

SPRING 2020



# Customized Logistics & Delivery MAGAZINE

## AFTER COVID WHERE WE GO FROM HERE

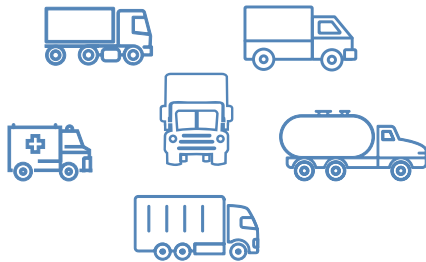




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# President's Message



**Change. Transformation. Revolution.** *There doesn't seem to be a word big enough to capture what's going on in the world today.*

For those of us in the customized logistics and delivery business those words don't begin to cover it. Responding to change; flexing to meet new demands; taking action when the unexpected happens. Those are the skills that have always been the keys to our success. So, it's no surprise that while the world reels we continue to deliver – everything from PPE for healthcare workers to peanut butter to stock the supermarket shelves.

This issue of the Customized Logistics and Delivery magazine is not what we had originally planned. It was meant to be an overview of our most successful conference – the Final Mile Forum – in February. But soon after that conference the world changed course and so did we.

This issue of the magazine gives you an overview of the conference and some of the high points, but we pivoted to offer information we believe will help our industry and the supply chain begin to return to normal. Or what we're now calling The New Normal.

Make sure you check out Jim Tompkins' incisive observations on what's next for our industry in "How We'll Make it Through The Storm" on page 8. You'll also want to read advice on flexing to respond to customers' changing needs in "Coronavirus – What Next? What Now?" on page 14. And you'll learn about the outbreak's effect on your relationships with your ICs in "How Will COVID-19 Change the Relationships Carriers Have With Their Independent Contract Drivers?" on page 24. There are also articles on rekindling relationships with customers, the legal issues involved in reopening after quarantine orders are lifted and the technology to help you reconnect with customers.

And speaking of change, you'll notice a big one here at the magazine – we're now all digital. Read us on your tablet. Or your phone. Or your laptop. Not only is this new format easier to read, it also means you'll be able to respond to content or send it along to industry colleagues by clicking links in the stories. Watch for expanded content in upcoming issues like links to videos, podcasts and webinars.

We're excited to offer you news you can use in this new portable package. Tell me what you think. I also want to know how your company is coping with today's new environment and what the CLDA can do to help. That's why I'm here.

Reach out to me at [President@clda.org](mailto:President@clda.org).

*Steve Howard*

*President, CLDA*



# Government Affairs

*By Michael Taylor,  
CLDA Government Affairs Director*

Government affairs has been virtually taken over by COVID-19 and the response to this ongoing health crisis! To date, we have seen three Congressional actions addressing this crisis passed and signed into law. The Senate passed by voice vote a \$454 billion Paycheck Protection Program and Health Care Enhancement Act providing additional aid for small businesses and hospitals and more funding for testing. Be sure to stay up to date on all CLDA advocacy activities and important COVID-19 developments by making sure you are on the e-mail list of the CLDA Express.

## CARES Act Provisions for Small and Medium Businesses

The Paycheck Protection Program (PPP) is the provision of the \$2.2 trillion Coronavirus Aid, Relief, and Economic Security (CARES) Act which offers easily-forgiven loans to small businesses. However, there has been confusion over whether payments to independent contractors can be counted as part of a business's "payroll" when applying for a PPP loan. The Small Business Administration's (SBA) Interim Final Rule muddled the issue even further in several ways. It seems that SBA's intent with this guidance is to indicate that independent contractor compensation does not constitute payroll costs of the payee company. Instead, independent contractors should apply for their own loan based on their net income with a similar \$100,000 annualized limit applicable to individual employees.

Title IV of the CARES Act provides for the Treasury Department and the Federal Reserve to work together to implement a special Section 13(3) Federal Reserve facility that provides financing to banks and other lenders that make direct loans to nonprofits



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**If you have any questions on the  
CLDA Government Affairs activities  
or would like to become more  
involved, please contact Michael  
Taylor at [michael@clda.org](mailto:michael@clda.org).**

and mid-sized businesses (between 500 – 10,000 employees). The loans will be subject to annualized interest rates of 2 percent per annum or less. Also, there will be no loan forgiveness provisions for loans or facilities provided under Title IV of the Act as part of the \$500 billion economic relief package.

**Two major concessions to unions were included in this section:**

First, that the recipient of any mid-size business loan will not “abrogate existing collective bargaining agreements for the term of the loan plus an additional two years” and secondly, that recipients will remain neutral in any union organizing effort for the term of the loan. The requirement that employers who receive these loans would need to remain neutral in any union organizing effort would be a huge change to the NLRA. This may have been a concession snuck into the text of the bill at the 11th hour in order to appease unions, but it remains to be seen how the “neutrality” requirement will be interpreted.

## CLDA Working to Support States Suffering from COVID-19 Crisis

CLDA has reached out to the governors of 15 states and offered our members expertise to advise and assist the governors with logistics challenges they might be facing. As a result of this effort, CLDA was able to have a dialogue with senior officials in New York, New Jersey, Ohio, and Maryland. We are proceeding with sending letters of support to the other 35 Governors. CLDA hopes for the opportunity to make a difference in this way.

## More Court Trouble for AB 5 in California

On March 30th, the U.S. Court of Appeals issued a decision denying a request made by the Teamsters to stay the preliminary injunction that currently enjoins the enforcement of California AB5 against motor carriers in California. AB5 has been enjoined since January 16th, when Judge Roger Benitez of the US District Court for the Southern District of California issued a decision that gave a preliminary injunction precluding enforcement of AB5 with respect to motor carriers in California. Specifically, Judge Benitez ruled that AB5 is preempted by the Federal Aviation Administration Authorization Act.

The federal appellate court concluded that the Teamsters had not made an adequate showing that they would be irreparably injured absent a stay, that a stay would not substantially injure the other parties, or that a stay would be in the public interest. So, in short, the appeals court’s decision here means that AB5 will not be enforced for trucking at least until the Ninth Circuit hears oral arguments in the case in June or July.

## Private Right of Action Law in New York Stalled Due to COVID-19

We continue to monitor the two bills in New York which are being called the “EMPIRE” act. S1848 in the Senate and A2265 in the Assembly, which would enable private citizens to bring enforcement actions against employers who violate labor laws, presumably that would include being misclassified as an independent contractor. The Assembly version has 46 co-sponsors, so it has picked up two co-sponsors since the last time we discussed it, but there has been little else in the way of activity on the issue.

Look for more updates on all of the activities of CLDA advocacy and government affairs efforts through the weekly CLDA Express and via communications from CLDA Government Affairs Director Michael Taylor at [michael@clda.org](mailto:michael@clda.org)!







# *How We'll Make it Through the Storm*

By Andrea Obston  
CLDA Director of Public Relations

**A**nd once the storm is over, you won't remember how you made it through, how you managed to survive. You won't even be sure whether the storm is really over. But one thing is certain. When you come out of the storm, you won't be the same person who walked in.

*That's what this storm's all about.*



With that quote, industry guru Jim Tompkins, set the stage for his observations on the impact of COVID-19 on the delivery sector. Citing this quote from award-winning Japanese writer, Haruki Murakami, he talked about what he expects to be some of the outcomes of the worldwide pandemic on those involved in the supply chain.

“After this ‘storm,’ nothing will be the same in our industry,” he said. “Anyone who thinks they are just going to open back up and that things are going to be back to normal, is wrong. I know a lot of people would like to believe they can go back to business as usual, but they won’t. It’s going to change our world forever.”

He predicted that the impact of the outbreak would be as life-changing for this generation of business owners as the Great Depression was for their parents. “When I grew up, at least once a day my parents would bring up the Depression,” he said. “They’d talk about how different their lives were because of it. It changed the way they saw everything. It will be the same for us. And, as the quote said, none of us will be the same person we were when we walked into it. The change will be huge and if I could find another word to put in front of ‘huge’ to emphasize just how big the impact is going to be, I would.”

He cautioned against following the predictions of those who expect the economy to snap back once shelter-in-place orders are relaxed. “You think someone will throw a switch and because people don’t have to stay at home that things will be as they were before? They won’t be,” he cautioned. “Restaurants that were closed for six weeks will lose workers because they found other jobs. And when they open up again, do you really believe their business is going to spring back? They have no idea how to plan for the weeks when they open again. They don’t know how much food to order because they don’t know what will happen the first night. They could have a line of people down the street. Or they could have customers that still demand seating that respects social distancing. That’s just one example of the uncertainty that follows the idea of the economy opening back up.”

Opening up again for CLDA members will contain the same level of uncertainty. Some customers will have gone out

of business. Other members - those who were aggressive and creative during the crisis - may actually have more customers. That’s because during the crisis they began servicing verticals they never worked with before. “These companies will develop new skills; cultivate new verticals and deliver things they never did before,” said Tompkins. “For example, some CLDA members have been delivering groceries, something they never did before,” he said.

## *Getting the People Back*

Couriers that return to business are also going to face another challenge – getting their staff and drivers back. Before the crisis, many delivery companies were already struggling to get enough drivers to meet demand. When they return to business, they can expect many of their existing drivers and staff members to have found other jobs. “The owners of delivery companies will be calling back the people they were forced to lay off during the crisis,” he said. “I expect the calls to go something like this: ‘Hey Joe, I’m back in business. You’re my best driver. I need you back.’ And the response he’s going to get from Joe is that he’s found another job. You can also expect he’ll be having that conversation with former members of his office staff. His IT guy is now working for a security company, a sector that needed to gear up to meet demand during the crisis. Like others who were laid off and found other positions, he’s not coming back.”

The owners of courier companies may be relieved to get back to work and they can probably go to their jobs the way they always did. “The boss will go back to what he was doing before the full impact of the outbreak,” said Tompkins. “He’ll get up in the morning; take the same shower; eat the same bowl of shredded wheat and drive to work. Maybe his routines will go back to normal, but his business won’t.”

## *Playing the Hand You’re Dealt*

Those businesses that rebuild after the slowdown will be those that find ways to make the most of the new economic environment. Tompkins cited another quote to frame this discussion: “The key to success is playing the hand you were dealt like it was the hand you wanted.”



“Look, no CLDA members wanted this,” he said. “It affected them personally and ruined their businesses. But those who will live to fight another day are going to look at this as an opportunity.”

The crisis will separate businesses into two categories, he said: The Haves and The Have Nots.

The Haves are those whose businesses flourished because of the needs of people during the crisis. They will include grocery stores; drug stores; those who became needed resources for those working at home; security and janitorial services; the people who sell wine and spirits and those involved in e-commerce and delivery.

The Have Nots will include airlines; motel chains; cruise lines; restaurants and industry consultants. Most of these businesses were shut down during the crisis with no revenue.

The good news for many in our industry is that Tompkins called out those servicing the e-commerce and delivery sectors as being in the Have category.

Tompkins paired these two factors with the relative strength of companies before the crisis; companies that were strong in December or those that were not strong in December.

There are four permutations of these two groups of factors, he contends:

- Companies that were strong in December and come out of the crisis in the Have category
- Companies that were strong in December and come out of the crisis in the Have Not category
- Companies that were weak in December but come out of the crisis in the Have category
- Companies that were weak in December and come out of the crisis in the Have Not category

Those in each of the four categories must act differently after the crisis begins to subside, Tompkins advises. He also pointed out that these categories are not cut and dry. There are a lot of gray areas. But, in general, here are the strategies he recommends:

## • Companies that were strong in December and come out of the crisis in the Have category

“If this is your company, you’re in what I call the ‘Boom to Boom’ zone,” he said. “You were strong in December. You were in verticals that didn’t take a hit during the crisis. Because you were strong before the crisis, you are well positioned to take advantage of the future. In fact, you’re probably having to hire salespeople. A good example of this is Walmart, a company that rose to the occasion and was able to meet many consumers’ needs and even gained customers.”

## • Companies that were strong in December and come out of the crisis in the Have Not category

An example of this kind of company is Delta Airlines. “They were the most respected airline in the country before this. In December they were a Boom company,” Tompkins points out. “Unfortunately, their airplanes are now empty. What they need to do during recovery is to hibernate. Not hibernate like a bear, whose body and mind turn off during their long winter’s sleep. They need to hibernate like a turtle, whose body shuts down, but mind keeps working. What does that mean to them? They will have to furlough a lot of management and pilots, and ground some of their planes. They’ll need to get as much help from the government as they can to withstand this period and crank up the creativity to bring themselves back. They’ll need to do things like ask the FAA to allow them to turn some of their passenger planes into cargo planes. And they’ll need to rekindle their relationships with their best customers, like those frequent flyers who belonged to their Delta Skyrooms. These are travelers who have paid memberships that allow them to use Delta’s in-airport lounges. Clearly, those people haven’t been flying. Why not do something like extending their memberships for six months at no cost to bring them back?”

## • Companies that were weak in December and come out of the crisis in the Have category

“These companies were not strong before the crisis hit, but they landed in a marvelous place because of the circumstances brought about by the crisis,” said Tompkins. “Think of a weak

company that was trying to make its living delivering groceries in December. That's a very time-intensive way to make a living. It's not like a regular delivery. You can't just throw the delivery on the porch. That delivery person must bring the groceries into the house. Some of them even put them in refrigerator and stocked the pantries of their customers. While they were in the house, the customer may have even asked them for help doing something else. When all was said and done, they were probably spending 20 minutes on every delivery. And when you combine that with the drive time from house to house, it was tough to make that work financially. Chances are that company was pretty weak in December. But think of things during the crisis – chances are they had many more customers and they were probably concentrated. They were going to five houses in a neighborhood and, because of requests for contactless delivery, they are just leaving the groceries on the porch, knocking on the door and the customers were coming out to get the groceries. They will have ended up spending a few minutes on each delivery and driving less to individual homes. That company went from weak (doom) to strong (boom). What do you do now? Continue to cultivate those customers and grow that business."

- **Companies that were weak in December and come out of the crisis in the Have Not category**

This is clearly the toughest category and one from which many companies will not survive. "It's like what happens with medics in war situations," said Tompkins. "They must triage the wounded, tending to those that have the best chance of recovery. As the country slowly returns to commerce, those in this category are going to have to make tough choices. These are the companies that are not going to make it. This is the guy that had a delivery business that wasn't doing well before this crisis and he's in a category that has also suffered. For example, he may have been delivering refrigerators, or washers or even tires. All of those were seen by consumers as discretionary spends. These sectors suffered during this crisis and they are going to take a long time to come back. If this delivery company was weak before the crisis, they simply won't be able to ride this out. We will have to counsel that business owner how to leave that business."

## *Climbing the Ladder With Both Hands*

"Success is a ladder that cannot be climbed with your hands in your pockets." With this quote, Tompkins pointed to the role of action in rebuilding a business as the country emerges for the economic doldrums. "What this quote says to business owners is that they need to use all they have at their disposal to climb out of a tough situation," he said. "You just can't say, 'I'll just do what has always worked.' You're going to have come back with new concepts, new pricing, new marketing tag lines, new web sites. You're going to have to create your business all over again. It's going to be a long journey and one that's not going to be easy. You're going to really need to focus. It's not going to be simple. There's going to be a lot of folks vying for the same business as you are."

Even for companies that benefitted from the crisis, like Walmart, it won't be business as usual. "When people are allowed to leave their homes to shop, do you think they won't still be thinking about social distancing? Of course, they will," pointed out Tompkins. "And you can be sure that Walmart's not going to be able to reopen all their check-out lines that are all lined up right next to each other. People will be reluctant to use them. Walmart will need to give up some of their valuable retail floor space to move the lines farther apart and to beef up self-checkout. Yes, even Walmart, a winner in this crisis, will need to do business differently."

## *Advice For Moving Forward*

Adapting to the next normal, whatever that ends up being, is going to test everyone in the delivery sector. Tompkins offers these six tips to make that work:

- Decide what you want to be - "You need to clearly pinpoint your vision for your reimagined company," he advised. "You need to know what you want your business to be. The delivery business you originally built has changed over the years. Many in the business started as messengers and couriers. They made a good living carrying around documents. They may have built their businesses that way, but they can't rebuild them the same way. In truth, many in the industry never had a true vision for the businesses when they built them. They just delivered what



# “After this ‘storm,’ nothing will be the same in our industry ... It’s going to change our world forever.”

came in. Now that growth will have to be purposeful. That’s where having a strong vision comes in.”

- Seize the opportunities – “You’re going to have to get your hands out of your pockets and reach for new opportunities,” he advised. “Scan the environment. Find out about the unmet needs out there. Look for new ways to deliver things you’ve never moved before.”
- Sit down with your team – “Now more than ever you’ve got to make sure that every member of your team is supporting the move forward,” Tompkins said. “Share your vision for the future with them. Say, ‘This is what we’re going to be. We have to figure out how to do this.’ Bring in the salesforce and ask them, ‘How are you going to sell to these people?’ Bring in the drivers and say, ‘We need you to look professional because that’s what our customers want in their offices.’ Get them all on board. Get them all pulling in the same direction.”
- Go talk to your customers – “Find out what your customers really need from you as they return to business,” he said. “Ask them how you can help them. Tell them, ‘I want to be the guy you rely on. How can I help you do business better?’”
- Take sales and marketing seriously – “You’ll need to develop a customer focus and mobilize your sales and marketing people to help you get there,” Tompkins said. “Do the work. Establish a brand and the messaging that supports it. Make your marketing materials, including your website and client communications, support that clear brand. Find new ways for your salespeople to prospect following that brand. Learn to take advantage of the marketing tools out there like your website and social media. Hit the pavement to prospect. Take your hands out of our pocket. Go out and meet the customers. Pick up the phone. Get back to sales basics. The boss needs to get out of her chair and hit the pavement.”

- Figure out who your key staff are and make sure they are in place – “You’re going to have to find ways to put the right people in place and that means having to go after them,” he said. “Say to that key driver, ‘Look, you’ve been driving for me for five years. I’ve always liked you. You’re a great contributor. I’m going to make you a manager and give you a pay raise from when I had to lay you off. Things are coming back, and I need you to run this side of the business. Give me a second chance.’”
- Have a good financial plan and adequate liquidity – “If you don’t have enough money to get the technology to make deliveries you won’t win,” Tompkins cautioned. “Make sure there are no barriers to success. Be agile. Be able to adapt to what’s given you. Review everything that has potential. Never delivered flowers before? If someone asks, consider it. Maybe flowers weren’t in the plan but be open to that.”
- Monitor the foo-ey – “You need to have a robust analytics program,” he advised. “Know what every driver is doing. Know what every customer is doing. Understand what’s working and what isn’t. And be willing to acknowledge what’s working and what’s not.”

## Seize the Opportunities

Tompkins ended his predictions for the industry on an up note: “It’s going to be a whole new game. For some, it will mean success beyond their wildest dreams. This is an opportunity. Seize it!” **CLDA**



**Want to know more?** Take a look at Jim’s White Paper, “Restarting the Economy Guidance for Public and Private Leaders.” You’ll find it at: [Tompkinsinc.com](http://Tompkinsinc.com) and at this link: [www.tompkinsinc.com/en-us/Insight/White-Papers/restarting-the-economy](http://www.tompkinsinc.com/en-us/Insight/White-Papers/restarting-the-economy)

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WHAT  
NEXT  
WHAT  
NOW?

By Andrea Obston  
CLDA Director of Public Relations

**A**s members of the supply chain experience their most dramatic disruption, how do those who handle deliveries everyday cope – today and tomorrow? CLDA board member Jason Burns has some advice – go on the offense right now and adjust how you think. Burns, along with two other members of the association, Tim Cocchia and Lorena Camargo, have done just that. They have been dealing with the crisis by reaching out to new verticals and finding different ways to use their skills to deliver for a whole new set of customers.

Burns is the president of QCS Logistics in New Orleans, a company, like so many others, that has had to adjust to the new normal. “We have always been active doing the deliveries in the life sciences and health-care sectors and of course, parts of that are growing. But others, in the non-essential sectors we have been servicing, have suspended



operations; have significantly reduced their need for deliveries or even cut it down to zero during the crisis. We've also had to stop doing home deliveries of large pieces of furniture that required two men. Clearly, we couldn't put two men in a truck and maintain social distancing."

However, Burns got creative and reached out to customers that normally don't use their services. Some that have never needed them before. "We went on the offense" he says. "We have been prospecting to companies in industries that are now rethinking how they reach their customers. For example, we do a lot of cold chain deliveries replenishing stock in convenience stores, so we reached out to seafood and meat distributors that are pivoting to B2C business models. We're using our experience in the food services industry to attract new customers such as specialty pet foods suppliers and beverage distributors. Some also needed a home delivery solution. In addition, we began delivering over 15,000 meals each week to senior citizens and school children who are unable to leave their homes. We partnered with local food banks and agencies focused on serving this vulnerable population that have limited manpower. Another warm market we are penetrating is local distilleries and furniture manufacturers that shifted to making creating critical supplies (i.e. sanitizers, masks, gloves etc.) and needed to get them to hospitals and other essential service providers."

Camargo's Los Angeles-based company, Pearl-Trans, also reached out to a new client that was shifting into offering critical supplies. Formerly a retailer of beauty products that they sold in their stores, they pivoted to selling hand sanitizers and other supplies that they wanted to be able to deliver to customers' homes. "They posted on LinkedIn



that they could offer delivery of their new hand sanitizers in seven to 10 days," says Camargo. "I reached out and said I could do it for them faster. In addition, since all their sales had only been through their stores, they had no experience with warehousing and distribution. They were thinking they'd be shipping out of their stores. I explained that they could have their manufacturer ship all

**“Go on the offense now  
and adjust what you think.”**

# “The best way to predict the future is to make it!”

products to our warehouse where we would re-pack and ship them to individual customers. Since they had never done on-line sales, they had no idea how to make home delivery work. We showed them how.” Her company did the same for a t-shirt company that was pivoting to making protective masks. “Because many of these companies have never needed to offer expedited delivery to their customers, we are able to use our experience with time-critical deliveries to help them reach different customers, with new products. We were able to help this t-shirt company provide masks from Southern California to several healthcare facilities in Idaho to Arizona to Texas to Illinois,” she said.

Xcel Delivery, a Phoenix-based company, also found a way to serve new customers. Their Chief Operating Officer, Tim Cocchia, explains it this way: “We have been working for the State of Arizona Procurement Office on another project. We were able to leverage that relationship and bring in a new account. We began delivering essential products to over 80 homeless shelters scattered across all 15 counties in Arizona. We delivered over 500 pallets of product in a five-week period that included toilet paper, paper towels, hand sanitizer, masks, gloves, water, peroxide, rubbing alcohol, and many more essential items. These are items supplied by the state with funding from the Federal CARES Act that passed in March. The state expected to use the funds to provide over a million dollars’ worth of supplies to homeless shelters in 2020 alone. This is an entirely new account for us. They came to us

because they were not sure how to facilitate all the shipments needed in such a short period of time. We took on the project to bolster our business during the crisis while other accounts were slow or closed.”

These CLDA members demonstrate the kind of creativity that those throughout the supply chain are using to keep their businesses moving forward. Like Burns, they are pivoting. They are readjusting their sights and looking for new ways to operate in a drastically changed world.

“The best strategy has been to go hunting,” Burns says. “I suggest to all of the members of our industry that we need to change our mindset. Think back to how it was when you first started your business. Throw every idea against the wall until you find one that fits and repeat as fast as possible. It’s a great time for people who think creatively. Right now, there are no barriers to entry. There is nothing but opportunity out there. The great ones will seize it. I’ll admit it – I had my moment of ‘woe is me’ when this crisis first started. Then I decided was time to find a way to compete; to search out new industries and new customers. The world will never operate the same way again, so it makes no sense to just ‘wait it out’. Growing up, my dad used to always tell me that there are three kinds of people in this world: People who watch things happen; people who wonder what’s happening and people who make things happen. The best way to predict the future is to make it!” **CLDA**



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# Bouncing Back Moving Forward

By Andrea Obston  
CLDA Director of Public Relations

“Now is a time to deepen your relationships with your customers by demonstrating your commitment to their business through flexibility and an understanding of their individual situations.”

That's the advice from CLDA Board member Tim Cocchia on ways to move forward in the wake of the coronavirus outbreak. His Phoenix, AZ company, Xcel Delivery Services, provides distribution, warehousing and logistics services throughout the state of Arizona.

He is optimistic about the future of our industry but cautions that every aspect of it will be changed by the coronavirus' impact on the economy.

### Flexibility and Resilience

His optimism stems from his observation that the strength of those in the industry has always been their ability to adapt. "Our industry is, at its core, very flexible and resilient. We adapt to our customers' needs and demands on a daily basis," he said. "The COVID-19 crisis has presented many opportunities to service emergency and essential deliveries, while at the same time eliminating many revenue streams catering to retail. Those companies that were able to identify the opportunities and pivot their efforts for the short term during the slowdown were able to avoid large revenue decreases."

The long-term outcomes from the crisis will take years to tally up, but Cocchia expects some immediate changes to take place, "I think the most lasting impact of the pandemic will come when companies return to work. That's when they will take a closer look at what they can adjust in the ways they do business to become as efficient as possible. We're already seeing that with our customers. Many have taken this situation as a chance to restructure their services. We expect others to do the same. We see it as an opportunity to start fresh and optimize the work we do for our partners."

### Growth in Some Verticals. Drop-Offs in Others

During the outbreak, two parts of Xcel's business actually picked up: distribution services for state and local

governments and their Next Flight Out services. "Our distribution services for the state and local governments experienced a bump," he said. "We were involved early on with the distribution of essential supplies to all the homeless shelters in Arizona. Having the opportunity to utilize our logistics experience and capacity to assist our state was an easy decision."

In a surprising twist, Xcel's Next Flight Out services also ticked up. "You would think that with the reduction in flights there would be less of this work," he said. "But, in Arizona, it did not work that way. Fewer flights did reduce the tenders we did to our main airports in Phoenix and Tucson. But the change meant we were doing almost daily runs to Los Angeles and even San Francisco to expedite the products to their final destinations. The revenue that was lost on the local tenders was more than made up for in daily long-distance runs."

Not all verticals the company services fared as well. "Anything revolving around retail or locations that would normally be open to the public dropped to almost nothing. That meant less work delivering to malls and shopping centers. Even doctors' offices closed down for weeks, so we had little work from that sector," he pointed out.

### Reconnecting With Customers

The change in business as usual has made Cocchia and the others in the company look for ways to reconnect with customers. Cocchia's team kept in close touch with their customers during the crisis with the goal of continuing those relationships once they reopen and need their logistics' services. "We have been in contact with most of our customers through this crisis. We let them know that we were ready to support them logistically," he said. "We always look at our customers as partners. Connecting and assisting in trying times can only strengthen and deepen our ties with them."

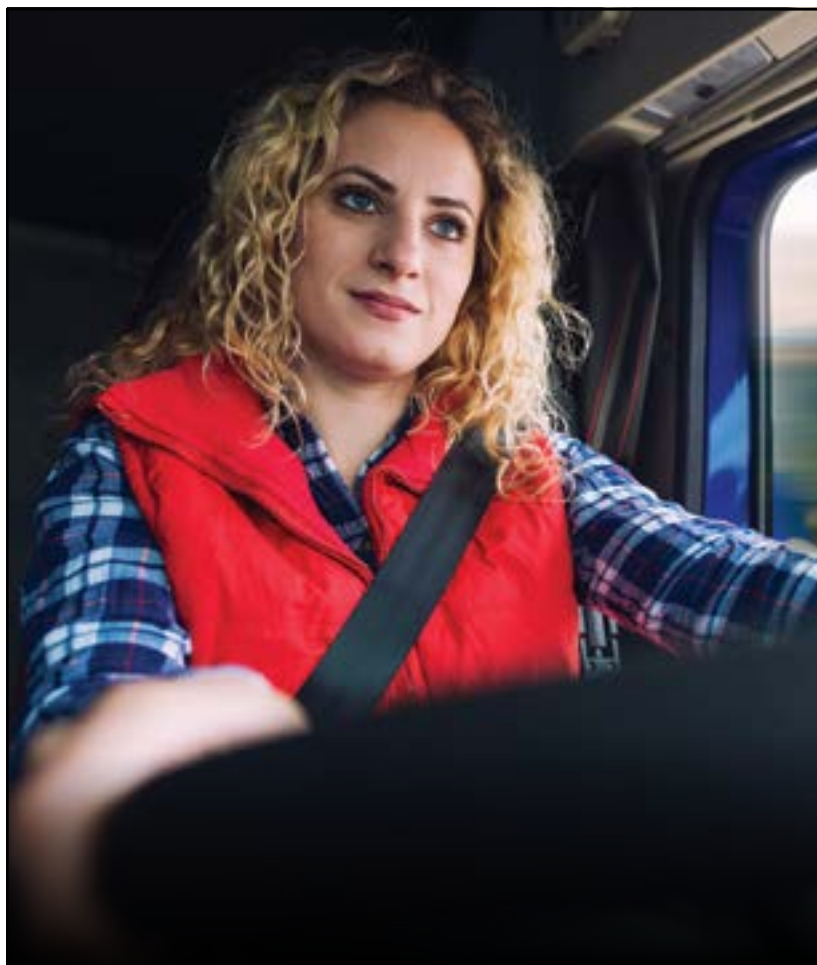


He believes that the slow-down in business could be an opportunity for those in the industry to reconnect with customers, even if it's just to assure them that they will be there for them when they are ready. "When times are tough, people remember those who offered their help. Make it easy for your customers to come back to you. I have always told my salespeople that when a prospect says no, you simply need to stay in front of them. You want to build respect and trust over time. There will come a time when they will make a decision to change service providers. If you make that decision easy for them they will choose you. That applies now, more than ever. My advice to everyone in our industry is to lay the foundation with your customers that have canceled services and stay in front of the prospects that you want business from. Make it easy for them to choose you and you will increase the chances that they will do just that."

## Coming Through Stronger

Living through the crisis, in some ways, has actually strengthened Xcel, Cocchia says. "Like most us who continued to operate through this crisis, I have seen the amazing resolve and dedication of our staff. The COVID-19 crisis has certainly challenged them in many personal and professional ways, but it also has given us an opportunity to see clearly those individuals who are extremely dedicated to our company and our customers."

He believes the crisis reinforced the traditional strengths of the industry. "Time and time again, the logistics industry has shown its flexibility and adaptability as a strength in times of crisis. We've seen that this time, too," he said. "If anything, this crisis has once again shown the resolve and resiliency of our industry. We are always leaned in during times of need to keep product moving wherever it is needed." **CLDA**



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By *Andrea Obston*  
CLDA Director of Public Relations



## What's next for the supply chain?

A revamped supply chain; an accelerated conversion of retail to online and a push towards automation to reduce labor demand. These are three of the post-coronavirus trends that one industry expert, Josh Dinneen, forecasted to continue to affect the supply chain for years to come. Dinneen, LaserShip's Senior Vice President, heads the company's sales, marketing, and call center functions. The Virginia-based last mile delivery company operates in the largest and fastest growing metro areas in the eastern United States.

Dinneen forecasted a very different industry after the outbreak but is optimistic about the supply chain's ability to flex and adapt in the future. He does, however, caution that it will be very different. "The supply chain will get revamped. It will likely include more air freight as a percentage of inventory to enable supply lines to continue," he said. "Lastly, I also expect to see an accelerated curve in the demand for the conversion of retail to online. That trend had already started before the outbreak and I expect it to accelerate."

During the outbreak, delivery companies like LaserShip have been deemed "essential" by Federal and State governmental directives and, in turn, have been able to do what they do best – get needed goods to all communities. Dinneen expects that the industry's experience during the pandemic will give delivery companies an even sharper focus on safety and agility. He saw many companies getting into new verticals like perishables, a trend Dinneen expects to continue after the outbreak subsides. For individual carriers, he predicts there will be a harder push for automation to reduce the demand for labor.

Growth will be uneven in the wake of the virus' impact on the economy, he said. According to Dinneen, some verticals will suffer long-term negative outcomes. Among the affected verticals he includes FTL, LTL, and most specifically the pool distribution services. On the other hand, Dinneen forecasted that warehouse and fulfillment would be two verticals that will flourish post-coronavirus.

He concluded his remarks with lessons learned for those in the industry:

**"I think the two biggest take-aways from this experience will be that safety and procurement operations should always be the primary concern for all of us in the industry,"** he said.



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# AUTOMATED DISPATCH ALGORITHMS



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HOW WILL **COVID-19**  
**CHANGE THE**  
**RELATIONSHIPS**  
**CARRIERS HAVE**  
**WITH THEIR**  
**INDEPENDENT**  
**CONTRACTOR DRIVERS?**

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*By Andrea Obston*  
*CLDA Director of Public Relations*



*The long-term effects of the coronavirus outbreak will be felt in the delivery sector for years to come. We asked Wendy Greenland Chief Operating Officer for Openforce for her ideas about its effect on the independent contractors that CLDA members rely upon.*

Greenland leads Openforce's Customer Success, Client Services, Enterprise Technical Services, Professional Service, and IC Support teams. She has more than 25 years developing and delivering technology-driven business services and solutions, overseeing client service, and driving revenue growth. Within the Openforce operations teams she is responsible for client onboarding, IC onboarding, settlements, and ongoing client and IC support.

**CLDA MAG** Let's start with an understanding of what Openforce does.

**GREENLAND** Openforce helps carriers manage their independent contractor workforces. Our technology and services enable compliant onboarding, settlement, insurance, and retention for businesses that rely on independent contractor workforces.

**CLDA MAG** In the long-term, what do you expect to be the ultimate impact of the COVID-19 pandemic on our industry?

**GREENLAND** As with any industry, the impact will vary from business to business depending on the size of the organization, the services provided, and the workforce model they use. Demand will continue to fluctuate. Some carriers will struggle while others will thrive. The most important differentiator between the two will be their ability to stay agile and adapt to economic stressors.

The world is changing fast, and it is hard to know when, if ever, we will return to status quo. The problems that have been visible in the industry for years—driver recruiting, timely qualification and retention—will take on even greater urgency when we

get through this crisis, as will the ability to flex with changing demand.

That said, new solutions, driven by technology and focused on a modern, more sustainable independent workforce model, will also emerge to address these pressures. Courier companies that are willing to change—whether that means embracing new onboarding and compliance technology or supporting efforts to create a more portable independent workforce—will have the best chance of survival.

**CLDA MAG** During the outbreak, delivery companies kept doing what they do. How do you think this crisis will change them?

**GREENLAND** While many delivery companies are still doing what they do, most have had to adjust the way they do it. To abide by social distancing guidelines, some have implemented “contactless” delivery policies. Moving forward, they may find opportunities to capitalize on some of the other skills they developed during the outbreak. I also expect that they will look for ways to take advantage of the trends that surfaced such as safe locker delivery systems and dynamic pricing models.

This crisis also instilled unprecedented appreciation from the public toward essential delivery services. How businesses choose to leverage this goodwill remains to be seen. There is the potential to improve both business agility and driver satisfaction by enabling more flexibility in how carriers accept work and accomplish delivery.

**CLDA MAG** How would you suggest companies honor or reward drivers who worked throughout the outbreak?

**GREENLAND** The relationship between a company and any contracted driver should be built on the fact that they are two independent business entities. This means that companies using ICs need to exercise caution when thinking about or administering “rewards” to avoid any implication of an employer-employee relationship. Companies should discuss any options, such as





## THIS FUTURE WOULD TAKE COORDINATION, TECHNOLOGY, AND A SHIFT IN MINDSET.

hazard commissions, with legal counsel first. Of course, there is certainly nothing wrong with companies freely acknowledging their appreciation of independent drivers as critical service providers, as well as making it known to them that they've improved their ranking for consideration for future jobs. Both will go a long way.

**CLDA MAG** How would you suggest companies rebuild relationships with drivers who they did not use during the outbreak?

**GREENLAND** Communication and honesty are the keys here. This could include being open about the temporary decrease in demand; outlining the possible timeframe when demand may pick up again and acknowledging that the services, they provide matter (even if they haven't been utilized during the outbreak).

At Openforce, we are currently working on connecting drivers with supplemental opportunities. When companies enable that function and empower drivers to participate, it could go a long way to rebuilding a relationship of trust. And once this is all over, this could give companies a leg up on rebuilding their relationships with those drivers.

**CLDA MAG** Ultimately, what impact do you foresee on the independent drivers that couriers use to deliver to their customers?

**GREENLAND** COVID-19 has disrupted global supply chains and caused wild fluctuations in demand. These exacerbated existing shortcomings in driver recruiting, qualification and retention processes.

The courier companies Openforce works with have experienced two very different impacts. Some have seen a spike in demand and have been scrambling to find and onboard more drivers quickly. Others have experienced major decreases in business and worry about their relationships with displaced drivers. They worry that they won't have them as a resource as routes begin to open again.

These are the same problems that have existed in the industry for years. They stem from the need to adapt a driver model that enables businesses to easily flex to match the changing demands of the industry. In addition, the industry needs to find ways to support drivers' ability to engage with multiple businesses.

Imagine a world where a pool of pre-qualified drivers could be tapped into easily to meet any challenge to the supply chain. Imagine a driver being able to be "certified" ahead of time to enable them to get contracted and on the road not in 20 days, but one or two. Imagine a world where drivers could easily supplement temporary slowdowns in business. In this world, we could solve the driver supply and demand issues. It would be one that would enable drivers to easily function as true vendor service providers. It might even address the increasingly thorny driver classification issue as well. That issue, by the way, was already at critical juncture well before the outbreak. I believe this pandemic will move us into this future sooner rather than later. At Openforce, we are ready to take on this challenge.

This future would take coordination, technology, and a shift in mindset. When we achieve it, the rewards for courier companies, the independent workforces they rely on and the industry could be huge. **CLDA**

## Coping with Covid in a Re-Opened Economy

# Operating with Confidence in Uncertain Times

### *Planning for the “New Normal”*

The economy is re-opening in a new era and transitioning from “containment” to “mitigation.” Our industry will have to operate under the “new normal” and implement plans to avoid the threat of contagion in the workplace. It may seem daunting. However, strong infection protection policies are required by law and will allow your company to operate with confidence in these uncertain times. A COVID-19 outbreak can trigger immediate shutdown of entire facilities. The right Preparedness and Response Plan will protect your facility and deliver a competitive edge against companies that fail to adopt a plan.

The CDC, OSHA and EEOC have all published recent guidance highly recommending that every business create and adopt an “Infectious Disease Preparedness and Response Plan.” These highly recommended safety measures will establish tomorrow’s standard of care and legal duty. In all regions of the country, state and local jurisdictions are requiring that logistics and warehouse facilities operate under a checklist of safety measures or face fines and possible shutdown.

*By Paul Marron  
and Brett Ferguson  
—Marron Lawyers*



Depending on your jurisdiction, it may not take a full-on coronavirus outbreak to cause a shutdown. Simply failing to have strong safety measures in place can invite public complaints, which can quickly lead to negative publicity and even result in agency enforcement actions. Also, if it hasn't happened already, beware of disgruntled employee or contractors making anonymous complaints to local authorities. Apart from complying with the law, a strong Plan will discourage these negatives, protect employees and contractors and preserve revenue. Failure to do so can be catastrophic. As we have all seen on the news, shutdowns of Amazon and UPS locations have cost them many days of lost production and profits.

allowed Company to remain open while similarly situated companies' retail operations were shuttered entirely. By putting in some extra effort and attention on the front end, Company placed itself in a position of power to negotiate with local and state authorities, while avoiding the devastating loss of cash flow competitors suffered when they were restricted to solely online ordering and delivery.

Forward thinking Final Mile companies can secure the same benefits with multiple practical applications. For example, it will become nearly universal in the near future for customers of any substantial size to require that its vendors have an effective COVID-19 Plan. Your customers don't want to get sued because their Final Mile vendor failed to

## The right Preparedness and Response Plan will protect your facility and deliver a competitive edge against companies that fail to adopt a plan.

### *"Best Practices" Provide a Competitive Edge*

It is not all doom and gloom. The new rules provide special leeway to companies and encourage the adoption of enhanced prevention measures. The current situation can be viewed as a unique opportunity and, in clear ways, provides a competitive edge. We've seen first-hand how a strong Plan that implemented practical steps blocked local public health officers in multiple Western and Southern states from shutting down a large furniture retailer's stores. "Company" invested early in a capable Preparedness and Response Plan and was able to counter multiple public health officers' shutdown orders with irrefutable evidence that the store and warehouse were following best practices for fighting the spread of COVID-19. This

develop and implement a strong Plan. Customers will be highly motivated to contract with Final Mile companies that have delivered the needed assurances of preventing infection spread and facility shutdown and resulting disruption of deliveries.

Furthermore, having a plan of action in place will help employees, contractors and customers feel safe. Your company will avoid absenteeism or even revolt, as well as the threat of future litigation and claims of an "unsafe workplace." Under the OSHA General Duty Clause, every worker must be provided a workplace which is free from recognized hazards that are causing or are likely to cause death or serious physical harm. In addition, the legal standard of care has been held to include a duty to warn persons of potential exposure to communicable diseases of all types.

Given the potential liability that could come with “unsafe workplace” claims, not to mention the legal fees associated with defending against them, the sagacious executive will take forward-thinking measures to prevent the spread of COVID-19 at their facilities.

### ***Implementing Your Plan***

Your company’s particulars will determine what its COVID-19 Preparedness and Response Plan should look like. Any good plan, however, will include the following: (1) Keep the facility open only to lower-risk entrants; (2) Provide notice that all entrants to the facility will be screened (send advance notice to employees, contractors and vendors alike). (Note that recent CDC, OSHA and EEOC guidance establishes that these heightened controls—screening and safety measures—do not create grounds for “employee” or misclassification claims; and the guidance is also clear that the need to protect the facility and public health far outweighs any risk of such claims); (3) Post notices of protective measures and consent to screening (that by entering the facility the person confirms they are symptom free and consent to screening); (4) Infrared thermometer check all entrants to the facility; (5) Question entrants as to whether they are experiencing symptoms of COVID-19; (6) Deny entrance to any person with a temperature of 100.4 or greater or who identifies as having one or more symptoms of COVID-19.

In addition, every COVID-19 Preparedness and Response Plan will have to include special instructions for operations inside the workplace, including: (1) Social distancing markers placed at six foot intervals throughout the facility; (2) An emphasis on frequent hand washing; (3) Where feasible, plexiglass sneeze guards or other barriers where persons need to interact face-to-face; (4) Provision of Personal Protective Equipment such as masks, gloves, face shields,

and hand sanitizer as available; (4) Enhanced cleaning schedules during operating hours, and deep cleaning while closed; (6) Protocols for auditing the screening and cleaning procedures for effectiveness. Moreover, there must be special procedures in case a person who has tested positive may have been in the facility while infectious. Your policies should include a plan to conduct “contact tracing” and identify locations and persons that may have come in contact with the infected person. Depending on the circumstances you may also need to inform persons who have had close contact with a positive COVID-19 case.

### ***Operate with Confidence***

In all cases, when creating and implementing a COVID-19 Preparedness and Response Plan, you will need to be aware of the most up-to-date developments. With the rapidly changing landscape, and the multitude of considerations, it is highly recommended that you consult with professionals. By doing so, you will stay ahead of the pack, you will prove yourself to be among those exemplifying “best practices” of the industry, and you will ensure that your company can operate with confidence during these uncertain times.



*Paul Marron founded Marron Lawyers in 1995. Paul and his team have extensive experience representing Final Mile, logistics and warehousemen; they have developed several COVID-19 plans for industry members, and successfully defended against shutdown actions.*



*Brett Ferguson is a leading associate in the Marron Lawyers COVID-19 task force.*



3 Ways  
That Technology  
Can Improve the  
Customer Experience  
to Drive You  
New Business  
Amidst The  
COVID-19  
Crisis



by Jim Ward  
President and Founder, Elite EXTRA

Customer experience – it’s a catchphrase, a marketing vessel, and an intangible part of doing business. Most couriers realize the bottom-line benefits that having a positive customer experience brings, and especially during crises like the COVID-19 pandemic, a poor customer experience can make matters worse.

Statistics reported by Estaban Kolsky, a customer experience analyst, such as “86% of businesses will pay more for a courier with a better customer experience” and “25 out of 26 customers won’t complain to a business or courier about a poor buying experience -- they will just stop ordering” show the importance of a strong customer experience environment. However, these statistics don’t help shed light on the tangible things that a courier can do to improve their customer experience and drive themselves more business amidst difficult times.

In the courier industry, owners not only have to strengthen their customer experience for the end consumer of the product, but they also have to strengthen their experience for their customer. So, in a fast-paced and competitive environment, how do couriers improve their experience for their customers, and market their customer experience effectively today to drive profitability into the future?

### The Driving Force of Repeat Business – The Fulfillment Experience

Every touchpoint that you have with your customer and the end consumer is part of the customer experience. It starts from their very first order with you and doesn’t really end. The simplest way to understand the customer experience is to break it down into three parts: The buying journey, the fulfillment experience, and the post-purchase experience.

The buying journey is the process that a retailer takes to engage and hire your courier business. On average, courier companies excel at the buying journey. Couriers take great strides to strengthen relationships, build a positive repu-

tation, and create easy-to-understand contracts with their customers.

On the flip side, the post-purchase experience is how your customers receive post-delivery information, proof of delivery documentation, and more. A streamlined and integrated post-purchase experience strengthens your relationships with customers and ensures that they will continue to come to you for their delivery needs.

However, according to SupplyChainDive, the fulfillment experience is the largest driver of repeat business for almost any business – and it is especially essential during a crisis when retailers are doing everything they can to cut down on costs. Additionally, repeat business is the lifeblood of a successful company. On average, it is six times more costly to attract a new customer than it is to re-engage a past customer. Past customers understand the fulfillment experience of your courier business, and they know what to expect. That is why, in a competitive environment like the courier industry, it is imperative that your fulfillment experience outshines the competition.

### Technology to Take Your Fulfillment Experience to the Next Level

According to a paper by SEKO Logistics, there are three important things that customers want (and will pay for) during any delivery:

- 1. Flexibility to make delivery changes if needed;***
- 2. Visibility of their deliveries for themselves and the end consumer; and***
- 3. Proof of delivery and a clear chain of custody protocol.***

While these customer wants may seem difficult to satisfy, certain technologies will allow you to provide your customers with an excellent fulfillment experience. But first, let’s take a deeper dive into why customers want these specific things and the tangible benefits for a business to provide them.

## Delivery Flexibility

Customers are busy, too, and oftentimes they will need to change something about a delivery even after they placed an order. In the courier industry, your customer may need to make changes to a delivery either by the request of the end consumer or for their own reasons. Your ability to handle these requests efficiently and satisfactorily directly affects your relationship with that customer. A study by Supply-ChainDive found that approximately 25% of all canceled/returned orders were due to the end consumer not having the ability to change their order after placing it.

So, how can technology play a role in this customer need? Dispatch solutions with advanced capabilities can provide multiple options. For example, with a modern solution, you can change a driver's route on the fly to manage your customers' needs in real-time. Additionally, constant communication between your dispatchers and drivers will allow your team to react quickly to changing demands – improving your customer satisfaction dramatically. All of this will strengthen your relationships with your customers to ensure that they need your courier service to survive during challenging times.

## Visibility

Along with flexibility, customers want visibility of the delivery process for themselves and the end consumer. They want to see when the driver left, their updating ETAs, and any delays or changes made along the route. The importance of visibility is hard to attribute to a bottom-line number; however, in a study by Supply Chain Quarterly, 47% of customers said they have chosen not to order from a business again due to poor order visibility. Your customers know this, and will actively seek out couriers that can provide this real-time updating data.

Additionally, this visibility dramatically reduces the amount of time that your team is fielding calls from customers asking about their delivery status. Market research

reports by IBIS World show that approximately 75% of calls into a courier business are about a delivery that is in transit. By implementing advanced dispatch technology that can send ETA notifications to your customers with a real-time tracking link, your team will experience dramatic time-savings. The inefficient way of fielding a call, calling the driver, figuring out where they are on the route, and then calling the customer back and providing an ETA are gone.

## Proof of Delivery and Chain of Custody

Lastly, proof of delivery and chain of custody are imperative to a successful delivery operation. On average, for any product that is delivered to a business or to a consumer's home, 30% will be returned compared to just 8.8% that are returned after buying in a brick and mortar store according to Business 2 Community studies. So, what does this mean for the courier industry? With the vast majority of orders being delivered, it is essential that your team has solid proof that the product arrived in good condition.

Utilizing advanced dispatch technology, your drivers can have the ability to take a picture of a delivery and collect digital signatures ensuring that the product arrived in good condition. Additionally, during the COVID-19 pandemic, it is imperative that your delivery operation can collect proof of delivery while maintaining social distancing. Photo capture and note taking features of advanced dispatch gives your business the ability to provide your customers with substantial PODs amidst this pandemic.

In addition, fast-paced pickups and deliveries are a complex challenge for any courier. Advanced dispatch technology can once again assist by automatically suggesting the best driver to handle a pickup based upon their route, their location, and any time window commitments they need to make. Through modern, dynamic optimized routing, products can be picked up and completed efficiently – driving customer satisfaction.

## Utilizing Technology to Stay Ahead of the Competition

Advanced dispatch software gives your business the technology it needs to give customers visibility, provide real-time updates, and gather irrefutable proof of delivery. However, will this be enough to drive your business amidst extraordinary times like today? The answer is quite simple: Competition reigns during times of crises and by providing the best delivery experience possible you put your company at the best position to survive and even grow through the COVID-19 crisis.

Advanced dispatch technology will help drive you more business, especially in growing segments like food delivery and pharmaceuticals, by providing you with a marketable customer experience and agile courier staff.

The customer always comes first. It's the cornerstone of a successful business. Realizing your customers' fulfillment needs and meeting them with advanced, cost-effective technology is key to thriving during this challenging time. Through providing your customers visibility of their orders, the ability to make changes to orders in transit, and a clear chain of custody with solid proof that the product arrived in good condition, your business can continue to grow now and in the future. [CLDA](#)

*Jim Ward is the founder of Elite EXTRA, a SaaS advanced dispatch management, routing, and tracking solution launched in 2009 that is powering deliveries and services throughout the World.*



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# The **POWER** of Members in Action

By Andrea Obston  
CLDA Director of Public Relations

**A**cross the country, CLDA members have been fighting for their role in keeping the supply chain running. As local and national government officials wrestle with the outcomes of the coronavirus, the essential role of our members can be lost in the shuffle. Meanwhile, our members continue to do their jobs – delivering everything for PPE to baby food; keeping supermarket shelves stocked and medical providers armed to take on the crisis.

In order to defend that role, members have gotten active, lobbying for their industry and their businesses. “I have been so impressed with the enthusiasm of the CLDA members to stand up for themselves in council chambers, state houses and on the Hill in D.C.,” says Michael Taylor, CLDA’s Director of Government Affairs. “They are donating their expertise, bolstered by their decades of logistics experience. They are taking time away from their businesses to do this essential work when so many are under stress. There has been no hesitation among members to stand up for their industry.”

Taylor has spent his career in government affairs. “In the 30 years that I’ve been doing this I’ve never seen anything like this kind of involvement,” he says. “Usually, when you put out a call for members to get involved in advocacy, it is a minority that responds. But in this case, there isn’t a CLDA member I’ve spoken to who has said no when we’ve asked them to step up. That level of participation is remarkable in my career.”



He points to the power of individual interaction with legislators. “Advocacy is all about the narrative; all about good communication; all about being a good storyteller about your business. I can be very educated about their business and advocate for them, but the best meetings with government officials are when someone in the business tells their own story. They are the ones who can best communicate to the legislator how they suffer; what it’s like to be in the business; how many tough choices they have to make every day.”

And that’s exactly, what happened in states around the country when members reached out to their governors to make sure they were granted “essential business” status during the shut-downs. After members from New York, Florida and Minnesota brought up the importance of this designation, CLDA members sent out letters to all 50 states capitols. They read, in part, “...we ask that your office declare the Courier Industry as an “Essential Service” under your peacetime emergency authority. Couriers are absolutely critical to both our current pandemic crisis and our supply chain...Courier companies are the essential last-mile delivery mechanism that delivers supplies to offices to aid in keeping employees isolated yet operational. The courier industry serves our customers on call 24/7/365 with many of the delivery services provided on an immediate as needed basis. Due to the immediate nature of these deliveries they cannot be made by national carriers such as USPS, UPS and FedEx that deliver in days, not hours.”

Members have also reached out to state officials, offering their services during the crisis, citing their unique ability to deliver 24/7 and within hours. In personal letters to the governors of all 50 states, they said: “...CLDA has been providing time-critical and last-mile deliveries since 1987. Our sector is distinguished from other components of the delivery supply chain by an emphasis on less than 24 hours, just-in-time delivery of packages. Clearly, this speed of delivery is even more crucial at moments like this one. CLDA members have decades and decades of practical experience when it comes to finding solutions to logistics challenges. We want you to know that these members stand ready to advise and assist you in this regard if helpful.” CLDA staff have made connections with senior staff in the Governor’s offices of New York, New Jersey,

Ohio, Maryland, Indiana, Alabama, Michigan, New Hampshire, and Arkansas.

In New York City, members of the New York State Messenger Courier Association, supported by the CLDA, stepped up to educate the New York City Council on the possible dire outcomes of a proposal to require “hazard pay” for people working during the pandemic. Former CLDA President, Chris MacKrell spoke before a virtual meeting of the New York City Council, cautioning members that such a move could place an unsustainable financial burden on members of the courier industry. “Our operating costs have already increased. This will put another financial burden on many members of our industry that could be a death sentence to them,” he told them. “The members of the courier industry are extremely protective of the people who do deliveries for us and our first obligation to them is to keep them employed. If you place this kind of financial burden on an industry that’s already operating on razor-thin margins and dealing with the loss of business due to the outbreak, many will not come back. We want to be around after this is all over.”

“You can’t replace the importance of having this kind of engagement,” said Taylor. “Individual members must take that seriously and give of their time to do it. It’s all about the narrative, teaching legislators about the day-to-day challenges of operating their businesses. CLDA members have stepped in to do just that and they are playing a critical role in keeping every member of our industry in business during these challenging times.” **CLDA**

*The legislative efforts of the CLDA and its members are supported by members’ donations to the CLDA Advocacy Fund. Together, members of the fund put the strength of their dollars and time behind efforts to defend our industry. If you are a member, thank you. If you are not a member, contact Hana Watkins ([Hana@clda.org](mailto:Hana@clda.org)) today to add the strength of your support to the CLDA’s ongoing efforts to protect what you do.*



# Final Mile Forum Breaks All Records

**T**his year's Final Mile Forum in February broke all records. For the first time in history, the association's big event topped 450 attendees. They came to the Hyatt Regency in Miami from as far away as Australia and New Zealand and as close as down the street (the Florida contingent was 46). Meeting chairs Tom Jowers and Julie Thomas were recognized for presenting a record-breaking event.

Attendees spent three days in educational sessions; recognizing industry leaders; reconnecting with business associates and making new contacts. Two shipper sessions showcased a record number of 29 shipper companies. Attendees had the opportunity to meet one-on-one with them for extended conversations.

The three-day event offered a front row seat on current trends and previews of the future in the supply chain from vendors who were part of a sold-out exhibition hall. The meeting's record 36 exhibitors showcased the latest in technology and the resources to support the final mile delivery process. In addition, there were ample opportunities for business development and one-on-one networking.

Reactions to the event were enthusiastic with 98% of attendees saying they would recommend the Final Mile Forum to a colleague or industry friend in a post-event survey. One first-time attendee captured



the sentiments of attendees this way: “From the perspective of a first-time attendee, the CLDA Final Mile Forum was well put together and very organized. There was an abundant amount of information and the insight provided by fellow members was extraordinary. One aspect I did not expect at all was the comradery of most members; even from members who conduct business in the same vicinity as my own company. I really got a sense that every member wanted to assist others to be successful and that there was plenty of pie for all in this industry.”

### **New Leaders and Recognition of an Industry Giant**

One highlight of the event was the induction of industry leader and long-time member Rob Johnstone to the Hall of Fame (see page 50 for a profile).

Attendees also welcomed a new CLDA president, Steve Howard (see page 46 for a profile) and appointed two new board members, Lorena Camargo and Keith Kirk (see page 53). Howard honored outgoing president Chuck Moyer, pointing out that he was leaving his post with the association being strong and financially healthy. He commended Moyer for his 36 years in the business and service to the association since he joined in the 1980s.

### **Information to Fuel Business Growth**

“To remain competitive, and relevant, you need to engage in continued education. That education as well as productive networking, is why I attend.” That reaction was typical of those who rated the conference in post-event surveys. In fact, looking back on the conference, 81% of them said they picked up an idea that they were going to incorporate into their businesses.

Keynote Dennis Snow kicked off the educational portion of the meeting with humor and practical advice. His presentation, “Delivering a World-Class Customer Experience: Lessons From the Mouse” took a deep dive into customer service. It was filled with lively stories from his two decades with the Walt Disney World Company. For more on that presentation, see page 40.





Want to see more photos of the Final Mile Forum?  
Click here [theclda.zenfolio.com/p779634550](https://theclda.zenfolio.com/p779634550)

Attendees then had their choice of two sessions,

- “Your Culture: the Key to Attract and Retain the Diverse Workforce,” presented by Judy Ellis, Think People LLC and board member Julie Thomas, Priority Dispatch
- “Logistics Matter in E-Commerce,” a candid look at consumer preferences in today’s marketplace by Deanna Kaufman, Manager Solutions in the FedEx Customer Solutions E-Commerce and Retail Vertical.

After the morning’s session, members who were contributors to the Advocacy Fund attended a special lunch and briefing with Keith Smith, Managing Director of Prime Policy Group. He gave an update and forecast about the political environment for the industry.

After lunch, attendees had their choice of two sessions:

- “Operational Efficiencies Using Innovative Technologies,” moderated by Robin Hammond of the Bullitt Group and featuring remarks by Eric Donaldson, Dispatch Science; Larry Klein, Bringg and Jim Ward, Elite Extra.
- “Getting the Dirt on White Glove Delivery. Innovation Building White Glove Partnerships.” This panel was moderated by board member and the CEO of Hackbarth Delivery, Kelly Picard and featured remarks by Amanda Pagan, DHL Global Forwarding and CLDA President Steve Howard of Esquire Express.

The first day’s educational sessions ended with a session on programs for developing leaders in the industry. This session featured a look at Florida International University’s programs to develop the next generation of leaders in the logistics sector. FIU offers a Master of Science in Logistics Engineering as well as a Logistic Engineering Track for those pursuing a Master of Science in Engineering Management.

Friday morning started with a Fireside Chat, titled “Everything you wanted to know on the logistics industry but were afraid to ask.” Moderated by Jim Bramlett of 5 String Logistics, this lively discussion included perspectives on the challenges of the industry by LSO’s Dick Metzler and Justin Stodolka of Non-Stop Delivery. The wide-ranging discussion covered such topics as: the IC model under fire; elevated customer expectations of shipment visibility; the increasing difficulty of finding and retaining drivers; the challenges of white glove deliveries; the time-definite demands for deliveries; the need to measure consumer satisfaction and operating issues such as insurance, contracts and liability.

The morning concluded with a choice of three programs:

- “Thoughts on Amazon in Logistics,” by David Ross of Stifel Transportation & Logistics Equity Research
- A panel on Cold Chain Logistics moderated by Board Member Joel Pinsky with commentary by Aisha Dillard, Sprint; Toni Briggs Huff, American Red Cross; Veronica Ressel, Beaver State Fisheries, Inc. and Russell Santiago, American Air Cargo
- “IC Models in Transportation Misclass Claims and Recent AB5 Rulings ... Effects on Courier Class”, by Openforce’s Ryan Kelly.

After lunch, there were three tracks to choose from:

- “Standing Out in a Competitive Delivery Marketplace,” a panel moderated by newly appointed board member Lorena Camargo of PearlTrans and including remarks by Emily Johnson, e Trac; Sean Spector, Dropoff and board member, Jason Burns, QCS Logistics.
- “Motor Carrier Contract Considerations: Beyond the Basics,” by Greg Feary, President & Managing Partner of the transportation law firm of Scopelitis Garvin Light Hanson & Feary
- “Wage & Hours. How are You Covered?” by attorney Samantha J. Manfredini of AON.

### Networking With the Industry’s Leaders

For many, the highlight of the CLDA’s biggest meeting of the year has always been their ability to network with those in the industry. This year’s Final Mile Forum delivered on that promise with over 20 hours of networking opportunities, from receptions to meals to focus groups. Among the conference favorites was the Thursday Evening Miami Boardwalk event where partiers donned fedoras, watched hand-made cigars being made (and sampled the end-product) and were wowed by the spectacle of fire dancers. They also got a preview of the next Final Mile Forum in Las Vegas with visits for J-Lo and Carmen Miranda look-alikes.

After the event over 95% of respondents to the post-event survey said the event delivered as promised, allowing them to make valuable contacts at this year’s Final Mile Forum.

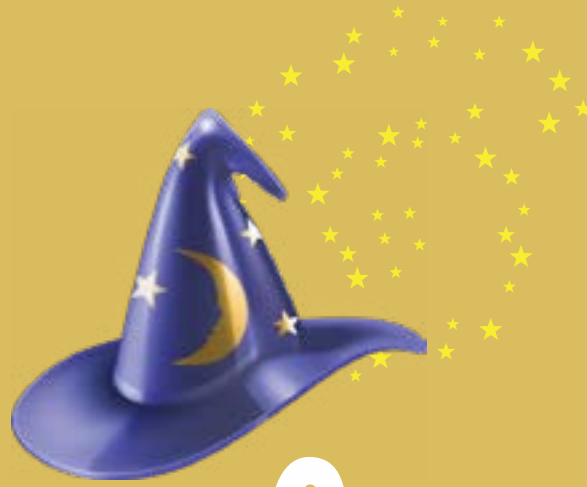
“The CLDA Final Mile forum is an industry must,” said one conference participant. “Anyone in the last-mile arena who wishes to create long-term relationships is missing out if they are not part of the group. It is GREAT to have a company that makes money, but a company that creates relationships is unstoppable!”

### Preparing for a Successful Future

After three days of networking, education and views of products that will shape the industry’s future, the 400+ industry leaders at the Final Mile Forum went back to their offices filled with new ideas and contacts. Many of these ideas will fuel their resilience and ability to adapt to the altered business environment now affecting the supply chain.

Long-time attendee, presenter and exhibitor Patrick Scardilli of Key Software Systems summarized the 2020 Final Mile Forum this way: “It was one of the best events I’ve attended in 15 years in the industry and on the trade show circuit. The energy was palpable. The sessions were engaging and the opportunities to network, grow and partner were around every corner. Kudos to the CLDA for continuously embracing change and helping us all prepare ourselves and our businesses for a successful future.”

The 2021 Final Mile Forum will be at Caesar’s Palace in Las Vegas, Feb. 24 to 26. The exhibit hall is the largest in the history of the conference, but it is well on its way to another sell-out with 24 booths already reserved. Reserve your space now by emailing Hana Watkins, [hana@clda.org](mailto:hana@clda.org). **CLDA**



# What Can A Mouse Teach a Courier Company?

By Andrea Obston  
CLDA Director of Public Relations

*What can a mouse teach a courier company? Turns out – a lot. Especially if that mouse happens to have his own theme parks that are famous for delivering a world-class customer experience.*

“Delivering a World-Class Customer Experience: Lessons From the Mouse” kicked off the Final Mile Forum & Expo with lessons galore from motivational speaker and Disney World alumnus Dennis Snow. Snow brought the lessons he learned as he moved up in the Walt Disney World Company for over two decades. He delivered a practical and relevant program about the benefits of creating a service-driven culture for every member of our industry. The presentation provided strategic tools that every member of the audience could apply to help them raise the bar on customer service and cultivate customer loyalty. And that higher level of service, he said, was the key to a relationship experience that drives customer loyalty.

## Snow outlined three principles for companies that want to develop a culture that creates loyal customers and keeps them coming back:

1. *Look at everything you do through the lens of the customer*
2. *Pay attention to the details because everything speaks*
3. *Create moments of wow*



### PRINCIPLE #1

#### *Look at everything you do through the lens of the customer.*

“At Disney World we look at everything we do through the lens of the customer,” he said. “Most companies don’t do that, but those that do find amazing ways to separate themselves from their competitors.”

As an example, he pointed to Southwest. “What makes them a success? They understand the lens of their customer. It shows in the performance of their flight attendants. They have some of the best ones out there. You see it in something as mundane as how they deliver those boring safety talks that most folks don’t listen to. It’s something they must do and something they would like passengers to pay attention to. So, they looked at it through the lens of the customer and made it fun,” he said. “Here’s my next question: How much did that cost Southwest? Nothing. The flight attendants must give the safety talk. They just took a step back and looked at the process. They turned the lens around and when you do that everything starts to change. You understand customer complaints. You under-

stand their bizarre questions and demands. And then, they don’t seem so bizarre.”

For example, Snow recalls two of the most common questions he had to respond to as he walked through Disney World:

- “What time is the 3:00 clock parade?”
- “Do you work here?” (which he often had to respond to dressed as Captain Nemo in his first job running the “20,000 Leagues under the Sea” ride.)

On their face, these questions seem ridiculous, but Snow urged the audience to look at them through the eyes of the customer. “When you turn the lens around you get to understand these questions,” he said. “Guests are out of their comfort zone. So, they ask those questions. But if you stop and look at things through their lenses you realize that ‘What time is the 3:00 parade?’ actually means ‘What time does the 3:00 parade get here?’ And ‘do you work here?’ actually means ‘I need help.’”

He urged conference participants to use this approach when dealing with customer questions. “Think about the question behind the question” he said. “The longer we do what we do, the more we think our customers know what we know. When something goes wrong with a customer, we say it was as communication issue. What does that mean? It means we assumed that the customer understands how the process would work, when the customer really did NOT understand how the process would work, and the relationship suffers. Before we make those assumptions, we need to turn that lens around and look at the world through the customer’s eyes.”



# “Find ways to build and reinforce customer loyalty.”

Snow shared a tool they used at Disney: Service mapping. He suggested members map out every step of their key processes, looking at it through the eyes of the customer. “At each step ask yourself ‘While we are doing this, what is the customer doing?’ Then, ask yourself ‘what would an outstanding customer experience look like at each step?’”

Here’s how this worked at Disney. They looked at what was involved in getting guests back to their hotels after a day at the park. “That is not a pleasant process,” he reminded the audience. “It’s a mass exodus. This is the end of what is supposed to be a day at the happiest place on earth and it’s not happy. So, we mapped out every step of that journey, from stepping on the bus to finally getting into your hotel room. Then, we asked our team members, ‘how we could make that process better?’”

The bus drivers tackled ways to make the ride more pleasant. As the buses wend their way out of the parking lots, they get those on board to sing Disney songs, giving guests more positive things to think about than the slow-moving migration out of the park. At the other end of the process, when people finally make it back to their hotel room, they again looked at the process through eyes of a parent with an overstimulated and exhausted child. Here’s what one of the maids came up with: “We know that every day kids go to the park, they come back to the hotel room with another stuffed Disney character,” Snow says. “One evening one of the housekeepers decided to do something different for her turn-down service in a guest’s room. She collected all those characters and tucked them in to the child’s bed, leaving a note that said, ‘I know you had a busy day. The characters had one too, so I decided to tuck them in.’ What do you think the end of that day was like? They opened the door and they see this. That housekeeper created magic. And it kept going. That housekeeper was part of a team meeting and she talked about how she tucked in the characters. The idea took off. The housekeepers now see it see it as a competition to create their own end-of-day magic.”

He summed up this principle this way: “Look at every moment of your processes, whether it’s on-boarding a new employee or invoicing. Analyze each step, looking at it through the lens of the customer.”



## PRINCIPLE #2

*Pay attention to the details because everything speaks*

“Everything from the timeliness of your deliveries to the sound of your CSR’s voice says something about your company,” said Snow. “A brand is a gradual thing to build, but it doesn’t take much to screw it up. A discarded can of soda in a field of flowers at a hospital is a visual distraction that shakes patient trust. A piece of duct tape on the wing of a commuter airplane destroys it. A dirty truck whittles away at your customer’s trust in you. And trust is everything, especially in your world.”

He talked about the “attitudinal” component of “everything speaks” this way: “Your employees’ attitudes are the biggest part of “everything speaks,” he said. “You want to build in behaviors into the fabric of your organization that constantly supports your brand.”

Snow talked about one of those behaviors he developed at Disney World that has never left him. “At Disney World picking up garbage is everyone’s job. These behaviors are wired into

what every one of us did. In fact, I still do it. I pick up garbage wherever I go. It drives my wife nuts. But it was part of the way all of us learned to do things. The lesson here for all companies is that everything speaks so every detail must say what we want it to say.”

He charged the audience to look at their operations and spot behavior that goes against their brands. “Maybe it’s a CSR who makes an off-handed negative remark about a customer. Or a driver who blames someone else in the organization for a problem. When they do those kinds of things, they are just throwing the company under the bus,” he said. He suggested to participants that when they get back to their companies they make a list of what he called “Everything Speaks Distractors” (i.e. behaviors that go against brand) and corresponding “Everything Speaks Commitments” (i.e. alternative actions that the brand).

Everything Speaks Distractor	Everything Speaks Commitment

### PRINCIPLE #3

#### *Create moments of wow*

“Legends are made of wow moments,” he said. “The real magic comes in the moments of little wows at a number of customer touchpoints. It doesn’t have to be the big things. Little wows add up. You put enough of those little things together and they add up to something special.”

It’s all about creating these moments consistently. How do leaders build that into the way they do things? By really understanding customer expectations and meeting them at

the highest levels. He illustrated how these expectations from companies go from doing the job as expected all the way up to acting as an advisor. “The findings of a Gallup survey about customer expectations can be summed up in a pyramid,” he said. “It is as hierarchy. Each level earns you the ability to move you up. At the bottom is what the customer expects: accuracy in what you deliver. For your customers, that is the minimum. No wow there, but it must be first. Next up is availability – how accessible you are when your customers place an order or have a problem? Then comes partnership. Partnership is all about getting a yes when a customer asks themselves, ‘Do I really feel you care about me?’ When you assume the role of partner in a customer relationship, you have the ability to begin to deliver those moments of wow and stand out, because not all providers do that. The highest level is advice. That is teaching customers things they didn’t know. This is the best option. When you move into the area, your customers look to you for the best way to do things. That’s when you are at the top of the pyramid and can really deliver those moments of wow. Do this right and you’d build intense customer loyalty. All of us in business are looking for this.”

Snow wrapped up his presentation with an example of true customer loyalty. “Want to know what true customer loyalty looks like? Look to Harley Davidson. Their ability to see things through the eyes of the customer; to pay attention to the details customers care about and to delivery wow results in intense customer loyalty. It’s so intense, in fact, that their customers are willing to carve the Harley logo into their skin! Now that’s the kind of customer loyalty we can all strive for!”

And that is the answer to the question: “What can you learn from a mouse?” It can be summed up in one sentence: Find ways to build and reinforce customer loyalty. [CLDA](#)



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Contact Hana Watkins, [hana@clda.org](mailto:hana@clda.org)

*Less than ¼ 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!



By *Andrea Obston*  
CLDA Director of Public Relations

# From Moving Paper to Delivering a Super Bowl Trophy – CLDA’s New President Has Done It All



**S**teve Howard’s 30+ year career in logistics started with a tip from an old girlfriend. “I had just started my graduate degree and was working at a lumber yard earning \$4.25 an hour,” he recalls. “My girlfriend at the time was a paralegal for a big law firm in Miami. Several times a week they would send her up to the courthouse in West Palm Beach to research court records and make legal copies. At the time, they were billing her out at \$75 an hour. She suggested to the partners that I could do it for half of that and that would allow her to stay in the office to do more paralegal work for the firm. I met with the partners and they agreed with her logic. That’s how my first business in logistics, Esquire Express, was born.”

The name for the business came from a suggestion from a former colleague at the lumber yard. He mentioned that “Esquire,” is an alternative name for an attorney, and that fit. And “Express” since Steve was offering the services fast. With that decision made, Esquire Express was born on Feb. 14, 1990. News of the company’s services grew among the legal community and eventually Steve had to bring in an old Army buddy to help him with all the new business.

“Being an engaged member in the association is critical at this time so all of us can survive and thrive.”

And then summer hit. Esquire Express was moving along, and Steve was feeling pretty good about the business. But when Miami got hot, the business went cold. “As soon as school lets out around here the business world stops,” he recalls of his first summer in business. “We were busy as heck and all of sudden everyone’s on vacation. We wondered, ‘how are we going to pay our rent this month?’”

Steve went back to the law firm and asked if they had any other kind of work. They did. It was a delivery job they needed done. “It was my first law firm delivery and I’m thinking, ‘This is the smartest thing. I could do deliveries for law firms. When I got to the delivery, the receptionist announced, ‘The courier is here’, that was the first time I had ever heard the term courier. I figured I’d stumbled into a new business that no one had ever thought of before. Of course, when I got home, I opened the phone book and there were something like 500 couriers listed there. So, it might not have been original, but at least I knew it had a name – we were couriers!”

The legal delivery business was good for Steve’s company for a long time. The work was plentiful until 2006. That’s when all the courthouses in South Florida went online. Once that happened, business started to drop off for Esquire Express. “Before that, I had four paralegals working for me handling the legal business plus we were doing a thousand of courier runs for law firms every day,” Steve recalls. “Business was great, but as soon as filing went online, courts stopped accepting couriers and everything had to be e-filed. That was the end of the successful run.”

Fortunately, Steve foresaw the drop-off in that business. As the small package, paper-related delivery business started transitioning to online platforms, he realized he had to look for another source of business. His company had been one of the early adopters of delivery work for e-commerce companies. Back in 1999, he opened Esquire Logistics, an e-commerce home delivery company. “That company has been profitable since day one,” he recalls. “Internet sales were just taking off when we got into it. And one company that jumped in early was Ikea. They

were our first e-commerce client. They started putting their catalog business online early and we were delivering furniture for them. Then, as the courier business started to dwindle, we went after medical and other hard goods. When the courier business was at its peak, we were using 125 couriers. With the shift away from moving documents, we now use only 40.”

Today, e-commerce and home delivery drives Esquire Logistics. Before the full impact of the coronavirus, they were doing 400 to 500 home deliveries for e-commerce partners every day. That fueled a growing need for more and more warehouse space. “That business has consistently grown,” says Steve. “Since I rented my first warehouse in 2000, we’ve been in 11 different warehouse spaces, getting larger and larger. Today, we have 65,000 square feet. Clearly, that business has been affected by the outbreak, but I have no doubt it will come back. We’re used to business going up and down. It’s the life cycle of every business.”

## From Legal Documents to a Super Bowl Trophy

Steve’s companies have thrived by responding to the needs of their customers and aggressively looking for new opportunities. The company’s work for the 2020 Super Bowl is one of the most recent examples of the flexibility that’s characterized Esquire Logistics since its beginning. The game was played at The Hard Rock Stadium in Miami Gardens, Florida. Esquire Logistics was responsible for the logistics at 11 different venues around Miami that hosted fans during the week before the big game. “The Super Bowl is a lot more than just the game,” says Steve. “During the lead-up, there were events all over Miami.”

All these locations required lighting, sound, stages and other support services. All of that had to be set up. “I used my connections and was able to provide labor to pull cables and drive forklifts, offload trucks and more,” he says. “We provided the labor for anything they needed. We were running 24 hours a day for 3.5 weeks getting all

that set up. A lot of things were being shipped from all over the world. We had to pick them up at the airport and deliver them to the right locations. The airport cargo section opens at 5:00 a.m. We had six trucks there to meet the planes first thing in the morning, so we could deliver whatever arrived. We also did pickups and deliveries from warehouses across the county.”

Making all that work hinged on the experience and skills of Esquire’s dispatchers. “It was extremely taxing on them. They were running 24 hours a day,” says Steve. “Every hour they had to be on top of the alerts for pickups. They would get 100 alerts and then, an hour later, things would change. It went on all night. They just had to follow the game plan, wherever it led and however many changes they had to make. Our dispatchers were remarkable in making things run smoothly at all 11 locations.”

One of the more exciting deliveries was bringing the Super Bowl trophy to the Miami Beach Convention Center. It was on display there a week before the Big Game. “It was so secret that we couldn’t even let our drivers take pictures of the delivery,” he said. “Of course, at the end of the day it was just another delivery except, of course, it was for the Super Bowl!”

Once the game was over, Esquire Logistics had another four days of work. They had 10 workers on site, stripping everything down and shipping it out. “The game was Sunday and we finished that part on Thursday,” Steve says.

Looking back, Steve recalls those hectic four weeks. While the Super Bowl made the work exciting, it was just an extension of what the company has been doing since 1990. “When you think about it, everything we do is like that job. It’s just usually on a different scale,” he says. “But, when you strip it down, this was just what we do all day long. Of course, we’ve never done anything quite like the Super Bowl and it certainly was memorable.”

He likened the experience to what the company goes through during a hurricane. “Esquire’s been in business for over 30 years and we’ve dealt with a lot of storms in that time. This was on par with that because of the tremendous amount of flow it created and the on-the-spot changes it

demanded. My dispatch team has been with us for years. They are seasoned veterans. They are used to responding to changes as they happen,” he says.

Ironically, Steve did not see the game from inside Hard Rock Stadium. “Of course, I watched the game,” he says. “From my house!”

## CLDA's Role in Esquire's Growth

Esquire Express became a member of the association in 1997 when it was called the Messenger & Courier Association of America. The company had been a member of the Florida Messenger Association since 1991. “That was what I thought I needed to do. For a long time, my business was local, so the Florida association made sense to me,” he recalls. “Early on I didn’t feel the need to know what was going on across the country, which was really what the MCAA was all about. But once I started picking up nationwide business, I realized I needed to be more globally minded. I needed to go out and meet people who are smarter than me. I found them at the MCAA when I joined in 1997.”

At first, Steve was content to attend meeting and reach out to other members for advice on the phone. “I met so many people who really knew this business. Every one of them was so inviting,” he says. “They wouldn’t hesitate to sit down and explain things at meetings or help me out when I phoned them afterwards. I still have relationships with many of the people I met when I first joined the association.”

## Joining the CLDA Board

Ironically, it was a dip in the economy that pushed Steve to become more active in the association. “The economy went into the tank in 2008 and I had to lay off lots of people,” he recalls. “I was thinking, ‘how am I going to work myself out of this?’ My wife pulled up the association website and went to the listing of their board members. She said, ‘These people are getting together, and they are talking about the same problems you’re facing. If you were a board member, you’d get access to them. Now is the time to join them and become a thought leader.’ She

was right. I joined the board in 2009 and the Executive Committee approached me a few years later about joining them. That put me on the track to becoming president a few years later. “They said, ‘We like that you’re putting your heart and soul into this. We think you’d be a good president. It’s a long journey, but we’d like you to start it.’ I’ve met so many successful and great people along this journey. I appreciate those folks seeing something in me.”

On Feb. 20, that journey did indeed lead to the presidency and Steve Howard began his two-year term at the Final Mile Forum in Miami.

## Looking Toward the Future

At the time of his appointment as president, the world looked a lot different. The coronavirus had not had a dramatic impact in the US. The record-breaking Final Mile Forum brought together 465 leaders in the industry for three days of education, networking and exhibits. Steve took the helm of the association after a two-year successful term of Chuck Moyer and the future looked boundless.

Today, the business environment is like no other. No president in the history of the association has taken office under such extraordinary conditions, but Steve looks forward to guiding the CLDA to meet the challenge. “Working through the next couple of years is going to be tough,” he acknowledges. “This pandemic will affect us all. When the economy crashed in 2008, it took us seven years to recover. But that dip in the economy happened over a period of time; it was a gradual decline. This time the economy has just stopped, so we don’t know what recov-



ery will look like. This is completely unknown. But what is known is that this is the time for all of us in the industry to band together in an association that’s looking out for our interests; one that advocates for the industry and will help members weather the storm. That was just what the association did for my company in 2008. Those of us in the industry are going through the same problems. Each of us is going to need someone to talk to. We’re going to need to be united as an industry to defend what we do.

You can’t be alone. You can’t be an island unto yourself. If you’re not part of an association like this, where are you going to go to talk through your problems? Where are you going to find the relationships you can lean on? And how will you present a united front to lobby for the industry in state houses and on the Hill? That’s what we do. That’s what we’ve been doing for the industry for over 35 years.”

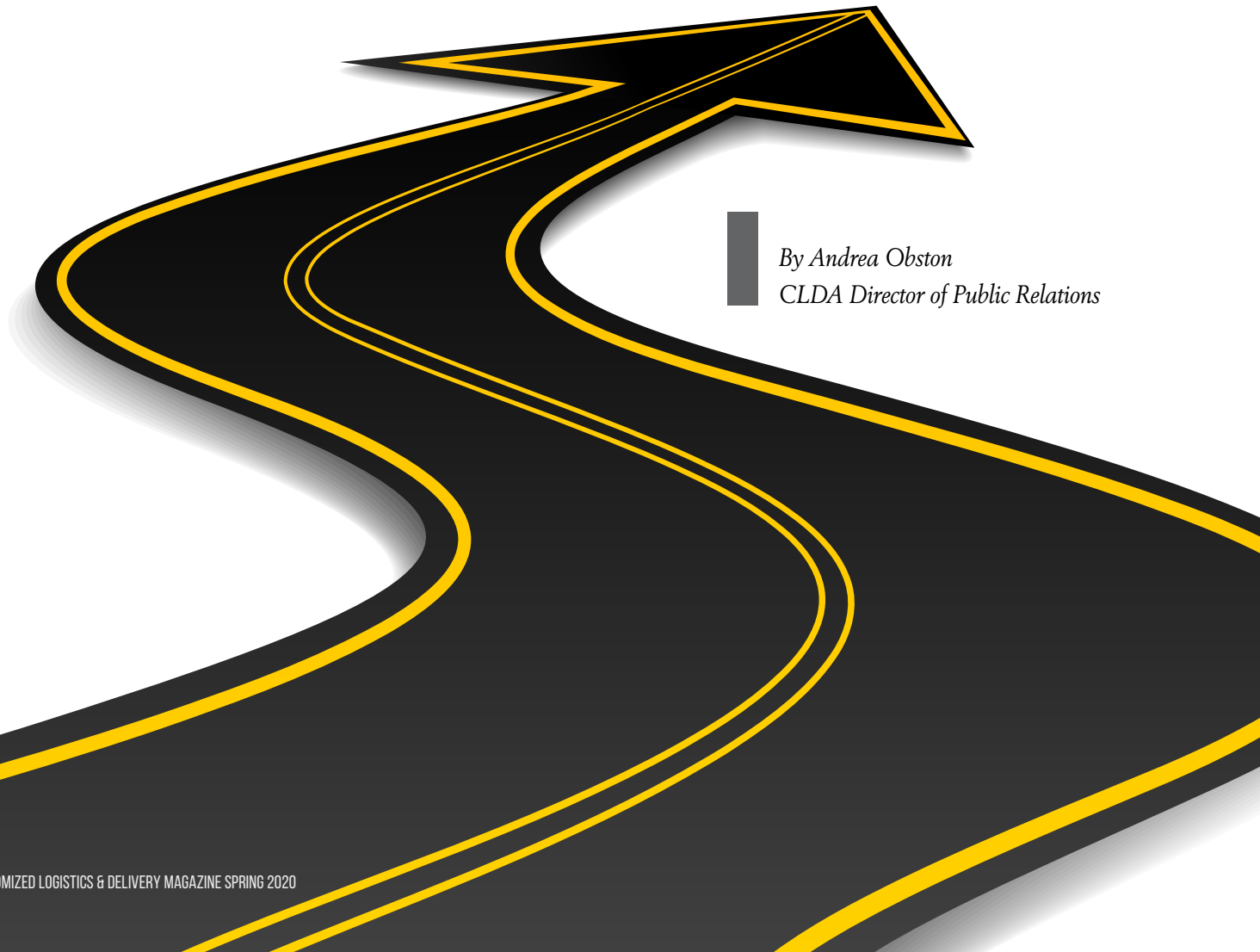
Steve sums up the need for every member of the industry to stay connected through the CLDA this way: “Being an engaged member in the association is critical at this time so all of us can survive and thrive.” **CLDA**

*Interested in getting involved with the CLDA or have a question you need help with? Contact Steve at [President@CLDA.com](mailto:President@CLDA.com)*





*The*  
**JOURNEY**  
*of Hall of Fame Honoree*  
**ROB JOHNSTONE**



By Andrea Obston  
CLDA Director of Public Relations



**W**hen Rob Johnstone went to his first association meeting in Orlando in 1997, he had to sleep in the lobby. At the 2020 CLDA Final Mile Forum in Miami, he stood at the front of the room for his induction into the CLDA Hall of Fame.

Quite a trip for a guy who started his career as a salesman for IBM, launched three companies and served as the president of CLDA's predecessor organization, the MCAA.

Rob's first job out of college was a five-year stint in sales for IBM, but he knew that wasn't for him. "I wasn't cut out for corporate," he said. "I wasn't patient. So, I joined the super-fast business of same-day delivery, where patience wasn't needed."

He co-founded that first company, Priority Express Courier, in 1994 in Philadelphia with his former college roommate from Drexel, Gerry Frey. "We had both worked in corporate. But we knew what we really wanted to do was start a business," he recalls. "So, we did. We decided to be couriers. We used our skills as salesmen to bring in the customers. Then, we hired a person to do the deliveries, bought a van and we were in business. Our first delivery was medical specimens and that vertical ended up being the backbone of the business for 20 years."

Priority Express Courier grew steadily, focusing on same-day time critical deliveries mostly in healthcare. When the partners sold it 20 years later, healthcare was

still 60% of their business. Rob stayed involved for two more years after the sale to a private equity firm. Along the way he and Gerry decided it was time to start another business and Priority Archives was born in 2000. They grew that record storage business, eventually selling it in 2013.

Then it was on to another new company for Rob and Gerry called Priority Rental, in which Rob is still involved. The company rents temperature-controlled equipment such as air conditioners for hospitals and nursing homes and heating for construction projects.

### **"Get a Good Attorney. Get a Good Accountant. Join the MCAA"**

Rob's journey into entrepreneurship started with a trip to Hartford, Connecticut. "When we were considering starting the courier business, someone told us we had to meet Mike Gualtieri who had been in the business and started two courier companies, Connecticut Courier and ProCourier," recalls Rob. "Mike was so generous with his time. We asked a lot of dumb questions. He told us there was a lot of opportunity in Philly. He said it was a great place for us to start a courier business. We were pumped after we met with him. He was so positive. He said we had to do three things: get a good attorney, get a good accountant and join the MCAA. He told us it would be a great way to meet people and learn about the industry. He was adamant about us joining the association. We became members because he told us to. It was the best advice we've ever gotten. Right from our first MCAA meeting - when we didn't have enough money for the hotel and had to sleep in the lobby - we got ideas that served us well."

Rob recalls quizzing everyone at that meeting in 1997 and getting his first taste of ways to operate more effectively and efficiently. "We had three vans and three employees at that time. At the meeting, someone told us about independent contractors. What an idea! And there was so much more. We asked a ton of stupid questions

and through the members we learned about the business. Many of these people have become lifelong friends. Getting to know the people in this industry is the best part of what this association offers. Yes, we got a lot of business from the association, but the most important thing we got was meeting fantastic people along the way.”

For Rob, those people have been the keys to his success. “These were people who knew our business inside and out. They did more than sharing best practices. They’d share their recommendations on vendors for things like insurance and computers and they’d open the doors that gave us access to industry experts.”

He pointed out that this kind of sharing doesn’t happen in some of the other sectors where he’s done business. “I’ve been a part of many industries and I have to say that in most of them people don’t share like this. Being able to network with industry leading peers in noncompetitive ways – that’s the value you see in this association. You don’t find it in other industry sectors like this.”

## From Member to President

Rob’s journey through the association, started as a member. “I’d go to the convention every year. I’d take part in sessions, make connections, play some golf and see friends and colleagues in the industry,” she said.

Then, in 2002, Mark Chiusano, a board member at the time, recruited Rob for the board. “I knew Mark and, of course I knew Mike Gualtieri so when they asked me to join the board how could I refuse?” he recalls. He became active in the association, serving on the membership and conference committees and starting his journey towards the presidency. He moved through the ranks of the Executive Committee starting in 2006 and ending in 2012 when he became president. He served as the president until 2014, rounding out what turned out to be a Three-Rob Board that included Rob Slack and Rob Hackbarth. He was known as Tall Rob.

## A Meeting He Didn’t Expect to Attend

Tall Rob didn’t expect to come to this year’s Final Mile Forum, but his old friend and mentor, Mark Chiusano, conned him into it. “I didn’t plan on going, but Mark talked me into it, saying he needed a ride to the conference,” he said. “I figured I’d come down and visit for breakfast. When Mark stepped to the stage to present the Hall of Fame winner, I was totally surprised when he said it was me. Then I got another surprise when I looked to the back of the room. My daughter Jennifer had left school at the University of Florida to be there and my girlfriend Melissa, came down from Newport. I was completely shocked.”

In introducing his old friend, Mark pointed to Rob’s long history in the organization and his contributions to the industry. “Rob is a great businessman, a great partner to Gerry, a great father and a dear friend of mine,” he said. “Members of the CLDA Hall of Fame, like Rob Slack, Rob Hackbarth and Ronnie Burns, all share certain traits. Like Rob, they are great leaders, visionaries and entrepreneurs.”

Rob’s spontaneous remarks when he accepted the award were about what the association has meant to him over the years, professionally and personally: “This industry has given me a lot more than I could imagine. I wouldn’t be here without the great people around me, including my business partner Gerry. Unlike a lot of people in this industry, I did not grow up in the business, so I had to learn it from the ground up. Once I got involved with this organization, all that changed because of the generosity of those I met. I am thankful to all the people in this room and all of those who helped me along the way. I thank you for this great honor.”

## Grateful and Amazed

In looking back on that day and his induction into the CLDA Hall of Fame, Rob is grateful and somewhat amazed. He sums up his journey through the association this way: “I got back a lot more out of this association than I ever gave. It was humbling to get that honor and to join the ranks of some of our industry’s greats. To be part of such a great group is an honor. The fact that they considered honoring me...it was pretty special.” **CLDA**



By Andrea Obston  
CLDA Director of Public Relations

# Two New Members Join the CLDA Board

Two new board members were appointed at the Final Mile Forum. They are Lorena Camargo CEO and Founder of Pearl Trans Logistics in Inglewood, CA and Keith A Kirk, President & Owner, Eveready Express in Clifton, NJ.



## Lorena Camargo

*PearlTrans is a full-service courier service and logistics specialist in the Los Angeles area. This woman and minority owned company provides pickups, deliveries and warehousing. They offer deliveries, logistics expertise, distribution and fulfillment services for clients through Southern California, the US and overseas. Camargo founded it in 2011 when she was 24. She started in the business at age 17 and worked her way up to Vice President of Operations of another courier company. When that company closed their doors, many of the customers followed her when she started Pearl. She has been a part of the CLDA since 2012 and serves on the Convention, Marketing and Advocacy committees.*

*Camargo is an active member of the Express Carriers Association (ECA). She is also a former board member of NAWBO-LA (National Association of Women Business Owners). She recently was a member of a panel at their national leadership academy.*

*Camargo is a graduate of the Executive Management Program at UCLA. She lives in Culver City, CA.*



## Keith A Kirk

*Eveready Express offers courier and trucking services throughout the Northeast from its Clifton, NJ headquarters. The company provides messengers and couriers; same day expedited trucking; dedicated drivers scheduled routed services; blind shipments and warehousing and distribution. Kirk has been the owner since 1985.*

*He has been active with the CLDA and its forerunner, the MCAA, since 1995, serving on the Vendor and Shippers Committees. Kirk is also part of the ECA and the New York Messenger and Courier Association. He serves on the Vistage CEO Advisory Board and is a graduate of Dale Carnegie Leadership and Sales Training, where he served as a five-time graduate assistant.*

*Kirk lives in Bloomfield, NJ.*

The CLDA's fifteen-member board provides strategic direction and active leadership for the 33-year-old association. They oversee all govern affairs, conferences, webinars, membership, marketing, industry outreach and member benefit programs. [CLDA](#)



## Take Advantage of the CLDA Discount Program

CLDA members are saving thousands on everything from cell phone service, to truck rentals, background screenings and entertainment through the association's CLDA Discount Program.

Numerous CLDA Discount Program Partners exhibited at the Final Mile Forum. Many conference participants signed up for their discounts.

- Current providers include:
- ADP
  - Budget Truck Rental
  - Bullitt Group
  - Front App
  - Penske Truck Rental
  - Premier Background Screening
  - Sprint
  - Tickets at Work

The program provides discounts on the products and services that members told us they needed most. And it's growing. The members of the CLDA Discount Program Committee are in active negotiation with a dozen more providers that will offer discounts on office supplies, vehicle repair and electronics, among others.

The chair of the CLDA Discount Program Committee is Joel Pinsky. If there's a product or service you'd like to see on the list, email him at [joel@globmessenger.com](mailto:joel@globmessenger.com).

For more information, click [here](#)

## Nominate a Coronavirus Hero

The Summer issue of the Customized Logistics and Delivery Magazine will spotlight heroes of the coronavirus. If you have an employee or driver who went above and beyond during the outbreak, we want to hear about them.

Nominate someone who made a delivery under challenging circumstances; or someone who made sure healthcare workers got the PPE they needed; or delivered medicine to people's homes; or made sure the shelves of the neighborhood grocery store were stocked.

We are looking for one of your people who saved the day in anyway. If you have an employee or driver who kept things moving when things got tough during the outbreak, we want to recognize them. Send us a photo of your hero in action and nominate them by clicking [here](#) by June 30, 2020.

## CLDA Looking for Interest in Offering Discounted Health Coverage

*Would your company be interested in offering medical insurance to your employees and drivers?* The CLDA is looking into the possibility of offering an association health plan to bring significant savings to our members. We need your help in deciding if there is enough interest in adding this as a member benefit. If we get enough interest from you, we will move consider moving forward.

An association health plan is a type of group medical insurance that allows companies and the self-employed to access the health insurance savings associated with large group medical coverage. Association health plans are not a new category of health insurance but an instrument by which small employers can access the existing and less expensive large company health insurance market.

Through the association health plan, CLDA and our partners would be able to leverage the scale of the participants in negotiations with health providers to obtain more favorable rates for medical services. Access to the maximum savings and benefit flexibility enjoyed by large group health plans is the foundation of association health plans, which can be less costly than Affordable Care Act rules for small group plans.

To establish an association health plan, CLDA needs some information from you. Please click [here](#) to complete a brief survey.



# Welcome New Members!

*We are pleased to welcome 40 new members to the CLDA.*

Start today to take advantage of your membership. Check out our list of members and reach out to someone in your vertical or a vertical you'd like to break into. Join a committee for a quick connection to our most active members. Reach out to a [board member](#) for an introduction to one of the industry's veterans. Take advantage of discounts on the products and services you need through our Partnership Purchasing Group and email our president, Steve Howard ([President@clda.org](mailto:President@clda.org)) with your ideas for upcoming webinars and programs.

## AFFILIATE FIRST TIME MEMBER (VENDOR)

Adrian Steel Company	Adrian, MI
Axon	Seattle, WA
DCN	Glens Falls, NY
Gutman Energy	Belle Vernon, PA
IDS Internet Dispatch Services Ltd	North Vancouver, BC
Locus Logistics	Wilmington, DE
Maven Machines Inc.	Pittsburgh, PA
Milkman Tech	Lynnfield, MA
One Hundred Feet	Palo Alto, CA
Optym	Gainesville, FL
OrderCup	Rancho Santa Margarita, CA
SwipeClock/ApplicantStack	South Jordan, UT
Upward.net	San Francisco, CA

## SHIPPER FIRST TIME MEMBER

article.com	Jacksonville, FL
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## REGULAR FIRST TIME MEMBER

A-1 Commercial Services	Jupiter, FL
AJPDeliveryExpress	Coraopolis, PA
Aria Logistics	Englewood, NJ
Box Truxx	Indianapolis, IN
Champion Courier Inc	New York, NY
Cobalt Logistics	Mt Juliet, TN
Condor Express Inc.	Elmhurst, IL
County Couriers	Sarasota, FL
CSL Behring	United States
Daquest Delivery Service LLC	Hurricane, WV
Elite Transportation Systems Inc	Blaine, MN
Express Errands & Courier	Atlanta, GA
General Logistics Systems US Inc.	San Ramon, CA
Gio Express Inc.	Ronkonkoma, NY
HawSaw Inc.	Chandler, AZ
JTB Logistics LLC	Hoover, AL
Meadowlark Logistics LLC	Fargo, ND
Milestone Agency LLC	Glen Burnie, MD
OTD Florida	Oakland Park, FL
Sameday Critical LLC	Lewis Center, OH
SameDay Delivery	Grand Rapids, MI
SDS-Logistics	Minneapolis, MN
Sonic Transportation and Logistics	Tampa, FL
Skyline Courier & Logistics	Atlanta, GA
United Courier	Cincinnati, OH
U.S. Expediting & Logistics LLC	Vandalia, OH
Windward Freight Solutions	Doral, FL

## DEBORAH STEVENS JOINS OPENFORCE AS CHIEF COMPLIANCE OFFICER



*Former OnTrac Logistics Executive Will Oversee Openforce's Contingent Workforce Compliance*

Openforce®, provider of the most widely adopted platform for onboarding, settlement, compliance management and risk mitigation solutions for independent contractor (IC) workforces, today announced Deborah Stevens as its new Chief Compliance Officer.

Stevens joins Openforce from OnTrac Logistics, one of the nation's largest transportation logistics companies, where she spent the last 20 years. For the past 10 years, she was OnTrac's Vice President of Quality Assurance, with primary responsibility for managing all aspects of their independent contractor model program.

Ryan Kelly, CEO of Openforce, said, "Deborah has a proven track record of quality-focused leadership in the transportation and independent contractor industries. At OnTrac, she created and implemented all of the tools, training, and resources necessary to ensure the company managed its independent contractor program in compliance with federal and state regulations. Additionally, Deborah developed the contracting process from inception to implementation of the onboarding process with IC business partners, as well as the monitoring of contractor compliance. In her role, she represented the company in hundreds of depositions, misclassification hearings, settlement conferences, lawsuits and small claims hearings as a company representative and witness." Prior to OnTrac, Stevens served as a paralegal in the U.S. Air Force.

"The logistics industry most certainly is not slowing down, and with the recent passing of California's AB5 gig work bill, now is the time to intently concentrate on implementing best practices for IC risk mitigation and compliance nationwide," Stevens said. "That's why I'm thrilled to join the Openforce team and guide these efforts on its best-in-class software platform designed to administer and monitor IC compliance."

"We are extremely pleased to add Deborah to the Openforce team," said Steven F. Kaplan, General Partner at Riverside Partners and Chairman of Openforce's Board of Directors. "With over 20 years' experience in developing and presenting training materials on various risk mitigation topics, Deborah will enhance Openforce's capabilities to serve its partners with practical and firsthand knowledge on contractor compliance efforts and ensure everyone is up to date on the ever-changing contractor regulatory environment."

To learn more about Deborah and the leadership team, visit [www.oforce.com/leaders](http://www.oforce.com/leaders).

### ABOUT OPENFORCE

Openforce® is the leader in technology-driven services that reduce operating costs and mitigate compliance risk for companies using independent contractors. Openforce frees contracting companies from the burden of onboarding, contracting, and settlement processing while helping contractors build their business. Our cloud-based applications help businesses achieve more sustainable, profitable growth by removing financial, operational and compliance barriers to getting business done. Openforce is a portfolio company of Boston-based private equity firm Riverside Partners. Learn more at [www.oforce.com](http://www.oforce.com).

## Pizza Delivery Inspires Courier Company To Donate Their Delivery Services to Help Feed Healthcare Workers

A Los Angeles courier company has volunteered to make free deliveries of donated meals to local healthcare workers. PearlTrans was inspired by the generosity of one of their clients that asked them to deliver 35 artisan pizzas to the UCLA Medical Center Emergency Room staff recently. Now, they are doing similar deliveries to other healthcare facilities for free.

“Our client Creative Impact Agency wanted to find a way to show their gratitude to those who work in UCLA Medical Center’s ER and we were honored when they asked us to pick up the pizzas from Pizzana Restaurant in Brentwood and deliver them to the UCLA Medical Center in Westwood,” says PearlTrans Founder, Lorena Camargo. “We’ve been looking for a way to do something in the face of this outbreak and that gave us the inspiration. We are delivery people, so we thought ‘why not contribute what we know how to best – make deliveries?’”

Creative Impact Agency (CIA) is a long-time client of PearlTrans. They provide print and digital advertising campaigns to the entertainment industry from their two offices in Sherman Oaks and New York City. “We felt we couldn’t

just sit back and do nothing in the face of this crisis,” says Owner, Alan Lobel. “We wanted to recognize the effort that hospital workers are putting in. The least we could do was surprise them with a warm dinner. It was our way of showing our appreciation and admiration for the work they are doing. Using Pearl to do the delivery made sense since they have been our courier partner for many years.” CIA’s New York office also did the same thing for local healthcare workers there.

PearlTran’s founder, Lorena Camargo delivered the pizza herself. “I really wanted to be the one who made that delivery,” she said. “It felt good to finally be able to do something to help, even in a small way. That’s why we decided to contribute our services for free to other companies that want to donate food to healthcare facilities.”

Camargo also saw her company’s donation of delivery services as a way to support local restaurants. “We know their business is down and if we can also help them generate some income during these tough times, that’s a bonus,” she said.

## NYSMCA Workshop

The New York State Messenger and Courier Association held a workshop featuring guest Pete Fidopiastis of SCI and Robert Slack of OpenForce spoke on “Is the Gig Economy Coming to an End?”

With more and more New Yorkers working in the GIG economy, state lawmakers during the upcoming legislative session will be jockeying to offer a bill that will give these workers, who include Uber and Lyft drivers, benefits like unemployment, worker’s compensation insurance, as well as, minimum wage protections.

This bill isn’t just about Uber and Lyft. This is dangerous legislation that ties the hands of every aspiring entrepreneur in the state who owns their own company, including subcontractors with employees who sell their services to another business. The companies that contract with them would be hesitant to offer them work if this bill passes because the definition of “independent contractor” would become so broad there would be concern about legal risks.



*Immediate Past President Mark Chiusano, President John V. Rutigliano, Senator Nick Spano, Past President Christopher MacKrell*



## Bringg Partners with e-Trac to Extend Reach to Thousands of First and Last Mile Carriers

*Now shippers and logistics providers delivering big and bulky and healthcare goods can easily plug into a connected, flexible network to improve last-mile delivery services.*

Bringg, the leading delivery orchestration platform, has formed a partnership with eTrac, a technology company specializing in connecting shippers and 3PLs with their carrier networks. Bringg will utilize eTrac's network to add reach to thousands of additional first and final mile carriers, particularly for big & bulky and healthcare businesses and distributors.

Under the partnership, eTrac and Bringg will provide the leading delivery logistics solution to manage even the most complex delivery operations. Shippers using Bringg can now seamlessly access thousands of additional first and last-mile providers through eTrac, while utilizing Bringg's technology to manage, automate and optimize their delivery logistics. eTrac's substantial provider integrations, combined with Bringg's end-to-end delivery technology solutions provide joint customers with real-time visibility, cost efficiency, and network flexibility to add new delivery options and overcome challenges presented by the supply chain disruptions caused by COVID-19.

The latest partnership expands Bringg's fleet network, offering the country's largest on-demand and scheduled de-

livery providers across multiple industries. With Bringg's Delivery Network customers have access to millions of drivers across the Americas and EMEA with fleet assets which range from sedans to large box trucks and offer a range of services including white glove installation and assembly or specialty delivery.

"A supply chain that rapidly delivers first through the last mile is a necessity to win market share in today's economy. This new partnership strengthens our growing fleet network so our customers can scale their delivery needs to their business demand," said Bringg VP of Alliances, Niko Avrutov. "Businesses that use Bringg can now send orders to carriers that are connected with eTrac and maintain their operational orchestration, visibility and reporting in Bringg."

"An agile last mile is required to maintain a successful business. By partnering with Bringg, their customers now have the ability to seamlessly add new carriers to gain capacity and improve service in any market," said eTrac Executive Vice President, Danny Barfield.

**ABOUT BRINGG** Bringg is the leading delivery orchestration solution, providing enterprises with the most efficient way to manage their complex delivery operations. Some of the world's best-known brands in more than 50 countries are already gaining clear strategic value from Bringg's powerful SaaS platform which offers the real-time capabilities they need in order to achieve logistical excellence across their delivery ecosystem. Market-leading companies from the retail, grocery, restaurant, consumer goods, logistics and services industries trust Bringg's technology to help them streamline their logistical operations for peak efficiency, enable fully elastic logistics across multiple delivery models, and create perfect delivery experiences for their customers. By using our platform, they can establish successful cost-effective operations that balance the needs of all the participants in their delivery

ecosystem – from management at headquarters, through the teams in the field, and all the way to the end-customers who are at the heart of the entire process.

**ABOUT E-TRAC** eTrac is the best way to reach the last mile. Successful shippers, 3PLs and freight forwarders utilize a single platform integration to eTrac that allows them to connect instantly to all of their carriers, who can remain on their existing operational systems. eTrac customers can pivot quickly when new capacity or improved service is needed, utilizing an extensive network of eTrac Carrier Partners. Provide the ultimate and most efficient last mile experience with real-time visibility, alerts, and dashboards to analyze trends in your data. Reach the final mile simpler, smarter, and faster with eTrac. For more information go to: [etracfinalmile.com](http://etracfinalmile.com)

Does your company have news you would like to share with the readers of the Customized Logistics & Delivery magazine? Did you move? Add new services? Get an award? Become involved with a community project? Reach an important milestone? Let us know. Members of the CLDA may send their news to: Andrea Obston, CLDA Director of Public Relations, [aobston@aomc.com](mailto:aobston@aomc.com).

## Facebook & LinkedIn

CLDA Delivery Hero Select Express & Logistics set up and staffed an emergency warehouse to get PPE to one of the largest hospital networks in the NYC area in little more than 24 hours. The Covid-19 outbreak in NYC had overwhelmed the hospital system's existing local supply chain and Select Express came to their aid. The warehouse is now up and running 7 days a week providing protection to healthcare workers. CLDA salutes Delivery Hero Select Express & all our members who are keeping the supply chain running. [www.selectexp.com](http://www.selectexp.com)

## Twitter

When NYC's largest hospital network needed to get an emergency warehouse for PPE up and running in 24 hours, #CLDADeliveryHero Select Express & Logistics got it done. #CLDA salutes Delivery Hero Select Express & all our members who are keeping the supply chain running.

## Inc. Magazine Names Elite EXTRA "Best Workplace of 2020"

We are pleased to announce that Elite EXTRA's parent company Applied Data Consultants has been named to Inc.'s 2020 List of Best Workplaces!

It was one of just five Wisconsin companies to receive the award, out of nearly 3,000 overall submissions from throughout the United States. The listing is based on an anonymous survey of employees' thoughts about their company.

"Our team is our greatest strength, and having a work culture where people want to come together to collaborate and innovate every day is fundamental to who we are as a company," said Founder and President Jim Ward.

"Technology and dealing with Wisconsin's harsh winters has positioned us to work remotely with ease. Through it all, we've continued to stay close, communicate well, and work hard, all while providing the same great service that our customers have come to expect. In fact, we've helped some companies grow through these extenuating circumstances with some of the new innovations we have developed," he added.

## Excel Courier Welcomes Ken Arnold as Richmond-based Sales Executive



Excel Courier, Inc. is excited to welcome Ken Arnold to the team as their new Richmond-based Sales Executive. Ken has lived in Richmond, Virginia for over 30 years and brings with him over 23 years of experience in the courier and logistics industry.

Ken's experience includes not only sales but also extensive operations management. In addition to his local knowledge, he has spent time growing business both regionally and nationally.

We are ecstatic to have him represent us in Richmond,

a community we have had a presence in since 2013. Excel Courier's CEO, Chris Marchetti expressed confidence in Ken saying: "We are excited to have Ken join our team. He brings extensive industry knowledge in sales and operations that will help us grow and be successful in Richmond and beyond."

Operating since 1986, Excel Courier is a high-touch time-critical transportation and logistics services provider. Headquartered in Sterling, VA and servicing the Mid-Atlantic region with additional locations in Baltimore, MD, Richmond, VA and Harrisburg, PA Excel is available 24 hours a day, 7 days a week and 365 days a year.

[www.excelgroup.com](http://www.excelgroup.com) / 703-478-0140 (24/7/365)

## Xcel Delivery Services

We are working in conjunction with the State of Arizona and the Governor's Office to supply essential supplies to the state's 80+ homeless shelters. This will be a year-long project to ensure that the state's homeless shelters have all the essential supplies needed to create a safe and healthy environment for those they serve.



## Bonded Transportation Thanks Workers

Pam Witt, President of Bonded Transportation and Rachel Weiss, Vice President of Operations at Bonded Transportation Solutions, Inc had a lunch on May 4, 2020 to thank their employees for being AN ESSENTIAL part of the business. Here's how Witt describes the celebration: "We wanted to show our employees how much they mean to us during this pandemic and how we appreciate them every day, risking themselves to help others. We decided to have a lunch to show our office staff of 15 in Milwaukee's terminal our thankfulness for them. On top of lunch we made them shirts to show that they are essential. We had each of the terminals participate to show that we care about them, even if they are not near us! We deliver medical supplies, equipment, medications and, PPE equipment as part of our business and our drivers have come to work daily (provided masks, gloves, hand sanitizer and wipes to clean their vehicles) to help each one of our customers with their needs. The hospitals have been very thankful for our quick response on getting them drivers to deliver the necessary PPE equipment for their staff during this pandemic. We definitely couldn't do this without our staff!"



Top left photo from left to right: Floyd Harris HR/Sales, Dean Packard Warehouse manager, Kristina Robinson 3rd shift dispatcher, Todd Dombrowski 1st shift van dispatcher, Simon Ortiz Dispatch Manager, Pamela Witt President, Todd Sandmire 1st shift truck dispatcher, Rachel Weiss VP of Operations, Michael Weiss Safety and Compliance manager

Top Right: Pamela Witt President, Rachel Weiss VP of Operations, Henry-the office dog

Bottom Left: Jerome Katterhenry Wausau terminal manager

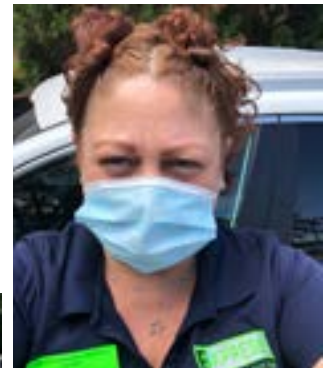
Middle: Stephanie Klumb Green Bay terminal manager, David Lamma Green Bay assistant

Bottom Right: Joni Minter CSR Madison terminal, Tim Chadwick Madison terminal manager, Peter Krull Madison warehouse assistant

## Express Errands & Courier Helps America Fight COVID-19

During the COVID-19 crisis, the Jacksonville branch of Express Errands & Courier was part of the history. By partnering up with the Onslow Memorial Hospital, the delivery company also worked closely with the University of North Carolina at Chapel Hill to provide daily specimen deliveries to minimize the time in-between COVID-19 testing. Previously, the turnaround for processing and receiving results was approximately 11 days (8 days for the testing process and another 2-3 days for the result delivery). Express Errands & Courier managed to reduce the waiting time at 45 minutes, being part of the solution that helped America heal faster.

For further information, check out our blog [here](#).







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