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'Pump Up the Volume': Marketing and Sales In a Tough Economy



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I Can Remember...



TERRY R. HEAD
IAM President

In May of this year I will have been employed or associated with the moving and storage industry for 40 years. (And yes, my YP-35 friends, that makes me very old.) I have experienced four decades of good times in our industry, and I can also remember the not-so-good times — such as those in which we now find ourselves.

Some of you have heard this story before, but as background for my follow-on comments, allow me to briefly recount my history within the industry. In 1969, I was working in a factory and was laid off. My roommate was working for a small regional military mover, so I went to work as a “driver’s helper,” thinking the moving job would tied me over for a week or two until I could land another factory position.

I liked the hard work and enjoyed the freedom of the moving job enough to stay on, and soon progressed to the role of packer. About a year later, I changed companies to work in the export-packing warehouse of another moving firm, which subsequently moved me to documents clerk, and ultimately promoted me to be an outside estimator/surveyor.

In 1972 I took my first position as a salesman for a moving company that was just starting an international division. I worked in sales for several years and then, as the company expanded operations, I advanced to a middle management role. I left that company to help establish a Washington, D.C., office for a large Swiss-based commercial freight forwarder.

I continued working for the Swiss company in both sales and management until I returned to my former employer, accepting a senior management/minority ownership position. I remained there for another 10 years until early 1997, when I accepted my current position of president here at International Association of Movers (formerly HHGFAA).

Why I am telling you this? It’s because I think I understand and can relate to what each of you might be experiencing right now in your own companies and careers.

I can remember “working on the street” in the good times and summer seasons, when there were more work and overtime hours available than one could physically handle.

I can also remember the bad times and slow periods, when my dispatcher could work me only perhaps 20 hours a week, leaving me wondering how I was going to make my car payment or scrape up the rent.

I can remember first going into sales and not having a single client. It took me almost three months to land my first major account, all the while hoping all that hard work and lots of cold-calling would one day pay off. I can also remember, when things were rolling along nicely, not having enough hours in the day to do estimates and write quotation letters.

I can remember being in middle management as the business prospered, and the challenge that entailed for recruiting and training good salespeople and customer services agents. Yet, on more than one occasion when business turned down, I can also remember being directed by my manager to cut 20-30% of my staff. Whom do you keep, and whom do you let go? Those were tough decisions knowing — or at least hoping — that the volume of business would one day rebound.

I can remember, as a senior principal and shareholder, being faced with the responsibility of looking ahead and maintaining a strategic direction for my company. I can remember, when things were bleak, trying to manage cash flow, and meet payroll, all the while agonizing over long-range investment decisions for implementing innovative technologies, building new warehouses, and modernizing our vehicle fleet.

I can remember how tough and rewarding it was to be in the moving business.

What I would like YOU to remember is that removals and moving companies have been around for a long time and we, as an industry and an Association, will be around for a good while longer.

Sure, things are not what they were, and certainly not what we want them to be. Nonetheless, this issue of **The Portal** is focused on providing information and recommendations on how to manage marketing and sales in a down economy. I hope you will find one or two things that your company can implement.

Yes, I can remember the bad times. I can also remember that they don’t last forever.

Marketing in a Tough Economy

You can't escape the news.

These are tough times for businesses and consumers. Inflated fuel costs, slow housing sales, and inflation are making business a challenge for all companies, small to large. The simple fact is our global economy is at a low point.

The good news is that the US economy has always been cyclical. We ride high in the strong years and we learn to ride out the wave during the down times. Still, it is not all "doom and gloom". Marketing in a tough economy can be extremely effective and many businesses will actually thrive during economic downswings. You are probably asking yourself, "How is this possible?" It is very simple: Businesses that succeed in tough times know the secret is smarter marketing.

Tough economies and slow sales cause businesses to reevaluate their current budgets and spending. The easiest place to cut your budget is usually in marketing. Your advertising and promotions budget can be an easy target because most businesses think they can reduce their marketing this year and make up for it when the economy improves. **During tough economies, cutting back your marketing can cripple your business.** In order to survive this economic downturn, should increase your marketing without increasing the money you are spending.

The economy affects businesses and consumers. This means that your target market actually shrinks. Since your pool of potential clients will be reduced, you have to maintain or increase your marketing in order to keep your competitors from moving in and taking customers. A strong competitor will view tough times as an opportunity to grab new market share and increase sales. Don't give them the opportunity.

How do you get more bang for your marketing dollars without spending more? You need to use some very simple, but proven marketing methods to yield more results. Here is a list of six basic marketing principles for tough economic times.

- 1. Focus your marketing.** This means you use directed marketing methods when possible. Direct marketing media can typically be tracked and monitored. Tracking will ensure you are getting the most value from your advertising. **Be sure your advertising uses a call to action to get customers to contact you.** Offer prospective clients free samples or a gift for appointments to pitch them on your product or service. Then be sure to follow up with each potential customer. Remember, you have to work a little harder to win a customer in tough times.
- 2. Stay in contact with your current customers.** Marketing professionals have proven it costs more to get a new customer than to keep an existing one. In tough times, go to your existing customers. Reward them with incentives; let them know they are important. You will most likely make up some of your slow sales by increasing sales to existing clients. Keep the lines of communications open and build the strength of that relationship. Bring back old customers with a welcome back offering or gift. Build the relationship so they will do business with you again.
- 3. Let your current customers help you.** Word-of-mouth and referral sales can be extremely effective and cost efficient. Offer your current clients a gift or reward for sending business your way. Customer testimonials are extremely effective in gaining new business. Obviously, a satisfied customer is much more likely to talk about your business than a less than happy customer.

- 4. Look for free or inexpensive advertising and promotions.** Consider using barter or trade-out for services with companies that can help promote your business. Be creative and think outside of the box! Tough times call for creative thinking. Use press releases when ever possible. Offering a new product line or making business changes can always be considered newsworthy.
- 5. Keep your employees happy.** While this isn't exactly marketing, it does work hand-in-hand with it. Your employees are your most important assets. Tough times affect them as well which in turn affects your business. Recognize their efforts. Reward them for going above and beyond their duties. Help them understand

Businesses that succeed in tough times know the secret is smarter marketing.

their importance in the company and let them sing your praises to potential clients. Your employees can be extremely effective marketers when they are happy.

- 6. Use the Internet.** Finally, one area that businesses are realizing untapped potential is in Internet marketing. **Use your Web site to your fullest potential.** Advertise it on your company vehicles, business cards, flyers, billboards or anywhere you promote your company. Over 60% of Americans now use the Internet. If your business does not use the Internet, then you might want to rethink your strategy. The Internet is here to stay and it will continue to grow exponentially in the coming years.

These six marketing methods are just some of the ways to survive this current economy. Using these methods will improve your chances of success and help your business come out on top when the economy begins to improve. **Good luck, and hang tough. Things will get better.**

SOURCE: David Beckham, AT&T Advertising & Publishing

Effective January 1, 2009,
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International Association of Movers



Download the IAM logo
and Users Guide at
www.IAMovers.org/logo.html

The Difference Between Sales and Marketing

Many people mistakenly think that selling and marketing are the same—they aren't. You might already know that **the marketing process is broad** and includes:

1. Discovering what product, service or idea customers want.
2. Producing a product with the appropriate features and quality.
3. Pricing the product correctly.
4. Promoting the product; spreading the word about why customers should buy it.
5. Selling and delivering the product or service into the hands of the customer.

Selling is one activity of the entire marketing process.

Selling is the act of persuading or influencing a customer to buy (actually exchange something of value for) a product or service. Marketing activities support sales efforts. Actually, they are usually the most significant force in stimulating sales. Oftentimes, marketing activities (like the production of marketing materials and catchy packaging) must occur before a sale can be made; they sometimes follow the sale as well, to pave the way for future sales and referrals.

The concepts surrounding both selling and marketing also differ. There is a need for both selling and marketing approaches in different situations. One approach is not always right and the other always wrong—it depends upon the particular situation.

In a marketing approach, more listening to and eventual accommodation of the target market occurs. Two-way communication (sometimes between a salesperson and a customer) is emphasized in marketing so learning can take place and product offerings can be improved.

A salesperson using the sales concept, on the other hand, sometimes has the ability to individualize components of a sale, but the emphasis is ordinarily upon helping the customer determine if they want the product, or a variation on it, that is already being offered by the company. In the sales approach, not much time is spent learning what the customer's ideal product would be because the salesperson has little say in seeing that their company's product is modified. Furthermore, they aren't rewarded for spending time listening to the customer's desires unless they have a product to match their desires that will result in a sale. (Note, however, that sales people aren't restricted to the use of the sales concept; oftentimes they use the marketing concept instead.)

At the heart of the sales concept is the desire to sell a product or service that the business has made or offers as quickly as possible to fulfill sales volume objectives. When viewed through the marketing concept lens, however, businesses must first and foremost fulfill consumers' wants and needs. The belief is that when those wants and needs are fulfilled, a profit will be made.

Do you see the difference? The selling concept, instead of focusing on meeting consumer demand, tries to make consumer demand match the services or products it provides or has produced. Whereas marketing encompasses many research and promotional activities to discover what services and products are wanted and to make potential customers aware of them.

SOURCE: SmallBusinessNotes.com

The Power of Color ... And Cultural Biases

Color can make you feel good or feel sick. It can tire you or increase your productivity. Color is perceived differently depending on your age, mood and mental health. Sales and Marketing managers, as well as savvy packaging designers use color to suggest product and services attributes, such as quality, cleanliness, flavor and freshness, and global marketers tread carefully around cultural color biases.

How well do you understand color's influence? Answer these questions:

- 1. Among adults, what color is liked worldwide?**
 Yellow Green Blue Gray
- 2. What color is the first to disappear from a child's crayon box?**
 Green Yellow Blue Red
- 3. What food color is most popular among adults in Western nations?**
 Brown Red Yellow Green
- 4. What color car is outlawed by Brazil and Ecuador because of its high incidence of traffic accidents?**
 Black Red White Brown
- 5. What color goes by 100 different names in the Eskimo language?**
 Gray White Black Blue
- 6. What color puts people in a bad mood if looked at too long?**
 Green Red Yellow Orange
- 7. On signs, which color combination is the most visible?**
 Black type on white White type on black
 White type on red Black type on yellow
- 8. For printed materials, which combination is the most legible?**
 Black type on white White type on black
 White type on red Black type on yellow
- 9. What color has a calming effect on people?**
 Blue Green Pink White
- 10. What color helps children score higher on tests?**
 Yellow Green Pink Blue
- 11. What color is the most restful on the eyes?**
 Purple Green Gray Blue
- 12. Which color is very popular for cleaning products?**
 Yellow Red White Blue

Go to the next page for answers to these questions and some fascinating facts about the impact of color that you might not know.

ANSWERS TO THE QUIZ ON PAGE 6

- 1. Blue.** According to several studies, adults worldwide prefer blue, followed by red, green, purple, yellow, and orange. Nearly 50% of those queried in a survey by the American Roper Organization named blue as their favorite color, followed by red.
- 2. Red.** Children universally favor red. A physiologically energizing color, red stimulates and excites.
- 3. Brown.** Adults in Western nations find brown particularly appetizing because it is associated with savory meats, breads and sauces. Blue is the least appetizing, since virtually no natural foods (except blueberries) are that color.
- 4. Red.** Although insurance records from many countries show that red cars are involved in a higher incidence of traffic accidents, Brazil and Ecuador are the only countries to forbid individuals from driving them. Optically, red advances, creating the impression that red objects are closer than they are. Red also physiologically gets the adrenaline pumping, so accident-prone red cars may say more about their drivers than their visibility on the road.
- 5. White.** To help them describe the nuances of ice and snow, Arctic Eskimos have more than 100 words for white.
- 6. Yellow.** Yellow, especially bright lemon yellow, is the most luminous color in the spectrum and, hence, the most fatiguing color if viewed for long periods of time. (Conversely, it's the most cheerful if seen at a glance.) Anecdotal studies have shown that couples fight more in lemon-yellow kitchens and babies cry more in lemon-yellow rooms. On the other hand, bright yellow makes school buses very visible.
- 7. Black type on a yellow background.** The strong color contrast and the fact that yellow is the most luminous color in the spectrum make this combination ideal for warning signs. But since yellow tires the eyes, just a little goes a long way.
- 8. Black type on a white background.** It is easy to read and not as tiring on the eyes as yellow. The least legible combination is red type on a blue background.
- 9. Pink.** Interestingly, while red is the most energizing color, pink has a calming, sedating effect. The California children's probation department found that violent children have fewer outbursts when placed in pink rooms. Many hospitals and correctional institutions have painted rooms pink for the same reason.
- 10. Blue.** Through color experiments, researchers have found that children tested in rooms with blue ceilings tend to score as many as 12 points higher on IQ tests.
- 11. Green.** This is the most restful color. Green has risen in popularity as people have become more ecology-minded.
- 12. Blue.** Blue is popular for cleaning fluids from detergent to beauty cleansers because it suggests hygiene and coolness.

SOURCE: BottomLine Magazine

Selling in a Fear-Based Economy

By Jim Kendall

There's a touch of the selling evangelist in Russ Riendeau, but that could be a good thing for the rest of us: Business owners sell; and today we're selling in what Riendeau calls a fear-based economy. Help is welcome.

Riendeau is founder and senior partner of East Wing Search Group, an executive search firm that specializes in sales and marketing (and management) positions. He's also a behavioral scientist, which adds an interesting perspective to his take on selling.

The prime component of Riendeau's sales approach is a return to the basics of selling — the research, skills and attitudes that often seemed unnecessary when times were good but which can be difference makers today:

- **Research.** "I need to know what customers look for," Riendeau says in describing his search sales process. "And it will help if I can determine what the customers customers want. That allows me to anticipate issues downstream." More important, the research can lead to a "Wow!"
- **Sales skills.** "Revisit those sales training books," Riendeau says. "Drive through your neighborhood and mine between 7:30 and 9 o'clock. The lights will be off in the study but on in the TV room." Rather than watch TV, "Study up on your persuasive skills. Negotiations. Communications."
- **Exercise.** "It's a good counterbalance to stress," Riendeau says. "Walk up the stairs. Do calisthenics. Recognize what's going on physically when you're under stress." When stressed, our bodies undergo a "physiological change [that releases] fear-based chemicals" which build anxieties that ultimately "make it hard to do anything." Exercise, Riendeau says, "will raise your endorphin levels (and) increase the flow of oxygen to your brain."
- **Attitude.** "Limit your dose of the media," he says. "For every 30 minutes that you watch the news, spend 30 minutes reading the book jackets of successful business and leadership stories."
- **Act.** "Action is empowerment," Riendeau says. "Sitting breeds anxiety."
- **Set realistic goals.** "Look for the sooner-rather-than-later effect" when you look for the carrots that will push you to make an effort, Riendeau says. "Having \$1 million to retire on is good, but putting three months salary in the bank is a quicker, more achievable goal."
- Literally keep the faith. "Prayer is a powerful tool for relaxing and finding comfort," Riendeau says. "It's part of my world. I have a regular faith-based dialogue with myself. There's something to be said for Norman Vincent Peale's *The Power of Positive Thinking*."

SOURCE: *Marketing Resources, Inc.*

Even in On-Line World, Face-to-Face Networking Needed

It may be easier to "sit in your office and interact with your computer screen," as Lillian Bjorseth says, but her admonition that "Face-to-face networking will never go away" is worth noting. She explains, "**You need to see the whites of their eyes.**"

That said, Bjorseth has just updated her profile on LinkedIn, the ubiquitous business networking site. "You need both facets" to be a successful networker, she explains. Bjorseth, a respected how-to-do-it networker, is president and CEO of Duoforce Enterprises, Inc. She's also right: Both traditional and online networking matter.

Yet LinkedIn and other online networks are popular in part because they offer relief from the need to actually make conversation with a fellow networker. The information you post in your profile becomes your "Hi, my name is ..." gambit.

Assuming that your online goal is to generate additional business rather than connect with long ago high school friends, the profile is an opportunity "to turn yourself into someone others should know," says J.D. Gershbein.

For Gershbein, president of Owlsh Communications, a social media strategy company, **an effective profile incorporates "the best 100 words (to) create a favorable impression and establish your brand."** Done well, Gershbein says, the profile can "make you and your business come alive." On the other hand, Gershbein adds, "A poorly written profile with typos and no photo can be a deal breaker."

Another user noted, "**LinkedIn is more of a resource than a networking tool.** You can research the right person at [a prospective client] you're approaching and learn some new things" that might help with a sales pitch.

Basilico, director of direction at Aurora-based B2b Interactive Marketing, notes, however, that online connections are "just part of the marketing mix. And you still need face-to-face networking."

Another user, Erin Jones, took networking into her own hands. "**The key to making it through this recession (is) to join forces with other businesses for the greater good,**" she says.

Jones organized a networking event at her Inner Focus Pilates Studio that brought six fellow downtown merchants together to discuss ways the businesses could promote each other. That first networking initiative has brought some new clients and uncovered possible new instructors. Enough get it that Jones is planning a similar event with a like-thinking neighborhood retailer.

SOURCE: *Daily Herald*

Overcoming Fears of Networking Can Be Key to Growing Sales

Lately, networking seems to be more and more popular among small and medium-sized companies.

More than two-thirds of sales staff and owners, particularly of small businesses, are members of one or more business associations. These associations take the form of clubs, networking groups and/or trade associations such as IAM, where people often meet and discuss their ideas and experiences.

However, many people think that networking is useless and avoid it at all costs. **Even if some people do not see networking as useless, they still avoid it for various other superficial reasons**, such as lack of time or other issues. For those people, the true reason remains hidden deep inside. But the real reason is the fear of networking.

Face down the fear

Initially, nobody wants to be in a room full of people they don't know and try to strike up a conversation. This sounds like a bad dream for many people, and you might ask yourself, "How can I enjoy talking to complete strangers?" But this is just what networking does; it pushes you from your everyday life and forces you to fight your hidden social fears. It helps you grow, both personally and professionally.

Because of the importance of networking in business life, you must face your fears and defeat them. To do this, you simply need to discover what that specific fear is, and this is even easier than it sounds.

Four common networking fears

1. Among the most common fears is the **fear of meeting strangers**. But don't you meet strangers every day in the store, at the gas station, or even at work? The trick is to not look at new people as strangers. So the first thing you should do is see the people that you are meeting for the first time as friends.
2. The second big fear is the **fear of making a fool out of yourself**. If you accidentally spill your (or someone else's) drink or say something wrong, this does not mean you have made a fool out of yourself. In most cases, this is only your perception; the people around you might not even notice. Many people are very busy dealing with their own fears, so they will probably not notice a small mistake from you.
3. Many people are very concerned about **what to say**. It is enough if you prepare yourself a little before the actual conversation and also if you use small talk. To start a conversation, try simply saying, "Hello, may I introduce myself?"
4. Another concern many people have during networking is **coming across as interesting**. You do not need to do anything special; you just need to ask some interested questions and be a good listener. If you really want to have something prepared to say, have a unique story or way of introducing yourself ready.

If you are concerned about not knowing how to finish a conversation, just take a little time for some preparation. A simple sentence at the right moment (a natural break in the conversation) is enough.

Overcoming your fears and concerns about networking is not that difficult. You just need to relax and have a positive attitude.

Advice from Some Experts

Even during a recession, you and your employees must stay at the top of your game in order to survive and even thrive as the economy spins its wheels. The Web is a great place to pick up some pointers to maximize your sales and marketing resources.

For example, Rick Cook of CRM, a software manufacturer (www.insidecrm.com/features/), suggests that you:

- **Get more out of your established customers** by performing analyses to identify what they need but aren't buying.
- **Identify and concentrate on your best customers** to produce more revenue per sales hour and higher average sales.
- **Target your customer development efforts**. Which leads are most likely to become customers?
- **Keep your existing customers loyal** by keeping your promises to customers and finding ways to meet their demonstrated needs.
- **Work smarter, not just harder**, by providing your sales reps the tools and information they need to work most efficiently.

Jean Conover, director of business development at TradeMark Media (www.thestylesheet.com/), has identified five marketing "musts" for surviving the economic downturn:

- **Brand loyalty**. Clients still want to do business with companies they know, understand, and trust.
- **Added value**. This is the time to cultivate deeper relationships with clients and provide top-notch service so they will come to rely on you as part of their solution.
- **Channel your efforts** into finding new ways to promote your company.
- **A digital marketing plan** costs less than traditional mediums of marketing such as print, and they broaden your reach and scope.
- **Measurable goals** to help you stay focused and aware of how your daily activity is affecting the overall success of your marketing efforts and your business at large. They should always be set at a place that keeps you striving to reach further and accomplish more.

Varun Goel, a software company business consultant, points out in his new blog (<http://inquisitive-blogger.blogspot.com>) that "The Japanese are masters at crisis management and look at situations like recessions as polarities. That means, neither all good nor all bad, but a mixture of both. The Japanese symbol for crises is a representation of two separate symbols: danger and opportunity. Such a perspective encourages responsiveness — not reactivity. As a result, the Japanese focus not on the problem, but on new solutions; not on survivability, but on growth; not on short-term losses, but on long-term prospects."

"Crises tend to stimulate change in people. The challenge is to respond to such changes in a timely and direct fashion. In recessionary times, we have to ... mobilize resources to seize those hidden opportunities. ... To withstand external shocks that can destroy a business, we have to build our resilience capacity [and position ourselves to win when the economy turns around].

"Our greatest challenges are our greatest teachers. Their 'grand purpose' is to shift our thinking, behaviors, strategies and actions and ultimately aid us in our future growth."

Is Cold Calling Dead?

By Kevin Stirtz

Cold calling is probably the most hated and most abused lead-generation tool in use today. It's a hot topic that deserves discussion because, when used properly, it can be a valuable marketing tool. But many people say cold calling is no longer a useful marketing tool. They say we should never use it because its costs far outweigh its benefits.

I disagree.

Cold calling (whether in person, by phone, or e-mail) can be an effective and legitimate way to develop new leads. I know because I've done it. As a tool, cold calling can work very well. But you have to be smart about how you do it. Too many people are dumb about cold calling. They don't stop to think about what their potential customer wants. They focus entirely on what they are trying to accomplish.

How do you make cold calling work? It's not hard. But it does take planning and discipline.

First, don't expect to sell anything with a cold call. I know this sounds basic and it is. But many people still think they can land a new customer the first time they talk to them. Don't do it. Never close cold.

A cold call is just one of many ways to generate new leads. Generating a new lead means finding someone who might be interested in what your product or service can do for them. It doesn't mean finding a new customer. So make sure your cold calling goal is appropriate.

Second, your call will be an interruption. Get over it. It's the 21st century. Everything is an interruption. None of us likes to be interrupted. But successful people are always open to new ideas, new opportunities, and new relationships. If you are bringing them the potential to solve a problem or create an opportunity, they might be happy you interrupted them. However, if your interruption wastes their time because they have no need for your product or service then they'll show you the door quicker than you can say "No soliciting." Or if you waste their time talking about you and your company, product, or service, you'll also get a cold response to your cold call. Never waste their time. Make sure you're calling on someone who is likely to want or need what you offer.

Third, **be honest, be quick, and be gone.** Be honest about why you've called them. Talk in terms of how you might help them. Make it fast and show them you're not there to take time now. Ask their permission to follow up at a later date and then get the information you need to do so.

An effective cold call goes like this:

1. Pick someone who you have a reason to believe will want what you offer.
2. Make contact.
3. Introduce yourself.
4. State why you're calling.
5. Ask questions to determine interest.
6. Request permission to follow up.
7. Get follow-up information (if they give you permission).

8. Leave them your card or other material.

9. Schedule follow-up and do it.

Fourth, call on people only if it's appropriate in their industry. Many industries have built elaborate defenses to prevent people from cold calling the decision-makers. This is their not-so-subtle way of saying "Don't cold call us." In these businesses I suggest finding other ways to generate leads.

But other industries are open to it. Not that people are sitting around waiting for salespeople to call, but they are receptive or at least accessible. You'll know before long if your target market is open to cold calls or not. They'll tell you. When they do, ask them how they'd prefer to be contacted. Then listen and respect what they say.

As with all marketing, you need to focus on what your customers and prospects are trying to accomplish. Forget what you want. Forget that you have quotas and goals. Your prospects do not care. They care about what they want to accomplish. Help them do that and your quotas will become irrelevant.

If you plan your cold calling and do it in a way that respects people's time, it can be an effective lead-generation tool. Remember, we are social animals. Most people enjoy meeting new people if they are friendly and professional, if they don't waste their time, and if they can help them solve a problem or create an opportunity.

Follow these rules and you can be a breath of fresh air for the people you call on. You can develop new relationships that become valuable business partnerships. And it doesn't cost a penny.

SOURCE: AllBusiness

Generating Sales from Trade Shows

Generating sales from trade shows is all about getting qualified leads and converting them into purchasers.

It is a good idea to "presell" your booth by sending customers and prospects a note or an email with your booth number, inviting them to stop by and pick up a small gift, participate in a giveaway, or take advantage of special show prices. If they take the bait and want to buy at the show, it's a good idea to have a separate location (or at least a quiet spot in the back of the booth) where you can close the sale. You can increase your exposure at a show by buying advertising in key publications connected to the show. Read "Getting Media Coverage at Trade Shows" (www.allbusiness.com/marketing/events-tradeshows/922-1.html) for specific suggestions on how to boost your marketing around the event.

Trade show or group selling is slightly different than other sales methods, but it's not complicated. Sales fundamentals still apply: contact all the visitors you can. The more visitors you encounter, the more potential qualified leads you can identify. Develop a short list of questions to quickly separate the serious buyers from the browsers. Focus on the buyers. Prepare a 30-second rundown of the benefits of using your products. Get contact information and then move on to the next prospect. Buyers are busy, too, and they'll appreciate your cordial efficiency.

Tough Times Call for Tough Attitudes

Preparation and positive thinking are the keys to selling in a down economy.

Doing business in tough times requires a tough attitude. Half the battle is in your head and the other half is on the streets. Customers will object to price—that's what they do. First, they test your price; next, they test your resolve. Being prepared to sell in tough times is the mental game of success. Positive thoughts provide the mental fuel you need for your journey. Positive behavior results from these positive thoughts. These tips will help you move in a positive direction in tough times:

- **Increase calling by 25%.** One study of purchasing agents found that salespeople reduce face time by 38% in tough times—for whatever reason. They are calling at 62% the rate that they call in good times. If you increase your calling by 25%, you are effectively doubling your coverage vis-à-vis the competition.
- **Increase your penetration.** If your company has 20% market share, that means 80% of the market is not buying from you.

**Some will fail in tough times;
some will survive; some will thrive.
Which will you do?**

This is an incredible opportunity. Expand your calling efforts to include those areas where you're not getting the business. This includes existing customers where you share the business with the competition. Get greedy. Expand the depth and breadth of what you sell to existing customers. Are there other locations, branches or satellite operations of this account where you can call? The tough times attitude you must embrace is that unless you have all the business, you have an opportunity to grow — even in tough times.

At a national sales meeting the president of the company told his sales force there may be rumors of tough times in their industry, but they will not participate. His optimism was greeted with thunderous applause. This sales force wants to thrive in tough times, not just survive. And they are the type of company that will prevail in tough times — their collective psyche is positive.

- **Be a positive information source.** You may be the only positive salesperson the customer meets with this week. Remember, misery loves company. When the economy weakens and things slow down, the "commiserators" work overtime. Visualize a room full of naysayers, sitting around a conference table regurgitating the latest negative news and feeling worse for the experience. Contrast this to the salesperson that throws the customer a lifeline of hope and optimism. From whom would you rather buy? Tell the customer about all the positive things that your company is doing to thrive in tough times.

When one company continued their practice of reinvesting in research and development during the last recession, their message to customers was simple: "We plan to be here in a big way when these tough times pass (which they always do), and we will be ready to help your company reach the next level."

Some will fail in tough times; some will survive; some will thrive. Which will you do?

SOURCE: Industrial Distribution

Marketing Budgets and the Economy

MarketingProfs conducted a survey to see how the economy is affecting marketing decisions. How are companies responding? They asked 600 marketing professionals about their plans for the future.

When times are lean, businesses often cut their marketing budgets. The grim news is 65% of marketers expect negative effects on marketing overall. And they expect the affects will be long term—with 75% expecting it to last into 2010. Some predict layoffs (25%) and falling salaries (43%); 17% believe they will face both layoffs and a pay cut.

So what are marketers doing? They are moving from traditional advertising to online marketing. That's what we've heard for a while, but now marketers are moving budgets to online even faster than before. According to MarketingProfs the majority are spending more online (though I think it should be even higher).

MarketingProfs has observed that online marketing is also turning into a venue where marketers can stretch their dollar while accurately targeting leads and customers. 60% of all marketers surveyed stressed that they would be increasing their online budgets while 85% would be reducing their use of traditional marketing vehicles.

Note that almost everyone said they were reducing their traditional marketing budget. That may be wise for some businesses, depending on the industry. However, cutting budgets may not be such a good idea for everyone. The last thing you want to do when people are uneasy, is to go silent or cut back on communication. You may need to adjust your messages but it may be a better idea to increase marketing rather than react by pulling back.

Here are some benefits to increasing or at least maintaining marketing campaigns in leaner times:

- Since publishers are having a more difficult time selling ad space, there are more opportunities for bargains. You can pay less for prime advertising space.
- If your competitors are slashing budgets while you hold or increase yours, you're business is likely to come up on top when the recession ends.

I think this sums it up best: **"Successful companies do not abandon their marketing strategies in a recession; they adapt them."**

I'm disgusted by the doom and gloom stories that make it seem like everyone is hurting because I don't think it helps our mindset. There are many businesses that are thriving.

I make it a point to ask clients how they are being affected. Most are positive. While parts of their business may be suffering, there are often other parts that are picking up. This creates a great opportunity to publicize what's going well—a marketing opportunity to tell your story.

When things are going badly I want to hear success stories even more. So I wonder, how is your business adjusting? Are you cutting, holding steady, or increasing your marketing? Are you shifting your focus to online over traditional marketing?

SOURCE: Janet Meiners, SmallBizNews



Is Selling in a Down Economy Different from When Times Are Good?

Not long ago, salespeople were hired with six-figure base salaries and lucrative incentive plans because of their extensive industry contacts. Unfortunately as things contracted, these same salespeople suddenly were faced with a whole different problem: *They actually have to prospect for new business.*

Of course, plenty of those same salespeople are successful today and have re-built their client base, but many others have not. So if you are a business owner or senior manager, here are a few thoughts for growing your sales organization in these challenging times.

First, **stop accepting excuses for lack of performance**, even if they have a basis in truth. It's always easier for someone to blame the economy, the competition, the lousy sales leads, or even their own company than it is to accept responsibility. The fact is that successful people find a way to succeed regardless of the circumstances. Hardly anybody actually likes to prospect, but hungry successful salespeople who need to generate revenue will become prospecting animals. Are your salespeople making enough calls to generate the business you need? Are they doing everything possible to succeed?

In better times, many salespeople focused on telling prospects about the benefits and advantages of their company's products or services. They sent lots of proposals and followed up consistently. Business was good. But as soon as the economy slowed, this approach stopped working. The reaction was often to cut price and to add extra value (often by throwing in extra functionality) in an attempt to close deals. Margins eroded and the sales pipeline slowed to a trickle. The very salespeople who seemed like Supermen in the good times now act like kryptonite in their office.

There are two basic questions that need to be addressed in order to turn around a languishing sales organization.

First: **Do you have the right people?** Many successful "salespeople" really were more like account managers who farmed their existing client base very effectively. These "farmers" are patient and will say, "Wait until the economy turns around," or "Nobody is buying right now." Salespeople who are excellent account managers are not necessarily willing and able to prospect for new business (i.e. become hunters). Find those who have both a strong desire for success and a commitment to do whatever it takes, then get rid of the rest!

The second question is: **Do your people have the abilities and skills to compete in a tough selling environment?**

Many sales organizations failed to develop the selling skills of their sales team. Some salespeople were functioning too much as order takers and simply didn't need to prospect in order to meet their

targets. Marketing generated an abundance of leads so the biggest challenge salespeople faced was simply following up on what was handed to them. Everything was wonderful until the economy took a turn for the worse. Many formerly successful salespeople simply don't have the skills to compete in this new economy, or they aren't willing to do what it will take to be successful.

In order to answer the above two questions, consider evaluating your existing organization using some sort of objective assessment methodology. Like any good change process, establishing the current condition is essential in determining an action plan for future change. Knowing strengths and weaknesses of the sales team allows for an action plan to be developed. It is entirely possible that some on the team simply will not be effective in this new economy, so making personnel changes may be the first step. If training is needed, it should be targeted to address those issues that will have the greatest return on investment. For instance, if salespeople are too easily cutting price, then some intensive focus on a good budget step would be prudent. If they send out lots of proposals but don't close enough, developing their questioning skills and closing strategies would be appropriate.

Also, a growing organization should look to systematize the selling process. Determine your best sales practices and then make sure the whole organization consistently follows those practices. What are the best ways to find new leads? How do they get qualified quickly? How are budgets determined? When and how will the decision be made? Answer all these questions BEFORE you spend a fortune on software. Contact management, sales automation, and customer relationship management (CRM) software is abundant and readily available for virtually any size sales organization. Unfortunately, software alone will not fix a weak sales process or a weak sales team.

Finally, take the time and energy to hire salespeople who not only can sell, but WILL SELL for your company. When looking at those impressive resumes be sure to ask lots of questions about how much prospecting the salesperson did in the past. Many top salespeople inherited accounts and grew an existing base. If that's what you're offering them, then they may be a good fit, but don't expect this former superstar to necessarily cold call and prospect consistently for new business. Again, use good evaluation tools to screen for those attributes that will insure success in your organization. Never hire based strictly upon your "gut."

Put it all together and you'll probably find that **selling in a down economy really isn't much different than selling in a good economy. Hire the right people, provide them with great training and tools, and don't accept excuses.** When the economy picks up again don't forget the fundamentals. Winners succeed because they are better prepared and are committed to be the best. Good selling!

SOURCE: Kevin Hallenbeck, Sandler Sales Institute

All Hands On Sales Deck

By Simon Johnson

Everyone in the business needs to sell. Imagine what would happen if instead of axing people right now, every company transferred all of the employees to a sales role — whether it had commission only or a salary as well — what difference would it make?

Would the same old resistance or excuses about “my personality doesn't suit selling,” still apply? Do you think your people would still complain about cold calling or door knocking or having to prospect for business?

I believe for most people, **the option of being unemployed or selling would be a pretty easy choice.** Sure some would do it better than others. Sales is a skill, not a personality. Some of the greatest sales teachers I have had in my life used to suck at selling. Instead of making excuses as to why they couldn't — they just learned everything they could. Guess what — they became more successful than the sales guy who thinks he knows it all. This is because we can never really “know it all.”

So if everyone in the company had to do some level of selling, what difference would that make to the level of ownership everyone felt towards contributing the growth of your business in a tough time or any time?

What a precedent would that set for when times start to pick up again; you could have a sales army instead of just a few soldiers. Cost cutting will not let you flourish; it may not even allow you to survive.

Increasing profitable sales certainly won't just let you survive but will actually let you succeed in any climate. This is the lesson from the world's most successful companies. They combined great products/services with real world sales and marketing ability in tough times as well as good times.

It is a good idea to do a series of sales training this year as a way of making sure we are all maximizing our sales efforts, and remember that everyone in your team could be doing some level of selling even if they were to do this for 2-3 hours a week.

If you have 10 employees, it would be like hiring an extra full-time salesperson. If you want to do some training let your coach know; if you want to buy a book for the team go get Jeffery Gitomer's *Little Red Book of Selling* — get everyone to apply something and have some fun.

Either way, there is no real reason that would stop everyone in your business right now from doing some level of selling... is there?

SOURCE: ActionCoach

Staying Afloat in a Sluggish Economy

Whether you believe that the economy is beginning to recover depends on to whom you listen and how the current economy directly affects your business. **If economic sluggishness is making you nervous as a small business owner, plan a more aggressive approach to sales and marketing.**

While you always want your products or services to meet the needs of the customers, this designation becomes more significant in a sluggish economy as the purchase of “luxury” items declines. Therefore, if your product is not considered a necessity, you need to market it as important to your customer as possible. You need to solve a problem, satisfy a need, or make life easier in a cost-effective manner.

You should also build a marketing plan of customer support. “Going the extra mile” is a cliché, but it's necessary to extend yourself and your business to meet thoroughly your customers' needs. This means stepping up customer service and communicating regularly with customers through newsletters, emails, and mailings. Don't oversaturate your marketing campaign with product features, but stick closely to how your products or services are helpful and cost-effective. More than ever you want to maintain your relationship with existing customers who will be there when the economy takes an upturn.

In addition, find solutions to problems in your community. You can market yourself effectively and show your concern by getting involved in community activities, particularly those where spending has been cut. For example, sponsor activities or donate supplies to an after-school program in your neighborhood.

During a slow economy people are also seeking reasons to feel good. Provide them with attractive offerings, both in appearance and in value. Use creativity to meet their needs while making them smile and relieving stress. A marketing campaign that uplifts its potential customers can differentiate itself from products that are otherwise the same. Remember, not only do you want the customers to buy what they need, but you want them to have a reason to buy it from you.

Don't Rely on Marketing Brochures to Do Your Selling for You

How many times do you follow up with a prospect you've sent collateral material to, only to find that they haven't gotten around to reviewing it? And if they did review what you sent them, how many times have you heard, “Thanks for the information. I've gotten everything I need from you at this point. If we have an interest, we will contact you in the future.” It's no wonder the prospect responded this way. If they've gotten all of the information they need, then what do they need you for?

Many salespeople look at a request for more information as a good sign. However, these are the same salespeople who have a mighty long list of prospects to call back and check on to see if they have “received the information that was sent.” It happens all the time. Salespeople and business owners have a tendency to put off their marketing and selling activities because they “aren't ready.” Their Web site “isn't ready yet.” Their brochures “aren't ready yet.” Their business cards “aren't ready yet.” A brochure has never been known to sell your services for you.

Sending out a brochure does not overcome any objection. Rather it multiplies them. Sending out collateral material this early in the game accomplishes nothing more than creating another obstacle that will limit your chance of selling. The irony is that the act of sending out material to a prospect actually creates an objection. The very thing that you are trying to avoid the most is what you've succeeded in creating.

Capitalism, the Four-Letter Word

By George Cooper

It is my goal to clearly define how the infringement of individual rights in the United States directly affects our industry.

"I swear by my life, and my love of it, that I will never live for the sake of another man, nor ask another man to live for mine." This quote is taken from John Galt, a character in the classic 1957 novel *Atlas Shrugged* by Ayn Rand.

As Dr. Yaron Brooks of the Ayn Rand Center said in his article, "Is Rand Relevant?" in the March 14, 2009, edition of the *Wall Street Journal*, "In *Atlas*, Rand tells the story of the US economy crumbling under the weight of crushing government interventions and regulations. Meanwhile, blaming greed and the free market, Washington responds with more controls that only deepen the crisis — sound familiar?"

As an American who has lived overseas for just over three years now I have gained a perspective on the United States of America perhaps unique to other Americans who have not ventured far from home. I have come to appreciate even more what it means to be an American and find myself for the first time frightened when I consider the future of the greatest country in human history. When I was growing up, there was never any doubt during a crisis that the individual citizens who make up the United States of America would pull together and that the government would act as it is supposed to — in our best interest. This was an indisputable fact as our Founding Fathers created a document that for the first time in human history established a government from which all power is granted by the people to the government. This document, radical at its inception, is the United States Constitution.

The founding principle of the Constitution was based on individual rights and their natural extension: political freedom and economic freedom, which came to be known as capitalism. Although we have never experienced pure *laissez-faire* capitalism anywhere in the world, it was the United States of America that it comes the closest, which is why America has become the most powerful country the world has ever seen.

Capitalism brought forth the best in man. It unleashed his ability to produce and to control the product. It worked by allowing men to work together through "mutual trade for mutual benefit" and allowed them to move on if this could not be accomplished. Capitalism was the reason for the largest increase in wealth in world history during the Industrial Revolution and all subsequent periods in which man has been the freest.

But now capitalism has become a four-letter word and brings with it a feeling of disgust to many. Today, John Galt might have said, "I swear by my life, and my love of it, that I will only live for the sake of another man, but not ask another man to live for mine."

How did we get here? How did the founding principle of individual rights evolve from the protected in the Constitution to the enslave-

ment to others? The answer is the United States Government. Through the years no moral defense has been raised for the founding principle of individual rights while simultaneously the government has placed more and more regulations upon us, asserting we need to share the wealth, we need to give that which is unearned to the undeserving. We established new rights, those of which are inventions of man: housing, health care, big-screen TVs, cars, designer clothing, and anything else

Capitalism — the reason for the largest increase in wealth in world history during periods in which man has been the freest — has become a four-letter word.

for which an interest group or grassroots movement sought and gained political favor from some politician. It has not been made clear that the blame placed on capitalism caused by government overregulation is not fair and since we have a mixed economy of capitalism and socialism and that in the end these two are contradictions and can't coincide indefinitely. It has to be pointed out that we are on the cliff's edge, teetering and looking as if we will be falling over into the abyss of socialism sooner than later, with nationalization of private enterprises instead of allowing the free market to dictate the outcome.

The relevance to our industry I hope is clear. Without the United States of America regaining its stronghold, based on the founding principle of individual rights, the world will continue to fall into recession, then a depression; and then it will be too late. America will not recover as it has in the past and the future will not be clear.

One thing I've always enjoyed about coming home to America is that when I arrive at Customs they state, "Welcome home, Mr. Cooper." Now I'm afraid that one day when I come home I will be greeted with, "Welcome, Comrade."



George Cooper is international manager at Australian Vanlines in Sydney, Australia. He is an AMMB representative from Oceania (Region 7).

Thomas Schmidt Named to AMMB

Chicago-born **Tom Schmidt** has been appointed to serve as an AMMB representative for Central, South America and the Caribbean (Region 2). He succeeds Rafael Moreno, who has stepped down.

Schmidt grew up in Seattle, Wash., and San Diego, Calif. After his studies at the University of California, Schmidt began his freight forwarding career at Four Winds in San Diego. In 1983 he was hired by Global International in Anaheim, Calif., and after a brief training period he was transferred to the company's office in Frankfurt, Germany, in charge of sales.

In 1986 Schmidt joined Schenker and was sent to Mexico City to manage the household goods removals department. This was not an easy assignment, as he did not speak any Spanish at the time. After a very interesting 3 years in Mexico, he joined Schenker in Barcelona, Spain, where he was responsible for removals and trade shows.

In 1990 Schmidt moved back to the United States to work for United Van Lines in Fenton, Mo., as manager of international marketing for the southwestern United States and Latin America.

But by 1992, he was homesick for Mexico City and moved back to join Trafimar Relocation Services. In 1995, Schmidt and his wife, Begoña, fulfilled a long-time dream when they launched Mexpack International Removals. Over the last 14 years Mexpack has become a market leader in corporate and diplomatic removals covering all of Mexico.



Aussies' New X-ray Standards Aimed at Increasing Border Security

Australia has introduced new X-ray testing standards designed to increase border security. The first international standards for testing equipment used to examine large cargo objects have been designed and developed by scientists from the Australian Nuclear Science and Technology Organisation (ANSTO) and the University of Canberra.

The standards originated in a conceptual design by the University of Canberra's Professor Dudley Creagh during an Australian Government project managed by the Office of Transport Security, in which the performance of large scale X-ray equipment used in major Australian ports and airports was evaluated. The project involved collaboration with the Australian Customs Service (ACS) and a number of parcel and freight forwarding firms, such as QANTAS and DHL.

The new standards, which are currently in the patent process, are also being tested in the United States and China. It is expected that more Customs authorities worldwide will follow this lead to ensure that their equipment remains in excellent operational condition in a world in which tight security must be maintained.

These standards are designed to test X-ray equipment used to scan air cargo and shipping pallets and large shipping containers. An international standard already exists for small-tunnel X-ray scanners similar to those used at most airports.

ANSTO's Ned Blagojevic said it was the first time an independent scientific standard has been set to determine the best X-ray equipment for air and sea cargo examination around the world.

"The key role of the project was to test manufacturers' claims about how good their machines are. This will lead to improvements to equipment and therefore better border security," he said. "Bearing in mind that the United States government will require 100 percent inspection of cargo entering the country by 2012, having the correct standards for X-ray machines is vital. Currently only about 10 percent or less of all maritime cargo is examined by any technology so throughput is a major challenge facing cargo security." The ANSTO-University of Canberra collaboration designed two test pieces — called AUS1 and AUS2 — which contain materials mimicking shapes and composition of what might normally be found in cargo and as well, contraband and security threats, such as narcotics and explosives.

Blagojevic's collaborator, Creagh, was the Commonwealth Scientific Advisor for the project. He said that recognizing contraband and threats using X-rays relied on the sharp imaging of the object under examination so that anomalies could be readily recognized.

"A good X-ray system will highlight shapes that are inconsistent



with shapes of items expected to be in the container: for example, cartons of cigarettes mixed in with cartons of ceramic items. Clear images make it easier for Customs officers to detect anomalies in a shipment. To maintain the required excellent performance regular testing is essential," said Creagh.

"A significant feature of the ANSTO standards is that they substantially reduce the amount of time Customs officers must take to ensure their X-ray equipment is working properly," he said. "In the past it would take a working shift to undertake the performance testing. Now it takes only a matter of minutes. Any time lost in testing is time lost from the essential activity of container examination: the detection of contraband and explosives."

So far ANSTO has built 15 test standards, with 10 currently in use by Australian Customs Services, and it envisages that demand will increase over time.

TSA Lacks Technology to Meet Air Cargo Screening Goal

US congressional leaders are hoping to avoid having to push back a deadline that requires all cargo on passenger planes be screened for illicit items. The US Transportation Security Administration is working to meet the requirements of a 2007 bill that requires all cargo carried aboard passenger aircraft to undergo screening for weapons, explosives and other illicit items by 2010. According to a report from *CongressDaily*, officials at TSA told a House Transportation Security Subcommittee recently that the TSA would likely be unable to meet the screening requirements for all incoming passenger air traffic.

SOURCE: nextgov.com

TAPA Predicts More Cargo Crime

The Transporter Asset Protection Association (TAPA) says preliminary 2008 statistics for Europe, the Middle East and Africa (EMEA) show 3,756 incidents with a total loss value of more than \$213 million.

TAPA says more than 10% were "major incidents," with 72% from the UK. Spain and Germany were the second and third highest reporting crime areas.

Spokesman Gilad Solnik said, "Criminals targeting high value products moving in supply chains remain the greatest threat but busi-

Criminals targeting high value products moving in supply chains remain the greatest threat but businesses also need to be more alert to the risk of opportunist thefts from ad hoc and first-time criminals.

nesses also need to be more alert to the risk of opportunist thefts from ad hoc and first-time criminals.

"We know from previous recessions that crime increases. UK government statistics, for example, reported a 19 percent increase in violent crime during the recession of the early 1990s. We expect 2009 to be one of the toughest years of the last decade in terms of cargo crime statistics."

With a 50% increase in reported thefts last year, TAPA says consumer electronics, food, metal, clothing and footwear were among the most frequently stolen products.

Solnik added: "One of the benefits of TAPA's membership growth is that we are achieving a broader, more detailed picture of cargo crime, particularly in Europe through new data sources, such as companies in the luxury goods, sports goods and pharmaceuticals industries."

TWIC Enrollment Growing Steadily As April Deadline Nears

One million port and longshore workers, truckers and others at ports across the nation have enrolled in the Department of Homeland Security's Transportation Worker Identification Credential (TWIC) program. The program's goal is to ensure that any individual who has unescorted access to secure areas of port facilities and vessels has received a thorough background check and is not a known security threat. "American ports from coast to coast are more secure today because of the significant progress this program has made," said Gale Rossides, acting administrator, Transportation Security Administration (TSA). "Enrolling 1 million workers in less than 18 months is a testament to the collaborative efforts of TSA and the United States Coast Guard on this important maritime security effort."

SOURCE: Logistics Management

DP3 Continues Worldwide Rollout

By Charles White

On Feb. 26, 2009, the Surface Deployment & Distribution Command (SDDC) announced it planned to rollout the new Defense Personal Property Program (DP3 — formerly Families First) worldwide. Since that date 38 new bases, beyond the original 18 that began moving DP3 shipments on Nov. 19, 2008, have been deployed into the new program. This brings **the total number of Personal Property Shipping Offices (PPSOs) operating in the DP3 environment to 56** as of March 23, 2009. These 56 PPSOs are now capable of moving a DP3 shipment but the discretion remains with the individual PPSOs regarding how many eligible shipments they will place in the new program.

Shipment volumes to date. The totals for shipments moving through the Defense Personal Property System (DPS), the new web-based system used by all stakeholders involved in DP3, as of March 18 are as follows:

- 5411 members counseled
- 2958 shipments awarded
- 426 shipments delivered
- 318 invoices paid

A number of categories (types) of shipments still are not able to move through DPS.

According to the Department of Defense Web site, **www.move.mil**:

Five shipment types will continue to counsel and ship via Transportation Operational Personal Property Standard System (TOPS) for now, as work in these areas continues in DPS. Those shipment types are:

- 1) Personally Procured Moves (PPM): the PPM functionality in DPS does not match the Joint Forces Travel regulation (JFTR). DPS will be reprogrammed and the Services will seek a JFTR change over the next few weeks.
- 2) Joint Moves (where both adults in a household are Service Members/DOD Civilians): the DPS functionality does not yet fully accommodate these moves.
- 3) Multiple shipments from the same location
- 4) Shipments from/to unauthorized locations
- 5) Shipments of unauthorized items: the excess cost estimator function in DPS does not yet properly handle these shipment types.

Interfacing TOPS with DPS. Another issue revolves around the development of an interface between DPS and the legacy system TOPS. This interface which is supposed to allow PPSO personnel to access TOPS via DPS has not yet reached its expected capabilities. The interface or "portal" is being developed to initiate Non-Temporary Storage (NTS) and Direct Procurement Method (DPM) transactions in DPS and mimic TOPS functionality. When the interface is operating a maximum capability PPSO personnel will not be forced

to operate in two separate, unconnected systems (DPS and TOPS) simultaneously. Until the problems with the interface are worked out PPSOs will be forced to work in two systems and military members that have either a NTS or DPM element are not able to have ANY of their shipments booked in DPS. The Services, USTRANSCOM, and SDDC have agreed to keep TOPS fully functional until at least Sept. 30, 2009, for use in shipments DPS cannot yet handle, and to provide a safety net for unforeseen problems with DPS.

Recent TSP rate filing. The two rounds of DP3 rate filing ended on March 25. The second round of rate filing had to be extended twice due to issues with the DPS rates processor. It was also determined that, at some point after the first round of rate filing, an incorrect data file was uploaded which caused DPS to "point" to the wrong set of rates when awarding shipments. This caused over 300 shipments to be awarded with rates that should not have been effective until May 15, 2009. At this writing SDDC is working on a solution that will at a minimum force them to issue GBL Correction Notices for all of these shipments.

Invoicing DP3 shipments is still a major concern for Transportation Service Providers (TSPs). Even though only a very small number of shipments have been invoiced thus far a number of problems have already been identified. As many as 30% of the invoices billed thus far have ended up in Audit Exception. This number exceeds the number industry saw when the PowerTrack electronic billing and payment process was first implemented almost four years ago. This is a "red flag" and is causing a great deal of consternation among the industry participants.

The US Department of Defense is committed to the new program and hopes to have all of their PPSOs DP3 capable before the beginning of the summer peak season. They also hope to have a full transition to the new program and a "sunset" of TOPS by the end of FY-09 (Sept. 30, 2009). As we move into the peak summer season we will have a better handle on whether or not that is an attainable goal.

All DoD-approved TSPs and their agents are encouraged to periodically visit the DoD's Web site, **www.Move.mil**, and carefully read the IAM Government/Military e-Portal electronic newsletter for updates on the new DP3/DPS programs.

Charles White is IAM's director of government and military relations.

4th Stryker Brigade Returning Sooner, But Not to Iraq

Stryker brigades at Fort Lewis are feeling the Obama administration's shift in emphasis to Afghanistan. In February, the Pentagon said the Fort Lewis-based 5th Stryker Brigade Combat Team would deploy this summer to Afghanistan, rather than Iraq. It will become the first Stryker brigade in Afghanistan. A second Stryker brigade from Fort Lewis, the 4th SBCT, will deploy this fall, in order to replace another brigade in Afghanistan. The 4,000 or so soldiers of the SBCT returned from a 15-month hitch in Iraq just last July.

SOURCE: seattlepi.com



Roger Haines, a contractor with the 841st Transportation Battalion, prepares to load Mine Resistant Armor Protected vehicles for shipment from Naval Weapons Station, Charleston, S.C., to Southwest Asia. SDDC and the 841st have exported more than 10,000 MRAPs.

SDDC Celebrates 10K MRAPs Moved Via Surface

A ceremony was held in Charleston, S.C., on March 23 to celebrate the 10,000th mine-resistant, ambush-protected vehicle shipped via surface by Military Surface Deployment and Distribution Command (SDDC) to U.S. Central Command.

SDDC's 841st Transportation Battalion hosted the event to honor the many people and organizations that have ensured delivery of the lifesaving vehicles to Iraq and Afghanistan. Guests included senior military leaders, industry and union leaders, local government and servicemembers.

"Though it's impossible to take a full accounting of the impact of having these vehicles, we already have seen the impact of not having them," Maj. Gen. Jim Hodge, SDDC commanding general said during the event. **"Every one of you working on this program has a stake in the safe return of a servicemember to his or her family."**

Initially MRAPs, a class of armored vehicles that protects against improvised explosive device attacks, were delivered by large Air Force and commercial cargo aircraft. The Air Force has moved more than 3,600 MRAPs by air out of nearby Charleston Air Force Base.

MRAP sealift began in November 2007, greatly increasing the number of vehicles in the Central Command area of operations. One cargo ship can carry up to 200 times the weight of a C-17 Globemaster III, at about one-tenth the cost. SDDC and the Navy's Military Sealift Command have served as vital partners in the undertaking. With the support of the US Coast Guard, Marine Corps, commercial carriers, and the labor force at the port, the commands were moving nearly 900 vehicles per month.

The event also included comments from Gen. Duncan McNabb, commanding general, US Transportation Command; and Lt. Col. Randolph G. Haufe, commander, 841st Transportation Battalion.

Panel Created To Examine Pentagon Procurement Problems

By John M. Donnelly

The House Armed Services Committee said recently it is forming a special panel to examine ways to improve the Defense Department's troubled procurement system.

The Panel on Defense Acquisition Reform will be established for a 6-month period with the option of being extended another 6 months, the committee said. The panel will address fundamental issues that lie behind the Pentagon's continuing problems in acquiring goods and services on time and on budget. The Government Accountability Office last year found that the estimated cost of some major US defense programs exceeded initial estimates by total of about \$295 billion.

The panel will inform the crafting of any provisions to address the problem that may be included in the fiscal 2010 defense authorization bill. The special panel will release a report on its findings that will guide drafting of the fiscal 2011 measure next year.

The creation of the panel comes as the ballooning costs and slipping schedules at the Pentagon have become a major issue. It will loom larger after the recession, when politicians will have to rein in surging deficits and debt and will probably look to reduce Pentagon spending.

President Obama has ordered that his aides review by July federal contracts not providing enough value for taxpayers and issue guidelines by the end of fiscal 2009 on ways to change the acquisition process. Meanwhile, the chairman and ranking minority member of the Senate Armed Services Committee—Carl Levin (D-MI) and John McCain (R-AZ)—have cosponsored legislation (S 454) that would institute a number of changes in the Pentagon's acquisition processes.

With the new panel, the House Armed Services Committee makes its presence known in the debate. The panel will be chaired by Robert E. Andrews (D-NJ); its ranking Republican will be K. Michael Conaway (TX). The panel's roster also will include Democrats Jim Cooper (TN), Brad Ellsworth (IN), and Joe Sestak (PA); and Republicans Duncan Hunter (CA) and Mike Coffman (CO).

"In recent years the problems in [the Defense Department's] acquisition system have been particularly severe," said Ike Skelton (D-MO), the House Armed Services chairman. "This panel will put a fresh set of eyes on the problem."

John M. McHugh (R-NY) said the panel's most important task is to understand the root causes of the procurement problems. "This is all the more important in an environment of declining defense spending on weapons systems, when we must ensure that every dollar is spent as effectively as possible," he said.

SOURCE: Congressional Quarterly (CQ Online)

Move One Staff Officially Recognized by US Ambassador in Iraq

Move One employees were officially recognized by the US Ambassador to Iraq, Ryan Crocker, after successfully completing the arduous task of relocating the entire US embassy from its old site to a brand new \$600 million complex. The whole process, from tender to completion took two years, and was as logistically challenging as any endeavor could be, with the added difficulties of the location and the conditions on the ground.

A partnership between Move One and **Security Storage** was one of two contractors awarded the work to move the US Embassy in Baghdad from its former location in Saddam Hussein's Presidential Palace, with over 200 office containers, buildings, apartments and offices to a large, newly built embassy complex on the Tigris River in downtown Baghdad. The consortium attended meetings with top US Government officials starting in January 2008 in order to put movement plans in place based on surveys of the actual facilities that would be moving. This included the Ambassador's residence, personal effects of 1,500 US Government employees, and furniture from numerous buildings and palaces. Move One had over 50 personnel for the project, including 45 local staff, and five or six veteran Move One expatriates for the numerous phases of the project.

As well as the efforts on the ground in Iraq, the success of the project relied on seamless integration between staff in the field and in the Budapest Coordination Centre, which managed the billing, delivery and deployment of equipment. The project was completed on time with no loss or damage to the embassy property, and the former US Embassy was officially handed back to the Iraqi Government at the start of January 2009.

Move One Iraq Country Manager Robert Hass said of the tough security conditions on the ground: "The task of ordering all necessary items and supplies and sending them into Baghdad prior to the start of the project proved to be a major logistical challenge. Security measures were extremely tight throughout the duration of the project: Move One had to fully screen all employees prior to the start of the project; and all employees and equipment were searched multiple times each day to gain entry into different secure zones. Obviously we are extremely proud of our personnel in the field. This was a quite an



US Ambassador to Iraq Ryan Crocker presents a plaque to Move One Iraq staff , in appreciation for the company's work in relocating the US embassy in Baghdad.

undertaking, and they worked very hard over the last two years to get the job done. They thoroughly deserve the recognition for the dedication and hard work that they put in."

Move One Managing Director Curt Clements added: "Move One always strives to provide the best possible service, no matter what the circumstances. The necessary security conditions made this project exceedingly challenging. That we have been recognized in this manner proves that this is the case. I am very proud."

**Effective January 1, 2009, HHGFAA became the
International Association of Movers**



**Download the IAM logo and Users Guide at
www.IAMovers.org/logo.html**

US Exporters Hit by Container Shortages

Container equipment shortages that threatened US exports last year have resurfaced again, although for very different reasons.

Exporters are complaining that there are not enough containers in parts of the country to meet their requirements, but this time it is not because of a sudden upsurge in overseas sales. Instead, **it is the collapse in inbound volumes that has left insufficient numbers of containers to handle outbound cargoes in some areas.**

US exports enjoyed a short-lived resurgence last year as the weak dollar lifted demand in overseas markets. But as the bulk trades soared, many US shippers such as farmers began to containerize their produce, only to leave ocean carriers struggling to reposition equipment to the mid-west and other regions where there had never been much need for containers in the past.

This time, the shortages reflect a precipitous collapse in trade that has left many containers being stored at ports or on sites close to the coast rather than inland. Inbound US container volumes plummeted in January, with most ports up and down the west coast seeing traffic declines of about 25%. Anecdotal reports indicate that the February numbers were just as bad.

The sudden fall-off has triggered a round of price cuts right along the supply chain, with lines that have seen ocean freight rates plunge demanding lower charges from terminal operators who, in turn, are telling port authorities to reduce their fees, and so on.

SOURCE: *Lloyds List/OST Open Source*



The Jean Anne at dockside in Honolulu.

Jeanne Anne Marks 100th Voyage

Launched in March 2005, the 579-foot Jones Act Vessel *MV Jean Anne* celebrated her 100th voyage Feb. 5 when she sets sail from San Diego, steaming towards **Pasha Hawaii Transport Lines'** fifth year of service. To mark the occasion, Pasha Hawaii also launched its new Web site, **www.pashahawaii.com**, featuring virtual tours of the ship and her ports of call. The new site offers a highly streamlined booking and tracking capability for cars, motorcycles, boats and oversized cargo. The *Jean Anne* provides dedicated Roll-On/Roll-Off service between the Mainland and Hawaii. Its competitive edge comes from the ship's ten fully enclosed decks, eliminating exposure to the elements, and from its ease in loading and offloading. Three hoistable decks are available for transporting construction equipment, trucks, trailers, and other oversized rolling stock.

Following the recent signing of a joint marketing agreement between The Pasha Group and the Port of Grays Harbor in Aberdeen, Wash., Pasha Hawaii will take Voyage 100 to Grays Harbor to load over 1,100 cars destined for Hawaii.

Web site: **www.pashagroup.com**.

Vessel Security Measures Still Inadequate

A significant proportion of vessels entering the pirate-infested waters off the coast of Somalia are still not taking adequate security measures.

According to naval forces operating in the region and insurance industry sources in London, levels of security awareness on board vessels transiting the Gulf of Aden still vary massively, despite the well-publicized security threat posed by pirates.

Many vessels are also failing to register their voyage information with naval forces operating in the region.

Shipowners associations, insurance industry officials and military forces tasked with protecting vulnerable traffic in the Gulf have all recently held media and industry briefings urging owners to step up their efforts and ensure adequate protective measures are being taken.

Addressing a legal seminar on the subject in London, International Chamber of Shipping president Spyros Polemis stressed the "absolute importance" of all ships transiting the Gulf of Aden registering with EU Navfor, via its Web site.

SOURCE: Lloyds List/OST Open Source

Rep. Skelton Calls for UN Antipiracy League

Rep. Ike Skelton (D-MO), chairman of the House Armed Services Committee called for establishment of an international counter-piracy league under the auspices of the United Nations, during recent hearings.

"The United States must remain a leader in these efforts. But at the same time, we know that neighboring nations must get involved and the collective weight of the international community must be felt in this regard," he said.

Pointing to 293 pirate attacks in 2008, with 111 of them occurring in the Gulf of Aden or the East Coast of Somalia, Skelton praised establishment of Combined Joint Task Force-151, which he said has brought together naval forces of US allies and countries such as Russia and China.

"It has helped focus the attention of many nations in pursuit of our joint interest in maintaining free movement of vessels in the Gulf of Aden," he added.

Efforts of the Kenyan government through agreements with the United States and the United Kingdom to ensure greater prosecution and to raise the cost of doing business for these pirates should be applauded, Skelton said.

Also, the international shipping community has made some progress in improving and disseminating their best practices to avoid pirates.

"There will be no lasting solution to the problem of piracy in the Gulf of Aden until Somalia's failed state is addressed.

Piracy could not exist on this scale and with this level of brazenness if there was effective governmental control of that nation," he said.

SOURCE: American Shipper

Maersk Reports 20% Decline In Shipping

By Robert Wright

Denmark's **AP Moller-Maersk**, owner of the world's largest container shipping line, has become the latest company to reveal the extent of the crisis facing the sector, saying volumes shipped in January were down 20% on a year earlier.

The container volume declines, together with falling oil prices and problems at Danske Bank, of which Maersk owns a fifth, prompted the company to warn that this year's profits would be significantly lower than in 2008. The charges Maersk was able to levy per container shipped no longer covered the variable costs of moving them on some routes, the company said.

The warning came as Maersk announced 2008 results and despite significant profitability improvements in the container shipping division, which mainly consists of Maersk Line, the industry leader. The division has been struggling since the botched integration of P&O Nedlloyd, then the world number three, in 2005.

Post-tax profits at the division rose to \$205 million from \$106 million on revenue up to \$28.7 billion from \$25.8 billion. Group net profits rose to \$3.46 billion on \$61.2 billion in sales, up from \$3.42 billion on \$51.2 billion of revenue the previous year.

Nils Andersen, chief executive, said Maersk's efforts Maersk to improve profitability—including redundancies and efficiency improvements—had paid off. However, he added, "Needless to say, with the rates and the market development we are facing at this point in time, it's very easy to predict that 2009 will be a very difficult year."

Maersk is also likely to see declining earnings at its oil and gas business, which operates rigs off Denmark, the UK, Qatar and elsewhere.

Profits also slumped at Danske Bank, Denmark's largest bank, in which Maersk holds 20%. Maersk's share of the profits fell to \$39.3 million, against \$2.92 billion in 2007. The group also wrote off \$216 million in goodwill on its stake.

Profits at the tankers, offshore and other shipping operations division also fell.

Andersen, who last year said he planned significant disposals of businesses but has had little success executing them, said market conditions meant the company was likely to dispose of few assets this year.

The container shipping industry is suffering not only from falling demand for the goods—such as Chinese-manufactured toys—carried in its ships but also a significant oversupply of ships.

Reduced fuel prices a mixed blessing

Maersk traditionally claimed it enjoyed a "natural hedge" against oil price movements because it owns both significant shipping interests that burn oil and a large oil-producing business. However, it announced last year that, thanks to improved ship fuel efficiency, its ability to pass on fuel price rises to container shipping customers in surcharges and the profitability of its oil and gas business, it was a net beneficiary of oil price rises.

That process is now working in reverse. Andersen said that while there was usually a short period while prices were declining where fuel surcharges fell more slowly, prices tended quickly to reflect falls in fuel prices. The falling price is also set to hit the earnings of the oil and gas division, which last year produced nearly all the company's profits.

There remain benefits, nevertheless. Lower fuel prices mean Maersk has been able to afford to divert many of its ships round the Cape of Good Hope, rather than using the Suez Canal. That has helped the company to avoid the risk of piracy—one of its tugs was seized in 2008.

For container ships, which are less vulnerable, it has saved on Suez Canal fees, which can be up to \$750,000 per sailing.

TWIC Enrollment Now at 1 Million

The *American Shipper* reports that 1 million longshoremen, truckers and other port workers have now enrolled in its Transportation Worker Identification Credential program, according to the US Department of Homeland Security.

The program's goal is to ensure that any individual who has unescorted access to secure areas of port facilities and vessels has received a thorough background check and is not a known security threat.

Today, 36 of 42 Coast Guard Captain of the Port Zones across the country require workers to have a TWIC cards and all ports must be in compliance with credential requirements by April 14.

TWIC estimates that more than 150 fixed enrollment centers around the country will ultimately vet more than 1.2 million maritime transportation system workers by the April deadline. The DHS TWIC Dashboard said that as of March 5 out of 995,472 enrollments, 909,180 cards had been printed and 763,145 had been activated.

At the same time, some of America's largest ports have warned they may not meet the April deadline, imperiling the flow of US trade. An estimated 200,000 to 400,000 workers who need access to secure areas have yet to undergo screening. The process costs about \$132 per person.

According to the American Association of Port Authorities, New York and New Jersey, Houston, Los Angeles, and Long Beach are among the ports struggling to get staff through in time for the deadline. Together they handle over half a billion tons of cargo each year and include America's second and third biggest ports by cargo volume.

Ports warn that the shortfall includes workers in key areas of operations, which could hamper trade flows. At Long Beach and Los Angeles, an estimated 70–90% of truck drivers already have cards, but the figure is much lower for longshoremen, a group that includes vital staff such as crane operators.

Any disruption in loading and unloading cargo could have dramatic knock-on effects for US trade. A 2002 West Coast port strike cost the US economy an estimated \$1 billion a day. But TSA downplayed fears that trade may be affected.

Port operators have also expressed concern over the card readers, which are still being tested.

IN BRIEF ...

The National Shipping Company of Saudi Arabia is adding a Port of Charleston call to its established ro-ro/breakbulk/container service between North America and the Middle East. The four-vessel string calls every 21 days and will commence the Charleston call on April 2 with the Saudi Tabuk. Port rotation will be New York, Baltimore, Houston, Savannah, Charleston, Newport News, New York, Halifax, Jeddah, Jebel Ali, Jubail, Dammam, Port Qasim, Mumbai, Jeddah, and Livorno.

SOURCE: charlestonbusiness.com

Road Projects to Fund Jobs

By John D. Boyd

The \$28 billion that the new stimulus law is sending to highway construction and assorted freight projects "will lead to 150,000 jobs saved or created by the end of 2010," the White House said. The March 3 analysis also said those "jobs in highway construction tend to pay better than average," or \$18.31 an hour compared with the 2007 average for all hourly pay jobs of \$15.10.

Under the new law, about \$28 billion was targeted for highway and bridge repairs, but allows state highway departments to allocate some of those funds to freight rail and port projects as well.

States are putting together projects lists that are strongly dominated by road spending, but some are also saying they will consider some non-highway freight work. Iowa, for instance, saw a number of short line railroads lose costly bridges or suffer other damages in last June's heavy flooding, and may put some stimulus money into rail repairs.

The White House said nearly two-thirds of the jobs saved or created, or 95,000, will be from "the direct impact of building new roads and fixing old ones, leading to employment for persons who, in the absence of this investment, would be out of work."

It estimates that 55,000 more will come from the ripple effects as those workers spend money at grocers or other retailers and generate more economic activity. "Had the recovery act not passed, they would have become unemployed," the White House said.

In all, the administration expects the special spending bill to account for 3.5 million new or saved jobs, although some leading economists put the number lower.

SOURCE: *The Journal of Commerce Online*

President Barack Obama says the new road-building initiative in his economic recovery program will create or save 150,000 jobs by the end of 2010. Detailing his plans for employees of the US Transportation Department recently, Obama disclosed that some 200 highway construction jobs will start within the next few weeks. Obama said that thanks to the \$787 billion stimulus program that he signed into law in February, "hardworking families can worry a little less about this month's bills." He said the number of jobs that will be created or protected in the highway building program will exceed the number of jobs lost in the last three years by Ford, Chrysler, and General Motors combined.

SOURCE: *washingtonpost.com*

Trucking Still Dominates US Freight Movement

Despite the current weakness in demand for freight transportation services caused by the nation's recession, the **long-term outlook remains bright for all modes of freight transportation**, the American Trucking Associations reports in its newly released *ATA U.S. Freight Transportation Forecast to 2020*.

IHS Global Insight, which conducted the study for ATA, projects that by 2020 total freight tonnage will grow more than 26% and total freight transportation revenue will grow 68%.

Trucks' share of total tonnage will rise gradually from 68.8% in 2008 to 70.9% by 2020. Rail's overall share (carload plus intermodal) of total tonnage will slip slightly from 14.9% to 14.7% by 2020, according to the

report. Air cargo tonnage is estimated to grow from 14.5 million tons in 2008 to 22 million tons in 2020.

"Like many other industries, trucking is experiencing a very difficult time during the current economic recession," said ATA President and CEO Bill Graves. "Yet, **all signs point to a strong, vital, long-term future for our industry**. Trucking exclusively serves 80 percent of all communities in the U.S. for the products and goods they receive. When the recovery begins, trucks will help lead the way."

The modes included in the *Forecast* are truck (truckload, less-than-truckload, and private carriage), rail (carload and intermodal), domestic water, pipeline, and domestic air. The *Forecast* not only projects volume and

revenue growth for all modes of freight transportation, it provides the underlying forecasts from which those projections are made. For example, US manufacturing output, which is in the midst of a sharp contraction, will grow at an annual average rate of 3.5% in the second half of the forecast period. The main driver of that growth will be high-tech production, which is projected to exceed 15% per year from 2015 to 2020. The *Forecast* provides projections for industrial output, consumer spending, business investment, trade, employment, housing starts, vehicle sales, as well as other key drivers of freight.

The *Forecast* uses a 2008 baseline and projects freight tonnage and revenue by mode to 2020, as well as the number of trucks that will be needed to move the freight.

SOURCE: *PRNewswire-USNewswire*

Antitrust Questions Persist

A US congressman, concerned about the growing power of global airline alliances and their effect on airfares, has introduced legislation calling for a federal study of alliances and the antitrust immunity they receive.

An airline industry trade group, however, says withdrawing antitrust immunity from airline alliances would carry a heavy price tag and cost the industry 15,000 jobs.

“Arbitrarily terminating antitrust immunity will have a harsh impact on airline employees and cause a ripple effect across the travel and tourism industry at a time when U.S. employment is escalating rapidly,” said James C. May, chairman of the Air Transport Association, in a letter to Rep. James Oberstar (D-MN).

In February, Oberstar introduced H.R. 831, “A Bill to Ensure Adequate Airline Competition.” Its provisions have since become attached to the FAA Reauthorization bill, now being considered.

“I have become increasingly concerned with the decline of competition in international markets, particularly between the United States and Europe,” Oberstar said. “These markets used to be served by independent carriers from most European countries and by a number of U.S. carriers. Increasingly, the market has come under the control of three alliances composed of one or more U.S. carriers and several European carriers.”

Oberstar, chairman of the US House Transportation and Infrastructure Committee, said three major airline alliances have come to dominate world airline service. They include the Star Alliance led by United Airlines, the SkyTeam alliance formed by Delta Air Lines and the Oneworld Alliance, whose members include American Airlines.

Alliance members, Oberstar said, have shifted from cooperating on ticketing and terminal lounges to asking the government to grant members of the alliance antitrust immunity to jointly plan services and fares across international markets.

Star and SkyTeam have been granted both US and European Union antitrust immunity. An application for immunity by Oneworld's American Airlines, British Airways and Iberia was filed last August, and a decision is expected this year.

Oberstar's legislation calls for a study of airline alliances by the Government Accountability Office that would investigate:

- The legal requirements and policies followed by the Department of Transportation in deciding whether to approve alliances and grant antitrust exemptions.
- Whether there should be changes to the legislative authority under which DOT determines whether to grant antitrust immunity.
- Whether the DOT should exercise the right it has reserved to amend, modify or revoke any antitrust immunity previously granted.

“These alliances have strong market power,” Oberstar said.

“Combined, the Star, SkyTeam and Oneworld alliances account for almost 80 percent of the total world airline capacity, 78 percent

of world revenue passenger kilometers and 73 percent of passengers carried. These three alliances control over 87 percent of the traffic between the United States and Europe.”

Michael Boyd, president of the Boyd Group International, an Evergreen, Colo., airline consultant, said alliances enhance passenger traffic and are “generally” beneficial.

“When American Airlines code shares with Oneworld's Japan Airlines and Cathay Pacific, it gives them access to places they would never get to. That's fine,” Boyd said. “The question is, when does an airline become a lift provider and lose its individuality? If Iberia flies a route and shares the revenue as if American flew it, it's going to hurt American jobs.”

A spokesman for American's Allied Pilots Association, which represents 13,000 pilots, said Oberstar's legislation makes sense. “In principle, the idea of a GAO study is in keeping with what we have been saying all along, which is: Let's take a long look at this,” he said.

IATA Chief Blasts Tighter Cargo Screening Rules

IATA Director General and CEO Giovanni Bisignani called US plans to implement 100 percent cargo screening “misguided” and urged supply chain industry officials to convince US decision makers to take a more global view.

“We need a globally coordinated approach that looks at the entire supply chain,” Bisignani told 700 industry officials at IATA's World Cargo Symposium in Bangkok recently.

Noting that cargo demand “has fallen off a cliff,” Bisignani asked global supply chain executives to mount a strong effort against the tighter screening rules set to begin in August 2010.

“The industry is in crisis and nobody knows that better than our cargo colleagues,” Bisignani said. The way to overcome the setback is through improved security, delivering better products and boosting efficiency, he added.

But scanning everything loaded onto the aircraft “is a waste of precious resources,” Bisignani said. To be effective, he said, “we must identify the risks involved with a supply chain approach.” IATA's Secure Freight strategy focuses on a risk-based approach with shared responsibility throughout the supply chain.

After a shocking 22.6% decrease in December, global cargo traffic slid a further 23.2% in January, according to IATA. In December 2008, IATA forecast 2009 freight volumes to fall 5%. Combined with a decrease in yields, this would result in a 9% drop in freight revenues to US \$54 billion.

“The continued decline in cargo markets is a clear sign that we have not yet seen the bottom of this economic crisis,” Bisignani said

SOURCE: Air Cargo News

European Airlines Face Slot Loss As Charges Increase

Ulrich Schulte-Strathaus, Secretary-General of the Association of European Airlines, has condemned the increase in European air navigation and landing charges at a time of economic recession.

“Airlines must pay for the use of the airspace and for the use of airport facilities,” said Schulte-Strathaus. “In Poland, as in several other European countries, airports and air traffic management are increasing their fees and charges—despite a decline in traffic, and at a time when airlines can least afford it. This is not tolerable!

“Airlines are paying the cost of inefficiencies which should have been addressed long ago. Airports and air navigation service providers should acknowledge that they are an integral part of the aviation industry. The least we expect is that governments will not approve any increases of fees and charges for airports, air traffic management and security services during the current economic crisis.”

LOT [Polish Airlines] President Dariusz Nowak said, “We will face the costs of an EU emissions trading scheme for aviation as from 2012. This should be preceded by the creation of a Single European Sky; otherwise air traffic managers will direct aircraft on indirect and inefficient routes, and then we will have to pay certificates for the emissions created by flying these routes. Airlines should only be paying for the services they would receive from an efficient air space management system.”

Nowak also warned European governments not to penalize airlines by “use it or lose it” slot confiscation. “LOT has reduced its capacity this winter by about 10 percent and many other airlines are doing the same. But in doing so, we leave ourselves open to the loss of airport slots we do not use. Under EU rules, we will not be entitled to get them back when the market recovers.”

Up In The Air ...

Airline delays cost \$8.5 billion a year in passengers' lost productivity. About one-fourth of passengers experience delays each year because of fewer empty seats and overscheduling of flights. (SOURCE: *BottomLine Personal*)



As of June 1, 2009, all US citizens reentering the United States—even from Canada or Mexico—must have valid passports or other approved documents. For information, visit www.getyouhome.gov.



For big discounts on business-class airline tickets, sign up for free e-mails from FlightBluss.com. The e-mails give each week's top business—and first-class deals from more than 30 US and international carriers. In the slowest times for business travel—summer, Thanksgiving and Christmas—discounts can be as much as 80%. (SOURCE: *BottomLine Personal*)



Many US airlines have dropped fuel surcharges but kept overall ticket prices the same. Fuel surcharges remain on many international routes and on many flights to Hawaii.



Emergency numbers outside the US: Most of Canada uses 911; the European Union uses 112; Australia, 000. Hong Kong, 999; the People's Republic of China, 110; Israel, 100; Japan, 110; Mexico, 060; Switzerland, 117; Thailand, 191. For more emergency numbers, visit www.sccfd.org/travel.html.

Can You Win with Long-Term Investing?

So you are in the market for the long haul. You can almost forget about it. According to Professor Elroy Dimson of the London Business School, there is only a 50% chance of ever going back up to the 2007 highs, and that would take at least nine years.

Dimson also says to forget about the common belief that good times always follow bad times. Following the worst years in the market, stocks outperformed cash by 7.1% to 6.8%, a virtual dead heat.

This next one really hurts: If you believe that stocks become riskless if you hold on to them long enough, forget about it. It simply doesn't work. We've had four global bear markets since 1900 in which averages have fallen at least 40%. The risk is that by holding on, your investment may come back, but it can also wipe you out along the way.

Dimson looks back to the pessimism of the 1950s when the US was engaged in the Cold War and likens the present day pessimism to that period. Even if the Dow doubles in nine years, that's only a 7.9% return per year. The one fact to keep in mind is that **since 1900, stocks have averaged only 6% per year.** This is generally what you can expect over the long term.

When should you buy? First you must make provisions for any disasters that might occur, such as sickness and also normal expenses such as retirement, children's education etc. Then and only then can you even think about investing. In the meantime stay liquid. If after all of this you still have money, then you can begin, but begin very slowly and don't expect to shoot the moon.

How to Make Sales Training Stick

Salespeople like to joke that sales training is like Teflon. Why? Because it never sticks. But it doesn't have to be that way. Here are some tactics for getting employees motivated and engaged in sales training and for making sure what they learn actually sticks.

Make sure they want to change

The No. 1 reason training programs fail is because salespeople refuse to embrace them. They attend classes and feign interest for one simple reason: It could be held against them if they don't. **If salespeople aren't motivated to improve performance, your training programs are destined to fail.** You must carefully evaluate the true intentions of your salespeople before engaging in costly training efforts. The first step is honesty. If salespeople are honest about their intentions and what they hope to achieve, training classes can be a catalyst for real change.

Adapt to your sales culture

Taking a cookie-cutter approach to sales training is a recipe for disaster. The training has to resonate with employees and it has to be applicable to their day-to-day work. That's why **it's important to tailor training exercises to fit the culture of the sales team.** Try customizing training to each person by focusing on their individual weak areas and leveraging their strengths. Also, encourage your team to brainstorm ways that training could be applied to their unique situa-

tions and distinct work styles.

Practice what you preach

Most sales training programs happen in a classroom. But unfortunately they never seem to make it out of the classroom and into the real world. That's because salespeople aren't given a chance to practice what they learn. Sending employees to a course that teaches them to improve sales through better communication is great. But if salespeople are under constant pressure to make endless cold calls, they'll never have a chance to put that new skill to work.

Have a long-term mindset

You must take a long-term approach to sales training, otherwise salespeople will likely slip back into old habits. This means taking the time to develop a strategic training program based on detailed analysis, such as what customers are buying, how their industries are evolving, and where your own sales gaps and missed forecasts are appearing. There really are no shortcuts when it comes to creating and implementing an effective sales training program.

Repeat, repeat, repeat

People learn through repetition; it's that simple. But most sales training programs don't fully incorporate repetition into the learning process. Instead, sales managers send their people to a one-day seminar or workshop and expect to see immediate results, without bothering to invest in reinforcement or follow-up.

Research shows that people exposed to new information will retain 50% after 24 hours, 25% after 48 hours, and just 2% after 16 days. So how do you make your training investment pay off? **You need constant reinforcement and repetition,** including exercises and activities that will enhance the learning experience. By scheduling ongoing training sessions that range from 15 minutes to one hour each, you'll soon see a dramatic improvement in the ability of your salespeople to retain what they've learned.

WOMEN IN GLOBAL BUSINESS

Online Networking for Women in Business

www.wgba-business.com

Much is written about women in business fighting discrimination. More important may be to establish strong business networks for women. The Women's Global Business Alliance—Peer Counsel™ is developing a collaborative network that provides opportunities for executive women to work and learn together. Created for senior-level executive women worldwide, WGBA promotes contacts and interaction between global business leaders that allows them to share their knowledge and expertise in areas such as finance, economics, marketing, law, human resources, mergers and acquisitions, operations, international business, emerging markets and more.

This item is 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.

Study: Few Firms Measure Carbon Footprint

A survey by Accenture shows that only a small number of companies monitor their supply chains' carbon footprints, let alone put green initiatives in place.

Only 10% of the companies covered by Accenture's survey in May and June of 2008 of 245 supply chain executives "actively model" their carbon footprints, according to Jonathan Wright, global director for supply chain fulfillment at the firm.

Wright said companies aren't putting sustainability high enough on its list of priorities, something that will change if more companies employ sustainability executives at the boardroom level. "There has to be a top-down initiative," he said.

Wright acknowledged it is difficult to assess a company's footprint without any global standard driving the issue, saying, "It's a relatively complex initiative." But he added that **companies too often use the lack of global standards as an "excuse" to avoid spending time and money on "going green."** Many local and regional standards are emerging worldwide, he noted, and this can serve as a blueprint for corporate policy.

"You can use those standards to set a standard across your business," he said.

Not all businesses are afraid to go green, though. According to the survey, organizations that show top-quartile performance in both customer service and cost effectiveness — or supply chain "masters," as they are called — are more than twice as likely to be keeping track of their supply chains and putting green measures in place.

"Retailers, I believe, are ahead of the curve," Wright said.

In addition, 38% of respondents said they have started at least one green initiative in their transport fleets, and 86% of the respondents have started at least one initiative in their warehouses, such as natural light, energy-efficient bulbs, and recycling.

SOURCE: Logistics Management

Analyzing Your Small Business: What About Business Threats?

One of the most important things for a small business owner who hopes to move forward is acknowledging the importance of taking a step back to analyze the performance of your small business. This can be hard, but an honest analysis may be key. A method known as a SWOT analysis can be a useful tool in the analytical process.

Circumstances beyond your control

While the first three categories of a SWOT analysis (strengths, weaknesses, and opportunities) are pretty straightforward, the fourth (business threats) is not. All of the first three relate directly to your business and are matters that are within your control, but threats are outside of the elements of your business that you can control.

What does that mean? Well, every business is vulnerable to factors that the owner cannot control. This is most clear right now, in the middle of a recession. Who could have known that easily granted mortgages could lead to the bust of the last year?

SWOT to the rescue

While you may not be able to predict the exact circumstances, a **SWOT analysis could have prepared your business better for an economic downturn.**

The idea when looking at the SWOT threat section is to put your worst fears, business wise, down on paper. Competition undercutting your prices, higher overheads, and so on can all potentially affect your business's success. Instead of flailing for a solution if and when these fears come to fruition, planning ahead can mean you create a contingency plan to deal with them well ahead of time.

The competition

In fact, competition is a major source of many of the threats to your business that you will want to consider. Again, you will need to put down everything that you think might become an issue in the future. A competitor may take a loss in order to bring a cheaper product to consumers, for example. This is something that, on the face of it, you can't do much about. But you are not totally helpless.

Your job will be to analyze the competition's reason for doing so, and then make your own plan to deal with that business threat. Of course, as you write out your contingency plans to deal with your threats, you may start to realize that there are factors that might come up to thwart those as well.

As with any planning and preparation scenario, there will come a time when you have to draw the line and rest comfortably with the plans you have made. For SWOT threat process, we recommend sticking to the original business threats and not worrying any further than that.

There's really nothing you can do about threats to your small business, except be prepared. Honest analysis and planning ahead can take some of the sting out of the bite should your worst business forecasts begin to materialize.

How Your Small Business Can Save Money

Do you really know who's spending your money in your company? Or what they're buying? Or whether they're getting their money's worth? There's only one way of finding the answers to these questions. **In tough times, it should be standard operating procedure for the owner or CEO of the business to personally sign every check for every expenditure.**

Many CEOs do this already. If you aren't signing the checks, try it and you'll be astonished at what you'll find out. Where did those extra 30 boxes of coffee filters come from? Who ordered 18 shipments of ballpoint pens? Why is there a car rental bill from an agency in the Bahamas, when all your clients are in Milwaukee?

It's likely that you'll find a significant amount of waste — the remnants of extravagant practices that date back to better times, but can't be justified under present conditions.

Just in time, the owner of a financially troubled travel agency took control of his company's checkbook, and discovered a number of disturbing activities. There were prompt payment discounts that could have been taken by his business, but were not because the bills were paid late. Other bills, meanwhile, were being paid before they were due. The company was missing out on quantity discounts because orders were not being consolidated. Employees were working overtime, at premium pay, during periods when there should have been little for them to do. Simply by getting a handle on the obvious waste, the owner was able to maneuver the agency back into the black.

In another case, a company regularly ordered bottled water for its employees. It was a little office luxury that had begun several years earlier when business was booming. As soon as the owner started signing the checks, he realized that this "little" luxury was soaking up \$250 a month — money that could certainly be put to better use by the cash-strapped company. The owner promptly canceled the deliveries, installed water purifiers on the faucets at the office, and reduced operating costs by almost \$3,000 a year.

The owner of a firm with almost 60 employees had a real brainstorm the first time she wrote out the monthly check to pay the company's health insurance policy. The business was paying premiums for every one of them. Certainly some of these employees were covered under their spouse's health insurance policy?

The owner checked it out and, sure enough, the company was paying premiums to duplicate coverage for over a dozen people. Now employees who receive health insurance benefits at this firm must first sign a statement certifying that they are not already covered by their spouse's policy. The bottom line is that the company was able to reduce its insurance costs by more than \$35,000 a year.

SOURCE: *Morebusiness.com*



Small Business Economic Resources to Use in a Recession

There are some businesses that have actually grown in a recession and gone on to dominate their markets.

Education is a big upside to a recession; as the picture darkens, people begin to wonder why this is happening. The spike in interest means more markets for those who can explain recessions, and the result is a whole new wealth of material that can benefit anyone with a vested interest in the economy.

Economic resources can also be a great help when it comes to strategizing your way through a recession. The places you can look for business resources described below are full of information not only on the foundations of a recession, but on ways that you and your business can survive one.

Online

Odds are that you are already aware of the number one most used resource locator on the planet today: the World Wide Web. On the Internet, you will find any number of articles, e-books, and other business resources that can help you understand the economy and how to conduct business in a recession.

One word of warning, though: **Anyone can publish anything they want on the Internet, and it's not always sound advice.** Check the sites you are reading to see what their "bias" might be. The same print resources that we have relied on for ages when it comes to economic resource material also have websites, so that's a good place to start.

You should also double-check the credentials of any site or writer before taking the advice to heart.

Governmental organizations

Good government makes its presence known when a recession hits. The tradition started with Franklin D. Roosevelt and continues today. The government has a big interest in making sure America stays busy and business stays American, so it will typically offer a broad range of economic resources during financially troubled times.

Where can you look for this information, and what exactly will you find? Well, start out with the small business branch office in your town, usually under the auspices of the state government. If you don't have such an office, then check with your Senator or Congressman's office. They can point you in the right direction as you search for economic resources.

What kind of resources can you expect to find? Well, government offices offer plenty of educational advice, but they can also help on the practical end as well. There are published guides that can help business owners locate grants, loans, and tax cuts your business can take advantage of that are available only during recessions.

Indeed, there are hundreds of different business resources to take advantage of during a recession. **The trick is knowing where to look, and then understanding how those economic resources can be applied to your own business situation.** With the right choice in business resources, you may even thrive during a recession.

SOURCE: MoreBusiness.com



Little Changes to Compensate For Economic Woes

By Gabriel Ortiz

As we know, this economic crisis is global, but still we can bring about many little changes in order to make up for the shortfall.

In our region (Latin America), the moving and transportation industry is highly dependent on the United States, so many quick changes have had to be made in our companies to trim costs.

In difficult times we look for any weak areas in our company in order to change them and be more competitive in our industry. But this leads us to a point where we do our daily jobs thinking of crisis as a time to achieve perfection.

For example, an intelligent delivery route and proper tire pressure for our trucks can lead us to become more efficient in terms of time, money, and fossil fuel consumption.

Efficient and effective management of materials inventory would be an excellent way to reduce costs even in the best of times; a good reorder point (to mention one system) would be very beneficial for the company.

Happy customers have always been a must, but now more than never we are obliged to go the extra mile for our customer.

Calling regular meetings with our employees to explain the implications of the current economic situation to them makes them aware of the need to manage their personal and family budgets, and they greatly appreciate being part of the discussion and being invited to become a part of the solutions we seek. This basic and easy advice will be reflected in their attitude toward their employer, their economic situation, and their daily lives. And as everyone knows, highly motivated and committed workers are more productive for our industry.

In the end, what matters is what employers and their workers can achieve together as a family in order to bring the company to the highest level to face this time of economic uncertainty.

Gabriel Ortiz works at APA Worldwide Movers in San José, Costa Rica. He is the YP-35 Regional Representative for Central, South America and the Caribbean.

In Italy, an Opportunity to Grow

By Claudia Prosdocimo

The deepening economic crisis that has ensnared the country is having a profound effect on direct marketing, with new reports showing hiring declining, layoffs rising and list prices falling.

As a consequence, companies will shift from a growth and expansion mode to a lower gear, which will be more conservative and focus more on sustaining their current positions in the market.

During 2008 we experienced an increase in the cost of business, mainly due to high costs reached by fuel and currency fluctuation of US dollars. Because of these and other related problems the financial balance for the year was slightly less favorable than in previous years, even though, strangely enough, the amount of service requested turned out to be even higher than in 2007.

In this period, in terms of business we are seeing more or less the same amount of service requests, particularly for non-military moves, both national and international. We also are seeing that the number of quotations requested is still growing, especially during these months, without affecting our sales strategies. For this reason, unlike some other companies operating in the same field, we fortunately have not had to reduce our staff; on the contrary, they are constantly being trained in new areas and always motivated to learn new functions and roles. It is important that our personnel feel secure and safe in their job — that’s how everyone can fulfill his responsibility with enthusiasm. Furthermore, the company is much less likely to experience frequent turnover, meaning that our customers receive a consistent level of quality service (we are ISO certified and this is important to ensure our customers’ satisfaction).

Customer satisfaction is our primary aim; therefore, we try to do our best to offer our services and perform according to our quality procedures, which justifies our costs.

Moreover, in our effort to keep our customers close to us, we are trying to expand our market by cooperating with many agents all over Europe and overseas as well, and we are trying as well to extend our pre-existing business contacts and areas by entering the FIDI-FAIM program (our request was recently accepted and we will be undergoing final compliance procedure in May), which draws more and more moving companies every day.

For the future we continue to be optimistic and offer our best services, trying to book as many moves as possible, whether military or private, in the hope that this financial crisis will soon be resolved.

Claudia Prosdocimo works in the military department at Roiatti srl in Pordenone, Italy. She is the YP-35 Regional Representative for Europe.

ATTENTION YP-35 MEMBERS: Please check your contact details and e-mail address on the YP-35 Web site (www.yp-35.org) and let us know if any corrections need to be made so that we may properly contact you and keep you informed. Make sure that your birth date is listed! If you have difficulty accessing the Web site, or if you have questions or ideas concerning YP-35, or to supply your updated contact information, please e-mail pcolmenares@portan.com.

ALAN F. WOHLSTETTER SCHOLARSHIP UPDATE

The Alan F. Wohlstetter Scholarship Fund is the cornerstone for the IAM Scholastic Assistance Program, which is aimed at promoting and □
nual giving levels) to the Alan F. Wohlstetter Scholarship Fund received in the last 12 months are as follows:

Platinum (\$5,000 or more)

Gosselin Group N.V.
Hilton Hawaiian Village Beach Resort & Spa
National Van Lines, Inc. and
National Forwarding Co., Inc. (in memory of
F. L. McKee Sr.)
Royal Hawaiian Movers, Inc.

Gold (\$2,500–\$4,999)

The Pasha Group

Silver (\$1,000–\$2,499)

ABBA International
All American Moving Group, LLC
Approved Forwarders, Inc.
Arven Freight Forwarding, Inc.

DeWitt Companies
Evergreen Forwarding, Inc.
*Gateways International, Inc.
Great American Forwarders, Inc.
P&F Safepac Company, Ltd.
True North Relocation, LLC
World International Forwarding, Inc.

Bronze (\$500–\$999)

Baltic Forwarding, Inc. (in memory of
Mrs. Terry Bell)
Blonde International Services, Inc.
Dell Forwarding, Inc.
Logistics International, Inc.
Mallory Alexander International Logistics
S&E Transportation, LLC

In Kind or Other

Jackie and George Agner (in Memory of
Cheryl Baker)
Jackie and George Agner (in Memory of
Chuck Fuller)
Jackie and George Agner (in Memory of
Ken Garrison)
Claims Adjustment Technology (in memory of
Mary Reeve)
Douglas Finke
Jones & McIntyre, PLLC
The Trilogy Group

*Denotes contributions made since the previous issue of **The Portal** was published.

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The Board of Directors of the Alan F. Wohlstetter Scholarship Fund urges you to consider a contribution or donation to the Scholarship Fund as part of your year-end tax strategy or as you formulate your company budgets for this year. Please advise your employees that scholarships are available to qualified candidates of any IAM company worldwide. For further information, visit www.afwscholarship.org.



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Museum Execs Consider RFID To Protect High-Value Artwork

R RFID Global Solution recently hosted about 50 representatives from cultural institutions, museums and major auction houses in Rockville, Md., to view a new asset tracking system designed specifically for high-value fine art assets.

An offshoot of the RFID asset tracking systems gaining in popularity with the banking and technology sectors, the application is in the pilot stage at three of RFID Global's customers in the northeast corridor from Boston to Washington D.C. A recent art tracking trial run kept tabs on the high value artwork owned by a wealthy hedge fund manager as it moved from a location on the east coast to Santa Fe, N.M. Other demos have occurred at a number of museums on the US East Coast.

"We've done three large pilots," said RFID Global Solution president Diana Hage. "They haven't flipped to full deployment yet, but we've had a number of requests from clients to move forward."

Representatives from the Smithsonian Institution, the world's largest museum complex, as well as other major museums attended the event to learn how to protect artwork not only during transport, but while it is being viewed during exhibits and then being stored between exhibits. The Smithsonian, for example, has more than 136 million objects, artworks and specimens in its collection. Just over 5 million of those pieces are traveling exhibits.

Called ArtTrac, RFID Global's solution utilizes active RFID tags for the conservation, security, transportation and storage of fine art and high-value assets. Five different options are available, including exhibition tracking, artifact and jewelry display tracking, storage monitoring, fine art moving tracking, and a museum visitor interactive experience. The last option creates a new interactive play between museum visitors and art assets. Utilizing Museum Visitor Trac™, RFID technology helps to monitor group visitors and their exhibit preferences throughout an institution.

According to Hage, ArtTrac employs asset visibility solutions developed for the Department of Defense, NASA, and Boeing Aerospace, customized for use in the art market. When valuable fine art assets are "at risk" in exhibitions, installations, auctions, or transportation and storage, ArtTrac provides real-time asset visibility by combining automatic information data capture (AIDC) tools with advanced telecommunications and geo-locating technology like GPS, GPRS, cellular, wireless networks and RFID. The customer, the registrar, and insurance brokers and underwriters, in conjunction with the FAS company, have secure, password-controlled access to continuous monitoring of asset movements from pick-up to drop off and all points. Data can be viewed on computers, PDAs, or handheld wireless devices.

Some of the major advantages include 24/7 asset visibility on a global basis; permanent, automatically updated, chain of custody record database; real-time environmental monitoring; increased operational excellence, eliminating labor intensive and error prone manual systems; inventory events updated automatically; improved conservation through significant reduction of required handling of artifacts and paintings; and rapid reaction to adverse events.

The solution can also eliminate some of the human interaction involved with tracking art as it is moved across the country, or from one country to another. It not uncommon for many institutions to have multiple employees travel long distances with artwork as it is moved to new venues.

Turn Up Web Marketing — While Economy Turns Down

A recent survey by Marketing Sherpa of mostly US-based vice presidents and C-level executives on their thoughts on when the market might begin a turnaround reveals that most believe that the economy downturn won't begin to shift until 2010.

A recent survey of Canadians on the same topic reveals a more positive attitude, with more than 60% believing that the Canadian economy will respond positively this year. Marketing Sherpa says: "Regardless of company size, **marketers look at 2010 as the year we emerge from the recession and start to see significant growth.**"

So, the time is now to start making smart investments in your brand and online marketing initiatives. If things do start to turn around in the third and fourth quarters of 2009 you want to be positioned to capitalize on that growth. A well-designed, informative and functional Web site should be a key strategy in your positioning.

Why put off tomorrow what you can do today? You know your competitors are thinking the same thing and odds are if you're not positioned to take advantage of economic growth they will be.

Is your Web site performing how you want it to? What role does it play in your company's marketing plan? Do you use email marketing to generate leads and sales? Do you know who your site visitors are? How do you engage and retain their attention?

It's never too late to improve your online presence, but you're going to get a better return on investment if you do it now rather than sometime in 2010.

GLOBAL QUALITY OF LIFE RANKINGS

Find the Best Places to Live

www.mercer.com/qualityofliving?siteLanguage=100

What's the best city in the world to live in? That's a hard question to answer, because it depends on what criteria you're using. However, the Mercer company has come out with their Mercer Quality of Living Global City Rankings (www.mercer.com/qualityofliving?siteLanguage=100), a report that analyzes many factors to come up with rankings for cities around the globe. Mercer uses 39 key quality of living determinants, grouped in categories like: Political and Social Environment, Economic Environment, Health and Sanitation, Public Services and Transportation, Housing, and more.

The Number One city for overall quality of living in this year's survey? Zurich, Switzerland. The city at the bottom this year is Baghdad.

To see the top 50 rankings for quality of life and for personal safety (another Mercer list), scroll down to the bottom of the page. There is a link to click on for the complete rankings (215 cities).

This item is 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.

A New Image

How many filing cabinets do you have stuffed with files? Are you storing old documents in your warehouse or with a data storage company? Just think of all the individual pieces of paper you use each year to create these files and then how many are archived or destroyed after their shelf life has expired.

By transferring these files into a digital storage system, you can store years of information on a compact machine, which eliminates paper waste, reduces the impact on the environment, and makes infor-

Businesses are taking a proactive approach to promote eco-friendly practices. Additionally, advances in technology have created a demand for instant access to information. Implementing an imaging system can enhance efficiency and help the environment.

mation easily accessible.

“In today’s busy work environment, we need things to happen fast,” said Linda Warn, director of operations for **Suddath International**, headquartered in Jacksonville, Fla. “With Suddath’s imaging capabilities, our team can locate documents, scan information into our system and have document images available to clients and overseas partners within minutes. With less wait time, we can continue to run our businesses with complete efficiency and provide an enhanced level of customer service.”

Managing files electronically also improves quality standards, she said. Coding documents in a specific pattern helps identify whether a file is complete, and some systems have automated capabilities that alert the user when something is missing.

“[These kinds of checks and balances allow] us to easily adhere to industry quality standards and accreditations,” Warn said. “There is no more jumping from desk to desk to make sure things are being done correctly.”

In addition to facilitating efficiency and improving quality, this technology can help reduce relocation-related costs for companies and their clients.

“Suddath’s main goal when implementing our system four years ago was to focus on the accounting benefits. Pushing our billing through at least 15 to 30 days sooner results in a more efficient process. [Also,] the automation of payables allows us to process payments during the same billing period in which they were received. This helps us keep costs down, which in turn puts more money in our customers’ pockets,” Warn said.

E-Notes

Here’s an online reference directory that includes dictionaries, encyclopedias, genealogical and health resources, legal guides, maps, public records, ZIP codes, and other useful information: www.libraryspot.com.

A look at people and events shaping IAM member companies



McMullin



Halfpap



Michel



Johnson



Lager



Swanson

Scott McMullin has been named country manager at **Asian Tigers-Taiwan**. McMullin has been with the company for the last four years and is now looking forward to taking the company to the next level. McMullin has lived in Taiwan with his family for the last 6 years.



Interdean International Relocation has announced several appointments.

Daniel Halfpap, who has been named corporate account director, is based at the company's offices in Frankfurt. He joins Interdean International Relocation from the FROESCH group, where he held numerous roles in Germany, Poland and Russia, most recently as sales director, responsible for the merging of AGS and FROESCH in Russia.

Halfpap, an expert in logistics, will be responsible for the Rhine/Ruhr and Rhine/Main regions. He will be looking to grow Interdean's business in these locations and will play a vital role in developing customer relationships.

Vincent Michel has been named sales manager, Interdean Luxembourg. With 14 years in the relocation and moving industry, Michel has a wealth of experience, including positions at Transeuro, Interdean Interconex, and most recently at A. Daleiden Worldwide Mover.

Prior to starting a successful relocation career, Michel worked for Hilton International and the Accor Group, where he held account management roles for blue-chip multinational clients. His language skills (he is fluent in French, English, Dutch, and German) and customer service background make him ideally suited to international client-focused roles. At Interdean he specializes in working with companies that move their employees worldwide, helping them develop relocation programs designed to meet the needs of their business and their relocating employees.

Michel is based at Interdean's offices in Luxembourg. Interdean recently acquired A. Daleiden Worldwide Mover, a name that will be familiar to most clients in Luxembourg and Interdean service partners

worldwide.

Andy Johnson has been named operations director, Interdean UK.

With over 30 years in the relocation and moving industry, Johnson brings a wealth of experience to the company. Prior to his appointment at Interdean International Relocation, Andy spent 16 successful years with Sterling Relocation, where he was group director. He has also held senior operational management roles at Trans Euro Movers (now TEAM Relocations) and Global International.

Johnson will form part of the UK board and will play a key role in reinforcing Interdean's operational and logistical team.

Hannes Lager has joined Interdean International Relocation Austria as general manager. Lager, who is to be based at the company's offices in Vienna, has 13 years moving and relocation experience, and is recognized as one of the leading logistics experts in the relocation industry.

Lager joins Interdean following a successful five-year stint as managing director at Sobolak International. While at Sobolak, he was responsible for sales to the United Nations and related organizations.

Prior to his time with Sobolak, Lager was operations manager at Herber Hausner Sued-Ost. One of his key roles there was to head up a logistical research project into Vienna airport

This is Lager's second employment with Interdean; he was sales manager for the company in the mid-1990s.



Arpin Group, Inc. has changed the job titles and duties of several senior officers, signaling another major step forward in the household goods mover's continuing strategy of streamlining the operations, marketing and sales activities of sister companies Arpin Van Lines and Arpin International Group.

Conrad Swanson, of East Greenwich, R.I., has assumed the role of senior vice president, agency development, in which position he will be responsible for agent relations, service improvement, training initiatives and quality programs.



Newcomer

Jeff Newcomer, of Morrison, Colo., is now vice president, agency sales and recruiting, responsible for current agent sales growth as well as directing agency recruitment.



Greene

Mark Greene, a resident of Cranston, R.I., has been promoted to the newly created position of senior vice president, GSA Services, for Arpin Group. Greene is now working to combine the sales and management functions of the international and domestic divisions. His department provides moving and relocation services to clients including the Drug Enforcement Administration, the Secret Service and other federal agencies.

Arpin Group has also added several new hires to accommodate growing customer demand:

Bridget Ritchie, a resident of Lombard, Ill., is the new director of business development, Midwest region. Based near Chicago, Ritchie is now in charge of sales and account management for the region. She has worked in the moving business for 15 years, previously holding positions in finance, marketing, personal move management and sales.

Sandra Fong, a resident of Singapore, is the new move management executive in the company's Asia branch. Fong has been with the moving industry for more than 12 years. She had been working with Asia Tigers K C Dat in Singapore, where she was a team leader in the inbound division.



Arpin International Group has promoted **Chris Hood** to vice president, GSA International.

In his new role, Hood will be responsible for overseeing staff and management of the Arpin International GSA Services division, which provides moving and relocation services to clients including the Drug Enforcement Administration, the Secret Service and other federal agencies. Hood will train new staff, establish moving rates, promote vendor/agent relations, and ensure quality service.

Hood has been with Arpin International Group for 12 years, first starting in the Alaska Division. Previously, Hood was GSA manager.



Troy Container Line (TCL) has named **Andrew Barden** to head its sales and business development at the newly opened office in Charlotte, N.C.

Barden joined the TCL Charlotte team in September 2008 in conjunction with the office's Oct. 1 grand opening. Initially focused on import and export operations for the company, Barden is now concentrating on sales in the Southeast region. He will specialize in serving TCL's longstanding accounts as well as bringing aboard new clients.



Fong

Bob Fong has joined **Atlas Van Lines** headquarters in Evansville, Ind., as the senior director of government business.

Fong has spent his career focusing on government and military business in the moving industry. He brings a wide breadth of experience from North American, Allied, Sirva, and most recently Bekins Van Lines. He also has served as a member of the Military Advisory Panel for many years for AMSA, formerly the American Movers Conference. Previously he was a transportation officer in the United States Air Force.

Concurrently, **Rick Phillips** will assume the lead on a new effort undertaken by Atlas. In his new capacity as director of risk awareness, Phillips will be responsible for the company's measures to reduce claims expense, working closely with agents and van operators to identify changes in processes that will bring about significant cost savings.



Suddath International recently hired **Don Collins** as an international move counselor.

Based at Suddath's office in Wayne, N.J., which serves the New York and tri-state area, Collins will work to strengthen relationships with Suddath International's national accounts in the northeast and build client volume in the region.

An industry veteran, Collins has spent most of his life in the business. Growing up, he learned the basics from his father, who owned a moving and storage company in the Virgin Islands. Staying true to his roots, he has since spent 21 years in the industry working for three other national van lines in their international divisions, building strong relationships with agents around the world.

Effective January 1, 2009, HHGFAA became the
International Association of Movers



Download the IAM logo and the
Users Guide for the rules and instructions
for its use on letterhead, advertising,
and other marketing tools at

www.IAMovers.org/logo.html

EXPANSIONS

Crown Worldwide Group has launched Crown Oslo, the group's newest branch, which officially opened Feb. 1.

The new office is located in the finance area of Skoyen in Oslo, Norway, and will serve the region including Bergen and Stavanger. Crown Norway has a fully operational warehouse located approximately six miles (10 km) from the city center. Norway is bordered in parts by Sweden and Russia, where Crown has two other branches. The new branch will concentrate on relocation and moving services development in the corporate sector, serving foreign nationals and Norwegian corporations alike.

Its general manager, **Roger Ross**, has 10 years of experience in the moving and logistics industry and is fluent in English, German, Spanish, and Norwegian.

Ross said, "This industry has been untouched for many years in Norway, which is probably one of the most prepared countries for these financially difficult times, because of its natural resources and independence."

Norway's rapid economic growth sets it among the wealthiest countries in the world with an unemployment rate of 2.8%. It is the world's third largest oil exporter and the petroleum industry accounts for approximately one quarter of the GDP. Its other industries include food processing, shipbuilding, metals, chemicals, mining, fishing, and pulp and paper products.



Troy Container Line (TCL), which provides LCL and Full Container services to more than 500 ports around the world, has strengthened its global presence by opening a new regional office in Charlotte, N.C. The new regional base adds in-depth operational expertise needed to meet growing customer demands in the South Atlantic region.

Thanks to the solid reputation TCL built for itself since 1984 from its headquarters in Red Bank, N.J., the new Charlotte office is already running ahead of even the most optimistic company forecasts since opening its doors Oct. 1, 2008. At the helm as vice president is longtime employee Chris Hellow, an 11-year veteran with TCL who went on to hold several senior positions with the company.

Hellow noted that Charlotte has become one of the top three hubs of transportation for the South. "

The new office enables Hellow and the company to better respond to customer issues on the spot and provide consistent, high-quality service on a global basis. With a growing staff of five employees, TCL plans to offer direct European services out of the south by the end of the second quarter.



Interdean has announced the opening of its new Irish operation in Dublin. The move to open in Ireland is a significant development in Interdean Group's complete pan-European coverage, increasing Interdean's coverage to 47 offices in 35 countries, the company said.

Dale Collins, CEO Interdean Group, also announced that the company has come to an agreement with **Cronin Movers** to represent Interdean throughout Ireland.

Interdean Ireland offers full moving, storage and relocation services. In partnership with Cronin, Interdean Ireland also offers office moving services, hi-tech logistics solutions and plant and machinery relocation.

The Interdean Ireland operation is



Foley

managed by **Miriam Foley**, who has extensive experience in international relocation and has been influential in establishing high-quality moving services throughout Ireland, the company said.

Bekins Approves Recapitalization Plan

Bekins Van Lines recently announced that its Board of Directors has unanimously approved a plan to recapitalize the company. This will strengthen Bekins by reducing debt while providing the additional capital to continue to grow the company.

George Gilbert, Bekins' chairman, and Mike Petersen, Bekins' president, said they are encouraged by the unanimous support of the plan by the board and other key agents. As part of the plan, all current shareholders will retain an equity interest in the company and Bekins remains "agent owned."

"Agent ownership allows the van line to continue to be flexible and responsive to our customers and encourages innovation, the key driver of growth," Gilbert said.

Petersen added: "This additional equity will infuse capital that will revitalize the company and ensure long-term sustainability in a difficult global marketplace. Bekins Van Lines has been in business for more than 118 years and this plan starts a new chapter in the long and proud history of the company."

A shareholder meeting was held to unveil all the details of the recapitalization plan in mid-March.

Trans-Link Expedites Corporate Client Moves

Trans-Link Relocation, Bangkok was recently chosen to facilitate both air and sea shipments for Andrew Collier, one of its corporate accounts at Nestlé Thailand. As Collier's itinerary entailed complicated destination requirements, all aspects of the move were carefully checked prior to departure in order to avoid unexpected circumstances and loopholes. Proper timing of the customer's availability in procuring documents for customs as well as expediting Customs-related tasks were necessary in order to meet the specified delivery schedule. Collier was pleased with the way Trans-Link facilitated the destination services.

Trans-Link Relocation, Bangkok also regularly serves Western Digital Co., Ltd. (Thailand) in relocating its employees to different parts of the world. Recently five Western Digital employees were advised to be relocated back to Philippines and United States. Trans-Link was assigned to facilitate the entire relocation and as each move was successfully carried out.

HONORS AND AWARDS



Elisabeth Delahaye

Elisabeth Delahaye of **Delahaye Moving SARL** was recently nominated to the "Chevalier dans l'ordre de la Legion d'Honneur." Delahaye, who is a director of the BLCC, was given this honor by French President Nicolas Sarkozy. Her voluntary work as Presidente des Associations Francaises for the last three years and her charitable work over many years are well known in the Belgian-French community in the UK.

L'ordre national de la Légion d'honneur is the highest French honorary decoration and was established in 1802 by Napoléon Bonaparte. The decoration is given to eminent military and private individuals who have served the French Nation.

Now known as "Dame Elisabeth Delahaye" in England, she is believed to be the first individual from the industry to receive this honor.

American Red Ball Transit Co., Inc., headquartered in Indianapolis, Ind., has honored two contract and agent van operators as Drivers of the Month. The November 2008 awards went to contractor **Roy Doty**, and **John Vuxta**, who drives for Charles E. Groff & Sons. The December honors went to contractor **Gene Martin**, and to **Steve Schiele**, who drives for Schiele Enterprises.

Arkansas Best Corporation appears on the 2009 list of the World's Most Admired Companies, published by *Fortune* magazine. Arkansas Best (whose largest subsidiary is **ABF Freight System, Inc.®**) is the highest ranking LTL motor carrier on the list.

Fortune's survey partners at Hay Group started with some 1,400 companies: the Fortune 1,000 (the 1,000 largest US companies ranked by revenue); non-US companies in *Fortune's* Global 500 database with revenues of \$10 billion or more; and the top foreign companies operating in the US. They then sorted the companies by industry and selected the 15 largest for each international industry and the 10 largest for each US industry.

The survey covers 64 industries: 25 international industries and 39 primarily US-market industries. To create the 64 industry

lists, Hay Group asked executives, directors, and analysts to rate companies in their own industry on nine criteria, from investment value to social responsibility. This year only the best are listed: A company's score must rank in the top half of its industry survey.

Several magazines have cited ABF's strategic use of information technology as exemplary. ABF is the only five-time winner of the American Trucking Associations President's Trophy for Safety, the only four-time winner of the Excellence in Security Award, and the only four-time winner of the Excellence in Claims/Loss Prevention Award. ABF also is the only carrier to earn both the Excellence in Claims/Loss Prevention Award and the Excellence in Security Award in the same year, which ABF accomplished twice.

In the seventh annual Relocation Managers' Survey, in which 243 relocation managers participated, **Clark & Reid Company, Inc.**, of Billerica, Mass., took top honors in the following categories:

- #1 Net Satisfaction Level in "Overall Performance"; +80% above the industry average
- #1 Net Satisfaction Level in "Delivering Maximum Employee Satisfaction"
- #1 in "Overall Pricing Structure and Billing"; +103% above the industry average in Net Satisfaction
- +92% above the industry average in the "Willingness to Recommend" category

Not only did Clark & Reid receive an exemplary percentage of "Outstanding" votes, they are the only named household goods provider to receive unanimous endorsement within the categories of "Willingness to Recommend" and "Overall Satisfaction."

The company has won other honors recently. During 2008, Cartus honored Clark & Reid with four major quality awards, while Johnson & Johnson named it "Household Goods Transportation Provider of the Year" for the second year in a row.

Allied International recently announced the selection of **Reliable Van & Storage**, based in Elizabeth, N.J., as its 2008 Top Sales Agent. The prestigious award was presented to Peter Toscano, president of Reliable (founded in 1923 by his grandfather), by Wes Lucas, CEO of Allied's parent company SIRVA Inc. at Allied International's recent Global Network Meeting in Singapore, in recognition of Reliable's outstanding sales in international moving.

The annual award is given to the Allied agent within the United States and Canada that achieves the highest international moving sales revenue.

Executive Takes Home 'Indy' Award



Executive Moving Systems, Inc. has been selected by the American Moving and Storage Association (AMSA) for their national award as the 2008 Independent Mover of the Year. The Independent Mover of the Year Award (The "Indy") reflects Executive Moving Systems' commitment to outstanding performance among independent movers. Their outstanding performance was demonstrated in a variety of ways including community service, employee relations, innovative operations and customer service practices. This award is presented annually to an independent moving company nominated by an employee or business partner and selected by a panel of industry experts. The award was accepted by Executive Moving Systems' personnel (from left to right), Ian Valentine, Charles "Chuck" Bailey, Executive Moving Systems General Manager, Mrs Brenda Bailey and Roberto Valencia.

ISO NEWS

Since 1840, **Grospiron International** has pursued the goal of excellence in removal and mobility, combining efficiency, professionalism and understanding of the ever-changing needs and expectations of corporate and private customers.

Less than a year after having initiated the process, the French-based company has been awarded its ISO 14001 certification. Grospiron's certification covers not only its international and domestic removals, but also its storage facilities and relocation services.

The company reports that it is the first moving company ISO 14001 certified in France, reflecting its long-term commitment to environmental issues.



Gosselin Installs Largest Solar Farm in Antwerp Port Area

Gosselin is getting its roofs accessible for 30,000 cubic meters of solar panels. Thus, the well-known removal and logistics group not only gets the largest photovoltaic installation in the Antwerp port area but also the largest number of solar panels on a flat roof in the entire Benelux region.

The planned 6,190 solar panels are distributed over the three warehouses of the Gosselin Group's headquarters in the Belcrownlaan in Deurne. It is the first time that such a large installation has been installed on a flat roof in the Benelux region, according to the company. The first two phases have a joint capacity of 1.3 megawatts; the completion of the third phase in a few months will add another 1 megawatt.

The price tag for the first phase is approx. EUR 7.5 million. The actual investment and installing are not done by Gosselin itself. Invictus, a specialized power company, rents the roof surface from Gosselin and is handling the entire installation.

This agreement was negotiated for a period of minimum 25 years, while the photovoltaic panels have a life expectancy of 35 years.

The idea of switching to solar energy for the energy supply of all Gosselin warehouses originated in 2006, when one of Gosselin's warehouses was destroyed by a fire. For the reconstruction of this warehouse Gosselin, opted to use a roof covering that would allow placing solar panels.

With this initiative, Gosselin actively contributes to a better environment.



Moving Like the Wind

By Ita McCobb

It was that time again and Renaud Stitelmann, captain of the www.harsch.ch was facing his annual dilemma: how to give his team a fighting chance. The famous annual Bol d'Or race that runs from Geneva at one end of Lac Léman to Le Bouveret at the other and attracts avid sailing teams from around Europe (not least that of the world famous Alinghi) was just a few weeks away and Harsch, happy to support its collaborators and help them in their favorite sport, had agreed to sponsor the M2 boat which Renaud had just purchased with his friends. "We knew Renaud's capabilities," said Bertrand Harsch, "and we knew he wouldn't let us down."

As usual there were to be several hundred boats in the race — mostly mono-hulls or multi-hulls. The multi-hulls were made up of two categories — the M1s (the big multi-hulls such as the famous Alinghi, a Decision 35 (D35)) and the M2s — at just 8.53 metres (28 feet) long, Alinghi's little brother. Stitelmann's boat, the www.harsch.ch, being in this last M2 multi-hull category would be up against some stiff competition.

The conundrum

But the challenge facing Stitelmann and his team members was this year more complex than ever. There were to be 28 M2 boats in the race, 22 of which were the latest M2 multi-hulls — launched just two-and-a-half years ago, which, at just 420 kilo in weight (including sails) goes, as they say, like a veritable rocket. Then there were five last-generation M2s, equally light and extremely fast ... and then there was the one Ventilo 27, first-generation, 10-year-old, M2 double-hull catamaran weighing in at 500 kilo which, to add insult to injury, had smaller sails than the other M2s — this was Stitelmann's boat.

What to do? Stitelmann and his crew toyed with the complex conundrum of how to cut down on their non-competitive weight problem: Could they reduce even more the size of their sails? Cut down on ropes and rigging? Throw someone overboard? Starve themselves for several weeks before the race? It was difficult to find something they could abandon (other than the race) — after all, the point of a fast sailing boat was that all the elements were already pared down to a minimum in order to achieve that precious commodity — speed.

Finally Stitelmann realized that the idea of throwing someone overboard was perhaps not so crazy after all. Why couldn't they



pare things down to a minimum and sail the race with a crew of just three instead of the normal four? This would mean that they all had to work that much harder and intensively and be more cohesive in their approach, but it would make them around 80 kilo lighter — not quite the 100 kilo they were looking for but at least it gave them a fighting chance.

The preparation

For 14 days before the race the now three-man crew cautiously ("cautiously" because one year they trained so hard that things started to break on the boat before they even got to race!) made their preparations with the passion only a fellow sailor understands. Weather reports and weather projections on different Internet sites were meticulously scrutinized — regular visits

were made to the lake to check the evolution of the winds and their different directions as they criss-crossed and descended on the lake from the surrounding Jura mountains and Swiss and French Alps.

Cosseted as it is by being set in a series of mountain ranges, navigating Lac Léman (also known as Lake Geneva) — the largest lake in Europe — can be quite complicated. "Unless the winds are those regularly encountered on the lake, such as the Bise - anything is possible," laughed Stitelmann as he confirmed that to succeed in the Bol d'Or takes a small pinch of technique, a small pinch of teamwork, a large dose of tactics and an even larger proportion of luck.

Even so, the Bol d'Or is a very intensive race, so the team needed to get the balance between fitness and being well rested just right. The week before the race was spent generally building team spirit, checking the boat and controlling the equipment — after all, it would be a real shame to have to abandon the race because of a frayed rope.

So, the new, more compact, fit, well rested, just sufficiently trained and much, much lighter www.harsch.ch M2 team (Renaud Stitelmann, captain, responsible for tactics and the team, Claude Mouchet, responsible for fine-tuning and technical problems, and Bernard Soufflet, responsible for energy and organization) made their final preparations for the race.

The race

The day of the race finally dawned. Since the multi-hulls are very light and need very little wind to move quite fast, the departure of the boats was to take place in two sections: the mono-hulls then the multi-hulls. As is tradition, a hot-air balloon took off just before the race. It headed very gently towards the west — away from the lake. Everyone took their places and at last they were off — but www.harsch.ch's M2 group had set off into a flat and windless lake.

Looking for even a teaspoonful of wind, the first few boats headed for the Swiss northern side of the lake. The adrenalin was pumping but the heavens were not playing ball — and to make matters worse, making a clear-headed decision as to whether to join the crowd or not was further complicated by the oppressive heat, lake-reflecting sun and resulting humidity.

Holding his calm, Stitelmann decided to follow the indication of the hot-air balloon that had been launched just before the start of the race — evidently there was a minimal light breeze on that part of the lake around Geneva

but no breeze coming from the main part of the lake.

He headed the boat to the north side of the lake and stayed there until he noticed that the first mono-hull had started to pick up the Bise wind on the French south side. They traversed the lake but when they reached the other side there was a big fight between the first in each category amid a stream of noisy followers with wind flapping in the sails and people shouting at the tops of their voices above the creaking of the boats.

They soon realized that that tricky, typically Helvetian wind, the Rebat, was visiting the lake. It's a tricky wind because it comes at you from nowhere out of the middle of the lake and the more you try to advance the more it swings you around and you find yourself perpendicular to the coast as the balance of the boat shifts — giving you less weight in the back and more pressure in front.

Characteristically daring, Stitelmann took the decision to leave the Geneva part of the lake (the Petit Lac) using this wind — one of just five M2s taking this risky decision. Satisfyingly, they glided along until they reached Lausanne (almost at the far end of the lake). By choosing the “direct route” along the middle of the lake and keeping themselves always perpendicular to the wind, they just took off, gaining an enormous advantage over the competition. They were at 15 knots while the rest of the field was wallowing at 10 knots.

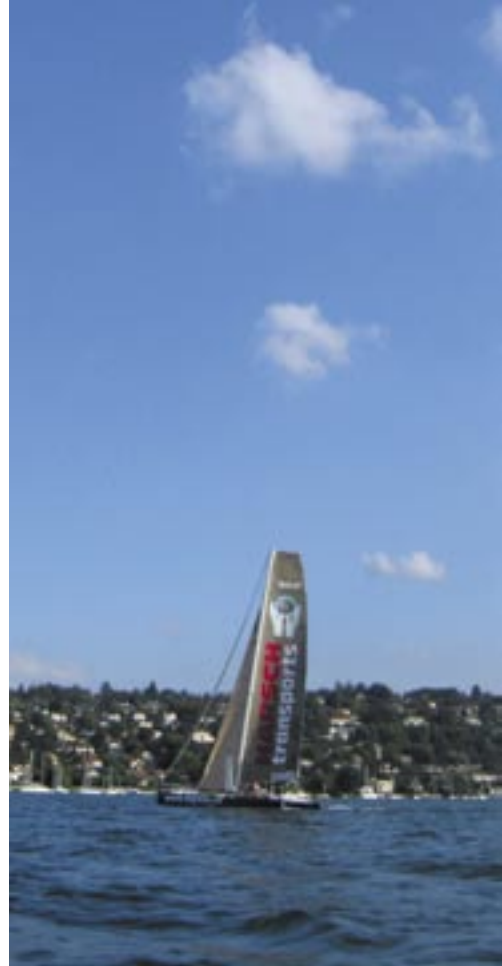
They made plain sailing from Lausanne to Le Bouveret — the end of the lake from where the race turns to return to Geneva. At Le Bouveret they were an amazing 16th in the overall competition — something that even in their wildest dreams they — the oldest and slowest M2 in the race — could never have imagined. Now it seemed that all was possible — even first in their class was not out of contention...

Having left Geneva at 9:00 they'd arrived at Le Bouveret at 15:00 hours having covered half of the course in just six hours. Stitelmann decided to make the return journey using the same tactics, even though the first couple of boats in the race — all with a myriad technical support — had decided to take the southern side of the lake.

Given their by now, mastery of the technique of running the Rebat, they found themselves among the first 17 in as they passed Versoix, the last lakeside town before

Geneva. The final run into Geneva was dramatic. “We were all in a line — all the first few boats,” says Stitelmann. “Then came the difficult decision, who will break out and which direction will they take? We took the option to ‘play it safe’ and we stayed on the centreline of the lake.”

After 10 hours of dramatic, exciting and exhausting sailing, at just 19:30 hours, with hundreds of competitors behind them, they arrived at the finishing line in Geneva, to come in 17th overall and 8th in their class - a



La Risée d'Anières, strutting her stuff — and celebrating a very successful race

fantastic achievement. If the Harsch Transports' team can achieve 17th overall in an overweight, 10-year-old boat and in the heat of a windless day, just imagine what they could achieve in the latest rocket-like M2 — better reserve your lakeside seats for next year!

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IMPORTANT NOTICE

Dues may be deducted as a business expense but not as a charitable contribution. Effective July 1, 2008, 15% of dues are not deductible in accordance with IRC Sec. 6033.

COMING UP NEXT TIME IN

THE PORTAL

A Spotlight on Alaska: The 50th State

The next issue of **The Portal** will focus in on **the State of Alaska**, with particular emphasis on the unique challenges and logistics of handling shipments and relocations into and out of the state. We will also include profiles of IAM members in Alaska as the country celebrates Alaska's 50th year as a State.

We invite contributions and comments from IAM members and ocean carriers in Alaska (and who specialize in shipments to Alaska) about the challenges and opportunities inherent in doing business in that state. For example, how do you handle relocations to and from remote areas? Do you use special equipment (helicopters, etc.)?

For company profiles, please include the following information:

- Please tell us a bit about the background of your company, its business mix, and its growth over the years. Do you offer any specialized services?
- How many employees do you have? What kind of training do you provide your workers?
- Has the current financial crisis exacerbated the already high cost of doing business in Alaska? What do you do to control costs (e.g., recycling packing materials, etc.)?
- Have you handled any especially interesting or challenging moves you would like to share with **Portal** readers?

Articles submitted to **The Portal** may be edited for clarity, length, grammar, and style. Please be remember to include your name and title, your company name, city, and contact information. Photos are welcome, and may be used if space permits. Exceptionally good photos also will be considered for our cover.

Please e-mail your submission and photos to:

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The deadline for the May/June issue is May 15, 2009.

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International Trade and Economic Recovery

By Jim Wise, PACE LLP

One of the challenges facing the Obama Administration is the need to navigate the complex and interrelated issues of providing stimulation for the US economy while concurrently attempting to adhere to the free trade principles that he espoused during his campaign. Against this backdrop is the mood of an American public that believes, to some extent, the open US trade policies of the past is a large part of the root cause of the nation's economic problems.

The current global economic situation is serious and most observers believe it may get a bit worse before it begins to rebound. The World Bank is predicting a drop in global output in 2009—meaning that global trade will experience its first decline in 27 years. As of this writing, unemployment in the United States is on par with rates in Europe (8%).

There has been a great deal of interaction within the Obama Administration between those agencies involved in domestic economic stimulation and those agencies dedicated to international relations because there is linkage here. Although the Administration argues that the US economy needs both domestic fiscal stimulus and financial regulation to address the current crisis, it also believes that the third leg of the stool is the need to maintain and extend trade that is as open and vigorous as possible. The nature of a global economy has never been more revealing than in this current crisis.

Many countries are starting to feel the pressures to move to shield their economies from a difficult international environment. In fact, in the United States, there was great controversy as the economic stimulus bill was being debated in Congress on the adoption of a "Buy America" provision. Similar efforts are being played out with other governments around the world. Countless other foreign governments are engaged in discussions about raising tariffs and/or non-tariff barriers, unfairly providing subsidies to exports, and introducing local content requirements in stimulus packages. The economic viability of such actions is questionable but there is no mistaking that they could carry widespread protectionist backlash. So far this year, debate on Capitol Hill during on this issue has largely pointed out that the only result of this could be an even larger decline in world trade.

President Obama's opposition to a strong version of the Buy

American provision in the economic stimulus bill in February brought the critical votes of many free traders in the Congress. It is clearly a major reason the watered-down bill eventually was approved by Congress and presented to him for his signature.

The Buy American provisions that are such a controversial element of the stimulus bills are more complicated than one might think. A part of the stimulus bill requires the use of US iron and steel in all public works projects but it does allow for waivers issued by the Cabinet secretaries, particularly in the use of manufactured products. Just how many waivers each department secretary will allow or even the transparency of each waiver could provoke a significant policy battle within the Administration and on Capitol Hill.

Trade is linked somewhat to the larger issues of American foreign policy with a particular sensitivity in this Administration to how appearances look from abroad. Trade concessions with foreign governments whose cooperation is critical with respect to international conflict and terrorism issues will greatly complicate trade policy moving forward. This is especially true with regard to China and Pakistan. To further complicate the issue, the office of Ron Kirk, the newly approved US Trade Representative, stated that trade policy must now contain a new element of "social accountability," including issues such as climate change.

Subsequently, the Administration indicated its willingness to make tougher labor and environmental standards as critical elements of developing new trading agreements. But in a nuanced approach that reflects an appreciation for these complexities, President Obama stated that the government will seek stricter enforcement of existing trade agreements before the World Trade Organization — the Geneva-based body that arbitrates global trade — before compelling US trading partners to make such concessions in the current economic environment.

Although many world leaders seek to protect their domestic industries from the ravages of the financial crisis, the initial attempts to create new trade barriers and requirements are gradually being resisted. For example, last month all 27 EU governments fully committed to finalizing the Doha Trade agreement because, in part, they saw the pact as an insurance policy against trade protectionism.

This remains one of the great challenges of the Obama Administration. **International trade agreements will be a critical element of economic recovery on a global basis.** How the Administration will be able to juggle the competing demands of all of the pressures that comprise this initiative could determine the duration and depth of the economic crisis.

House Committee Reviews Defense Contracting Practices

In testimony before the House Budget Committee this week, Robert Hale, the undersecretary of defense—comptroller (actually the Chief Financial Officer at the Pentagon), said that the Pentagon is concerned about the number of jobs that had been performed by government employees but are now being outsourced. Hale told the Committee that the DoD is taking a close look on the use of contractors and relative value that the DoD gets from these outside companies. While Hale largely confined his testimony and remarks to large weapons systems, a complete review of all DoD outsourced contracts may be possible.

Hale said that his review would probably lead to the DoD moving to more fixed price contracts and eliminating to the greatest extent possible the cost-plus contracts. Hale's testimony was presented in keeping with President Obama's statement that his Administration would attempt to cut back on the use of outside contractors—especially with respect to the number of no-bid contracts for weapons systems.

Hale stressed that this review would "reassess all weapons programs, especially those that have experienced execution problems." In particular, the Committee focused attention on the large weapons systems that had moved forward without proper planning or with cost estimates that proved unrealistic. Among those programs are the Global Hawk Unmanned Aircraft System, the F22A fighter plane, and the Expeditionary Fighting Vehicle.

Michael Sullivan, the Government Accountability Office's director of acquisition and sourcing, called the cost overruns unacceptable and troubling for the military's other priorities. He said the acquisition program is "fragmented and broken." In addition, he stated that the major weapons systems are on average almost 2 years late or behind schedule.

The House Armed Services Committee announced that it too would begin a review of the procurement process and determine to what extent sole source contracts to large defense contractors are driving up the costs of the DoD's budget to over \$663 billion in the next fiscal year.

Trade Deficit Falls to \$36B

The US trade deficit plunged in January to the lowest level in six years as a deepening recession cut demand for imported goods.

The Commerce Department said that the trade imbalance dropped to \$36 billion in January, a decline of 9.7% from December and the lowest level since October 2002.

The improvement was better than the \$38 billion deficit that economists had expected and reflected the fact that crude oil imports dropped to the lowest point in three years and demand for a wide variety of other foreign goods from autos to heavy machinery and household appliances declined.

America's deficit with many of its trading partners declined sharply although the politically sensitive imbalance with China bucked the downward trend, rising by 3.5% to \$20.6 billion. American exports to China plunged by 19.7%, a much bigger drop than the 1.3% decline in Chinese goods shipped to the United States.

The January deficit of \$36 billion, if it continued for the entire year, would result in a deficit of \$432 billion for 2010, a drop of 36.5% from the \$681.1 billion deficit recorded in 2008. That deficit represented a 2.7% drop from 2007, the first year that the trade gap had narrowed after setting records for five straight years.

Many economists believe the improvement for this year will be sizable as the country's most severe recession in decades trims Americans' appetite for foreign goods.

US exports are also falling as the recession that began in the United States spreads worldwide. However, so far, the drop in imports is larger than the fall in exports, reflecting in large part the fact that oil prices have plummeted from the record levels they hit last year.

The trade deficit has now declined for a record sixth straight month, beating the prior record for declines of five straight drops set in 2007.

Are You Ready for '10+2'?

By Bridget McCrea

Adrian Gonzalez, director of ARC Advisory Group's Logistics Executive Council in Boston, gets e-mail messages every week from software vendors who claim to have developed the best solution for managing the US Department of Homeland Security's new Importer Security Filing (ISF) or "10+2" rule.

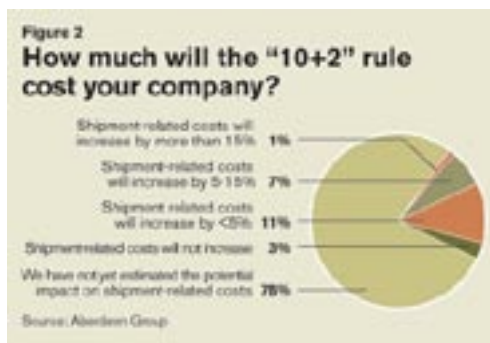
Many of those 10+2 solutions are being delivered as part of the more comprehensive Global Trade Management (GTM) software packages, which ARC segments into four specific areas: customs and regulatory compliance; trade financing and financial settlement; ocean/air procurement and contract management; and global trade visibility.

Credit the new 10+2 regulation with driving much of the growth in IT spending. **The rule requires importers or their agents to submit 10 data elements to customs 24 hours prior to vessel departure, and ocean carriers to submit two additional data elements.** The new rules have thrown some shippers into a tailspin, because existing regulations are much less onerous.

Software vendors have mobilized to help shippers deal with these and other regulations that would be virtually unmanageable using manual processes.

Viktoriya Sadlovska, research analyst with Boston-based Aberdeen Group, says a recent survey of 349 companies (including 171 US importers) found that 49.1% of respondents don't know how they'll handle the 10+2 requirement, while 21.6% are currently working to gain the required visibility to comply with the rule. Another 14.6% aren't preparing at all for 10+2, and an equal number say they're indeed ready to deal with the new compliance.

Says Sadlovska. "In the past, a company's supply chain partners (including carriers and 3PLs) handled many of the compliance processes. Now the data filing responsibility will fall on the company itself, thus increasing shippers' awareness of supply chain visibility and the need for GTM software."



The solutions being delivered by a variety of vendors come in both purchase-and-install and on-demand varieties. The latter is gaining ground because it can be up and running quickly and at a lower upfront cost.

As companies have become extremely cost-conscious, she says, "The value of an on-demand GTM has been emphasized."

Gonzalez says GTM is a good fit with on-demand thanks to GTM's reliance on trade content that must be updated regularly to ensure that shippers have the most accurate compliance information available.

The Enterprise Resource Planning (ERP) sector is also gaining ground within the GTM. Gonzalez's company launched its global solution years ago and already has strong traction in the marketplace, he says, adding that Oracle plans to release its first GTM sometime in 2009.

Suzanne Richer, who heads Princeton, N.J.-based international trade advisory firm Customs & Trade Solutions, Inc., says shippers now understand the gravity of the new 10+2 rule, and are seeking solutions. She credits the US Department of Homeland Security (cbp.gov) for posting important compliance information on the Web, and offering outreach programs nationwide.

The 2009 "flexible enforcement period" is another plus for shippers that have yet to come up with a viable way to handle 10+2, and GTM is apt to play a key role in getting those companies on track for the solid deadline in 2010. Says Richer, "[Companies] that are doing nothing are going to run into huge problems at the end of the year."

Epson Portland, Inc., hopes to avoid those "huge problems" when 2009 wraps up and shippers are forced to comply with 10+2 or risk fines and penalties. The Portland, Ore., company manufactures ink cartridges, imports from various international locations, and ships to sister companies worldwide. Already using a GTM from Integration Point, the company was recently beta testing the vendor's on-demand 10+2 solution.

The solution takes electronic data from any supply chain partner able to send it, maps it to the requested data elements, and then provides the filer with a tool to fill in any blanks. Using the solution, Epson Portland, which is ultimately responsible for the filing, can either handle the process itself or trust a third-party filer with the task.

The company's logistics supervisor uses the system to link item master details (for the security filing) with the item master detail that's already populated via the firm's GTM. Using shipment-specific Importer Security Filings (ISFs), she can import part classifications and origins into the forms to develop comprehensive item master details, which are then used for the 10+2 compliance.

One of the most attractive aspects of the Web-based solution for Epson Portland is its ability to integrate with other Integration Point compliance solutions that are built on the same single, Web-based platform.

Epson Portland is well on its way to being able to meet the end-of-year mandate for compliance. The best part, says its logistics supervisor, is that it will be done without having to hire any additional staff.

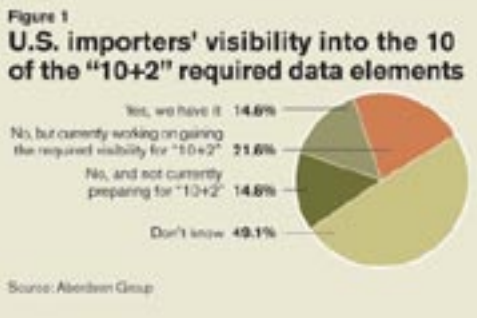
More shippers will turn to GTM solutions as the 10+2 deadline looms, and on-demand GTM solutions will gain ground.

And while GTM will play an important role in 10+2 and other regulatory compliance, Gonzalez warns that it's not a cure-all for every shipper. "You can put a GTM solution in place, but it won't solve the problem of how you're going to get the information you need from your freight forwarders, carriers, and overseas manufacturers," says Gonzalez, "nor is it guaranteed that the data is timely, accurate, complete, and presented in the right format for customs."

GTM can provide significant benefits for companies, particularly in terms of preventing delays at customs. "If there are any errors or exceptions, shipments can be delayed for days or longer," says Gonzalez. There's also the possibility of fines and legal actions that can be avoided with a robust GTM system. Finally, from a financial standpoint, the increased supply chain visibility afforded by GTMs translates into lower total costs of shipping across borders.

Those benefits add up to a recipe for growth within the GTM sector in 2009.

Bridget McCrea is a contributing editor at Logistics Management, from which this article is adapted.



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Barcelona, Spain

April 26–30, 2009

FIDI Conference
Rome, Italy

May 1–3, 2009

BAR Conference
Brussels, Belgium

May 13–15, 2009

1009 National Relocation Conference
San Diego, California

May 21–24, 2009

Young Movers Conference 2009
Bucharest, Romania

June 2–4, 2009

National Council of Moving Associations
St. Louis, Missouri

October 10–13, 2009

IAM (HHGFAA) 47th Annual Meeting
Orlando, Florida

November 19–21, 2009

FEDEMAC 50th Anniversary
Brussels, Belgium

September 29–October 2, 2010

IAM (HHGFAA) 48th Annual Meeting
San Diego, California

September 12–15, 2011

IAM (HHGFAA) 49th Annual Meeting
Denver, Colorado

October 10–13, 2012

IAM (HHGFAA) 50th Anniversary Meeting
National Harbor, Maryland
(Washington, DC)

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

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