work with carriers to help us let our customers track their orders and know when the driver is 40 minutes away. That way they can say to themselves, "This is when I'll get it." Our delivery partners have different capabilities, but there has to be a way to transfer data into our system so we know where they are with a delivery. That's critical to us.

HEALY Data normalization is everything. It's got to be a consistent product. My advice to all of you is to get a good software package that does that.

DICKERSON The more updates we can have the better. It's important to see the scheduling process. We need to know more than "yes, we have it in the warehouse." Did you place the call to the customer to schedule the delivery? Do you know when the customer is available? We need to see that scheduling process. If we see it, we can make the customer happy.

■ **Q:** Let's talk about the elephant in the room - free shipping. Shippers are forced to do it to be competitive. They are putting pressure on you because of this. Shippers are always looking to cut costs. You have costs too, but you're under pressure to lower them. How are you collaborating with your carriers to cut costs?

TUTT There is immense pressure from our customers about what they'll get for free. Not just for the shipping. We're asking our partners to go the extra mile to ensure the customer is satisfied and motivated to shop with us again.

■ **Q:** Play the role of carrier advisory board. Let's have you write a letter to CLDA members that starts with: "Dear Carriers, get ready for..." What do you anticipate the future holds? What should these carriers start thinking about?

BRIGGS HUFF You know the old adage "better, faster cheaper"? When it comes to ecommerce, consumers want all three.

And that's driving every other customer demand. Be ready for continued growth. And be honest about what you can do well when we ask you. If you're only able to do X, be transparent about it. We have to manage this together. Be prepared for growth and be prepared with the right technology to get efficiencies.

TARPY I'm going to echo Toni's "Be prepared" comment. You want to be able to deliver for the shipper. Build a system to fix repeat errors. Your local manager has to be able to use that system. He or she needs to look at it to cure the issues before they happen.

TUTT Expect increased volume. As shippers, we need to get better at helping you see what's coming. With those projections we can plan together for these increased volumes. Also, be aware that shippers are asking our customers for feedback on how their deliveries go. And we're going to give that information to you. We know it's the driver who has the biggest impact on the customer experience. They are the face of our company with the customer. You're going to have to find drivers who can engage and interact with customers in their homes. It's all about making sure our customer feels good about having your driver in their home.

HEALY Get ready for more freight. LTL is getting overwhelmed. That's going to come at you in addition to the avalanche of ecommerce business. It's a great time to be in this space and to really make a stand and create something. There's a lot of consolidation with some private equity money buying up operations. The market is driving a need for scale and these private equity firms are going to get involved.

DICKERSON This sector is growing. You're not going to be able to stop it. You are in a position of strength. You are the experts in this field. You all own your local markets. You know what you're doing. Now is the time to define what you want to do. To concentrate on what you're good at. There are great opportunities. It's coming. It's the best time I've seen in this marketplace. **CLDA**



Pace Names Proulx Chief Operating Officer

Kevin Proulx recently joined logistics provider Pace as its Chief Operating Officer. He brings more than two decades of experience to the company.

Proulx will provide strategic and tactical direction to field operations in support of customer accounts. Internally he will focus on building a strong operations team to meet the near-term and long-term business requirements of Pace's clients.

Before joining Pace, Proulx was the VP of Operations for Sysco Foods in Southeast Florida.

Proulx received his MS from Elmira College and a BA Norwich University. He is a Master Certified Trainer of Trainers.

An active member of staff at Johnson and Wales University and Dean College, Proulx teaches undergraduate courses in Operations, International Business, Human Resources, Management and Retail Operations. [CLDA](#)

Pace Names IT Veteran Director of Information Technology

IT veteran Shane Hill recently joined logistics provider Pace as Director of Information Technology. He brings more than two decades of experience to the company.

Hill will focus on the operational systems that run Pace's day-to-day activities. His concentration will be on the continual improvement of the company's ability to help customers make decisions through access to real-time logistics data.


Before joining Pace, Hill was the Director of Services at Miratech, where he managed a team of analysts, developers and project managers. Among numerous other accomplishments, his team created and implemented a custom legal management platform for key customers.

Hill received both his MEng in Information Engineering Management and his BSCBA in Management Information Systems from The University Alabama. He is also Past President and Executive Committee Member of the University's Alumni Chapter for Shelby County.

An active member of the community, Hill and wife Julianna co-chair an annual fund raiser for the Breast Cancer Research Foundation of Alabama. They live in Birmingham. [CLDA](#)

ABOUT PACE

Pace provides complete logistical solutions throughout the United States. It provides transportation, cross-dock, last-mile, delivery and special handling services. Pace offers truckload, LTL, hotshot and courier deliveries. Founded in 1997, Pace has grown to meet its customers' logistics needs throughout the U.S. For more information see www.pace-usa.com.



**SEE YOU
AT THE PASS!**

A dramatic sunset over a desert landscape. The sky is filled with layers of clouds, illuminated from below by the setting sun, creating a rich palette of oranges, yellows, and reds. In the foreground, the dark silhouette of a saguaro cactus stands prominently on the right side, its two arms reaching out. The sun is a bright, glowing orb just above the horizon line, which is marked by the dark silhouettes of distant mountains.

SAVE THE DATE
2019 ANNUAL MEETING

Sheraton Wild Horse Pass
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