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The Changing Face of Latin America

What You Need to Know to Succeed in the Region

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Amigos Latinos



TERRY R. HEAD
IAM President

There has always been a special place in my heart for my many Latin colleagues from the Americas—North, Central, and South—as well as the Caribbean. Therefore, I was especially pleased when the decision was made to focus on that geographic area in this edition of *The Portal*.

My affinity for Latin Americans and their culture probably first surfaced when I decided to study Spanish in high school. I actually took those classes for three years, but still can't claim to speak or read it fluently. However, I can usually follow a conversation and read the language, or at least understand the meaning of words. The language seems to come back to me quickly when I travel in a Spanish-speaking country and I'm privileged to be around people whose native tongue is Spanish—or those who paid closer attention in Spanish class than I did.

The very first industry conference I ever attended was a meeting of the Latin and Caribbean Movers Association (LACMA) many years ago. I will never forget the warm welcome I received, even though I was new in my career and most of the people there had never dealt with me before. I was immediately treated as a new friend and no one expected anything from me in return, except my reciprocal friendship. I really believe that experience is what made me realize that this was an industry in which I wanted to spend the rest of my life.

In 1972 I accepted my third moving-related job and my first international sales position with a Washington, D.C.-based company that was a moving contractor to the Inter-American Development Bank (IADB). It was through that position that I had the opportunity to meet many executives and diplomats from North, South, and Central America. More important, in serving those clients I regularly communicated by telex and telephone with agents in that region of the world.

Over the next 10 to 15 years the staff and principals of those firms became close confidants and associates, and many of those relationships endure today. I always look forward to seeing them at the LACMA conference and the annual meeting of the Pan American International Movers Association (PAIMA), the other association representing movers in that part of the world.

Only recently, in March, I had the privilege of attending LACMA's 2010 annual meeting, held this year in the Bahamas. I had been invited before but their conference usually conflicts with other industry events and military conferences requiring my attendance, so other IAM staffers usually are sent to represent me and the Association.

During the March gathering it struck me how many LACMA member companies are now represented at the meeting by the children and even the grandchildren of the people I first came to know as my "amigos Latinos" so many years ago. These bright and successful second- and third-generation movers not only represent their respective companies—many of them now are the principals and key decisionmakers at those firms. Indeed, I swell with pride to see them now serving as committed volunteer leaders of LACMA, PAIMA, and even IAM, thus ensuring a robust and prosperous industry for many years to come.

I invite you to read this issue of *The Portal* and learn something about this region of the world and this particular segment of the IAM membership that means so much to me. Perhaps in doing so you, too, will make some new amigos and establish friendships that will last for many years to come. ■

P.S. — For those of you who expressed interest about an item in the last issue of *The Portal*, the boys and girls youth basketball team I coach went undefeated in tournament play, winning its second championship in row.

Transporting Goods in Latin America: The Complexities of Geography and Culture

By Brian Limperopulos, IAM Programs Manager

While working for a previous employer and managing international shipments within Latin America, I once coordinated a delivery from Lima, Peru, to Asuncion, the capital city of Paraguay. As I was planning the move, both the Peruvian and Paraguayan agents strongly advised me to route the container by sea, around Cape Horn to Buenos Aires. The client was understandably distraught by the quoted transit time—about eight to ten weeks—and complained to her account who, in turn, queried me about the logistics. Looking at a map of South America, one would logically question the advised routing instead of sending the shipment overland in a more direct manner. This piqued my curiosity: Why are shipments rarely trucked from one country to another in Latin America?

The more I examined this question in depth, the more it became clear to me that a variety of political, economic, and geographic complexities within the region make trucking a less viable logistics option for household goods and general commodities as well. While intraregional transportation links in Central and South America are lacking compared to other areas of the world, several projects are being planned or are in development to address this infrastructure gap. Expanded transportation links would allow IAM members more diverse routing options when planning shipments. However, large-scale plans are particularly

vulnerable to governmental and funding issues and as a result may never come to fruition.

In many ways, trucking can be an efficient and cost-effective logistics tool when overland costs are not prohibitive. In North America, for instance, the highly developed network of interstate highways and comparatively low fuel prices result in shorter transit times and lower trucking rates than can be achieved in

Understanding the logistical possibilities in the region will allow you to educate your clients, better manage their expectations, and quote for them more effectively.

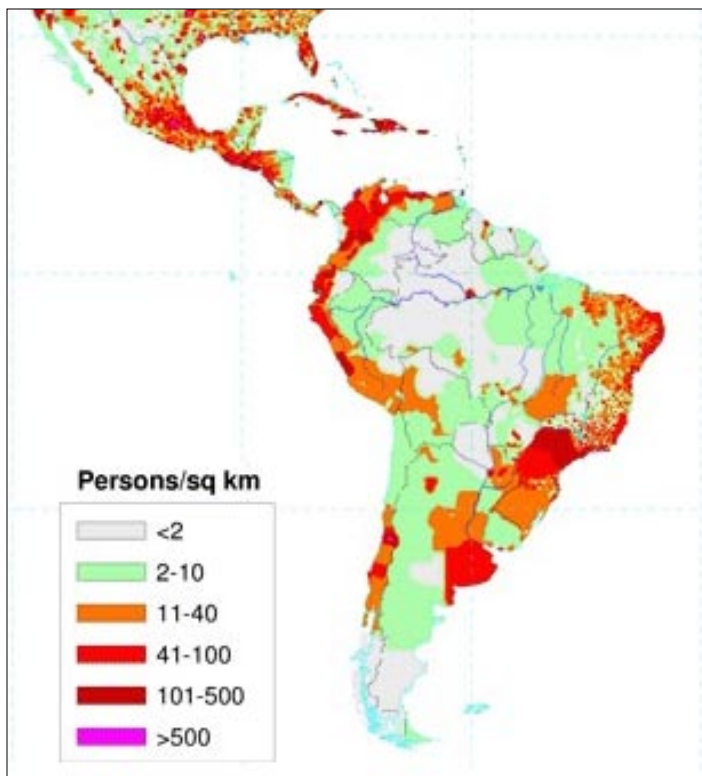
other parts of the world. Provided that the infrastructure is in place, trucking offers the advantage of direct delivery from one location to another, which also serves to reduce transit times. This is particularly true when looking at inland destinations far away from the coastal ports. Also, shipments sent by truck may be safer, as most are loaded directly into lift vans before being shipped. Ultimately, shipments that are cheaper, more secure, and on time produce the most satisfied customers.

Factors that increase trucking costs

Trucking costs are affected by myriad factors ranging from adverse geography to superfluous administrative hurdles at border crossings. Not surprisingly, many of these factors—underdeveloped infrastructure, difficulty of transit customs clearance procedures, significant geographic barriers, and poor relations among neighbors—are a fact of life in Central and South America. This rules out trucking as a logistical option for household shipments as both problematic and economically impractical.

Underdeveloped infrastructure is at the heart of the issue. If a connecting road has not been built on which to transport a shipment, trucking will not be an option. Roads must also be of a certain quality. Steep grades, uneven surfaces, narrow lanes, and unpaved roads can preclude the use of a truck. According to a report by the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), the region “suffers a severe infrastructure deficit [because] road and rail infrastructure is old and not properly maintained. The main road corridors lack capacity.”

There are several reasons for the region’s severe infrastructure deficit. First, national governments, regional cooperatives, and the private sector in South America have not invested enough resources to extend existing connections and build new ones between countries. This limited investment strategy is partly due to the austerity measures undertaken by many South American countries in the late 1980s and 1990s during the debt crisis. Since



Latin America’s population is concentrated on the coasts, areas that are well served by seafreight shipments.

then, expenditure levels have not been restored or increased enough to bridge the proverbial gap.

A second reason for this deficit is the low population density in the interior of the South American continent, which makes it uneconomical to expand transport there. Governments have little or no incentive to connect sparsely populated rural regions to the more populous coastal areas. And for an industry that is based on the movement of people and their household goods, fewer people mean less business.

Transit customs clearance also plays a role in limiting the use of trucking. Anyone who has ever managed a shipment into a Latin American country is aware of how difficult and complicated clearance processes can be. In some cases, transit customs can be more onerous than clearing a shipment at a sea port of entry. “Unaccompanied baggage is usually not transported by truck mostly due to the delays caused by customs authorities at the borders to clear household goods,” explains Laura Ganon of **Transportes Fink**, a household goods moving firm and IAM member in Brazil. “Furthermore, they do not have experienced people doing the physical surveys, which usually results in damages to the move.” Clearance delays, coupled with the greater possibility of damage, rules out trucking in the region for most IAM members.

Other limiting factors are the extreme geographical features that negatively affect the development of transportation links in South America. The continent is home to both the world’s largest rainforest—the Amazon—and the world’s longest mountain range—the Andes. These exceptional geographic features divide the continent in their own unique ways. Spreading from the Atlantic Ocean to the eastern slope of the Andes, the Amazon is a massive rainforest covering roughly 40



The Andes are a formidable barrier to trucking, making sea and air shipping generally more feasible.

percent of the South American continent. It is characterized by low levels of human habitation, minimal economic activity, and increasing environmental restrictions. Due to these factors, there are few roads that pass through it. The Andes range extends from Venezuela in the north to the very southern tip of the continent, effectively slicing South America in half. Trucking through the Andes is feasible only in certain cases, and most agents choose to ship by sea when routing from one coast to another. A notable exception to this is the trade lane between Chile and Argentina.

Border tensions among neighboring countries also hinder the development and use of overland transit routes. Currently, Colombia has ongoing diplomatic disputes with both Ecuador and Venezuela. “Unfortunately in the past two years, because of the diplomatic relations with our neighbors, land shipments have become very

difficult to handle,” says Paula Colmenares of **Portan**, an IAM member company based in Bogota. Interestingly, land transit is still the preferred mode of shipment between Venezuela and Colombia because of severe congestion at Venezuelan seaports and airports that results in transit times of approximately four weeks under normal conditions. The cumulative effect of these many and varied challenges serves to either raise costs so high that trucking is simply too expensive, or to rule out the prospect of trucking altogether.

Where in Latin America does trucking make sense?

Despite these obstacles, there are several trade lanes in South America where it actually makes sense to route via truck. Cargo is regularly sent by land between Chile and Argentina thanks to the good transport connections between those two countries. According to Alvaro Stein of **Decapack** in Santiago, “Chile has invested consistently in infrastructure by building highways and connecting Chilean cities to the capital, Santiago. The Chilean part of the road to Buenos Aires is well maintained.” Cliff Williamson of **Transpack** in Buenos Aires, says the same is true on the Argentinean side.

Landlocked countries like Paraguay and Bolivia rely on overland shipments in order to transport and receive goods. Roads from Buenos Aires to Paraguay and Bolivia are “very good and well maintained,” says Williamson. However, due to unusual trucking restrictions in Bolivia, he cautions that “it is obligatory to change trucks at the border of the country before proceeding on to the final destination.”

In Central America, advises Fabian Ortiz of **APA Worldwide Movers** in Costa Rica, “all surface shipments go via sea, except to Nicaragua, El Salvador,



The Amazon Rainforest covers about 40 percent of South America.

Honduras, and Guatemala.” He cites convenience and cost of shipping as the principal reasons behind that logistical decision. Although Costa Rica shares a border with Panama, shipments are routed by sea because of the comparatively lower freight rates.

While plans are continuously being formulated to increase transport links, they are subject to both political and economic pressures. In a region as diverse as Latin America, many competing interests vie for resources. Given the financial turbulence of the past two years, investment money is scarce for large-scale infrastructure projects that would reduce transport costs in the region.

One such project, the Puebla-Panama Plan (PPP), appears to have been put on hold. Begun in 2001, the PPP is a multibillion-dollar program designed to expand connections between the nine southern states of Mexico and all of Central America and Colombia. Former Mexican President Vicente Fox, a major proponent of the plan, had lobbied extensively in support of it. However, Tom Schmidt of **Mexpack** in Mexico City noted, “Since Fox left office there seems to be little news regarding the Puebla-Panama Plan, and it does not appear to be as much of a priority anymore.” Strong resistance by indigenous populations to the PPP’s various projects seems to have derailed and slowed its implementation at least in the near term.

Logistics challenges exist in every region throughout the world. In South America, the trucking of household goods between countries is not considered the best routing in most cases. Because the overall transport rates are normally cheaper when shipping by sea, IAM members logically choose this routing to minimize costs. As long as the region is plagued by underdeveloped infrastructure and difficult transit customs procedures, overland costs will remain high and not worth the possible benefits. With that said, there are multiple trade lanes within the region that utilize trucking in a cost-effective and profitable manner. Although future projects are in the works to expand and enhance the existing transportation infrastructure, their implementation will continue to be vulnerable to political and economic forces.

Please keep these issues in mind during your next shipment to Latin America. Understanding the logistical possibilities in the region will allow you to educate your clients, better manage their expectations, and quote for them more effectively. ■

The Heartbeat of Latin America: Insights on What Makes the Region Unique

By Joyce Dexter, Portal Editor

Like many of today's major players in the modern relocations industry, Jorge Ribera started his involvement as the child of a small moving company owner in Bolivia. Recalling the time he spent with his relatives at the office in his native country, Ribera recalled, "That time was so great for me—the best learning experience I could have had in the business and industry." Today, this lawyer, who also holds an MBA degree from Utah University, is the international director for **La Rosa Del Monte Express**, a longtime IAM and PAIMA Member that specializes in moves to and from the Dominican Republic and Puerto Rico with offices on the East Coast of the United States. Ribera has traveled extensively throughout the region, and his understanding of what makes Latin America tick served him well as the president of LACMA in 1997 and continues to inform his work with clients from his Miami office.

Ribera shared some useful insights on the regional culture and business philosophy in a recent interview with *The Portal*. It's important, he said, to understand that Latin America is growing fast, changing quickly, and destined to be a power to be reckoned with five to 10 years from now. One reason is that the up-and-coming generation is embracing the technology that has made countries like Argentina, Brazil, and Chile economic leaders in the hemisphere.

Latin America is in many respects a work in progress, Ribera observed, and that evolution mirrors what has occurred elsewhere. "As in other places," he said, "there are big moving companies and small ones. The big ones tend to exist in a partnership, and have embraced the use of computers and technology. The smaller ones tend to be family-owned. In South America, the culture is very important and strong, and although the typical small company is very professional and a son or daughter may work there, Mom and Dad have the say."

Many years of running the business their own way have contributed to the parents' resistance to—and distrust of—computers, Ribera said. "They prefer to see their accounts receivable and accounts payable on a piece of paper. So they use computers as an accounting tool but not for tracking." That is changing, but very slowly, as the younger generation, who have often studied at Harvard or in Boston or Texas, begin to take more responsibility for managing their firms with technology, looking for new markets in a globalized world.

Also contributing to the idiosyncratic nature of working in the region are the political problems that still complicate the processes and requirements involved in doing business. Some Latin American countries are still late in adopting the styles and institutions of their northern neighbors, although it is the countries with established democratic institutions that have made the greatest strides toward modernization.

Moreover, those forward-looking countries, with few exceptions, have set up Web pages devoted to customs procedures. "Globalization means communication," said Ribera, "and more efficient communication means more successful business. In five or 10 years, every government will have computer systems.



"This is a face-to-face, touching business. Personal relationships are very important. You develop a real friendship and create the best atmosphere for business."

—Jorge Ribera,
International Director
La Rosa Del Monte Express

Governments are changing, because they can see that communications is key to their success and efficiency. Even in schools, kids are learning on the computer. In five or ten years, everyone will own one."

For now, though, the transition is slow, said Ribera. Because IBM, Dell, and other technology products are made in overseas countries, South American companies need to buy them, import them to South America, and pay the costs of shipping. "By the time you add it all up," he said, "a computer will cost \$1,800 to \$2,000. For a small company that pays its employees a minimum salary of \$250 to \$300 a month, that is a very large expense. In the big three—Brazil, Chile, Argentina, as well as other countries—computers are more common than elsewhere in the region." The more tech-savvy companies are doing well, said Ribera, and when both industry and government agencies are "wired," there are fewer delays and other problems that occurred in the past.

Geography and infrastructure dictate the best way to move shipments, Ribera noted. "In South America, the train is used only in mining, not for household goods. The trains don't run

Over the past decade or so, real estate has been a bargain in desirable locations like Argentina, Costa Rica, and Panama (where there are no taxes). In one prime location, on the border between Costa Rica and Panama, there is a community of Canadians and Americans who have found that their money goes much further than it does back at home. But now that the dollar is weak, Jorge Ribera predicts, the days of cheap real estate may be waning, at least for U.S. investors. Europeans, on the other hand, are discovering that their euros can buy handsome properties at attractive prices, and—ironically enough—Latin Americans themselves are taking advantage of the lower cost of housing in the United States.

regularly enough, unlike in Europe. Some countries, such as Bolivia, which is landlocked, need the rails to transport containers more frequently from the Chilean port of Arica and from Santos, Brazil.

“In South America, there are ports with all the necessary facilities and equipment and good highways, so people use trucks more than trains, although trains are cheaper and more cost-effective. Air transport is not used too much, especially for big volumes. Ocean shipping with steel containers is much more common. Also, with the economic crisis and the cost of petroleum and fuel so high, ocean transport is cheaper than air, and containers have greater capacity. Fifteen or 20 years ago, the transit time by sea for one vessel going between the United States and Argentina was 30 days. Today, it’s 15 days, and many steamship lines have services. Ten years ago, it would cost about \$3,500 to ship a container between those ports; now, it’s closer to \$1,800. So air is used only for small packages, art, supplies for the computer and petroleum industries, and urgent deliveries.”

Interestingly, Ribera explained that air shipments are used to transport goods to Africa, which is now experiencing the growth pains and adjustments that Latin America faced in the past. “But someday, in Africa as well, air will be used for only the most important things.”

It is a mistake to discount the role of culture in dealing with Latin American companies, Ribera cautioned. Although some companies have broken free of the so-called “mañana mentality” for which the region is known, the word “tomorrow” is still very much alive and well.

“It’s part of the culture,” Ribera acknowledged. “They don’t live the way we do in the United States, where we do things quickly or right now, because the business is not so competitive. So many countries in Latin America have only a handful of moving companies, so their customers essentially have a captive audience. The movers will be paid in U.S. dollars, but will pay their workers in the local currency, so they have a good profit margin even for service that isn’t as prompt as elsewhere. If you send a request, they will answer the next day, not today. It’s all part of the Latin way, but they do answer you.”

What may turn that mindset around, however, is the fact that many Latin American parents are sending their children abroad to colleges and universities, where they get a different perspective that they will apply when they get home to work in their family businesses. “It will take time,” said Ribera, “but they have open minds and things will change. We are now seeing a third generation with their eyes on new goals.”

A Cultural Progression

According to La Rosa Del Monte’s Jorge Ribera, there is little wanderlust to be found among Latin Americans. Unlike their highly mobile U.S. neighbors, he said, few of them have any desire to live too far from their close-knit families. This is a cultural mindset prevalent in the hemisphere. But apart from such traditional reasons for sticking close to home, there is a practical one as well: Even to travel to a neighboring country, one must obtain a visa as well as a passport. Among the middle and professional classes, some workers—petroleum engineers, for example—are willing to live abroad, but this is the exception rather than the rule.



Many Europeans and North Americans have discovered that their real estate dollars can go much farther in some Latin American countries, including Costa Rica and Argentina.

Ribera believes that Latin America surpasses most of the rest of the world in at least one respect. “Packers in South America and China—they are really artists, the best in the world,” he said. “In the United States and Europe, everything is wrapped and put in neat boxes. In Latin America, they pack like an artist, around the actual shape of the item. They are very good—and creative.”

Another tradition Latin American firms use to their advantage is their personal touch. “This is a face-to-face, touching business,” said Ribera. “Personal relationships are very important. You play golf or have dinner with your colleagues and customers, have them over for barbecues or drinks—you develop a real friendship and create the best atmosphere for business. Customers will continue to receive excellent and professional service—even though the mañana mentality will continue for some time to come.”

Meanwhile, overseas firms that do business in South America—particularly in the Andean nations of Ecuador, Peru, and Bolivia—should be mindful, Ribera cautioned, of the risk of drug contraband being placed in shipping containers. “It’s a very real problem, one that everyone needs to be aware of,” he said.

Latin American movers are discovering that handling art and tradeshow exhibits can be a lucrative area. “Very few companies are now engaged in handling them,” Ribera explained, “but the market is a huge one. South America was home to many ancient cultures, and archaeological preservation has given rise to many exhibits being sent out of the country, mostly to New York and Miami and other major cities. Maybe others will see that it is a profitable market and will start doing it as well. It will be a beautiful market, as will fairs and tradeshows. More companies are attracting private investors, so we are seeing an exhibit or two every six months in Buenos Aires, Sao Paulo, Santiago, and many other cities. The countries are trying to attract investors, and investors are trying to attract new markets. Auto manufacturing, technology, and other industries are growing in the region.”

Ribera sees a bright future for individuals eager to explore the many business and economic opportunities that are emerging in Latin America. “I believe opportunities will increase for moving companies as well,” he added. ■

Doing Business with Latin America

By Evelyn de Jaen

Editor's Note: The following article is excerpted from a presentation given by Evelyn de Jaen, general manager of LACMA (Latin American & Caribbean International Movers Association), at IAM's 2009 Annual Meeting Knowledge Lab. For more on LACMA, see page 31.

For a decade prior to the recent worldwide financial crisis, Latin America enjoyed an economic boom fueled by increasing political stability and the expanded economies made possible by international investment. As a result, annual growth in the region averaged around 5 percent. In the wake of the crisis, the economies of Argentina, Peru, Costa Rica, Panama, and the Dominican Republic were particularly hard hit. Where earlier investment had come mainly from the United States, today foreign investment is also coming from Spain, Asia, China, and India, pushing U.S. investment in Latin America to fourth place overall.

Supporting entrepreneurs and startups

Economies differ greatly in how they regulate the entry of new businesses. Using Singapore as a baseline for good business practices, Chile, Colombia, Mexico, and Peru are among Latin America's top-ranking countries while Venezuela is among the lowest-ranked, due mainly to the current political regime. The first hurdle that entrepreneurs face when starting up a business is the requirement to incorporate and register their new firms before they can operate legally. While in some countries this process is straightforward and affordable, in others the procedures are so burdensome that some entrepreneurs resort to using "cash incentives" to encourage government officials to speed up the process.

With regard to the time and costs normally required to complete the process of starting a business, using New Zealand and Canada as benchmarks, Nicaragua, Panama, Paraguay, El Salvador, Chile, Colombia, and Mexico have the most effective and efficient processes. However, in Bolivia, Venezuela, and Brazil,

more documents are required and the process is generally fraught with complications.

The time it takes companies to start a business is also a significant factor. New Zealand, where it takes very little time, is once again the benchmark. In Panama, El Salvador, Honduras, Guatemala, Chile, Mexico, Argentina, Paraguay, and Colombia, the process takes a more-or-less reasonable amount of time. The more complicated procedures to be found in Peru, Venezuela, and Brazil mean that the process takes more time there.

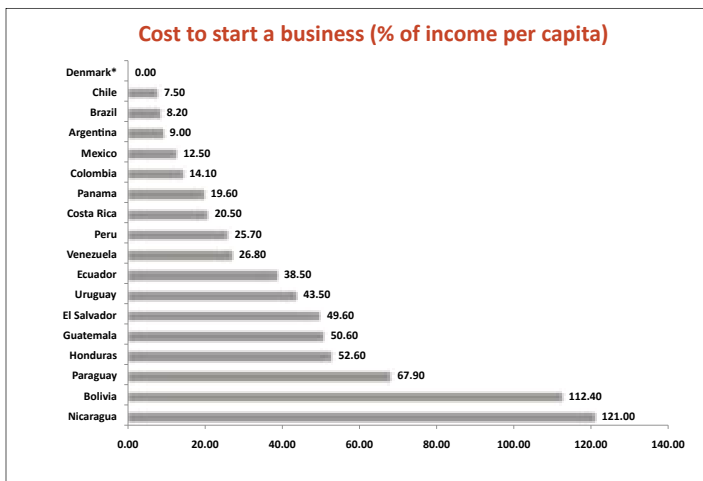
One study found that up to 73 percent of the decisions to invest in a business were determined by the presence of legal and regulatory protections for investors, rather than the characteristics of the company or the particulars of the industry.

Capital requirements vary

In Chile, Brazil, Argentina, Mexico, Colombia, Panama, Costa Rica, Peru, and Venezuela it costs less money to start a business than it would in Guatemala, Honduras, Paraguay, Bolivia, and Nicaragua. Most countries require an entrepreneur to have a minimum amount of capital to set up shop, but there are some 70 economies in the world that do not have a minimum capital requirement. Those include Brazil, Chile, Colombia, Costa Rica, Nicaragua, Panama, Paraguay, Peru, Uruguay, and Venezuela. If you wish to own a company in Bolivia, El Salvador, Argentina, Mexico, or Ecuador, you must provide the minimum capital requirement, with Honduras and Guatemala especially requiring a larger amount of capital to start the business. Many of our countries in Latin America also provide a lot of incentives to entrepreneurs so they can initiate a business in our countries.



Moving goods and people in Ecuador.



In Latin America, only Chile, Brazil, and Argentina require capital investments of less than 10 percent of the per-capita income to start a business.

Sometimes, companies seeking to do business in Latin America will attempt to negotiate terms that will allow them to deviate from the labor codes in force in a particular country. Economies worldwide have established a system of laws and institutions that are intended to protect workers and guarantee a minimum standard of living. These laws establish penalties and compensation standards for companies that lay off employees in order to move their jobs to another country.

Investors, taxes, regulations

Companies grow by raising capital, either through bank loans or by attracting equity investors. Selling shares allows companies to expand without the need to provide collateral and repay bank loans. But because investors worry about their money they first want to ensure that they will be legally protected, and they look for the availability of laws that will regulate and protect their investment. For example, one study found that up to 73 percent of the decisions to invest in a business were determined by the presence of legal and regulatory protections for investors, rather than the characteristics of the company or the particulars of the industry. Peru, Colombia, Chile, Mexico, Paraguay, Brazil, and Nicaragua have strong laws to protect investors, whereas such laws are somewhat weaker in Honduras, Costa Rica, and Venezuela.



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Economic News from Latin America

Here is an overview of recent economic activities in Latin America, as reported in the *Latin Business Chronicle*:

- **Peru:** The state news agency Andina reports that Peru's January exports increased 46 percent over last year to reach \$2.3 billion. In addition, Peru's residential and commercial real estate markets have been booming for several years, the country is enjoying an unprecedented run of political stability, and analysts expect the good times to continue. In its latest World Economic Outlook, the International Monetary Fund (IMF) predicts that Peru's economy will be the region's fastest-growing over the next two years,
- **Costa Rica:** BASS Americas, a unit of British American Tobacco, has announced that its Costa Rica offices intend to hire 200 new employees to support the company's financial operations in the region, according to the Argentinean newspaper *La Nacion*.
- **Chile:** The powerful earthquake that recently struck Chile caused damage to many of the country's wineries, but the wineries report that they don't expect "significant disruption" in export sales, according to Bloomberg.
- **Brazil:** In response to a trade dispute with the United States over cotton subsidies, Brazil has announced that it will raise tariffs on 102 U.S. goods—including cars, boats, and chewing gum—for one year.
- **Mexico:** Mexico's stock exchange, Bolsa Mexicana de Valores, anticipates that 2010 will see the best performance of Latin American exchanges, outperforming Colombia and Peru. Mexico's economy is expected to grow by up to 6 percent according to the investment firm Bulltack Capital Markets.
- **Panama:** Panama has been experiencing an investment boom in construction and tourism, and the new Panama Canal works will add significantly to the economy. The country's credit rating is on the verge of an investment grade, and with that rating, Panama will improve on its recognized reputation as a financial and logistical center for Latin America and the Caribbean.
- **Venezuela:** Venezuela will have the world's highest inflation during the five-year period starting in 2010, according to a *Latin Business Chronicle* analysis of new forecasts from the International Monetary Fund. The forecasts cover 186 countries worldwide. With Zimbabwe getting its hyper-inflation under control and expected improvements in several other African countries, Venezuela stands solidly at the top of the inflation ranking.

—SOURCE: *Latin Business Chronicle*

Taxes are essential; without them, governments would have no money to provide the public amenities, infrastructure, and services that are crucial to a properly functioning economy. However, in Latin America small and medium-sized companies in particular often opt out and choose to operate in the informal sector to avoid paying taxes. Tax compliance can be enhanced by easing and simplifying the process of paying taxes. Tax rates are lowest in Chile; fairly low in Ecuador, Paraguay, Guatemala, Peru, Honduras, Panama, and Mexico; higher in Nicaragua, Brazil, Bolivia, and Colombia; and highest in Bolivia, Colombia, and Argentina.

The amount of documentation necessary to import or export goods is also a crucial consideration for people doing business. As a benchmark, France requires very few documents for imports and especially exports. Panama, Mexico, Nicaragua, Chile, Colombia, and Costa Rica require fewer documents; Ecuador, Paraguay, Guatemala, and Uruguay require more. Panama, Argentina, and Brazil require fewer days to process export documents, whereas Nicaragua, Paraguay, and Venezuela require more time. The documentation process is less expensive in Panama, Chile, Peru, and Paraguay and somewhat more costly in Mexico, Argentina, Colombia, and Venezuela. In terms of the amount of documents necessary to import, Panama, Mexico, and Nicaragua have reasonable documentation requirements. However, Guatemala, Honduras, Paraguay, and Uruguay require more documents and so the process is more tedious. Paraguay and Venezuela require somewhat more time to process import paperwork. In terms of import cost per container, Chile, El Salvador, and Panama have reasonable costs while Bolivia, Argentina, Mexico, and especially Venezuela are significantly more expensive.

These cost differences are a result of increasing regulation. Worldwide organizations are attempting to change the applicable regulations in an effort to make importation and exportation easier. The time it takes to declare insolvency and bankruptcy in countries such as Bolivia, Mexico, Nicaragua, and Panama is not too long. But in Venezuela, Chile, and Ecuador, the process drags on for years and is much more difficult for companies. Rates of recovery after insolvency are high in Mexico, Colombia, Uruguay, and Bolivia, but are less favorable in Brazil, Ecuador,



As this chart shows, with the exception of Panama, there is no direct correlation between a Latin American country's paperwork efficiency and its shipping efficiency.

and Venezuela. International organizations are working with Latin American governments to encourage systemic reforms in order to facilitate business startups and closures, employment, access to credit, and enforcement of contracts to make it easier for foreign investors particularly. Colombia, Costa Rica, Guatemala, Panama, Uruguay, and the Dominican Republic have worked very hard to make these systemic reforms to simplify business and thereby facilitate investment in Latin America.

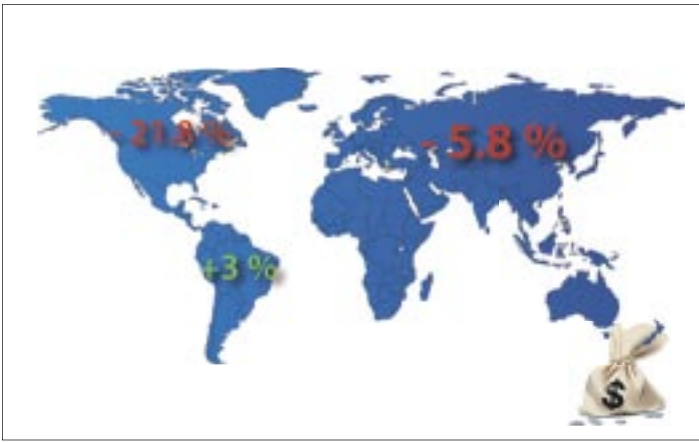
Wealth and finances in Latin America
Latin America is the only region in which wealth increased during 2008, when at the

same time, according to research conducted by the Boston Consulting Group, the world's wealth declined by 11.7 percent—the largest contraction since the period immediately following the terrorist attacks of September 11, 2001. The same study also states that Europe overtook North America in the list of the richest regions of the world. While Europe lost 5.8 percent of its wealth, North America—particularly the United States—lost 21.8 percent and, by contrast, Latin America grew by 3 percent.

The global economic crisis did not affect the underdeveloped countries of Latin America as much as it did some developed countries, particularly the United States



Taxes enable governments to provide the infrastructure necessary for commerce, such as this bridge on the border between Guatemala and Costa Rica



According to the Boston Consulting Group, Latin America is the only world region in which wealth increased during 2008.

and many European countries such as Spain. Brazil, Peru, Panama, and Chile fared well, although Honduras, El Salvador, and Haiti—which were not doing favorably prior to the crisis—fared less well.

When the crisis started, several Latin American countries were experiencing a credit boom financed mainly by foreign credit; not surprisingly, these countries were highly affected by the crisis. However, this is not indicative of the region as a whole in the last decade. Presently, Latin America reflects strong public finances, high international reserves, and solid banking systems that fortunately did not experience similar convulsions as U.S. banks during the crisis. These conditions are the result of improved economic policies as a result of reforms that Latin American countries put in place during recent years.

It is not by chance that the currencies of the region have become stronger and that the risk rates have decreased, and that the prices of stocks have recuperated a great part of the losses suffered during the recent crisis. Unfortunately, not all Latin American countries have restructured their economies, nor

show positive economic results. Some countries are still very vulnerable and they lack sufficient credit from international organizations, particularly Honduras, El Salvador, Nicaragua, and Haiti.

Nevertheless, when the effects of the recent crisis on the world's regions are assessed, the perception will be that Latin America came out of the crisis favorably. For example, in Panama, where I come from, the recent financial crisis has gone almost without notice. Panama's economy slowed down and growth slowed from 9 percent in 2007 to 3 percent in 2008. But the country has not experienced recession, bankruptcies, a collapse of the banking system, or dramatically increased unemployment.

Real estate lessons from Panama

Latin American countries that have been successful in putting into place laws that encourage the movement of goods and people are experiencing real estate booms as people from North America and Europe move there. In particular, Panama has experienced an incredible real estate boom in the past five years. Countries that have high taxes and regulatory barriers for people and goods are seeing the loss of opportunity and are considering reforms that will ultimately increase revenue from the sale of real estate. Even so, each country has its own revenue objectives. For example, Panama has chosen to emphasize real estate in part because it doesn't have large-scale mining industries—as Brazil, Argentina, and Chile have—to generate revenue. Latin American countries are evaluating what they have to offer and how they can reform their laws accordingly to make those advantages more available to foreign investment.

Panama is somewhat of an unusual case compared with the rest of the region, because for most of the past 80 or 90 years it depended on the presence of U.S. military bases for much of its economy. Following the closure of those bases, Panama built on its strengths as a service economy and its lower costs of living to develop a tourism industry and to encourage people from Canada, the United States, and Europe to live and retire there. ■



Did you know ...?

Macaws are found in tropical areas throughout Latin America. They can live up to 70 years in captivity and are thought to survive for up to 150 years in the wild. Because their bright, colorful feathers are prized by collectors, several species are endangered, and captive breeding programs may be their only hope for survival. As pets, however, they require more care and attention than a dog or cat.

LACMA: Serving Members and Clients ... as Well as the Planet

Now 41 years old, the Latin American & Caribbean Movers Association recently gathered in the Bahamas for its annual meeting, which LACMA General Manager Evelyn de Jaen called “a great convention,” even though the weather in Nassau was a bit cooler than expected.

At the meeting, LACMA strengthened its democracy, de Jaen reported. “The associate members were given more participation through the right to vote on the association’s budget, annual fees, convention sites, and other matters proposed by the members and relevant to the association.” Of great significance was the announcement that the LACMA Payment Guarantee Program (LACMA PGP) has been increased to US\$35,000. All LACMA members are covered by this important benefit, which is supported by what de Jaen called “a very effective claims service.”

LACMA—which has grown from 14 charter members in 1969 to 238 today—has long encouraged training for its members. De Jaen noted that the association conducted two successful seminars for packers and trainers in Panama and Argentina in September 2009—a prelude to a virtual seminar slated for April 2010. In addition, a traditional LACMA semi-

nar for middle managers will be held in September 2010 in Peru or Panama, led by Brian Charles, a well-known former industry colleague (fondly regarded as “British with a Latin heart”).

de Jaen said she was gratified by the number of members who contributed to the LACMA relief program, which will extend a helping hand to earthquake victims in both Haiti and Chile, and to the scholarship program, which this year will benefit two children of associate members.

Like many other industry groups, LACMA is growing greener all the time. It continues to promote its newest program, dedicated to preserving the planet. Through LACMAEARTH, LACMA will, for the second consecutive year, compensate for the CO₂ emissions produced by the air travel of its participants to the annual convention by supporting the protection of a natural forest in Costa Rica.

“We are very proud to have taken a step toward working with our members to mitigate the ecological footprint of our members on our planet,” de Jaen said, noting that LACMAEARTH and other association programs and services serve to enhance the organization’s reputation and prominence in the industry. ■



LACMA
General Director
Evelyn de Jaen



The LACMA Board of Directors for 2010–2011

At the 2010 LACMA Convention & General Assembly held February 28–March 3, the assembly reelected the following LACMA Board of Directors for 2010–2011:

PRESIDENT

Mr. Luis Silva
Unipack, S.A.
Santiago, Chile

VICE PRESIDENT

Mrs. Laura Ganon
Transportes Fink Ltda.
Rio de Janeiro, Brazil

SECRETARY

Mrs. Andrea Bacigalupi
Servimex, SACI
Asuncion, Paraguay

TREASURER

Mr. Walter Laffitte
Canal Movers & Logistics Corp.
Panama City, Panama

ASSOCIATE DIRECTOR

Mr. Klaus Moericke
Transportes Fluiters Internacional
Madrid, Spain

IMMEDIATE PAST PRESIDENT

Mr. Felice Snider
Aviomar, S.A.
Bogota, Colombia

PAIMA: We're Going Global

By Sherry Williams

PAIMA headquarters, which relocated last August to Tampa, Florida, is in the process of incorporating in the United States. At the moment we have two full-time people. I serve as executive director, and Noreen Hansen is our accounting and database manager. Noreen is an excellent addition as she grew up in Latin America and is bilingual. The rest of our office needs are outsourced. For example, Colin Quarrington—well known to the international community as the editor of *FIDI Focus* magazine and other industry publications—also edits our magazine, *PAIMA Report*, which is published three times a year. Our goal is to increase it to four issues a year.

One item worth mentioning is the overwhelming number of companies that generously sent in a voluntary, one-time contribution of \$350. Within 30 days after we requested the donation, more than half of our members responded with the payment. The message was very clear: Our members need PAIMA and want to see it grow.

PAIMA—the Pan American International Movers Association—currently has 120 members. We are scrupulous about canceling members that do not adhere to our by-laws or are delinquent in payments. Our view is that if they are not paying the small association dues, then chances are they're not paying their partners around the globe. We just recently added two very good moving companies as Active Members and one Affiliate Member at our recent Board of Directors meeting in Miami.

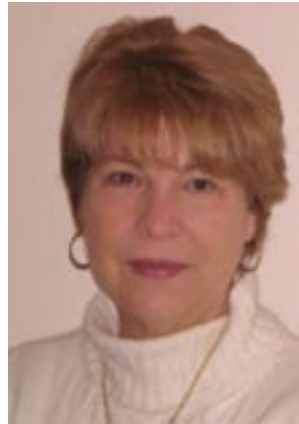
We also reviewed our fee to join PAIMA, and have reduced it in view of the economical difficulties many moving companies are experiencing. The initiation fee is now \$1,200 and it includes a half-page ad in one issue of our magazine. The annual dues of \$575 is invoiced once the final approval is received.

The PAIMA Ecology Award

In 2007, PAIMA created its Ecological Award to foster its commitment toward ecological awareness, education, and recognition, and in memory of our distinguished colleague, Juan Peralta. The award is aimed at honoring a member that has demonstrated a high level of commitment to the environment; to encourage other PAIMA members to become more aware of the environment and what they must do to preserve it; and to share the benefit of their experience in “going green.”

In addition to receiving a plaque at the PAIMA convention, the winning company will also receive a full-page writeup in the magazine that is published after the convention. All nominations for the award are due by August 1, 2010.

—Sherry Williams



“At the next General Assembly, the Board of Directors will propose that Associate members also be represented on the Board. In other words, PAIMA is not limited to the Americas—we are going global.”

—Sherry Williams,
Executive Director, PAIMA

Unlike other regional associations, PAIMA allows all members to vote. At the next General Assembly in California in September, the Board of Directors will propose to the General Assembly that Associate members also be represented on the Board. In other words, PAIMA is not limited to the Americas—we are going global. We also will consider a proposal to reduce the number of Board representatives from nine members to six.

Also at the General Assembly, PAIMA will name its first Honorary Member—a designation that recognizes a representative of a member company that has contributed consistently and significantly to the growth and development of the association.

The tonnage reporting is done on our website, and our members may also update and manage their profile online. This means that the company listing on the website is as accurate as possible.



At a recent meeting (left to right): Ramon Sierra, PAIMA president; George O'Masta, vice president; and Rafael Moreno, director.



The PAIMA board (left to right): Pat Toscano, Reliable Van & Storage Co.; George Naumann, Swiss Moving Services; PAIMA Executive Director Sherry Williams; Rafael Moreno, Moreno International; Christy Wickman, Wickman International; Gary Burke, Burke Brothers Group; Diego Aguirre, Mercovan Argentina; Ramon Sierra, Sentry International; and Noreen Hansen of PAIMA. (Not pictured: George O'Masta.)

There are 10 Tonnage Awards given out each year for the following categories: Overall Tonnage, African League, Asian League, Central America & Caribbean League, European League, Mexico and Canadian League, Oceania League, South American League, and United States of America League.

This new tonnage reporting system is available for our members to use as a tracking tool to keep track of how much tonnage they have received from and given to other PAIMA members. This information is listed in the "Reciprocal Tonnage Summary."

We also present an Ecological Award to a deserving company at our annual convention each fall (see sidebar).

PAIMA is actively investigating providing online training on our website. We would like to make basic training available to all members, building on that with additional modules members may want to add in the future.

For more information, visit www.paimamovers.com. ■

Getting Down to Business in Guatemala

By Yaneli Perdomo, Relocation Manager, Intermud, S. A. Guatemala

Guatemala's economy is dominated by the private sector, which generates about 90 percent of Gross Domestic Product. Agriculture contributes 13.3 percent of GDP and accounts for 24 percent of exports. Most manufacturing is light assembly and food processing, geared to the domestic, U.S., and Central American markets. Over the past several years, tourism and exports of textiles, apparel, and nontraditional agricultural products such as winter vegetables, fruit, and cut flowers have boomed, but more traditional exports such as sugar, bananas, and coffee continue to represent a large share of the export market.

The country's macroeconomic management is sound and its foreign debt levels are modest. The current government has continued programs to promote foreign investment, enhance competitiveness, and expand investment in the export and tourist sectors. Even as the international financial crisis continues, Guatemala has become the most important economy in the Central American region. Its economy represents more than one-third of the GDP for this region. Guatemala enjoyed a relatively strong economy prior to the global recession, with an average growth of 4.1 percent during the last seven years.

Guatemala promotes investment and includes provisions that recognize the importance and guarantee private property rights for Guatemalan nationals as well as foreign investors. All sectors of the Guatemalan economy are open to both local and foreign investment, which generates new jobs and allows Guatemalans to improve their standard of living.

This level of investment and development generally brings a corresponding need for additional infrastructure. As multinational organizations enter the marketplace, they need to bring their employees into the region, and hire additional local personnel.

These continued investments and growth have brought on tremendous business opportunities, allowing us to expand and improve all service areas. The combination of Intermud's four



Intermud's facility in Guatemala

service areas—moving, packing, storage and relocations—guarantees our customers quality, creativity, and credibility in all services.

After 27 years of experience in the moving industry, Intermud S.A. is known locally and internationally to be an excellent choice in Guatemala. Intermud understands and provides solutions for the local and international transferees of multinational companies, diplomatic personnel, and many others. Furthermore, Intermud understands the importance of integrating families into a new environment. Our professional staff is committed to assisting its customers, helping them to feel immediately comfortable and welcome in Guatemala.

Intermud coordinates all aspects of an international transfer. As both an origin and destination provider, our company handles moves into, within, and from Guatemala, through an extensive network of partners and representatives of the best known international moving companies around the world, all focused on quality.

We have been successful in achieving FAIM accreditation, the world's only quality assurance standard for the international moving industry. This assures our customers that they will receive the highest level of personal attention, and Intermud's staff is committed to exceed their expectations. Intermud's goals are to make our customers' experience a positive one, and of course, become their best and only option in Guatemala.

Intermud, S.A. Guatemala

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Intermud containers in warehouse

La Rosa Del Monte: Investing in the Future

Most people know **La Rosa Del Monte** as a giant when it comes to residential moves. Yet many aren't aware that the company has an equally capable commercial division that deals with moving businesses and their equipment locally or globally.

"For many years people knew our company moved people. Now we are looking to show them that we can bring that same expertise to the commercial market," said Maritza Torres, director of the company's commercial department.

When it comes to commercial moves, La Rosa Del Monte focuses on preplanning, attention to detail, and coordination. "We relocated many local offices into new facilities throughout the island as well as moving businesses and their equipment into, or out of, Puerto Rico," Torres said. "Our services include crating, packing, dismantling, and assembling and warehousing."

In 2004 the company also purchased new rigging equipment for their machinery moving division. This facilitates shipment of larger items for major companies and manufacturers. The firm also invested more than a half-million dollars in new flatbeds, forklifts, air compressors, and personnel.

Five years later, La Rosa Del Monte made another large investment, buying new infrastructure and facilities to support its Orlando, Florida, location, equipped with all new technology to track trucks and shipments faster and more conveniently. The Orlando facility serves as a distribution hub for the company and is managed by Hiram Rodriguez II, the second generation of family ownership.

La Rosa Del Monte has made the large purchases to keep up with market conditions. "As unfortunate as it is," Torres explained, "many manufacturing and pharmaceutical companies are moving off the island. In addition, the employees of these companies are having to relocate as well, and in order to successfully manage this business we decided to move forward." She added that many local companies have been upgrading their facilities, which means they also are in need of relocation services.

As important as the machinery and equipment investments were, Torres said La Rosa Del Monte's most important investment has been in its personnel. "I have three great people



La Rosa Del Monte's facility in Orlando, Florida

working with me in the commercial department. Our whole team in Puerto Rico, [the United States], and Dominican Republic is trained and prepared to give our clients the best service, with the best communication, while being very careful with their equipment and personal belongings."

Fernando Marín, one of the company's account executives, has more than a decade of experience specializing in employee relocation, commercial relocations, and machinery moving. Netfaly Rodríguez, the logistics director, is, said Torres, "the best at what he does, in my opinion."

Torres herself has found her time with the company rewarding. "I enjoy the everyday challenges the job brings," she said. "There are never two days alike and I enjoy the different challenges that each client brings."

La Rosa Del Monte has been in business in Puerto Rico, the United States, and the Dominican Republic for more than 40 years. ■

Adapted from an article by Jonathan May that appeared in Caribbean Business.

Panama International Packers: A Culture of Caring

By Joyce Dexter, Portal Editor

Members who attend IAM's annual gathering each fall increasingly reflect the demographics of the world at large. More and more, women are in evidence, rubbing shoulders and building relationships with their fellow attendees, not only as spouses but as partners, managers, and entrepreneurs in their own right.

One such presence at the 47th Annual Meeting in Orlando, Florida, was Cary Aguilar, president of **Panama International Packers**. Her sunny disposition and ready smile invited chats with potential trading partners as well as old friends. Aguilar's ambitions for her company reflect yet another reality as women raise their profiles in the industry: The need to balance business and family without compromising either.

Stability is a primary goal in any family enterprise. "I am the first one in my family with my own business," Aguilar explained. "My father was a car salesman, my mother a secretary. I grew up seeing my parents working. As time went on, I wanted to work for myself and create something for my own daughter and two brothers."

Aguilar began her career at another moving company in Panama that worked with Japanese accounts. There, she was trained for 10 days in their US facilities. "I knew nothing," she recalled, "but I learned quickly how important it is to the Japanese to have quality packing and to receive their goods in the same condition at destination." She worked for two years at that company in Panama City and the countryside before deciding that she would love to work for herself. Then 30 years old, she told her boss, "I love what I am doing here but I would like to do something for myself." So she quit her job, drawing on her personal relationships in the insurance business and agents in the United States and other countries.

Panama is a small country, home to about 3.8 million people, and Panama International Packers began in 1999 with a tiny contingent of only three employees: an assistant, a head packer, and Aguilar herself. The fledgling company's first job was handling a move for a client who was going to the Caribbean. To cultivate contacts and relationships with people in Panama, she began to join professional associations, including PAIMA, the Inter-American Moving Association, HHGFAA (now IAM), and others.

Aguilar's hard work paid off. Today, Panama International Packers employs 16 people; all of the office staff are women, but men and women work together as packers. "Women are so good at this business," she said, a lesson she learned early on that has helped her steer her firm on a successful path. She discovered during her 20-year marriage that women have a unique perspective that is an advantage in the moving business.

"In my first ten years of marriage," she said, "I moved to five different countries and I as the wife had to deal with the movers. It is easier for a woman to deal with another woman. We understand how women think. If I can show that to my employees we can be successful. When you arrive in a new country, typically



When you have the opportunity to talk to people from different cultures, you learn a lot about how they think, what is important to them.

—Caridad Aguilar, President
Panama International Packers

the man goes to work, the kids go to school, and the woman has to deal with settling in. Now, of course, relocation has come to a certain point for women. The idea has always been to take the stress away from the men, but now women are the ones working, and the men are the ones dealing with the aftermath of the move. The dynamic has changed a lot now that many professional women are going to work, leaving the men wondering what they are going to do."

Women have the skills and perception necessary to correctly assess their customers' priorities, said Aguilar. "When I am doing a move I always say to my crew, 'The first thing you have to find are the toys for the kids.' We open that box for the children; once they are with their toys they're happy and we are ready to begin our work.

"I have a friend who is a very fine pianist in Panama. His wife said the first thing we needed to set up was the piano. Then the man began playing and we really enjoyed that delivery."

Having divorced from her husband two years ago, Aguilar is raising the couple's 16-year-old daughter, Aimee Nicole, whom she is grooming to join the business. "I am working for the next generation," she said. "I work a lot from home. When she comes home I am working. She's getting exposed more and more to what I am doing. After school she does my filing—she's my personal assistant. She loves animals, and is most excited about doing pet relocations."

Aguilar remembered a Japanese family who were very sad; the wife was despondent that they were going back home to Japan, where she would be going back to a tiny apartment after living in a large house in Panama. "When you have the opportunity to talk to people from different cultures, you learn a lot about how they think, what is important to them."

Culture shock is a common experience for expatriates. "Many Americans, when they arrive in Panama, realize that they don't know how to behave with a housekeeper. In Panama you have a nanny and other household help. It is a process of learning

—a beautiful process. However, there are people who think they can live in other countries but find they can't. You have to be open-minded and learn the culture and language. The companies that hire people who can speak different languages are the most successful. For example, in Miami the Spanish community is so large that all the moving companies have people who speak Spanish.”

Aguilar has a breadth of experience that has served her well as she nurtures her business. “Before I first came to the United States, my father wanted me to be a lawyer and to study in Panama. I asked him to allow me to come to the US for one year. I studied fashion merchandising. You don't have to study logistics to be successful in the moving business. I have a master's in logistics, but being well rounded is the best way to succeed in this business. That's what I will tell my daughter: You have to study.”

Panama International Packers enjoys a reputation as a specialist in art exhibits. In recent years, the company has handled exhibitions by Degas, Rembrandt, Botero, and other sculptors and artists. As she looks ahead to the future, Aguilar's goals for her company are firm but modest. “I would like to continue being a small or medium-size company,” she explained. “I don't expect to become the number one company in Panama—I just want to have a company that does a good job for each of our customers. I don't want to become so big that I lose the relationships I have developed with them.”

Panama International Packers

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Web site: panamainternationalpackers.com

Caribbean Moving Services (CMS) Curaçao

By Manuela Carolina, Director of Operations, Caribbean Moving Services (CMS)

Curaçao Netherlands Antilles, located approximately 35 miles off the northwestern coast of Venezuela, is part of the Kingdom of the Netherlands. The Netherlands Antilles consists of five islands, with Curaçao being the largest island; the island and territorial capital, Willemstad, is home to the Netherlands Antilles government and the parliament.

Alonso de Ojeda, a Spanish navigator and lieutenant of Christopher Columbus, discovered Curaçao in 1499. Some 136 years later the Dutch conquered Curaçao and removed the Spanish government. The victorious Dutch merchants transformed the island into a very important trading center for the entire Caribbean basin.

Geographically, Curaçao lies in the heart of the Caribbean basin, at the crossroads of major shipping routes. Accessibility is the most important factor for any business, and Curaçao has much to offer in that respect, thanks to the country's well-developed infrastructure.

As part of the Kingdom of the Netherlands, Curaçao is a favorite destination for many people relocating into or within the territory as well as abroad. People move to and from the Netherlands Antilles both for business and pleasure.

We at **Caribbean Moving Services N.V.** see a lot of expats and natives returning to the islands after going abroad to school in The Netherlands. The latest trend is a big increase in people buying vacation homes on the islands, in large part attributable to the strong euro. Having agents on all the islands enables us to also service Bonaire, Sint Maarten, Sint Eustatius, and Saba.

We are proud members of IAM, FIDI/FAIM, and LACMA, ensuring a worldwide network of partners. We work hard to ensure that our very good reputation both locally and abroad



The staff and crew at Caribbean Moving Services.

makes certain that we become *the* moving company whenever someone is thinking of moving on, to, or from the island. This is also why both the U.S. Consulate and U.S. military turn to CMS as their moving company in Curaçao. We are the largest removals company on the island, offering personal and office relocations as well as storage.

The recession in the United States had its impact on the whole world; fortunately we have not seen a significant decrease in jobs and projects.

Caribbean Moving Services N.V. is part of the Caribbean Cargo group, which has been in the cargo business since 1981. In 1994 H.H. Geenen and R.A. van Vliet (the owners and directors of the CCS-group) decided to respond to market needs and added a moving division to the group—Caribbean Moving Services (CMS). High season in the moving business is also the low season in the cargo business, and so we believe we have hit on the perfect combination.

Excellent service and customer satisfaction are the keys of our business. We treat each individual move as if we were moving ourselves. With more than 16 years in the moving industry, Caribbean Moving Services has the experience, knowledge, and qualities to get the job done—and done right—every time.

Caribbean Moving Services (CMS)

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Website: www.cms.an

E-mail: manuela@cms.an



Typical architecture found in Curaçao, which is known for its colorful styles.



Message from Haiti: Update on Concorde World Wide Movers

By Janet Cave Seely, IAM Director of Communications and Member Engagement

Just days after a magnitude 7.0 earthquake devastated Haiti on January 12, Reynald Lally of **Concorde World Wide Movers** gave his fellow IAM members an inside look at the damage wreaked in and around the island's capital city.

Concorde, IAM's only member in Haiti, is located close to Pétionville, a commercial area four miles east of Port-au-Prince. Boutiques, art galleries, and restaurants attract tourists, and a large number of wealthy citizens live and work there. "We made that choice because we felt that it was easier for our clients to come see us here rather than being located at the airport or downtown [Port-au-Prince], or even in downtown Pétionville, where parking was difficult," Reynald explains. The office was in "a large old house in a residential area, with a huge garden and yard."

When the earthquake struck, Reynald basically lost everything—"the structure, equipment, computers, files, the trucks—everything you need to run a company." Concorde was closed for nearly 6 weeks, although they were able to do a few clearances of pre-quake shipments. "Funny thing," he says, "someone from the U.S. Embassy contacted us the day after the quake asking if we could deliver her importation of household effects the same afternoon. We did complete the destination services two days later."

While the current office is much smaller, it is on the same street as Concorde's former space. Says Reynald, "When we moved in, we had to reconnect electricity. We used a private electrician because in Haiti you cannot afford to wait for the state utility company to come fix your problems." The water returned the first week of March, more than six weeks after the quake.

Reynald has purchased desks, computers, and printers, and says Concorde Movers is now up and running, albeit at a differ-



IAM's only member in Haiti, Concorde World Wide Moving, is located in Pétionville, near the lower right corner of the map.

ent pace than before. "We had a stock of packing material and this week [March 8] we had our first packing jobs. We still have one small truck, but the larger one was destroyed. We will have to subcontract until we can afford to buy a new one."

Two Concorde workers were hospitalized after the quake, but fortunately "all the employees have recovered," he says. "The accountant left Haiti after her house collapsed and is now in the States. All of the packers lost their houses too, and are sleeping in tents outside in the streets." The public squares are filled with people, he notes, some with tents and others with only sheets to cover them. Reynald's home was destroyed as well; he sleeps in a room at the office.

Haiti's Vulnerability to Natural Disasters Rooted in Harvesting of Trees

"We are gravely concerned about how severe weather expected this spring and summer will affect Haiti's homeless people," said an American Red Cross representative in a two-month progress report on the situation, noting that the temporary shelters erected for those who lost their homes in the earthquake are not hurricane proof. But it doesn't take a hurricane or even a tropical storm to devastate Haiti: In May 2004 three days of heavy rains from a tropical disturbance triggered floods that killed over 2,600 people.

According to weather experts, Haiti's vulnerability to heavy rains is rooted in its history as the poorest nation in the Western Hemisphere. With oil too expensive for the impoverished nation to consume, Haiti has used charcoal from burned trees to provide 85 percent or more of its energy for decades. As a result, Haiti's 8 million poor have relentlessly chopped down huge amounts of forest, leaving denuded mountain slopes that rainwater sluices down unimpeded.

In the 1980s, Haiti still had 25 percent of its forests, which allowed the nation to withstand 1987's Hurricane Emily with no loss of life. But in 2004, only 1.4 percent of Haiti's forests remained. When Hurricane Jeanne struck that year, the almost total lack of tree cover contributed to devastating floods that killed more than 3,000.

Perhaps most cruel was the hurricane season of 2008, which brought heavy rains from four storms, destroying 22,702 homes, damaging another 84,625, and obliterating 70 percent of Haiti's crops. It was the costliest natural disaster in Haiti's history, with damage estimated at more than \$1 billion.



Devastation like this was typical following the January 12 earthquake in Haiti.

“There is a big shortage of housing now. Rents have tripled!” he continues. “Most of the shipping agents have lost their offices, and the agents for Hamburg Sud, CGM, and Delmas are working out of a container. It’s difficult to contact them because they have limited electricity.

“Organizations like the EEC [European Economic Community, also known as the European Common Market], that had offices damaged in Port-au-Prince, are going to import prefabricated offices.”

Despite the seemingly insurmountable hurdles facing Haiti—a long and daunting recovery, a homeless population estimated in the millions, the rainy season bearing down on the island, the threats of disease and lawlessness—Reynaud sees some normalcy returning to his business. “The port has reopened, the airport is functioning. I expect customs may start charging duties on imported (non-diplomatic) household effects, because duties on imported goods was one of the Government’s main sources of revenue.

“I expect to be busy in the next few months. But in the long term, I think business will be down because fewer families will move to Haiti due to the shortage of housing and schools. I think we will see more people living out of suitcases in small apartments.”

Despite living and working in the midst of “destruction so massive, you don’t know where to start,” Reynald Lally and his employees are determined to keep going. It helps, too, to have the support of his friends and colleagues in the industry. “I wish to thank all the IAM members who have sent messages of encouragement,” he says, “and especially Nahaseer Mubarak from Nucaf in Dubai.”



You may contact Reynald Lally at Concorde’s new address:

Concorde World Wide Movers

7 Rue Garnier • Bourdon, Pétionville, Haiti

Tel 509 2813 -7457 • 509 2510- 7466

E-mail: concordehaiti@yahoo.com

Website: www.concordehaiti.com

Recovery Continues Following Chile Earthquake

The massive earthquake that occurred off the coast of Chile on February 27 was one for the history books. The magnitude 8.8 tremor was strongly felt in six Chilean regions from Valparaíso Region in the north to Araucanía Region in the south—a swath of territory that is home to 80 percent of the country's population. Aftershocks—some nearly as strong as the quake itself—continue to rattle both structures and nerves in the affected area.

Alvaro Stein of **Decapack**, headquartered in Santiago, Chile, has provided regular updates to IAM on the level of destruction in key areas as well as the resumption of normal business practices in the country. As this issue of *The Portal* goes to press, most of the logistical operations of international trade and customs have recovered in record time. Three weeks after the earthquake most ports are operating normally, as well as the international airport of Santiago. The only exception, Stein reported, is the port of Talcahuano, which has suspended all its operations as it awaits technical evaluations and eventual reconstruction. It is important to note that Talcahuano is located near the earthquake's epicenter, where much of the infrastructure was devastated by the intense ground motion as well as tsunamis triggered by the quake.

The port of Valparaíso is now operating normally at 90 percent capacity. Of the eight berths, only two remain closed; they are being assessed before returning to their operations. The port is processing all types of ships and cargoes, including cruise ships, which are common during this time of the year. All supporting infrastructure is fully operational, as are customs facilities.

Similarly, the port of San Antonio has nine berths, of which one is not operational and one has restricted operations. Assessments will continue on the structural conditions as well as the seafloor at sites with problems. Customs is functioning normally, so the port is receiving and dispatching all types of ships and cargo, including household goods and PE.

Meanwhile, at Santiago, the passenger terminal at the airport suffered superficial damage and is undergoing repairs, but its structure and its landing runways remained intact. This allowed carriers to resume flight arrivals and departures within



The February 27 earthquake's epicenter was just off the coast, near Talcahuano, which suffered extensive damage.

three days of the quake. The airport currently operates at 95 percent of capacity, Stein reported. The cargo area and storage facilities suffered no major damage and operations were fully reactivated less than a week after the earthquake.

The ports of Talcahuano and San Vicente were near the epicenter of the earthquake; Talcahuano was the only international port affected by the tsunami that followed the quake. "Reconstruction work began a few days after the tragedy," Stein reported, "but operations are still completely suspended and we are not aware of any estimated date of its reopening."

The country's remaining access points, including the Land Port of Los Andes, were not damaged and are operating normally, according to Stein. "Fortunately," he added, "international movers

affiliated with IAM have their facilities in Santiago and have therefore avoided all major damage. There was only some cosmetic damage that has already been repaired. Operations returned to normal within three to five days of the earthquake, depending largely on the availability of basic services like electricity and water."

"Most important," said Stein, "is that none of the members of our teams has died or been injured. Like most Chileans we have suffered the physical consequences in our homes to a greater or lesser extent and of course suffer from the loss of countless compatriots, which will leave a deep wound. The Chilean people are used to surviving natural disasters, particularly large earthquakes. We know how to get up again and we are confident that our future is promising." ■

A Restless Planet

Tremors were felt in many Argentine cities, including Buenos Aires, and as far north as the city of Ica in southern Peru. Tsunami warnings were issued in 53 countries; even San Diego, California, sustained minor damage.

Seismologists estimate that the earthquake was so powerful that it may have shortened the length of the day by 1.26 microseconds and moved the Earth's figure axis by 8 centimeters. It also moved entire cities—including Concepción, Santiago, and even Buenos Aires—up to 10 feet. The quake also triggered seiches (a type of wave) in Lake Pontchartrain, near New Orleans, Louisiana, some 4,700 miles north of the epicenter.

Chile lies at a convergent plate boundary that has generated megathrust earthquakes for 500 million years. Over the millennia, the Chilean coast has suffered many megathrust earthquakes along this plate boundary, including the strongest earthquake ever measured, the 9.5 magnitude 1960 Valdivia earthquake. More recently, the boundary ruptured in 2007, causing the Tocopilla earthquake in northern Chile.

The recent Chilean quake was five hundred times stronger than the 7.0 magnitude tremor in Haiti in January.

—SOURCE: Wikipedia

Latin Traditions and Cultural Cues

Even though there are important and distinct differences within this major region of the world, there are some common habits and similarities within the Latin American culture:

- All Latin Americans speak Spanish, except in Brazil, where the national language is Portuguese. Also, not all residents of the Caribbean speak Spanish; English is used more in that region, notes Manuela Carolina, director of operations at Caribbean Moving Services in Curaçao.
- In most Latin countries, the attitude toward time is less rigid than among North Americans and a 30-minute delay should not be a surprise. In fact, among close associates, it is recommended that, when setting times for appointments, you should ask, “English time or local time?”
- Latins will usually stand closer together during conversations, so be prepared for that as well as casual touching and, of course, the *abrazo*, or embrace, among good friends.
- Latins are very warm and friendly people and enjoy social conversation before getting down to business. This is a calculated process aimed at getting to know you personally. Latins tend to be more interested in you, the person, than you as a representative of some faceless corporation. Latin Americans see you as the face of the business.
- For social occasions, Latins eat dinner a little later compared to visitors from the United States—expect to eat from 8 to 10 p.m. If you are used to an early dinner, you might want to consider having a snack before going out with your Latin friends.

YP-35 Vice Chair: Born to the Business

Paula Colmenares, sales director at **Portan S.A.** in Bogota, Colombia, got her earliest exposure to the family business as a seven-year-old child. “My very first job,” she says, “was at Portan, wrapping Christmas gifts for our employees.”

Portan has been doing business in Colombia since 1970, when it was launched as Global Servicios S.A., a subsidiary of the Global International Group. In 1992, Colmenares’s family acquired the equity in the company and, as the new owners, branched off independently under the Portan name. Today the company is very active in serving U.S. clients, which, Paula reports, is the largest foreign community in Colombia. “For many years, we have been approved contractors of the U.S. Embassy, the State Department, the Department of Defense, and the Justice Department.”

A YP-35 Member Profile

Paula Colmenares, the vice chair of IAM’s Young Professionals group, came to her management role well prepared, having earned an MBA at a university in Barcelona, Spain. In addition, she had gained professional experience while working in marketing for two years at Colombia’s largest multinational company, Carvajal, and another two years in the Internet industry.

After she completed her MBA, Paula’s father, Luis, Portan’s president and CEO, invited her to join the company—first stipulating that if the arrangement didn’t work out, either party would have the flexibility to discontinue it. “Here I am, seven years later,” says Paula. “Being in a family business as a second generation taking the lead has been very challenging for me both professionally and personally. But my experience at Portan has been a very fruitful one, and my professional and personal growth have brought lasting rewards.” Her sister, Camila Colmenares, is in charge of customer service.

Portan—an IAM member for 22 years and FIDI certified since 2006—is committed, she says, to the training and development of its employees as a path to total customer satisfaction and to offering its local and international clients the quality and professional service they deserve and expect. The company now employs 40 people.

“We put special emphasis on communication skills, responsiveness, and problem solving,” Paula says, “as well as to constant innovation in our operations department by implementing new technology. Right now, we are in the process of developing an architecture and design information system.

“We care about the little details that make the difference,” she adds. “The customer—and building trust between us—is our first priority.”

Portan also is trying to fulfill its responsibility to the community and the planet. “We use friendly environmental processes,



“When you think you have given the best of yourself, give a little more.”

—Paula Colmenares
Sales Director
Portan S.A.

especially in the way we handle waste and debris,” Paula explains. “We also support two children’s charity foundations. One is for girls at risk of sexual abuse and the other is for children with very limited access to education.”

Paula is especially focused on environmental protection. In fact, she says, if she had all the money in the world, what she would buy is “a piece of land with endless nature and water.”

Until that day, however, she dedicates her time and talents to growing the family business. She would like her overseas colleagues to know some important facts about doing business in Colombia: “Systems are evolving,” she says. “We are in the process of attracting foreign investment and signing new trade agreements that will make Colombia a more efficient and transparent country.”

Asked about the best advice she ever received, Paula says, “When you think you have given the best of yourself, give a little more.” ■

YP-35 Is Now on Facebook

If you are or have been a YP-35 member and are on Facebook, please search for “YP-35” on the social media website and request to join the IAM YP-35 group page. Our Facebook group page serves as a forum for YPs to discuss industry experiences and share ideas on how to improve the YP-35. It’s a great way to stay connected with colleagues and friends throughout the world.



As many companies have restricted access to Facebook, some YPs can sign on only during their free time. Therefore, we encourage all members to post anything you feel would be of interest to the group, including photos and jokes, as a way to keep the page lighthearted and fun to visit.

Website: www.yp-35.org



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ALAN F. WOHLSTETTER SCHOLARSHIP UPDATE

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

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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 budget. Please advise your employees that scholarships are available to qualified candidates of any IAM company worldwide. For further information: www.afwscholarship.org.



The ancient coliseum is only one of the many attractions of the Eternal City.

16th Young Movers Conference: Rome 2010

FEDEMAC and the Young Movers Conference organizing committee have released the details for the 2010 Young Movers Conference to be held in Rome, Italy, May 20–23. Established in 1991, the Young Movers Conference has evolved into an annual opportunity for young owners and employees of removal companies to network and maintain business contacts within the industry. The Young Movers Conference also presents education sessions designed to engage participants in topics related to our business.

The Young Movers Conference organizing committee noted, “The YMC will focus on the environmental impact of the moving industry.” With the environmental future of our world more and more uncertain, attendees will surely find this discussion useful and return to their companies with strategies to mitigate our collective carbon footprint.

In an effort to promote cooperation and synergy between the Young Movers and the YP-35, IAM is pleased to be one of the sponsors of the Young Movers Conference. IAM representatives will be on hand to discuss customs and security issues as well as update the participants on the development of the ANSI Global Standards.

More than 140 young professionals from around the world have registered to date and more are certain to sign on over the coming weeks. The high interest and enthusiasm of the companies that encourage their employees to meet and network with their colleagues during these tough economic times exemplifies a positive outlook for the future.

The details of the YMC 2010 are available at <http://2010.youngmovers.eu/>. ■

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ATTENTION YP-35 MEMBERS

Please check your contact details and e-mail address on the YP-35 website (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. Please ensure that your birth date is listed! If you have difficulty accessing the website, or if you have questions or ideas concerning YP-35, or to supply your updated contact information, please e-mail pcolmenares@portan.com.



CORE MEMBERS MANAGEMENT BOARD OUTLOOK

Taking Stock in Latin America

By Cliff Williamson

Most of us can agree that it is not as much fun doing business these days as it was a few short years ago. Corporate accounts are desperately trying to reduce costs, and providers of moving and relocation services must be very conscientious when putting together a bid. Conditions may have improved for some, whereas for others—like here in Argentina where the effects of a market slowdown or even a crash take little longer to take effect, improvements are yet to be seen.

Defining globalization is a tricky business. It resembles very little what most of us expected. Most of us envisioned the rest of the world becoming more like ourselves. Now I would say we had no idea of what to expect. The world is a different place. Doing business is a different game. Most shocking of all the impacts of globalization may be our coming to terms with the interconnectivity of the world. A problem in one place can have strong and almost immediate effects everywhere else.

Called “black swans,” unforeseen events occur suddenly, without warning, and cause the world to rush behind, struggling to catch up. Here are a few examples of recent black swans:

- The rapid growth of free capitalism in China has changed business everywhere.
- The effect of the Wall Street crash has also been a major game changer.
- Brazil has taken on a strong individual identity to become a political player in Latin America and in the world.
- And now the “Greek effect” may cause a rush to conservatism and budget cutting across the Economic Union. What is happening in Latin America today? Here are some numbers:

- Latin America expects 3.9 percent average growth in GDP for 2010.
- Brazil expects an even higher 5.3 percent. Country risk in Argentina hits 1200 points, compared to Mexico’s 131, to Brazil’s 129, and China’s low 76 points.
- Unemployment in Argentina and much of Latin America will be at about 10 percent.
- Argentina’s inflation rate is expected to exceed 20 percent in the current year.

Latin America offers the world a capable labor force and vast natural resources. But it struggles continuously with issues of poverty, eroding security, and unequal distribution of wealth.

In spite of its flaws, however, people around the globe are looking to Latin America for opportunity, places to retire, and a rich cultural life. And don’t forget—it’s a great place to come for a vacation! ■



Cliff Williamson is president of the Transpack Companies in Buenos Aires, and a representative of Region 2 (Latin America and the Caribbean) on IAM’s Core Members Management Board.



CODE OF ETHICS of the International Association of Movers

- I. Members shall acknowledge and respect the cultural similarities and differences among all Members.
- II. Members shall conduct business in a responsible and professional manner.
- III. Members shall deal fairly with all customers, Association Members, and other business entities.
- IV. Members shall adhere to a policy of honesty and integrity in accordance with generally accepted principles of professional conduct.
- V. Members shall be forthright and truthful in their professional communications.
- VI. Members shall abide by all lawful agreements to which they are a party, including agreements with customers, the Association, and Association Members.
- VII. Members shall pay their just obligations.
- VIII. Members shall strive to comply with all applicable laws and governmental regulations.
- IX. A Member shall not compete unfairly with other Members.
- X. Members shall refrain from engaging in any activity which discredits the Association or any of its Members.

MMWC Propeller Arresters Stop Unlawful Boarding of Vessels Without Force

The Merchant Maritime Warfare Centre (MMWC), a U.K.-based maritime antipiracy organization, announced recently that it is launching its latest countermeasure, the MMWC Propeller Arresters.

This is the first non-lethal countermeasure of its kind to protect vessels underway regardless of vessel type, speed, cargo, flag state registration, and weather conditions. The Propeller Arresters have been developed as an integral component of a layered defense system advocated by MMWC, but unlike traditional countermeasures used in this method, their onboard deployment creates an on-water impenetrable security perimeter around a vessel.

When crossed, the Propeller Arrester causes failure of the attacking vessel's propulsion, rendering it disabled and no longer a threat.

"Until now shipping companies have had to rely on onboard countermeasures to protect themselves from unlawful boarding and have had a major disadvantage in that by the time they become effective the pirates are already onboard," said Nick Davis, chairman of MMWC and the brainchild behind the design of the Propeller Arresters. "For the first time, the Propeller Arresters will enable ships to prevent attacking vessels getting close enough to attempt boarding or make themselves such an unattractive target that the pirates will look for alternatives."

Rigged to heavy-duty booms and deployed prior to entry of high-risk areas, the Propeller Arresters release lines of strong buoyant rope that float on the surface of the water. The forward movement of the deploying vessel maintains their extension without interfering with the vessel's own propeller and is unaffected by the vortexes created. Their specialist design enables them to be deployed in approximately 30 seconds with minimal manpower and remain effective when left unattended regardless of vessel speed, design, cargo, and weather conditions. When the vessel arrives in safe waters, the Propeller Arresters can be wound back onto the drums and stored onboard, ready for use again when required.

"The Propeller Arresters offer for the first time a nonlethal countermeasure that is capable of stopping not only single attacking vessels but multiple ones simultaneously before they get close enough to get a ladder or grapnel hook onto your vessel. They are reusable, repairable, and a fraction of the cost of having an armed or unarmed team onboard," Davis added. "If used as part of a layered defense system and operated by well-trained crew, the Propeller Arresters will undoubtedly provide an effective nonlethal option to shipping companies that has been missing until now."

To view the Propeller Arresters in action visit www.mmwc.org/propeller_arresters

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DP3 Reaches the Tipping Point

By Charles L. White, IAM Director of Military and Government Relations

The Defense Personal Property Program (DP3) may soon reach a real “tipping point” in its maturity. Early this year DP3 was treading water. The percentage of the total number of Department of Defense household goods shipments moving through the new program had remained at approximately 15 percent for about six months.

The Surface Deployment and Distribution Command (SDDC) successfully reintroduced short fuse shipments to the program on January 30 and the percentage of shipments moving in DP3 immediately shot up to 24 percent. This was the first real

Once PPM is introduced to DPS the door will be open for a large number of relocations that had been previously prohibited from moving through the DP3 program.

increase in shipment numbers that had been seen since June 2009, when the short fuse shipments were originally pushed back into the legacy program.

The next huge milestone for shipment volume will come with the next scheduled release into the Defense Personal Property System (DPS): version 1.4.01. That release is planned to introduce, among other things, a new module that will allow Personally Procured Moves (PPM) to move via DPS. Personally Procured Moves, formerly known as Do It Yourself Moves (DITY), are typically domestic moves arranged by military transferees without government help; the government then reimburses moving expenses directly to the members. The government does not contract a military-approved Transportation Services Provider (TSP) for a PPM.

Why, then, is the addition of the PPM capability such a big step forward for the DP3 program and the industry? Many military transferees have a very small PPM associated with their normal move process. They may wish to carry a few household good items with them as they relocate or they may choose to move a portion of their goods to a location other than their final destination. Currently military members who have a PPM as a portion of their relocation needs are unable to move *any* facet of their move through DPS.

Once PPM is introduced to DPS the door will be open for a large number of relocations that had been previously prohibited from moving through the DP3 program. SDDC and JPMO HHGS have indicated that the introduction of PPM on April 1 will increase the number of shipment types able to move through DPS to the point where over 70 percent of DOD shipments will be eli-

gible to move via DPS. That will be the tipping point that makes the DP3 the true “program of record” for the DOD household goods moving program.

Of even greater significance is the fact that the introduction of PPM to DPS will also coincide with a military member entitlement change. Currently expenses incurred by military members on PPM shipments are reimbursed by the government based on the lowest TSP rate on file with the government. But soon that will change. A member’s reimbursement will be based on the DP3 philosophy of best value. A transferee will be reimbursed at the rate on file for the TSP with the highest Best Value Score (BVS) in that channel. This critical entitlement shift will force ALL PPM shipments and their associated shipments to move via DPS since the old system uses the low cost model.

Bottom line: When PPM is introduced to DPS the scales will tip, the floodgates will open, and DP3 will be the predominant way the DOD moves household goods shipments for the foreseeable future. Get ready for what may be a wild ride! ■

Inland Transportation Issues

There are a number of issues that transportation service providers (TSPs) need to consider when choosing to use an LTL or truckload carrier to transport containerized household goods to and from U.S. ports. TSPs should note the following tips to help them avoid common problems like missed Required Delivery Dates (RDDs), misconsigned shipments, and excess linehaul costs for crated shipments:

- It is important that a TSP or commercial forwarder communicates to the carrier the hours of operation of the pickup/delivery facility. This can reduce the number of missed pickups as well as attempted delivery charges. Along with this, always verify the addresses, phone numbers, and points of contact. These basic steps can eliminate much confusion.
- Crated household goods are typically stenciled with member name, GBL number if applicable, and ultimate destination. If utilizing an LTL carrier, it is important to have the destination agent’s information on the shipment to avoid misconsignments.
- Actual dimensions of the crates with the cubic footage can enable the LTL provider to provide accurate rates. Due to the common carriers reweighing shipments, it is also important to have the documented/certified weights and dimensions; this will allow the TSP to protest any adjustments made during transit.

Panama Canal Expansion Slated for 2014 Completion

When the Panama Canal Authority (Autoridad del Canal de Panama or ACP) took over management of the 96-year-old waterway just a decade ago, the country inherited a vital artery of world trade—but one that was already becoming obsolete. Since the 1970s, merchant vessels had been growing too large to safely navigate the canal. While the largest merchant ships can carry 12,600 boxes, the biggest container ship that can pass through the canal carries only about 4,500 boxes.

For years the ACP deliberated about expanding the canal, and in August 2007 embarked on what residents of Panama City call “*la ampliacion*,” or the expansion. The program, which with a projected total cost of \$5.2 billion will effectively double the canal’s capacity, began with dredging the existing canal and blasting an access channel to a new set of locks. The hard, black, volcanic rock from the excavation will be used to build the new locks—one on the Pacific side of the canal and the other on the Atlantic.

Each lock will have three chambers and inside each chamber are three basins; most of the lake water that will fill the basins will be recycled. The new locks will be 60 percent wider and 40 percent longer than the current locks, and able to handle all but eight of the world’s container vessels. Ships double the size of the current “Panamax ships”—those built to the canal’s maximum capacity—will be able to traverse the canal. The lock blueprints also include innovative rolling gates that slide back into a side chamber, allowing easy access and maintenance on the most delicate part of the locks. The construction of the two new locks will take five years to complete and require an estimated 5,000 construction workers.

The Panamanian government is hoping to inaugurate the new set of locks by August 15, 2014—the 100th anniversary of the opening of the original canal. Addressing rumors that the global financial crisis and the resultant decline in ship traffic in 2009 could cause the project to miss its scheduled completion date,



Container ships in the Panama Canal

Alberto Alemán Zubieta, administrator of the ACP, stood firm. “We are very much on time and on target,” he stated.

Considering the ACP’s deft management of the canal since taking it over in 1999, it is tempting to take Alberto Alemán at his word. Under the ACP, the canal has become a successful commercial endeavor with revenues of \$2 billion and costs of only \$600 million. Tolls were set according to cargo types, and additional services, such as extra tugs and deckhands, were priced separately. Transit times became shorter and more predictable even as the number of transits increased to more than 14,000 a year. And as service improved, tolls increased. In May 2009, for example, the price per container rose from \$63 to \$72.

Looking ahead, the ACP predicts that with the expansion total tonnage will rise from 280 million tonnes in 2005 to 510 million in 2025, and container traffic will triple to approximately 300 million tonnes. About 140 shipping routes (counted port-to-port) already run via Panama, and the ability to accommodate bigger ships could add even more.

China’s Sri Lanka Port Construction Raises Concern

China’s construction of a port in Sri Lanka and a Chinese admiral’s suggestion Beijing build a naval base in the Gulf of Aden has raised fears in the Middle East that a confrontation between China and India is looming along vital energy export routes. Both the Asian titans, whose economies continue to expand despite the global financial meltdown, depend heavily on Middle Eastern oil and will become more so as supplies dwindle.

The Indians are building their naval forces across these vital shipping lanes through which some 85 percent of China’s oil supplies pass along with raw materials from Africa. Inevitably, these will increasingly encroach on Middle Eastern and African waters as Beijing seeks to protect the economic arteries on which it is becoming increasingly dependent all the way from the Persian Gulf to the South China Sea. This is causing grave concern in India, which is competing for the same energy and mineral resources as China. This raises the prospect, distant though it may be, of a confrontation between the two. The region is vital too for the Gulf states as an energy export and trading route as they increasingly look eastward.

There is also the possibility that one day China and the United States, which has long been the dominant naval force in the Indian Ocean, may also clash. New Delhi views China’s efforts to expand its regional clout through its “string of pearls” strategy—ringing India with naval bases and electronic listening posts—as an attempt to muscle into waters India has long considered its own.

Indeed, the Chinese are seeking to protect their maritime trade further east as well in the Strait of Malacca, a major shipping choke point between Malaysia and Indonesia that links the Indian Ocean and the South China Sea. Beijing wants to ensure unhindered access to the narrow waterway for its energy shipments. The construction of the \$1 billion container port at Ham-

bantota, until recently a fishing hamlet on Sri Lanka's southeastern coast, illustrates how the Chinese thrust into the Indian Ocean is becoming more pronounced.

The deep-water port will include a development zone and an oil refinery. Over the last few years, the Chinese have built a similar port at Gwadar on Pakistan's Arabian Sea coast, which will eventually be the terminal for pipelines carrying Gulf crude and natural gas to western China. Another is planned at Chittagong in Bangladesh, an oil refinery terminal in the northern Bay of Bengal east of India. These could become bases for China's growing submarine fleet, a potential threat to the arterial shipping lanes running east from the Persian Gulf.

China is reported to have established a naval base in Myanmar and intelligence surveillance bases on islands across the Bay of Bengal. Another is reportedly being built on Marao Island in the Maldives chain that runs south toward the British base of Diego Garcia, currently manned by U.S. forces. Beijing says it has no interest in establishing major foreign bases so far from home. But as its economy mushrooms and its naval forces swell, it will inevitably require bases to project its growing power.

The Chinese reportedly are interested in establishing facilities in Bangladesh, Sri Lanka, Cambodia, Myanmar, Pakistan, and Thailand. In December, Rear Adm. Yin Zhou, a senior officer at the Chinese navy's Equipment Research Center, proposed a naval base be established in the Gulf of Aden, which would take Chinese expansion even further west than it is now. Ostensibly, Yin's idea was to support China's naval flotilla attached to the international antipiracy task force deployed off Somalia.

There is no question that piracy is a growing problem, not only in the Gulf of Aden and the Arabian Sea, but in the Strait of Malacca and elsewhere. The International Maritime Bureau, which monitors global piracy, said there were 42 attacks on oil tankers around the world in 2009, a 40 percent increase over 2008. And most took place off Somalia and the Arabian Peninsula. But given China's naval expansion, it would make sense for Beijing to seek a military foothold in the Gulf of Aden, adding another strategic dimension and threat of conflict to a region already riddled with risk.

SOURCE: Marad, citing UPI

Horizon Plans Trans-Pacific Service

Horizon Lines, Inc., recently said it will launch its own trans-Pacific service between Asia and the U.S. West Coast in December of this year. The Charlotte-based carrier said it had reached an agreement with Denmark's Maersk Line to not renew its current trans-Pacific space sharing agreement with the world's largest container-shipping line by December.

Horizon said the new service will employ the company's five 2,824-TEU, U.S. flagged Hunter-class container ships that currently call on Guam and continue on to China as part of the space share with Maersk.

"Our study of the market reveals an opportunity for a niche player that can offer quick transit times with the highest levels of service excellence," said Horizon Chairman, President and CEO Chuck Raymond. "We believe the time is right. Container rates in the Pacific trade lane have bottomed out and are rebounding. China's economy is showing solid signs of recovery and many major importers have reported that their service needs are not being met."

Meanwhile, Horizon also announced it had reached what it termed "a binding Memorandum of Understanding (MOU)" with APM Terminals North America (APMT) for a new six-year U.S. terminal services agreement that is effective immediately. The company said its new MOU applies to APMT's stevedoring and terminal services for Horizon in Jacksonville, Florida, Houston, Los Angeles, Tacoma, and Elizabeth, New Jersey, through 2015, with an option to extend for two years.

Horizon Lines Senior Vice President, International Services Brian Taylor, formerly president and COO of Horizon Logistics, will oversee the shipping company's Asia expansion.

*SOURCE: Marad, citing
CargoBusiness News*

NATO Thwarts Pirates in Somali Waters

On February 28, the NATO flagship *HDMS Absalon* undertook direct action to disrupt the piracy in the Somali Basin by scuttling a pirate mother skiff, one of the large, open boats that pirates use to transport and support their attack teams to offshore hunting areas. The *Absalon* is the flagship of NATO's current counter-piracy operation Ocean Shield off the Horn of Africa.

The mother skiff was scuttled by use of specialist teams after it was intercepted by *Absalon*'s boarding team. It had been located earlier in the day having just left a well-known pirate camp located on the eastern Somali coastline, fully loaded with pirate equipment and supplies.

March, April, and May have been among the most lucrative in recent years for pirates operating in the region, because of the relatively calm seas at that time of the year. NATO and its Coalition Maritime Forces and EU partners had recently received indications of forthcoming pirate attacks. They therefore positioned themselves to stop the pirates.

"This was a very well-executed operation," said CDRE Christian Rune. "Disrupting the pirates' capability just off their main pirate camps sends a strong signal to the pirates that NATO and the international community do not tolerate their actions. Disposing of their vessels before they can head to sea hits the pirates before they can present a threat to merchant shipping," said CDRE Rune.

SOURCE: NATO

China Seeks Larger Presence in Arctic Shipping

China is stepping up efforts to secure a role in deciding the future of Arctic issues such as shipping and energy extraction, as melting ice raises hopes of a shorter shipping route to the Atlantic, a report said recently.

Beijing is putting more resources into researching the high north, although officials are pushing for a cautious policy approach to avoiding causing alarm among Arctic states, the Stockholm International Peace Research Institute (SIPRI) said.

The export-dependent structure of China's economy means shorter routes to Europe and North America could have a massive impact, the report said, citing estimates that nearly half of gross domestic product could be reliant on shipping.

The Northern Sea Route could shave over 6,000 kilometers off some journeys, it added. A shorter route would also allow China to shave the cost—and the risk—of shipping crude oil and other commodities from the Atlantic coasts of Africa and the Americas.

SOURCE: Marad, citing the Montreal Gazette

European Liner Group to Close

The European Liner Affairs Association will phase out and transfer its responsibilities to the World Shipping Council as of July 1, the Brussels-based association of container shipping lines advised recently. The ELAA said its carrier members agreed that the association has successfully completed the tasks for which it was set up, and therefore should be closed.

ELAA's members are still considering how to maintain and expand its database of freight rates and volume, which will not be taken over by the WSC.

The WSC is a Washington, D.C.-based association whose 29 carrier members transport more than 90 percent of the world's containerized trade. It focuses on issues affecting the liner shipping industry, most recently on ways to improve maritime security and to support the establishment of global environmental standards for the shipping industry.

The ELAA was set up in 2003 to discuss with the European Union's Directorate General for Competition (DG Comp) the replacement of the Liner Conference regime in the EU. This was completed with the publication of the Maritime Transport Guidelines in 2008. The ELAA's work was later extended to encompass the forthcoming revision of the EU's Consortia Block Exemption Regulation. ELAA members determined it was unlikely that any new regulatory issues for the industry would come up before the renewal of the EU's guidelines, set for 2013.

Effective July 1, any regulatory issues will be handled by the World Shipping Council, which already has an office in Brussels and will assume responsibility for all regulatory affairs worldwide for the liner industry in future.

The ELAA members also considered the future of the ELAA database, which was set up to report on European trades, following the abolition of the conference system in Europe. The Members agreed that this system organized by the ELAA subsidiary CTS should now be extended to non-European trades. This will be implemented over the next year and will result in the liner industry being supplied, for the first time, with an accurate volume and rate database.

How the database activities will be organized in the future is to be settled at the next members' meeting in September 2010. The industry is working toward a structure whereby CTS will become an independent stand-alone company that will work with and for the lines.

SOURCE: JOC.com, from which this article was adapted

FMC Launches Vessel Capacity Investigation

The US Federal Maritime Commission is starting an investigation of tight vessel capacity that ocean importers and exporters say is hindering their ability to compete in global markets, the commission announced Wednesday.

The FMC named Commissioner Rebecca F. Dye to lead the nonjudicial fact-finding mission.

The announcement came as a House Transportation maritime subcommittee heard testimony from shippers and ocean carriers about the state of the industry, which has seen an increase in rates along with continuing complaints from U.S. exporters—principally in the agriculture sector—that they are unable to get containers to get goods to overseas markets.

The FMC said it is conducting the fact-finding in response to President Obama's national export initiative, with a goal to double exports in five years and create 2 million jobs. An executive order on March 11 directs the use of "every available federal resource" in support of the initiative.

The fact-finding order gives Dye authority to call hearings, subpoena records and order reports. Preliminary recommendations are due June 15, with a final report to be submitted July 31.

SOURCE: Journal of Commerce

Maersk Introduces Russia–South America Service

Maersk Line has launched the first direct deep-sea liner service between Russia and South America. The Danish ocean carrier's ECUBEX service will offer a weekly connection between St. Petersburg and Guayaquil, Ecuador.

"The service will be the first direct liner route between the two countries and will stand out as a unique solution given the short transport time," Maersk Line said. "Investment in the service has been motivated by client demand for reliable and fast refrigerated transportation of fruits, especially bananas, from Ecuador to the Russian market."

The ECUBEX service will call at Guayaquil, Balboa, Rotterdam, St. Petersburg (PLP and FEC terminals), Bremerhaven, Manzanillo, Balboa, and Guayaquil.

The service will deploy six newly built containerships with 2,500 20-foot equivalent units capacity and 600 reefer plugs.

Five Ways to Grow in Any Economy

Even in tough economic times, small businesses need to find new ideas, develop original products, and engineer fresh market approaches. These are the pillars of good business, and each is made from a mixture of creativity and expertise. While it may seem counterintuitive, it's entirely possible to implement strategies that drive not only employee engagement, but also innovation and, ultimately, sales—all without enormous investment in systems or people.

What can your company do to remain fresh, vibrant, and alive—all without breaking the bank? Here are five ways:

1. De-emphasize office space.

The traditional office space, where cubicles, the hum of overhead lights, and group politics preside, is not usually the most conducive environment for harnessing the most creative ideas. Giving employees the opportunity to perform some or all of their work outside the office can break this routine and cultivate an innovative workforce.

Often simply changing the physical working location to the cafeteria or teahouse on the corner can produce a stream of new and valuable ideas. And many of these “third places” provide complimentary wireless Internet access, have space for convening, and sell enough coffee to keep everyone alert. Writers and musicians know about the creative effects of a cafe’s stimulating and relaxing atmosphere—why not CEOs?

2. Virtualize your workforce.

In addition to being ineffective at times, the office space may be an unnecessary expense. The cost of maintaining an office space is usually the single largest line item when it comes to business overhead. Many small businesses have eliminated the expense by ceasing to rent office space and setting up virtually. Transforming your business into a virtual operation creates the new opportunity to hire and retain talented people from outside of your geographic area and frees up funds to be invested elsewhere.

Keep in mind, though, that while there are many benefits to virtualizing a company, the reduction in face time also necessitates a change in management style. Much greater focus is needed on project expectations and deadlines, as well as clear and consistent communication.

3. Leverage collaboration applications.

At the beginning and end of the day, your business is about people—the clients you serve and the staff that you employ. Connecting these people in the right way is essential to creating and running a great company, and collaboration applications are excellent tools with which to accomplish this goal. Collaboration applications create new avenues of communication that effectively improve team cohesion and break down the invisible barriers within a company. Intelligent implementation can turn a stagnant, sluggish company into one composed of engaged employees, who contribute more of their “discretionary time” toward the success of the company. One excellent collaboration application is GoogleDocs, which creates an online conference table

where ideas can be put forward, discussed, and implemented. Every document created within the application is saved, so it can be opened and edited wherever there is an internet connection. Novice computer users will find GoogleDocs easy to learn and intuitive to operate. Likewise, instant messaging programs such as Skype or MSN Messenger enable fast communication through chat groups formed around departments or projects.

CPS Creative, a website design company, is a great model for its implementation of collaboration software. The company,

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which is almost entirely virtual, requires all employees to use the same instant messaging program and be online at designated times. All employees assigned to a specific project join the same chat group. Also, at the beginning and end of each workday, all employees check in with their colleagues to let them know they have arrived and left.

4. Invest in the skills of current employees.

On a regular basis, companies face a host of small but necessary tasks that must be accomplished, like creating a Flash graphic for the website, writing a marketing brochure, or drafting a press release. Yet smaller companies cannot afford a dedicated IT department, marketing staff or public affairs coordinator, despite the fact that many of these tasks, like maintaining a functioning and well-designed website, are essential to attracting new business and transitioning from a struggling start-up to a vibrant and growing company. Hiring new employees with the necessary skills is not the only solution; invest in the skill development of your current workforce. Your staff most likely either has the requisite capabilities to accomplish these projects or can quickly acquire them. The additional skills will undoubtedly be very marketable, which satisfies your employees while providing for the needs of the company. One resource to help accomplish this is the website Lynda.com [www.lynda.com/], which provides online training in professional-grade applications like Adobe Dreamweaver and Illustrator—the required tools to build quality websites and produce stunning marketing materials.

5. Build cross-functional teams.

Finally, one of the greatest methods for producing innovation in a company is to solicit contributions from the entire workforce. Taking your employees, who are the most knowledgeable experts on the company, and gathering them around a conference table will help your company develop innovative solutions with little investment. CPS Creative once encouraged a non-technical member of their staff to try his hand at Flash design, something that he had never done before. After seeing his immediate aptitude for it, the company merged the product developed by the original Flash

expert with the staff member's design, creating a better product in the end. Regardless of the condition of the economy, companies should always look toward expansion. Growing while revenue is stagnant is a difficult, but not impossible, task. Consider these five ideas: shifting the workplace away from the office, virtualizing the workforce, using collaboration applications, investing in new skills acquisition, and tapping into the talents of existing employees. All of these strategies are inexpensive and cultivate the essential ingredients of successful small (and someday large) businesses everywhere—workforce engagement, innovation and, ultimately, sales.

Jennifer Brown is a speaker and consultant on the future of the workplace, workforce diversity, and the development of new leadership competencies for a new global environment. Brown and her team have coached hundreds of executives and managers worldwide on critical issues of flexible team strategies, harnessing the energy of the workforce, and creative ways to empower current and future leaders.

IAM Shipper Guides Available Online

In an effort to provide the most accurate and current information possible to our members and their clients, IAM is updating all Shipper Guides on file and expanding the number of guides offered on our website (<http://www.iamovers.org/shippers.cfm>). Since the beginning of the year, IAM has updated the following Shipper Guides:

Armenia	Guatemala
Azerbaijan	Hungary
Bosnia and Herzegovina	Italy
Brazil	Kazakhstan
Bulgaria	Kyrgyzstan
Chile	Mexico
China (PRC)	Pakistan
Croatia	Spain
Denmark	Tajikistan
France	Thailand
Georgia	Ukraine
Ghana	Uzbekistan

The Shipper Guides provide comprehensive customs information for countries around the world. If you are an agent in a country named above, please look at the updated Shipper Guide and advise us of any changes or supplemental material that should be included. We will circulate future notifications as IAM updates more Shipper Guides. ■



The Portal: Committed to "Green"

IAM and HBP, the company that prints *The Portal*, have worked together for many years to ensure that the magazine is produced using environmentally responsible processes and materials. We are proud to display on our Table of Contents page two logos that reflect our commitment to the planet.

EcoSmart is the first and only environmental certification program for commercial printing ink in the United States. For more than two years, HBP has used conventional four-color process inks that meet the requirements to qualify for EcoSmart certification. These inks:

- contain no more than 5 percent volatile organic compounds (VOCs) under Environmental Protection Agency (EPA) testing standards;
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Intermodal Off to Robust Start

Large U.S. railroads picked up enough new intermodal loads recently that they nearly matched last autumn's seasonal peak in November, when their container shipments were the strongest in all of 2009.

The major U.S.-owned rail lines—mainly the five U.S. Class I carriers plus a few regionals that report to the Association of American Railroads—originated 212,296 containers and trailers in the week ending March 6. That was second in the past year only to 213,382 boxes on November 21, and was up 17.9 percent from the same point in March 2009.

Those carriers also picked up 285,160 carloads of bulk materials and equipment during the first week in March. That was close behind the 290,261 carloads they handled a week earlier, which had been the strongest volume in more than a year, and was 3.7 percent above the same week of 2009.

Some of the recent traffic gains could be the supply chain catching up to delayed shipments that were clogged up in mid-February by massive winter snowstorms. But John Gray, the AAR's senior vice president of policy and economics, also said traffic trends in recent months, except for coal, "are consistent with a slowly recovering economy."

NAFTA Trade Dropped 23 Percent in 2009

Trade using surface transportation between the United States and its NAFTA partners fell 23.3 percent in 2009 compared with 2008, according to the Bureau of Transportation Statistics of the U.S. Department of Transportation.

At \$637 billion, combined imports and exports fell 8.8 percent below the level reached in 2005, BTS said. NAFTA surface trade increased in every prior year except 2001 and 2002, when it declined 4.9 percent and 1.2 percent, respectively.

As the recession took hold, the value of trade by surface transportation with Canada and Mexico decreased by 31.1 percent during the first six months of 2009 compared to the same period in 2008. As recovery began, surface trade decreased by 14.9 percent in the final six months of the year. After 14 consecutive months of decline, surface trade increased by 10.5 percent in December compared to December 2008, in which trade fell 13.1 percent compared to a year earlier.

Total North American surface transportation imports decreased by 26.5 percent in 2009 from 2008, and exports decreased by 19.2 percent during the same period. In 2009, 86.6 percent of U.S. merchandise trade by value with Canada and Mexico moved on land.

U.S.-Canada surface transportation trade totaled \$386 billion in 2009, a decrease of 28.1 percent compared to 2008. The value of imports carried by truck was 25.7 percent lower in 2009 than

The AAR data does not break out how many of the 180,521 containers the big railroads hauled last week were international versus all-domestic traffic. Rail officials say domestic demand has continued to strengthen steadily this year, and included 31,775 intermodal trailers for the first week of March.

International container traffic trends have been harder to predict. Earlier this year, intermodal traffic swelled from a stronger-than-expected rush of imported ocean container loads ahead of the Chinese New Year that began February 14, when many of that nation's factories shut down for a two-week holiday.

However, ocean ship lines report continued traffic improvements beyond the China holiday spike, and have been adding some idled ships back to their active fleets.

SOURCE: *Journal of Commerce*

Can you afford *not* to join?



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Surface trade with Canada and Mexico in 2009 took the steepest dive in the 15-year history of the North American Free Trade Agreement.

2008 while the value of exports carried by truck was 20.2 percent lower.

U.S.-Mexico surface transportation trade totaled \$251 billion in 2009, a decrease of 14.4 percent compared to 2008. The value of imports carried by truck was 12.2 percent lower in 2009 than in 2008 while the value of exports carried by truck was 10.8 percent lower.

SOURCE: *The Journal of Commerce*



ECS Globe Air Cargo is increasing its sales program for Air China in France and Scandinavia as the airline begins a twice-weekly B747-200 freighter service linking Shanghai and Beijing.

Air China Now Serves Paris

Globe Air Cargo is Air China's carrier in France and already markets 500 tonnes of cargo capacity a month on the airline's A330 flights to Beijing and Shanghai with onward connections to Guangzhou, Tianjin, Wuhan, Qindao, and Schenzhen.

The B747-200F service adds 120 tonnes of weekly capacity to the French market and 80 tonnes to Scandinavia, the first stop for the all-cargo service on its Copenhagen-Paris-Shanghai-Beijing routing.

M GU Dongfeng, vice president of Air China Cargo, said, "In 2010, we are celebrating 46 years of diplomatic relations between France and China. The launch of a new freighter routing puts Air China in [an advantageous] position in terms of capacity between Europe and China. We have great confidence in the French market with the excellent support of our partner, ECS Globe Air Cargo. We are proud to be contributing to the economic development of the two continents."

Globe Air Cargo has partnered with Air China in France since 1983.

SOURCE: AirCargo World

Eat to Beat Jet Lag

When traveling from one time zone to another, eat pasta the night before your flight—carbohydrates boost your brain's supply of the sleep-inducing neurotransmitter serotonin. Skip in-flight meals. Eating is one of the ways your body sets its internal clock, and airlines generally serve meals according to the time zone from which you took off, not the one where you will land. After you land, order steak or eggs—foods that are rich in protein prompt your brain to produce neurochemicals that increase alertness.

—*SOURCE: International Society of Travel Medicine*

Lufthansa Awaits Decision on P.M. Flights

Lufthansa Cargo (LC) will invest hundreds of millions of Euros in a new freight center at Frankfurt airport provided it retains the right to operate night flights, according to Chairman and CEO Carsten Spohr.

Emphasizing the company's wish to continue investing in Germany as an operating base, Spohr said: "Lufthansa Cargo is a motor for the German export industry. We want to further expand that role."

A proposed ban on night flights could scupper the plan, however. "The company has detailed the need for 23 night flights in 2020. Cargo needs the night. The Frankfurt hub will remain competitive only if we are enabled to transport goods produced during the day," Spohr said.

"The federal government has expressed a clear commitment to internationally competitive operating hours. It is imperative that the issue is dealt with promptly in Berlin."

Following an encouraging start to its trading year, LC is to end short-time working, initially just for the months of April and May. Spohr said the cost-saving measure, introduced in March 2009, would be ended permanently in September if the market upturn continues through the weaker summer months.

In what it described as "the toughest year in company history," LC recorded an operating loss of EUR171 million (\$233 million) in 2009. Revenues fell by almost a third to around EUR1.95 billion.

Spohr predicted a "significantly better operating result" this time round. "The crisis has bottomed out and demand is rising steeply. We are experiencing a marked upswing especially in Asia," he said.

Early capacity cuts and implementation of a rigorous savings policy had enabled the company to retain all staff despite an "absolutely exceptional" situation, Spohr said. "At the onset of the crisis, we quickly and drastically reduced our costs. We then selectively expanded capacity for customers so as to actively open up new markets. At times, new freighter flights were laid on in the space of a few weeks."

The ending of short time sent out an important signal, Spohr said. But Peter Gerber, board member, finance and human resources, emphasized, "Cost discipline will remain essential for success." LC will streamline its company organization and search for improved process efficiency to cut unit costs by a further 10 percent.

Parent company Lufthansa said in its annual report that it does not expect its cargo arm to return to the black until sometime next year.

SOURCE: AirCargo World

Iraqi Airways Wants 55 New Planes

Iraq's Transport Ministry is trying to speed up delivery of 55 new aircraft from Boeing as the country expands operations of Iraqi Airways, the transport minister said.

Amer Abdul Jabbar said Iraqi Airways currently owns just four aging planes and depends mainly on leased aircraft, so the ministry is trying to get a fleet of 55 new Boeing 737s, 777s, and 787s, which were not due to arrive until 2013.

"I believe 55 new planes will meet the needs of Iraqi Airways until 2020, since we are expecting to be more open to the world," Abdul Jabbar said. He added that Boeing had been expected to deliver in 2013 but the government is now hoping to receive some this year.

"They promised us to study our demand, taking into account other airline companies (needs), to see if they are ready to give us priority," he said.

A year and a half ago Iraq had only six international routes to Amman, Damascus, Beirut, Dubai, Tehran, and Cairo. Since then it has gradually started to open up to other countries including Turkey, Germany, Greece, Austria, Denmark, Kuwait, Qatar, Bahrain, and Pakistan.

Iraq has also signed an agreement to open a route to the United Kingdom in the near future, and a memo of understanding for routes into the United States.

SOURCE: Trade Arabia

Small Businesses Double Use of Social Media Since 2009

It seems that small businesses are mainly using social media to identify and attract new customers. That is that big take away from the most recent edition of the Small Business Success Index™ (SBSI). This third wave of the report, sponsored by Network Solutions® and the Center for Excellence in Service at the University of Maryland's Smith School of Business, reports social media adoption by small businesses has doubled from 12 percent to 24 percent in the last year.

"American small businesses are pushing the limits on new ways to improve efficiency in the prolonged downturn, including a steady increase in social media adoption," the press release noted.

It goes on to quote Connie Steele, director at Network Solutions, who said, "Tough market conditions mandate small businesses to think and act creatively to sustain themselves. Social media can be the best friend for small business owners who constantly seek new ways to attract new customers and retain the ones they have at a relatively low cost."

Also from the report, the SBSI found that nearly one out of five small business owners are actively using social media in their business. Small businesses are increasingly investing in social media applications, including blogs, Facebook® and LinkedIn® profiles. The biggest expectation small business owners have from social media is expanding external marketing and engagement, including identifying and attracting new customers, building brand awareness and staying engaged with customers. Sixty-one percent of the respondents indicated that they use social media to identify and attract new customers. Listen to a podcast on how small businesses are leveraging social media for customer engagement at <http://bit.ly/JayEhret>

"In order to meet the growing challenges of a tough market last year, I was forced to consider alternative options to keep my business visible," says small business owner Dr. Alan Glazier, CEO and Founder, Shady Grove Eye and Vision Care. "With a very small investment in social media marketing, I was able to generate new business opportunities. Our Google® ranking is consistently number one for many of the phrases people use to search for eye doctors in and around my city, and we have received a "bump" in terms of new visitors to the site. My blog has been picked up by different news sources and led to media interviews. I am now recognized as a thought leader in social networking within my profession and lastly but most important, my marketing budget has been reduced by more than 80 percent."

Small business owners use social media to attract new customers:

- 75 percent surveyed have a company page on a social networking site.
- 61 percent use social media for identifying and attracting new customers.
- 57 percent have built a network through a site like LinkedIn.
- 45 percent expect social media to be profitable in the next 12 months.

Small business owners still have concerns with social media:

- 50 percent of small business social media users say it takes more time than expected.
- 17 percent express that social media gives people a chance to criticize their business on the Internet.
- Only 6 percent feel that social media use has hurt the image of the business more than helped it.

"Social media levels the playing field for small businesses by helping them deliver customer service," says Janet Wagner, director of the Center for Excellence in Service at the University of Maryland's Robert H. Smith School of Business. "Time spent on Twitter®, Facebook®, and blogs is an investment in making it easier for small businesses to compete."

In addition to tracking how small business owners use technology, the SBSI Index measures how they are doing in six key areas of business: capital access, marketing and innovation, workforce, customer service, computer technology, and compliance. Other key findings from the December 2009 Small Business Success Index include the following:

Small businesses experience positive effects from the economic downturn:

- 72 percent have found ways to operate more efficiently (up significantly from 66 percent in June 2009).
- 47 percent have been led to find new products and services that benefit customers.
- 43 percent have become better teams as hard times force people to work together.

Building online presence continues to be key focus for small businesses:

- Company websites are a top technology investment in the next two years, with small businesses either adding new features/functionality to their existing Web sites or building one from scratch.
- The ability to showcase their products and services online to attract new customers is second in the hierarchy of technology investments small business owners plan to make in the next two years.
- Social media investments rank third in small business investments to be made in the next two years.

To download a copy of the Small Business Success Index and also find out how your business scores on the six key dimensions of success, visit www.growsmartbusiness.com

SOURCE: Network Solutions

Economic Index Goes Up ... Slowly

The Conference Board Leading Economic Index for the United States inched up 0.1 percent in February to its highest level in the recovery.

Indicating a slower pace for future growth, the February reading follows a 0.3 percent gain in January, and a 1.2 percent rise in December.

“The LEI for the U.S. has risen rapidly for almost a year now and it has reached its highest level. But, the sharp pick up in the LEI appears to be stabilizing,” said Ataman Ozyildirim, economist at The Conference Board. “As the economy moves from recovery into early phases of an expansion, the leading economic index points to moderately improving economic conditions in the near term. Correspondingly, the coincident economic index has been rising since July 2009, albeit slightly because of continued weakness in employment.”

“The indicators point to a slow recovery this summer,” said fellow Conference Board economist Ken Goldstein. “Going forward, the big question remains the strength of demand. Without increased consumer demand, job growth will likely be minimal over the next few months.”

The Conference Board Coincident Economic Index for the United States rose 0.1 percent in February, following no change in January, and a 0.1 percent increase in December. The Conference Board Lagging Economic Index increased 0.3 percent in February, following a 0.2 percent decline in January, and a 0.4 percent decline in December.

SOURCE: JOC.com

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Cloud Computing: A High-Tech, High-Stakes Virtual Service

By Janet Cave Seely, IAM Director of Communications and Member Engagement

As a business owner you've likely heard or read about cloud computing and may have looked into it as a technology solution. Cloud service providers and promoters believe it is a concept that could revolutionize the way you do business. But data security is an issue and, according to recent survey data, business owners are taking their time before making a leap into the cloud.

Cloud computing is a general term for anything that involves delivering hosted services over the Internet. For a business, this means that servers and software, data-storage units and any network gear that you own or lease would be rendered unnecessary. In their place, a "cloud vendor" would provide you a slice of space on one of many servers housed in massive data centers that are all interconnected via the Internet to form a giant computing grid or "cloud."

For access to the vendor's cloud, all you need is an Internet connection. Cloud customers pay a subscription fee that rises or falls with the services contracted and the level of use. Cloud computing offerings are often referred to as "on-demand services," and these can include just about anything that keeps a business running—voicemail, e-mail, snail mail, websites, databases, online storage of documents, project management, and more.

In writing this article, I read testimonials from organizations that embrace cloud computing for the low-cost "pay-only-for-what-you-use" strategy, and from small firms that credit cloud computing with helping to free up their tech staff to concentrate on optimizing services instead of maintaining equipment. In short, the proponents argue that cloud computing levels the technology playing field: The size of your company or your budget no longer matters. With cloud computing, sophisticated technology solutions are just a click away. Providers of these computing-in-the-sky services—including Microsoft, Amazon, Google, AT&T, Cisco, and others—encourage a "try, buy it, scale it" strategy to see if the cloud meshes with your business needs and current business processes and applications.

Not surprisingly, a 2009 survey by CIO magazine (a publication aimed at chief information officers and IT leaders) found reducing hardware and staffing costs were the primary drivers of cloud computing. But although 60 percent of CIO's 800-plus respondents were considering cloud computing as a solution, only 8 percent of them had made a commitment. Further, 29 percent of respondents claimed to have no interest at all in a virtual server. In the case of cloud computing, reluctance is usually grounded in questions around data security, a topic that comes up in virtually all discussions of the technology. Providing some validity to



those concerns, on Monday, March 15, the Gartner analyst firm released research findings that fully 60 percent of virtual servers are less secure than the physical servers they replace. This state will remain true until 2012, Gartner said, but security should improve substantially after that point.

Understandably, businesses are exercising caution in embracing this new data-processing paradigm. Gordon Keene, president of **Abba International** and chair of IAM's Technology and Communications Committee, also supports a "go slow" approach to cloud computing.

"Many companies venturing into cloud computing are doing so slowly because having the data reside outside of their personal, controlled environment is not the structure they are familiar with," he explains. "The go-slow approach often

leads to a business maintaining two separate data files, one internal and the other 'in the clouds.' This has resulted in a perhaps unintended positive for the cloud providers: an off-site backup of data. This also allows the hesitant business owner to see value in the technology and take small steps toward actually accessing the data from the remote location." For the time being, though, Keene prefers to keep Abba's data on the company's own servers, behind firewalls.

Growing concerns about data integrity and security may be keeping both virtual server providers and potential users awake at night, but it is also spawning new business opportunities. McAfee, a leading provider of anti-virus, spam, and spyware solutions, recently released a vulnerability-assessment scanning service called The McAfee Cloud Secure Program, and others are surely following McAfee's lead. As trust in the high-stakes, high-tech service increases and providers become more adept at educating their audiences, the momentum toward embracing cloud computing will build. Once day virtual processing will achieve dominance. Until then, many business owners are doing their research, asking questions, testing the services...and keeping their feet on the ground. ■

If your company has tried or is using cloud computing services, let us know. E-mail your experiences to janet.seely@iamovers.org and we will compile them for publication in the July/August issue of *The Portal*, "The Technology Revolution in Moving."

Botnet Attacks Corporate Systems

A malicious software program has infected the computers of more than 2,500 corporations around the world, according to NetWitness, a computer network security firm. The malicious program, or Botnet, can commandeer the operating systems of both residential and corporate computing systems via the Internet.

Such botnets are used by computer criminals for a range of illicit activities, including sending e-mail spam, and stealing digital documents and passwords from infected computers. In many cases they install so-called “keystroke loggers” to capture personal information.

The current infection is modest compared to some of the largest known botnets. For example, a system known as Conficker, created in late 2008, infected as many as 15 million computers at its peak and continues to contaminate more than 7 million systems globally. Currently Shadowserver, an organization that tracks botnet activity, is monitoring 5,900 separate botnets.

NetWitness said in a release that it had discovered the program last month while the company was installing monitoring systems. The company dubbed it the “Kneber botnet” based on a username that linked the infected systems.

The purpose appears to be to gather login credentials to online financial systems, social networking sites and e-mail systems, and then transmit that information to the system’s controllers, the company said. The NetWitness probe determined that the botnet has been able to compromise both commercial and government systems, including 68,000 corporate log-in credentials.

It has also gained access to e-mail systems, online banking accounts, Facebook, Yahoo, Hotmail, and other social network credentials, along with more than 2,000 digital security certificates and a significant cache of personal identity information.

“These large-scale compromises of enterprise networks have reached epidemic levels,” said Amit Yoran, chief executive of NetWitness and former director of the National Cyber Security Division of the Department of Homeland Security. “Cyber criminal elements...quietly and diligently target and compromise thousands of government and commercial organizations across the globe.”

The company, which is based in Herndon, Virginia, noted that the new botnet makes sophisticated use of a well-known Trojan horse—a backdoor entryway to attack—that the computer security community has previously identified as ZeuS.

“Many security analysts tend to classify ZeuS solely as a Trojan that steals banking information,” stated Alex Cox, the principal analyst at NetWitness responsible for uncovering the Kneber-bot. “But that viewpoint is naïve.

“When we began to detect the correlation among both the methodology used by the Kneber crew to attack victim machines and the wide variety of data sets harvested, it became clear that security teams must rethink their entire perspective on advanced threats such as ZeuS.”

Half of the machines infected with the Kneber botnet were also infected by an earlier botnet known as Waledec, the company noted.

The existence of the botnet was first reported by the *Wall Street Journal*.

SOURCE: New York Times

Spam vs. Junk E-mails

By Andy Newby

Many people report receiving a lot of spam when, in fact, some of those unwanted e-mails might be deemed junk mail. That sounds peculiar, but there actually is a difference between junk mail and spam.

While the two terms are almost always used interchangeably, spam refers to unsolicited e-mail. No one actually signs up for the infamous Viagra e-mails—for the most part, anyway; they are usually spam messages.

Conversely, it's possible that you really did sign up to receive promotional e-mails without realizing it. Perhaps you booked a flight online, where you supplied your contact information and voluntarily agreed to abide by the terms of use (even if you didn't read them)—only to find that your inbox is now deluged by the latest airline or hotel deals. That's JUNK mail. And you're receiving it, like it or not, because you gave your permission, implied in the fine print.

Fortunately, junk mail—unlike spam—can be controlled. At the bottom

of promotional e-mails, you'll usually find a link to unsubscribe from that particular mailing list. If you don't find an unsubscribe link, chances are you're looking at spam rather than junk mail. (Spam laws require e-mail senders to include contact information and instructions for unsubscribing, and legitimate senders are prone to abide by those laws.) When unsubscribing from junk mail, you should still exercise caution. Hover over links to preview the URL before you click. Never download any unknown or unexpected files. And never, ever give your personal contact information to an unknown party—you wouldn't provide your Social Security number to a stranger on the phone, would you? Be especially vigilant about phishing e-mails, which are just spam messages spoofed to look like they come from familiar and trusted sources.

Sometimes spam is disguised as junk mail in an attempt to deliver malicious content intended to harm your system or even steal your information. It's always recommended to have a good spam filter in place for your e-mail communication.

Just keep in mind that a spam filter may not prevent all unwanted e-mail from hitting your inbox.?

If you've got problems combating junk mail, consider arming yourself with an anonymous e-mail address. Services like Google and Yahoo! offer free e-mail accounts that you can use when casually surfing the Web. When asked for your e-mail address, simply use your anonymous e-mail account. At the very least, it can lessen the burden of junk mail and spam piling up in your real mailbox. Using an anonymous or alternate e-mail address in this manner limits the exposure of your real e-mail address on the Internet. Remember: The more times your e-mail address is exposed on the Web, the more likely it is that your e-mail address will end up a target for those pesky (and dangerous) spam messages.

Andy Newby is a consultant for Network Systems and Support, Delcor Technology Solutions.

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Latin America 2010: Outlook on Technology

Latin Business Chronicle, *an online journal specializing in Latin American business news, recently asked leading technology executives about Latin America's technology outlook for 2010. Reprinted from Latin Business Chronicle, www.latinbusiness-chronicle.com*

How do you view the technology outlook for Latin America in 2010? What will be the main challenges facing the technology sector in the region in 2010? Latin Business Chronicle asked those questions to the top executives at the Latin America divisions of three U.S. and European technology companies. Our panel includes:

- Rodolpho Cardenuto, president and CEO of Latin America for SAP, Germany
- Hernan Rincon, Latin America president for Microsoft, USA
- Jaime Valles, Vice President, Cisco Latin America, USA

Question: How do you view the technology outlook for Latin America in 2010?

Rincon: The very interesting results released by the International Data Corporation (IDC) Global Economic Impact Study, makes [it] clear that technology is one of the main drivers of the new economy in Latin America and it has a significant impact on accelerating economic recovery and growth. Technology stimulates the economy, leading to innovation and productivity.

Although Latin America was better prepared to face the financial crisis that started almost a year and a half ago, the global impact had its effects in the region, and companies and organizations had to recalibrate their businesses to survive this period. More than one year later, we can see signs of recovery in some countries, and the IDC study sheds some promising light in the near future. IDC reports for example, that IT spending will increase steadily between 2009 and 2013, showing positive signs that the IT sector will help fuel economic recovery globally.

Above all, we must highlight the impact technology will have in every house and every family, helping reduce unemployment rates in Latin America. Employment in the IT industry and of IT professionals in IT-using organizations will rise by almost 700,000 jobs in the four years from the end of 2009 to the end of 2013, up from a 2009 base of 3 million. That represents a growth of 6.2 percent a year from now through 2013. Impressive!

More businesses and higher employment rates create a multiplier effect that fuels economic recovery. Above all, this means social development for our region. I am optimistic about our future, where innovation and productivity are making big steps towards a real digital inclusion in a global economy.

I am a strong believer that being successful is about the impact we have, and I firmly believe technology is the driver for this economic and social impact in Latin America, enabling more businesses, more people, more families and children [to] realize their full potential.

Cardenuto: We are living in an information era. Companies understand the significant benefits that come from having a completely integrated business software in their organizations. Right now a lot of businesses have ERP with thousands of transactions

being executed every second, a lot more companies will be implementing ERP systems and taking advantage of a transactional platform. The challenge, though, will be driving intelligence with these transactions to the executive level for decision making, ensuring your solutions provide information, or strategic insight and visibility into a business. There is still plenty of room for ERP systems in Latin America to support the business transformation.

A software that can run a search or develop a report in minutes, that predicts outcomes and allows companies to make confident, effective decisions based on solid and real time data and analysis—this is fundamental in our information era, and Business Intelligence will experience high growth rates of the software and technology business in 2010. Business Intelligence allows companies to execute quickly based on their very own strategies, it connects people, information, and business and provides a wealth of information, and analysis in a short time. And knowing more than your competitor is what will win market share.

In addition to information, time is key, so I believe we'll start to see technology that empowers companies not only to make rapid decisions but anytime and from any place. We'll start to see more offers for mobile applications; in fact, SAP is already introducing these to the market. Also, In-memory analytics will emerge [as] a big trend. In-memory analytics enables analysis and queries to be performed in RAM, therefore avoiding the need for time-consuming hard disks.

Technology will continue to evolve rapidly in the future, continuing to play an integral role in the success of businesses in Latin America, and I'm confident 2010 will be good year for the IT sector in the region.

Valles: As the economic recovery is happening worldwide and in Latin America, companies and governments will need to catch up and invest in technology and infrastructure. The need for broadband infrastructure is growing faster than ever driven by the use of video and social networks. We estimate the global IP traffic will increase fivefold by 2013 and Latin America is one of the regions with greater growth.

This is why I see many opportunities for all ICT sectors in Latin America. From my personal point of view the main opportunities will come from companies and business that want to increase the productivity of their employees, and technology plays a big role here. And finally we have to take into consideration that ICT network-driven productivity is a key ingredient for the success of all Latin American countries.

Leading companies know that after recession comes recovery, and they need to be prepared with better products to be at the forefront when the economy rebounds. Particularly in these tough economic times, we believe that companies that use technology to accelerate investments will not only survive but also thrive and lead into the future.

Being more specific on which technologies will lead the way in 2010, analysts on the most recent Gartner Symposium (October 2009), highlighted the top 10 technologies and trends that will be strategic for most organizations in 2010. Among them were mentioned: Cloud Computing, IT for Green, Reshaping the Data Center, Social Computing, Security, Virtualization, Mobile

Applications, currently part of Cisco's market adjacencies or priorities, so I see a clear alignment between the need and the offer.

Question: What will be the main challenges facing the technology sector in the region in 2010?

Cardenuto: From a general technology perspective, I believe the challenge is in how software is going to be consumed or utilized. We are already seeing these trends with cloud computing and Software as a Service, and at this point in Latin America it's not as mature as in other parts of the world, but it will definitely continue to develop in 2010, especially if companies invest in human capital to help expand these offerings. The "cloud" represents a tremendous opportunity for SAP to continue to innovate and bring to the market new offerings.

I also believe technology will face similar challenges as in the years past, which is that it needs to remain seamlessly aligned with the company's business area to demonstrate real value quickly to the organization. Consolidating applications portfolio on a single business platform such as SAP can significantly reduce total IT costs. The challenge is getting business leaders to invest in the short term to reap long term benefits.

Valles: For Latin America to be more competitive globally, it needs to improve its productivity in all sectors and facilitate changes to culture, management, leadership, and collaboration. The lack of leadership to make these changes is for me the main challenge facing the region in 2010.

Academics, global organizations and industry analysts agree "there is a direct correlation between the use of ICT and positive macroeconomic growth," [according to the World Economic Forum].

Solid data shows, for example, that a 10 percentage-point increase in high-speed Internet connections results in a 1.3 percentage point increase in economic growth (Y/Y increase in real per capita GDP).

So again the main challenge for me is not to make things happen, to postpone the change and not to be aggressive and ambitious enough in setting the vision of where we want to be in the future as a region, and taking the appropriate decisions and steps.

One key area for Latin America in terms of recent growth has been—and will continue to be—the public sector. The sector has had to leapfrog to hit the rapid pace of social, political, and technical change. Economic crises, budget cuts, the continuing evolution of e-government, increasing scrutiny and growing needs from citizens have forced the sector to embrace technology changes, which will determine that the public-sector organizations of the future will be more citizen-focused, more business-like and smarter in their use of technology.

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A look at people and events shaping IAM member companies



Pidge



Quenneville



Hansen-Bartel



Voell



Hacker



Cruz

Coleman World Group recently announced that **Tracey Pidge** has joined the company as vice president of business development for the Northwest and Alaska. Her primary responsibility in this new role will be to develop new business prospects and partnerships to generate business opportunities. Pidge's appointment supports Coleman's ongoing commitment to aligning its full portfolio of services to best serve its customers.

Pidge has over 14 years of real estate, sales and marketing, and relocation management experience.



Rick Allison has been appointed general manager of **Paxton Van Lines**, Paxton Companies in Springfield, Virginia. He will oversee the operations for the three Paxton facilities located in various areas of Northern Virginia.

Allinson's association with Paxton began in 1988 while still on active duty with the U.S. Marine Corps. He retired from the Marines after 26 years of active service as an Air Traffic Control and Airfield Operations officer. During that time he also served as the aviation security officer for the Marine Corps Air Facility housing the Marine One Presidential Helicopter Squadron. From 1991 to 1993, he was the Commandant of Cadets at Hargrave military Academy in Chatham, Virginia. In 1993 Allinson returned to Paxton and assumed the position of operations director for Paxton's Springfield commercial moving division.

In January 1995 he left the company to assume management positions with other national moving agencies, and returned to Paxton in 2000. In 2008 Allinson transferred to the Paxton International Division as the director of international cargo operations, and remained in that position until his recent promotion. During 2007 to 2009 he made trips to Iraq to evaluate transportation opportunities in that country. In 2009 he opened Paxton's Iraq office in Baghdad's International Zone, and spent six months in Iraq directing operations until returning to the United States last September.



Cyril Quenneville has joined the Kuala Lumpur office of **Asian Tigers Malaysia** as sales and marketing manager. He had previously completed several years at the company's Vietnam office. Succeeding him in the Ho Chi Minh City office is **Annie Hansen-Bartel**, who has been named sales and marketing manager for Asian Tigers Vietnam. She had spent five years in Bangkok in a similar role for Asian Tigers Thailand.



Arne Voell has been named managing director of **Corporate Logistics** based in Neuwied, Germany. An 18-year industry veteran, until last year Voell worked as director sales and marketing at Interdean International Relocation in Frankfurt, Germany. He began his professional career in 1992 at Froesch in Bonn and brings to his new position a breadth of experience as an executive of international moving and relocation service companies.



Carepak Moving & Storage, headquartered in Maila, Philippines, recently added **Nicolas Hacker** to its sales force. French by birth, Hacker is widely traveled, and he lived in New Caledonia, where he worked as a project coordinator on a mining project and then for a freight forwarder as an account manager. He moved to the Philippines last October.

Carepak also welcomed the return of **Ellen Cruz** to head its traffic department. Cruz has been in the moving industry for 10 years, almost eight of those years with Carepak. She began her career as an outbound traffic assistant at a moving company then known as Global Silverhawk.

After two years, she joined Carepak as an outbound traffic coordinator, and watched the company grow from a small service enterprise into one of the country's leading moving companies.



Natasza Przybylska has joined **Arpin International Group** as a multilingual move coordinator in its growing customer service centre in Dublin, Ireland.

As a move coordinator, Przybylska serves as her customers' dedicated contact, managing the entire door-to-door household goods shipment process. She is fluent in English, Polish, Russian, and German and also works with customers who are relocating to or from those language regions.

Przybylska comes to Arpin International Group with four years of experience as a move coordinator in the moving and shipping industry.

EXPANSIONS

The **Crown Worldwide Group** has officially begun its operation in Saudi Arabia and is now prepared to provide its services to the region. Crown's first office in the country, in Riyadh, will provide global mobility and moving services. It will be led by **Alexis Saporta**, country manager for Crown, Saudi Arabia.

Saporta said the new office in Riyadh is a response to customers' requests for Crown-owned and Crown-controlled service delivery. Saporta, who speaks French, Spanish, English, Russian, Italian, Greek, and Arabic, previously worked with Crown in several European locations, including Italy and Russia, and recently spent 18 months organizing the Riyadh office. He and his staff will concentrate on servicing the area's oil, bank and para-petroleum organizations.

Andy Marshall is regional managing director for Crown in the Middle East. Crown, Saudi Arabia will serve all the major cities in The Kingdom, but mainly Riyadh, Jeddah, Khobar, Dammam, Jubail, and Yanbu.

New World Van Lines, an IAM Core member headquartered in Chicago, Illinois, recently acquired Island Forward, Inc., a U.S. Department of Defense (DOD) freight forwarder in San Diego, California.

New World President **David Marx** stated, "We initially began servicing the U.S. Department of State (DOS) three years ago with great success and this was the next logical step in the continued expansion of New World into additional US government shipments worldwide. Island's philosophy mirrored New World's with a commitment to providing quality service and we are excited about this growth opportunity."

Mike Cazalet, vice president and managing director, commented, "This is a wonderful event affording New World entry to the US Department of Defense (DOD) business. New World will continue working with Island's current service providers."

Work has been completed on **Move One's** new \$1 million dollar facility at Kandahar Air Base, significantly expanding the company's operations in Afghanistan.

The new site will consist of extra offices and sleeping quarters for the employees currently on base, all of whom contribute to Move One's support of daily operations in the south of the country. In addition, there is a secured laydown area large enough to safely store short-term cargo before dispatch. There are also plans to add more equipment to increase the loading capacity.

Now focus will turn to Leatherneck, where the expansion of Move One's Afghanistan operations is well underway, with the imminent opening of new facilities at Camp Leatherneck, allow-



Saporta

ing the company to offer on-base, final mile delivery services in the camp, to complement its current aircraft handling services at nearby UK airfield at Bastion. Part of the expansion includes 12,000 square meters of laydown space for shipments, and new on-base office space.

Logistics Product Manager **Carl Corriveau** said the expansion will allow Move One to provide a complete service to clients on the base, from loading and unloading shipments to delivering to their doorstep, where previously the company could deliver only as far as the camp gates.

Move One's presence in Afghanistan is increasing dramatically, with additional expansions to our offices at Kandahar Air Base, and the news that we were part of the massive contract award to build forward operating bases throughout the country.



Move One's new Kandahar facility in Afghanistan.

Move One also has announced the opening of its newest (fifth) office in Iraq. The new office opened March 1, on location at Balad Air Base, also known as Camp Anaconda. Balad Air Base is strategically located 68 kilometers north of Baghdad. The 25-square-kilometer base is the largest and busiest airport in all of Iraq, with about 40,000 troops, contractors and Defense Department civilian employees residing there.

REB Storage Systems International, headquartered in Chicago, Illinois, has expanded its global presence with the opening of an office on the outskirts of Dublin, Ireland. **REB Storage Equipment Worldwide Ltd**, a wholly owned subsidiary of REB Storage Systems International, will provide the company's sales and operations support for all of Europe as well as serve clients in the Middle East and Africa.

The European office will be staffed by **David Tozier**, senior account executive.



An ETS train about to be shipped from South Korea to Malaysia.

BIG Move for Subalipack

Subalipack (M) Sdn Bhd, which has been in the moving and relocation services since 1981, has become a recognizable name when it comes to transporting household and office goods nationwide and across the globe.

Lately, the company has been appointed as the Multimodal Transport Operator (MTO) for the government of Malaysia. Having established itself in the moving and relocation services, Subalipack moved into the rank of heavy-duty transporters. It won a contract from the Ministry of Transport to ship coaches from Pusan, South Korea, to Malaysia.

Despite successfully transporting heavy-duty items like the coaches, it is residential and office moves—the company's core business—that make Subalipack a household name. It has a network of offices in Sabah and Sarawak, making moving between East and West Malaysia less problematic than in the past. If one is moving overseas, there is a team of international move specialists including expatriates under its subsidiary, UniGroup Worldwide UTS, to handle international moves. The company also offers documents storage services for those unable to keep their important documents at their premises.

In short, Subalipack has grown to be an almost complete logistics provider.



Move One Handles Spanish Exhibit

Move One has been chosen as a destination partner to receive the exhibition Fotciencia7 in Moscow, Belgrade, and Krakow.

This traveling exhibition presents the pictures from the national Spanish photography contest organized jointly by the the Scientific Research Centre (CSIC) and the Spanish Foundation for Science and Technology (FE-CYT).

This contest aims to bridge the gap between science and the general public through the art of photography, and is open to digital photographs capturing the artistic side of science and showing objects or equipment from original viewpoints, or scientists themselves.

Move One team in Moscow was surprised to discover these amazing photos, with subjects ranging from the inner structure of plant leaves, tiny insects, stunning geological formations, or minute cribs sitting on a microchip.

The exhibition is currently presented at the Instituto Cervantes in Moscow.



Shanghai City Guide

Move One Rolls Out Shanghai Virtual City Guide

Move One recently rolled out the sixth of its online City Guides developed to provide recently arrived expatriates a full suite of indispensable information about life in their new city.

The Shanghai guide, like the others in the series, has at its centerpiece a set of mini documentaries, covering subjects such as health care, transport, housing, and schools. Each film is accompanied by a set of useful Internet resources, gathering together in one place a host of information that expats otherwise would have to search for themselves.

Move One's head of destination services, Jon Harman, said, "Traditional paper destination guides were expensive to produce, became out of date quickly, and were difficult to amend. The virtue of producing online guides is that our assignees and clients get an up-to-date, detailed, and concise resource to make settling in to a new city a pleasant experience.

"People usually seek information out on the Web, but the type of information we have in our city guides—like how to validate public transport tickets and parking meters, or how to deal with local landlords—isn't readily available. We have taken great care to document the minutiae of life in these guides, and have included interviews with other expats and profiles of local business people and packaged it in a convenient way for people to use in the run up to their move. We believe that we have created a fantastic resource to help ease expats into their new lives as seamlessly as possible."

Martha Lloyd, a British expat, used the Budapest guide when her husband's work took their family to Hungary: "These guides were invaluable. Prior to moving, we sat as a family and watched them. It was especially reassuring for our son to see videos of his new school. It went a long way to convince him that he would make new friends and that his new school was just like at home! It gave us information like what to expect from local landlords, information on the health care options, right down to interviews with local doctors.

"On other moves abroad, we had been given guide booklets, which were useful to a point, but a lot of information was inconsistent and often out of date, and it wasn't as convenient a way of finding what we needed to know. I've had friends here who had been given nothing more than an A4 sheet with taxi numbers and details of the nearest Indian takeaway."

Move One Managing Director Curt Clements added that the guides provide valuable information in a convenient package, and help assignees make the most out of their stay.

Move One currently has six guides live—Budapest, Moscow, Prague, Bratislava, Warsaw, and Shanghai—with work on guides for Bucharest, Belgrade, Kiev, Dubai, and Abu Dhabi well underway.

Crown Team Completes Phase II of Its Executive Leadership Program

The Crown Worldwide Group recently announced the successful completion of Phase II of its leadership development program, The Leadership Journey.

The program falls under the Crown University umbrella where a variety of training methods are applied. It was conducted over a six-month period and encompassed classroom sessions, skills-based Webinars, and working virtually on action learning comprehensive team projects. The training included strategic planning, dealing with polarities, time management, understanding individual competency surveys, coaching, and developmental plans as well as financial planning.

Twenty Crown managers began their training in Long Beach, California, and concluded it in Panama City, Panama, in February, when the participants from various countries had their second meeting, officially graduated, and received certificates of completion. In their final sessions, the trainees who were accompanied and supported by Crown's senior leaders, made presentations and participated in highly interactive, personal development sessions.

As a result of the program, some key measures relating to business growth and Crown's relationships with clients will be used throughout the company. Crown will implement processes to ensure that there is measurement, training, and management of its service partners spanning all Crown's businesses. Many action plans have been agreed on and teams are being organized to further review and implement various levels of the future leaders' recommendations.

Norah Franchetti, group vice president of learning and development, managed the program, which was created in consultation with Hemsley Fraser, a provider of continuing professional development training.

MOVERS DOING GOOD

Arpin Group Aids Haiti Quake Victims

Eight full-sized Arpin moving trucks rolled off Cardi's Furniture parking lots in late February, filled with 8,000 donated walking aids including crutches, wheelchairs, walkers, canes, and others, destined for Norfolk, Virginia, where they began their final journey to Haiti. The drive collected 3,736 crutches, 2,384 walkers, 1,296 canes, and 577 wheelchairs.

"We are overwhelmed by our community's tremendous show of support for the victims of Haiti's natural disaster," said Peter Arpin, partner of Arpin Group, Inc. "These walking aids will provide much needed mobility to thousands of Haitians with serious injuries, many of whom are awaiting the manufacture of prosthetic limbs."

Arpin Group, Inc., headquartered in West Warwick, Rhode Island, teamed with Cardi's Furniture Superstores to support Physicians for Peace by hosting a medical supplies and cash collection drive for Haiti earthquake relief efforts. The collection took place at Cardi's Furniture store locations in Braintree, South Attleboro, and Swansea, Massachusetts, and in West Warwick.

Arpin Group set up moving trucks at each Cardi's Furniture location to collect donations. The American Red Cross was also present, accepting cash donations to further their efforts in Haiti. Arpin Group provided free delivery of the medical supplies to Norfolk, Virginia, where Physicians for Peace transported the donations to the quake-devastated island nation. Arpin agents Don Queeney and Hampton Roads Moving and Storage of Norfolk donated warehouse space to store the supplies while awaiting final transportation to Haiti.

Physicians for Peace has been providing medical education and training in Haiti for several years, particularly in rehabilitation for trauma victims through its internationally recognized Walking Free program.

Rhodies for Haiti, a rapidly growing group of volunteers on Facebook, organized dozens of volunteers to assist with this event.

MILESTONES

The Crown Worldwide Group recently marked 45 years of service to clients worldwide. What started in Yokohama, Japan, on February 1, 1965, as a small moving company primarily serving the military is now the Crown Worldwide Group, one of the largest transportation, storage, and logistics companies in the world. The group, which is headquartered in Hong Kong, operates from approximately 250 locations.

Crown's staff worldwide commemorated the anniversary with celebratory events at locations throughout the Crown network. Many of the company's senior staff members were meeting in Panama City, Panama, where they celebrated the milestone while completing the second phase of Crown's Leadership Development program. In addition, a special issue of Crown's newsletter was created to acknowledge and celebrate Crown's 45 years in business. It outlines historic milestones, highlights key staff members, and discusses innovation and plans for the future.

The Crown organization was built on a commitment to excellent service and this remains one of the company's core values. Its other guiding principles inspired Crown's dedication to its employees and the communities in which it operates. The Crown environment fosters satisfied, productive staff and actively supports employee development, and its corporate social responsibility program helps sustain the company and the communities it serves.

Because understanding clients' needs is a cornerstone of the Crown philosophy, it employs the most modern technology available in an effort to be accessible, efficient, and affordable. The staff worldwide focuses on innovation and client satisfaction, and as a result have designed and developed helpful programs to support clients.

Chairman Jim Thompson noted, "No company can succeed without loyal customers. You are the reason we exist, so on behalf of all the members of the Crown Group we sincerely thank you. Crown's success is also due to the employees who have helped build the company over the past 45 years. Each, in their own way, has made the company stronger. It's been a very exciting 45 years of development, and the most rewarding aspect of it all is that the Crown Group today enjoys a solid financial position, excellent management and staff, and a steady pattern of growth and development that will see us moving into the future as the only true global company in the international relocation business.

"Additionally," Thompson said, "our records management and fine arts transport businesses have also expanded globally at a very solid pace."

IN MEMORIAM

Rafael Ramirez

Rafael Ramirez, who headed the traffic department at Trallero International in Barcelona, Spain, died suddenly of a heart attack. He was 44.

IN MEMORIAM

Warren L. Bock

Warren L. Bock of Mount Jackson, Virginia, passed away on February 21 after a long illness.

Mr. Bock was well known to many in the IAM community as a provider of insurance products relating to the moving industry.

Born and raised in the Silver Creek, New York, area, Mr. Bock attended the University of Buffalo and subsequently entered the U.S. Air Force during the Korean conflict. He then entered the insurance business and was a partner in an agency in New York State.

In 1969, Mr. Bock and his family moved to the Washington, D.C., area, where he was employed by the James W. Barrett Company. During his employment there he became involved with sales and servicing of a specialty transit insurance program for the moving industry. The company was acquired by Reed Stenhouse, which in turn was acquired by Alexander & Alexander (now AON). During 1986 Mr. Bock decided it was time to start his own company. Along with a partner, International Relocation



Warren L. Bock
1931-2010

Insurance Services (IRIS) was founded and flourished. In 1994, the company was acquired by Willis Corroon and now trades as Willis Relocation Risk Group. Mr. Bock retired in 1996.

A loyal member of the association, Mr. Bock attended every HHGFAA annual meeting from 1970 until his retirement, usually with Shirley, his wife of 55 years. In addition to his wife, Mr. Bock is survived by three children and six grandchildren.

HONORS AND AWARDS

Mayflower Transit has honored eight individuals with the annual “Heart of Quality” award, which recognizes move coordinators throughout the van line. The recognition acknowledges excellent individual performance based on post-move surveys.

- **Cindy Bowens**, Dodge Moving and Storage Co., Inc., Earth City, Missouri
- **Carol Hagan**, White Star Movers, Inc., Sterling Heights, Michigan
- **Jackie Canute-Goss**, Clark Moving & Storage, Rochester, New York
- **Debbie Blake**, Kloke Group, Fredericksburg, Virginia
- **Karen Paisley**, Underfanger Moving and Storage, Springfield, Illinois
- **Paula Miller**, Dodge Moving and Storage Co., Inc., O’Fallon, Illinois
- **Connie Guinty**, Buehler Moving and Storage of Texas, Ft. Worth, Texas
- **John Jasper**, Safeway Moving and Storage, Inc., Lexington, Kentucky



At **United Van Lines**, 16 “Heart of Quality” award winners were chosen from among more than 400 domestic United Van Lines agencies:

- **Tina Fitton**, Hilldrup Moving and Storage, Stafford, Virginia
- **Becky Nowaczyk**, Holman Moving Systems, Wilmington, Delaware
- **Kelly Gilkerson**, Hilldrup Moving and Storage, Stafford, Virginia
- **Jeff Nogg**, I-GO Van and Storage Co., Omaha, Nebraska
- **Jennifer Mead**, A-Mrazek Moving Systems, Inc., St. Louis, Missouri
- **Gerri Wilkerson**, Horizon Moving Systems of Arizona, Phoenix, Arizona
- **Lisa Ridolfi**, Bohrens Moving and Storage, Inc., Robbinsville, New Jersey
- **Julie McGuire**, Golden Eagle Moving Services, Inc., Upland, California
- **Stacey Krieger**, Golden Eagle Moving Services, Inc., Upland, California
- **Barrett Meyers**, Smith Dray Line and Storage Co., Inc., Columbia, South Carolina
- **Jennifer Storms**, Clancy Moving Systems, Inc., Patterson, New York
- **Mike Blasingame**, Livingston Storage and Transfer Co., Inc., Columbus, Georgia
- **Traci O’Neil**, Smith Dray Line and Storage Co., Inc., Rock Hill, South Carolina
- **Kathy Olson**, Browning Moving and Storage, Inc., Tallahassee, Florida
- **Cherie Turner**, Merit Moving Systems, Inc., Temecula, California
- **David Kruzic**, Topeka Transfer & Storage, Inc., Topeka, Kansas



Skyline Movers, Inc., Chicago, Illinois, was recognized as United Van Lines’ Agent of the Month for January 2010. The moving agency was selected from among more than 475 United Van Lines agencies eligible for the distinction. **Browning Moving and Storage**, Lakeland, Florida, was runner-up for the honor.

Also at United, Milton Fry, chairman of Fry-Wagner Moving and Storage in St. Louis, Missouri, was presented the Gene Anderson/United Excellence Award in recognition of his commitment to quality and integrity as he runs his family business. The award, which represents United’s highest individual honor, is named for the late Gene Anderson, who was the chairman of Armstrong Moving & Storage, Inc., Lubbock, Texas, and a long-time United Van Lines Board member.



Mayflower Transit has presented **Jim Ottoes**, president of Arrow Moving and Storage Company, Inc., in Cheyenne, Wyoming, with the Joyce Derrick Award, which recognizes individuals who have shown particular dedication to and leadership in the moving industry. The award is named for the late Joyce Derrick, who served at a California Mayflower agency for 20 years and was known for her commitment to employees and van operators. The award represents Mayflower’s highest individual honor.

Ottoes grew his company from a four-person operation with \$81,000 in revenue to an agency with more than 100 employees and \$11 million in revenue last year.



Crown Logistics, a third-party logistics provider that offers total logistics solutions to high-end fashion and cosmetics retailers, has been chosen by the Chartered Institute of Logistics and Transport (CILT) in Hong Kong to receive the Enterprise Champion award. Crown was selected for its consistent delivery of customer-oriented services and significant achievements in the Logistics field. The award will be formally presented at the CILT HK Gala for 2010, which will be held on June 25.

CILT is the professional body representing the logistics industry in Hong Kong and its awards are given out on a biannual basis to all the trade’s practitioners in the Hong Kong market, not exclusively to its members. Crown Logistics was acknowledged as an organizational member of CILT in 2009 and presented with its membership certificate at that year’s gala marking the 40th anniversary of the institute.

Analdo Li is Crown’s general manager for logistics in Hong Kong. In 2008, Crown was the recipient of the Hong Kong Logistics award for medium-sized enterprise.

WELCOME NEW MEMBERS



Randall Groger
RKG Associates
IAM Chairman

NEW CORE MEMBERS

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E-mail: cwolpert@mwmovers.com
P.O.C: Mr. Axel Mallon
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Brytor International Moving, Canada

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P.O.C: Mr. Ian Lawson
Sponsors: Expert Logistix, Germany
Mudanzas Clara del Rey, Spain

UAB "Servekt"
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Vilnius LT-09108, Lithuania
Tel: (370) 5264 1407
Fax: (370) 5264 1407
E-mail: servektvilnius@takas.lt
P.O.C: Mr. Vytautas Kaneckas

NEW SUPPLIER MEMBER

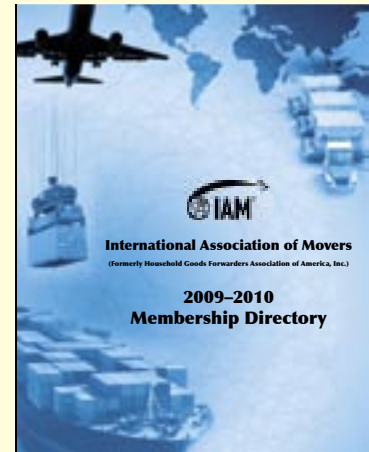
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Get More Bang for Your Advertising Dollar!

Soon IAM will publish its 2010–2011 Membership Directory, an essential resource for all members seeking the best partners in the industry. Decisionmakers around the world reach for the IAM Directory every time they need a product or service.

We are now accepting advertising for the directory, but space—and time—are limited. For one price, your company's ad will be seen thousands of times over the coming year. It's a great deal, getting the most value from your advertising dollars.

For more information, contact Belvian Carrington at bel.carrington@iamovers.org or call (703) 317-9950—but do it soon!





IAM Corporate Membership Categories

Overview

At the October 2009 IAM Annual Meeting, members approved a new membership structure, which now consists of six classifications. Three of those are corporate memberships—Governing Membership (formerly Active), Core Membership (formerly Associate), and a new category called Supplier Membership. Of the three individual membership categories—Student Membership, Industry Veteran Membership, and Young Professionals (YP-35) Membership—only the YP-35 category had a change: Once a person has joined YP-35 he or she may remain an active participant in the group until reaching age 40.

Important changes were made to the corporate membership categories with the goal of enhancing membership value by providing even greater opportunities for business development, establishing new connections, and diversifying business activities. Details of the categories' benefits, services, and fees are listed below. In summary, these changes include:

1. Opening the Governing Membership category (formerly Active) to all members engaged in or with an interest in moving, and providing increased opportunities for making connections important for growing and diversifying business.
2. Providing Core Members (formerly Associate) the opportunity to upgrade their membership to Governing, with new opportunities for business growth and full voting privileges in the Association.
3. Creating a new Supplier Membership category that will allow those members who offer products or services related to moving, but who are not movers themselves, a greater opportunity to reach clients with a specific value message.

Benefits, Services, and Fees

1. **Governing Membership.** Open to any person, firm, entity, organization, company, or corporation engaged in or with an interest in the moving industry.

Benefits of Membership:

- Two listings—alphabetical and geographical—in IAM print and online Membership Directories (online listing will include a 35-word description of services and listing of industry licenses, affiliations, and certificates)
- Three points of contact listed in each directory
- Three print copies of the IAM Membership Directory
- Early Bird Annual Meeting registration rate for all attendees regardless of registration date
- Discount (10 percent) on regular Exhibitor Fees at Annual Meeting
- Three subscriptions to *The Portal* magazine (six issues per year)
- Reduced initiation fee (25 percent discount) for Receivable Protection Program (RPP)
- Appointment of three qualified individuals to participate in the Young Professionals (YP-35) group without an additional fee
- Voting rights on all matters with an impact on Governing Members, including final approval of amendments/revisions to IAM by-laws affecting any category of IAM membership

Fees for Governing Membership: \$3,000 annually, billed in two installments (June and December). New members submit \$2,000 with application, covering a one-time initiation fee of \$500 and \$1,500 for the first six months of membership. Initiation fee waived for upgrading members.

II. Core Membership. Open to any person, firm, entity, organization, company, or corporation engaged in or with an interest in the moving industry, unless said entity is a Transportation Service Provider (TSP) offering door-to-door through bill of lading service capabilities to the U.S. Government, in which case Governing membership is required.

Benefits of Membership:

One geographic listing in the IAM print and online Membership Directories

- Three points of contact listed in the print Membership Directory
- One copy of the print Membership Directory
- One subscription to *The Portal* magazine (six issues per year)
- Voting rights on all matters impacting Core and Supplier Members

Fees for Core Membership: \$650 billed annually. Applicant submits \$1,150 with application, covering a one-time initiation fee of \$500 and dues of \$650 for one year from effective date of membership.

III. Supplier Membership. Open to any person, firm, entity, organization, company, or corporation providing goods or services to the moving industry, but not actively engaged in the moving process.

Benefits of Membership:

- Membership Directory listing (print and online) by service or product category, including a 35-word description identifying products, services, and areas of expertise
- Three points of contact listed in the print Membership Directory
- One copy of the print Membership Directory
- One subscription to *The Portal* magazine (six issue per year)
- Voting rights on all matters impacting Supplier and Core Members

Fees for Supplier Membership: \$650 billed annually. Applicant submits \$1,150 with application, covering a one-time initiation fee of \$500 and dues of \$650 for one year from effective date of membership.

To download a form to upgrade your membership category, or for a new member application form, go to www.iamovers.org. For membership questions, e-mail Jean.Mathis@IAMovers.org.

International Association of Movers

5904 Richmond Hwy., Ste 404 • Alexandria, VA, 22303 USA

Tel: 703-317-9950 • Fax: 703-317-9960

Save the Date!



**IAM 48th Annual Meeting
September 29–October 2, 2010
Manchester Grand Hyatt
San Diego, California**

Health Care and the Economy

This issue of *The Portal* goes to press just as Democratic congressional leaders reaffirmed their commitment to pass a health care reform bill as their major policy initiative. Once the health care bill is passed, they have stated, their priorities will be to focus on proposals to stimulate the economy and create new jobs. But the obstacles facing Congress in considering health care reform first are thorny and formidable.

While the leadership outlines a strategy to address health care, many members of Congress are moving legislation to try to help those who have lost jobs by extending unemployment benefits and some other forms of economic aid. The Health Care Summit at the White House demonstrated the deep divide that separate the two parties on the issue of reforming the nation's health care delivery system, but there is hope that commonality of interest might be possible with respect to economic recovery. To that end, the House recently passed a \$15 billion jobs bill that includes many extensions of the limitations on unemployment benefits and several incentives for businesses in the hiring of new employees.

On the Senate side, lawmakers will consider a similar package—but with a larger price tag of \$150 billion that will combine extensions of expiring unemployment benefits and COBRA healthcare subsidies for laid-off workers. The Senate approach attempts to combine these subsidies with an increase in Medicaid reimbursements to states, dozens of lapsed tax breaks for businesses, farm disaster aid, and other related tax provisions.

Because Senate rules mandate that the measure be revenue neutral, part of the proposal would be paid for with what appears to be about \$43 billion in revenue raisers and spending cuts. Among these are two ideas that President Barack Obama had sought to set aside for his healthcare bill: closing down the abili-

ty of paper companies to claim a biofuels tax credit for the “black liquor” fuel they already produce, and codifying the economic substance doctrine requiring firms to prove their transactions are not merely for tax avoidance. The measure includes pension funding relief for cash-strapped companies that acts as a revenue raiser because it increases firms’ taxable income and accesses the Medicare Improvement Fund (a pool of funding that has been dormant for quite some time).

Essentially the Senate bill reflects a sizeable increase in the scope of a bipartisan measure that was introduced last month by Senators Max Baucus (D-MT) and Charles Grassley (R-IA). One of the bigger cost drivers in the new Senate bill is the addition of the unemployment insurance, COBRA extenders, and Medicaid augmentation. There are many fiscal conservatives who have expressed concerns about the bill because of the impact it would have on the deficit and a belief that it is not entirely paid for with offsets.

Both parties are considering a series of amendments, including a provision that would create small business tax incentives that would be paid for with unspent stimulus money.

Meanwhile, House lawmakers enacted the jobs bill by overcoming large political obstacles, including the manner in which some \$930 million in construction projects having national or regional importance is to be allocated. The House and Senate have apparently reached a tentative agreement under which a small portion of the \$40 billion in annual highway aid for the states would be given out based on formulas established in 2009. This new scheme will channel more funds into states that had been left out of the funding under the 2005 formula, which did not provide any funding for over a dozen states. Funding is for both new and existing highway and infrastructure projects.

Climate Change

Furthering the agency's efforts to bring about some new regulations governing the oversight of greenhouse gas emissions, the Environmental Protection Agency (EPA) has said it is considering issuing new regulations under the Clean Air Act that would place restrictions on emissions from stationary sources. EPA's initiative is motivated in part by a realization that Congress will most likely not enact any climate change (greenhouse gas emissions) this year. Using its rulemaking authority, the EPA is threatening to take these actions as a means of prodding congressional action.

Congressional reaction to this threat has been swift. Senator Jay Rockefeller (D-WV) has introduced a bill prohibiting the EPA from taking such actions and a group of Democratic congressmen from coal-producing states have introduced a companion bill in the House. These policymakers have echoed business leaders' concerns about the economic impact that regulation of stationary source would create. The proposed legislation would require the EPA to suspend action in this area for at least two years, giving Congress an opportunity to examine how any such regulations could affect investment in new facilities, business expansion, job creation (including green jobs), and economic recovery. Congressional leaders are concerned that investment in energy efficiency technologies could be sharply cut if the EPA regulations go into effect as contemplated. In addition, Congress believes that critical policy development should start on Capitol Hill as part of a deliberative process, and not by agency regulation.

At the same time, Senator Lisa Murkowski (R-AK) has proposed a resolution that would disapprove of the EPA-issued greenhouse gas emission regulations. She also sent a lengthy discussion draft on national energy policy to three senators who are attempting to create an energy bill that would provide policies to move the nation away from carbon-based fuels.

The three senators—John Kerry (D-MA), Lindsey Graham (R-SC), and Joe Lieberman (I-CT)—represent a diversity of ideologies and constituencies. The Murkowski proposal would include encouragement for offshore drilling, revenue sharing for coastal oil-producing states, and a ban on drilling extending 45 miles from Florida's coast and waters. The larger policy outlined by the three senators would also provide incentives for renewable energy development as well as encourage the development of nuclear capability, and includes a state opt-out for offshore drilling. It is generally viewed that the Kerry-Graham-Lieberman proposal will represent a final version that the Senate will vote on later this year—not the energy—climate change bill approved by the House earlier in this Congress but with a cap and trade element that will not be adopted by the Senate. In this sense, the same dynamics between the House and the Senate that have played out for the health care bill may also light the path for the energy bill. ■

Coming Up Next Time in

THE PORTAL

Being More than Just a Mover: Focus on Logistics

Does your company focus on logistics or have a logistics component? Do you provide warehousing and related warehouse logistics services? Simply put, what do you do with your trucks, warehouse, and employees when there is down time, or to diversify and generate additional revenue sources?

The theme for the May/June issue of *The Portal* is logistics, warehousing, and the specialty services many IAM members provide.

1. Tell your fellow members about your business, its services, and how you view the future of logistics in the industry.
2. Do you have a specific area of diversification (such as records storage, storing or transporting medical or scientific instruments, moving trade shows, fine art, libraries, etc.)? Tell us why you decided to go in that direction and about your experiences.
3. Have you found diversification to be more—or less—profitable than you expected when you began?
4. What are your expectations and plans for future activities?

Please e-mail your story—along with digital photos if possible—to

Janet.Seely@IAMovers.org and joycedexter47@comcast.net

Deadline: May 7, 2010

IMPORTANT INFORMATION CONCERNING PORTAL ADVERTISING RATES AND DIMENSIONS

Full Page \$ 3,187.50

- 7-1/2" wide x 10-1/4" high
- Bleed: 8-1/2" wide x 11" high (add 1/8" at each edge)

1/2 Page \$ 1,687.50

- Horizontal format: 7-1/2" wide x 5" high
- Vertical format: 3-3/4" wide x 10" high

1/3 Page \$ 1,187.50

- Horizontal format: 7-1/2" wide x 3-1/4" high
- Vertical format: 2-1/4" wide x 10" high
- Box format: 4-1/2" wide x 5" high

1/4 Page \$ 875.00

- Horizontal format: 3-5/8" wide x 3-3/4" high
- Vertical format: 3-3/4" wide x 5" high

1/6 Page \$ 531.25

- Horizontal format: 4-1/2" wide x 2-1/2" high
- Vertical format: 2-1/4" wide x 3" high

1/8 Page \$ 437.50

- Horizontal format only: 3-5/8" wide x 2-1/2" high

NOTE: Prices shown are the total cost for one year (six issues). **All new ads must be in color** (electronic files must be supplied).

Deadlines to receive new artwork:

May/June Issue May 7, 2010
July/August Issue..... July 9, 2010
September/October Issue August 23, 2010
(ANNUAL MEETING ISSUE)
November/December Issue November 12, 2010
January/February 2011 Issue January 22, 2011
March/April Issue March 7, 2011

ARE YOU SENDING AN ELECTRONIC AD?

The Portal now accepts computer-generated files, graphics, and ads supplied on PC- or Mac-compatible CD-ROMs. **ADS SENT BY E-MAIL MUST BE PDF FILES.**

When providing electronically-generated advertisements, your disk **MUST** be accompanied by a printout showing what the ad should look like. IAM will not accept disks that arrive without a hard copy proof.

In addition, advertisers must provide the following information along with the disk. Please use this checklist to ensure that you send everything that will be needed to accurately place your ad:

- Disk with ad (Zip or CD-ROM)
- Printout or hard copy proof
- Note format: __PC __Mac
- Note program used to create the ad
 - ___ InDesign: specify version _____
 - ___ Corel: specify version _____
 - ___ Illustrator: specify version _____
 - ___ Other (specify): _____

PLEASE NOTE: We do not accept ads created in Publisher.



**For further information about Portal display advertising,
contact Belvia Carrington at IAM:**

5904 Richmond Highway, Suite 404 • Alexandria, VA 22303

Phone: (703) 317-9950 • Fax: (703) 317-9960 • E-mail: bel.carrington@IAMovers.org

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April 11–15, 2010

FIDI Global Alliance
Melbourne, Australia

April 20–25, 2010

CMSA 92nd Annual Convention
Lake Tahoe, Nevada

May 20–23, 2010

Young Movers Conference
Rome, Italy

June 8–10, 2010

National Council of Moving
Associations (NCMA)
St. Louis, Missouri

September 18–22, 2010

64th NDTA Forum and Expo
Washington, D.C.

September 27–28, 2010

PAIMA Convention
San Diego, California

September 29–October 2, 2010

IAM 48th Annual Meeting
San Diego, California

October 17–22, 2010

SDDC—Pacific Personal Property
Training Workshop
Honolulu (Waikiki), Hawaii

September 12–15, 2011

IAM 49th Annual Meeting
Denver, Colorado

October 10–13, 2012

IAM 50th Anniversary Meeting
National Harbor, Maryland
(Washington, D.C.)

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

2010 Portal Editorial Calendar

May/June

Focus on Logistics

July/August

The Technology Revolution in
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Going Green

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