



THE PORTAL

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Defining, Managing, and Marketing to Generations X, Y, and Z

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About our cover: Are the up-and-coming generations rock stars, techno-geniuses, or slackers? The answers may surprise you. Our coverage begins on page 4.

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By Terry R. Head
HHGFAA President

Age and Value: Sometimes They're Really NOT Just a Number

Some things are known to get better and more valuable as they mellow with age — fine wine, some cheeses, classic movies, old books, and antique furniture, to name a few. But I sometimes wonder: Does that same premise hold true for people? It's often said that age is only a number, and in some respects that's true. If you're a Baby-Boomer who needs your 10-year-old neighbor to program your DVD player or teach you to use your new computer, welcome to the club. The brains of youngsters today seem to be hardwired with an aptitude for technology that has the power to awe and dazzle those of us who find the latest gadgets daunting at best. This means that as the younger generations mature, so, too, will the perspectives, talents, and the assets that they bring to their own lives and careers — also giving value-added to those of us who hire, manage, and sell to them. The trick is to understand what makes them tick, what motivates them, and to channel their formidable skills as effectively as possible to everyone's advantage.

It was an interesting experience for me doing the research and selecting material for this issue of **The Portal**, which focuses on the younger generations and how our industry might better recruit, train, and sell to them.

The inspiration for this topic came to me when I attended a recent conference for association executives, where one of the breakout sessions was aimed at understanding and — as the program title indicated — “Reaching Out to Generations X, Y, and Z.”

The speaker for that session was Sarah L. Sladek, president and CEO of Limelight Generations. Ms. Sladek, a very knowledgeable and vibrant young professional herself, has conducted extensive research and written several books on this subject. We have incorporated in this issue some of her company's material, observations, and findings for your reading pleasure and benefit.

During the session, Ms. Sladek led a discussion of all types of things: age ranges, differences in upbringing, core values, impact of globalization, influence of the Internet, YouTube, MySpace, blogs, list-serves, Webinars, communication styles, text-messaging, purchasing power, preferences, and other fascinating subjects. We also spent considerable time on what recruitment, retention, and marketing tactics are most beneficial (in this case, for associations); and how to determine the return on investment for developing new marketing and communication techniques aimed at the younger generations.

What really surprised me was how many other larger associations were behind the curve in addressing the needs of its younger current and future members. It was very enlightening for me, and I felt advanced in my thinking as compared to others in the meeting.

We all should be very proud of the fact that HHGFAA has long since recognized the importance of our younger generations and, through our “Young Professionals” (YP-35) group, the Alan F. Wolstetter Scholarship Fund, and our new Student Membership constituency, we have for some time been advancing our efforts to successfully engage our younger members and future leaders and bring them into the mainstream of the association, as well as the relocation and moving industry in general.

Our association and industry still have a long way to go toward defining, understanding, appreciating, and utilizing the attributes and skills of the younger generations. However, I hope this issue will serve as a catalyst to move the initiative further.

After reviewing the articles in this issue, I think you might agree with the old saying one of my close associates recently reminded me of: “You shouldn't judge a book by its cover.” I'll also add my own sentiment, which is perhaps even more fitting for our membership:

“The best wine choice for the meal is not necessarily the oldest bottle in the wine cellar.”

The Next 20 Years: How Customer and Workforce Attitudes Will Evolve

By Neil Howe and William Strauss

During the Middle Ages, travelers reported an unusual custom among villagers in central France. Whenever an event of local importance occurred, the elders boxed the ears of a young child to make sure he remembered that event all his life. Like those medieval villagers, each of us carries deeply felt associations with various events in our lives. For Americans, Pearl Harbor, the Kennedy and King assassinations, the Challenger explosion, and 9/11 are burned into our consciousness; it is impossible to forget what we were doing at the time. Over time, we realize that such events—and how old we were when they occurred—have in many ways made us who we are.

This is what constitutes a generation: It is shaped by events or circumstances according to which phase of life its members occupy at the time. As each generation ages into the next phase—from youth to young adulthood to midlife to elderhood—its attitudes and behaviors mature, producing new currents in the public mood. In other words, people do not “belong” to their age brackets. A woman of 40 today has less in common with 40-year-old women across the ages than with the rest of her generation, which is united by memories, language, habits, beliefs, and life lessons.

Generations follow observable historical patterns and thus help us predict future trends. To anticipate what 40-year-olds will be like 20 years from now, don’t look at today’s 40-year-olds; look at today’s 20-year-olds. People of a given age may vary quite dramatically from era to era. Recall, for example, Sproul Hall at UC Berkeley in 1964 and the students wearing computer punch cards that proclaimed “I Am a Student! Do Not Fold, Spindle, or Mutilate!” They were mocking the automated treatment the university was supposedly giving them. In the years after World War II, Americans had grown used to the Silent Generation’s conformist college students. Now a new generation was arriving: the Baby Boomers raised in the aftermath of the war. By the late 1960s these confrontational, megaphone-toting students had launched a “consciousness revolution” to demand that their war-hero elders live up to higher moral standards. Twenty

years later US campuses experienced another surprising shift. *The Wall Street Journal* noted in 1990, “It is college presidents, deans, and faculties—not students—who are the zealots and chief enforcers of Political Correctness.” Thus, Generation X, was born during the consciousness revolution. The children of divorce, latchkeys, and ad hoc day care, they showed much less ideological passion than their elders and brought a new pragmatism to the nation’s campuses.

Generations are among the most powerful forces in history. Tracking their march through time lends order—and even a measure of predictability—to long-term trends.

Today graying college leaders on the verge of retirement continue to carry the ideological torch, crusading for various causes in ways that often irritate their younger Gen X colleagues. Meanwhile, undergraduates are showing yet another generational personality: The members of this rising Millennial Generation tend to be upbeat, team-oriented, close to their parents, and confident about their future. Unlike Boomers, they do not want to “teach the world to sing.” Unlike Gen Xers, they don’t “just do it”—they plan ahead.

Neil Howe and William Strauss, the authors of Generations: The History of America’s Future, 1584 to 2069 (1991), The Fourth Turning: An American Prophecy (1997), and Millennials Rising: The Next Great Generation (2000), among other books, are the founding partners of LifeCourse Associates, a publishing, speaking, and consulting company in Great Falls, Va. Web site: hbr.org

SOURCE: Harvard Business Review

The Basics of Selling to Generation X

By Karen E. Klein

Yesterday's young "slackers" are becoming today's dutiful parents. No business can afford to ignore this demographic shift. How can entrepreneurs tweak their marketing and sales campaigns to better reach today's young families? A new survey of 3,020 parents, conducted in late 2003 by Boston-based marketing-strategy firm Reach Advisors, lays the foundations for a better understanding of the social and attitudinal differences between Generation Xers—those born from 1965 to 1979—and their Baby Boom parents. What follows are some of the key points drawn from the survey, *Generation X Parents: From Grunge to Grown Up*, and the lessons savvy businesses will draw from them:

- **Better educated, downwardly mobile:** Gen X parents have more schooling than boomers yet are far more pessimistic about their financial futures. Gen X parents are more uncomfortable with their debt levels, have much lower expectations of remaining in their current jobs, and are less likely to expect defined-benefit pensions in retirement. The specter of financial insecurity haunts them much more than it did their parents at the same age. *Lesson:* Value sells—and permanence, being such a rare commodity—sells even better.
- **More family time, less contentment:** Gen X moms and dads are more likely than upwardly mobile Boomer parents to turn their attention from careers to put a greater emphasis on children and household responsibilities. Still, the Gen X parents are less satisfied with the amount of time they allocate to family -- not because they don't like the trade-off, but because they wish they could spend even more time with their kids. *Lesson:* While "quality time" was the much-quoted goal of Boomer parents, Gen Xers also want "quantity time" with their kids. Keep that in mind if marketing family-related goods and services.
- **It's all about value:** Generation Xers in the top 5% of household income—those with annual incomes of \$150,000-plus—tend to be in industries that have seen layoffs and where income growth

has stalled. The consequent uncertainty leads to more cautious spending across the entire income spectrum. Where wealthy boomers might brag about how much they pay for something, Gen Xers relish talking about how much they managed to save—and that applies even to those in the top income brackets. Spreading the word to friends and workmates about great deals and where to find them is actually a means for Xers to signal their tech savvy. *Lesson:* If an Xer thinks you're offering a great deal, expect to see his or her friends as word spreads.

- **The "soccer mom" is history:** Only 9% of Generation X mothers describe themselves that way. Today's young moms are more difficult to classify, given the variety of factors that shape their existence: They have high levels of education, and they married and had children later than their Boomer counterparts. As a consequence, they generated higher percentages of household income before confronting decisions about whether to return to work after having children. *Lesson:* Ad and marketing campaigns that target young mothers with one-dimensional portrayals are likely to be met with a resoundingly cold shoulder.
- **Dads do more at home:** Today's fathers are less likely to draw a hard and fast line between work during the week and family on the weekend. Dads are proud to be involved in the daily lives of their children and are more likely to play a significant role in purchases and activities for their kids. *Lesson:* Put those Ward Cleaver stereotypes in the shredder. Fathers have an ever-growing say in their kids' lives and day-to-day upbringing. If you ignore this social and cultural change, you do so at the peril of the bottom line.

The survey's findings should be taken as indications that, just as families are changing, so must marketing tactics. Says Reach's James Chung: "For companies that serve mostly Baby Boom parents with older children, much of this change is on the horizon. Companies serving Generation X parents with younger children, however, are starting to feel this shift earlier than others."

The smart business owner will swim with the tide—or be swept away by it.

Karen E. Klein is a Los Angeles-based writer who covers entrepreneurship and small business issues at Business Week.

Generations X, Y, and Z: What Makes Them Tick?

By Boris Populoh, HHGFAA Director of Programs and Services

Understanding the generational difference, and how to recruit, manage, and sell to the younger generation is an issue every industry has to address, including the international household goods transportation and forwarding industry.

Are employees from the younger generations rock stars, techno-geniuses, or unmotivated slackers? Everyone seems to have an opinion. One thing is for sure: They're here and here to stay, and they will play a pivotal role in the future of your organization. Whether one is old, young or somewhere in between, our perceptions influence how we view others and the decisions we make based on our preferences.

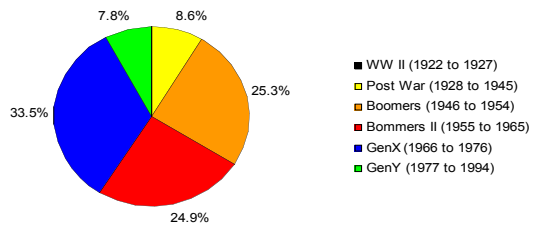
This survey provides some insight into how the international household goods transportation and forwarding industry views this complex and intriguing issue.

Survey Results: Questions and Responses

QUESTION #1:

Which is your generation?

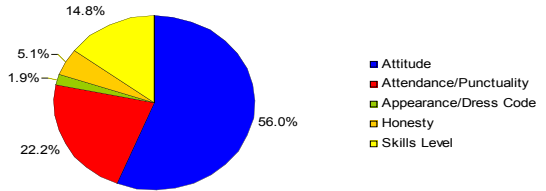
The largest group of responses, 86 of the 257 received, were submitted by those identifying themselves as Gen X. The next two groups in terms of responses received came from the Boomers and Boomers II generation, with 65 and 64 responses, respectively. Overall, a total of 215 responses were submitted by those born between 1946 and 1976.



QUESTION #2:

What is your most pressing issue with employing young adults?

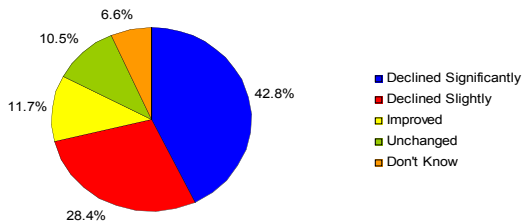
A solid majority, 144 of 257 responders, indicated that the most pressing issue with employing young adults is their attitude. While this perceived apparent lackluster approach to the work environment is a source of friction between the generations, only 5% of responders feel that honesty is an issue when it comes to employing young adults.



QUESTION #3:

How would you describe the change in work ethic over the past 25 years?

183 responders, 71.2% of all responses collected, indicated that they felt that work ethic has either declined significantly or slightly, of those 110 felt that work ethic has declined significantly over the past 25 years. This is noteworthy, since this perception is shared across all three major groups of responders, the Baby Boomers and Boomers II, as well as Gen X.



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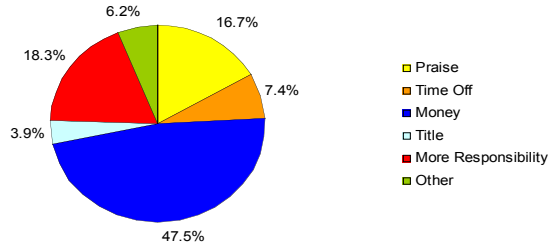
Survey

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QUESTION #4:

The best way to motivate young workers is to give them more ...

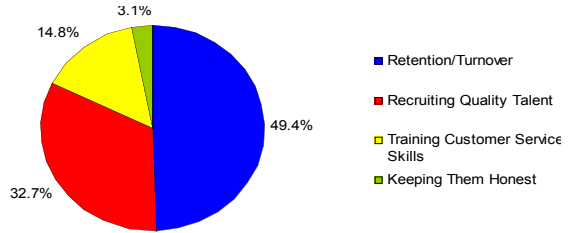
Nearly half of all responses indicated that “Money” is the primary tool used to motivate young workers. On the other hand, both “Praise” and “More responsibility” also appear to be useful tools in motivating younger workers.



QUESTION #5:

The biggest challenge facing employers of young adults is ...

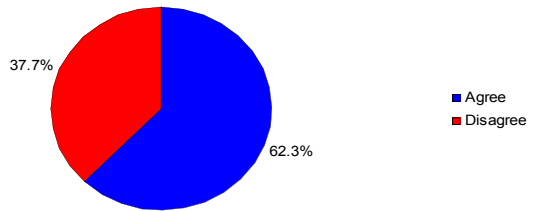
Not surprisingly, “Retention” is the biggest challenge facing employers of young adults. It seems that no matter what area of the industry we are talking about, retaining quality talent is difficult. It stands to reason that while “Money” is thought to be a primary motivator, perhaps other tools could be employed more effectively when it comes to attracting and retaining qualified staff.



QUESTION #6:

Compared to 25 years ago, do young adults have to deal with a higher level of job stress and a higher level of workload?

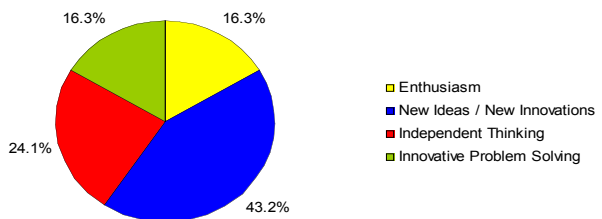
A very solid majority of responders, 160 out of 257, indicated that they feel that young adults today, have to deal with a higher level of job stress and a greater workload than they did 25 years ago. Whether you feel that is true or not, it cannot be denied that today’s work environment is very different than it was 25 years ago.



QUESTION #7:

What are the best skills that young adults bring to today’s workplace?

While there are differences of opinion and perception when it comes to recruiting, managing, and selling to the younger generation, it appears that everyone can agree on the fact that contributions made by younger adults in the workforce are of significant value and add new ideas and skills to our industry.



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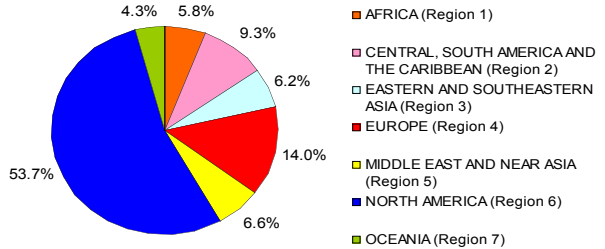
Survey

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QUESTION #8:

In which geographical region is your company located?

HHGFAA's North American members made up over half of all responses collected. That is not surprising, since the issue of generational differences, the impending retirement of the Baby Boomer generation, and the need to replace those workers with qualified young adults has been in the news for the last few years. However, as can be seen by the overall participation numbers from the various global regions, this issue transcends national borders and is important no matter where you live and work.



Portal Magazine Survey: Generations X, Y, and Z: What Makes Them Tick?

The Survey Stats

Survey duration:	04:00 p.m., March 10, to 4:00 p.m., March 17, 2008
Number of potential survey participants:.....	2,027
Member records with missing e-mail addresses:	38
Number of e-mail addresses blocking bulk messages:.....	19
“Bounce-backs” due to incomplete/incorrect e-mail addresses:.....	207
Number of participants able to participate:.....	1,763
Actual number of participating members:	257
Participation percentage of able participants:	14.57%

Generations X,Y, Z and the Others

By William J. Schroer

Generation X

Born: 1966–1976

Coming of age: 1988–1994

Age in 2004: 28 to 38

Current population: 41 million

Sometimes referred to as the “lost” generation, this was the first generation of “latchkey” kids, exposed to lots of daycare and divorce. Known as the generation with the lowest voting participation rate of any generation, Gen Xers were quoted by *Newsweek* as “the generation that dropped out without ever turning on the news or tuning in to the social issues around them.”

Gen X is often characterized by high levels of skepticism, “what’s in it for me” attitudes and a reputation for some of the worst music to ever gain popularity. Now, moving into adulthood, William Morrow (Generations) cited the childhood divorce of many Gen Xers as “one of the most decisive experiences influencing how Gen Xers will shape their own families”.

Gen Xers are arguably the best educated generation with 29% obtaining a bachelor’s degree or higher (6% higher than the previous cohort). And, with that education and a growing maturity they are starting to form families with a higher level of caution and pragmatism than their parents demonstrated. Concerns run high over avoiding broken homes, kids growing up without a parent around and financial planning.

Generation Y, Echo Boomers or Millennials

Born: 1977–1994

Coming of age: 1998–2006

Age in 2004: 10 to 22

Current population: 71 million

The largest cohort since the Baby Boomers, their high numbers reflect their births as that of their parent generation..the last of the Boomer Is and most of the Boomer II s. Gen Y kids are known as incredibly sophisticated, technology wise, immune to most traditional marketing and sales pitches...as they not only grew up with it all, they’ve seen it all and been exposed to it all since early childhood.

Gen Ys are much more racially and ethnically diverse and they are much more segmented as an audience aided by the rapid expansion in Cable TV channels, satellite radio, the Internet, e-zines, etc.

Gen Ys are less brand loyal and the speed of the Internet has led the cohort to be similarly flexible and changing in its fashion, style consciousness and where and how it is communicated with.

Gen Y kids often raised in dual-income or single-parent families have been more involved in family purchases ... everything from groceries to new cars. One in nine Gen Yers has a credit card co-signed by a parent.

Generation Z

Born: 1995-2012

Coming of age: 2013–2020

Age in 2004: 0–9

Current population: 23 million and growing rapidly

While we don’t know much about Gen Z yet...we know a lot about the environment they are growing up in. This highly diverse environment will make the grade schools of the next generation the most diverse ever. Higher levels of technology will make significant inroads in academics allowing for customized instruction, data mining of student histories to enable pinpoint diagnostics and remediation or accelerated achievement opportunities.

Gen Z kids will grow up with a highly sophisticated media and computer environment and will be more Internet savvy and expert than their Gen Y forerunners.

Generation Y in a Nutshell

Nadira A. Hira of *Fortune* magazine recently offered what she called a “field guide to Generation Y.” Here are just a few clues that you’ve encountered Gen Ys:

- **They’re ambitious, demanding, and question everything.** They need a good reason for a long commute or working late. Their loyalties put families, friends, and communities at the top of their list; their companies are last.
- **They’re in a strong position to dictate terms** to their prospective employers. They insist on being given productive tasks from their first day on the job, and expect to be recognized for their performance. One expert says, “This is the most high-maintenance workforce in the history of the world. ... They’re also going to be the most high-performing workforce in the history of the world. They walk in with more information in their heads, more information at their fingertips - and, sure, they have high expectations, but they have the highest expectations first and foremost for themselves.”
- **They now outnumber Baby Boomers** (some 78.5 million). Census Bureau figures say there are 79.8 million members of Gen Y (those born between 1977 and 1995).
- **They’re technologically savvy**, quick to master computers and the latest gadgets.
- **More than a third of them have tattoos**, and 30% have a piercing somewhere besides their earlobe. They spend lots of time at the gym.
- **Race is rarely an issue** for Gen Ys, who are generally used to diversity.

Global Demographic Demand

Women and minorities are the globally coveted demographic for executive search firms tasked with replacing retiring Baby Boomers, according to more than 50 delegates from IMD International Search and Consulting, an international organization of boutique executive search firms, which held its biannual conference in Paris in November. Here are some of the highlights:

- “In terms of age, origins, and gender there is a need to open the door to new profiles,” said Albert Hiribarrondo, chairman of the IMD International board, representative from France, and managing partner of Sirca/IMD.
The solution is to broaden your search for new talent “to find ways to bring more women and minorities into management ranks, mentor them, and give them the ability to rise to upper management positions,” added Thomas Fuller, an IMD International board partner, director of the Americas, and general managing partner of New York-based Epsen Fuller/IMD. “Thirty percent of the current executive suite will be retiring within five years. It’s a huge percentage, and we don’t have anyone replacing them.”
- “To win the talent war, we need to explore targets previously untapped. One of the largest targets is the female in management. Only 2 percent of CEOs in the UK are female,” said Sherilyn Shackell, IMD board member, and CEO of UK-based Highfield Human Solutions/IMD. “There must be an evolution in minds, in families, and in society,” she explained. “The first step is the awareness that things have to change in order to tap into this phenomenal potential.”
- Reports of few females in senior executive positions were heard from IMD partners from Italy, Japan, Korea, and Germany, but partners from Spain, Denmark, and Mexico said the trend is moving in the other direction. In Finland, progress is being made, but there’s room for improvement. “In Finland, women are considered equal [to men],” said Mimma Silvennoinen, managing partner of Finland-based IMS Talent, “but we still don’t have enough women in top management positions.”

The ABCs of the XYZs

Restless Employees

Workers on four continents grew more restive over the last two years, according to a survey by global consultant Blessing White. Of the nearly 4,500 who participated in the study, 58% expect to “definitely” remain with their employer through the year, down from 65% in 2006, whereas 34% say they “probably” would stay, up from 29% in 2006.

SOURCE: On-line Training Magazine

Xers Move into Purchasing Power

By Sarah L. Sladek

Have you noticed? The ’80s are back. Recently I was interviewed by National Public Radio for a story on marketing to Generation X through nostalgia. And while nostalgia marketing has been referred to as a trend, it indicates a significant shift in consumerism.

The “Transformers” movie is just one the latest-never mind the biggest-piece of ’80s nostalgia that’s been recycled. The film’s producers took a reported \$150 million gamble on a movie that targets Generation X, a generation characterized as cynical, unsentimental, and incredibly difficult to engage and entertain.

The movie was a hit, not to mention the re-introduction of toys like Care Bears, My Little Pony, Cabbage Patch Dolls, GI Joe, Teen-age Mutant Ninja Turtles, and the Rubik’s Cube.

On television, we’re seeing Bionic Woman and Knight Rider resurface. In music there’s The Police reunion, George Michael appearances on a new television series, and Super Bowl performances by ’80s icons like Tom Petty, Prince, and Janet Jackson.

So what does all this mean for business? It means Generation X has moved into a position of purchasing power. For the past few decades, Baby Boomers have held most, if not all, the purchasing power. The Xers are now making an influential step up to the cash register, and the return to the ’80s is an obvious attempt to reach these savvy, skeptical consumers.

Here’s why nostalgia marketing works with Xers:

- Xers, now ages 27–44, are experiencing their first quarter-life crisis. Nostalgia marketing recaptures the feelings of a simpler and happier time, when they weren’t paying off huge mortgages and balancing their careers while raising small children.
- Gen X has been dubbed as the Family First Generation and their largest purchases revolve around their homes and their children. Xers like introducing their children to the icons and images of their youth and sharing that experience with them.
- Generation X is the first generation to trust their peers more than anyone else. They are skeptical of advertising and marketing schemes and they aren’t brand-driven or trend-driven consumers. Xers make purchasing decisions on what they know and trust, which is why ’80s nostalgia has resonated with them.

The Xer consumer is difficult to reach, but offers unprecedented opportunity for those businesses that can prove themselves relevant and meaningful to this generation.

Consider Wii, the video gaming system that’s selling out nationwide. Wii has been incredibly popular with Xers because it is family-friendly and simple to use, making it reminiscent of the Atari they grew up with and also meeting their demands for family-friendly entertainment.

The purchasing power is shifting to a younger demographic. Does your business have what it takes to reach this elusive, emerging consumer market? Time will tell.

Sarah L. Sladek is president and CEO of Limelight Generations.

Car Manufacturers Take Younger Generations for a Test Drive

Without a doubt, during the recent Super Bowl football game, you watched advertisements about automobiles. This certainly isn't a new phenomenon, but what is new is that most of what you watch was random marketing strategies.

For the first time in 40 years Baby Boomers aren't dominating the automobile market, and auto manufacturers are especially perplexed when it comes to Generations X and Y. So far, they have lacked the vision and savvy to appeal to this younger market, and sales are suffering as a result.

With auto sales headed for their lowest level in a decade, automakers are scrambling to appeal to younger generations:

- Toyota is launching a new campaign targeted toward Generation Xers. Its new Sequoia SUV "Anything but Ordinary" ads are targeted at married couples under the age of 45.
- GM is preparing for its centennial celebration, GMNext. GM is focusing the celebration on the next generation of car buyers featuring online chats, videos and blogs, a series of rock festivals, and a live global broadcast at the GM's headquarters in Detroit.
- BMW's one-series 135i coupe was created with Gen-X in mind. The average age of BMW buyers is 48, so the coupe marketing campaign is using YouTube, MySpace, Facebook, interactive audio and video, and podcasts to reach younger consumers.
- Ford introduced the Taurus X, a cross between a sedan and an SUV, to attract Xers with children. It's been referred to as a reinvention of the family station wagon with three rows of seating and a voice-activated, hands-free communications and entertainment system.

In 1964, Lee Iacocca realized the first of 78 million Baby Boomers would turn 18 and lead the largest wave of potential car buyers history had ever seen. That year, Ford introduced the Mustang—a car aimed specifically at that burgeoning demographic—and sold 22,000 cars on the very first day.

Who is the Iacocca of today? Who will lead the auto industry to understand and inspire the next generation of consumers? Slowly but surely, the auto industry has learned from the Mustang experience. While the older generations may have more money to spend, it's the younger generations that define consumer trends and influence sales. The younger generations are the true drivers of the marketplace.

Remember: You can sell an old man a young man's car, but you can't sell a young man an old man's car.

SOURCE: Sarah Sladek, Limelight Generations

The ABCs of the XYZs

Parental Work Perks

More than three in five (62%) companies have made policy changes to better accommodate working parents, according to a survey sponsored by OfficeTeam of 150 randomly selected senior executives. "Programs that support work-life balance are attractive to professionals, especially members of the 'sandwich generation' — those caring for both children and elderly parents," says Diane Domesy, executive director of OfficeTeam. "For smaller firms that may not have as much flexibility in adjusting salaries as larger organizations, offering these types of benefits can level the playing field."

For more on extra working-parent perks, read *Day Care Dilemma: Hey, Boss, Can You Watch My Kids?*

Generations X and Y: Why The Differences Between Them Matter

By Narda Korakin and Sandra Ziv

Today's world is characterized not only by diverse cultures, but also by diverse generations. The Baby Boomers (born in 1946–1965), the X Generation (1966–1977), and the Y Generation (1978–1986) all have different needs in today's workplace.

Recent studies indicate shifts in the way each generation responds to the pressures of the workforce and work environment. Demographic diversity in the workplace ultimately will challenge the way businesses are managed. For example, human resources policies on hiring, firing, and maintaining their employees make recruiting much more complex. The employees of each generation will need to adjust their sales strategies according to their target clientele population.

The effort to retain good people—think of it as “the Talent Wars”—plays a large role in ensuring that businesses can keep their young, technically savvy workforce. Recent studies by Accenture show that 68% of global businesses feel that retaining talent plays an important role in running any good business. David Clinton of Accenture notes that people—the human factor—is the key ingredient for competing in today's digital global world economy. This is why we should take into consideration points like level of trust, and commitment between the generations. For example, the Baby Boomers are much more dedicated, collaborative, loyal, self-motivated, self-disciplined, and work independently toward personal fulfillment. Many BBs selected their profession based not on economic prospects but with the desire to make the world a better place. Others were driven by their competitive nature to aspire to higher monetary compensation and titles.

Generation Xers are team workers, better educated, less hierarchical, more entrepreneurial, more likely to move from one job to another, more technologically skilled, and more likely to choose a career that offers a balanced lifestyle.

The Y generation, on the other hand, comprises multi-task individuals, finely tuned technological skills, who enjoy being challenged and treated with respect. They feel that experience is irrelevant, as the world is changing constantly, and they are capable of immediately adapting to the changing needs of the evolving markets.

Each succeeding generation is more Information Age-oriented than the generation before. Generation Y is far more prepared for technological advances than Generation X, and the BBs have the advantage of witnessing transformation and the landmark events that led to globalization. They possess a point of reference that would be lost to Generation Y, who are already entrenched in the global age. In a *National Post* interview (Jan. 31, 2005), Sean Foley, a researcher at Carleton University in Ontario, Canada, noted, **“Baby Boomers value experience, because that's what they have; Gen-Xer's value education because that's what they have; and the next generations value technological savvy, streets smarts and creativity because that's what they have.”**

In short, businesses must adapt management structures to suit changing markets and a changing workforce.

The bringing together of the generations, the digital age, and changing ideologies of the millennium, are certainly changing the ways in which business is conducted. Despite what is referred to as technology-savvy talent, there is greater weight and emphasis placed on understanding and appreciating people who can perform, rather than the technologies themselves.

The differences in each generation also affect the terms on selling strategy, especially in the field of forwarding, transportation and relocation.

The BBs needed only the shipping—transportation was expensive and rare.

Generation X is much more sophisticated but also suffered from economic recessions and pressures of internationalization. The Y generation was born into total transportation around the world and beyond. They grew up in a hyper-connected, fast-track, high-speed world, related to brands and products in a distinctly different way from those who went before them. Relocation today is an inherent, integral part in the current workplace. Companies are required to supply a much more sophisticated, comprehensive, all-inclusive, service product that includes orientation, house search, settling-in services, educational counseling, departure services, guidance, coaching, etc.

If we will adapt strategies tailor-made to the needs of each generation, in an appropriate manner, the generation differentiation will no longer be an issue, and in fact will enhance our business to an even more prosperous future.

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Narda Korakin and Sandra Ziv are team members at Ocean Company—Israel Global Relocation Solution, where they work with Eran Drenger, an AMMB Member for the Middle East and Near Asia.

Motivation, Respect Are Keys to Successfully Employing Gen-Xers

By Jackie Agner

*“If you want happiness for a lifetime,”
help the next generation.*

—Chinese Proverb

As a card-carrying Baby-Boomer, I know very little about the Y and Z generations but I do know a lot about the Generation X, as my husband and I have a 33-year-old daughter, Kristy, who is married and who has blessed us with a granddaughter. What I haven't figured out yet is how to manage her—actually, she does a much better job of managing us.

Then again, this is not about our daughter. My task here is to explain the differences between our generations and how to recruit, manage and sell to them. However, while doing my research I was shocked at the similarities between our daughter and the numerous descriptions of Generation X.

To sum, up the so-called Gen-Xers are primarily children of the Baby Boomers born between 1960–1981. These are children who seek a sense of purpose, work-life balance, fun, variety, respect, and the opportunity to do “real” work that makes a difference. Arguably everyone wants these things from a job; the difference with Generation X is they'll talk with their feet when their needs are not fulfilled.

Xers are different in so many ways. They are racially and ethnically diverse, they are extremely independent, they have totally embraced the technological revolution, and they feel empowered and are optimistic about the future. Growing up in the age of technology has put a computer in the hands of almost every child. These are people who have understanding, knowledge, and a command of technology and they keep up with its advances.

Unlike their parents and grandparents, Gen-Xers have a multitude of choices at their fingertips, thanks to the technological advances in the past decade. The wealth of information available in seconds from the Internet, hundreds of television stations to choose from, and a different shopping center every 10 miles underscore to Generation Xers that if they don't get what they want or need from one source, they can easily and immediately go to another. This also relates to employment, because Generation X will



Jackie Agner with her Gen-X daughter, Kristy.

question workplace regulations (such as dress codes and schedules), and know that there are other options out there if they are not satisfied with the answers.

Generation X wants to start at the top, or at least to be climbing the corporate ladder by their sixth month on the job. They believe that they deserve the position they want. This is not a lazy generation—actually they are not against hard work by any means. They also want to do the work better and faster than their co-workers. Being competitive with themselves and others is in their nature.

To recruit and retain the group entering the workforce is increasingly a challenge for employers. To a Gen-Xer, a good job is no longer defined by monetary gains alone. Position selection is behavior-driven. Xers will take a given job because they WANT to work there, not because they have to. What they're looking for is an opportunity to make a difference in the world, or the company.

To catch their attention, you want a high-technology campaign that is colorful, upbeat and modern. Xers are fast to recognize when a potential employer uses technology in lieu of important parts of the hiring process. They expect to interact with recruiters who are knowledgeable and skillful. They want specifics about the company, the possibilities, and the opportunities. Hiring the next generation of workers means utilizing new recruitment methods. Eric Chester, author of *Getting Them to Give a Damn: How to Get Your Front Line to Care about Your Bottom Line*, suggests that **employers no longer need to hire the best people—rather, they need to employ the right people.** Using

personality profiles to hire people with similar work habits and views will reduce the tension and turnover in the workplace.

This generation does not expect, accept or understand the same rules and regulations as its predecessors. Elements of the workplace important to this generation include:

1. Good relationships with bosses and co-workers
2. Income
3. Opportunity for growth
4. Opportunity utilize their skills
5. Challenging daily work
6. Flexible schedules for social and personal time
7. A casual dress environment.
8. Tuition reimbursement
9. 401K match by employer
10. Bonuses
11. Comp days

The bottom line is that Generation X is not very different from any other demographic. They, too, want to be respected and recognized for their workplace contributions. These kids are connected: Technologically savvy, they are used to using cellular telephones and the Internet as primary means of communication. They are career-minded: The work they do should mean something and have importance to them personally and to their company. They are confident; products of encouraged self-esteem and educational opportunities, they believe they can do it all—and trust me, they can!

Generation X will bring new ideas and values into the workplace. They are highly educated, willing to learn, technologically savvy, and motivated. Understanding and being sensitive to the needs of these workers will be the key factor in recruiting and retaining them. If you want them to care about your company, remember to show that you care about them.

Sources: USA Today, Wikipedia.com, NAS Insights.com

Jackie Agner, HHGFAA's Associate Members' Representative, is director, household goods at Puget Sound International Inc in Tacoma, Wash.

Free Loan, Anyone?

By Edward T. Wickman

Many years ago when affiliated with a large van line I would travel around the United States meeting agents and training them to handle international moves. The one issue that impressed me as a little unusual was the cynical nature of all the agents as it related to money. There appeared to be zero negotiation nor trust with the clients. Nothing would happen until every dollar was collected unless it was a major corporate account. I thought to myself how tragic that was as compared to us in the international family. We, for the most part, trusted each other and our word was a contract. There were, of course, exceptions but for the most part it worked in a good manner. What happened? Has it all changed?

Today I think we would all agree we act only part as a mover or forwarder but the other part is a bank or lender. There are few industries that would tolerate carrying a receivable for 90 or 120 days. Yet, that is common in our industry. It would be considered insane in a typical business school to teach an economic model that a small business would be carrying up to a million dollars receivables for an extended period. Yet, it is not unusual in our industry.

We might be all foolishly too trusting of each other and have to learn the hard way. **It takes a lot of shipments and hard work to recover from one bankrupt customer.** Most of us will continue to extend credit and take that risk because our competitor down the road will if we don't. But, in this time of extraordinary port charges required to be advanced, customs inspections, distraught clients due to those costs, demurrage, currency exchange flux, last minute fuel surcharges, and the rest of the list we deal with daily there is an increased chance some will not weather it.

At the urging of the Membership, our association has initiated a program that will offer some protection to its membership, Receivable Protection Plan (RPP). I would encourage each of you to send in your application and check for this program.

The little water spots on my check to the HHGFAA were tear-drops over the fact the program was not in effect last year and knowing all the money I could have saved. Join today. It could be the best spent investment you will make this year.

Edward Wickman is an AMMB Representative for North America. His company, Wickman Worldwide Services, Inc., is headquartered in Evansville, Ind.

For information about the Receivable Protection Plan guidelines or to download an application, please visit

www.hhgfaa.org/rpp.html

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USCG Finds One-Third of Ports Have Security Gaps

The US Coast Guard has found deficiencies in security at one-third of port facilities that inspectors checked in 2006, the Government Accountability Office (GAO) reported recently.

The GAO also cited the USCG for having an apparently incomplete list of facilities, and not having enough personnel to perform inspections.

Using 2006 data, the GAO found that facilities were most often deficient in access control, facility record-keeping, and measures to secure restricted areas. Facilities also did not meet drill and exercise requirements, and did not keep security plans up to date.

In the SAFE Port Act of 2006, Congress ordered the Coast Guard to inspect facilities twice a year, including one unannounced inspection. The GAO said that the Coast Guard had not assessed the effectiveness of its program.

The report also questioned whether the USCG had staff for security inspections, especially since inspectors also were assigned for safety or pollution checks.

The Coast Guard reported it had inspected 2,126 facilities in 2006, although it estimated there were some 3,200 facilities under its jurisdiction.

The GAO said that some inspections may not have been reported to headquarters, or the reports were delayed because inspectors had been sent on other assignments.

SOURCE: Journal of Commerce

USCG Puts Syria on Port Security Watch List

The United States Coast Guard has added Syria to a list of countries that have not demonstrated adequate port security measures, which will require vessels to increase their security when they call at Syrian ports.

The Maritime Transportation Safety Act required vessels and ports to develop security plans, and the Coast Guard to approve them. Vessels without sufficient security may be barred from US ports.

The agency determined that Syrian ports “are not maintaining effective anti-terrorism measures,” so vessels calling at the ports will be required to implement “level 2” security, which includes guarding all access points, and having the vessel exterior in full view on all sides.

The Coast Guard said that in 2007, 149 ships that called in the US had a Syrian port among its last five calls.

Syria joins five African countries and Indonesia on a list of countries that have not demonstrated adequate port security. According to a Coast Guard spokeswoman, the status of the others was determined after port visits required by MTSA.

Foreign port assessments began in 2004. So far, the Coast Guard has visited 136 of the 145 nations that trade with the United States and plans to complete the list this month

SOURCE: Journal of Commerce

Contract Awarded for New USTRANSCOM Building

The US Army Engineer District, Louisville, announced on Feb. 15 the award of a contract to River City Construction, L.L.C., East Peoria, Ill., to build a new US Transportation Command facility at Scott Air Force Base, Ill. The total contract value, including options, is \$93.6 million.

The new building, due to be completed by 2010, will be approximately 180,000 square feet and will be located behind the current USTRANSCOM headquarters building.

The three-story facility will serve a number of functions for USTRANSCOM and its ground component, the US Army's Military Surface Deployment and Distribution Command (SDDC).

Foremost in the plans for the new building is a permanent headquarters location for SDDC, which will occupy the entire third floor. The headquarters element of SDDC officially moved to Scott AFB in August and has occupied a temporary headquarters building.

In addition to housing SDDC's permanent headquarters and staff, the new facility will provide a joint operations center to house the fused USTRANSCOM Operations Center. This will include planning functions of the Air Force Tanker Airlift Control Center, SDDC, the US Navy's Military Sealift Command, and the USTRANSCOM Deployment Distribution Operations Center, as well as other key partners in the Defense Transportation System.

The new building will also house the Joint Distribution Process Analysis Center, a consolidation of select USTRANSCOM staff and SDDC Transportation Engineering Agency personnel.

The contract also contains a project option to provide a 28,000 square-foot addition for a new Joint Intelligence Operations Center.

SDDC's move to Scott Air Force Base is a result of the most recent Base Realignment and Closure Commission's recommendations, which became law in November 2005.

Gainey Confirmed by Senate For Third Star; New SCCD Commander Is Named

Maj. Gen. Kathleen M. Gainey, commanding general of the Military Surface Deployment and Distribution Command, was confirmed by the US Senate on March 13 for promotion to the rank of lieutenant general.

Gainey will be assigned as Director for Logistics, J-4, The Joint Staff, Washington, D.C., on a date yet to be determined.

MG (P) Gainey took the reins of SDDC Oct. 6, 2006. The command officially relocated its headquarters from Alexandria, Va., to Scott AFB, Ill. Aug. 14, 2007.

As this issue of **The Portal** went to press, HHGFAA learned that Gen. Gainey's successor as SDDC commander has been named. Assigned to that post will be Brig. Gen. James L. Hodge, deputy commanding general, US Army Field Support Command, with duty as commanding general, Army Materiel Command Forward-Southwest Asia/G-4, US Army Central, Camp Arifjan, Kuwait.



Uzbekistan Permits Limited US Use of Airbase

The Central Asian country of Uzbekistan will now allow limited numbers of US staff access to the facility near the Afghan border. The base was once used by Soviet forces and is currently operated by Germany. The United States intends to use Termiz as part of wider NATO operations.

The US originally set up camp at another Uzbek airbase, known as K2, to fight the Taliban in Afghanistan in 2001. At that time Uzbekistan was an ally in the war on terrorism. However, Uzbekistan expelled all US troops from the country in 2005 when America protested a heavy-handed crackdown on unarmed protesters in the city of Andijan in May of that year. From that time, only German personnel were permitted to operate at Termiz.

According to Move One Director Central Asia Jay Cziraky, **“Now that tensions have eased between Uzbekistan, the US and NATO, this is a great opportunity to open up the northern supply route to Afghanistan.”**

The turnabout follows a visit by US Admiral William Fallon in January. Uzbek authorities have also recently granted amnesty to several prominent human rights activists, a move welcomed by the European Union. Under the new agreement, US soldiers will be able to fly via Termiz but only aboard German aircraft.

MoveOne has been handling household goods and cargo into Uzbekistan since 2001.

The ABCs of the XYZs

Ys CHOOSE A NEW KIND OF GREETING

Through Kiwee.com, American Greetings, the greeting card maker, is striking a chord with Generation Y. In its first six months, Kiwee attracted 1 million young consumers seeking unique graphics, emoticons, winks, display pictures, widgets and backgrounds to personalize their Web pages on Facebook, MySpace, and other sites. The site adds roughly 14,000 new members daily, largely from the teen and 20-something demographic.

SOURCE: Online Media Daily



HHGFAA's 46th Annual Meeting will be held at the beautiful Hilton Hawaiian Village Beach Resort & Spa, October 4–7, 2008. Hawaii is one of the Association's most exciting and eagerly anticipated meeting sites. This year we expect another record attendance, so please make your travel plans now.

Due to overwhelming demand, **HHGFAA opened hotel room reservations as of February 15, 2008.** Actual Annual Meeting Registration will not be available until mid-July.

A personalized HHGFAA group hotel reservation page has been set up and can be found at **www.hilton.com/en/hi/groups/personalized/HNLHVHH-AYZ-20080929/index.jhtml**

If you are making reservations over the phone or via fax, be sure to use the **HHGFAA Group Code: AYZ** to get the special room rates.

Additional Information on the 46th Annual Meeting in Hawaii will be provided as it becomes available.



Young Professionals

“Leadership Through Innovation”

New Management Styles for a New Age

By Patrick Burghardt

My mentor is a mover who is over twice my age. I find myself very fortunate in having such a mentor as he is honest, experienced and always very willing to share thoughts and suggestions with me.

However, one of his major suggestions is to always find my own way. Not only do we represent complete different generations, but the people we do business with and the people we work with are also strongly represented in these generations. As experienced as my mentor is in all his activities, he is often surprised or even frustrated when others react differently than the way he expects them to.

The new generations and their new thoughts, new skills, and new ways of doing business are with us to stay; but as we, and they, grow and develop so too shall yet other generations grow into these junior shoes, to follow us—and, no doubt, to surprise and frustrate us as well.

My mentor told me of his first experiences in sales. He tried to be cautious and careful, to be sure to listen and tell the truth, or at least as close to the truth as possible. Having had my own first experiences in that regard, I find the story has not changed. Admittedly I find that more and more frequently, the person on the other side of the table is younger and that, even when joined by my mentor, I am the one who has more to share as this person is of my generation and our interests are more likely to match.

Much the same applies to new employees, whether in recruiting them or managing them. As I become more senior in the company, so too does my involvement in these matters become more intense. That I can identify with the needs and requirements of those of my generation makes it much easier for me to take a leading role.

Perhaps this is a clue to dealing with the X, Y, or Z generations. Who best to deal with this group if not those of that group? But beware—we are soon to be followed by the A, B, or C generation and then we too will have to be aware that in order to best deal with and manage them we need access to and support from a younger group, the next generation.

As long as our business continues to be a people-oriented business, we will need to constantly be aware of the need for change and be able to adapt to such change.

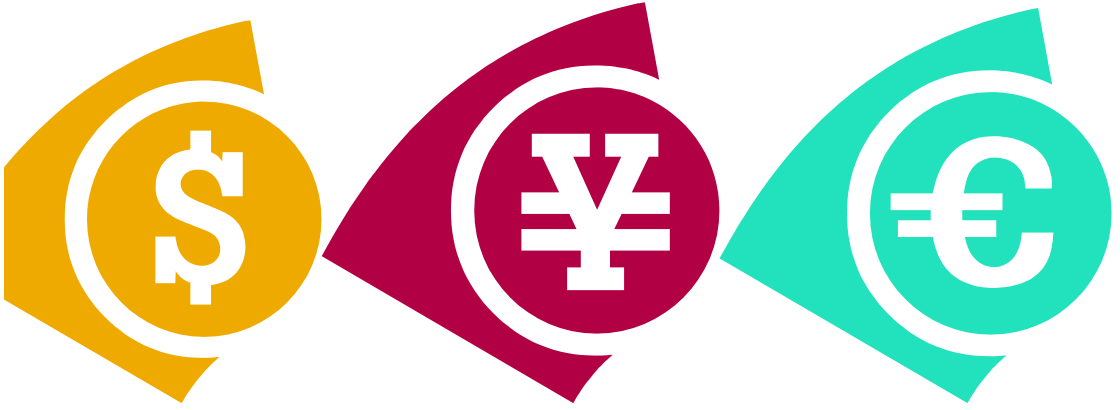


Patrick Burghardt is operations and sales manager at ims—International Moving Service GmbH in Frankfurt, Germany.

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ALAN F. WOHLSTETTER SCHOLARSHIP UPDATE

The Alan F. Wohlstetter Scholarship Fund is the cornerstone for the HHGFAA Scholastic Assistance Program, which is aimed at promoting and supporting individuals engaged in higher education involved in the areas of transportation and logistics. Donations (by major annual giving levels) to the Alan F. Wohlstetter Scholarship Fund received in the last 12 months are as follows:

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FMC Denies Petition to Allow Unlicensed OTI Agents in the USA

The Federal Maritime Commission has decided not to change its regulations for licensing of ocean transportation intermediaries (OTI) to allow the use of unlicensed agents in the United States. In Docket 06-08, the Commission gave careful consideration to the Petition for Declarative Order submitted by Team Ocean Services, an OTI based in Texas, in August 2006 requesting a declarative order that would authorize the use of unlicensed agents to perform OTI services on behalf of licensed OTIs in the United States. In its recent ruling, the Commission denied this petition, and ruled that its regulations clearly indicate that any person or separately incorporated entity in the USA acting as an OTI must obtain a license from the FMC before beginning OTI operations. This applies to ocean freight forwarders, NVOCCs, and their agents in the United States; it does not apply to operations conducted outside the USA.

For more information, visit the FMC Web site: www.FMC.gov

SOURCE: SIGNALS Newsletter

Maersk Adds Two US-Flag Ro/Ro Vessels to MSP and VISA

Maersk Line, Limited (MLL) has announced the addition of two US-flag roll-on/roll-off vessels in the Maritime Security Program (MSP) and Voluntary Intermodal Sealift Agreement (VISA). The two vessels will carry US government preference and commercial cargo. Both vessels will operate in a round-the-world service and have completed the reflagging process.

“MLL is pleased to conclude arrangements with Höegh Autoliners and Alliance Navigation, its US affiliate, and to offer roll-on/roll-off service to our US government and US flag customers,” said Bill Kenwell, MLL Senior Vice President and Chief Commercial Officer. “By diversifying the fleet, MLL can support its customers’ growing demand for the transportation of vehicles, oversized, and non-containerized cargoes.”

Each vessel is a pure car/truck carrier and has the capacity of 6,500 car equivalent units, approximately 54,000 cubic meters of stowage space.

The *Alliance St. Louis* and *Alliance Norfolk*, built in 2005 and 2007, respectively, bring the latest technology to the US flag fleet, assuring the highest levels of reliability and customer service available in the global roll-on/roll-off market.

“We are grateful for the support of the US Transportation Command, the Maritime Administration, and the US Coast Guard,” stated Kenwell. “Without their commitment, the vessels’ rapid insertion into the US-flag fleet would not have been possible. We believe the speed to market, facilitated by all the parties, will directly benefit our customers and their missions.”

SOURCE: Maersk Line, Limited

Horizon Joins SmartWay

Domestic container carrier Horizon Lines joined the SmartWay Transport Partnership, a collaboration between the US Environmental Protection Agency and the freight industry. Horizon earned the highest fuel efficiency and environmental performance rating from the EPA. “We have worked for several years to reduce pollution and improve energy efficiency in our operations,” said John V. Keenan, president Horizon Lines. “We will continue to do our part for the environment with our innovative new technology, equipment upgrades and logistics programs to improve energy efficiency and air quality,” said Brian Taylor, President of Horizon Logistics. “We already are implementing new sustainability programs across the company for carbon offsetting and emissions reductions.” The SmartWay Transport Partnership aims to achieve fuel savings of up to 150 million barrels of fuel per year. The partnership currently has over 450 Partners.

SOURCE: Traffic World

RFA Saves Small Businesses \$2.6 Billion in FY 2007

Small businesses realized \$2.6 billion in first-year cost savings and \$285 million in annually recurring savings as a result of fiscal year (FY) 2007 efforts to help agencies comply with the Regulatory Flexibility Act (RFA). The law requires agencies to review the economic impacts of proposed regulations on small entities and consider less burdensome alternatives. The figures are reported in the FY 2007 edition of the Office of Advocacy's annual *Report on the Regulatory Flexibility Act*.

"Small firms are better equipped to do what they do best-grow the economy-when they are freed from coping with overly burdensome or duplicative regulations," said Chief Counsel for Advocacy Thomas Sullivan. "Federal agencies are learning that the RFA and Executive Order 13272 are valuable tools to help them consider the impact of their rules while still meeting regulatory goals."

In FY 2007, the Office of Advocacy completed its initial RFA training of rule writers in all the major regulatory agencies. President Bush mandated the training program in Executive Order 13272, signed in August 2002. The report notes that in FY 2007 the office also reviewed over 469 regulations to assess RFA compliance, convened 29 roundtables to solicit the priorities and comments of small entity stakeholders, and submitted 30 public comment letters to federal agencies on regulatory proposals.

A new chapter in the report discusses the RFA's "lookback" provision-section 610-which requires agencies to review existing regulations to determine if they are outdated, duplicative, or overly complex. The Office of Advocacy's new r3 initiative is designed to help agencies and small business stakeholders better understand and benefit from section 610 and other types of retrospective reviews of existing rules. After a process in which more than 80 rules were nominated by the small business community, Advocacy announced the top 10 rules for agency review on Feb. 28. Find out more about the initiative by visiting www.sba.gov/advo/r3.

For more information and a complete copy of the report, visit the Office of Advocacy Web site at www.sba.gov/advo.

Minimize Embezzlement Risk

Barbara Weltman, author of the book *Big Ideas for Small Business*, suggests that small businesses can minimize embezzlement risk by:

- having all checks signed by the owner personally—don't use a signature stamp, because an employee can use it to make checks out to himself/herself
- doing background checks on all employees who handle company money
- not assuming that longtime employees can be trusted—use the same security precautions with them as with new hires.

Also, the business owners should personally open and review bank statements. It is generally safe to let an employee pay for business expenses with a corporate credit card, as long as credit limits are established and the owner opens and reviews the monthly statements.

The ABCs of the XYZs

BRIDES SHUN TRADITIONAL WEDDING GOWNS

Bridal gowns in scarlet, magenta, dusty blues, and lavenders are hitting the runways as the bridal industry eyes a 20% market surge for classic, feminine designs in daring hues. Today's brides are choosing to wear color to make a statement, not as traditional wives, but as women with power and decisionmaking abilities.

SOURCE: *Herald Sun, Australia*

YOUNG DOCTORS REFUSE LONG SHIFTS

Doctors under the age of 45 are working nearly nine fewer hours per week than they did in 1982. That's creating tension in clinics and hospitals across the country between older doctors and their younger colleagues. Young doctors' aversion to the long shifts could mean a shortage of 10,000 doctors by 2010.

SOURCE: *Globe and Mail, Canada*

HHGFAA Awarded Accredited Standards Developer (ASD) Designation

HHGFAA was officially recognized on Feb. 28 as an Accredited Standards Developer (ASD) by the American National Standards Institute (ANSI). The accreditation is the culmination of a nearly 6-month application process designed to establish operational rules and procedures for the development of electronic code inventory and manifest standards for the domestic and international household goods transportation and forwarding industry.

While the accreditation itself is a significant accomplishment, it also marks the starting point from which the household goods transportation and forwarding industry aims to draft and develop an open and voluntary electronic standard for international household goods and personal effects shipments. The standard will define the minimum transaction header data, and provide for the numerical codification of items and exceptions that constitute a shipment. The standard will not be vendor-, software-, or hardware-specific, providing freedom of movement and choice for the customers of handheld readers, inventory software, and other related hardware and software.

HHGFAA considers the development of an electronic numeric code codification standard for use in international household goods shipment manifests and inventories as an underlying necessity to advance the global household goods forwarding and transportation industry to the next level and to demonstrate the industry's ability to meet future logistic challenges and security requirements head-on.

ANSI represents the interests of its nearly 1,000 company, organization, and government agency, institutional and international members by facilitating the development of American National Standards (ANS) by accrediting the procedures of standards developing organizations (SDOs). Accreditation by ANSI signifies that the procedures used by the standards body in connection with the development of American National Standards meet the Institute's essential requirements for openness, balance, consensus and due process. Incorporating these requirements into the standards development process affirms the standards ability to be recognized by the International Standards Organization (ISO) and other global standards organizations.

As parts of its standards development activities, HHGFAA has establishing a truly industry-wide consensus body, by inviting a broad spectrum of hardware and software developers, domestic and international transportation industry trade associations, as well as industry leaders and innovators to be actively involved in this important industry effort.

The development and implementation of standards aimed at codifying numeric data elements in household goods transportation puts the industry in a proactive position and ahead of the curve in the event that regulatory and security requirements mandate the transmittal of detailed electronic inventory prior to customs clearance.

Technology Takes the Lead as Talent Gap Widens

By Sarah L. Sladek

Recently I was invited to join an alumni group on Ning and add someone to my network on Linked In, fulfilled book orders on Amazon.com, and posted an update to my blog.

These are all examples of Web 2.0 technology, which refers to the increasingly large number of Internet applications that are collaborative and interactive. There are many examples out there—Wikipedia, Second Life, Facebook and MySpace, Flickr, and a host of others.

These applications have emerged in the past few years and have already changed the way many of us use the Internet. Indeed, they have changed the way many of us live. **This is especially true for Generation Y, to whom cyberspace is almost as big a part of life as the "real" world.**

Until now, Web 2.0 applications have mostly affected individuals, but that is changing as more social software platforms are popping up within companies or between companies and their partners or customers.

Here are some examples of how Enterprise 2.0 (Web 2.0 for business) is changing the way we work and do business:

- Executives from Sun Microsystems to General Motors post their own blogs to communicate directly with customers. A Microsoft blogger has been credited with doing more to improve the company's image than millions of dollars in public relations.
- Dresdner Kleinwort Wasserstein investment bank uses a social-text wiki (a group-editable Web page) instead of e-mail to create meeting agendas and post training videos for new hires.
- IBM helped the US Chamber of Commerce mash together (combine several Web applications into one) a one-stop shop for people displaced by Hurricane Katrina. Users typed in the kind of job they were seeking and the site searched more than 1,000 job boards and showed their locations on a Google map.

Enterprise 2.0 has rapidly evolved, largely because it's an effort to fill the widening talent gap in our workforce.

Simply put, young people are not going to work for companies where they can't access any technology beyond PowerPoint and e-mail. Companies must provide more compelling reasons for this high-tech, talented generation to occupy a cubicle.

Actually, the increased demand for innovative technology is benefiting the workplace in more ways than one. A colleague just told me a story about an 18-year-old who works at a national electronic retail chain. The young employee gained company-wide recognition when its executives decided to implement a revenue-generating marketing concept he posted on the company's internal Web site.

The 2.0 technology empowered a teenager to get involved, and gave a voice to someone who never would have been heard in a traditional corporate environment. After all, businesses are collaborative, social networks formed to make or sell something. And you just never know where—or who—your company's next great idea will come from.

Sarah L. Sladek's e-mail address: ssladek@limelightgenerations.com



Move One Budapest Relocations Department.

Technology Use Makes Both Green and Economic Sense

As you walk into the offices of Move One, things are remarkably quiet and uncluttered for such a busy company. The wall of sound from ringing phones is absent and there are no stacks of paper or gigantic filing cabinets. The reason is not any lull in activity; in fact the Move One team is working harder than ever. Rather, the silent and spacious office reflects a high-tech approach to office management.

Establishing Move One firmly at the forefront of technology has been the basis of its philosophy since the company was established. The company's early embrace of VoIP and electronic filing has markedly lessened the need for paper and regular phones and allows us to be environmentally and economically efficient - as well as creating a more appealing workplace for its employees.

The benefits of cutting-edge thinking are present throughout its operations. Move One has also developed an online tracking system that monitors, via GPS satellite, the progress of all cargo during transportation. Curt Clements, director, Move One International, noted, "Our Web-based system is the core of everything we do." By thinking 'outside the box' and developing its own solutions, Move One is not only able to keep customers more informed, but to cut electricity use in its offices by 66%, and electricity consumption by 90%. "We were also the second company in Europe—the first being BT—to move to virtual servers," Clements added.

In the same vein, Move One online video guides keeps customers informed without a single page of paper ever being printed. Complementing its traditional settling-in guides, the video footage features the destination city and shows interviews with expats on the ground. Moreover, the video version is aimed at being more convenient, immediate and user-friendly for clients.

As for the future, Clements hopes to continue spreading Move One's operational structures around the world. Already, Move One has operations in 35 countries as opposed to operating from one centralized location, which means its people are at work, and contactable, somewhere in the world over 20 hours a day, 7 days a week. This system not only works better for Move One, but is more convenient for its customers—and, the company says, secures its place at the industry vanguard.

Thus, forward thinking makes not only environmental, but also economic sense.

The ABCs of the XYZs

COACHING IN EUROPE

For the first time, the European Coaching Survey 2007/2008 systematically examined the current situation of coaching in Europe as a whole, and in each European country and region. The project covered all EU and EU-candidate countries, as well as a selected list of non-EU countries (35 countries altogether).

Significant differences in the practice and development of coaching within Europe were found. In only 12 of the 27 EU countries is coaching widely accepted and used as a business tool. The UK and Germany—with nearly 30% of the EU population—accommodate more than 70% of all EU coaches. In contrast, only about 3–4% of all EU coaches are based in former communist EU countries (representing about 20% of the EU population).

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LIBRARY OF CONGRESS PORTALS TO THE WORLD

Gateway to International Information

<http://www.loc.gov/rr/international/portals.html>

The Library of Congress Portals to the World (**www.loc.gov/rr/international/portals.html**) is a worthwhile Web site to bookmark, because it continues to be a useful site. This is a page of links to country profiles, and it's easy to use and full of solid information. Just click on a country name, and you'll find links to its history, culture, economy, government, religion, science, geography, organizations, libraries, law, and other topics. These are all useful links from the professionals at the Library of Congress, but what's really neat is that there are also links to information from other organizations and government agencies. These are truly portals to information, in the sense that they open a door to many avenues of research.

10 MOST AMAZING GOOGLE SEARCH TRICKS

Google Shortcuts and More

<http://techtracer.com/2008/01/06/10-most-amazing-google-search-tricks/>

If you use Google constantly when you're on the Internet, you will be amazed to find out that there are search tricks and shortcuts you may not know. That's why 10 Most Amazing Google Search Tricks (**<http://techtracer.com/2008/01/06/10-most-amazing-google-search-tricks/>**) is such a fun site. Here are 10 ways to make Google even more useful. Want a quick way to get a stock price? A weather report? A definition of a word? A sports score? A picture of a smiling baby? This page will show you how to find these and other things in seconds, by forming the right search queries.

These items are copied from the newsletter Really Useful Sites for International Trade Professionals, a free, biweekly e-mail publication of FITA-The Federation of International Trade Associations.

Truckers Fret Over NAFTA 'Renegotiation' Talk

By John D. Schulz

Is the North American Free Trade Agreement (NAFTA) dying? Both Hillary Clinton and Barack Obama have made campaign promises to "renegotiate" the 14-year-old trade agreement that generally has resulted in a boom for US trucking and railroad interests.

Since NAFTA was adopted in 1994 under the first Clinton administration, it basically created open trade, free of duties and tariffs, among the US Mexico and Canada. But both Democratic candidates have sounded a protectionist tone during their campaigns, threatening to renegotiate NAFTA and other free trade agreements to make them more favorable on labor and environmental grounds. And one thing is for sure: Any talk of renegotiating NAFTA makes truckers nervous.

ATA President and CEO Bill Graves told Logistics Management magazine recently that his group has supported NAFTA and other free trade acts since 1993. "Free trade is generally good for the American consumer and we support that," he said.

It also has been good for the US trucking industry. Some companies, such as Indianapolis-based Celadon and Con-way's CFI unit, garner more than 40% of their revenue from the lucrative north-south trade in and out of Mexico. Celadon, in fact, reports that more than half its total revenue (51%) comes from crossborder movements in and out of Canada and Mexico. Except for CFI, Celadon does more north-south business than the next four to six carriers in and out of Mexico combined.

Celadon generated \$502.7 million in operating revenue during fiscal year ended June 30, 2007. It has grown significantly along with the growth of NAFTA trade. Much of that growth was because of north-south Mexico trade. And Celadon is not alone. Trade using surface transportation between the United States and its NAFTA partners Canada and Mexico was 4.9% higher in 2007 than in 2006, reaching an annual record of \$797 billion, according to the DOT's Bureau of Transportation Statistics.

Last year, total truck trade between the US and Canada and Mexico reached \$554 billion, compared with total truck trade between the United States and Canada and Mexico of \$265 billion, or less than half today's amount, just 13 years ago. Electronics, machinery, nuclear reactors and parts and motor vehicles made up nearly \$280 billion of US-Canada-Mexico truck trade last year, or about half the truck total amount.

Unlike the overall US world trade imbalance, the NAFTA trade is nearly perfectly balanced between imports and exports. For a country with roughly a huge and growing trade imbalance, that's important. Largely because of this country's thirst for oil imports, the US ran a trade imbalance of \$763.6 billion in 2006, up from \$716.7 billion the year before.

Some trucking executives, already fretting over record-high diesel prices that have trimmed margins in a shaky economy, prefer not to fret over NAFTA's future, despite what politicians are saying. NAFTA has other challenges as well. Specifically, the Mexico-US cross-border trucking provisions are under fire from Congress, which has voted to cut off all funding for a pilot program that has allowed a small number of Mexican-domiciled truckers to operate in this country.

As an example of Congress's acrimony over that program, Sen. Byron Dorgan (D-ND) recently told Transportation Secretary Mary Peters she was "arrogant" in going ahead with the pilot program that has not been popular with safety advocates, the Teamsters union or carriers from either country.

The program was supposed to open the door for carriers to operate freely on both sides of the border. That has not happened. The pilot program allows up to 100 carriers to apply for authority from the other country. So far, only 16 Mexican carriers (with a total of 55 trucks) have sought operating authority. Similarly, only five US carriers (with a total of 45 trucks) have received authority to operate throughout Mexico. That's because carriers realize Congress could eliminate the limited one-year demonstration project at any time. If a Democrat wins the White House, that is almost a certainty.

The US and Mexican governments have established two groups to provide oversight for the demonstration project. The first, a bi-national group, will provide continuous monitoring of the project and identify and resolve any implementation issues as they arise. The second, an evaluation group composed only of US representatives knowledgeable with the issue, will be tasked with measuring and evaluating the results of the demonstration project. But that has not been enough to satisfy safety advocates, environmentalists, and labor groups nervous over unsafe Mexican trucks.

For their part, Mexican carriers feel discriminated because they perceive their fleets have to meet a higher level of safety requirements than US carriers. So neither side is terribly happy. Combined with the political uncertainty, carrier executives on both sides of the border say privately, the demonstration project is demonstrably a loser.

Considering that only five of the more than 700,000 interstate trucking companies and approximately 400,000 intrastate companies registered to operate in the United States have applied and only 45 of the 8 million large trucks registered in the United States are actually operating in Mexico, the numbers speak for themselves.

Any changes to NAFTA would further dilute interest and would probably mean less north-south trade among the three NAFTA nations. That's because some business currently in Mexico could conceivably move to either Asia or Latin America, hurting US truckers even more.

John D. Schulz is contributing editor, Logistics Management.

Trucking Industry Turns to Open-Systems Approach

Historically, trucking companies have relied on information technology systems—both in the cab and in the office - that run proprietary software on proprietary hardware, effectively making it impossible for one manufacturer's system to access data gathered by another service.

Today, many trucking technology providers - such as San Diego's Qualcomm Inc., a one-time champion of proprietary information systems—are embracing the move to an open environment.

“Historically, [Qualcomm] and many other [companies] have had proprietary systems that we've built through the years, and while they were quite successful, what they didn't allow us to do was to interoperate with other devices,” said Norm Ellis, the company's vice president and general manager of transportation and logistics.

Broadly, an “open-systems” IT model refers to computer systems, peripherals and software that offer some degree of interoperability with other systems - potentially even those made by competing manufacturers.

In language more specific to trucking, the technology allows dispatchers to funnel vehicle data, such as fuel efficiency or hard-braking events, into a single dispatch software application - even if not all of a fleet's trucks are using the same onboard hardware systems.

Today, Qualcomm's systems interface with more than 30 software and application providers, allowing fleet customers access to fuel-tax reporting, in-cab navigation, and back-office management software created by third-party developers.

SOURCE: Transport Topics

Xers, Ys Redefine Work Relationships

Employers and managers should be forewarned that they are going to have to do more than dole out the annual raise and provide decent coffee in the break room.

Those tired traditions pale in comparison to what some employers are doing to improve their employees' love lives.

Sound more like reality television than reality? Consider this:

- A South Korea bank sent its 20 top-performing, single employees to a matchmaking agency, which set them up with prospective partners and then sent them on a two-day trip to a resort.

Companies are taking the financial implications of love to heart; productivity lost from marriage and relationship stress can cost employers some \$6 billion annually.

- A Japanese marketing company recently announced that staff members will be allowed to take “heartache leave” when faced with a breakup. Employees ages 24 and under are given one such day off per year, 25- to 29-year-olds can take two, and those older can take three days' recovery time.
- An Indianapolis appliance and electronics retail chain sponsors annual marriage training classes at corporate retreats in Florida for general managers and their spouses.
- An Atlanta-based restaurant chain hosts marriage seminars and retreats, and offers the services of marriage counselors to employees and their significant others.

These companies and others are taking the financial implications of love to heart. After all, recent research indicates that productivity lost from marriage and relationship stress can cost employers some \$6 billion annually.

But there's also significant evidence to indicate that the employers showing the most care and concern for their employees overwhelmingly win the favor of Xers and Ys.

That's important, too, considering young professionals are spending an average of 20 months on the job and companies worldwide are fretting over the generation gap and absence of succession planning.

In fact, lack of career development and personal support from an employer is the number one reason Xers and Ys leave their jobs. While the Boomers live to work, the Xers and Ys work to live. They expect to enjoy their work and the people they work with and refuse to settle for less.

Maybe The Dating Game isn't your company's tactic of choice, but the point is to find ways to build meaningful relationships with your employees. Go above and beyond the normal order of doing business to create compassionate work environments. Then, and only then, will Xers and Ys realize your company has their best interests at heart.

Show your company's commitment to them, and they will in turn show commitment to your company.

SOURCE: Sarah Sladek, StageRight—Next Generation Marketing

A How-to Book for Boomers on Recruiting, Retaining X, Y Employees

Working 9 to 5 isn't the only way they make a living. They would rather start a business than climb a corporate ladder. Salary is not their primary motivator. And they certainly aren't going to work 40 years at the same company for a gold watch at the retirement party.

Generations X and Y are changing the way our world works because what's worked in the past isn't working for them. In many ways, they are like rock stars: high performance, high maintenance, and in high demand.

This is the insight offered by author Sarah L. Sladek in her latest book, *Rock Stars Incorporated: Hiring the High Performance, High Maintenance Hotshots Half Your Age*. The book dispels the myths about the slacker, self-centered generations and provides valuable insight on how to manage, motivate, and market to these rising stars, often wrongly labeled, Sladek says, as "high-maintenance troublemakers ... anti-authority non-conformists, self-centered slackers, egocentric know-it-alls, or ... pierced and tattooed weirdos."

Nevertheless, Xers and Ys are the highest performing generations of all time. "These intelligent, worldly, technology-savvy, multi-taskers have talent to offer, but we won't waste our time working for a company that doesn't provide us with ample opportunity, freedom, and respect."

On average, young professionals spend 20 months on a job, making it difficult for companies to succession plan or establish a reliable workforce. Sladek's book advises Baby Boomer management on how to attract, train, and retain Xers and Ys and lead their companies to success.

Focusing on new recruiting and retention strategies for a new generation, *Rock Stars Incorporated* features valuable tips and tools, including:

- Best practices in hiring, managing, and marketing to Xers and Ys;
- A formula to calculate your company's talent gap, turnover rate, and employee tenure;
- Strategies for succession planning, career pathing, and talent management; and
- Numerous examples of innovative and successful X-Y work environments.

Rock Stars Incorporated is available for purchase at www.limelightgenerations.com

ON THE BOOKSHELF



Better Employee Behavior

Quint Studer, author of *Results That Last: Hardwiring Behaviors That Will Take Your Company to the Top*, offers these tips for putting together an employee behavioral mandate in contract form:

- **Don't assume you'll meet resistance.** "Most people appreciate having official guidelines—it eliminates confusion," says Studer.
- **Common courtesy isn't common.** Studer says, "It's very important that every employee display behavior consistent with company standards and aligned with desired outcomes."
- **Behavioral rules create a happier workplace.** Consistent behavior in the office means a better work environment.
- **Draw up your own contract.** Develop a "Standards of Behavior" contract, and have everyone sign it.
- **Seek input from all employees in creating the document.** Put together a team to spearhead the initiative and create the first draft. Give everyone has a chance to provide input before it's finalized. You want to create buy-in.
- **Align desired behaviors with corporate goals and desired outcomes.** Look at your organization's long-term goals and areas that need improvement. Devise ways to measure the success of your standards, such as customer satisfaction, etc
- **If you do it right, your contract will serve as an ongoing reminder of proper behavior.** A Standards of Behavior document creates an extra boost of awareness that affects day-to-day behavior. It creates the same behavior expectations for the entire team. Best of all, it functions as a tidal pull on problem employees, bringing them up to a higher level of performance.

SOURCE: *Inside Training Magazine*

How to Reduce Workplace Stress

By Gloria Dunn

Stress isn't something that happens to you. Rather, it's what you feel when you let other things happen. Consider these tips for decreasing your overall stress and easing specific sources of anxiety.

Stress affects your health and personal life. Stress can be as debilitating as heart disease, causes as much time off from work as the common cold, and is more far-reaching than cancer. The leading source of stress for adults is their jobs. The workplace holds many anxiety-producers. Many are from unpredictable sources such as sudden job losses, relocations, losing coworkers to downsizings, or having multiple bosses in quick succession.

To reduce stress brought by such changes, employees need to assess their skills periodically, learn new ones, participate in professional or trade associations, and stay current on industry trends. "By maintaining employability and support systems, you can be better prepared the next time your company downsizes, merges or changes focus," says Sue Aiken, of the School of Management of John F. Kennedy University in Walnut Creek, Calif.

We can't eliminate stress, but there are ways to manage it.

- 1. Maintain a sense of personal power.** A study of high-pressure work environments by Essi, a San Francisco research firm, shows one factor that predicts which employees would become ill and which stayed healthy: people's perception of their personal power or lack of it. Personal power is defined as how much control you feel you have over your life and your ability to function and express yourself. Ideally, your work environment will be an organization where colleagues and superiors listen to your problems and solutions and you're consulted when your role is redesigned, given the resources and information needed to perform the job and can contribute.
- 2. Effective communication** is essential for preventing and easing tensions. How effective you are at communication depends on how well you understand others' verbal and nonverbal messages. Pay attention to coworkers' gestures, tone of voice, and posture.
- 3. Develop good working relationships.** Trust, respect, understanding, and compassion are necessary in any relationship. Coworkers must function as a team and reach a common goal. But they often focus all their attention on tasks and very little on how they treat each other. Good work relationships will relieve stress and can buffer you from other stresses.
- 4. Choose the right job.** During interviews, ask the questions that help you make sure the job is right for you. Get a realistic picture of the company or department's culture, working relationships, problems, and hidden agendas.
- 5. Be flexible.** Recognize and accept that things change. Think of your organization as a spaceship. It's constantly correcting its course "to go where no man has gone before" in the marketplace. You have to change with it. Be proactive.
- 6. Manage your anger.** When you feel a surge of anger rising, back off and leave the scene as soon as you can. Repeat in your mind: "let go" or "relax." Breathe deeply until you feel your tension leave. Ask, what's the real reason for my anger? Gain perspective, and plan your next step. Practice what you'll say and how you'll say it. Approach others with a win-win attitude and desire to resolve the problem.
- 7. Have realistic expectations.** Don't set yourself up for disappointment, or put yourself on an emotional roller coaster. Try to be optimistic and realistic at the same time. This outlook doesn't mean you shouldn't have desires or expectations. Just make sure you're not always longing for the impossible.
- 8. Adjust your attitude.** Your attitude can make or break your future. Do you complain the moment something doesn't suit you, or take it in stride? Try to see yourself through the eyes of others.
- 9. Tie up loose ends.** Most of us need some kind of closure on projects, even little ones. If you find you're always beginning new tasks before finishing old ones, make a list of what's left hanging. This can make projects seem more manageable.
- 10. Take time to revive.** People aren't built like machines. They can't run with their engines revved up continuously. People need to take a little time off every few hours to revive. They return to their tasks with renewed enthusiasm.

Try not to take work home. Every now and then a project may take some extra time, but work shouldn't be devouring your life.

Gloria Dunn, a management and organizational development consultant and president of Wiser Ways to Work, is the author of From Making a Living to Having a Life. Web site: www.wiserwaystowork.com.

Global Talent Nation

You have top talent under your roof, so now what? “Oh, well, just forget about them, and cross our fingers that they’ll continue to perform,” many of you imply by your companies’ actions. According to a survey of more than 250 human resources professionals by human capital software provider Softscape, an unprecedented 94% of human resources professionals do not feel their personnel are adequately prepared to meet their companies’ future goals. With a 30% rise in workforce preparedness concerns since just 2006, the report notes, **it’s no surprise the top issues facing organizations today relate to employee retention, development, and performance.** These concerns also have the full attention of senior management, with the majority of respondents citing talent management initiatives as top priorities for executives.

Here are some key findings from the report, entitled, *State of the Global Talent Nation*:

- “Ongoing business transformation is prompting organizations to look for ways to rapidly evolve their workforces to achieve new levels of productivity and effectiveness, and the connection between effectiveness and shareholder value clearly has reached the executive suite,” says Christopher Faust, executive vice president, global strategy, Softscape. “To successfully address senior management’s concerns, human resources leadership needs to embrace its strategic role as an executive partner, and define and execute a holistic human capital management strategy that builds a superior corporate culture based on performance and accountability.”
- Top priorities of senior management:
 - ✓ 92% say improving the quality of hire is a top priority for executives
 - ✓ 89% are implementing performance-driven learning initiatives
 - ✓ 81% link competencies to the hiring process
 - ✓ 69% measure training ROI
 - ✓ 66% say improving workforce productivity is a top priority for executives
- The report also shows executives clearly understand that to effectively compete and grow their businesses, they need to employ a high-achieving workforce unfettered by paper-based processes. So the good news is organizations are concerned about the current ability of their workforces to meet future plans, and are beginning to take steps to fix the problem—at least partly through investment in human capital technology. That old standby-finger crossing-probably doesn’t hurt either.

The ABCs of the XYZs

RUGBY’S GENERATIONAL DECLINE

New Zealand rugby is suffering a serious player drain because of its inability to understand or meet the needs of Generation Y. A study blames the fall-off in players on the failure to understand modern teenagers, the hesitance of star players to interact with young players and encourage them to remain in the game, and the reluctance of Ys to commit to club membership.

SOURCE: *The Sydney Morning Herald*

The Decision to Join an Association? Generation, Age, and Affiliation Matter

Association leaders in recent years have faced the prospect of declining membership owing to younger generations that no longer find value in the association experience. Much of their concern is fueled by the popularity of categorization schemes that assign unique psychographic characteristics to generational age groupings, marking them with identity tags that they can carry with them for life. Since every generation is different, every future generation will require deciphering and tagging. This approach is at odds with a more traditional classification system that assumes people acquire distinct needs as they move through age-related phases of development. The generational model focuses on permanent characteristics that influence preferences. The career model looks more directly at needs that change across time in a fairly predictable manner.

A study by the American Society of Association Executives (see results in chart) addressed the question of age and career level, and found a strong correlation between the two. The younger the respondent, the more likely they were to be at the entry level. Because career level was not asked of a large proportion of respondents (those in academia, the self-employed in private industry, the unemployed, and retired respondents), the analysis in *The Decision to Join* focuses on age—a question answered by more than 90% of respondents.

The survey questions regarding the overarching value of associations support the notion of a surge in the entry-level age groups' interest in associations at about the time they've clarified their career paths and are coming to understand what that requires. When asked about their perception of the overall value that associations deliver, the responses to the first question shows an age-sensitive progression that moves from a modest level of appreciation on the younger side of the spectrum to much more favorable sentiments as the age of the respondent population matures. **Appreciation of associations appears to increase with age.**

The ASAE Survey

Overarching Value Questions by Age (All are significantly different)

	Millennials (under 30)	Gen X (30-42)	Boomers (43-59)	Pre-War (60 or over)
What is your overall attitude toward associations? (5-point scale, 5 = "very favorable")				
Mean	4.02	4.00	4.04	4.09
(% 'very favorable')	30.1%	31.5%	36.7%	42.9%
Do you believe associations are capable of addressing the practical needs of individual members? (5-point scale, 5 = 'definitely yes')				
Mean	3.75	3.78	3.92	4.03
(% 'definitely yes')	18.5%	21.5%	29.7%	36.2%
Would you say that there are too many associations in your professional area of interest, too few, or is the number just right? (No answer excluded.)				
Too many	9.5%	13.6%	15.1%	18.6%
Too few	14.8%	12.2%	9.0%	4.8%
About right	75.8%	74.2%	75.9%	76.6%
Do you think there will be a greater or lesser need for associations 5 years from now? (No answer excluded.)				
Greater	41.9%	38.2%	37.0%	37.9%
Lesser	7.0%	7.0%	10.1%	11.8%
About the same	51.2%	54.7%	52.9%	50.3%

Both attitude toward associations and the belief that they are capable of addressing the needs of individuals increase with age. The perception that there are "too many" associations in respondent's professional area of interest also increases with age. An important ray of good news is found in the increasing perception of a "greater" need for associations in the future as age declines, particularly among millennials who are most likely to be found in the newer member category now.

"Significant" differences in this and all tables refers to a finding of statistically significant differences based on the application of an appropriate statistical test.

New TSA Canine Program to Enhance Air Cargo Security

The Transportation Security Administration (TSA) recently announced a new canine program to significantly enhance explosives detection capabilities in air cargo facilities nationwide. The launch of this program marks the first time that TSA is training its own employees to be explosives detection canine handlers.

The agency will train and certify more than 400 explosives detection canine teams, composed of one dog and one handler, during the next two years. Eighty-five of these teams will be TSA employee-led and will primarily search cargo bound for passenger-carrying aircraft. The first TSA teams began training in January and graduated after a 10-week training course at Lackland AFB, San Antonio. The teams are expected to be fully operational this Summer.

SOURCE: Media Newswire

IATA Calls for Improvement in Air Cargo Business

The international air transport association (IATA), has called on the air cargo supply chain to coordinate efforts to drive an industry agenda for change, that will improve customer service and competitiveness.

Making the plea in Italy, the director general and chief executive officer of IATA, Giovanni Bisignani stated: "Air cargo is a \$50 billion business that is losing competitiveness. World trade grew 7.5% last year and our growth forecast for this year is 4.0 percent."

Bisignani, who spoke at the association's second world annual cargo symposium attended by 900 air cargo industry leaders in the Italian capital further said: "**Our sea competitors are gaining market share with faster ships, lower prices and innovative solutions.** And new capacity coming into the market—200 to 300 wide bodies entering the market each year to 2011—will put even greater pressure on yields. This is a tough business that is only getting tougher. The only way to succeed is to please the customer."

SOURCE: AllAfrica.com

The ABCs of the XYZs

REAL ESTATE HOUSES A GENERATION GAP

Real estate buyers are getting younger while real estate agents are growing older. The median age of home buyers was 39 in 2007, and 49% of first-time home buyers were between 25 and 34. The median age of Realtors is 51. The real-estate industry is actively trying to recruit younger real-estate agents to replace an aging workforce and create inroads with a uniquely high-tech set of house hunters.

SOURCE: The Wall Street Journal

Delta to Offer Severance to 30,000

Delta Air Lines, faced with a weak economy, dimmer hopes of a combination with Northwest Airlines and record fuel prices that are eating up profits, said Tuesday it will offer voluntary severance payouts to roughly 30,000 employees—more than half its work force—and cut US capacity by an extra 5%.

Executives at Atlanta-based Delta said in a memo to employees that the airline's goal is to cut 2,000 frontline, administrative and management jobs through the severance program, attrition and other initiatives.

Delta had 55,044 total full-time employees as of the end of last year. Delta, since 2001, had previously announced it would cut up to 33,000 jobs.

Oil prices recently cracked \$111 a barrel, nearly twice what they were a year ago. Delta said that in the past three months, fuel prices have climbed nearly 20 % and its 2008 fuel bill is now expected to increase by more than \$2 billion over 2007.

SOURCE: Boston Globe

Crackdown on Public Servant Air Travel

Flying across Australia for meetings could soon be a rarity for Commonwealth public servants as the new Labor government cracks down on spending.

Finance Minister Lindsay Tanner says public servants' travel will be the subject of tight scrutiny under Labor.

"I'm going to be cracking down over the course of this year on public servants' air travel," Tanner told ABC Television. Tanner said the previous coalition government had spent too much money on air travel and failed to use bulk-buying schemes to make flying cheaper.

"We think we can save \$15 million a year, maybe more out of that," he said.

SOURCE: TheAge.com

Finding Lower Air Fares in Europe

Find discount airlines for European travel at www.flylc.com. Enter your European departure city and your destination. If there's a low-fare carrier that links those two points, the site will find it and you can book your flight. This information is not available on major third-party travel sites, such as Expedia, Travelocity, and Orbitz.

A look at the people and events shaping HHGFAA member companies

APPOINTMENTS



Kitts



Lim

Cheré Kitts has recently joined the **Asian Tigers** team in Malaysia. Kitts hails from the United States and has been in the relocation and moving industry for 16 years. She began her career as a coordinator and eventually moved up and into the relocation business. She has worked with many corporate clients, performing business reviews, compiling and analyzing data, as well as helping build processes. Her last tenure was as a business process manager for a well-known US relocation company. Kitts obtained her CRP in 2006.

Anticipating her move to Malaysia, she stated that although she had worked in the relocation industry for a very long time, she had not relocated internationally herself and she was eager to experience the country and its people.



Asian Tigers K. C. Dat Ltd, Taiwan Branch, has appointed **Audrey Lim** general manager. Lim spent the last nine years in China, starting off in Shanghai. She then went off to Guangzhou to manage the South West Region. Before China, she was in Myanmar for five years, so she brings to her new job significant experience of the area. E-mail: audrey.lim@asiantigers-taiwan.com.

Meanwhile, the company has bid farewell to Thomas Donatelli, who has returned to his hometown of Naples, Italy.



Illinois-based **Bekins International Group** has appointed **Rod Amos** manager, international military operations. In his new role, Amos will be responsible for all international military move management services. He also will assist in the implementation of the Bekins International Group's Families First move management program

and drive the development of international GSA business opportunities for the agents of Bekins Holding Corp. Additionally, Amos will work as an agent liaison assisting agents and customers with all facets of the military international relocations.

Amos brings over 20 years of experience to this position, most recently having worked for Gateways International in a similar role. His international household goods experience includes military and GSA account forwarding.

Jim Gaw Named to HHGFAA Executive Committee

Jim Gaw, vice president of Bekins International Group in Hillside, Ill., has been appointed to fill a vacant Member-at-Large seat on the HHGFAA Executive Committee.

In his position at Bekins International Group, Gaw is an integral part of the Bekins management team overseeing the international product line. Recently, his key focus has been on developing the infrastructure to facilitate international household goods and commodity freight forwarding services, sales and marketing, pricing and tonnage optimization for the company. He has managed the development of Bekins's Web/IT capabilities to facilitate pricing, move management, and shipment tracking, as well as developing household goods, commodities, and government business for Bekins International Group.

Gaw's appointment is effective immediately. He will chair the HHGFAA Accessorial Services Committee. His contact information is as follows:

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EXPANSIONS



Cziraky

Move One representatives gathered with partners and clients at the annual conference at the FIDI Global Alliance 2008 in New Delhi, India, in March. The choice of location is of particular importance to the company this year, as Move One has just consolidated its presence in Asia with the opening of an office in Mumbai.

Move One has long been established in Asia and its recent expansion into the sub-continent has resulted in offices in India and Pakistan. Both its Islamabad and Mumbai offices offer the full slate of comprehensive relocation services to cater to the increasing number of expats in the region. The Regional Manager in India, **Paul Cziraky**, is among the Move One delegation in New Delhi for the conference.



Smart Move, Inc., a Denver-based asset logistics manager and owner of the SmartVault(tm), has acquired the business assets of Star Relocation Network Alliance, Inc. ("Star Alliance"), a move-management service privately owned by Arpin Group, Inc.

Tom Magee, a 25-year industry veteran and the primary architect of the Star Alliance since its organization by Arpin Group, Inc. in 2003, has joined the Smart Move corporate relocation sales team.

The assets of Star Alliance acquired by Smart Move include trademarks, trade names and operating assets relating to Star Alliance's co-branded and private label move-management programs offered to the real estate brokerage community, third-party relocation companies and HR departments of major corporations.

Smart Move's business activities associated with the acquired Star Alliance assets will be supported by a national call center offering personalized move counseling and customized relocation services.

Web sites: www.gosmartmove.com and www.starmove.com.



Crown's reopened facility in Balikpapan, Indonesia.

Crown Worldwide Group has reopened its facility in Balikpapan, province of Kalimantan, Indonesia, offering services in relocations and records management.

The branch is staffed by **Dion Ismail Yuda**, who manages the day-to-day requirements of the branch, and Marc Le Lay, regional business development manager for East Indonesia, based in Bali.

Crown Balikpapan is currently working with multinationals, including Transocean, Global Santa Fe, BHP Billiton, and Coates Hire, and this account base is expected to grow with increased exploration in the vast untapped natural resource region around Kalimantan.

Balikpapan is a timber, oil and mining town with a population that includes Indonesians from all over the archipelago and a large number of expatriates mainly from the U.S., France and Australia. Expatriates there work mainly in the oil and mining industries and the industries' associated service companies.

E-mail: balikpapan@crowrelo.com



Crown Worldwide Group also has added **Crown Tanzania** to its global network.

Crown Tanzania is located in Dar es Salaam, the commercial capital of the country. Tanzania is becoming more recognizable throughout the world and numerous international groups in the mining, agricultural, gas and oil, insurance, tourism, and service industries are increasing their staff and presence in the country. There is a large nongovernmental organization base, in the country, with a slant toward the medical field for the prevention of malaria and AIDS, and a significant amount of US funding is being directed into the region.

Crown's operation in Tanzania will be overseen by Country Manager **Simon Maitland**. Following a career in the military, Maitland joined an international removals company in 1998. As operations manager, he had responsibility for international and local moves within Botswana, and also to South Africa, Malawi, Zambia, Namibia and Angola.

Crown will offer relocation services for a large expatriate community with over 50 diplomatic embassies and missions, including USAID, DFID, the US Peace Corps and most of the United Nations organizations.

Tanzania is the largest country in East Africa—nearly 1 million sq.km. (386,109 square miles), blessed with natural beauty and much wildlife. After nearly four decades of socialism, the country is now a fully integrated democratic society moving toward being one of Africa's more vibrant economies.

Crown VP Addresses FAWCO Seminar

Crown Relocations' vice president of learning and development, Norah Franchetti, was chosen to deliver two speeches at the 2008 FAWCO conference in Seoul, Korea, in March.

FAWCO is an international network with a combined membership of nearly 18,000. The organization supports members living and working abroad and is active with issues related to Americans overseas, including education, environmental awareness, health, human rights, and women's and children's rights.

Franchetti has been familiar with FAWCO and the work they do, both in the community and supporting American Women's Clubs Overseas, for many years. Crown Worldwide has been a FAWCO Gold Sponsor since 2006.

Topics she covered were "Getting and Keeping Clients" and "Being a Woman in a Flat and Shrinking World."

Move One Sends 13 Wolves to Siberia

Move One Pet Transportation recently oversaw the transport of 13 gray Siberian wolves from Calgary, Canada to Yakutsk, Siberia—one of the coldest and most remote cities on Earth. The canine pack were flown to their destination to star in a nature film by director Nicolas Vanier, in cooperation with French film companies MC4 and Pathe Renn Productions.

The celebrity pack are owned and trained by Andrew Simpson, a veteran trainer whose animals have appeared in a host of films and T.V. series on both sides of the Atlantic. Thus, the wolves are no strangers to travel; however, this journey was undoubtedly their longest ever trip. The flight time alone took 36 hours, as pack flew from Calgary with stopovers in Frankfurt, Germany and Krasnoyarsk, Siberia, where Move One had chartered a special flight to bring the animals on to their final destination of Yakutsk, Siberia. Their owner traveled with them throughout and reported that the animals arrived in good health, if fatigued by the journey.



A timely, successful relocation gave 13 Siberian wolves something to howl about.

The wolves were shipped in special flight kennels in which they had to remain for the duration of their transport. According to Eموke Hartyani, Move One's Pet Transportation expert, "international laws governing the transportation of wild animals, like wolves, state that the animal cannot be taken out for exercise and refreshments at stopover destinations—unlike the domestic cat and dog. This is because it is very stressful for a wild animal to be temporarily moved from the flight kennel and placed in strange surrounds. Moreover, the scent of other animals would excite them, and they could possibly become aggressive and refuse to return to the kennel."

One of the most challenging aspects of the projects was navigating Russian bureaucracy regarding the import and transportation of wild animals. But thanks to the sterling work by Sabina Sokolova, Move One's country manager in Kyrgyzstan, there were no bureaucratic hold-ups. Sabina descends from the Buriat nation of Siberia and has a network of family and friends in

Sabina Sokolova, Move One Relocations country manager, Kyrgyzstan.



Andrew Simpson attends to his animals' water needs during transport.

An average dog shipment involves:

- Preparation time: 2 weeks
- 3 documents sent via email
- 10 phone calls
- Health certificates, vaccination certificates (at most available in two languages)
- Carried in regular, approved flight kennels

The "wolves to Siberia" shipment involved:

- Preparation time: 3 months
- 45 documents sent via email
- 130 phone calls
- CITES permits, authorized routing permits, interstate agreement papers, health certificates, vaccination certificates (all papers/certificates in four languages)
- Carried in special IATA approved "dangerous animal kennels"

Eastern Russia, which helped her to process the paperwork in double quick time "When I heard that we had a shipment to Yakutsk I offered to help as I have family in the city. I was warned that this job would be very difficult to achieve within the given time frame. However, a challenge like that will always motivate me! Eventually, I found several ways of transporting the wolves to Yakutsk, in the end the clients settled for the option which meant the least kennel time for the animals," said Sokolova.

Move One's services were contracted for the project by Pets Abroad, a U.K.-based animal transport company. APets Abroad spokeswoman said, "I am delighted to have been able to work in conjunction with Move One—and especially Eموke Hartyani. I asked Eموke to coordinate the Calgary originating wolf shipment from Europe to Yakutsk because of her contacts in Russia. Eموke worked very hard to overcome the many obstacles which arose and she emerged triumphant—bringing off a really successful shipment."

When the wolves finally arrived in Yaksuk it was -40°. However, wolves are resilient and this particular breed originates from Siberia, hence it was a homecoming of sorts and the animals were not unduly perturbed by the cold. The working title of the film is "Le Loup" and it is due to be released in December 2008.

HONORS AND AWARDS

Globe Moving & Storage Co. Pvt. Ltd., headquartered in Bangalore, India, was awarded the prestigious FIDI FAIM certification after having successfully completed the onsite and offsite audit conducted by Ernst & Young.

S. Ramachandran, managing director of the company, noted, "Since the FIDI conference was to be hosted at Delhi, India, in March 2008, we knew that we had to be a part of this conference." The certification was achieved thanks to the dedication and commitment of the staff body of Globe Moving & Storage Co. Pvt. Ltd.

Globe Moving & Storage Co. Pvt. Ltd. is the only company in the south of India to have the FIDI FAIM certification, according to the company.

The company installed a program, "Vision 2010," in April 2006 to take it to the forefront of the Indian moving industry. The program started to take shape when they achieved ISO:9001:2000 certification, and since then it has been a steady and definitive move toward achieving this goal.

Web site: www.globemoving.net

Arpin Van Lines has named **Kevin Mayberry** of Dunnellon, Fla., as the 2007 Driver of the Year. Mayberry has been an owner operator with Arpin since 1991. Mayberry was recognized for consistently receiving excellent service ratings and letters from his customers and agency family.

Criteria for determining the recipient of the Driver of the Year Award are based on measurement in several areas: an excellent safety record, low claim ratio and customer satisfaction.

Mayberry will be honored with other award recipients at Arpin Van Line's 2008 Annual Agent Conference planned for October 19th through October 23rd at the Ritz-Carlton in Palm Beach, Florida.

Asian Tigers K. C. Dat has been recognized for its commitment to environmental protection and waste reduction by the Hong Kong Government. Anissa Wong, Permanent Secretary for the Environment, awarded the WastewiSe certification on Asian Tigers following a year-long effort that included a comprehensive review of its environmental policies and procedures.

"The WastewiSe certification, which works in concert with our existing ISO 14001 program, is a further step towards reducing our impact on the environment," said



Rob Chipman, CEO of Asian Tigers—Hong Kong. "We are proud of our accomplishment, and we continue to explore other ways to be an even more environmentally friendly Hong Kong company. In addition, Asian Tigers K. C. Dat is a major supporter of the Save China's Tigers and the International Foundation for Animal Welfare. We are continually exploring new ways that we can make a positive impact in our community."

Pakistan-based HHGFAA member **Homepack Freight International** recently marked its 29 years of service in international freight forwarding, removal/packing. Homepack was founded in 1979 in Karachi by Abubaker Hashim, the president and CEO of the company. Homepack soon expanded, opening branches in Islamabad and Lahore in 1983.

The company currently holds ISO 9001:2000 certification as well as FIDI-FAIM certification. Its multilingual staff also assist customers with renting or buying furniture and with navigating local culture and customs, as well as a range of other services, such as fine arts handling and transport of

sophisticated electronic equipment.

Bekins Van Lines President & CEO Michael Petersen recently announced the company's President's Club Winners for 2007. The Bekins President's Club sales contest recognizes Bekins top salespeople, achieving the highest percentage sales growth in Bekins household goods division or high-value products/tradeshows division based on volume group categories. The contest runs for the entire calendar year and President's Club Winners receive a travel certificate for a vacation of their choice, as well as a President's Club trophy. The following are the Bekins President's Club winners:

- *Volume Group A:* **Darcy Quinn**, A and P Moving, Inc., Novato, Calif.
- *Volume Group B:* **Billie Jo McCullen**, Worldwide Relocation Services, Smithfield, N.C.; **Tom Norgard**, Sea/Cure Moving, Tuckerton, N.J.; and **Bruce Rosene**, Boyer-Rosene Moving & Storage, Bensenville, Ill.
- *Volume Group C:* **Jeff Jones**, True Van Lines, Dallas, Tex., and **Mike Boerman**, Boerman Moving & Storage, Woodridge, Ill.
- *Volume Group D:* **Jeanie Scott**, Olympian Worldwide Moving & Storage, Phoenix, Ariz.
- *HVP/Tradeshows:* **Bob Land**, Showtronix, Inc., Lake Forest, Calif.; and **Donna Quarino**, Pinnacle Worldwide Relocations, Lake Zurich, Ill.

The ABCs of the XYZs

LUXURY BRANDS CONCERNED ABOUT LONGEVITY

Luxury brands will have to go well beyond their traditional marketing channels to reach the next high-spending generation. Young consumers research their purchases extensively before buying, share their views via technology, expect exceptional service, and want to know how companies source and produce their goods. This could be bad news for the luxury fashion sector, which has a weak record in all these areas.

SOURCE: *Financial Times*

Getting the Job Done in Adverse Winter Conditions

The extreme weather conditions that reigned over Pakistan and Afghanistan this winter failed to put a halt to MoveOne operations. Despite freezing temperatures and inhospitable terrain, the company's intrepid team successfully rose to the challenge and made sure that all jobs were successfully completed.

Brutal weather caused airports to be shut down and day-long delays on roads due to the lack of snow removal facilities—to be expected in a region so unused to snow.

The adverse impact of the weather conditions also saw thousands of people stranded in the northern areas of Balochistan after Quetta's road links with Chaman, Toba Achakzai, and Toba Kakari were cut off due to heavy snowfall. Furthermore, the Chaman border pass from Pakistan to Afghanistan was closed for almost two weeks because of snow. Frontier Corps helicopters carrying food and other items for the affected people were unable to carry out relief operations. Hundreds of vehicles, including oil tankers carrying fuel for NATO forces, remained stranded. Normal life remained disrupted in parts of northern and central Balochistan. The severe cold wave caused food shortages in Toba Kakari, Toba Achakzai, and the border towns of Dobandi and Chaman.

Nonetheless, even in the face of such trials, AES Cargo was consistently able to provide customers with regular deliveries, even when most vehicles would not start because of the cold. Karl Trotter, Move One Logistics Afghanistan field coordinator, said, "Being from Canada, I am used to the hardships of winter and vehicles not



Heavy snowfalls made transporting goods challenging in Afghanistan this winter.

starting, but after two solid weeks of intense cold and snowfall, I really thought I was back in Canada. The endurance of the Afghans is inspirational, they go about their daily business despite the hardships in homes where electricity and heat is usually a luxury they cannot afford. We've had our share of difficulties here but shipments were received and delivered, and we only experienced some minor setbacks for transportation because of snowed-in roads."

Impact of Winter 2008 in Afghanistan

- More than 900 people lost their lives
- More than 1,000 houses were destroyed or damaged
- About 316,000 animals—mostly sheep, goats, and cattle—have died
- Temperatures in the mountainous regions were as low as -30°C.

The ABCs of the XYZs

BOOK READING MAKES A GENERATIONAL SHIFT

Australian publishers are bracing for the generational shift to reading books on electronic readers. The Australian Publishers Association says Gen Y is already screen-literate and ready to make the jump to electronic readers, but Baby Boomers are likely to resist. Two rival devices are on the market, Sony's Reader and Amazon's Kindle. Both allow hundreds of novels to be downloaded onto a wireless handheld device about the size of a book and cost between \$299 and \$399.

SOURCE: Australian IT

MILESTONES

Gary Sweitzer, long time country manager of **Asian Tigers Lane Moving & Storage** in Jakarta, has retired and left the company, effective 15 March. "Gary has been my partner in Jakarta since we started the company there in 1984 and has always been an outstanding performer in our group of companies," said Gerry Lane, "so we are all sad to see him go. We wish him every satisfaction in his future and we will, of course, stay in touch over the years. We are very grateful for the solid contribution he made in building and maintaining our high quality standards".

Sweitzer passes the torch to **Jim Yarbrough**, a well-known veteran of the moving industry, who has earned a solid reputation for himself in Panama, California, Hawaii, Bangkok and Jakarta. In addition to his moving business experience, Yarbrough has a strong track record in the records management business and more recently he managed the extensive operations of Brinks Security in Thailand. Having previously worked for 2 years in Jakarta, he brings with him a sound understanding of the Indonesian people and their culture. He will be accompanied by his lovely wife Marlena, who has successfully managed Asian Relocation Management in Thailand for many years. Yarbrough attended the FIDI Congress in New Delhi, where he renewed old acquaintances and met the younger generation of new players in the industry.



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Randall Groger
AirLand Forwarders,
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HHGFAA Chairman

On behalf of the Household Goods Forwarders Association of America, Inc., I want to extend a warm welcome to those who are new to our organization.

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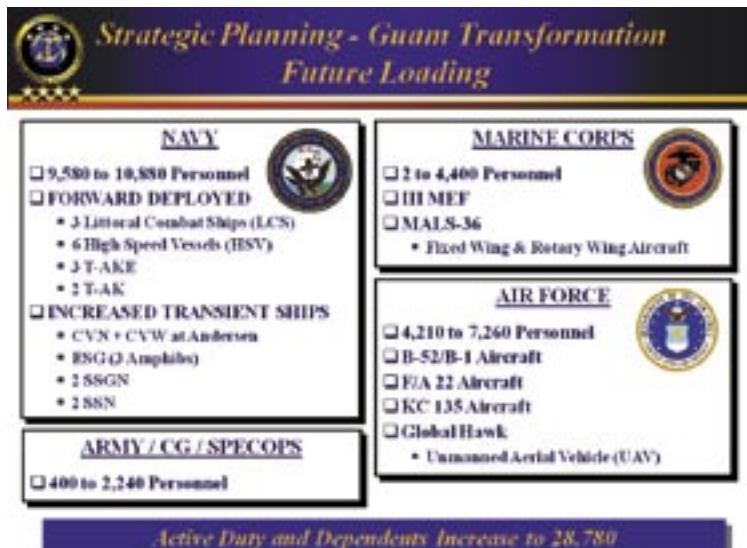
Military Buildup in the Pacific: Guam

The US military is scheduled to start in 2010 a full-scale construction of infrastructure facilities related to a planned buildup of forces in Guam that includes a relocation of some Marines from Japan. To facilitate the process the Pentagon last year named the Joint Guam Program Office (JGPO) as the central US military unit handling the buildup. Heading the office is David Bice, a retired Marine Corps major general.

The buildup project will draw nearly 19,000 military personnel and nearly 20,000 family members to Guam. The envisaged relocation of some 8,000 Marines and some 9,000 of their family members from Japan's Okinawa Prefecture will be a key component. Currently, some 14,000 military-related people live in Guam.

Why Guam?

- Guam's strategic location enhances military force flexibility, freedom of action, prompt global action, regional engagement and crisis response
- Forces located on Guam are readily employable - position forward, and provide space for strategic and operational maneuver.
- Guam's location improves US force posture in the Pacific in order to maintain deterrence throughout the region.



Record-Breaking Defense Request Could Go Higher With War Costs

President Bush proposed in his budget to continue his record-breaking defense buildup by requesting \$585.4 billion in discretionary budget authority for the Pentagon in fiscal 2009. The figure includes \$70 billion in emergency spending for the wars in Iraq and Afghanistan—only a fraction of what they are expected to cost in the coming

By Jim Wise
PACE, LLP



year. The non-war portion of the request—\$515.4 billion—is \$36 billion higher than fiscal 2008 spending, or about a 5% increase when inflation is taken into account. By comparison, Bush is proposing allowing an increase of 0.3% in discretionary spending outside of national security.

The new budget continues the steady upsurge in defense spending on Bush's watch. Since fiscal 2000 President Bush has boosted the base Pentagon budget, not counting war spending, by about 37%, even after adjusting for inflation. **The FY 2009 Budget request represents the 11th consecutive year of increased spending for the Pentagon. This is good news for DoD contractors like household goods forwarders.**

The fiscal 2009 request, if you look at base funding, would be the highest since World War II. It is possible, if not likely, that the fiscal 2009 level including the wars will be a record level for defense spending since World War II. Ike Skelton (D-MO), chairman of the House Armed Services Committee, applauded the overall level of funding but promised rigorous scrutiny of how it is allocated.

Defense Secretary Robert M. Gates said the total level of funding should be put in the context of the economy's size. At 3.4% of the Gross Domestic Product today, defense spending is less than it was during the Korean War, when it was 14%, or during the Vietnam War, when it was 9%. Rep. Duncan Hunter (R-CA), the ranking minority member of House Armed Services, echoed that point. The president's budget would provide a 3.4% basic pay raise for military personnel and a 2.9% raise for civilian employees.

It contains \$179.8 billion for operations and maintenance accounts aimed at training and equipment upkeep, \$125.2 billion for

military personnel, \$104.2 billion for procurement and \$79.6 billion for research. The Pentagon said that 42% of the \$36 billion increase in spending over fiscal 2008 would go toward training, logistics and other operations expenses not tied directly to Iraq and Afghanistan. The second-biggest driver of the increase is pay and health care costs.

Growing the military is one of the top objectives of the new budget. It would provide \$15.5 billion to continue expanding the Army by 7,000 soldiers over the previous year, to 532,400. The Army's goal is to get to 547,400 by fiscal 2012. The Marine Corps would spend \$5 billion to add 5,000 Marines over last year's total, bringing the end strength to 194,000. The Marine Corps wants to attain a level of 202,000 by fiscal 2011. The increased number of soldiers and Marines will not be unpopular on Capitol Hill.

The Pentagon also is likely to take flak from Congress as much for what it did not request as what it did. Again this year, there is no money to continue development of a second engine in the F-35 Joint Strike Fighter program, and no more C-17s are being procured. And the Air Force is buying 20 F-22A fighter jets, a substantial number but not enough for the program's supporters in Congress.

Like fighter jet production, warship construction is rarely high enough for shipbuilding proponents in Congress. This year, the Pentagon is seeking about \$14 billion for eight new ships, the White House budget office said. These include a Virginia class submarine, a DDG-1000 destroyer, two Littoral Combat Ships (down from six planned at this time a year ago), two T-AKE auxiliary dry cargo ships and two Joint High Speed Vessels.

The Navy also plans to complete construction of its newest aircraft carrier, the CVN-21, which was authorized in fiscal 2008. With the wars raging, ground combat gear is not expected to prove controversial. The budget would pay for more than 10,000 vehicles, including new Stryker fighting vehicles, Humvees and trucks. Among its other features, the budget would provide \$10.4 billion for missile defense programs, the White House said. Special operations forces would net \$5.7 billion. The National Guard and reserve would get \$49.1 billion. The new US Africa Command, currently based in Stuttgart, Germany, would get \$389 million, according to the budget.

Mexican Trucking Pilot Program Controversy

The inspector general (IG) of the US Department of Transportation (DOT) has issued a report stating that the requirements and commitments made by the DOT that it would impose safety checks on all Mexican trucks entering the United States is a promise that has not been kept. The IG has oversight responsibility over the agency to ensure that it is in compliance with statutes and regulations created by the US Congress.

Concerns about the safety and integrity of Mexican trucks entering into the United States has been a source of great concern to Congress since the enactment of NAFTA. This IG's report has drawn strong reactions from many Democratic lawmakers who were already critical of the Bush Administration's plan to create a pilot program that would allow some long-haul Mexican trucks to operate on US highways. In fact, Rep. James Oberstar (D-MN), chairman of the House Transportation and Infrastructure Committee, indicated during a recent hearing that language in the FY 2008 Omnibus Appropriations law (PL 110-161) prohibited funding to establish such a demonstration program.

Oberstar said, "The findings ... confirm that the reality of how the pilot program is being implemented falls short of the assurances from DOT that safety is the top priority." Testimony before the committee revealed that DOT was required to assimilate border-crossing data on Mexican trucks operating in the United States and to ensure that there were monthly safety reports on each truck. Oberstar complained that the DOT has failed to issue a single report in the first six months of the program. In fact, he added, the DOT has yet to even complete gathering the data required under the legislation.

At the same time that Oberstar's House Committee was responding to the Inspector General's report, Transportation Secretary Mary Peters was facing a challenging hearing before the Senate Commerce, Transportation and Science Committee. Secretary Peters told members of the Senate Committee that there were thorough and comprehensive inspection requirements of all Mexican trucks and drivers participating in the program. However, the full Senate in later floor action adopted an amendment by a vote of 74-24 that would completely cut funding for the pilot program. Even though the program had been initiated just the day before, those voting for the amendment argued that the majority of Mexican trucks could not meet US highway safety standards and would pose a hazard to US motorists.

In a challenge to the Senate action, DOT legal counsel asserted that the Senate amendment could not prevent DOT from continuing with the program already underway. That DOT position was immediately challenged in the courts and currently a case is under consideration by the 9th US Circuit Court of Appeals to determine whether the Administration can proceed with the pilot. Meanwhile, a group of Democratic and Republican lawmakers have asked the Government Accountability Office to investigate whether the administration has violated any laws by proceeding despite the appropriations rider. That request is still pending.

The Great Highway Debate: It All Comes Down to the Money

The Secretary of Transportation's recent multiple appearances on Capitol Hill have illustrated how difficult it will be to write next year's highway bill. The conflict comes down to money. Secretary Mary E. Peters explained the Bush administration's opposition to raising the gasoline tax to provide more money for roads. The panel's chairman, James L. Oberstar (D-MN), did not agree. Peters said the nation's infrastructure can be fixed without "substantially greater federal spending and dramatically higher fuel taxes." Oberstar called that policy "narrow, myopic, uninspired and fragmented."

All sides agree that the infrastructure system needs help if it is to survive projected surges in population, freight traffic and trade. But everyone seems to have a different plan to generate the necessary revenue. Gasoline tax increases have support among some lawmakers as a quick fix. But others, backed by the administration, reject a gas tax hike and prefer congestion pricing or tolling. Even if a Democrat wins the presidency, congressional GOP opposition to a gas tax increase will remain formidable.

Trade groups and transportation advocates point out that the funding mechanism for the Interstate Highway System has not changed much since the Eisenhower administration. The current highway law (PL 109-59) expires in the fall of 2009. A commission concluded last month that increasing the current 18.4 cents per gallon gasoline tax — which has not been raised since 1993 — would be the best way to provide a short-term revenue boost.

Some Transportation Committee Democrats say raising taxes is obviously not ideal, but is essential. Peters, however, supports a congestion fee such as the one used in London that charges those driving on the busiest roads during rush hour. But Peter A. DeFazio (D-OR), chairman of the House's Highways and Transit Subcommittee, said if the government is going to implement a congestion fee, the funds raised should be dedicated to mass transit and not to highways. In the Senate, Ted Stevens (R-AK) has said the cost is going to be so great that one generation can't pay it." He proposes selling bonds.

Bush Would Cut Local DHS Grants

President Bush requested \$40.1 billion to fund the Homeland Security Department, drawing protests from lawmakers in both parties who criticized him for slashing local grants programs. Republican lawmakers were more receptive to his proposal to increase border security spending. Under Bush's proposal, total discretionary spending for the department would rise by roughly 7%, to \$37.6 billion in fiscal 2009, up from \$35.2 billion this year.

But Bush's budget request would cut total grants for states, cities and local first-responders to \$2.2 billion, down from \$4.1 billion in fiscal 2008. Key lawmakers from both sides of the aisle expressed disappointment with the proposed reductions.

Under Bush's request, the budget for Customs and Border Protection would increase by 18%, to \$10.9 billion in fiscal 2009, compared with \$9.3 billion this year, not counting the \$1.5 billion the agency received in emergency funding. The budget for Immigration and Customs Enforcement would increase by 12%, to roughly \$5.7 billion, from about \$5.1 billion this year. This does not include the \$527 million the agency received in emergency funding.

Specific border and immigration operations in the proposed budget include: \$3 billion to investigate and arrest illegal immigrants and to increase the number of beds in detention facilities by 1,000; \$775 million to buy fences and other technology to secure the border with Mexico; \$442.4 million to hire, train and equip 2,200 new Border Patrol agents; and \$100 million to expand the E-Verify program, an automated system employers can use to confirm the employment eligibility of job applicants. The budget request also calls for \$293.5 million to protect federal computer networks against hackers, including funding to analyze and reduce cyber security threats.

The Transportation Security Administration would receive \$7.1 billion, or roughly 4% more than the \$6.8 billion allotted for fiscal 2008. The budget proposal also requests \$753 million for department management and operations, a 32% increase from the \$572 million enacted for fiscal 2008. Part of that is to provide \$120 million for establishing a permanent Homeland Security Department headquarters in Washington. Bush made an identical request in his fiscal 2008 budget, but Congress did not appropriate money for the project.

Highway, Transportation Funds Would Be Slashed by 10%

President Bush proposed cutting highway funding by more than 4%, and his Transportation Department request would allow money to be moved from a mass-transit account to help maintain the Highway Trust Fund. The department's proposed \$57.1 billion budget for fiscal 2009 represents a 10% cut from fiscal 2008. Of that total, \$39.4 billion would go to highways, about \$1.8 billion less than Congress appropriated in fiscal 2008.

Revenue from the gasoline taxes that finance highway projects has not kept pace with inflation or growing transportation demands, leading to declining cash balances in the trust fund. The Bush administration estimates that the fund will need to borrow about \$3.2 billion from mass transit accounts in fiscal 2009. With reduced highway funds for fiscal 2009, the Transportation Department would fall short of the funding levels promised in the 2005 highway authorization law (PL 109-59). However, Transportation Secretary Mary E. Peters said the department will still spend the total authorized amount over the life of the law, if not the exact annual allocations.

Amtrak would see a 40% cut, from \$1.33 billion in fiscal 2008 to \$800 million in fiscal 2009. Capital grants for the rail service would be sliced by \$325 million. Operating subsidy grants, which received \$475 million in 2008, would be eliminated. Instead, Amtrak would have to request the money through the Efficiency Incentive Grants account and would not receive it unless certain benchmarks were reached.

Bush again proposed cutting the Essential Air Service and Rural Airport Improvement Fund, a \$60 million program popular with lawmakers. Funding for the Federal Aviation Administration would decrease by \$272 million.

Jerry F. Costello (D-IL), chairman of the House Transportation and Infrastructure Aviation Subcommittee, said he was concerned about cuts to capital improvement grants to airports. The account would receive \$2.6 billion, about \$765 million below fiscal 2008 levels. The president also said he would again send lawmakers a proposal for a cost-based financing system for the program. Congress has rejected the idea in the past.

The Transportation request comes on the heels of a report that called for dramatic increases in infrastructure spending. Congress, as it has in years past, is likely to ignore many of Bush's proposed cuts.

Possible Public-Private Partnership for Infrastructure Funding

Aware of the tremendous need for investment in the US infrastructure, Senators Chris Dodd (D-CT) and Chuck Hagel (R-NE) introduced legislation that attempts to establish the framework of a private-public sector partnership framework that would bring critical capital to the problem. The measure, S. 1926, proposes to create a national bank that would have the financing capability to underwrite infrastructure projects that are noted for strong regional or national importance. To qualify for consideration under the bill presented to the Senate Banking, Housing and Urban Affairs Committee, a project would be required to meet a minimum threshold level of \$75 million to qualify for consideration.

Most of the witnesses during the hearing before the Senate Banking Committee indicated that they believed that the federal government, under the current budget environment, does not have the resources or political support to draft appropriations bills that can come close to meeting our national transportation infrastructure requirements. In fact, the sponsors of the legislation both indicated that they believed the current appropriations process, especially with the controversies over earmarking specific projects, cannot meet the growing needs of a transportation system that is straining to meet current, much less future needs.

There is an overwhelming realization among members of the key committees on transportation in Congress that the infrastructure system must be modernized in order to meet shifting population needs and global economic challenges. The collapse of a bridge in Minnesota only underscored the tremendous requirements that the national transportation system face. While there is bipartisan agreement on the need for investment in the infrastructure, there is not agreement on the best method to attack the problem. Among the considerations discussed at the hearing were methods to develop adequate revenue for the investments and these ideas included public-private partnerships, new toll fees, heavy congestion fees and increasing the federal gasoline tax.

The National Surface Transportation Policy and Revenue Study Commission issued a report in January that recommended raising the federal gasoline tax to 40 cents a gallon over 5 years. The Commission pointed out that, while this increase would raise at least \$225 billion a year for infrastructure needs, there would still need to be a sizeable commitment from the states to augment this funding need. Under current funding methodologies, the federal government assumes approximately 40% of the country's infrastructure expenses.

The Committee pointed out that the FY09 Transportation budget submitted by the Administration is actually a 10% reduction in funding levels from the previous year. Witnesses to the hearing indicated that there needs to be a minimal investment of more than \$1.6 trillion by 2010 just to keep pace with maintenance schedules of the current system requirements.

Dodd stated that he believes the argument over funding levels is a myopic response to the crisis. He indicated that historically Congress has not observed the Administration's budget amounts in the past and increased the funding levels as much as possible. Having said that, Dodd said that what is needed is a creative new approach that leverages private sector capital with public sector expertise. He also pointed out the current appropriations process places too great an emphasis on parochial transportation projects at the expense of a national transportation framework.

It is expected that Chairman Dodd will offer his bill as an independent measure, separate and distinct from the highway bill expected to be considered sometime next year.

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Industry Calendar

April 1-4, 2008

GSA/AMSA Household Goods and Freight Forum
Orlando, Florida

April 1-5, 2008

AMSA Educational Conference and EXPO
Orlando, Florida

April 13-16, 2008

LACMA Convention
Playa del Carmen, Mexico

April 29-May 1, 2008

SDDC HQ Symposium
Orlando, Florida

May 13-18, 2008

California Moving and Storage Association
90th Annual Convention
Rancho Mirage, California

October 4-7, 2008

HHGFAA 46th Annual Meeting
Honolulu, Hawaii

October 6-10, 2008

SDDC Pacific Workshop
(Industry Portion: Oct. 8-9)
Honolulu, Hawaii

October 29-31, 2008

ERC Global Workforce Symposium
Washington, DC

October 10-13, 2009

HHGFAA 47th Annual Meeting
Orlando, Florida

September 29-October 2, 2010

HHGFAA 48th Annual Meeting
San Diego, California

September 12-15, 2011

HHGFAA 49th Annual Meeting
Denver, Colorado

EDITOR'S NOTE: Visit www.hhgfaa.org/calendar.html for an expanded list of meetings and events of interest to HHGFAA members.

What's New?

Keep your friends and colleagues around the world informed about developments at your company.

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