

SUMMER 2021

Customized
Logistics & Delivery
MAGAZINE

A man in a dark suit and a flowing red cape is walking up a long, wide staircase that recedes into the distance. The staircase is made of light-colored stone or concrete. The background is a bright blue sky with a few wispy clouds, framed by a large, light-colored triangular shape that points towards the man. The overall scene conveys a sense of achievement and upward progress.

**What a
Difference
a Year Makes**

A white delivery van is shown from a side-front perspective, driving on a city street. The background features modern buildings and a clear sky. The van is in motion, as indicated by the blurred background.

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President's MESSAGE

What a Difference a Year Makes!

It's the theme of this issue of the magazine and has been the reality for most of our lives over the past 12+ months. Each of us has experienced more life-changing events this past year than we have in all the others before it, both professionally and personally.

This issue is more than just a run-down of the past year. It's a tribute to each one of you who stepped up and kept the supply chain running. Every one of us has had to change; to adapt and to deliver more with less. And seeing you do that has made me proud to be the president of this association.

In a lot of ways, our Final Mile Forum in June was a testament to what you've done, where you've been and where we're going. In this issue, you'll see a run-down of that meeting as well as a collage of photos from the event. And check out the CLDA's accomplishments during the past year on page 20. The Pandemic be damned - we were full speed ahead in 2020!

Also in this issue, you'll find articles on:

- Jim Tompkins' take on how the final mile has been forever changed on page 12
- The impact of women on the logistics sector on page 36
- How sustainable logistics can help carriers attract more business on page 54
- Managing the virtual team on page 60
- The future for retailers in a post-pandemic world on page 64

And don't forget to read the column "Why Diversity and Inclusion Matters" featuring the insightful thoughts on this topic from a shipper and a carrier. It's on page 68 and I guarantee their take on these issues will get you thinking.

I want to take a moment to thank all of you for your support and involvement in the CLDA. You showed up to learn, reconnect and support our industry in near-record numbers at the Final Mile Forum. That tells me just how important we are to you, and you are to us! Within the next few months, you'll get a chance to strengthen that connection by renewing your membership in the CLDA, opening the door to increased visibility with new clients through our website's expanded "Find a Delivery Partner" database; getting access to our new Resource Center; securing a front row seat on the trends that will impact your business through our events and webinars and claiming a seat at the table with those who make the regulations that impact our futures.

And make sure you sign up today for our virtual Executive Leadership Summit on Oct. 6 and 7. That's where you and your leadership team will get the opportunity to sharpen your skills. Don't wait. Click [here](#) to claim your seat and invest in your future. See you there!

Onward!

Steve Howard, President

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Government AFFAIRS

Michael Taylor

CLDA Director, Government Affairs

Advocacy Fund Breakfast at Final Mile Forum

CLDA Government Affairs staff secured Senator Mike Braun (R-IN) as the special guest speaker for the Advocacy Fund Breakfast at FMF on June 24th. Senator Braun is a Member of the Budget Committee and the Health, Education, Labor and Pensions Committee (HELP). After college, Braun moved back to Indiana and joined his father's business manufacturing truck bodies for farmers. When the economy of the mid-1980s hit farmers hard and his father's business nearly went under, Braun steered the business in the more lucrative direction of selling truck accessories. The business subsequently grew from 15 employees to more than 300. In 1986, Senator Braun and Daryl Rauscher acquired Meyer Body Inc., a manufacturer of truck bodies and distributor of truck parts and equipment. In 1995, Braun fully acquired the company. Meyer Body was renamed Meyer Distributing in 1999. Today, Meyer Distributing is a nationwide contender in the third-party logistics business.

Sen. Braun was originally going to address breakfast participants directly albeit remotely, however, a last-minute conflict occurred. A piece of important legislation introduced by the Senator ended up being scheduled on the Senate floor for a vote on that day. Despite this complication, Senator Braun made time to tape a video conversation between him and Michael Taylor, CLDA's Director of Government Affairs, prior to the breakfast. The video taped conversation was then shown during the event. Click this [link](#) to view the recording.



Be sure to look for continuing Government Affairs updates via the CLDA Twitter account (@theCLDA) as well as on the CLDA website and email alerts.

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.

We were very fortunate that Senator Braun and his staff were willing to work with us at the last minute to ensure CLDA members were still able to benefit from hearing what the Senator had to say to them.

Congressional Outreach

CLDA's continued outreach to Members of Congress as part of a larger coalition organized by the Owner-Operator Independent Drivers Association (OOIDA) on the issue of truck insurance minimums saw success in the Senate. On August 10th, the \$1 trillion bipartisan infrastructure bill passed the Senate on a vote of 69-30. This legislation does not increase carriers' \$750,000 liability insurance minimum, which a House amendment wants to increase to \$2 million. Eventually, the two chambers of Congress will have to agree to one overall bill. With Democrats' slim majority in the Senate and President Joe Biden aiming to make infrastructure a signature accomplishment of his first year in office, the Senate looks to have a little more say here.

CLDA staff's substantial work here in coalition with others was in evidence when a group of nine moderate House Democrats threatened in an August 12th letter to Speaker Nancy Pelosi (D-CA-12) to withhold support for the \$3.5 trillion spending package until their chamber first passes the Senate's bipartisan infrastructure bill and sends it to Biden for his signature. Nearly all the nine Members of Congress, led by Rep. Josh Gottheimer (D-NJ-05), who also co-chairs the bipartisan Problem Solvers Caucus, are members of the business-friendly Blue Dog Coalition.

As a result, and as of this writing, President Joe Biden's \$4.1 trillion economic agenda, after early progress in the Senate, now faces a crucial test in the U.S. House, where Speaker Pelosi must keep her fractious and narrow Democratic majority moving together. Pelosi is fighting hard to keep tension between progressives and centrists from derailing the strategy that she, Biden and Senate Majority Leader Chuck Schumer (D-NY) put together for advancing the president's two-part project through Congress.

The House is set to take a procedural vote on rules for debate on three measures: a \$3.5 trillion budget resolution that sets up work on a Democrats-only package of social

spending and tax increases; the \$550 billion bipartisan infrastructure bill that passed the Senate; and a separate voting-rights measure. Originally Pelosi's plan would have the House adopt the budget resolution today and pass the voting-rights legislation tomorrow but leave the infrastructure bill until the Senate completes the \$3.5 trillion spending package outlined by the resolution later in the year. Delaying House passage of the infrastructure legislation keeps Pelosi's commitment to progressives, who want to hold on to the bill as leverage to ensure the Senate addresses their priorities on social programs and climate policy in the spending package.

U.S. Department of Labor (DOL)

Since our last report, the U.S. Department of Labor announced a final rule to rescind an earlier rule, "Joint Employer Status under the Fair Labor Standards Act" that took effect in March 2020. By rescinding that rule, the Department will ensure more workers receive minimum wage and overtime protections of the Fair Labor Standards Act.

The rescinded rule included a description of joint employment contrary to statutory language and Congressional intent. The rule also failed to consider the department's prior joint employment guidance. The U.S. District Court for the Southern District of New York vacated most of the rule in 2020.

Under the FLSA, an employee can have more than one employer for the work they perform. Joint employment applies when – for the purposes of minimum wage and overtime requirements – the department considers two separate companies to be a worker's employer for the same work. For example, a joint employer relationship could occur where a hotel contracts with a staffing agency to provide cleaning staff, which the hotel directly controls. If the agency and the hotel are joint employers, they are both responsible for worker protections.

The final rule becomes effective September 28, 2021.

CLDA Government Affairs staff will continue to closely monitor developments at the DOL.

State Advocacy

Earlier this year, CLDA's Government Affairs Committee decided during a strategic planning session to focus more effort in shifting public policy in states with a significant number of CLDA members and a legislature that would be amenable to legislation that protects the rights of Independent Contractors. CLDA's Government Affairs team continues to work on draft legislation which we will look to introduce in Georgia and Ohio in coming months in order to increase support for our efforts and, hopefully, to work towards getting our draft legislation passed into law.

There have been some challenging developments in other states recently, however. In New Jersey, the state legislature fast-tracked a set of new employment laws designed to punish users of the IC labor model. CLDA opposed these bills, S3920, S3921, and S3922, while they were still in the NJ Senate, on the grounds that they were a clearly political attempt to enforce via legislation a pro-labor, anti-business understanding of employee classification. S3920 alone gave the New Jersey Commissioner of Labor and Workforce Development a very broad set of powers to persecute business owners at the behest of labor interests. S3920's provisions allow a government entity, the Commissioner, to instigate class action lawsuits on behalf of classes of workers – setting the legal precedent that the government knows what workers want better than they themselves.

These laws would effectively make the government of New Jersey a co-combatant in every labor dispute across the entire state. Labor interests will have the force of state government backing them up, while private businesses will have little recourse to respond to misclassification claims when faced with the disproportionate power of the state. The impact will be that businesses in New Jersey will be “guilty until proven innocent” in matters of workforce classification. These new bills also give the Commissioner and their deputies (most all of whom will come from the ranks of organized labor) the power to enforce broad stop-work orders against New Jersey companies. Even the threat of

these stop-work orders will become a weapon in the hands of organized labor in New Jersey.

While CLDA made our opposition to these policies known and attempted to persuade the NJ Senate Labor Committee chairs that the bills were heavy-handed and disruptive, there were significant political interests aligned to push the bills very swiftly through the NJ legislature. Governor Phil Murphy signed them into law on July 8, only a few weeks after the bills were introduced in the NJ Senate and Assembly. The speed with which these items were fast-tracked and pushed through the NJ legislature shows the need for our industry to build a strong coalition which can push back against adverse state legislation quickly and effectively when needed.

Continuing Work with TSA

CLDA Government Affairs staff have also continued participation in Transportation Security Administration (TSA) calls designed to facilitate compliance with a newly implemented ICAO outbound cargo screening requirement. July 1 was the impending deadline for this international requirement that 100% of outbound cargo be screened. We have continued to hold calls and exchange correspondence with TSA staff to gain clarity around how this requirement will be enforced, particularly on companies which charter small all-cargo flights. CLDA staff have pushed the TSA for increased transparency around the requirements of this new mandate in order to determine how these changes will impact CLDA members, particularly our Indirect Air Carrier members. After significant advocacy efforts on our part, and coalition work with other IAC associations, TSA has agreed to be more transparent and allow IAC-representing associations like CLDA access to information which we will need to clearly understand and communicate about these changes to our members. We continue to advocate before TSA for improvements to their policy processes as they implement the new rules and will continue to support and defend our members for whom the TSA Air Cargo Division remains an important regulator. **CLDA**

Look for more updates on all of the activities of CLDA advocacy and government affairs efforts through the monthly CLDA Express and via communications from CLDA Government Affairs Director Michael Taylor at michael@clda.org.



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IT'S NOT YOUR PARENT'S FINAL MILE



By Andrea Obston
CLDA Director of Public Relations

“ *This is the greatest time in the history of mankind
to learn and take something with us!* ”

With that bold assertion, supply chain guru Jim Tompkins summarized 2020 and charged Final Mile Forum participants to move forward, capping off the Final Mile Forum in the future of our industry.

“If you think about the past 100 years the most critical and upsetting events have been the Great Depression, the Great Financial Disaster of 2008 and the Great Pandemic of 2020,” he pointed out. “The economics of the Depression and of the Pandemic are the worst of these, but there is an upside: The Great Pandemic was one heck of a great learning experience and 2020 was one heck of a decade!” No, he did not misspeak. He did indeed label the 12 months in 2020 a decade. “The 12 months in 2020 were equivalent to ten years from a learning perspective,” he said.

THE DECADE OF 2020

The ten years of lessons from 2020 came from the arrival of three things:

1. Disruptions 2. Tipping points 3. Paradigm shifts.

DISRUPTIONS “COVID was the mother of disruptions,” he said. “But it wasn’t the only significant event in 2020. The year also set the record for hurricanes; was the worst 12-month period for fires and racked up a new high for the number of retail bankruptcies. Locusts covered 12 African countries; ports were exploding in Peru and the globe experienced major supply chain disruptions when a cargo ship was stuck in the Suez Canal for 106 days. We saw chaos and social upheaval causing volatility, uncertainty, complexity and ambiguity.”

TIPPING POINTS Malcolm Gladwell introduced the concept of tipping points in his book by the same name in 2000. He defined a tipping point as, “...the moment of critical mass, the threshold, the boiling point” which more than covers the year 2020. “Tipping points come from disruptions and we had plenty of them in 2020,” said Tompkins. “People were quarantined and working from home. This caused a dramatic rise in ecommerce. The economy of the world closed down for six weeks and we had no ability to synchronize supply and demand.”

PARADIGM SHIFTS “The year 2020 caused multiple paradigms shifts in how we live; where we live and how we shop,” said Tompkins who then went on to talk about reactions to those shifts. Citing Joel Barker’s book Discovering the Future, Tompkins pointed out how resistant businesses and individuals are to change. “People stick to what they believe and will reject good ideas because they believe the future will be like the past,” he said. “When you have a tipping point and a paradigm shift you can expect businesses to resist them. Even when these paradigm shifts will obviously require change.”

RESISTANCE TO CHANGE FROM SHIPPERS AND CONSUMERS

In the final mile sector, both shippers and consumers resisted change before the pandemic. “I remember speaking to a shippers’ conference and predicting how important ecommerce would be in the future way before the pandemic. I saw cold, hard resistance from them,” said Tompkins. “They were convinced that ecommerce would never be relevant. It wasn’t a part of what they expected the future to be. They were convinced that people would keep going to stores to shop. And for any items they expected to ship, they believed that FedEx and UPS were the only safe choices. In fact, they didn’t want to deal with any alternatives. ‘The fewer carriers the better,’ they told me.”

“Before COVID, consumers were gradually accepting ecommerce but for many, they felt the need to touch and feel the merchandise before buying it. Before COVID, consumers felt they needed to ‘thump the cantaloupe’,” said Tompkins. “Of course, COVID changed all that and pushed those consumers towards the convenience of ecommerce. Now that they’ve experienced that ease, it’s unlikely they will go back.”

“The game has changed. Regional carriers who embrace the new paradigms will win and win big.”

Tompkins pointed out that it's the outsiders that often cause paradigm shifts and kick off the process of accepting them. "Who were the final mile outsiders that changed the game?" he asked. "Amazon, Walmart, regional carriers and this association. Amazon simply changed the way we shopped. Walmart introduced buying online and picking up at stores. Regional carriers started offering customized solutions that could be delivered quickly and inexpensively. And when this association added the word 'customized' to its name, I said 'Amen! What we need is customized logistics.' The name change was pure genius!"

FINAL MILE LESSONS FOR HOLIDAY 2021 & BEYOND

"Holiday 2021 is going to be your time to shine," said Tompkins. "For the big shippers it's going to be a disaster. They won't be able to handle it and CLDA members will benefit from this. It's already happening: FedEx fired 1400 customers, saying they simply won't pick up for them anymore."

Tompkins offered five tips for carriers that want to make the most of the upcoming holiday rush:

BECOME CUSTOMER CENTRIC "It's about making the shippers look good to their customers. Focus on what those customers want and deliver it," he advised.

BE ADAPTABLE & RESILIENT "The customer is changing. Their demands are escalating. You will have to deal with that change," he said.

EMBRACE OPTIONALITY, INCOMPLETE CONTRACTS AND SCALABILITY "You need to have the flexibility and scalability to adapt to the game as it goes on. It's going to be tricky. Customers are going to ask you to do things without you knowing all the variables."

DEVELOP CUSTOMIZED SOLUTIONS FOR EVERY SUPPLY CHAIN "This will mean rethinking how you operate," he cautioned.

DELIVER QUALITY PERFORMANCE "This will mean making the most of your resources," he said. "You will need to embrace modern technology. You will need to hire and retain quality drivers. The company that has the drivers will win. Lastly, you'll need to set and monitor realistic expectations for your owners, for your drivers and with our own customers."

WHAT IT ALL MEANS

Tompkins concluded both his presentation and the Final Mile Forum on an enthusiastic note: "It's not your parent's final mile," he exhorted. "The game has changed. Regional carriers who embrace the new paradigms will win and win big. The distortions of 2020 have accelerated history. Tipping points have been reached and paradigms have shifted. It's a new age for final mile. Welcome to the Future. Holiday 2021 is the start of a new day and everyone in this room has opportunity of a lifetime to grow their business. It's an exciting time!" **CLDA**

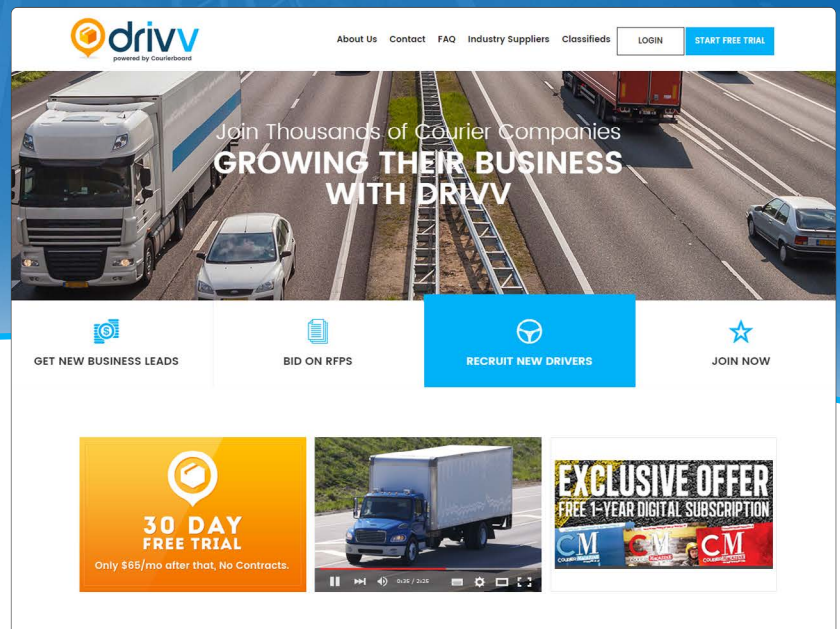
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“I love this industry – I love it!”

With those words, industry veteran, advisor and enthusiast, Rob Howard warmed up an eager crowd at the final education session on Day #1 of the Final Mile Forum.

“You have to do something different so they can’t kick you out. Create enough value so they won’t skip us.”

Rob has a unique view of the logistics sector, having experienced its expansion, contraction, financial ups and downs and dramatic technology shifts during more than two decades in the industry.

Rob’s romance with logistics took root in the 1990s when he was an intern at DMS Corporation, working on mergers and acquisitions involving local delivery companies. In 2009, he started Ensenda, which grew into the leading third-party logistics provider for local delivery in the US and Canada. He sold it to Transforce in 2013. In 2014, Rob founded Grand Junction, a technology platform for local delivery which he sold to Target in 2017. After three years in technology and supply chain at Target, Rob did an about-face, starting his current company, Kindred Motorworks in 2020. The company modernizes vintage cars.

A former board member of the CLDA, Rob is never far from our industry. He keeps his last-mile expertise fresh by serving on two industry-related boards, Boxbot and Shipt. Boxbot is a sorting system for the last mile and Shipt is a multi-billion last mile delivery provider. He is also a frequent speaker on the supply chain, retail and technology and has been quoted in the Wall Street Journal, Forbes, US News and World Report, the San Francisco Chronicle among others on the issues that impact our industry.

Rob brought his unique perspective to a far-ranging fireside chat with CLDA President Steve Howard. The two discussed the evolution of the industry and the impact that technology continues to have on the supply chain landscape.

A Bigger Pie

The two started the discussion delving into the opportunities in today’s market for last-mile providers. Rob

advised those in the session to look to what he called “the protected space” for local delivery companies; the place where they have their most unique competitive advantage. “We spend a lot of time in this industry worrying about companies like Instacart and wondering if there’s a role for local delivery companies in that space,” he said. “These companies want to do it themselves. They don’t want to work with local delivery companies. They want to work with ICs directly. These companies don’t have respect for local delivery companies, so don’t bother looking for ways to work with them. Instead, go after the protected space for us – the place where we have the ability to deliver something that’s unique, like drug delivery.”

He talked about the evolution of the industry and where CLDA members fit: “The pie for last-mile used to be tiny and we had it all. Now, the pie is bigger, but we have a piece of a bigger whole.”

Working with LTLs – The Two-Edged Sword

Next the discussion focused on the evolving relationship between last-mile carriers and LTLs. “It used to be tough to work with truckload and LTL carriers,” pointed out Steve Howard. “They didn’t want to play with the final-mile folks. Now, with today’s technology we can work them. And they need us. They don’t want to in the final-mile space. Now, we have the ability to work together.”

“LTL has been broken forever,” added Rob Howard. “No customer wants their product dropped at curbside. And that’s what LTL carriers do. So yes, they do need what we do, but I would caution you that working the LTLs is a two-edge sword. You’re right that today’s technology helps you trace deliveries and that’s good for us. But watch out: LTL carriers would like to skip working with us and go direct to ICs. What can we do to prevent this? You have to do something different so they can’t

kick you out. Create enough value so they won't skip us."

Rob also pointed out that those very same LTL companies might be eyeing some acquisitions of local carriers "...or they might get grabbed themselves by bigger companies in the logistics space," he said.

Finding the Competitive Advantage

Rob encouraged those in the audience to look to local shippers to find their sweet spot. "The more local the shipper, the better positioned you will be in," he said. "The riskier territory is with the national accounts."

Steve added to that point, emphasizing that the "customized" in the association's name points to the strength of many members. "There will always be a need for customized delivery and there's a good margin in that business," he said.

Rob added a caveat to Steve's observation: "There's no question that our competitive advantage in this industry continues to be in the customized delivery space. Just be cautious that you don't take on jobs that are so customized that you can't get repeat business doing similar jobs for other customers. Be wary of the one-time customized delivery job that can't be repeated."

Is Sustainability a Business Driver?

Much has been said about the industry's increasing interest in sustainability. But is sustainability a reason for today's shipper to pick a carrier? "I don't see shippers being willing to pay higher rates for sustainability. Not now," Rob said. "If you can present yourself as a sustainable carrier you will win, but they won't pay extra for that. Right now, shippers have good intentions, but at this point, don't think that's a driver."

Steve added: "I do think it's what's happening and if a carrier can do it at the same cost, sustainability can be

something to approach a shipper with. If you can find a way to be efficient and do what's best for the environment, I think it can be a good talking point when approaching a shipper."

Today's Opportunities

"If you were getting into the business now, what would you get into?" asked Steve for his final question.

"Micro cross-docking and on-demand," answered Rob. "These are two areas that are growing and the people in this room have unique advantages in these two areas. If I were going into business today, that's what I'd jump on. Consider Target. They are opening up micro-distributing centers. So, instead of what they have been doing – shipping from their stores – they are setting up these smaller, more local distribution centers and shipping out of there. More large companies are going to do that. I see a lot of opportunities in that space."

He also saw opportunities in working with large companies that are using dark stores as mini-distribution centers. "These companies are using some of their closed stores to hold inventory. Then they line-haul in packages and deliver from there. That could be potential business for those in the last-mile sector."

All and all, Rob was optimistic about the industry he continues to love. "There are so many opportunities out there," he said. "Go after the business you're best suited for. Look for deliveries of items no one can handle. Things like high-end cabinetry. LTL can't handle these items. Amazon can't."

He also pointed out that today's technology makes local carriers easier for shippers to work with. "Shippers are starting to come back to this sector because of improvements in technology. There's real opportunity there," he said. [CLDA](#)

***"Go after the business you're best suited for.
Look for deliveries of items no one can handle."***

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FINAL MILE FORUM

HOW GETTING BACK TO BUSINESS GOT DONE

It was a celebration of getting back to business. It was an event that members of the industry waited 16 months for. It was the Final Mile Forum at Caesar's Palace in Las Vegas.

Participants came from as far away as Maine and as close as across town. Over 400 members of our industry – carriers, shippers, vendors – came to reconnect, to learn and to feel good about just being together again.

By *Andrea Obston*
CLDA Director of Public Relations

“I am pleased to report that coming out of a pandemic and an unprecedented year in business, the CLDA remains financially strong.”

Steve Howard

JUNE 23

Those who wanted to get a jump start on the conference began their first day in Vegas at the annual CLDA Golf Outing. Seventy-seven golfers braved the 100+ degree temperatures at the Bali Hai Golf Club, a tropical golf oasis resting in the shadows of the Las Vegas Strip.

Later that day, 28 shippers and freight-forwarders looking for early connections came together for an informal, pre-conference meet and greet.

Before the Grand Opening Reception that evening, 144 first-time conference participants got some tips on navigating the meeting from board members and other industry veterans at the Ambassador Meet & Greet. These first timers were paired with their own guides to the conference. Each had an Ambassador who helped them make the most of the Final Mile Forum. Throughout the conference, these Ambassadors introduced them to the people who could help them succeed – at the conference and afterwards.

Then, it was time for the conference's first big event – the Grand Opening Reception in the Exhibit Hall. All 425 participants got the chance to enjoy some long-awaited time connecting with the industry's top carriers, shippers and

vendors and experiencing the sold-out Exhibit Hall. For David Metzger of [Jet Pack Delivery Services](#) this and the other networking opportunities was what he'd been missing. “The best part of the conference is networking with other couriers in the industry,” he said.

JUNE 24

Breakfast on the first day gave participants time in the exhibit hall where 42 vendors showcased cutting-edge products and the latest supply chain services.

There was also a private breakfast, sponsored by [Avant Business Services](#), for contributors to the CLDA Advocacy Fund. Seventy-five of the fund's supporters heard about the legislative environment for our industry from U.S. Senator Mike Braun (R-IN). A veteran of the logistics industry, Braun brought his insider's view of the federal legislative environment to Advocacy donors through a virtual Q & A with CLDA Vice President of Public Affairs Michael Taylor.

Conference Chair Tom Jowers kicked off the Final Mile Forum with a hearty welcome and a thank you to everyone who made the conference possible – the sponsors, the committee members and everyone who attended the conference. He gave a special shout-out to the Final

Mile Forum's Premier sponsor, [Openforce](#) and congratulated them on their 20th anniversary. Openforce was also the sponsor of the conference's memorable final night reception on Thursday. Jowers also gave special recognition to the conference's 26 sponsors.

CLDA President Steve Howard took over the stage with a look at the State of the Association, pointing out the roller-coaster ride everyone in the room had been on since the last meeting in Florida. He applauded saying, “I want to thank everyone in attendance for venturing out of their hometowns for the first live national event for our industry!”

In looking at the state of the industry, Howard said this: “We have lived through unprecedented changes in the last 16 months. The effects of COVID were dramatic. Consumers' purchasing habits have led to unprecedented growth and opportunities for our industry.”

Recalling the trials and triumphs since the last Final Mile Forum, Howard commended members of the association for their thoughtful, innovative and quick responses. “My presidency started last February and two weeks later, COVID hit, and everything changed,” he remarked. “The amazing thing about those in this room is that they never sat idle. Congratulations to all of you! We're here. We survived. I'm so grateful! You guys rock! As for the leadership of this organization, I want you to know they never stopped working on your behalf. I have never been

on a board that's been this busy. These are the hardest workers you can imagine. As soon as COVID hit, they got to work on your behalf. We immediately reached out to the federal government to make sure they knew our people were essential workers. We offered our help and within a day, the Department of Labor was calling our Government Affairs folks asking what they could do for us. They were also looking to us to guide them. We also created a multi-state strategy, offering our logistics expertise to get the supplies needed to protect people against the virus."

The association also used the time to rededicate itself the future of its members. "Along with our Executive Director Matt Mantione and his team at Kellen, we set to work, creating a strategic plan and new branding for the association," Howard said. "We built a new direction for the future of our association based on what we have to offer to our customers. We now have a roadmap for growth and a strong future for this association."

Howard pointed out that membership in the association is on the upswing, including a record number of new members. "The CLDA has had remarkable year-over-year growth in membership, not only with carrier members, but with affiliate members and our class of driver membership," Howard said.

He remarked that the association is on solid financial footing: "I am pleased to report that coming out of a pandemic and an unprecedented year in business, the CLDA remains financially strong. I

am confident that with our new strategic direction, continued support and involvement from our members and key stakeholders, that the CLDA will remain strong for many years to come."

He talked about how association participation is at an all-time high, with a record number of members applying to be part of the board and on committees. "This is exciting. Our committees are really working hard to create year-long value for our members and participation at this level is crucial to our growth," he said.

Howard outlined some of the most significant advances for the association since the last Final Mile Forum:

- The introduction of a new Industry Leaders Advisory Group made up of non-carrier association members who will advise the CLDA board on issues that are important to all members. The CLDA ILAG will take a seat at the board table to make sure the full spectrum of companies involved in the industry is represented. The first members of the Industry Leaders Advisory Group are [Risk Strategies](#); [Key Software Systems](#); [SCI](#) and [Openforce](#).
- The introduction of the association's first [Member Health Plan](#) that offers limited medical plans to CLDA members' team members and independent contractors. The new Member Health Plan covers many common screenings and preventative services at 100% when using an in-network provider. Benefits include

Teladoc, a prescription discount program and a national PPO network. Most plans can be offered to employees at no cost to the employer. Members can choose to make partial or full contributions. It includes full-service administration with minimal to no added administrative burden. The plan also offers the option of providing other coverages such as dental, vision, short-term disability accident, critical illness and life insurance and accidental death and disability coverage.

- The creation of a Diversity and Inclusion Committee dedicated to the vision of an all-inclusive association regardless of race, religion, age and gender. The group has already created a Code of Ethics; provided members the opportunity to offer cost-effective diversity and anti-biased training to all team members and created an anonymous process to report troubling incidents.
- The creation of partnerships with other working groups that support the supply chain, including the Florida Messenger Association, the New York State Messenger Association, the National Home Delivery Association, the Transport Intermediaries Association (TIA) and ECA, A Delivery Industry Allaince. Howard introduced Jim Bernecker from the ECA, citing his dedication to making that partnership a reality. "We're here to support the CLDA," said Bernecker. "We are proud to be contributors to the CLDA Advocacy Fund."

We continue to see the opportunities for joint efforts by our associations. Hats off to Steve and the board for supporting the relationship we're forming. We look forward to seeing CLDA members at our upcoming [MarketPlace 2021 Conference](#) in Orlando, September 20 to 22."

- An expanded Member Benefits Program that provides discounts to 15 of the products and benefits members most frequently use
- The staging of two highly successful virtual events, one that was the CLDA's first shipper/carrier event and another, the association's first virtual Executive Leadership Summit. This event smashed previous attendance records and convinced us that holding the event in this format opens the door to even more participation. It will be [held virtually](#) again this year on October 6 and 7.
- A new [CLDA website](#), designed to give members more visibility with customers and access to more educational resources. The website's educational content will include the new Member Resource Center supported by the work of a new Educational Committee. The resource will include content for those new to the industry as well as experienced members.
- The introduction of CLDA TV, which kicked off at the Final Mile Forum with interviews with participants.
- The awarding of the two scholarships to children of CLDA members who

are continuing their education. This year's winners are Darren Frankel, son Michael Frankel, Co-Owner & CEO of [Sir Lancelot Courier Service](#) in Philadelphia, PA and Joseph Rivituso, son of Lori Rivituso, Collections/AR Manager at [Select Express](#) in New York, NY.

Howard concluded his remarks by inviting all to the next Final Mile Forum Feb. 23 to 25 in Miami and a note of optimism: "These are exciting times for our industry and for the CLDA. I want to thank all the volunteers who work tirelessly for the association, our Board of Directors and the amazing staff at Kellen who make CLDA the largest association for those in the Final Mile sector."

A (SORT OF) ACADEMY-AWARDS STYLE HALL OF FAME CEREMONY

After presentations by CLDA committee chairs highlighting their group's accomplishments and presentations by board candidates, the meeting moved on to one of the highlights of the CLDA calendar: induction of the newest member of the CLDA Hall of Fame.

Two of the association's former presidents, Mark Chiusano and Rob Slack, staged an off-beat parody of the Academy Awards' presentation, featuring a lost envelope. Saving the day and revealing the name of the newest member of the CLDA Hall of Fame – Kirk Godby – was his life-long friend, Col. Craig Flowers. A stunned Godby took the stage to a standing ovation and looked for a way to acknowledge the honor. "I literally had no idea, but now

I know why my wife and daughter Kelly decided to come to the conference with me," he said.

In a heartfelt speech recalling his beginnings in the industry, Godby thanked all who helped him along the way. "This association has built me career-wise and personally. All the people in this room are responsible for this. I'm very humbled and very grateful for this award. But I can tell you that the relationships in this room mean even more to me. Lastly, I want to thank the real Hall of Famers in my life, my wife and my two daughters." For more about Kirk Godby and his career, see the story on page [X].

ROCKSTAR KEYNOTE

The conference keynote, Sandy Gennaro, literally burst on to the stage, bringing his rock-star energy as the conference keynote.

This world-class drummer has recorded and toured the world with Rock and Roll Hall of Famers for over a half century. He shared stories and lessons from his days working with artists such as Cyndi Lauper, Joan Jett and the Blackhearts, The Monkees, Bo Diddley, Johnny Winter, Montrose, The Pat Travers Band, Mark Farner, Benny Mardones and Robin Gibb.

His non-stop keynote performance, sponsored by [Key Software Systems](#), included lessons that helped him survive the shark-infested waters of the music business. Punctuated by video clips and live drumming, Gennaro offered lessons from the road about leadership, aspiration, managing change and motivating team members.

Gennaro punctuated his points with clips from his performances with Cyndi Lauper, The Monkees and Joan Jett as well as a live demonstration of his explosive drumming skills. But for many the highlight of his presentation was when he called up a stand-in drummer from the audience, Conference Chair Tom Jowers. Demonstrating a heretofore unknown talent on the drums, Jowers led the group in a rousing version of “We Will Rock You!” It was a keynote like never before and an energizing, inspiring and motivating way to kick off the Final Mile Forum’s educational sessions. For more about the conference’s rock-star kick-start, see the story on page 32.

ADVICE, INSPIRATION AND BEST PRACTICES

A jam-packed day of panels and presentations lay ahead of conference participants. They included:

Women in Logistics - Moderated by Unna Edmonds, [Am-Tran](#), this panel of high-level women in logistics included Wendy Greenland, [Openforce](#); Debbie Jacquin, [Dealer Tire](#); Michelle Truman, [SOS Global Express](#). The session was a frank discussion of the challenges facing female professionals in our industry and the positive and negative impacts of being a successful woman in logistics. For more about this panel, see the story on page 36.

Is Our Future Insured? – This panel was moderated by Brian Jungeburg, [Risk Strategies](#) and included Peter Berg, [True North](#); Bryan Ice, Risk Strategies;

Blake LeBrew, [Gallagher Insurance](#).

The session featured a discussion of the ever-changing insurance world and its impact on final mile carriers, including rising insurance costs, the factors that contribute to these increases and what to expect in the years to come. It was sponsored by [The Tenney Group](#). For more about this panel, see the story on page 52.

COVID 19 - The Good, the Bad and the Ugly – This panel was moderated by Tom Jowers, [ADL Delivery](#). It featured remarks by Debbie Jacquin, [Dealer Tire](#); Barry Nierengarten, [Affordable Couriers](#) and Ryan Rusnak, [Coyote](#) (a UPS company) and. In this session, participants discussed the effects of COVID-19, with a focus on the financial impact to the industry and the future implications of the new delivery landscape. For more about this panel, see the story on page 42.

Last-Mile Delivery: Shipper Expectations & Final-Mile Challenges – Drawing from a survey of over 1,000 retailers and providers, this session covered ways last-mile delivery providers could satisfy shippers. Participants learned how to stay competitive and make sure their 2022 initiatives will be focused on meeting those expectations. They learned about initiatives in logistics to scale delivery, reduce costs, better manage resources and increase sustainability to improve performance in 2022 and beyond. For more about this panel, see the story on page 54.

Fireside Chat: Moving the Target - CLDA President Steve Howard hosted a discussion with long-time industry vet-

eran and visionary, Rob Howard, CEO of Kindred Motorworks. They discussed the changes in the industry and their continued impact on the supply chain landscape. For more about this panel, see the story on page 16.

SHIPPERS AND CARRIERS CONNECT

For many who attend the conference, the chance to meet face-to-face with shippers is the highlight. On Thursday afternoon, they got the opportunity to meet with 28 shippers to hear from them about their needs, wants and how to do business with them. Attendees could pick verticals they were interested in and exchange capabilities with individual shippers. Scott Baker from [RTD Logistics](#) summed up the Shipper Round Table this way: “This was my favorite part of the conference. The Q & As were helpful and all the information shared was so useful.”

As the first day’s session wrapped up, the mood was upbeat and optimistic. Like many first-timers, Tim Kravitz of [Logistics & Technology HQ](#) was impressed with the amount of information he gleaned from the presentations and the knowledge industry veterans freely shared with him. “We are first-time attendees, and our business is only four months old. This has been the best conference I’ve attended. I love the camaraderie, and how helpful everyone has been,” he said. Looking back at the day, Eric Donaldson of [Dispatch Science](#) was equally enthusiastic: “The conference so far has been fantastic. Good information and great golf!”

A LAS VEGAS-WORTHY RECEPTION

The Neon Capital of the World was on full display at the evening's reception around Caesar's Palace's dramatic Neptune Pool. Surrounded by Las Vegas performers, glitz and glamor, participants sampled the evening's signature cocktail, a Sunset Margarita. The event included a Poke Station, a Mediterranean Display, carving stations and a Light-Up Ice Cream Crepe Station.

DJ Buza kept the mood lively as Las Vegas-type showgirls mingled with the crowd. Cirque du Soleil-type performers, including spangled hoop artists and mirrored ball walkers, roamed the crowd. A 13-foot lighted human peacock spread her electronic wings adorned with the name of the evening's sponsor, Openforce, in flashing lights. As a tribute to Openforce's 20th anniversary, the festivities also included the presentation of an elegant Anniversary Cake.

It was a fitting way to celebrate, to reconnect with old friends and to meet those new to the industry in true Las Vegas style.

JUNE 25

Conference participants had their choices of two panels to kick off the morning's educational programs:

Airline Logistics: Can You Land the Business? – Moderated by Charlie Wolfe, [Blaze Express](#), the panel included: Greg Hanna, [MNX Logistics](#); Ralph Perrothers, [On The Go Cargo](#) and Michael Taylor, CLDA Director of Government Affairs. Participants got an overview of freight forwarding and the requirements for companies and drivers to work in this sector. For more about this panel, see the story on page 48.

Sustainable Customized Logistics – Moderated by Patrick Scardilli, [Key Software Systems](#), this panel included: Jack Pyros, [Momentum](#), Shawn Stockman, [OnePak](#); and Marc Ziade, [Zoomo](#). This session covered the benefits of adapting sustainable green strategies; why it is crucial to prioritize greener fleets now and how technology enables sustainable logistics. From fleet electrification to recycled reverse logistics, this panel spotlighted exciting new ways to engage in sustainable, green technologies. For more about this panel, see the story on page 54

Participants got a final chance to visit the vendors in the exhibit hall before participating in Final Mile Round Tables. Long a conference favorite, these small group discussions allowed carriers to swap experiences, learn from each other and share their best practices.

The conference's final program featured the observations and predictions of industry guru and conference favorite, [Dr. Jim Tompkins](#). His presentation was called "Learning from 2020 and Per-

forming in 2021: It's Not Your Parent's Final Mile." Tompkins, an international authority on supply chains, brought his 40+ years of experience in the industry to his presentation. It highlighted the opportunities, challenges and requirements for having final-mile success in the 2021 peak season and beyond.

WISER, ENERGIZED AND HEADED HOME

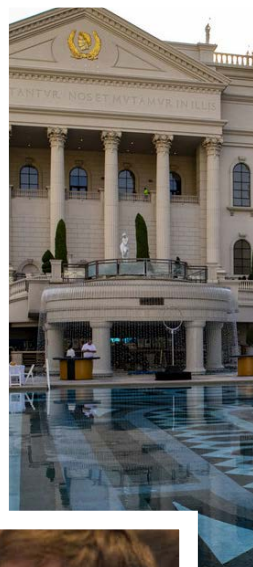
After experiencing 10 educational sessions, over 12 hours of dedicated networking time and getting a preview of the industry's newest services and solutions, FMF participants had much to think about. They headed for home with new ideas for growing their businesses, information about best practices and renewed connections with those in the industry. And they were already looking forward to the next Final Mile Forum in February 2022 in Miami.

First-timer Anthony Basham of [Resident, Inc.](#) summed up the conference this way: "This is my first year attending and I am so happy I did. The members have been great. I received great advice, and everyone has been so forthcoming and honest!"

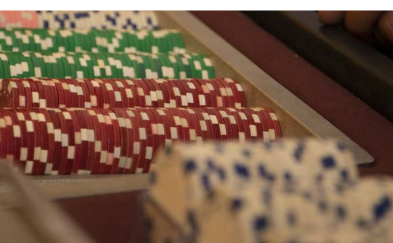
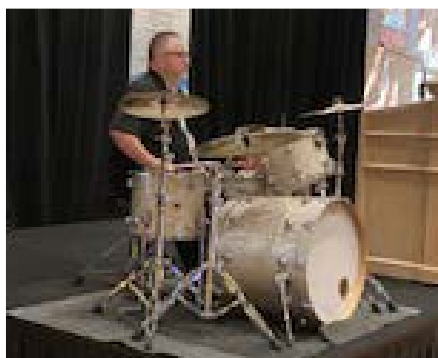
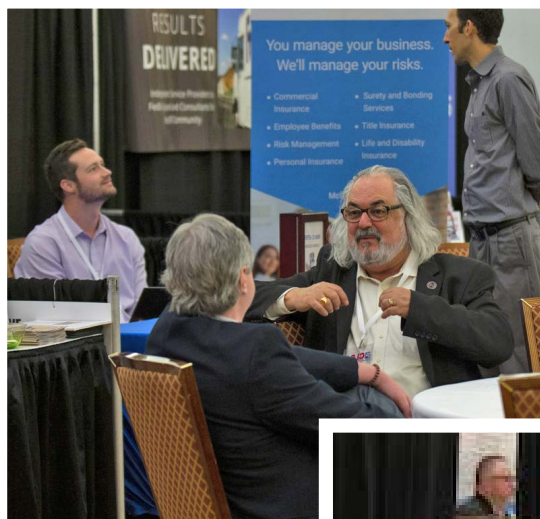
And conference veteran Lance Healy of [Banyan Technology](#) added: "I am blown away by how helpful and available everyone is. CLDA is unlike any other association around!" **CLDA**

"I am blown away by how helpful and available everyone is. CLDA is unlike any other association around!"

Lance Healy



Final Mile Forum 2021, Las Vegas ..



. Want to see more of the Final Mile Forum, click [here](#).

and the winner is...

FOR 2021 HALL OF FAME KIRK GODBY IT'S ALL ABOUT THE RELATIONSHIPS



A

sk Kirk Godby why he was honored with induction into the CLDA Hall of Fame and he responds with characteristic humility: "I guess I volunteered for too many committees!" Then he gets serious, pointing to the mentors he's met through the association during his 25+ year career as the real reasons for his success.

"it's the people in this association who helped me professionally and personally," he says. "They have become more than business associates; they have become dear friends. I'm very humbled and very grateful for the award, but I can tell you that the relationships with those in the room at that conference mean even more to me."

By Andrea Obston
CLDA Director of Public Relations



Those relationships started building only a few years after Godby formed his first courier company, Corporate Couriers in Fort Worth, TX. “I began my business in 1993 and two years later, a magazine from the association arrived. It showed me there was a whole world of technology and information about this business that was out there. But I didn’t join until 1997 when I met Mike Gualtieri at a Datatrac software conference. I sat next to him at dinner, and we talked about our businesses. He asked me if I had joined the MCAA (now the CLDA). I told him I had not yet done that, and that’s when he said,” ‘You must join the MCAA and go to their next conference. It will be the greatest thing you ever do for your business.’ I did, and he was exactly right.”

Godby was amazed at how quickly his membership brought in revenue. “At the first show I attended I met a lot of people, and one of those new acquaintances ended up bringing me a \$1 million account,” he recalls.

Within three years of joining the association, Gualtieri - then the association’s vice-president - asked Godby to run for the board. He was elected in 2006 and served for 12 years, eventually service as president for two years, starting in 2014.





Godby was a key driver in professionalizing CLDA's meetings and rebranding it as the Customized Logistics & Delivery association in 2014. He was responsible for the Fall meeting and eventually the Annual Meeting (now the Final Mile Forum), which he chaired in 2012, 2013 and 2014.

As a leader and an association member his focus was always on building bridges to people. "The relationships I formed throughout the years are priceless to me," he says. "I never dreamed I would know so many people across this whole country and move up to head the CLDA. This association has built me business-wise and personally. Through it I've met successful businesspeople who have become life-long friends. People like Mike, Tony Racioppo, Rob Hackbarth, Rob Johnstone, Chris MacKrell, Mark Chiusano, and a man who become my partner in multiple business ventures, Rob Slack."

Slack and Godby worked together for four years at SCI and eventually started their own third-party administrator company in 2018. That company became a part of Openforce in April 2019 where both men currently work. Godby is a strategic account executive and shareholder with a focus on sales and business development at Openforce.

His involvement with the association also had unusual and personal benefit, helping him indulge a lifelong passion for horse racing. Along with Gualtieri, Johnstone, and Slack, Godby started "Don't Tell My Wife Stables" in 2010. The group has formed many racing partnerships over the years, and notably owned and campaigned My Boy Jack in the 2018 Kentucky Derby. The horse ran 5th to Jus-



tify in the Derby. Three of their horses have competed in the Breeders' Cup: My Boy Jack, Danette, and Reflect. Currently the Stable owns and races five thoroughbreds in Kentucky and California.

A Not-Quite Academy Award Presentation

In fact, it was Rob Slack and another of the association's former presidents, Mark Chiusano, who sprung Godby's Hall of Fame nomination on him at the Final Mile Forum in June.

The two did a send-up of an Academy Awards presentation, complete with the call for the envelope. The presentation appeared to hit a snag when the envelope was nowhere to be found. "We've got a little problem," confessed a guilty-sounding, Slack, who admitted he'd put the envelope into his back pocket the night before, then did a little gambling. "When I got up this morning, the envelope wasn't in my pocket," he said. "I went down looking for it and checked with the hotel and could not find it." The ruse continued as Colonel Craig Flowers, a lifelong friend of Godby's, rose from the audience. "Mr. Slack, I might have your envelope," he said. "I found it on the floor of the bar, and it had the CLDA logo, so I held onto it. Here it is. Is this it?"

Godby, who'd been passively listening from the front of the room, suddenly caught on. "I was half-listening to the Hall of Fame speech and the little skit that Rob and Mark did, but when they mentioned Col. Flowers, I knew it was me," he said. "I was kind of stunned. I suddenly noticed both my wife and my youngest daughter were also in the room and the whole thing became real!"

He took the stage and tried to take it all in. "I was shocked and humbled. To be recognized by the members

of this association, one I love so much and one I put some much into, meant so much to me. Being distinguished by your peers with that type of award was both overwhelming and special.” He took a moment to thank some of his mentors during his logistics careers: “I had the best teachers in this business, and I am grateful for everything these guys have done for me. These are special guys, all past presidents, Mark Chiusano, Chris Mackrell, Mike Gualtieri, Rob Slack and Rob Johnstone. You taught me a ton and I am grateful for everything you have done for me.”

He also thanked the CLDA staff. “When you become president, it’s a full-time job and these folks made it possible for me to do that. And lastly, I want to thank my wife and my two daughters. They are the real Hall of Famers in my life!”

The CLDA, The Business Growth and The Relationships

For Godby, the CLDA is more than a professional association. More than a place to do business. For Godby, it’s

personal. “This association is special to me because of the relationships I’ve formed with everybody I’ve met,” he says. “This is a great group of people that all work hard and are in this together. To be able to call on them professionally to get ideas has been priceless. People in this association share ideas and knowledge so freely. This association built me professionally through the relationships with the people I met. I remember when I had my courier company, I got a huge account through a relationship I got through the association. It made money. But, at the end of the day it’s always about the people and the relationships.”

He offers this advice to anyone thinking about joining the association: “If someone asked me why they should be a part of the CLDA, I’d give them the same advice I got from Mike Gualtieri. It was the advice that made me join in 1997. He said, ‘You’ve got to do this. You’ve got to join. It will take you to the next level.’ He was right and now I pass that along. I’d tell anyone in this business that they should get involved and be a part of it because the rewards are very big!” **CLDA**



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A Rockin' Keynote Kicks Off The Conference!



*It's All About
The **BEATS**
Belief
Enthusiasm
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Tenacity
Service*

By Andrea Obston
CLDA Director of Public Relations



Some people need a drum roll to introduce them. Sandy Gennaro IS a drum roll. A human drum roll, who burst onto the Final Mile stage with energy, inspiration and a few business lessons to get the conference going.

From the moment this Rock and Roll thought leader took the stage, Final Mile Forum participants knew they were in for a keynote speaker like no other. Gennaro is a world-class drummer who applies the lessons he learned in the shark-infested waters of rock to business leaders around the globe. He has worked with Rock and Roll Hall of Famers for over a half century including Cyndi Lauper, Joan Jett and the Blackhearts, The Monkees, Bo Diddley, Johnny Winter, Montrose, The Pat Travers Band, Mark Farner, Benny Mardones and Robin Gibb. Conference participants got a front row seat on some of his performances with these rock legends as well as an energizing live performance that often got the crowd rocking and rolling.

Gennaro's first life lesson, and the one he most wanted to share with the crowd, came on Christmas, 1953, when he got his first drum set at the ripe old age of three. He decided then and there that he would be a world-class drummer. And he made up his mind to make that happen. "The mind is a very powerful thing," he reminded the audience. "It controls the future. I used that power. I pictured myself at that drum set. That's how I went to sleep each night. I visualized me on stage. I had a burning goal to perform on "The Tonight Show" and through luck and determination that's exactly what I did."

Gennaro's "The Tonight Show" appearance started with a seat in the audience in NBC's legendary Studios in Burbank CA.. By happenstance, Gennaro was in the audience for one of the show's occasional "Stump the Band" segments. The bit featured Johnny Carson roaming the audience picking out random members of the crowd and asking them for a song to see if that band could play it and guess its name. Out of the whole audience, it was Gennaro he picked. He suggested a song he wrote called "Tweezers of Your Love." Band members tried to fake it

and were truly stumped. Gennaro came to the rescue by singing it. "Did you write that?" asked a bemused Carson. "I did!" Gennaro said. And that was his first, but not his final appearance on "The Tonight Show" (he returned two more times for real performances). The lesson from that was clear to Gennaro and one he shared with the audience: "Consistent, passionate, heartfelt visualization fueled by positive attitude and hard work can make what you desire a reality," he said, adding a caveat: "Consistent concentrated effort is necessary! This is the euphoria of a dream realized!"

And, while "The Tonight Show" gigs opened the door, Gennaro's combination of heart, hard work and an openness to taking a leap of faith drove his career towards success. All those attributes were played out in a story Gennaro told called "Dave in the Doorway." "I was playing a gig in Connecticut. After it was over, some guy was waiting at the stage door for me at the end of the night. He asked for an autograph and a picture," he remembers. Gennaro demurred and thought that was the end of the incident. But this man had another agenda. He wanted Gennaro to recommend him for a gig. "I was tired, and I was in a hurry," recalls Gennaro. "So, I gave him my card and told him to send me a cassette. He did and I gave him my honest assessment. We stayed in touch for several years. Two years after that night, the guy gets in touch with me and asks me to join tour for a band he was managing for a new, young singer named Cyndi Lauper. He told me, 'She's going to be the next big thing.' Cyndi's album, "Girls Just Want to Have Fun" had just been released and no one had heard of her before that. Not for long. That album sold five million records. "And I ended up as the drummer for that tour! All because I was nice to guy at the stage door in Connecticut! The lesson that taught me was to be open to the little things that come your way that you never anticipated. I call those moments 'God Winks' and I've learned to pay attention to them," said Gennaro.

As a sidebar to the story, Gennaro added that that moment ended up generating another gig for him: A

world-wide tour with Joan Jett and the Blackhearts. “She was in the audience when Cyndi performed and saw me on drums,” he said. “I ended up performing to thousands around the world as part of her ‘Up Your Alley’ tour five years later. And if that’s wasn’t enough of a payback, during that Cyndi Tour I met the women who became my wife. We are still together 37 years later and have a 27 year old daughter named Jeri. It was another ‘God Wink’ that came about from spending five minutes in a doorway with a person named Dave.”

Taking Your Business to the Next Level

Gennaro reminded the audience that taking their business to the next level is all about serving what the product delivers for people. “In 1986, I was on tour with Queen. The audience was chanting and all I could think of was ‘how did I get here in front of 50,000 people?’” he asked. And the answer is that he focused on the music (the product) and not his own playing.

“In the music business we refer to someone who is only serving himself with his music as ‘All icing and no cake,’” he said. “These are people who are playing with a ‘look at me attitude.’ They are serving themselves. The guy who is serving the song is all about the product. And the product is what people buy. You can have everything in place, good service, marketing and good products at a fair price and you’ll grow incrementally. In my business you can have everything in place, but it doesn’t happen. That’s because the product (songs) doesn’t resonate with people. It doesn’t sell. Songs are emotionally driven. Everybody has a song that brings them back to something. It brings the emotion behind a memory. If you want something to resonate with your customers, start by sharing the why of your product. That’s what makes employees get fired up and that’s how they get customers excited. Say there’s a worker who’s building a wall. And the supervisor comes by and says, ‘That wall you’re building is for a cathedral.’ That lights the fire in them. You can do the same in your company. Share the why of the product and encourage everyone who works with you to do the same. They’ll be selling the cake. Not the icing.”

It’s All About The BEATS

Not surprisingly, BEATS play a key role in the life of a drummer. Gennaro also shared that the word has meaning for businesses: “Your BEATS are the core values that drive your thoughts and actions and define your future,” he said.

BEATS stands for

- ***Belief***
- ***Enthusiasm***
- ***Attitude***
- ***Tenacity***
- ***Service***

Belief – For Gennaro, success is all about understanding that there is “.... a power greater than us working in our lives. To succeed you need to be aligned with that power. You need to see that as your co-pilot. When you do that, it gives you a wink. That’s the ‘God Wink’ I talk about. But however you think out it, the key is paying attention to the small moments that tell us we’re doing the right things.”

Enthusiasm – “This is the fuel that keeps us going,” Gennaro says. “Use it to think positively about situations that haven’t even occurred yet. We don’t know what tomorrow’s going to bring. On that Christmas morning in 1953 when I got that drum, I didn’t know what was going to present itself, but I knew it would be good. And that’s how I look at the future. We don’t know what’s in those wrapped presents but we know it’s gonna be good! That’s the way I look at the future.”

Attitude – “Our thoughts are the only things we have total control over,” said Gennaro. “What we think of every day is what we become. Our thoughts form a chain. Make sure that chain starts with by paying attention to the small victories we have along the way. Be mindful of the little victories you have in your life. Appreciate them and you will build an attitude that will take you far.”

Tenacity – Gennaro reminded the audience that there will be problems and things that test them along the way. “Even when I’m playing a little bar, I think about and



appreciate the fact that I'm doing what I love to do and it's only a matter of time before I'm playing to 50,000 people and hearing my songs on the radio. It's this positive anticipation that opens up future possibilities of the achievement of your goals."

Service – Gennaro believes that each of us must be in service to others. "It's about altruism. It's about empathy. It's about engaging with people, no matter who they are. What we do for ourselves dies with us. What we do for others is immortal. People are going to remember us for how we made them feel," he said. "And as I demonstrated with the 'Dave-in-the-Doorway' story, your attention and positive engagement with anyone can literally change your life for the better, personally and financially!"

A Rockin' End to a Rockin' Keynote

Topping off the Final Mile Forum's most energetic keynote, Gennaro gave the crowd a sampling of what's made him one of rock's most sought-after drummers, playing a medley of some of his most memorable performances including:

- *Love Rock and Roll* – Joan Jett & The Blackhearts
- *Girls Just Wanna Have Fun* – Cyndi Lauper
- *Into the Night* – Benny Mardones
- *I'm a Believer* – The Monkees
- *Rock & Roll Hoochie Koo* – Johnny Winter
- *Time After Time* – Cyndi Lauper
- *California Dreamin* – Mama's & Papa's
- *Boom, Boom* – The Pat Travers Band
- *Hey Bo Diddley* – Bo Diddley
- *Hate Myself For Lovin' You* – Joan Jett and the Blackhearts.

But for many, it was the performance after the performance that will stay with them. That's when Conference Chair Tom Jowers took a seat behind the drum kit. Displaying a here-to-fore hidden talent, Jowers rocked out, leading the crowd in a rousing chorus of "We Will Rock You!" that brought them to their feet. Queen may have made the song a world-wide phenomenon, but it was Jowers who made it something no one at that conference will ever forget! **CLDA**

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The Changing Face of Logistics: WOMEN IN THE SUPPLY CHAIN

By Andrea Obston
CLDA Director of Public Relations



hances are if you picture someone in logistics you don't think of a woman. Better think again. While women still represent a small proportion of those in logistics, things are changing.

Four panelists at the Final Mile Forum spoke about these issues, giving participants a look at the changing face of logistics and offering tips to women and organizations to move that process along.

Moderated by Unna Edmonds, General Manager, [AM-TRAN](#), the panel included:

- Wendy Greenland – CEO, [Openforce](#)
- Debbie Jacquin – Transportation Director, [Dealer Tire](#)
- Melanie Rogers- Vice President, [Richmond Express](#)
- Michelle Truman – Manager of Partnership Development, [SOS Global Express](#).

MODERATOR: What is it like to be a woman in a male-dominated industry?

- JACQUIN – When I was coming up in the industry there weren't many role models for me to follow. But being one of only a few women in two very male-dominated segments - logistics and automotive - I found that sometimes there was an advantage to that. I enjoyed that element of surprise when I walked into a room that was all men. I used that to my advantage initially. We all need people who build us up. Someone has to take a chance on you. That was the case for me. And once I had that chance, I made sure to prove to them that the risk they took was worth it. I did it with hard work and dedication that allowed me to prove myself and to be a role model for others.
- RODGERS – My office was primarily male when I first started. But over the years we have welcomed in more women. We have several women in the office and on the road. We even have women in our warehouse and it's been a positive experience for our company. I personally have not come up against any bias that I know of. And if it's out there, I've chosen not to absorb it. I

just give everything the best effort I can, and it certainly helps that I've been supported by strong role models, female and male.

MODERATOR: Has the industry made progress?

- GREENLAND – Yes. I work with amazingly competent women who are out in the field every day—women drivers and women in trucking where it's challenging. It's hard to be the first. When a young woman comes into a business or an opportunity first in the company, they don't see anyone around them who looks like them. If they don't have the grit to hang in there, it's especially tough. Those women who break in first are the ones changing perceptions. But then there are others who come in afterwards who see those pioneering women and it's a little easier for them. I originally came from engineering, and I can tell you that we see more progress in logistics and trucking than in my previous field.
- TRUMAN – I came into the field later than the rest of those on the panel and that path had already been laid. When I joined there were already four women in our company working all over the world. Those of us who came in after those women feel like this was an inevitable revolution.

MODERATOR: Is being a woman ever an advantage in this sector?

- JACQUIN – It's an advantage every day. We're used to multitasking. We have to be more organized; more strategic in how you use our time. When I look at my personal and professional lives, I see that. My family calls me Lieutenant Deb. I am used to being organized at home because there are so many things to balance with my professional life. I know I bring that organization and planning into the workplace. That's contributed to my operations and logistics roles. I'm used to a fast pace. In fact, I prefer it. These qualities give women an advantage in the industry.

HAVE CONFIDENCE IN YOURSELF. AND, TRY TO BE THAT PERSON WHO GIVES CONFIDENCE TO OTHERS.



we are experienced negotiators. Once you negotiate with kids, you get very good at it. On the other hand, I agree with Wendy about how men use their ability to network better than we do. But I'm learning to do that. I golf. I learned to fly fish. These things help me read the room better. Now that I'm learning ways to live in two cultures, I'm better at being a chameleon.

MODERATOR: Who was your biggest mentor?

- GREENLAND – That hyper focus gives women advantages, but sometimes it can be a disadvantage. I've seen a difference between young women and young men I've worked with. The women are very heads-down. They are organized, focused on getting results and honed in on getting things accomplished. There's a downside to that. It means they bypass social occasions like golf outings and happy hours. On the other hand, the young men are out there building relationships at these events which often means they get promoted over the women because they have built networks. I know that sometimes women just want to prove that they can do things better than everyone. But if we don't lift our heads to build up relationships, we will miss opportunities. We can do the work well, but we don't see the need for relationship currency. That's as important as performance currency.
- RODGERS –Being a woman in a sales role can be an advantage. When I walk in and meet the person at the front desk, I am not intimidating. It helps. I think I can walk through doors others can't. It's an advantage, but I've grown into the person who can let things sluff off. I used to be thin-skinned, but over time I have found I could ignore things like microaggressions about sex or age.
- TRUMAN – I've found it to be an advantage to be a woman, especially on the docks. I came from a sales background and it's no secret that people like to do business with people they like. I think women's softer side appeals to that. It also helps that if we have kids,
- TRUMAN - My boss. He taught me how the business works. He showed me the advantage of selling to a certain group of people. My boss said I brought a softer side to the business and I'm comfortable with that. I've also had strong female role models. I seek out great women who are comfortable with themselves. I'd tell any young woman who's starting out in business to find a mentor who is similar to them.
- JACQUIN - It was my boss too. He told me I was too serious. He encouraged me to learn ways to interact with someone before I jump right into business mode. My advice to young women is to find a great executive coach; someone who's not in your business. Someone who can see what you can't see. Someone who can spot how you are getting in your own way. Find a third party, or even a friend in a different business or a different area of the company who will be honest with you. Someone from the outside who can peer in and give advice.

MODERATOR: What is the best advice you ever got?

- JACQUIN - Have confidence in yourself. And, try to be that person who gives confidence to others. To find your own confidence you need other people to believe in you. I've tried to be that person for my daughter. I see her having some of the self-limiting thoughts I had. My daughter's lack of confidence and inability to get beyond criticism limits her. And yet, when she plays sports, she has confidence. That leads her to perform well. I want to help her develop that confidence off the field.

The panelists inspired a lot of interaction from the audience. Here are some of the questions they asked:

What roles do women thrive in?

- RODGERS – I don't think women should limit themselves by thinking that way. Find your passion and don't worry about whether a role is something women have thrived in before. This industry is unlimited. All people can do all jobs but you need to choose the one you're meant to have. For example, I like cold sales calls. Some people hate them.
- GREENLAND – We limit ourselves when we say there are some jobs that are better for women. We have to do a better job helping the younger generation, female and male, not limit jobs to those that women have traditionally had. We have a responsibility to help the next generation fill those gaps.
- TRUMAN – I'm a big fan of a book called Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team. I suggest you go through it with your whole team. It will help them identify what your company does best. The book explores the idea that every company should have a why. Once you know that, the how and the what becomes what your staff does to further that why. Then every one of them will find their own place to thrive.

What progress do you want for women?

- JACQUIN – I want to see more diversity in an audience like this. We need allies across genders and generations.
- GREENLAND – I agree. I want everyone to understand how important allyship is. We need men to understand that women are still experiencing microaggressions and

we need them as allies to end them. We need men to understand that condescending bosses and disrespectful comments are still a thing. That's when we need men to step in with side conversations that say, "We don't do that in our company." That way they can be multipliers of women's efforts in this area.

What can companies do to encourage more women to be a part of this field?

- TRUMAN – More internships. Cultivate more relationships with colleges and junior colleges. Let women know about the industry.
- GREENLAND – At Openforce we have an ongoing event we call the "Women of Openforce Roundtable." Each female leader contributes a topic to these monthly meetings. Men are beginning to join us, too. We talk about the things we women do that get in our own way. That's an example of how leaders can work with the women who are coming in after us; to encourage them to grow.
- ROGERS – I'd also like to see accountability in HR. It's important to have an open mind and not imagine that a certain kind of person must fill a particular role. I want to see more promotions from within that come from HR people opening up their "lenses" to the people inside the company who might not have been considered before because of their gender, race or background.

Wrapping up the session, Greenland offered a challenge to the women in the room: "Help someone else and be yourself!" CLDA

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THE GOOD & THE BAD OF THE UGLY

By Andrea Obston
CLDA Director of Public Relations



“So, BOOM...COVID hits and changes have to be made across the board. Everyone who works for us freaks out and wants to do nothing but stay home and stay away from everyone...At our company, we got scared and pretty quickly. Not so much about the pandemic itself, but more about the fact that everything shut down...” With those words, panel moderator Tom Jowers kicked off a frank discussion of the impact of COVID on carriers and shippers alike.

Jowers is the vice president and COO of [ADL Delivery](#), one of the largest regional carriers in the Southeast providing parcel delivery, customized logistics, fleet replacement and warehouse and distribution.

Jowers started off this discussion with a shortened and sobering history of the pandemic:

DECEMBER 2019

The “birth” in Wuhan China

MARCH 2020

The shutdown of schools, towns and workplaces and the passing of the CARES Act

APRIL 2020

The pandemic has sickened more than one million people in 171 countries, killing at least 51,000

NOVEMBER 2020

The grim milestone of 250,000 US deaths

DECEMBER 2020

The initial approval of the first vaccine

MARCH 2021

The passage of the \$1.9 Trillion American Rescue Plan

APRIL 2021

A dramatic shift – 47% of companies say they can't fill open positions

What has the impact of this wild ride been on the industry? Three executives who represent the full spectrum of the supply chain weighed in on the first day of the Final Mile Forum on June 24. They were:

Jeff Caffey, Vice President, STG Express This third-party logistics provider operates Container Freight Stations, shared warehouse facilities and final mile delivery services throughout the US.

Debbie Jacquin, Transportation Director, Dealer Tire Distributor of tires providing 98% of the car dealers in the US same day or next day service through their optimized network of 39 distribution centers.

Ryan Rusnak, Director, Strategic Solutions, Coyote Logistics

This global third-party logistics provider matches more than 10,000 shipments every day through its carrier network.

MODERATOR: What were some of the first tough issues your company had to deal with in the early days of COVID? What were the hard calls?

Jacquin A lot hit us all at once. We needed to determine whether we would be considered an essential business during lockdowns. From an operational standpoint, we had to figure out ways to do symptom checks and to get enough PPE to protect our people. We had to make sure that our folks on the front lines were protected. At the same time, we were creating policy around attendance. And of course, for our corporate office team, learning how to handle a remote workforce.

Caffey Because of our 3PL business with larger corporations we were able to tap into the best practices of our customers to help us develop our own SOPs. As an essential business, we had to keep our warehouses running while being mindful of the wellbeing of our employees. That was paramount. We all had to do more with less and that included coming up with ways to work from home for those employees who could. Our amazing technology team made sure to get everyone setup to operate remote. Fortunately we already had a lot of the technology required, but we started using it to its fullest potential.

Rusnak Our IT and HR teams were phenomenal. They worked tirelessly around the clock to make sure all of our 3,000+ global employees could work successfully at home. At first, we thought this virtual format would be a temporary situation. Maybe two weeks. And that turned into two months. Then, we thought we'd be back in the office after July 4th and later, maybe before Christmas. Well, we all know how that turned out. The truth is that we all had to play with the deck of cards we were dealt. We just had to cope with a lot of uncertainty and find new ways to support our people.

MODERATOR: Let's talk about remote work. Were your people productive? Not productive? How did that impact your companies?

Rusnak Normally our office is a wide-open space. The energy and excitement on that broker floor is contagious. We wondered how we'd tackle that issue when our people weren't together. And how we would take on new trainees. It's really hard to duplicate the amount of experience they get just sitting on that brokerage floor. They get mentors. They sit with our best salespeople. All that was taken away. To remove that face-to-face mentoring for a year was tough. We were having to do it over Zoom. While that human element was taken away, our people stood up to support each other and our network. As a result, we were able to maintain service levels and retain full headcount throughout the pandemic.

Caffey Luckily, my team is made up of seasoned and experienced professionals. It was easier for us to transition to working from home. We got used to working through Microsoft Teams. Some of our employees were initially reluctant, but now I think the productivity is at the same level as before. Maybe even higher, I know we're all doing more with less. For example, on the warehouse side, one of our facilities is maintaining the same level of service with only half the staff.

Jacquin For us, it was a mixed bag. Our younger generation folks with kids at home and our more tenured associates saw it as benefit. Others had varying reactions. We haven't seen a dip in productivity, but I know many associates really miss the social element of work. There are no happy hours. No going out together after work. I think it's going to be tougher to cultivate loyalty with that group going forward.

MODERATOR: What have we learned from this?

Caffey We're still learning, my team is still pretty much remote. California is slowly getting back to normal and our workload is returning. We initially had a reduction in work force which had an impact on morale, so keeping motivated has been important. We've also been stretching our teams thin and recently it's been tough to fill vacant seats.

Jacquin We learned that we needed a better disaster plan. Of course, we had one, but it was mostly weather-related and built to cope with short-term interruptions. We needed a more robust plan to deal with long-term situations. We made sure all parties were involved in building that plan - HR, sales, operations, customer service and IT. We're now stronger. We've updated our employee relations and customer policies. We have no-touch delivery and we have eliminated required signatures. Our IT backup plans are more robust and flexible to respond if one or more of our 39 locations is shut down. We have redundancy of resources and a more agile company when it comes to the ability to react to change.

Rusnak We never stopped hiring, so our big adjustments were that HR had to come up with ways of recruiting remotely. We were also very aggressive about going after business. We had a lot of eyes on the spot boards, attempting to secure as much freight as possible. We did this by really focusing on collaborating with our network of carriers and shippers. Being a major player in the 3PL space with over 15 years of industry expertise, we are uniquely positioned to provide actionable and trusted insights to our customers and the broader market. For years, our resource center has been a source of market insights, research, how-to content and best practices that can help the entire industry advance their supply chain strategies. During the pandemic, we created an entire new content series focused on providing COVID-19 updates and market intelligence reports that helped our

network navigate the new volatility and rapid shifts in consumer demand we experienced. Shippers and carriers relied on these insights to maintain their operations and plan ahead through the pandemic, and this reinforced the value we can provide to both sides of the market through our collective industry experience and expertise.

MODERATOR: We keep hearing the term “new normal.” What does that look like?

Rusnak Logistics never stops, and neither does our commitment to our network. While working from home, our service levels have not wavered one bit. Customers expect a “No Excuses” mentality from Coyote, and that has been part of our foundation since day one. Our “new normal” means retaining the service and experience our network has come to expect from us, just offering it in a new and more virtual environment.

Jacquín Our people also have longer days now that they are working from home. Our service levels to our customers are higher. On the downside, supplies are coming to us much slower. Like most in the industry, we’re also struggling with staffing in our distribution locations, especially drivers.

Caffey Before COVID, we ran 24/7 because we serviced the Las Vegas strip. We moved to days-only during the pandemic. Now that the strip is open again, we’re back to a 24/7 operations. So, you might say our “new normal” is actually our “old normal.”

MODERATOR: Talk about the future. What does it look like going forward? Say six months out?

Caffey Things are on the upward trend. We are seeing volumes continue to grow. Our warehouses are exceeding capacity. That’s a positive trend for us, but I do expect it to have a downside for example, labor rates are increasing at a rate higher than customers are willing to accept increases.

Rusnak Over the next six months, our priority will remain keeping employees safe. We know that a lot of our people want to be back in the office, so we’ll continue to put safety measures in place to enable those interested to return. But we’ve also seen how effective our people can be at home, so a hybrid or work-from-home option will be available. We know how quickly things can change, so we will continue to assess and adjust our strategy as needed. Since day one, our mentality has been to hire the best, offer them the best training in the industry, and arm them with the most advanced technology in our space. It’s important we continue that mindset going forward - in whatever format works best.

Jacquín We are already seeing the need to offer higher compensation for certain jobs. We also added sign-on bonuses that are paid out over the course of three, six and nine months. We’ve had hourly wage increases across the board. We also offer “learn and earn” bonuses plus monthly bonus if employees hit certain KPIs. We’re doing our best to hire and retain people. To do that we have to be competitive with what others are offering. We’ve also restructured our referral program to encourage current associates to be advocates for us as a great place to work.

Caffey Carrier recruiting for us has also become a priority. We were using online programs, but they have not been working. Carrier recruiting is one of the reasons we’re here at the Final Mile Forum. We want to interact and network to help find groups of people to tap into. It’s a tough local market when you’re looking for good partners.

In the end, the panelists concluded that the pandemic’s impact is far from over. And while its initial impact was dramatic, all expect it to affect the industry for years. And even change some parts of it forever. **CLDA**

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Airline Logistics

Can You Land the Business?

By Andrea Obston
CLDA Director of Public Relations

Chances are you probably skipped air travel in 2020, but that wasn't the case for the goods that traveled to you by air from every part of the US. In fact, the volume of domestic air cargo in 2020 was up 14.21% over 2019 according to Bureau of Transportation Statistics, which also documented a similar increase (as of May 2021) for 2021 (14.57%).

For many CLDA members, air cargo has become an important vertical. Most members (70%) said they were handling air cargo in some form or another in a recent CLDA survey. “Many deliveries today start or finish at the airport and those companies that are not involved in air cargo are missing a significant opportunity,” said CLDA President Steve Howard.

To help members succeed in this growing vertical, the Final Mile Forum featured a panel of experts involved in the logistics and legislation around air cargo on the second day of the Final Mile Forum.

Moderated by Board Member Charlie Wolfe of [Blaze Express Courier Service](#), the panel included:

- Greg Hanna, VP Quality & Compliance, [MNX Global Logistics](#)
- Ralph Perrothers, President, [On the Go Cargo, Inc.](#)
- Michael Taylor, CLDA Director for Government Affairs

The session featured an overview of freight forwarding terminology and best practices to help those attending the session understand how these services fit into their models.

Greg Hanna kicked off the session with what he called “The ABCs of IAC,” going over some of the vertical’s many acronyms. These include:

- **AR – Authorized rep** – This is the vendor partner, like a CLDA member, that an indirect air carrier (IAC) allows to pick up and deliver for them. They are also called air cargo agents.
- **IAC – Indirect Air Carriers** – An Indirect Air Carrier engages indirectly in air transportation of property. To be admitted, each IAC must implement a security program that meets TSA requirements and is renewed annually.
- **SMA – Self Managed Agent** – These are companies that have permission from the TSA to self-manage their own TSA compliance and drivers’ security threat assessment (STA) numbers

and applications. CLDA members can become self-managed agents.

- **STA – Security Threat Assessments** – Drivers that have completed their Security Threat Assessment Applications may begin servicing airlines and gain access to airport and seaport freight.


Hanna’s company, MNX is an IAC that provides specialized, expedited transportation and logistics services to clients in 190 countries and territories using more than 20,000 couriers as ARs.

He described some of the best practices MNX looks for when choosing air cargo agents. “We look for compliance with all TSA requirements and a dedication to service. We hold our partners to high standards,” he said. “We want to form collaborative relationships with our vendor partners, ones that are mutually beneficial to both of us. For us, communication is key. Things happen. So, we need to work with authorized agents that will let us know about any problems quickly. We try to be proactive in dealing with issues with our clients, so we need to work with partners who will be honest about what we have to fix as soon as it happens.”

Training is Key

The TSA manages security issues relating to the movement of cargo on aircraft. Anyone transporting cargo to an air carrier must be admitted into the Indirect Air Carrier (IAC) program. This includes companies like MNX and the partners they work with.

Indirect air carriers like MNX must implement a security program that meets the TSA’s requirements and is renewed annually. This also applies to third party contractors that it uses to perform these functions. “Drivers have to keep up with their recurring training,” pointed out Hanna. “The TSA will check. We expect that all of the ARs we work with will have their documentation of that training available to us as needed. We’re the ones that take the brunt when TSA checks through their backtrack inspections looking for that.”



“We are seeing the results of our efforts and I am greatly encouraged by the reception we have received on the Hill and with others in the industry.”

The TSA can come to an IAC at any time and request an audit that checks on that training. “Local TSAs will randomly pull an airway bill from a carrier’s file and request a backtrack inspection,” said Hanna. “They are looking for confirmation of Known Shipper status as well as up-to-date training for any AR that’s associated with that IAC. The TSA is not trying to be punitive with us, but they will propose steep penalties if they find issues. Penalties can be as high as \$13,933 per violation. I believe in full transparency with the TSA. If there’s a violation, we will reach out to the AR to find out how they will fix it. We will also expect the AR to assume any penalties, so it behooves them to keep their training up to date.”

Some ARs will need additional, specialized training. Hanna pointed out that there are requirements for training based on the commodities their vendor partners are handling. For example, if they are transporting organs or handling radio pharmaceuticals used to treat cancer.

Becoming a Self-Managed Agent

Panelist Ralph Perrothers urged those at the session to consider becoming self-managed agents. “This is a great opportunity to market your company in the pursuit of outbound air freight,” he said. In the past, companies that participated in the program did so through an industry platform called [Veroot](#) which helped them keep up with their training obligations and compliance in one place for the forwarders they service.

As background, the forwarders and the industry requested that the TSA provide an area of the program

for Authorized Representatives (agents) to contribute to their own compliance. In the time it took for TSA to respond, the industry created its own solution through Veroot. This platform helps with training, contracting specific to a forwarder’s TSA/AR requirements and lists companies by the airports they service. While that option is still available today, it’s possible to become a self-managed agent directly through the TSA. “Carriers will need to get an indirect air carrier to sponsor them into the program just like Veroot, but once they become an SMA they can offer that profile independently to any number of indirect air carriers,” he pointed out.

These two options for compliance complement each other. Forwarders (IACs) currently utilize both formats and will continue to. The TSA SMA program offers live and real time direct compliance, and its list is easily exportable into Veroot. The Veroot platform provides training options; a place to be found by the airports services and a way that forwarders can contract these agents.

Sponsored SMAs have their own profile and those of the drivers they use who have filled out their Security Threat Assessment (STA) Applications and been approved by TSA prior to handling cargo.

As SMAs they can:

- Create, renew and pay for STA processing
- Associate existing STAs to their IAC customers in one place within the profile
- Bulk upload, merge, and delete STA drivers

- **Update and manage their company contact information**
- **Provide updates in real-time to all forwarders they provide services for.**

“We believe that more IACs will be transitioning to SMAs or requiring agents to become SMAs, so it makes sense to get that process going,” said Perrothers. He pointed out that the advantage for carriers who become SMAs are the ability to:

- **Manage their own TSA compliance directly for the forwarders they service**
- **Apply and pay for STAs under their own profile**
- **Be visible in real-time to all IACs they are linked with under this profile**
- **Download the complete updated driver list to Verroot. This platform helps IACs pinpoint TSA-compliant vendors.**

CLDA's Active Role in TSA Advocacy

The session concluded with a look at CLDA's increasing role in advocating for our industry with the TSA. Michael Taylor, CLDA's Director for Government Affairs, talked about the association's assertive outreach to the TSA. “The CLDA is helping influence change by working together with the TSA on a road-map for improvement. Because of our ongoing efforts, the TSA recognizes CLDA as an association that represents some of the key industry stakeholders,” said Taylor. “The association is now part of TSA's monthly air cargo division calls. “We weren't part of that conversation in the past. I'm gratified to see that we get prompt responses in writing to our queries and suggestions. In addition, our air cargo members have their own government affairs committee to deal with their special needs. Lastly, I am happy to report that we are working with others also touched by these issues such as the Institute

of Transport Administration (IOTA), the air forwarders and the air carriers.”

The association's impact on these issues in Congress is also growing. “There is an air cargo caucus in Congress. This is an informal bipartisan group that looks into issues impacting this sector. We have been scheduling calls with them and have proposed a schedule of regular briefings so we can educate their staffers,” Taylor said.

Other advocacy initiatives have included:

- **Working with AFA and NCBFAA to ensure that IACs are not left in the dark as the TSA forces change to the air cargo industry while implementing ICAO 100% screening mandate.**
- **Advocacy before the TSA Air Cargo Division to provide compliance enforcement relief for IACs and on-demand charter operators during the new ICAO standard implementation period.**
- **Support for a policy revision to IACSSP to reduce grey areas and issues with compliance audits over ID check requirements.**

“We are seeing the results of our efforts and I am greatly encouraged by the reception we have received on the Hill and with others in the industry,” Taylor concluded.

Those attending the session learned more about the benefits of handling air cargo; the intricacies of working with independent air carriers; the advantages of becoming Self-Managed Agents and the efforts of the CLDA to help them operate in today's environment. They left the session with much to think about. **CLDA**

Those interested in learning more about the air cargo vertical will soon be able to access a user's guide in the Member Resource Center on the association's website. It is currently in the works and will be available to CLDA members soon at clda.org

CLDA Panel Discussion: Is Your Future Insured?

By Brian Jungeberg,
Vice President at Risk Strategies Company

At this year's CLDA Final Mile Forum, we had the opportunity to sit down with three insurance professionals who specialize in the final mile delivery. Bryan Ice from [Risk Strategies](#), Peter Berg from [True North](#), and Blake LeBrew from [Arthur J Gallagher](#) shared their thoughts on the current state of the insurance marketplace with respects to final mile delivery as well as offer some thoughts on where they see the marketplace going in the future. As the conversation unfolded and they each shared their insights they also tended to agree on most of the points and topics discussed.

What was the general consensus of the panel? In short, expect the insurance marketplace to continue to seek rate increases on almost every line of coverage both this year and in the coming year. This rate trend has been something the final-mile sector has seen for at least the last five years running (and in some cases close to 10 years) as the insurance industry has continued to lose money on the providing commercial auto coverage to the transportation industry, as a whole. Auto Liability is typically the largest risk/exposure a final-mile provider has, so this trend has been one that has been felt especially hard through this time. Why the continued rate increases? Our experts agreed that things like nuclear verdicts, an increase in severity of accidents/claims even during the pandemic, social inflation, and increased awareness of the independent contractor model thanks to transportation network companies are all helping drive claims values up, which in turn leads to rate increases.

Further complicating matters for the final-mile providers are the factors of increased demand, increased driver shortages, and the expectation by insurers that telematics will be more readily adopted and utilized. These items can all effect insurance costs in one way or another, but the nature of the final-mile business in this day and age will make them all challenging in their own ways. In addition to the commercial auto rates increasing, our panelists all touched on the volatile nature of the umbrella/excess liability market over the past two years. Insurers have been taking drastic rate increases and/or reducing capacity over this time period. Many final-mile providers expressed concern over this development as it has adversely affected previously negotiated contracts and profit margins. But, as the panel agreed, EVERY provider is now feeling this impact which should help with approaching customers to discuss contract rate changes or reduction of insurance requirements in the contract. That said, our panel agreed that in this day and age, reducing overall liability protection limits is NOT recommended.

Two other areas that the panel discussed were that of cargo claims and the significant rise of cyber liability claims in the transportation industry. In recent years, pharmaceutical losses have cost the insurance marketplace upwards of \$300,000,000 and continue to occur. The increased demand on pharma work will undoubtedly drive cargo rate increases in the coming years. While cargo claims have long been a sensitive area for the final-mile sector, cyber claims are the newest up and

comer to generate losses and increase headaches. As many of us are aware, customers are becoming more sensitive to cyber liability losses and are adding this coverage into contract requirements in an effort to further safeguard themselves and their respective clients from loss. The panel agreed that if you are not currently purchasing cyber liability protection that you are lagging behind others in the final-mile space and should take action to better protect your company, your clients, your employees, and yourself.

In summary, yes, the future of the final-mile industry will continue to be insurable, albeit at some increased costs. The industry holds its fate in its hands and if it can help to stop auto, umbrella, cargo, and cyber losses, we should see the rates stabilize in the future. While the pandemic gave everyone in the space a brief respite, the demand and volume of business that has followed has helped grow the space, but also grow the claims, which in turn cause insurance rates to increase. Our focus moving forward should be on safety, loss control and more stringent risk management to help minimize the financial impact in 2022! **CLDA**

The industry holds its fate in its hands and if it can help to stop auto, umbrella, cargo, and cyber losses, we should see the rates stabilize in the future.



Brian Jungeberg is Vice President at Risk Strategies Company, a national specialty insurance brokerage with an expertise in serving the final mile delivery & logistics industry. The transportation team at Risk Strategies works with clients all across the country to help them reduce their risk & exposure through specialty insurance products and programs. For more information, go to risk-strategies.com/industries/transportation

Is Sustainable Customized Logistics for You?



By Shawn Stockman,
OnePak

ESG
Sustainability
Corporate Social Responsibility
Circular Economy
GOING GREEN

Welcome to the language of today's supply chain. What do these terms mean for members of the industry? And how can individual carriers make the most of these emerging trends? That was the topic explored by a panel of CLDA members from key sustainability related fields on the second day of the Final Mile Forum.



Led by **Patrick Scardilli** from [Key Software](#), the panel included:

Jack Pyros, President of [Momentum Groups](#), which specializes in EV procurement, turnkey charging infrastructure and other fleet services

Shawn Stockman, Vice President of Sustainability Solutions at [OnePak](#), a shipper specializing in tech-enabled carbon neutral logistics

Marc Ziade, former Director of Enterprise Strategy & Business Development at [Zoomo](#), a provider of utility e-bikes and after-market servicing.

Organizing their discussion around the traditional SWOT analysis (strengths, weaknesses, opportunities and threats), the panel looked at the escalating role that sustainability will play in the logistics space.

Setting the Context

The final-mile industry will be affected by two major trends over the next decade: a shift by retailers and other shippers towards companies involved with ESG (environment, social and governance) and the global transition among manufacturers toward a circular economy. The panel kicked off with some definitions of these terms.

The term ESG is the latest buzzword in the evolution of corporate social responsibility. Investment firms are shifting billions of dollars of investor funds away from fossil fuels and towards companies that practice sustainability. They are looking for ways to invest in companies that:

Measure and minimize their impact on the environment (E)

Operate under strong codes of social ethics around gender equality, diversity and inclusion in their workforce and communities (S)

Have strong policies in place around fair and equal pay, employee rights and executive compensation (G).

Shippers and retailers will be coming under increased pressure from their stockholders and customers to demonstrate their commitment to ESG principles. That will mean they will be looking for final-mile providers that can help them achieve their ESG goals. Many are developing standards or scorecards for their supply chain partners that require them to document their progress toward these values. For example, they may require a last-mile provider to report on emissions avoided through their use of electric vehicles. That's because these shippers could count those benefits toward their own net-zero goals.

The term "circular economy" refers to the shift away from the traditional linear "take, make, waste" approach of mining virgin materials, manufacturing products for a single use and disposing of them. In a circular economy, goods are produced in a way that enables reuse and recycling of materials that will be fed back into the supply chain. For example, many final-mile providers that deliver large goods such as furniture are commonly stuck with disposal fees for the single-use packaging discarded after installation. A circular model would enable the recovery and return of that packaging for multiple uses.

In these larger contexts, "going green" takes on a new meaning. It can refer to switching your office to renewable energy or transitioning to electric vehicles (EVs). It can include looking at the ratio of independent contractors to employees or having policies in place to address gender equality or racial diversity. Sustainability is not just about lowering your carbon footprint. It can also mean increasing your community impact.

Weighing the Factors

The panel translated the traditional SWOT analysis into a format that applies to this transition:

Strengths = Reasons for moving towards sustainable business practices

Weaknesses = Barriers that could get in the way of this transition

Threats = Consequences of not making the transition

Opportunities = Rewards for moving in this direction.

Reasons for making the move - The panel discussed the benefits of moving toward sustainable business practices, which may include lower operating costs. These would be especially true for those carriers that begin using electric vehicles (EVs). As an added benefit, EVs generate more data, which can help improve efficiency, lower costs and be used as a selling point with shippers that need to meet their own net-zero goals or ESG benchmarks.

Barriers to entry – Carriers considering a transition to EVs may encounter some barriers. They will need to persuade or incentivize their independent contractors to make the switch. For fleet owners, it will mean a substantial upfront cost. There is also the matter of installing charging stations. Those that rent facilities will need to get landlord buy-in to the cost of installing those facilities. Another consideration is whether the local electric grid could handle the load of several EVs charging at once. In addition, there is currently a shortage of these vehicles. Right now, most commercial EV makers have sold out of their initial production runs.

Consequences of not making the move - What happens if you don't make the transition to sustainable business practices? You could lose drivers. Rideshare companies are competing for drivers that have EVs because an increasing share of the market is demanding this. Shippers may develop their own sustainable fleets and bypass final-mile providers that are slow to transition. Retailers that are ESG-driven will rate and reward providers that meet their criteria for sustainability and drop those that

don't. Unpredictable fuel costs and ever-changing regulations may drive up the cost of doing business the old way. Customers may move their business to other providers that address environmental, social or governance issues.

Rewards for the transition - The rewards of embracing a transition to sustainability and ESG values will compound over time. Progressive carriers will attract forward-thinking drivers, team members and customers. ESG-oriented retailers and other shippers will want to do business with them. Carriers will run their companies more efficiently and enhance their standing in their communities. And a carrier that transitions to EVs capable of vehicle-to-grid charging will actually be helping to stabilize the local grid as part of a distributed energy network.

Next Steps

The CLDA is becoming more involved in helping its members tackle the issues involved in ESG. The Diversity & Inclusion Committee introduced members to a cost-effective way to train their team members to create a more inclusive workplace through an on-line training course.

The association will also be offering information to those interested in sustainable logistics through upcoming panels, webinars and on-line resources. What topics would you like to see to help you attract new customers, team members and drivers with your company's environmental, social and governance practices? Contact Education Committee Chair and Board Member, Tim Cocchia (tim@xceldelivery.com) with your suggestions.

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What a Difference A Year Makes

By Crystal Stevens McElrath,
Swift Currie McGhee & Hiers, LLP

In March of 2020, I published a “Client Alert” summarizing recent federal guidance as to how employers could and should respond to the COVID-19 crisis. At the time, OSHA had recently recommended employers do not require a doctor’s note from employees who missed work due to respiratory symptoms, anticipating doctor’s offices would not be equipped to hand the volume of these requests. Employers were prohibited from taking employees’ temperatures and were required to permit healthy employees to wear masks (although employees could be reminded that other preventive measures were more effective than masks). One week later, the Center for Disease Control (CDC) advised that employers **COULD** take their employees’ temperature in this global health pandemic. It wasn’t much later that the CDC began encouraging all Americans

to wear masks both in and outside of the workplace. What a difference a year makes.

We have seen masks recommendations come and go. Indeed, I revised a draft of this article to reflect CDC’s July 27, 2021, updated recommendations that fully vaccinated individuals resume wearing masks indoor.

Then, there’s the vaccines. OSHA recommended that employers encourage or incentivize vaccination, but many employers were fearful of soliciting information as to whether employees are vaccinated and/or why they are not vaccinated. It now seems clear that an employer may poll its employees to determine vaccination status and may require proof of vaccination by asking employees for a copy of their vaccination records. These are not considered

medical exams under the Americans with Disabilities Act (ADA), and most employers are not HIPAA-obligated in the first place. Of course, employers must still be mindful of their accommodation obligations not only under the ADA but also under Title VII of the Civil Rights Act of 1964, which prohibits discrimination based on religion.

Now, at this point, some readers may be thinking “I have independent contractors. I am not an employer.” However, businesses with federal contracts regularly certify their compliance with anti-discrimination laws such as Title VII and the ADA. Moreover, I would dare to say no business has completely avoided the whiplash of trying to keep up with the ever-changing regulatory landscape that has come with this global health pandemic. Every aspect of our life and especially commerce is impacted by both our global economy and global health.

In light of the last year, businesses have learned the extent to which health and safety are business assets and liabilities. Health and safety are simultaneously risk management issues, labor issues, and public relations issues. The response to all of these issues always begins long before the issue begins. Insurance policies, a well-drafted handbook, a procedure/team for investigations, and a good arsenal of accessible legal counsel make all the difference in an organization’s emergency preparedness.

One year from now, we hope employers no longer have to fret over their employees’ vaccinations status. No matter what federal regulations have changed one year from now, I hope employers are still heeding the lessons learned from a risk management perspective. Without exception, I believe every business—regardless of size—would do well to conduct an audit of your insurance coverage with a broker you trust. Many insurance brokers have safety training materials available at little to no cost. Similarly, they may have

relationships with legal experts who can supplement their knowledge and provide your organization with additional information or resources.

Create a crisis response plan and a team — if your organization is large enough — designating who will be responsible for the various types of risks, such as IT concerns, cyber security threats, Public Relations responses, Human Resources or personnel matters, safety issues, and legal considerations. Specifically, when OSHA wants to do an investigation—regarding COVID-19 outbreaks or other conditions in your warehouse—have one company representative designated to deal with the agency. Similarly, have one representative designated and trained to speak with media.

From an employment law perspective in particular, I have always advised my clients to conduct regular, if not annual, audits of handbook policies, employee classifications, and I9 forms. A well-written manual, and training on same, provide the best defense to just about every employment law claim. The upfront expense is always less than the expense associated with an error, external investigation, or audit. I believe this so firmly that I provide my clients with complimentary annual trainings after completion of their annual review and revisions. And this pandemic has presented an opportunity for employers to review their teleworking policies, sick leave and infection control policies.

My grandfather used to always say “prepare for the blind curve”. He would elaborate you never knew what the blind curve would bring—otherwise, it wouldn’t truly be a blind curve—but you can bet on a curve coming at some point. In a socioeconomic crisis that no one anticipated, we have learned valuable lessons for preparing for the blind curve and for the uncertainty of tomorrow. CLDA



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Virtual Teams

Lessons from the Pandemic




*Pete Winiarski,
Founder and CEO of
Win Enterprises*

*By Andrea Obston
CLDA Director of Public Relations*

Before March 2020, most CLDA members had little or no experience managing a remote workforce. The very idea of keeping the supply chain running from the basement of someone's home seemed as farfetched as making a delivery to the moon. But when stay-at-home orders hit, you found a way to do it. And 16 months later, the idea of a remote workforce seems unremarkable. Almost normal.

What are the lessons from that forced transition to a remote workforce and how can CLDA members make the most of them? We got some perspective from Pete Winiarski, Founder and CEO of the business consulting firm [Win Enterprises](#) and co-author of the book [Virtual Teams Than Thrive](#). Published during the Pandemic, the book's subtitle says it all: "How to use the 5Ps of effective teams to increase productivity, build autonomy and elevate your business in an age of uncertainty."



CLDA MAG: What are the challenges for logistics companies of managing a remote team?

Winiarski: While the core processes of making deliveries have stayed the same, the way work is done has changed. For one thing, those working at home have been missing the unplanned interactions in an office environment. There's no bumping into someone in the hallway. You can't swing by someone's office and say, "I've got a quick question for you." We underestimate how much business is done this way. It's amazing how much learning people get from these interactions and how important they are for ramping up everyone's skills. Think about what happens when someone two desks away overhears a conversation between two co-workers and jumps in with "I know something about that." It means we get the answer more quickly. All that is taken away when people are not working in the same space.

CLDA MAG: How do you replicate those dynamics?

Winiarski: When people are working remotely, things become less fluid and more discrete. You need to find ways to compensate for that. When you have the in-person workday and you're working on something you might say, "Oh, I need something from Andrea." All you have to do is just run down the hall and get input from her. You can ask the questions and go sit down with her. It's dynamic. It's continuous.

When working remotely each person is in their own space. They have their projects. Yes, they are more productive since it's just "head down and work." They aren't getting the interruptions that come in an office setting. The ones that come from the "Hey, do you have a second?" questions.

However, if someone's day becomes a series of Zoom calls, they tend to schedule them back-to-back. When they do that there's no breathing space. The antidote for that is for that person to

create blocks of time between meetings. Suggest to them that they schedule meetings with themselves between Zoom calls to do the work. And that they become disciplined enough not to let anyone else take away this time. For example, say Joe has team huddle at a 9:00 am. and he ends up with three or four actions he's responsible for based on that meeting. Each task might be 10 or 15 minutes and if Joe schedules himself with an hour of available time, he could probably knock that them off, back-to-back. If he doesn't do that and he's in Zoom meetings all day, he'll accumulate tasks from each meeting that he can't start on until 5:00 or 6:00 p.m.

CLDA MAG: And speaking of Zoom, it's no secret that many people in a Zoom meeting are also multitasking. Talk about that.

Winiarski: Yes. That's an open secret. In an in-person meeting you'll have 90% of people's attention. But, in the virtual world you're probably not getting anywhere close to that. Everyone's clicking up their keyboards during these meetings. They have multiple screens open. They've got their mobile phones in hand. And if they don't have notifications turned off and a message comes in, they say to themselves, "I better look at that." This dynamic of split attention means that, at best, you've got 50% of those in the meeting focused on its contents and 50% trying to attend to more immediate things.

When groups have meetings, they are making an investment by gathering people together. There should be a clear purpose and a clear agenda. With that in mind, leaders should set the ground rules to make any meeting an effective use of everyone's time.

In an in-person meeting, people don't let things like emails and texts break into the discussion, but in a virtual meeting they do. It's become okay to do that. To counter this, the person leading the meeting needs to define the norms they want right up front.

Let's say you have a team huddle meeting. You might say "This is going to require 100% attention." Another way to handle it is to say "Can I ask for extra attention to this one topic? Could you please focus on me solely?" Naturally, when you call attention to an important topic, people are going to agree. This sets the ground rules.

If it's a long meeting, you might say, "This is a working session, and we need everyone's attention for the next two hours. Can we agree that we'll take a 30-minute break mid-meeting for other business?" And be explicit if you want them to close all other screens on their computers during the meeting.

You can also outline what you'd expect during a Zoom meeting if someone has to step away to take care of something. It happens. People are working at home and kids and pets sometimes don't cooperate. The leader can acknowledge this and ask that they say something like, "Would you mind excusing me for a minute?" and shut down their video and mute their audio before they step away from the meeting to take care of things.

CLDA MAG: Many of our members are still unsure of how to manage people working from home. Do you have any tips?

Winiarski: It starts with recognizing that there are new dynamics now. Because of that, leaders must invite conversation about everyone's needs when an employee is working from home. For example, is it okay to have your dog sleeping on the floor during a meeting? If that's okay, can we agree that the employee will click mute and stop their video when the dog barks while they send the dog out of the room?

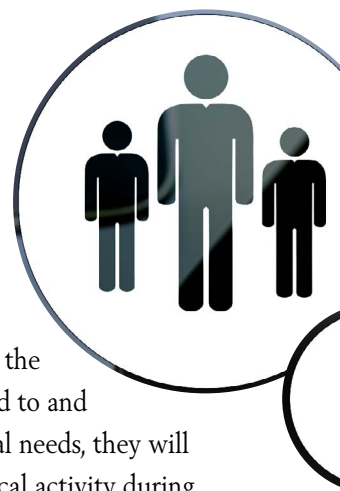
And what about breaks during the day? When people are in an office, we expect them to be working the whole time during their regular business day. Working from home might change that. A manager needs to ask herself if she's okay with a change in that expectation. How much of that person's job responsibilities depend on them working a standard 9 to 5 day? If it's a person

whose job involves completing a specific volume of work, it might be okay for them to start earlier and end later. Or to take a block of time during the day to take care of their personal needs. At the end of the day, if they get done what they need to and take time to care for their individual needs, they will be more productive. A bit of physical activity during the day, say getting outside for fresh air or catching a mid-day yoga class, can be particularly important now that people are working from home provided there are explicit discussions and agreement about this. While many people don't miss their daily commute, they also miss that downtime they had during the drive. That mid-day break can give them that.

On the other hand, if they are in a customer-facing position, like a dispatcher or a CSR, they need to be on the job to service clients from 9:00 to 5:00. That means their manager must explicitly let them know that taking long, mid-day breaks won't work for them.

Each leader is different. There are differences in generations. A Millennial manager might be okay with a team member taking a mid-day yoga break. A Boomer might not. These managers grew up in a business world that said you worked from 9:00 to 5:00. Their definition of "facetime" was that you showed your face until the official end of the workday (and even later), no matter your workload.

One manager might set expectations this way: "Your job is to get things done. As long as there's no dip in output— if it's the same or better than it was before — I'm cool if you take a break at some point during the day." Another might say, "I feel strongly that we all have to be on for our clients between 9 and 5. That's what it was before the Pandemic. That's what it is now." Both answers are acceptable as long as they make their expectations clear. And that they have agreement about what matters. There needs to be open conversation.





There's a maturity that requires an individual or a team to speak up when things aren't aligning or when things aren't meeting expectations. The leader needs to open the conversation with the employee. Once a leader opens the door it becomes okay for the employee to speak up about what they need.

Working from home does have its downside. I expect to see some studies on the negative impact people have experienced from working from home for a year. There's a social dynamic that's different than face-to-face work. Two-dimensional meetings are not the same as in-person interactions.

CLDA MAG: You've talked a lot about managers being explicit about their expectations. Give us some tips about that

Winiarski: Yes, it's critical that managers not only make their expectations clear and that they make sure their employees understand and agree with them. The basics of any communication are that there is a sender and a receiver of a message. It's the managers' job to make sure their receiver understands the message they are putting out.

Many managers rely on one-directional communication. They send an email and assume the receiver agrees unless they hear otherwise. When it comes to one-directional communication, like emailing, texting or messaging apps, all of us have built up a resistance over time. We start tuning them out. A manager needs to build in a feedback loop into their communications; one that fits with their company's culture and their personal style. It could be as simple as "Please confirm that you agree with what I've laid

out" or "Please confirm that you agree with this course of action." "This should be part of the norms of your group, so it comes across natural as opposed to being heavy-handed.

The problem with no response is that you're not sure if the person read the message or if they agree with it. If the manager needs a response, he or she should follow up with another form of communication, say a text, that says something like, "I need to know that you're okay with this course of action I outlined in the email I just sent." If there's information you need before noon, say it.

CLDA MAG: Leave us with a few ideas to help us be better managers during these challenging times.

Winiarski: In our book Virtual Teams That Thrive, David Tweedt and I concluded with what we called "Helpful Bonus Precepts." We charged all managers to: 1) Have fun; 2) Be role models and 3) Make optimism contagious. In this time of crisis, there are certainly many people who are feeling desperation. Managers spreading optimism can make a difference for them. Managers behaving like role models can make a difference for them. Managers finding a way to make things fun can make a difference for them.

Just as you would when you and your team are in person, take the extra time to connect with individual team members. Help make the team's experience one that delivers results while shaping the culture that enables everyone to personally thrive. It's the same concept. It just looks different in the virtual world.

CLDA



At the end of the day, if they get done what they need to and take time to care for their individual needs, they will be more productive.



A POST-PANDEMIC VIEW FROM DHL

*By Andrea Obston
CLDA Director of Public Relations*



The effects of the pandemic on logistics will linger long after the virus is controlled. And, in fact, will probably change the sector forever.

That was among the observations from Lee Spratt, CEO, DHL eCommerce Solutions Americas in a recent interview with the Customized Logistics & Delivery Magazine. Here's what he shared with us about where we go from here:

CLDA Mag: What sums up the impact of COVID on logistics?

SPRATT: One word: *Capacity*. When we look at the transition from where we were in the first quarter to where we are in the second quarter that word says it all. E-commerce was 15% of retail last June. Now it's 36-42% of retail, depending on which source you check. That translated to a dramatic increase in the volume all of us need to move our shipments. It underscores the pressing need for capacity planning for all of us in the future.

The labor shortage in our industry took front and center during the pandemic. It's been an ongoing challenge across the industry. It was a tight labor market before, and things got tighter in the first couple of months of the pandemic. It got a little easier when some businesses like hospitality and restaurants shut down. That opened up the talent pool with more potential job candidates. But now, it's a challenge again. Given that logistics is one of the fastest growing industries, we expect everybody in this space to have a difficult time hiring. This is a permanent problem and we at DHL are paying close attention to it. That's the reason we are making significant investments in automation to reduce the labor to move packages.

CLDA Mag: What needs to be improved?

SPRATT: Planning for all of us in the industry as well as for our customers, the shippers. All of us will need to look for ways to stay flexible. We'll need to spend more time in the planning process, inventory management and on our relationships with shippers. A lot of customers were surprised by pandemic surcharges and limits on what logistics providers would pick up. We need to do a better job planning and communicating to be ready for what might happen next. That's why we should be in a multi-carrier environment, which allows us to adjust more quickly.

CLDA Mag: When can we expect some sort of return to where we were before the pandemic?

SPRATT: We're still at least six months from some level of normalcy. As of June, we were still seeing delays in some products. The number of flights hadn't returned to their pre-pandemic levels.

A lot of variables have to fall into place to normalize the industry. My hope is that it will happen by 2022. The fourth quarter in 2021 will be huge and that will pose capacity challenges to the industry. But after that, I'm expecting 2022 to have more traditional growth rates of 4-8%. By the way, as of June 2021, we were still seeing growth rates for e-commerce in the 60% range.

CLDA Mag: What will never be the same?

SPRATT: *Volume.* We're not going back to where volume was before the pandemic. People now know they can get what they want when they want it and have it delivered to their front doors. We're just not going to see people going back to the retail outlets like before.

The other thing that won't be the same is that merchants won't rely on a single provider for logistics for all their trans-

portation. In [DHL's "2021 E-tailers' Almanac,"](#) we talked about this as one of the most significant trends in a post-pandemic world. Many shippers had already begun to adopt a multi-carrier approach before the pandemic, but that trend accelerated quickly over the past 16 months as some logistics providers placed caps on the volume of parcels they accepted and added surcharges. The outcome is that those big, dedicated relationships where a shipper uses only one vendor and no one else will be a thing of the past. They learned that you can't afford to be that dependent. They'll want to diversify so they have other solutions if there's a challenge with one provider. For example, we were using a lot of commercial aircraft before the pandemic. We had to pivot quickly from that when those flights weren't running. Now we're using cargo carriers, which we wouldn't have looked at in the past. We're also looking at other alternative ways to get the job done.

I also think that we're never going back to the pace of innovation we had before March 2020. I expect an increase in the speed around innovation will stay with us. That will mean faster acceptance of things like electric vehicles, drones and robots. Innovation will move forward faster than it did in the past and the implementation of new innovations will have to happen faster than before.

CLDA Mag: You mentioned that the industry's approach to sustainability was altered by the pandemic. Talk about that.

SPRATT: The pandemic shined a light on sustainability. With this global pandemic we have come to realize that we have to take care of the world. Look what happened when people spent more time in their homes due to lockdowns. They had clear water in Venice, which they hadn't seen in years. In India people saw blue skies over Delhi, which they haven't in a decade. Lockdown helped us realize these issues. It's an important topic for us at DHL, and as a result,

in March 2021, DPDHL Group announced it is investing a total of 7 billion euros over the next ten years in measures to reduce its CO2 emissions. We're all going to have to play our part when it comes to sustainability.

CLDA Mag: What, if anything, can those involved in the supply chain do to be ready for the next disruptor?

SPRATT: We don't know what will happen next, but what we do know is that we all need to audit our processes and procedures. We are used to handling things like delays due to winter weather, but what else do we need to plan for?

I think the need to remain flexible and open to rapid change has to be top of mind for all of us that are part of the supply chain. To the best of our ability, we need to keep an eye on the future.

We have to be ready to accept change in the way our team members work. We're going to have to support and be flexible. There is technology like Zoom and Microsoft

teams to help us to stay connected. Nevertheless, we don't know how future disruptors can impact our workforce and the way we work, but we do know we'll have to be open to change if we want to attract future workers.

Logistics will attract a considerable amount of talent and many will want to take advantage of the significant opportunities in this sector. The e-commerce sector will impact how products are delivered, how consumers shop and it will create new customer experiences, so there will be more opportunities. A lot of firms have invested over the last few years to enhance the consumer experience, from merchants to 3PLs to last-mile providers.

Growth in e-commerce is here to stay. It's not going to go back to the way it was before the pandemic. That will create more opportunities for all of us in logistics. At DHL eCommerce Solutions, we're well positioned to support our online merchant customers to adapt to the ongoing changes and take advantage of the global e-commerce boom! **CLDA**



Lee Spratt has been Chief Executive Officer of DHL eCommerce Solutions, Americas since 2008. He has extensive experience working in the e-commerce and technology industries. Lee has a bachelor's degree in Business Administration from Florida Atlantic University.

DHL offers a portfolio of logistics services ranging from national and international parcel delivery, e-commerce shipping and fulfillment solutions, international express, road, air and ocean transport to industrial supply chain management. With about 400,000 employees in more than 220 countries and territories worldwide, DHL connects people and businesses securely and reliably, enabling global sustainable trade flows. With specialized solutions for growth markets and industries including technology, life sciences and healthcare, engineering, manufacturing & energy, auto-mobility and retail, DHL is decisively positioned as "The logistics company for the world". DHL is part of Deutsche Post DHL Group. The Group generated revenues of more than 66 billion euros in 2020. With sustainable business practices and a commitment to society and the environment, Deutsche Post DHL Group aims to achieve zero-emissions logistics by 2050.



WHY *Diversity & Inclusion Matters*

A CONVERSATION WITH A SHIPPER & A CARRIER

By Andrea Obston
CLDA Director of Public Relations

How does diversity and inclusion play out for shippers and carriers? Two CLDA members, a shipper and a carrier, recently shared their views with D&I committee co-chair **Jason Burns**. They are: **Shawn Stockman**, VP of Sustainable Solutions at [OnePak](#) and **Karen Maxwell**, Regional Trucking Account Manager at [Rightaway Delivery](#). The two had done business together but never met. They connected for the first time face-to-face at this year's Final Mile Forum in June.

Burns

Tell us about that first meeting.

Maxwell

I was doing what we always do at these conferences, networking. Shawn just came up to me and he said he wanted to have an honest conversation with me as a Black woman. He said, "I want to ask you some questions but I'm not quite sure how to approach it." I told Shawn that whatever he wanted to know to just ask. I'm a really honest person and I was going to give him a really honest answer. And so that's how we started our conversation, which ended up lasting an hour.

Stockman

The initiative for that conversation was some recent training I had had on diversity and inclusion. The issues around diversity and inclusion were at the front of my mind. These are issues that our company values for itself and for the partners we choose. Rightaway is one of our partners, but we've never done an audit of them. We didn't really know much about them, other than they've done a good job for us. So, I had no idea that Karen was African American. I said to myself, "I'd like to know more about that company, and more about her. Let's just have an uncomfortable conversation." I'm a tall white guy from the Midwest. I don't have a lot of background in this. I didn't grow up with a lot of people of other races. And now I live in Maine, which is one of the whitest states in the country. There's not a lot of diversity here. I'll admit that I'm not very experienced when it comes to race relations. So, I need to know how to have these kinds of conversations.

My company values diversity and inclusion. It's one of the criteria we use when we are choosing the companies we will work with. When we pick a partner, it's not always all about price. It's also about culture. We want to make sure that we're choosing companies that agree with our outlook on inclusion. We've got to be sure that the people who represent our brand to our customers

share our mentality on these issues. We want to work with companies that are going to represent our brand correctly. That's the first conversation we have with them. We know it can be awkward, but we ask them to explain how diverse they are and how they value diversity. That's why I wanted to have that conversation with Karen. I needed to get smarter about these issues myself. She had a lot of good answers.

Burns

Having those difficult conversations is a beginning. That's one of the reasons we started the D&I committee. When we talked about the goal for this committee, it was to find the common ground.

We are much more alike than we are different. Companies have many systems of beliefs, but there's common ground here. I'd like you both to talk about finding that common ground.

Maxwell

At Rightaway we have a good balance between people of color and those who are not. I have to give credit to the owner, Ben Kaplan. He wants all of us to feel as if this is a family. The place where you feel most comfortable is your family. So, if we can make work feel like family, everybody can feel comfortable.

Our owner has an open-door policy. If there are issues, all of us have the option to pick up the phone to call him. If we feel like we can't get our differences settled, if we feel as if somebody is not hearing us, or if we feel someone is being taken out of the loop, we know we can say something. I try to have that same open-door policy.

One thing I've learned is that in order to know people you have to understand where they come from. You cannot appreciate someone without knowing them as a person. Without knowing something about how they grew up. It's like what Shawn said. You don't know what you don't know. If you haven't interacted with

someone like me, the only thing that you know about African Americans may be what you see on TV. And we all know how television is. We need to understand each other as human beings, not just how we are in business.

At Rightaway we really pride ourselves on having deep personal connections with each other. We know everybody's children here. We know if somebody just got married. We know whether someone's having a hard time. It happened to me recently. I had a house fire and everyone in this building reached out to me to help. That's family.

Burns

And we all know that families don't always get along. And that's okay. This training helps us deal with that. To jump into those uncomfortable conversations where we might not agree or see things the same way. To get past that we need to have those conversations.

Shawn, can you talk about why diversity is important not just to you personally, but to OnePak as an organization?

Stockman

OnePak operates all across the country and our clients are global. So, we often have calls with people from India, Singapore, Australia, Europe or South Africa. We've got people on our staff from many of those places too. We have quite a melting pot here. We seek out the best talent that we can get, and it doesn't really matter where they are from or what their background is, or anything else. If they're talented we want them. Because of that we have a very diverse workforce. I think that makes us a stronger, more dynamic and more creative organization. When we look for companies to be our partners – vendors who will go out and touch our customers or our customers' customers - we see them as an extension of our brand. We need to make sure they have the same value system as we do. They could make us look really good or really bad. We need to make sure that everybody we work with is just as sensitive to and open to diversity.

That's our brand, and we need to make sure that we're being represented in a way that reflects who we are.

Burns

I'd like to hear more about your experience with the CLDA's Everfi training. Tell us your impressions of the training. Did you find it valuable?

Maxwell

Yes. It really kept you involved. It wasn't like you were going to just sit and listen and just try to stay awake while you did the training. It also covered some of the things that I hadn't thought about. For example, it brought up differences in political views. We come from so many different political backgrounds and that's a touchy subject to some people. The Everfi training made me really think about how to approach these kinds of issues in ways I might not have looked at it before.

Burns

What about you, Shawn? You also went through the training program, and you've had some experience with similar programs.

Stockman

Yes, we had done a course on diversity inclusion through another provider. It was right before I met Karen. We paid a lot more money for it. I think having the Everfi program through CLDA is a great value. It makes the training really affordable. That's not the only difference. What I really liked about Everfi program was that they used real people that I could see who were struggling with identity. One person in the training was Jewish. One was disabled, but not in a noticeable way. Similarly, my identity is wrapped up in my heritage as well as where I come from. I grew up in the middle of nowhere in Kansas. I've lived in Istanbul, and I've lived all over the United States. I've traveled a lot. But to look at me I just look like a tall white guy. You'd never know that I had any of those experiences. What I really valued about the Everfi program is that it went below the surface. It had real people talking about how they identify. I

think that the value of using those real people is that you could see them talking about their experiences, good, bad and otherwise. That's hard to find in training because a lot of the other training out there is staged, and it's kind of stiff.

Maxwell

I liked that too. And they even talked about how they had some difficulties trying to identify where people were coming from. It made that okay and so I said, "It's not just me trying to get a grasp on this. I don't have to feel alone as you try to figure this stuff out."

Stockman

The training goes way beyond skin color. It talks about different backgrounds, religions, ethnicities, culture. That's the beauty of it. It acknowledges you don't know what you don't know. We all have blind spots. You need to really be sensitive to that and be open to what someone else might be going through.

Burns

I want to follow up on what you said earlier, Shawn, about the economic impact of diversity and inclusion. Our members have so many priorities on their lists of things to do. So why would they take the time to invest in this program and how does it benefit them on a bottom-line level?

Stockman

When OnePak talks to a large global company, diversity and inclusion is part of that conversation. We are representing ourselves as a company with certain values. From a sustainability perspective. From a social value perspective. And when these large global companies hire us, they not only look at our technology and our expertise, they also look at our identity as a company. Similarly, we're trying to build a network of partner companies that share our values. So, when I talked to Karen about her company, I was thrilled to hear about the diversity of their workforce. I was pleased to know they value that diversity. I like that this is top of mind for them. When

it comes time for us to award business, that's going to be a factor. If we were considering another provider in the same location that didn't care about these issues, we're going to favor the one that represents our values. If all else is equal, we're going with a company like Karen's that shares our values.

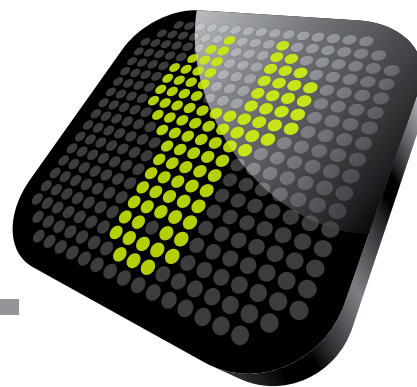
There is an economic benefit to letting your partners and your community know that you care. That means something. In the face of all the social unrest we've been experiencing, these things have a higher profile than even a year or two ago. Companies are more selective now. They want to demonstrate their values through the partners they hire. And the more a company can make them aware that diversity and inclusion are an important part of their culture, the better. I think there's going to be more business for those companies that demonstrate these values. To me it's, it's the right thing to do but it's also a dollars and cents thing. It really does impact the companies that you want to work with.

Burns

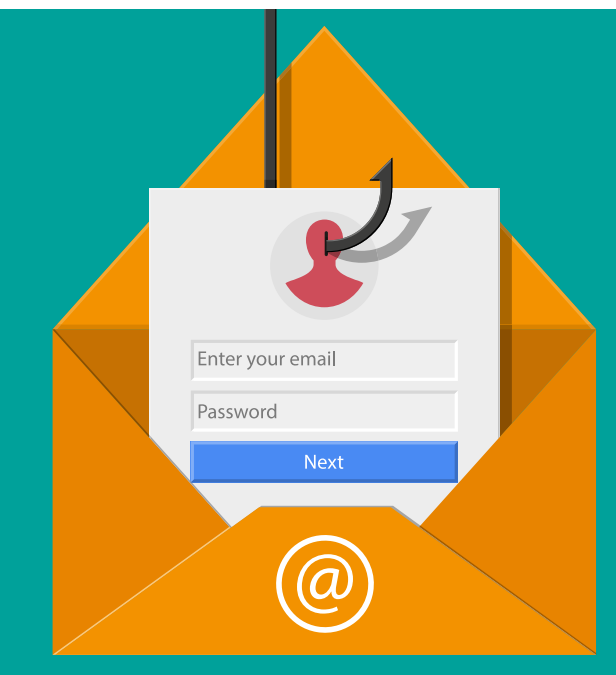
Well said. I'd just like to add one last thing. I want to go back to the family piece that Karen mentioned. There's an internal benefit to building that kind of environment. It's like being part of a team. I'm a former athlete and I've found that the most successful teams are the most diverse. Members come from all walks of life and when they take the field together, they are one. It happens that way in business too. When you get all your players going in one direction, no matter where they come from, your bottom line will improve. **CLDA**

Ready to take the next step? Click [here](#) to learn more about CLDA's diversity and inclusion training. CLDA members can sign up their team members for as little as \$10 to \$15 per person.

Business Toolkit



By Kathleen Dunlavy,
President of ProPoint Managed Technology.



HOW TO PROTECT YOUR COMPANY AGAINST CYBERSECURITY ATTACKS

Cybersecurity is an overwhelming and complicated problem. Navigating the technical jargon and conflicting information is time-consuming, and fraught with inherent risk. Traditional anti-malware products no longer work. Managers, consumed with the day-to-day running of their business, can feel like they are rolling the dice when it comes to protecting their data and technology infrastructure. Nonetheless, determining vulnerabilities and securing the business remains a top priority.

The most alarming threat of our day is the exponential rise of ransomware. Antivirus and firewalls are just not enough to keep your data and your clients' information secure. We hear about large businesses, from credit bureaus to hospital systems, suffering from compromises, but small to medium-sized businesses ("SMB") also face cybersecurity exposures everyday. And

one might argue that SMB exposure is a more existential risk. Most have no real security protection, well-designed backup schemes or even the proper kind of cybersecurity insurance.

Ransomware is a well-designed malware, a set of software routines propagated through "phishing" (a play on the word "fishing", in the manner that one attracts a fish through attractive bait.) When the malware is permitted by a user to execute, it scrambles stored data, resulting in the inability to access or use applications, files, and databases. Malicious actors (the "hackers") demand that a ransom be paid for the key to unscramble the data. Sometimes, they also capture some data and threaten to sell or leak any information they have if the ransom is not paid. Businesses, healthcare, schools, and governments of all types have experienced attacks.

In 2021 alone, several notable ransomware attacks in the US have occurred. Last month, one of the country's largest meat producers paid \$11 million in Bitcoin to cybercriminals. A few weeks earlier, Colonial Pipeline, an operator one of the largest domestic gas pipelines, shelled out \$5 million to hackers, who had forced the shutdown of their gas transportation system. The latest attack, however, is a more frightening scenario, as hundreds of American businesses were attacked at the same time, by hijacking one part of a commonly used management software tool, compromising thousands of users at once.

Over the past year, ransomware attacks have been on a meteoric rise, influenced by the continued rise and accessibility of cryptocurrency. Moreover, COVID-19 contribute to increased staff working from home, thus increasing access to vulnerable networks and poorly protected (if at all!) computers.

However, the good news is that trustworthy defenses are available, and better than ever. The key is to focus on both business continuity planning and, at the same time, maintaining an active defense. Winning the cybersecurity war requires a multifaceted, multilayered approach to protecting your IT environment. Here are some of the ways to protect your business:

1. The first step is to determine an environment's vulnerabilities, and then develop remediation plans for every vulnerability found. – **Conduct a Security Risk Assessment ("SRA")**

2. Establish a cybersecurity culture in your business. Security Awareness Training, combined with simulated phishing attacks, enables your employees to make smarter security decisions to protect your network. A good cybersecurity culture also negates the groans of inconvenience. – **Introduce your staff to Security Awareness Training**

3. Passwords are the first line of defense against unauthorized access to an account or device. Strong, unique passwords work to prevent bad actors from accessing your network and data. Multifactor authentication ("MFA") is an additional method of identity verification. – **Institute a policy of strong, unique passwords and MFA**

4. Bad actors will exploit all vulnerabilities to obtain access to your network and to the individual devices on that network. A Firewall that includes Intrusion Prevention & Detection Systems (IDS/IPS) is a necessity. – **Invest in a Firewall with IDS/IPS**

5. Software and hardware vulnerabilities always exist and are regularly patched by the manufacturers. Keep your computers and systems up to date by utilizing a reliable patch management provider. – **Protect your devices from known vulnerabilities**

6. Traditional antivirus products no longer protect against the latest cybersecurity threats. They can also be disabled by a

sophisticated attack. Endpoint Detection and Response (EDR) is a multifaceted solution that does what antivirus does, but actively monitors system and network actions, using endpoint agents that employ integrated machine learning and advanced artificial intelligence ("AI") to identify threat vectors and looks for abnormal behavior – **Implement or upgrade to an EDR platform**

7. Primary data failures can occur as the result of any number of reasons, including malicious attacks. Your backup & data retention plan must include a reliable offsite repository, external to your network and regular test restores. Your backup and data retention plan is critical key to business continuity. – **Back up your data to the right place, in the right way**

8. Browse the Internet and transfer data safely. – **Utilize Web Security, Spam filtering, and e-mail encryption.**

9. When workers use computers away from the office, it is vital for them to log in to your network via a Virtual Private Network ("VPN"). A VPN requires your users to log in with encrypted credentials, and then transmits your data through an encrypted "network tunnel", keeping your data private and more secure. – **Require remote workers to connect with a secure VPN**

10. Where your wireless network is concerned, be sure to segregate your private network from your guest network. Ensure the hardware is up-to-date and use the latest encryption protocols. – **Secure your wireless network.**

Cybersecurity threats are continuously evolving. Bad actors are working to perfect their efforts to exploit weaknesses and breach poorly protected networks so they can harvest data and/or extort money. Employ these measures to lay a good foundation for keeping ahead of cybersecurity threats and make education of your staff an important part of your professional culture.

Kathleen Dunlavey is the President of ProPoint Managed Technology. ProPoint is a Managed Service Provider, offering professional personal technology solutions for businesses nationwide. Learn more at ProPoint.net.



Association NEWS

CLDA's Executive Leadership Summit October 6 & 7 To Feature Tools For the "New Abnormal"

Industry executives and the supply chain's next generation of leaders will gather virtually on Oct 6 and 7 to build the skills to adapt to the "New Abnormal." The CLDA's annual Executive Leadership Summit (ELS) will be an interactive, online workshop featuring industry experts and logistics pros.

This is the fourth year for the CLDA's Executive Leadership Summit. The conference is designed to offer skill development to c-suite executives, young professionals and managers in the leadership pipeline. It will be led by business trainer and coach, Wes Gipe.

Over two days, participants will be part of eight working sessions covering such topics as:

- Adapting to the changes brought on by COVID
- Coping with an evolving labor market
- Adjusting to new insurance requirements
- Developing culture in a remote environment
- Understanding the technology needed to provide security in a remote workforce environment.

Participants are encouraged to take active parts in the workshop including individual break-out rooms where they can practice the skills they learn. In addition, participants will get a chance to network at a virtual happy hour at the end of Day #1

Wes Gipe is a Principal with Verity, LLC. He works with business owners and their teams as a facilitator, business advisor and coach. Gipe helps businesses with strategic planning, leadership, culture development and mediation of inter-personal challenges. He has logged over 14,000 coaching hours with more than 500 individuals throughout North America and Europe. His work has been featured in Forbes as well as other national media outlets.

Registration is now open to all in the industry with a discount for CLDA members. For more information and registration, click [here](#). **CLDA**

Members Renewal Coming Soon

Make sure you renew your CLDA membership and continue to be a part of our winning team in 2022. The email about your company's membership will be arriving in your inbox soon.

As a CLDA member

- You meet the industry's most successful professionals.
- You learn about business opportunities.
- You expand your network to grow your business.
- You get a front row seat on the trends that shape our industry.
- You make your voice heard about the regulations and legislation that impact your company.
- And you're the first to know about CLDA's upcoming events, educational webinars and member benefits.

Make your company, your industry and your association a success. Watch your email and renew your membership in the CLDA for 2022!



Help for CLDA Members Hit by Hurricane Ida

CLDA members are coming to aid of members who have been victims of Hurricane Ida. The goal is to raise \$30,000. "As fate would have it, the storm hit on the 16th anniversary of Katrina, causing southeast Louisiana and parts of Mississippi to once again experience the devastation of a category 4 storm," said Jason Burns, CLDA 1st Vice President and Director of Corporate Development for Dropoff in his appeal to members.

The impact of Hurricane Ida has totally paralyzed southern Louisiana and Mississippi with power outages, no running water and very limited resources for food and shelter. Initial reports suggest that it could be several weeks before power and a safe water supply are restored. For those members who have employees, contractors and family who stayed behind to weather the storm, it has been a challenge to communicate as the cell phone towers were also compromised.

Several years ago, the CLDA board of directors created a CLDA Cares fund to provide immediate and direct support to our members who were in need. This is one of those times. "Yes, there are national organizations that we hope you consider supporting, but this fund was an intentional effort to help our own without the red tape. We need to significantly increase the balance in the CLDA Cares fund to provide the necessary resources to provide aid (hotel rooms, generators, fuel, food, water, clothes, etc.) to our partners who are facing a very difficult road ahead," said Burns.

To donate, click [here](#). **CLDA**

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Upcoming Webinar

CLDA's next webinar, "Prepping Your Business and Yourself to be Acquired" takes place Wednesday, September 15, 1:00 PM ET. The one-hour seminar will offer answers to questions such as:

- How do you know when you are ready to sell your business?
- What are the steps you need to take?
- What will attract businesses to you?

Moderator Tim Kratvitz, CEO/CTO, Logistics Technology HQ will lead a discussion with panelists Toby Chambers, Co-founder and Managing Director of Red Dog Equity; Tom Connolly, Co-founder and Managing Director of Red Dog Equity; and Eric Donaldson, Chief Business Development Officer for Dispatch Science. The webinar is free and open to all, but pre-registration is required. To register, click [here](#).



CLDA Launches the Industry Leaders Advisory Group to Support Strategic Direction

Four of the supply chain's leading companies have joined the inaugural class of the CLDA's new Industry Leaders Advisory Group. The group includes [Key Software Systems](#); [Openforce](#); [Risk Strategies](#) and [SCI](#). This non-courier advisory group will help with the association's strategic planning. It was formed to bring the voices of all members of the supply chain to the table.

"We see the formation of CLDA's Industry Leaders Advisory Group as a way to diversify leadership and represent the interests of all our members – including carriers, shippers and affiliate partners," says CLDA Board President Steve Howard. "The membership of our board has been made up exclusively of carriers since 1987 and we believe it's time to broaden that representation. These industry veterans will have a seat at the CLDA board table, helping us work through industry challenges and identify opportunities. They will help establish goals that are important to our 2,900+ members and map out ways to achieve them."

Four supply chain veterans will be their company's representatives on the CLDA Industry Leadership Advisory Group: Bryan Ice of [Risk Strategies](#); Patrick Scardilli of [Key Software Systems](#); Dominick Simone of [SCI](#) and Rob Slack of [Openforce](#).

Bryan Ice, CIC is Director of Sales – Transportation at [Risk Strategies](#). He has been involved in the insurance industry since 2003, assuming his position at Risk Strategies in 2017. Risk Strategies is a national specialty insurance broker providing risk management advisory services, insurance and reinsurance placement for property and casualty, employee benefits and private client risks. The Risk Strategies Transportation practice specializes in providing custom courier insurance and same-day delivery insurance coverages.

Patrick Scardilli is Vice President of Sales & Marketing at [Key Software Systems](#). He has helped final mile delivery companies on-board technology solutions for over 16 years. Key Software Systems provides a delivery management and optimization platform for carriers of all sizes. Their Xcelerator and MobileTek solutions help final mile couriers automate their operations, streamline their processes and ensure reliability and accountability throughout the delivery lifecycle.

Dominick Simone is the Senior Vice President of Client Services at [SCI](#). He has been involved in the Final Mile delivery industry since 1980. SCI is the premier third-party administrator for the transportation and logistics industry. SCI offers real person customer service and uses its market-leading size to create beneficial insurance programs like the only ACA compliant healthcare program to individual workers compensation coverage. SCI partners with other leading companies to help with fleet acquisition and effective recruiting. SCI is celebrating its 25-year anniversary in 2021.

Rob Slack is an industry relations executive at [Openforce](#) and a former president of the CLDA. He has been in the expedited delivery industry since 1976, when he started? as an IC driver. Openforce provides technology-driven logistics support services and driver insurance programs through their subsidiary, ICM Insurance, that reduce the operating costs and compliance risk for companies using independent contractors. They are an outsourced provider for recruiting, onboarding, contracting, "Pay as you go" insurance programs, settlement processing, risk mitigation control and driver member benefits.

These four industry pros will represent their companies, working with CLDA's Executive Committee, including the President and Executive Director, to provide insight into strategies and opportunities for the industry. They will attend CLDA Board of Directors meetings in an advisory capacity.

"We invited these seasoned industry professionals to inaugurate CLDA's Industry Leaders Advisory Group because we were looking for ways to involve the companies that are the best and the brightest in our sector to help us look to and shape the future of our industry. Their experiences and insights are the perfect fit to help us work through industry challenges and identify upcoming opportunities," says Howard.

CLDA



Your CLDA Profile

If you're a CLDA member or have attended any CLDA events, we encourage you to update your profile. It will make it easier to register for the upcoming Executive Leadership Summit as well as expand the Find a Delivery Partner listing on our expanded website for Courier Members. To update your profile, [log in to the website](#). **CLDA**

New CLDA Member Health Plans for Members and ICs

CLDA Member companies and ICs now have a way to get limited health insurance coverage. The plans are made possible through a unique partnership with HUB International, the fifth largest global insurance brokerage for employee benefits, property and casualty insurance and services.

"The plan allows CLDA members access to the types of coverage typically only available to large employers," says Jason Burns, CLDA 1st Vice President and Director of Corporate Development for Dropoff. "Most plans can be offered to employees at no cost to your company. Some members may choose to make partial or full contributions and employee contributions which can be deducted from your payroll. The plan includes full-service administration with minimal to no added administrative burden."

For members that want to offer a health plan to employees and their family members, the program provides:

- Coverage for common screenings and preventative services at 100% when using an in-network provider.
- Access to U.S. board-certified doctors 24 hours, 7 days a week through phone, video or mobile app visits
- Prescription discount program
- A national PPO network.

Employees may also purchase additional benefits at favorable rates including:

- Dental
- Vision coverage
- Short-term disability
- Accident, critical illness and life insurance

For independent contractors who are members of CLDA, there are plans for them and their families. "These ICs are an essential link in the logistics and delivery chain. We are excited to offer access to valuable benefits to them and their families through this plan," says Burns.

The Independent Contractor Health Plan benefit offerings include:

- Dental
- Vision
- General liability
- Access to a U.S. board-certified doctor access 24 hours, 7 days a week through phone, video or mobile app visits
- Cancer Guardian
- Accident and critical illness protection
- Universal Life insurance

For more information, click [here](#). **CLDA**

*Carly Fliesher,
Director of Strategic
Partnerships, Delivery
Drivers, Inc.*



*Chris Marchetti,
CEO, Excel Courier, Inc.*

What will you start, stop, continue post-pandemic?

*By Andrea Obston
CLDA Director of Public Relations*

During the pandemic all of you kept the supply chain moving. You gave new meaning to the word “pivot.” You adapted. You changed. You learned to do more with less.

Now that the initial disruptions are in the rear-view mirror, how many of those changes will you keep? We asked members to tell us what they started during the pandemic; what they’ll stop now and what they expect to continue. We heard from:

- Carly Fliesher, Director of Strategic Partnerships, [Delivery Drivers, Inc.](#)
- Chris Marchetti, CEO, [Excel Courier, Inc.](#)

CLDA MAG: Tell us about your company.

Fliesher: Delivery Drivers provides recruiting, screening, onboarding, payroll, HR services and risk mitigation for companies utilizing a 1099 workforce.

Marchetti: Excel Courier provides high-touch, time-critical transportation and logistics services.

CLDA MAG: What are the lessons that your business took from operating during the pandemic?

Fliesher: More than ever we have to find ways to retain drivers and stay competitive. Companies had to quickly pivot to delivering items they never had to. In general, using the right partners in business is essential to help your business grow. Whether it’s a dispatch platform, a screening platform or a data tracking platform, you have to make sure it’s something that can scale with you.

Marchetti: The logistics industry is resilient and essential. It was uncertain what the future would hold at the beginning of the pandemic, but it proved that we were needed more than ever to support businesses and keep the supply chain flowing. Adversity is unavoidable. Learn to adapt, persevere, and overcome challenges while keeping company culture intact. Another lesson that was validated was to invest in your people!

CLDA MAG: What will your business start doing as a result of pandemic lessons?

Fliesher: Work with our clients on more techniques to onboard drivers quickly and to retain them. We're also working with our clients on more ways to keep drivers safe.

Marchetti: As a result of the pandemic, we've been focusing a lot on the health and safety of our staff and drivers. We're also reinforcing the reason and purpose for what we do. Delivery and logistics have the spotlight. It's a great opportunity to remind everyone, both internally and externally, of the importance of what we do and how critical the work is.

CLDA MAG: What will your business stop doing as a result of pandemic lessons?

Fliesher: Nothing for us to stop. We just want to keep moving forward. During the pandemic everything ramped up and there was a lot of work for our clients. We saw the need for deliveries to increase and the need for the driver supply to also ramp up. With that also came more complaint regulations. As we're still seeing with trends the increase in deliveries and regulations to come isn't going to stop.

Marchetti: We will, and have, readjusted our direction to work with businesses that value partnership in a service provider and the sacrifices couriers make to take care of them every day. Low margin business does not support our goal of keeping people gainfully and safely employed.

CLDA MAG: What will your business continue to do as a result of pandemic lessons?

Fliesher: Continue to educate the drivers and our clients. We will work with them closely on fulfilling needs. We will continue to advocate for 1099 independent contractors and work to ensure drivers are happier and safer than ever!

Marchetti: We have always tried to keep the focus on our people because they're the most important piece of our business in order to provide the services we offer. We will continue to protect our people and appreciate their value.

CLDA MAG: What else would you like us to know about the impact the pandemic has had on your business?

Fliesher: When the pandemic hit courts closed which made qualifying drivers more difficult. Through our partnership with Checkr we worked hard with county courts to ensure that we could keep safe, reliable drivers on the road.



The CLDA Network is GROWING

We are proud to welcome our newest members to the CLDA family. These companies are now part of the largest and most influential logistics and delivery association in North America.

We encourage our current CLDA members to reach out and offer a warm welcome to these new members. There is no better time to build new connections and find opportunities to work together.

Accelerate360 – Smyrna, Georgia

Accelerate360 is an omnichannel sales, logistics, data and media company that provides customized solutions for consumer product brands and retailers.

We deliver consumer products to over 60,000 retail locations weekly. We have a 100-year track record of growing brands through logistics, sales, media, sourcing and marketing.

We specialize in the General Merchandise, Health, Beauty and Wellness categories and develop and curate programs to cater to our clients' objectives.

As a data-driven organization, Accelerate360 leverages our first-party and third-party data to customize impactful and efficient solutions for our clients.

Find us on [LinkedIn!](#)

American Dedicated Logistics – Midlothian, Virginia

American Dedicated Logistics seeks to service our customer's distribution requirements by a process of needs analysis, communication, and solution seeking. We will seek to unite premium level contract drivers with each customer to ensure a positive long term relationship.

Find us on [LinkedIn!](#)

Aptus Delivery Systems – Fort Wayne, Indiana

Our mission is to provide a superior transportation service at a competitive price, with an emphasis on the best service, communication, professionalism, and technology in the industry.

We coordinate transportation services from an envelope to a truckload and all the specialty services for distribution, pharmaceuticals, air freight, expedites, residential white glove, liftgates, scheduled, routed, banking, and parcels.

Cargonet USA – Miami, Florida

We are a company with more than 10 years of experience in sending documents, packages and merchandise, through the Courier mode, both in Import and Export from / to Colombia.

We are a company committed to the client through excellent service and efficient times; with our employees through a healthy work environment and with our allies through successful negotiations and constant accompaniment.

All this through the provision of Courier and international cargo services, providing a wide range of logistics solutions, such as support in foreign trade, customs advice and transportation, thanks to our national and international allies.

Find us on [Facebook](#) or [Instagram](#)

Champion City Logistics LLC – Springfield, Ohio

Champion City Logistics LLC, is a courier service/expedite freight company that specializes in moving shipments, from 11lb to 3400lbs, across the street or across the country.

Find us on [Facebook](#), [Instagram](#), or [LinkedIn!](#)

ClearConnect Solutions – Purcellville, Virginia

ClearConnect Solutions, LLC assists the transportation and insurance industries with the management of risk through niche products, services and partnerships focused on compliance assessment and risk analysis.

Find us on [LinkedIn!](#)

Comp360 – Lakeland, Florida

Comp360 is a company that collectively has over 146 years of experience in the insurance industry. Our company specializes in Workers Comp providing superior quality service with competitive rates. We also have other divisions that provide Staffing, HR Management, Payroll Processing, Insurance (employee benefits) and 401k through our PEO Platforms that can be stand alone or a combination of both. We are here to assist in accessing and managing your needs with our expertise.

Find us on [LinkedIn!](#)

Direct Couriers Inc. – Burlington, Kentucky

“Courtesy, Efficiency, Professionalism...and Integrity”

At DCI, these are not merely buzz words, but actual ingredients that guide our vision and define our work. Be it people, policies, procedures, or pricing. At DCI, we firmly believe and take to heart, the old adage that says “a job worth doing is a job worth doing right!” That very premise is as deeply instilled and readily apparent in every world class DCI driver and associate.

For 30 years, the Direct Couriers brand has been a trusted name in logistics management and we work hard, every day, to improve upon that trust. Our values are simple. We rely on genuine integrity, industry-leading convenience and personalization, and only the highest-quality character to build lasting and authentic relationships with our clients

Find us on [Facebook](#) or [LinkedIn!](#)

Elite Courier Inc. – Naperville, Illinois

Elite Courier provides transport & logistics partnerships

via couriers to warehouses, hospitals, health networks, and private organizations.

Fleet Enable – Brambleton, Virginia

Founded in 2019, Fleet Enable was built by the experienced team of transportation technology experts at [Imaginnovate](#). Our software solutions have been put to the test by the biggest names in the industry, and now we're ready to #DeliverBetter to the Final Mile leaders of tomorrow.

Today we're working with a select set of carriers who are ready to upgrade to a better Final Mile experience that fosters growth, empowers teams and drivers and quickly scales. Request a demo to see how Fleet Enable can deliver for you.

Find us on [Facebook](#), [Twitter](#) or [LinkedIn!](#)

General Logistics Systems US, Inc. – San Ramon, California

Each day the GLS Group delivers over 1.5 million shipments across the world. State-of-the-art technology and dedicated employees together characterize the process. Learn more about the Group's Story through a visual experience of what reliable shipment with GLS means.

Find us on [LinkedIn!](#)

Leafyrun Logistics LLC – Indianapolis, Indiana

Our mission at Leafyrun Logistics is simple: to provide high-quality services for our valued clients. Our team goes above and beyond to cater to each project's specific needs. Through open communication and exceptional service, we hope you'll find what you're looking for with our service. For more information or general inquiries, get in touch today.

Find us on [Facebook](#), [Instagram](#), [Twitter](#), or [LinkedIn!](#)

Latam Shipping Inc – Fort Lauderdale, Florida

LATAM SHIPPING is your freight forwarder partner TO and FROM Latin-American and Caribbean destinations, offering from tailored sector-specific solutions to simple volume air freight, for every business size.

Offering routes worldwide, LATAM SHIPPING helps you achieve the perfect balance between budgets and outstanding personalized service quality; LATAM SHIPPING provides the right mix between easy to use information systems and a single dedicated point of contact to find the best solution for your freight needs.

Find us on [Facebook](#) or [Twitter](#)

Logistics Technology HQ Corporation – Lacey Township, New Jersey

Logistics Technology HQ is an outsourced IT Managed Services/Consulting company that was formed to help Final Mile Couriers, 3PLs, and Shippers leverage technology to streamline business processes so they can eliminate repetitive processes, reduce technical cost, and provide excellent customer service via predictive analytics and industry leading business tools. Our deep understanding of the industry, strategic technical partners, and available custom technologies mean you be able to accomplish your business and technical goals more quickly without having to shoulder the cost to figure it out and/or manage it all yourself.

Find us on [Facebook](#), [Twitter](#), or [LinkedIn!](#)

New Age Courier & Freight Systems – Euclid, Ohio

When an expedited need arises, you have no need for average services. You need the best, and New Age Courier and Freight Systems is prepared to provide it. We offer a wide range of diverse services, from just picking up and delivering in Northeast Ohio to delivering throughout Ohio and into our surrounding states. Our 26' straight trucks, 16' low box truck, sprinter vans, cargo vans, down to our car services, we will guide your shipment from pick up to on-time delivery while providing you with a reasonable rate.

Find us on [Facebook](#) or [Twitter](#)

PressEx Courier SAS – Bogotá, Columbia

PressEx Logistics provides international service solutions to customers in the USA, Colombia, Costa Rica and Venezuela, with local pick-up service as well as international cargo transport and delivery, and courier services.

Find us on [Facebook](#), [Twitter](#), or [LinkedIn!](#)

Principle Distribution LLC – Austin, Texas

Our mission is to be the best partner possible by creating value through improving operational efficiencies and reducing overall liability for our clients.

Find us on [LinkedIn!](#)

T-Mobile For Business – Columbia, Maryland

T-Mobile U.S. Inc. (NASDAQ: TMUS) is America's super-charged Un-carrier, delivering an advanced 4G LTE and transformative nationwide 5G network that will offer reliable connectivity for all. T-Mobile's customers benefit from its unmatched combination of value and quality, unwavering obsession with offering them the best possible service experience and undisputable drive for disruption that creates competition and innovation in wireless and beyond.

Find us on [Facebook](#), or [LinkedIn!](#)

Transcompss Consultants – Canal Winchester, Ohio

Our service includes a comprehensive consultation to help identify gaps and opportunities, a comprehensive statement of work (SOW) that includes a project plan with timelines and milestones, a cost analysis, and a schedule. We also offer a suite of quality products that will help you get there quickly and smoothly. That's how we ensure your success.

Point of Contact: [Charlie Kleiner](#) (email)

Transportation Impact, LLC – Emerald Isle, North Carolina

TransImpact is an industry leader in the development and application of end-to-end technology-based solutions that optimize shipping operations, create dramatic supply chain efficiencies and transform the business performance of customers.

With the combination of deep industry knowledge, highly intelligent decision support tools and the market expertise of our people, we work side-by-side with customers within deep, enduring relationships to deliver practical, value-driven solutions across the supply chain network.

Find us on [Facebook](#), [Instagram](#), [Twitter](#) or [LinkedIn!](#)

CLDA Member Benefits Committee Adds Discounts on Medical Training for Drivers



[Integrity Medical Courier Training](#) is the newest member of the CLDA Member Benefits Program. The company offers one of the only driver-specific training programs in the United States for the healthcare industry including diagnostic laboratories, hospitals, clinics, veterinary laboratories, pharmaceuticals (including hazardous drugs) and radiology departments (nuclear medicine). They have trained thousands of drivers that work with courier companies throughout the U.S., in Canada, and Singapore.

“Driver training is key for any courier company that wants to serve the medical industry. Having well-trained couriers helps protect the interests of the courier company because a HIPAA breach or violation will put the company under scrutiny. This is not like delivering any other commodity,” says Ken Arnold, Founder and Principal of Integrity Medical Courier Training. “We provide step-by-step instructions on how to service the medical industry and have a positive impact on patient care, so the patient gets the treatment that they need. An important part of our training is to help medical couriers understand what it is they’re picking up and delivering, and how it could literally impact someone’s life. As part of our training, we ask the drivers to internalize every delivery; to imagine they are doing the delivery for their own father, mother, sister, brother, husband or wife.”

Integrity Medical Courier Training has been involved with the association since it was the MCAA, speaking and exhibiting at conferences. “We wanted to be a part of the CLDA Member Benefits program because we thought our services would be a great addition to the benefits that the association offers to courier companies around the country. The Member Discount Program is a great benefit of association membership, and we feel good about offering our services at reduced rates as part of it,” says Arnold.

The Member Benefits Committee’s goal is to develop win-win solutions for our members and partners including offering members substantial discounts on products and services that they use every day in their businesses. Members that take advantage of the programs often save more than the cost of their dues to the association.

Other vendors that participate in the CLDA Member Benefits Program offering discounts to members include:

- ADP
- BizChoice Transportation
- Budget Truck Rental
- CAT
- Front
- Hub
- Momentum Groups
- National Facewear
- Penske Truck Leasing
- Premier Background Screening Services
- Robinson Oil Corporation
- Shoes for Crews
- T&K Apparel
- Tickets at Work
- UPS

Begin saving today. Click [here](#) to start. **CLDA**

Wise Systems and CXT Software Announce a Technology Partnership and License Agreement

Accelerating modernization of delivery operations in today's dynamic age for fast-growing courier, distribution, and customized logistics sectors

Accelerating modernization of delivery operations in today's dynamic age for fast-growing courier, distribution, and customized logistics sectors

Wise Systems and CXT Software, two of the logistics industry's leading delivery software technology providers, announced a technology partnership and license agreement for the use of Wise Systems' AI-driven routing and dispatching platform at the Final Mile Forum. CXT is the first courier technology company to license Wise Systems' machine-learning-based software.

"The last year has only accelerated the logistics and transportation industry's shift from static to more dynamic delivery in last-mile operations," said Chazz Sims, CEO and cofounder of Wise Systems. "We are proud to partner with CXT Software to bring the power of artificial intelligence and machine learning to further enhance operational efficiency and customer service during such a critical inflection point in this growing and innovative market."

"With Wise Systems, the leader in AI technology for last-mile delivery operations, we are bringing to market arguably the most powerful and only AI-driven route optimization for the industry," said Shaun Richardson, CEO of CXT Software. "This partnership enables CXT Software to deliver to our customers dynamic solutions with unmatched performance that rapidly adapt to demand volatility, increase fleet ROI, and improve customer experience."

Every day, as new orders stream into the business, last-mile courier operations analyze and dispatch those orders to drivers, but this manual order assignment process is laborious and inefficient. The advanced software technology from Wise Systems and CXT Software will solve this problem. In real time, the joint solution will automatically recommend optimal drivers to assign based on the fleet's capacity and

constraints. In addition to the on-demand dispatch solution, Wise Systems and CXT Software will deliver an extensive product suite of powerful last-mile delivery software to help drivers and dispatchers manage distribution operations. With this partnership, Wise Systems continues to deepen its expansion in dynamic delivery industries, which include parcel and courier, which were some of its fastest growing segments in 2020, a year that saw rapid growth and increased demand for the company's autonomous dispatch and routing technology across a number of markets. Wise Systems' real-time, fully automated platform is powering delivery and service operations for a wide variety of customers ranging from leading global distribution customers and multi-billion-dollar enterprises, including Anheuser-Busch and Lyft, to market leaders across food, beverage, parcel and courier, field service, and other industries. **CLDA**

ABOUT WISE SYSTEMS

Trusted by the world's largest brands, Wise Systems provides AI-driven dispatch and routing software that enables the perfect delivery experience. For last-mile operations that want to compete successfully in a dynamic world, the Wise Systems platform continuously improves fleet efficiency, performance, and customer service and reduces fleet mileage, carbon footprint and late deliveries. Wise Systems is headquartered in Cambridge, MA. For more information, visit wisesystems.com.

ABOUT CXT SOFTWARE

CXT Software is the industry-leading shipment management platform for logistics needs throughout North America. The company is dedicated to providing courier, last-mile, LTL, distribution, and customized logistics businesses with the technology and service necessary to compete and grow in an ever-evolving industry. CXT Software is headquartered in Phoenix, Arizona and has been a trusted logistics partner of thousands of businesses for over 20 years. To learn more, visit cxtsoftware.com.

UFL Welcomes New Member Cornucopia Logistics Urban Freight Lab

[The Urban Freight Lab](#) (UFL) is pleased to announce the addition of new member Cornucopia Logistics.

“Cornucopia Logistics is a fantastic addition to the Urban Freight Lab,” said UFL Manager Andisheh Ranjbari. “They are passionate about tackling urban delivery challenges through innovative solutions, experienced with complex markets, and keen on improving safety and reducing transportation carbon emissions.”

Founded in 2014, Cornucopia Logistics provides low or zero carbon emissions delivery service of ecommerce, grocery, and durable goods with a focus on urban markets. Cornucopia began using cargo bikes to help reduce carbon emissions and replace traditional gasoline vans in 2018. Since then, the New York-based company has expanded their fleet to about 250 cargo e-bikes.

“I’m thrilled to be invited to participate in the Urban Freight Lab,” said Mark Chiusano, Cornucopia Logistics CEO. “I am passionate about reducing the carbon footprint, helping our planet, and digging into the problems and finding solutions with executing the final 50 feet of urban delivery.”

The final 50 feet of goods delivery — a term coined by the UFL to describe the last leg of a product’s journey from warehouse to customer, beginning when a vehicle parks at the curb and ending when the end-user receives their goods — is the most costly and time-consuming part of the delivery process. Locating available parking at the curb has long been one of the challenges that delivery vehicle drivers face in this space. In recent years, the heightened demand for limited curb space (due to rising goods delivery, ride hailing usage, curbside pick-up, and shared micromobility) has made it even more challenging.

Chiusano first started working in the transportation industry as a foot messenger in New York City in 1978. “How times have changed,” said Chiusano. “I’ve never been more excited to see what’s next around the corner.”



Cornucopia Logistics joins some of the largest players in transportation and logistics—carriers and shippers PepsiCo, UPS, and United States Postal Service; retailers Amazon and Nordstrom; infrastructure and operations technology provider REEF; real estate corporation Terreno Realty; and vehicle and vehicle part manufacturers Ford Motor Company, General Motors, and Michelin. The UFL is focused on finding solutions to urban goods delivery problems through collaboration between the public and private sectors, in the strategic research areas of the Final 50 Feet, Sustainable Freight, Curbspace Management, Zero Emissions Freight, and Modeling Freight Activity. **CLDA**

ABOUT THE URBAN FREIGHT LAB (UFL)

The Urban Freight Lab is a structured partnership of academic researchers, public sector agencies, and private sector firms — shippers, retailers, tech providers, property owners, and manufacturers — working collaboratively to identify complex urban freight management problems and design solutions to make industry more efficient and cities more livable and sustainable.

PearlTrans CEO honored by National Association of Women Business Owners



PearlTrans Logistics CEO/Founder Lorena Camargo was recently honored by the Los Angeles chapter of the National Association of Women Business Owners (NAWBO-LA) as their Community Leader of the Year. The award was presented at NAWBO-LA's 34th Annual Leadership and Legacy Awards. The virtual event was held on June 18, 2021 and celebrated the

theme "Women on the Rise".

The NAWBO-LA Community Leader Award, presented by Bank of America's Vice President of Small Business Banking, Rita Yolian, recognizes someone who has achieved success in her career, business, or personal life. This honoree will have made tremendous impacts on those around her through her perseverance and dogged determination to create lasting change and influence her community through her service, dedication to her work, and passion for excellence, serving her community without reservation.

The award included a commendation by Los Angeles Mayor Eric Garcetti: "We are inspired by all you do to lift

up women entrepreneurs, help business meet their logistics and delivery needs, and support both your Los Angeles community and others in Guatemala. Your accomplishments, both as the CEO/Founder of PearlTrans Logistics and as a community leader, exemplify the very best of the Angeleno spirit. Los Angeles is a better, stronger and more prosperous city because of your vision and dedication."

On what this award means to her, Lorena Camargo says "It's a tremendous honor to be recognized by NAWBO, an organization that was founded to advocate and help advance women in both business and public policy. It's also a reminder of my responsibility to be in this position. Of course, I have a long way to go, but there's women that paved the way for me to get here. I also have to make sure to keep opening up doors for those coming behind me and empower those around me." **CLDA**

ABOUT PEARLTRANS

PearlTrans prides itself in being a full-service transportation provider offering customized same-day delivery solutions. They deliver everything from medical supplies to human tissue to aircraft parts throughout California and across the US. Now through their subdivision, Cryo Courier, they help transport fertility samples and materials. To learn more, visit: www.pearltrans.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.

Openforce Continues to Innovate While Helping ICs Remain Independent

Company spent Q3 focused on hot button issues in transportation and logistics: education, driver safety, recruitment and insurance

Openforce, the leading software technology platform for managing commercial relationships between contracting companies and their 1099 independent contractor (IC) workforce, has continued to release innovative tools, services and partnerships designed to help ICs remain independent while building their own businesses.

“A massive portion of our economy is made up of independent contractors. We are in a time when ICs are in high demand and the legislative landscape is continuing to evolve. With that in mind, we felt our mission of empowering contractors to work without limits was now more important than ever,” said Wendy Greenland, CEO of Openforce. “We spent the summer continuing to introduce tools that help IC drivers build their independent businesses, stay safe on the road, more efficiently connect with contracting companies, and have access to essential insurances to keep them compliant. We are as committed as ever to keeping ICs empowered, independent and compliant.”

In Q3 alone, Openforce announced:

- [IC University](#) connects independent contractors to the educational resources they need to safely and confidently building their business.
- [Continuous Monitoring & Safety Education](#), powered by SambaSafety builds and promotes a culture of safety while reducing driver risk for organizations utilizing an IC workforce.
- [IC Recruit](#) helps break the IC shortage cycle by quickly connecting companies with thousands of ready-to-work, qualified drivers matching specified criteria.
- [IC Insure](#) modernizes and simplifies how insurance brokers and agents approach managing policies and IC exposures, while being the only technology fully integrated with IC payment, compliance and insurance management solutions all in one place.
- [One80 Partnership](#) brought three new, affordable, usage-based insurance offerings through Openforce's insurance subsidiary, ICM Insurance Services, LLC consisting of While Under Dispatch (WUD) Commercial Liability, General Liability (GL), and Cargo policies.

Openforce makes certain that contracting companies and ICs alike are empowered to work under a smarter, simpler 1099 workforce model.

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.

Delivery Drivers, Inc. Offers New Same-Day Payment Platform

Irvine, CA (August 12, 2021) - Delivery Drivers, Inc. (DDI), a leading third-party administrator specializing in last-mile labor solutions, announced a new payment platform powered by Branch for DDI driver-partners to access their payouts daily through a digital wallet. "With Branch, DDI provides independent contractors instant access to payouts with no charge to our clients or partners. And with the ability to receive payments on weekends, it's a game changer," said DDI's owner and CEO, Aaron Hageman.

This simple, digital solution allows driver-partners to claim their Branch Wallet and link it to Apple Pay or Google Wallet on their smartphones. The payment platform also offers driver-partners the ability to request a physical card and transfer money to another bank account with no additional fees. Partners can track their activities online or through the app instantly and be able to withdraw cash from over 55,000 Allpoint ATMs across the country.

"As a leader in connecting companies with quality independent contractors, DDI understands that contractor cash flow plays a pivotal role for meeting the growing demand for last mile delivery," said Branch CEO Atif Siddiqi. "We're excited to partner with DDI to provide their driver-partners instant payments, which can help them complete more deliveries and grow their businesses."

This year, DDI has made it their mission to onboard over 140,000 driver-partners in 2021. As of July, they have successfully onboarded over 80,000 driver-partners. For driver-partners to have instant access to the money they earn will be an added incentive for drivers to want to partner with DDI. **CLDA**

ABOUT DELIVERY DRIVERS, INC.

Delivery Drivers, Inc. (DDI) was founded in 1996 and is a third-party administrator with a singular focus – to bring Human Resource and Driver Management solutions for business owners operating with independent contractors. DDI's mission is to serve, provide advocacy and leadership to independent contractors in the global gig economy. DDI's business model helps companies find and onboard top-quality independent contractors and assist with accounting and tax services – all while providing compliance and legal expertise. www.ddiwork.com

ABOUT BRANCH

Branch partners with businesses to accelerate payments and empower working Americans. Companies can make contractor payments instantly and automate reporting through Branch's digital wallet and optional debit card, creating a more streamlined, uniform payments experience. Branch allows companies to reduce payroll costs, recruit and retain talent, support independent contractors with free financial services, and remove logistical burdens and cash flow concerns. www.branchapp.com

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Imaginnovate launches Fleet Enable an end-to-end final mile management system

Imaginnovate, an emerging freight transport software innovator, introduces Fleet Enable, a breakthrough technology targeting a frenzied growth market: final-mile delivery. Fleet Enable's mission is to automate White Glove services and maximize profits for Carriers.

Fleet Enable is a cloud hosted solution that automates the processes from order to cash, including scheduling, routing, dispatch, driver mobile apps, billing, invoicing, driver settlements and customer management. The company added that its software would generate the most optimized and cost-efficient routing for drivers.

Fleet Enable marks the company's expansion into the \$50 billion final-mile delivery market. With U.S. consumers spending \$600 billion annually via e-commerce, final-mile delivery has exploded. Final-mile delivery business is expected to grow 20 percent or more by 2025.

Fleet Enable is a departure from most software developed for transportation companies. According to Fleet Enable, technology is usually designed to assist shippers, Fleet Enable has been created specifically for White Glove Carriers. The company said it wants to collaborate with Carriers to bring further innovation to the final mile.

"What differentiates Fleet Enable is automation, scalability, usability and flexibility," said Mr. Vattipalli, Imaginnovate CEO. "Historically in this space, Carriers have bent their processes to fit the available technology. With Fleet Enable, the software adapts to the Carrier's existing business processes, which simplifies training and onboarding of their employees." **CLDA**

ABOUT IMAGINNOVATE

[Imaginnovate](#) is an 8-year-old software development company supporting the freight transportation and logistics industry. It provides professional management services for companies ranging from start-ups to the nation's largest carriers. Its solutions touch the entire supply chain and include: route optimization, load management, routing and scheduling, capacity management, fleet optimization and rate prediction. Imaginnovate said Fleet Enable would be the first of many software solutions it plans to deliver for final-mile customers.

General Logistics Systems US Inc. (GLS US) Announces Service Expansion into Colorado

GLS, a global leader in Parcel and Freight transportation, continues its strategic expansion in North America. Going online October 1st, 2021 GLS US is opening its newest service center in Aurora, CO and expanding its Parcel and LTL network service area to include a population of over 4 million people.

The new service center is part of GLS's strategic network expansion bringing fast, reliable, and accountable delivery across the western US and beyond. Standard ground transit times between Denver and all major metropolitan west coast cities will be 2 days which is 1 or more days faster than the national competition. Overnight service between Denver and Boise, Salt Lake City, Albuquerque, and Santa Fe will substantially enhance our Front Range and Mountain West offerings.

"Expanding the GLS network to Denver and Colorado enables current customers access to the great customer experience GLS brings with every delivery" said Millie Tarallo, Chief Commercial Officer at GLS US. "We are here to serve our customers' needs and excited to be bringing superior speed and quality to the Denver market and to all our customers across our expansive network."

Hiring is under way for all key roles in Operations and Service Support. The timing of this opening comes at a critical capacity need for customers and the industry in this market.

"All of us on the GLS team are proud to bring our full suite of services and global logistics expertise to the Denver market as the next step in growth and expansion," said Steven Bergan, President of GLS US. "With fast growing operations in Parcel, LTL, Truckload, and Dedicated GLS brings a vast array of logistics solutions to companies at every level of the supply chain."

As a global leader in Parcel and Freight services GLS roots were started in Germany and have expanded over the past 30 years to include direct services in all of Europe, the US, and partnerships across the globe.

For more information, interviews, or inquiries please email marketing@glus-us.com to schedule an appointment. **CLDA**