

# THE PORTAL



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## Leadership Across Generations: IAM Family-Owned Businesses



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## All in the Family



**TERRY R. HEAD**  
**IAM President**

One of the more rewarding and enjoyable aspects of my role as IAM President is having the opportunity to deal with multiple generations within family-owned and -operated businesses. For years these family-centric companies have constituted a large portion of the Association's membership.

With the evolution of the industry through expansion, mergers and acquisitions, family-operated entities may no longer dominate the landscape, but they do continue to comprise a significant segment of the industry, and are the backbone for providing moving services, especially at the local market level.

It is great fun for me during the IAM Annual Meeting and other industry gatherings to chat with the sons, daughters, and even grandchildren of people with whom I've done business and built relationships with over the past 40-plus years.

I know I'm dating myself, but many of the current generation of professionals weren't even born when I started attending industry events. Others were just toddlers being pushed around in strollers or youngsters running around making noise and announcing their presence. Perhaps they knew then, at some level, that there would be a place for them one day in this industry.

I won't name names, but they know who they are...and many of them are still making noise, but the good kind. These next-generation youngsters haven't merely taken jobs or positions within their family-operated business; many of them are now running and managing the companies. A number of these same people also now hold volunteer or elected leadership positions in IAM and other industry trade associations around the world.

I think the fact that multiple generations of families choose this as a career says a lot about our industry and the Association.

Granted, taking the helm of the family business may seem preordained by a variety of factors (i.e., inheritance, family name, trust, respect for founders and ancestors, economics). Nonetheless, family-owned companies continue to prosper and thrive, achieving a level of success that wouldn't be possible if ensuing generations did not share the passion and values that inspired the first generation—the original founders.

To the best of my recollection, this is the first issue of *The Portal* dedicated to family businesses. We were extremely gratified by the record number of excellent submissions we received from our members—a response that no doubt is indicative of just how many family-run entities are part of the IAM family and value their participation in the organization.

I invite you to take the time to read this issue and gain insights as to what it takes to work in and manage a successful family-run business. These articles will generate a new respect for the way entrepreneurs, beginning with little more than a dream, built and nurtured their companies, many of which today enjoy a global presence and reputations as industry leaders and innovators.

Whether you've launched a family enterprise, worked for one, or taken over the management of such a company, you are sure to discover much that is enjoyable, entertaining, and educational in this issue about keeping it all in the family.

### It's All Relative How Family-Owned Movers Succeed

Narratives abound about the myriad and often interesting ways the most established movers in Europe began. It is common to learn of a major player of today that started centuries ago with a man, a wheelbarrow, and a horse or mule. Many venerable companies took root in the ambition of ancestors who saw a need to fill, and were built on the persistence and hard work of successive generations who aspired to keep the family flame burning under their own watch.

Family businesses also became commonplace in the United States as settlements began to expand. West of the Atlantic Ocean the communities and cities are younger than those in Europe, but the same motives drove forward-thinking immigrants to capitalize on the wanderlust on which the New World thrived.

Americans, like Europeans and other business owners around the globe, could recount many colorful success stories associated with their origins. Although today's managers routinely utilize state-of-the-art systems, GPS-equipped vehicles, and high-tech logistics that bear no resemblance to the stars and the seasons that guided U.S. migrants in their 18th-century Conestoga wagons,

many of the factors that have supported the viability of entrepreneurial dreams are the same all over the world.

If the dozens of submissions *The Portal* received for this edition are any indication, the generations may have a different perspective on exactly how things should be done, but they are able to work side by side toward their common goal. It wasn't so long ago that one heard of company patriarchs who, to the frustration of their children, refused to introduce computers to the office because they were new and not to be trusted. That has changed, and certainly the receptiveness of leaders—whatever their age—to embrace new ideas and harness technology has been key to their companies' survival.

This is true even in today's challenging economic climate. A good many IAM members have resisted the trend of being merged into larger van lines or companies, choosing instead to stay the course in hopes of passing along an enduring legacy to future generations. Family businesses are a cherished tradition in the moving business and are likely to remain so for many years to come.

# The Pasha Group: History and Heritage

By George W. Pasha IV, President and CEO

I've had the pleasure to grow up in a family business whose heritage is all about transportation. My grandfather, George Pasha Jr., started out selling automobiles in the 1920s, opened a service station in San Francisco in the 1930s, and began receiving and storing automobiles for military members in the early 1940s. In the 1950s my father, George Pasha III, began working in the family business delivering service parts, doing oil changes, and, with the help of his buddies, shuttling cars for the military members from Fort Mason in San Francisco to Travis Air Force Base. The volume reached a point where George Jr. purchased several auto haulers, and Pasha Truckaway was born.

In the 1960s George III began selling processing and distribution services to new car manufacturers, focusing on overseas players such as Toyota, Honda, British Motor Cars, Volvo, and Subaru. By the 1970s Pasha launched stevedoring and terminal services and opened new facilities in Northern and Southern California.

This is when I came into the picture. At age 12, I began my career with the company, doing everything from weeding car storage lots, to working on and loading car haulers, to cleaning up after the body shop and paint crews. I got to know many of the individuals who were directly responsible for providing our services on behalf of our customers. My younger brothers and sisters, Maureen, Mike, Mary Jane, and John, were also exposed to the many facets of the family's business, and today they all remain actively involved in the company's diverse operations.

Since those early days, **The Pasha Group** ([www.pasha-group.com](http://www.pasha-group.com)) has grown to provide unique, integrated and specialized services that represent a composite of every transportation



George W. Pasha IV, George W. Pasha III, and George W. Pasha Jr. in the early 1980s.

discipline. Today, with cutting-edge automotive port processing facilities on the East and West Coasts of the United States, Pasha can control every step of the finished vehicle supply chain. Our maritime division handles not only automobiles but all types of cargo, and is the third largest independent stevedoring operation on the West Coast.

By the time I came on board as an adult I had the benefit of working "hands on" in each of our divisions, which continues to shape my perspective today. I learned lessons along the way that gave me a real appreciation of what it takes to run a successful family business.

Over the years we grew and diversified. In 1980 The Pasha Group acquired Asiatic Trans-Pacific of Okinawa, launching our focus on serving the relocation and household goods forwarding industries. Representing the third generation involved in the Pasha family business, I joined the company during that time to oversee this fast-growing group, which is now the company's largest division. Today, Pasha Relocation Services excels at providing cost-effective and quality-driven global move management solutions for corporate, military, and government clients.

In 2005, Pasha Hawaii launched our 579-foot roll-on/roll-off vessel, the *Jean Anne*, which provides safe transit from all points of the U.S. Mainland to and from ports of call in the Hawaiian Islands for all types of rolling stock, household goods and other oversized cargo. The *Jean Anne* will be joined by a sister ves-



George Pasha Sr.



**The Pasha family in a 2010: George W. Pasha IV, George W. Pasha III, Michael Pasha, and John Pasha—a combined 115 years of service.**

sel—the *M/V Marjorie C*—in 2013 providing container shipping in addition to roll-on/roll-off cargo.

Over the years our company has become an industry leader in global relocation and logistics, as well as a provider of quality automotive and maritime services. But we haven't forgotten our beginnings or the principles that have brought us where we are today. The Pasha Group is still a forerunner in supporting the relocation needs of our U.S. military service members, as my grandfather did almost 65 years ago.

Reflecting on the history of our family business, I realize that the values of hard work and discipline were important, but there are many elements that paved our way to success over the years. Solid ethical standards and outstanding teamwork were important to our past achievements, and will continue to be vital as we move into the future.

# At Two Men And A Truck, It's All in the Family

*By Richard Kuipers, Managing Director*

When I did my first move with an old truck 20 years ago, I never expected that two decades later our three daughters and their husbands would be involved with the daily running of the business.

In typical grass-roots fashion, we started in the lounge room and then expanded to a caravan at the back of the house. But when we got into trouble with the council for having a home office, I and the trucks moved to a small shop in Cammeray, Australia. Now we are at our current premises in St. Leonards with plans to relocate to bigger premises in Botany.

We began with occasional moves in North Sydney but now Two Men And A Truck ([www.twomen.com.au](http://www.twomen.com.au)) operates in most states. The name might suggest that we just do small relocations, but in fact we do a lot of large relocations as well, both domestic and commercial.

Two Men And A Truck is certainly a family affair. Catherine, our eldest daughter, is the CEO. Elizabeth and her husband, Cyril, manage Melbourne. But Jo, is too busy looking after her twin girls—the third generation of Kuipers!

Joining FBA (Family Business Australia) last year was excellent. Having completed the directors course and attended Forum meetings and conferences has given me a clearer understanding of the complexity of running a family business and the importance of succession planning.

Business is both fun and rewarding, and we make a good team, but as we all know, it is hard to separate family issues and the business. My wife, Cheryl, deals with most of the family dramas around the kitchen table. She is the other CEO—the Chief Emotional Officer!

Our systems, the lifeblood of our business, are getting into place and helping us run a tight ship. We have regular family board meetings and family forum meetings. The most important document we have in place is the family constitution.

When I was doing the family directors course I thought, “Why am I doing all this? If I sold the business I wouldn’t have to be here and I could retire in luxury.”



**Nearly all the siblings, as well as their spouses, work in the family business. From left: Elizabeth and her husband, Cyril (with baby Tahlia) manage the Melbourne office; Managing Director Richard Kuipers and his wife, Cheryl (aka the Chief Emotional Officer); Joanna (holding Isabella) and her husband, Wolfgang (holding Adriana); eldest daughter Catherine, the CEO; and son-in-law George.**

As tempting as that notion is some days, it’s not something that I can do. I love the challenge of bringing it all together and being able to provide the next generation with a good business and a good income—an important legacy.

I truly hope that my family has the energy and interest to take it to the second generation ... and maybe the third. But until it’s in their hands, I just continue to give it my best.

## The Rise of India: Strengthening Families, Driving Growth

Judging from the number of responses to IAM's invitation to contribute to this Family Business issue of *The Portal*, India seems particularly well suited, both culturally and economically, for enterprises whose foundations are built on family ties. Indeed, Amit Chawla, director, international business at New Delhi-based **Ashoka International** ([www.ashokaint.com](http://www.ashokaint.com)), suggests that India is a fertile ground for growth and expansion despite the need for more adequate infrastructure than now exists.

"Growth opportunities are visible to everyone who wants to put in the required efforts if his planets are positioned in the right houses," says Chawla. "Another important aspect of any Indian family business is that we pay a lot of attention to astrological movements."

Ashoka International was incorporated in 1977 by Ashok Kumar, the founder who is still leading growth. Ashoka has come a long way since its origins as a Delhi-based company primarily working for the government. "We are still the most preferred service provider to the Government of India," says Chawla (who is Kumar's son-in-law), "and enjoy the support of several embassies, United Nations agencies, and leading corporate houses in India.

"As a family-owned company focused on the bottom line, we were never taught to spend hours in the boardroom chalking out plans. No matter how much my generation loves it, the rules of family business are simple. Either create wealth by adding value, or sit aside and enjoy your shareholding."

In this particular family business, says Chawla, the next generation of leadership is a mix of family and professionals. Family members have been trained for a minimum of two years in daily tasks before taking management positions. Amit's wife, Neha Khanna Chawla (the founder's daughter), heads the administration and IT initiatives at Ashoka International after several years of being involved in managing work efficiency. Chawla himself returned to the business five years ago after working with some of the best names in the industry in Eastern Europe, Western Europe, and the United States.

"Family business assures loyalty unless handicapped by selfish motives," he

Ashoka International's Amit Chawla says there are several drivers indicating that India is poised to see its status rise:

- Annual compounded growth rate for the country is above 9 percent and likely to be double digit.
- Anything that hampers growth is infrastructure, and if India is on the verge of double digit growth, better infrastructure is needed to support the logistics requirement. "Come to India today and see," Chawla suggests. "It is as if the whole country is undergoing construction. Here's a tip: This is a good time to invest in real estate in India."
- Despite scams and other problems, the government is still doing its job. Increase in private participation of rail freight, new special economic zones (SEZs), privatization and airport expansion and, to top it all, allowing Foreign Direct Investment in many sectors to accelerate growth. "It might be coming at a price," says Chawla, "but it is happening."
- According to Chawla, the role of IT in the Indian logistics companies is still underestimated and "opportunities are unimaginable. Companies still have to look around for a solution; hence, the gap between the customer and the solution provider. The Indian market is *big*; I don't know why the large vendors are sleeping on it."
- The retail segment is growing, with Walmart, Metro, and Tesco having made or announced their entrance. "From well-managed transport to warehousing, we need it all," Chawla says.
- Above all, disposable income in the hands of the average Indian is growing rapidly and so are his demands and desires. This underscores the need for efficient logistics management to keep the costs in check. Thus, says Chawla, "we need managers and trainers in every field who already know how to manage it. It explains the great jump in the last few years in the number of expats working in India."
- "And if you have been tracking movements from India closely," he adds, "you will know that Indian companies are buying abroad like never before." According to Chawla, India is assuring "unheard returns on capital and time invested."



Ashok Kumar, founder of Ashoka International





**Ashoka International's Amit Chawla (right), director–international business, and his wife, Neha Khanna Chawla, director–administration**

explains. “Being blessed by the professional and detached management principles set in place by our founder, Mr. Ashok Kumar, the business constitution at Ashoka has assured that we stay focused on growth only. As a hard-working team concentrating solely on client satisfaction, we are geared to increase our presence in the South East Asian subcontinent in the next two years and at the same time continue to provide a better-than-before quality of services for all relocations to and from India.”

## **Family-Owned Businesses: Alive and Well**

**H**istorically, family businesses have been the backbone of the American economy. Yet conventional wisdom says that family businesses are out and big corporations are in. Are family businesses really a dying breed?

Despite the rising influence of big corporations, family operations continue to be a powerful economic force. In fact, many of the corporations themselves are family companies. To get a truly accurate snapshot of family businesses in the United States, take a look at the statistics.

- **Market presence.** Family businesses account for a staggering 50 percent of the Gross Domestic Product. However, it's not true that the majority of family business GDP is attributable to thousands of small operations. Here's why: 35 percent of Fortune 500 companies are family companies; they are represented across the full spectrum of American companies, from small businesses to large corporations.
- **Employment and job creation.** Family companies account for 60 percent of the nation's employment and 78 percent of new jobs created. The gap between the those figures may indicate that family businesses are one of the fastest growing sectors of the economy because their new job requirements outpace their current employment rates when compared to other businesses.
- **Generational transition.** Family businesses face some difficult challenges and hurdles, including generational transition. Only a third of all family businesses successfully make the transition to the second generation largely because succeeding generations either aren't interested in running the business or make drastic changes when they take the helm. The significant failure rate of family transitions highlights a number of concerns about family businesses in general, including the ability of these organizations to maintain a consistent value system and business philosophy. This issue will come into even sharper focus in the coming years as Baby Boomers prepare to hand off their companies to their children.

—SOURCE: *Gaebler.com*

Another New Delhi-based IAM member, **Agarwal Packers & Movers Ltd.** ([www.agarwalpackers.com](http://www.agarwalpackers.com)), entered the field of road transport in 1987 thanks to the business foresight, progressive outlook, and experience of Ramesh Agarwal. In 1980, while serving in the Air Force, he was required to move from Madras (now Chennai) to Srinagar and faced the daunting task of packing and moving all his goods on his own. When he related this experience to his younger brother, Rajender Agrawal—who had long wanted to work in the logistics industry—Ramesh’s recollections of his move became the impetus they needed to become entrepreneurs.

And so, Agarwal Packers & Movers Ltd. was born. From its origins with one lorry to its current status as a logistics powerhouse, Agarwal Packers and Movers Ltd. has come a long way. The company has transformed the painstaking process of packing and moving household goods into an art.

As a strategic initiative and to remain a market leader, Ramesh Agarwal has thoroughly studied the Indian logistics sector and has been the real architect of 3PL and 4PL services. He has also pioneered in creating state-of-the-art infrastructure and warehousing divisions, solely to fill up the glaring gap between demand for and supply of storage space. The company’s R&D team, bolstered by customer feedback and market research, has formulated 40-point standards for a world-class national and in-



**Ramesh Agarwal, founder of Agarwal Packers & Movers Ltd., a new IAM Governing Member**

ternational relocation service. In addition, the company has taken over the management of Air Cargo Terminal Services (Export Division) at IGI Airport, Delhi, and introduced the public storage system in the country.

Ramesh Agarwal has long been known for introducing advanced technologies in his company and the company was recognized as the Best Transport and

Logistics Company in the service sector by Small Business Awards 2010.

Agarwal’s recently launched “double door special household carrier” in the relocation segment has created a niche in the market by saving up to 35 percent on moving costs, as has the company’s innovative “local car pick-up carrier.” The company’s single country-wide number, “6001 5001,” has now become a brand in itself among users seeking “tension-free solutions for logistics and relocations.” With 52 self-owned branches serving 1,264 destinations across the country, Agarwal Packers & Movers Ltd. expects to move more than 60,000 households in the FY 2011–2012.



**A car mover used by Agarwal Packers & Movers**



**Nikhil Ohri, marketing and sales vice president, and his father, Rajesh Ohri**

**M/s. Packways India**, was founded by Ramesh Ohri in 1974. His son, Rajesh Ohri, joined the business in 1977 and his younger brother, Rakesh Ohri, in 1989. With Nikhil Ohri, who came on board in 2010, Packways India is now a third-generation family-owned business.

An MBA degree in international business armed Nikhil with the confidence enter and contribute to the business. “Practical training under my father’s eagle eye groomed me for my role here,” says Nikhil, who is the company’s vice president of sales and marketing.

Packways India has a network of agents in New Delhi, Calcutta, Bangalore, Hyderabad, Cochin, and Goa, extending its reach across the entire country. The

firm has strengthened its network of partners around the world through its membership in professional organizations, including IAM. In addition, it has now begun offering records management services.

“In our company,” Nikhil Ohri explains, “the first generation owner made the majority of the decisions. When the second generation gained control, the decision-making became more consultative. Now that the third generation is in control, the process will become more consensual. In this manner, decision-making by successive generations becomes more rational.”

Specific goals, expectations, and obligations of the position were clearly defined for Ohri. He has observed that family-controlled firms have several things in common:

- Families have a longer time horizon than other investors, because they are building wealth to pass on to succeeding generations.
- Family-owned firms are more stable; they’re less likely to make radical cutbacks in a recession.
- They tend to have a high level of trust and commitment—both to employees and to customers—because how the company behaves reflects the family’s personal integrity.
- Family participation in managing and owning a business can strengthen the company because family members are loyal and dedicated to the family enterprise.
- The most successful families in business have clearly defined roles and

responsibilities for individuals involved in the enterprise—a principle that holds true at Packways India. “The father serves as a role model and trainer for the next generation, exposes them to various aspects of the business,” says Ohri. “He listens to their ideas and lets them make their own mistakes. He views the business as a team project rather than an individual effort.”

When processes, goals, and succession have not been planned well, however, there are disadvantages for family-controlled firms, he cautions. Decisions can be emotional rather than rational; informality and tunnel vision may hinder effectiveness and discipline. A lack of written strategy, succession planning, retirement and estate planning, or exit strategy may interfere with the growth of the business.

## Daughter Transitions

A recent trend worth noting is the increasing number of family businesses that are being passed down to daughters. Over the past five years, women-owned family businesses have increased by 37 percent. There is also evidence to indicate that women-owned family businesses are better prepared for transition scenarios and have higher success rates than businesses controlled by their male counterparts.

—SOURCE: *Gaebler.com*



**Kencho Dorji  
founded Leko  
Packing in  
Bhutan.**

**I**n the Kingdom of Bhutan is **Leko Packing, Moving, and Logistics**, a family-run business that was founded by Kencho Dorji in 1991. It is the first packing and moving company and the only IAM member in that country.

Dorji was working as a finance clerk for the United Nations Development Programme in the 1980s when he noticed that expatriates in Bhutan were sorely in need of packing services. At the time, packers had to be brought in from Kolkata, India—an expensive and burdensome undertaking that inspired Dorji to begin offering packing services to the foreigners.

Headquartered in Thimphu, the capital city of Bhutan, the company now employs 20 staff and has seven dedicated containerized trucks, trailers, and vans to meet the needs of its clients. Dorji, the managing director, has been supported by his son, Palden, since his graduation from a university in India. Among the advantages of having a family-owned business, the elder Dorji explains, is the prospect of succession of leadership. “The company can grow from strength to strength to serve the requirements of our clients,” he adds. “My son is an expert in packing, driving, loading and unloading, preparing documents, customs clearance, conducting surveys, and marketing.”

Leko is the mover of choice for a variety of customers, primarily diplomats and embassies, the United Nations and its agencies, and large import houses; it also regularly handles exhibits and other projects. In addition, Dorji reports that his company is the cargo sales agent of Druk Air (Royal Bhutan Airline), the only airline operating in the country.



**The Felix Relocations team with Edgar Prates, director of corporate communications and strategies (front row, center)**

**T**he **Felix Group of Companies** ([www.felixrelo.com](http://www.felixrelo.com)) had its origins in the early 1980s, when Felix Express Services was formed by the Perianayagam family in Kuala Lumpur, the capital city of Malaysia, to offer warehousing, distribution, and freight forwarding.

As the Malaysian economy developed at a rapid pace, finding good movers was difficult. In 1987, the management of Felix Express Services decided to tap the vast business potential of the relocation and logistics sector by forming Felix Logistics Services and then Felix Removals Services.

The Felix Group of Companies has since flourished under the leadership of the founder's son, Albert Perianayagam, and Albert's wife, Caroline. Over the years Felix Relocations has handled relocations for corporate clients and diplomatic personnel from its offices in Malaysia (Kuala Lumpur and Johor) and Singapore. Nowadays Felix Relocations employs 30 people.

As a family company, Felix Relocations has maintained its core of services offered since its inception, always adapting to the needs and demands of the market. As managing director, Albert Perianayagam delegates responsibilities across key segments, such as expatriate services, corporate relocations, and records management. The challenge is to approach new markets and draw new customers while keeping traditional clients, by providing them the quality of service they have come to expect. New hires and departmental restructuring have enabled the company to engage with professional organizations, such as IAM, FIDI, and AMSA, which provide entrée to global markets, and to pursue accreditations that will identify it as a provider of quality services. Felix hopes to join OMNI soon as well.

Meanwhile, Felix plans to move to a bigger warehouse and office with an eye to expanding in South East Asia in the long term by establishing a presence in other ASEAN countries.

**D**uring the summer of 1979, a young Saudi man named Mohammad Al-Mani dreamed of establishing a relocation and moving company in Saudi Arabia. At that time there were skeptics who believed that such a company made sense in the United States or Europe, but not in the Saudi desert. But as any entrepreneur knows, it's not the money but the idea that determines the viability of a business.

Al-Mani did his homework and was determined to make his name in the relocation industry. He pursued his university studies in Great Britain from 1968 to 1970 on an education grant from the British Council and returned home to establish his own brokerage company. Subsequently he leveraged his experience in freight forwarding to become an agent for **Four Winds Company** ([www.fourwinds-ksa.com](http://www.fourwinds-ksa.com)), and in 1990 he bought the Saudi Division of Four Winds. It continues to grow, now having 11 offices in Saudi Arabia with 450 employees of 16 nationalities. According to Logistics Coordinator Shahin Ali, Four Winds' commitment to quality service has earned the respect and loyalty of a broad customer base, many of whom have used the company for 15 years.

Since the beginning, Mohammad Al-Mani has believed in running the company with a mix of experienced professionals who have knowledge of the relocation industry and ambitious newcomers to provide energy and innovative thinking to the business.

The founder's eldest son, Nizar Al-Mani, is the assistant vice president of marketing and handles business development. He was educated in the United States and earned an MBA in marketing as well as an MS degree and gained five years of experience working at blue-chip multinational companies before joining Four Winds. Like every other employee who aspires to company leadership, Nizar underwent intensive training in every department—operations, administration, customs, sales, and marketing—from the time he joined the organization. For each employee, a permanent assignment is based on where managers determine that his skills can be used most effectively.

"The advantages of a family-run business are obvious," says Shahin Ali. "We work with people we know well and love. We enjoy greater flexibility and security, and this provides a sense of trust among employees. These benefits often contribute to a positive and unique business identity and a reputation of trust." When customers work with a family company, Ali adds, they are more inclined toward confidence in the organization.

At the same time, he points out, there are times when family-owned businesses experience disputes over control or where there are lack of well-defined roles and limits of authority. When family members disagree over future expansion, for example, disputes are often generational, with the established leaders inclined to continue with a business structure that feels comfortable and familiar, and younger members likely to favor new and untried areas that may be profitable but risky.

The Saudi Arabian economy is primarily based on oil, gas, and energy, so in the last 30 years the kingdom has seen an influx of expatriates from the business sector. Four Winds has established its offices strategically in areas where its corporate clients can benefit from its services and its understanding of how to navigate the complexities of regulations for imports, exports, and household goods relocations. Currently household goods accounts for about two-thirds of its activities—up from 15 to 20 percent when Four Winds was established three decades ago. The rest of the business mix includes supply chain logistics, customs processing, and brokerage activities.

Four Winds does its best to provide its employees a sense of the company as a second home and make them feel part of the family. Those workers, who generally are from non-Gulf Cooperation Council countries, enjoy a number of benefits ranging from furnished accommodations to medical insurance.



At Sea Bird, many family members are involved in the company.

M.S. Youssef, founder, chairman and CEO of **Sea Bird Services (SBS)** in Alexandria, Egypt, began his career in Melbourne, Australia, working with LEP Transport in 1972. He worked his way up, eventually become financial controller of LEP International.

In 1979 he decided to travel back to his homeland in Egypt to launch his own freight forwarding company. But while still in Melbourne, Youssef was fishing from the end of a pier, contemplating on a name for his enterprise. He glanced up and noticed a flock of seagulls—and thus Sea Bird Services was born.

Upon his return to Egypt SBS ([www.seabird.com.eg](http://www.seabird.com.eg)) was registered and opened for business. Youssef secured several contracts with embassies and petroleum companies that are still in effect some 31 years later.

Over time, all six of Youssef's children, his spouse, and his nephew have studied at the International Logistics Academy in Egypt and upon completion of their studies have played active roles in the company, handling such diverse functions as international operations manager, export manager, traffic controller, and others.

A pioneer in Egypt's fledgling logistics market, Youssef has transformed SBS into one of the country's largest international freight forwarding companies. It operates across six continents and has established a network of multinational van lines worldwide. Three decades after its founding, SBS continues to dominate in Egypt as a family-based international freight forwarder.

Youssef predicts that he and the family members who have made Sea Bird Services a success will continue to carry on the company's name both locally and internationally for generations to come.



Sea Bird headquarters



# Harsch—A Family Committed to the Art of Moving

By Ita McCobb

Thanks to the careful planning, attention to detail, and total commitment of Henri Harsch initially and later his son, Bertrand, the company **Harsch, the Art of Moving** ([www.harsch.ch](http://www.harsch.ch)), has been in the business of fine art transport and international moving for more than 50 years—and has every intention of continuing for the next 50 years or more. With this in mind Bertrand Harsch recently set about looking to assure his succession. He held extensive discussions with his son and three daughters and saw in his youngest daughter, Isabelle, the person who was not only capable of leading the business, but also the one who wanted to continue its success into the future. She was the one who, with her master of law degree, clearly saw where she wanted the company to go and also wanted the responsibility to make it happen. As she says, “It’s in my genes.”

Harsch was founded in Geneva, Switzerland in 1957 by Bertrand’s father and mother. Henri Harsch started out handling, packing, and shipping fine art around the world. When his son, Bertrand, joined the company in 1973, the business had already developed an excellent reputation and gained considerable respect in this specialized field.

Bertrand was much travelled, especially in the United States, so he brought a new dimension to the business, focusing in particular on developing its international moving business—a field in which the company has been more than successful.

From its original 12 employees in 1973, the Geneva-based company has grown to employ more than 100 people, having established a solid base in Switzerland with centers in Zurich, Basel, and Lausanne, and is noted not only for its expertise in international relocations and fine art shipping and storage, but also for its state-of-the-art archiving. The company uses the Internet to its full potential, benefiting from its direct approach and obvious ease and speed of communication. Also, under Bertrand’s leadership, the company has also successfully gained ISO 9001 and 14001 recognition.

Transitions are not always easy, which is why Bertrand has given Jean-Bernard Blanc, director in the company, the responsibility of training Isabelle in all aspects of the business. Thus Bertrand can maintain his excellent relationship with Isabelle while ensuring she has the best possible training, without risking



Isabelle and Bertrand Harsch



Company founder Henri Harsch, cleaning his truck (circa late 1950s)

any problems that can arise when different generations of the same family work closely together.

The management of Harsch therefore developed a program to ensure Isabelle’s complete understanding of and integration into the company over the next five years. Initially she will spend time working in the logistics department, which organizes and coordinates moves. Then the plan is for her to work her way through all the departments in the company starting with the fine art department—an essential part of Harsch’s core business. Once she is well and truly integrated into Harsch she will then spend time working with some of Harsch’s partners and forwarders around the world—all which should provide her with a comprehensive understanding of the business.

To what do Bertrand Harsch and Isabelle credit the company’s success? The word you continually hear from both of them is “innovation.”

“It’s important to employ good people and to listen to what they say and be sure to give credit to the people who have the ideas,” says Bertrand Harsch.

“We aren’t simply a family business,” Isabelle adds. “Harsch operates like one big family with everyone pulling together to achieve the same end.”

It would seem that continuity is assured—at least in this family business.

Hungary-based **EuroMove** ([www.euromove.hu](http://www.euromove.hu)) was founded in 1998 by Adrienne Deák, proprietor and managing director, after she gained many years of professional experience with other international moving companies. A FIDI-accredited international moving company, EuroMove offers international relocation, moving, and fine art services, as well as long-term and short-term furniture storage, vehicle transport, pet transportation, and customs clearance.

Since its founding, Deák's company has been active in professional organizations, through which it has built its reputation and partnerships around the world. Having launched its relocation activity in 2002, EuroMove joined Hungarian Moving Association (MAKÖSZ), which was founded in 2005, and Deák was elected president. Two years later, the company began to offer fine art shipping services and started working with art galleries and exhibition halls.

Adrienne Deák has drawn several relatives into the company fold. Her daughter, Andrea Müller, who lived in France and England for several years, is the company's legal representative; she takes an active role at EuroMove and represents it at most international conferences.

Adrienne's son, Gábor Kohalmi, who is EuroMove's marketing manager, is a current M.A. student in IT, communication, and management. Besides coordinating the advertisements and marketing



The EuroMove team

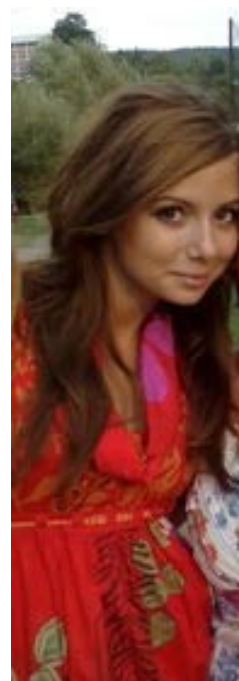
stream, he also fosters EuroMove's IT development. His spouse, Dóra Földes, handles the company's public relations. Dóra, an ambitious young woman who lived in Paris for eight years, speaks fluent French and English, and knows a great deal about expat life. This year she launched a completely new service: the Spouse Assistance Program, which was created to help clients' spouses and partners adjust to their new home and community.

As in virtually all family-owned businesses, Deák and her team recognize the inherent advantages and benefits, including what she calls "a built-in trust factor with established relationships, common values, strong commitment, loyalty, and stability."

To maximize the contribution of each family member according to his or her field of study and expertise, EuroMove strives continually to develop and improve its services. When selecting other staff members, "In addition to business skills we look at personality and reliability, which we think both guarantee customer satisfaction," Deák adds. "We believe that our family's common values, our loyalty, stability, and strong commitment give a special extra competitive edge to our business. The second generation's work and their active participation in EuroMove's evolution encourages the long-term thinking indispensable for growth and success."



EuroMove founder Adrienne Deák (right) runs the company with her daughter, Adrienne Müller, and her son, Gábor Kohalmi.



Gábor's spouse, Dóra Földes, handles public relations and a new service, the Spouse Assistance Program.



Adrienne Deák's daughter, Andrea Müller, is the company's legal representative.





**Davide and Caterina Occhione oversee FOS's import and export operations.**

When Pasquale Occhicone first thought to consolidate cargo in groupage containers sailing from the Port of Naples, the navigation lines—more accustomed to using groupage containers to ship loose cargo than steel containers—thought he was crazy. It was 1960, and the use of steel containers was in its infancy.

“Time has proved that I was right,” says Occhicone. “It was not easy at all, but I felt I was headed in the right direction.”

But over the last 30 years, the practice of shipping and receiving groupage containers has not been unique to Occhicone. Starting with **Freight Overseas Specialists** (usually known as FOS; [www.fos-international.com](http://www.fos-international.com)), by the late 1960s he was focusing his efforts and attentions on household goods shipments. More than three decades of experience have helped Occhicone to create a network of agents worldwide—and it helps that he knows practically everyone in the business who’s more than 50 years old.

In 1994 Freight Overseas was closed and Occhicone’s experience formed the basis of a brand-new enterprise, led by his son and daughter, Davide and Caterina, who oversee the company’s import and export operations. From his desk at FOS International office, Pasquale still focuses his attention on export groupage containers handled worldwide by FOS International.

Both born in the early 1970s, Davide and Caterina were practically raised in FOS offices in the heart of Naples, just in

front of the Port. “Yes, it’s easier to work in a well-run company,” says Davide, general manager at FOS, “but if you’re the son of the owner, you also have to prove that you’re good! It is not easy at all to work with your family. It is something not ‘usual’ and you have to be strong enough to leave office problems out from familiar matters—and that’s not easy. Sometimes you will find yourself talking of work problems at lunch, on Sunday, with your grandmother trying to understand what a ‘TEU’ or an ‘insurance claim’ is. And that is not the right moment to talk about these things.”

Having grown up watching his father at work, Davide now usually handles every communication with U.S. and overseas agents. His goal is first to provide good service to every customer and then to work with several overseas agents in handling outbound shipments. “Everyone wants return shipments,” he explains, “but we have so many friends—that is, agents—overseas that we don’t always have enough freight to reciprocate.”

FOS International has its own internal customs broker, obviously specialized in importation of household goods. Any shipment can be cleared through customs by FOS International.

FOS International is not the only company in Naples doing this kind of work, Davide points out. “Unfortunately the competition is hard, but we’re not afraid of charging higher prices, if it means better service.

“I don’t know if second generations are able to handle fathers’ companies,” he admits. “I know for sure that we are facing hard times and, notwithstanding that they did a terrific job to build these companies, I’m quite sure that maintaining and saving them today is more difficult than building them 30 years ago.”

Davide recalls that in the United States there is conventional wisdom that it typically is the third generation that destroys a company. Despite the challenging economic times, however, FOS is now focused on diversification and growth. “We have to prove that we have the skill to understand where the market is going,” says Davide. “We have the experience and the strength to handle different kinds of work. Household goods will obviously be our most consistent business, but we also have to meet the needs of the market.”

Elsewhere in Europe there is a century-old moving company now led by Rudolf Stangl, owner and CEO of **Stangl International Worldwide Movers** ([www.stangl-international.com](http://www.stangl-international.com)).

As was the case at so many of today's venerable European companies, Vienna, Austria-based Stangl grew from a tiny operation begun when Leopold Stangl I and II transported goods south of Vienna in the area of Himberg in the second half of the 19th century. Then, in 1893, Leopold III—Rudolf Stangl's great-great grandfather—acquired a license for transporting and distributing dairy products and relocated the business to a Vienna district called Hungelbrunn. In 1910 the family moved the business to Kudlichgasse, where it stayed for nearly 100 years.

The sons of Leopold, Ignaz, and Rudolf Stangl expanded the business from dairy products to wine and beer and furniture and household goods around the 1920s. During World War II the building in Kudlichgasse was destroyed, to be rebuilt after 1946 by Rudolf II. He also changed the mode of transportation from horse carriages to trucks. And later he bought the first furniture van in Austria equipped with a turn signal.

In 1980 Rudolf III took over and brought the business technical enhancements, such as swap body carriers, outside elevators, and container loading stations. "My father also played his part in



A truck in Stangl's modern fleet

the Austrian Moving Association by heading the education section," says the current owner. "The high level of service quality in our country can partly be credited to his efforts. When I was old enough he took me out in the weekends to deliver pianos in the countryside. A lot of the things he told me during the long driving hours made sense to me only many, many years later. He taught me everything he knew—and left me the freedom not to believe it. And that is how I will handle my boys, Gabriel and Raphael, hopefully the eighth generation of Stangl businessmen who make their own way."

Stangl sees clear advantages to running a family business. "It is the tradition and the sense of responsibility toward the family, the people, and the community that gives you higher credibility," he explains, "because you grow with it. The disadvantage could be if you feel that you have to do it. Showing the next generation the way without forcing it is the secret of success."

Each succeeding generation leaves its mark on a business like Stangl International Worldwide Movers. For example, says Rudolf Stangl, "I am proud to be the seventh Stangl in a direct line to lead the business. I took over from my father in 2007 and changed the company from a nice but old-fashioned moving business to a more modern, management-oriented business. We relocated the premises to Himberg—back to our roots! We still want to stay only in the Austrian market but expand our office and warehouse location to be prepared for future expansions."



After World War II, Rudolf Stangl II bought the first furniture van with a turn signal in Austria.





**Sabine Hartmann and her brother, Andreas, are the latest generation to run their family's 150-year-old business.**

The forwarder **Hartmann International** ([www.hartmann-international.de](http://www.hartmann-international.de)) has been well established in Paderborn, Germany, for more than 150 years and six generations. The family firm—a classical haulage business and reliable removals company—has withstood two world wars and several economic crises since it all began in 1856, when Josef Hartmann founded the business.

The drivers in this business have always pursued persistent and stable growth for the company. This applies especially to the rebuilding of the company after World War II, which was driven by the current senior partner, Rudolf Hartmann, and it clearly demonstrates the success story of Hartmann International. Rolf Hartmann ascribes to the philosophy “There’s no such thing as ‘no-can-do.’” He has consistently reinvested earned profits back into the business, and he was particularly successful in handing the business over to the sixth generation in 2001. In March 2011, Rolf Hartmann was awarded the German Federal Cross of Merit on Ribbon for, among other things, his services as an entrepreneur.

Today, two of his three children run the business. Sabine Hartmann is responsible for the removals sector and record storage logistics while her brother, Andreas, heads the forwarding, logistics, and air and sea sectors. The company, rich in tradition, currently employs approximately 300 employees. The surface area of the plant, which is split up into two sites in Paderborn, is 32,000 square meters. The Ibbenbüren site was added last year.

Sabine Hartmann knows international relocation like the back of her hand. She has not only been heading the household goods sector since 1982 but is also active on many sector committees. She is currently active on several boards: Unigroup UTS International (vice chairman), UTS Germany (chairman), FIDI (FA Germany president), FEDEMAC, and the Association of German Movers.

Thanks to its international reach, the business has benefitted from quite a few prominent customers. Hartmann International was chosen to relocate the former German Federal President Horst Köhler from Washington to Berlin. International companies posting staff to all parts of the world also account for some of the day-to-day business operations at Hartmann.

Hartmann International recently began offering a new record storage service. In order to save customers expensive archive rental fees, Hartmann can store its customers’ archives for them; once the storage period has expired, the files are eliminated. If a file needs to be called up, Hartmann delivers the file directly to the desk of the appropriate clerk. This saves storage costs and time investment costs that would otherwise be spent searching for documents.

Sabine Hartmann values the vast business experience the family has gained and she likes to think in the long term when it comes to business development. She is focused on carrying the business forward into the next generation. Working within a family-run company offers her much freedom in doing her job; decision-making can be faster, and new ideas can be implemented quickly. “I am completely committed to the business and appreciate the advantages that come with being your own boss. This also means that I have to deal with risk carefully because ultimately, I am responsible for a great number of jobs,” she says.

The business wants to continue striving for steady growth in all sectors in the future. “We put a great deal of emphasis on having well-qualified staff,” Sabine explains. “We provide different types of occupational training and often keep the staff we train. This way, we generate well-trained junior employees which, in terms of demographic change, is extremely important.”



**Hartmann International's headquarters in Paderborn, Germany**

In 1875 Thomas Bourne began doing general cartage and delivering coal, which was his core business until the 1940s. After World War II the company moved into the removals business following the death of Thomas's son, and Bourne's business was taken over by his grandson, Stanley.

**T. Bourne & Son Ltd.** also provided coach hire, meat deliveries, and general haulage services. As the business grew it moved into an old brewery, which provided storage as well as a yard for vehicles. When current Managing Director Eric Bourne's grandmother died in 1962 Eric joined the company and the properties owned by Bournes were split among her children. Over the next 15 years Eric's father bought out his sibling's property interests and his younger brother Roy joined the company.

Eric and Roy both started at the bottom, driving vans, loading furniture and gaining a wide range of experience in servicing Bournes customers on the front line before moving into management roles following both of their marriages and a new air of responsibility. In 1968, as government restrictions on operating radius were scrapped, Bournes took advantage by moving into other markets and buying up competitors locally to increase capacity.

In 1974 Bournes suffered a serious fire that damaged the goods of many of its local customers, an event that prompted Stanley (who felt he had let his customers down) to take a step back from running the business to concentrate on a more customer-facing role, undertaking home visits, providing quotes, and overseeing moves. The fire also prompted Eric and Roy, now handling the day-to-day running of the business, to move the business from its town centre location to a new site on the edge of town, where they constructed a purpose-built warehouse and were one of the first companies to adopt the new containerized storage system.



A Bourne truck, 1958

Over the next few years Bournes added two more warehouses, more office space, and extra vehicle parking capacity, financed by successful negotiation of haulage contracts to subsidize the slow winter months in the removals industry. They bought up smaller local companies throughout Kent and East Sussex and began to grow their corporate client base.

In 1990 Bournes moved again as local traffic increased and access became difficult, building a 26,000-square-foot office, warehouse, paint shop, and vehicle maintenance facility on a nearby commercial development. When the local auction house closed down, Bournes saw an opportunity to develop a new stream of business and opened its own auction house on the now empty site. Sales continue today for antiques and general goods, an additional service that many moving customers appreciate, especially when downsizing for a move overseas.

In 1992 Bournes became a founding member of the UTS network (now UniGroup Worldwide UTS), helping expand services throughout Europe.

Just as their fathers did in their teenage years, Eric and Roy's children began working at the company during weekends

## Working for a Family Company

Working for a family company has its benefits and its downsides. As a teenager Leon Bourne vowed never to join the family company after all the late-night calls his father would receive from drivers. Now, this is something he frequently experiences himself. When the name on every uniform, every vehicle, and every box is your surname there is a certain personal responsibility to make sure that you are proud of what it stands for—and that often drives an attitude of doing more than just “showing up” and “doing what needs doing” than the average 9-to-5 job working for a big corporation.

The whole company has a family feel about it, with a relaxed but professional culture which has inspired outstanding loyalty of service, with many staff having worked in the company in excess of 25 years, says Leon.

The new generation at Bournes is fully aware they take on the business in an increasingly tough marketplace, but they know that the ability to adapt, innovate, and create new opportunities will be key in a highly competitive market. They are also eager to help the company develop in line with the changes in consumer behaviour, embracing new ways of promoting, selling, and delivering services and with a renewed focus on its corporate social responsibility, particularly with regard to its impact on the environment and its responsibility to the people involved in the company.

and holidays and Wesley, Leon, and Tom eventually joined the company full time. Wesley first took a gap year when he obtained his commercial driving licenses and then went on to university to study business management, in between spending time with UTS head offices in Amsterdam and the United States to gain experience in worldwide logistics. Leon also spent time overseas at a partner company in Australia before studying for his degree in transport management. Tom took the practical route working his way through roles as porter, driver, and various office roles before joining the management team.

With their sons now firmly involved in the business Eric and Roy welcomed the fresh eyes looking at the company and recognized the need for Bournes to move forward and bring in the next generation. Wesley Bourne moved easily into a general management role and quickly began reviewing the company as a whole. He introduced new processes and computer software to improve efficiency and customer service and to provide vital management information.

Today Bournes employs approximately 90 people in the UK. The business remains family-owned and -operated, supported by the rest of their team. Eric Bourne heads up the management team as managing director; his son Wesley is general manager. Brother Leon manages the international department, Roy Bourne is in charge of all import business, and his son Tom is in charge of all facilities, vehicles, and equipment.

Succession is difficult when not planned properly, and Eric and Roy know the importance of preparing well for the business operation to move to the next generation successfully. Having worked in the industry since an early age Wesley, Leon, Tom, and their management team are ensuring they gain a broad base of experience across the company to understand what each role and business unit involves and requires.

The next generation of Bournes are eager not only to learn about their own company's operation in preparing for the future but they look to be actively involved in trade associations and networks such as IAM to keep up with best practices, and to develop ideas and innovations with and among their peers to ensure that they are at the forefront of the industry as it develops and changes, just as their fathers and grandfather were in the past.

# Andreas Christ Spedition und Moebeltransport GmbH

By Lena Gielen

From a horse and cart to an international company—that, in a nutshell, describes the history of the family-owned company **Andreas Christ Spedition und Moebeltransport GmbH** ([www.christ-movers.com](http://www.christ-movers.com)). Founded in Heilbronn in southern Germany in 1914, the company has grown continuously since then through strategic takeovers and extensive partnerships and has thus invested in its future. In addition to securing the company's economic future, today Christ also focuses on the careful use of natural resources: For example, photovoltaic systems, green electricity, and energy-efficient design of the workplaces are now standard features at all five locations.

"It would certainly be considerably more complicated and have taken longer to implement our environment- and climate-friendly measures in a company which is not family-owned," explains Chief Executive Officer Horst Baur. His son, Maximilian, a great-great-grandson of company founder Andreas Christ, adds, "In a family business the 'soft factors' also count, not just hard figures."

In the course of its almost 100-year history, what began as a small haulage company has developed into a broadly based, global company which is active in the fields of logistics, moves, and trade fair construction. At its four locations in Germany and one branch in Switzerland, Christ today has about 240 employees. A new logistics center and a state-of-the-art removals warehouse for over 100 employees of the Christ Group are currently being built in Stuttgart on land that formerly belonged to a large mechanical engineering company. The site is 40,000 square meters (430,000 square feet) in size and contains a number of older buildings that will now be renovated and brought up to Christ's standards. "Basically we plan for the location to be climate neutral. This will be achieved, for example, by a bio-methane combined heat and power unit supplemented by wood pellet heating, the purchase of green electricity, as well as efficient automatic motion-sensitive lighting" says Maximilian Baur.

Since the late 1980s the family-owned company has been managed by the fourth generation; Maximilian Baur belongs to the fifth generation. Having studied business administration, he is currently responsible for the environmental activities and the new building in Stuttgart. "Being a family-owned company, we regard factors which pay off in the long term as important—for example our climate protection activities." Christ offers its customers all services (i.e. logistics, moves and for trade fairs), on a climate-neutral basis. This means that influences that create CO<sub>2</sub>, such as fuel consumption, are avoided as much as possible, and all unavoidable CO<sub>2</sub> emissions are offset by investments in certified additional climate protection projects. By constructing and operating photovoltaic systems on the roofs of its own and leased buildings, Christ itself also generates about 1.5 million kilowatt hours of environmentally-friendly electricity per year.

With regard to procurement, Christ sets store by regional suppliers who have a similar ecological focus and also comply with the company's environmental guidelines. "Naturally we do this for ecological reasons, but it is also connected with our networking as a family-owned company in the region and in southern Germany," adds CEO Horst Baur.

In 2008 Christ took over IMS International Moving Service GmbH, which was also owner-managed and formerly had its



**Maximilian Baur, the founder's great-great grandson, is the fifth generation to work at Andreas Christ.**



**Uwe Mueller manages IMS International Moving Service, which Andreas Christ took over in 2008.**

head office in Frankfurt. "We knew IMS through our many years of good cooperation," Horst explained. "When IMS founder Bernhard Schaaf wanted to leave the company to retire, we stepped in—another family-owned company which, in terms of both the business sector and corporate culture, fits in with us extremely well."

In this way Christ is strengthening its involvement in international moves, its main focus for the future of the company. Since January 2011 Christ, together with IMS, which is managed by Uwe Mueller, an expert in the industry, has been operating a branch with its own warehouse buildings in Wiesbaden. The worldwide moves and all the relocation services—for example for banks, industrial concerns, and government bodies—are coordinated and implemented here. One further component in the international orientation of Christ: The youngest member of the family, daughter Eva Baur, is now gaining experience abroad in Singapore, and when she has completed her studies she will also enter the family business.

For all the advantages that an owner-managed company offers, there are also disadvantages. "It's naturally much more difficult to separate work and private life," explains Horst Baur. "You can't have a stormy discussion at work and simply forget everything at the next family gathering. On the other hand we know each other so well that we also know precisely how to understand each other. That certainly creates a different kind of tie, and perhaps also a more emotional one, to the company than simply being an employee."

Added to this, Maximilian Baur thinks, is the fact that in a family business you tend to keep an eye on the history and the long-term development of the company. "In our opinion a medium-sized family-owned company has the advantage of customer proximity and an individual and customized service offering for our customers."

His father adds, "You're definitely considerably freer in your decisions, because at the end of the day you only have to justify them to yourself and the family."

## Suddath: The Best of Both Worlds

From two mules and a truck to now providing global moving and relocation services, **The Suddath Companies** ([www.suddath.com](http://www.suddath.com)) has come a long way in the last 92 years.

It's been said before that in order to grow as a business, you must evolve and change to meet the demands of your customers. Company founder Carl Suddath knew that, and so did his son, Richard Suddath, former CEO, and his grandson, Stephen Suddath, current chairman of the board. And while Suddath may have begun as a small family business in 1919, today they consider themselves as family-owned, not family-run.

In many cases, third generation family-owned businesses may struggle; as each decade progresses, some level of enthusiasm and intensity is expected to deteriorate. Suddath, however, has never rested on its laurels.

"Our executive and professional management team outside of the Suddath family has been integral to Suddath's success," said Stephen Suddath. "My father, Dick, always felt that it was important for us to hire a team of the best executives outside of our family, and it was equally important for us to trust that this team had our best interests at heart."

This strategy has worked well for Suddath and has proven to be true—especially since the executive management philosophy has grown the company into one of the leading global transportation and relocation providers in each respective industry.

Today, Suddath moves more than 50,000 families all around the world for corporate, government, military and residential customers. They also operate in 18 locations throughout the United States with offices in Florida, California, Texas, Illinois, Minnesota, North Carolina, Georgia, Wisconsin, New Jersey, and Mary-



Suddath headquarters in Jacksonville, Florida

land. In addition, Suddath also provides services in more than 150 countries.

"We are more than just a moving company," said Barry Vaughn, CEO of The Suddath Companies. "While our roots lie in local moving and storage, today we are a corporation that offers a range of moving, global mobility, transportation, storage, and logistics solutions worldwide."

"I know my grandfather would be proud of what his company has become today," Stephen Suddath said.

It is evident from its continued success over the years that Suddath understands what it takes to survive. And when it comes to their approach to management, let's just say that they've got the best of both worlds.



Vintage photo of a Suddath truck and a military plane

**The Cartwright Companies** originated in 1934, when founders William Sr. and Jesse Cartwright started a local moving services company with a single truck. The company grew to a 48-state-authority van line. In the late 1960s Cartwright acquired the rights to an international freight forwarding company and became Cartwright International Van Lines. Today, it has evolved into a diverse organization servicing a broad spectrum of the relocation and logistics markets. Through the years the focus has always been on quality service delivered with honesty and integrity.

Leadership of the company has passed from one generation to the next. In 2005, Mike Cartwright, after 45 years of active service with the company, assumed the role of CEO, and the daily operations of the company were transitioned to the third generation of family leadership. Three of Mike Cartwright's sons hold leadership positions. Two of the three brothers worked their way up through the company ranks, while the other spent 20 years working outside the company gaining exposure to other business cultures and operations.

Today, The Cartwright Companies employ more than 100 people and operate in eight locations worldwide. Its specialized divisions offer integrated solutions for corporate clients, government and military move management services, freight and logistics services, and residential relocations.

Running a family-owned business has its upsides and downsides. Decisions can be made quickly to adapt to constantly changing market conditions. Moreover, the stability of family leadership encourages loyalty among customers and employees. Upper management is more accessible to employees, and this is especially true at Cartwright, which is governed by what a spokesman calls "a fairly horizontal organizational chart." Moreover, its structure confers the ability to operate in a non-political environment that rewards individual contribution.

Occasionally, of course, the family dynamic and life experiences can spill into the business and must be navigated to a common ground. But such issues can be overcome when the group is strongly committed to making the business succeed because everyone has a stake in its prosperity.

Cartwright's growth and expansion plans are focused around diversification and technological innovation—so often the province of the younger generation of company stewards. Core competencies developed while leveraging 77 years of experience will help as new markets are targeted. For example, the company has introduced a revolutionary service offering called GS<sup>3</sup> (Global Single Source Solution) that provides a dynamic system to manage the complete global assignment lifecycle for corporations



**Mike and Tom Cartwright**

and their employees. The system identifies manual and redundant processes and replaces them with an integrated and automated global system that fills all gaps, with proven cost savings of 40 to 60 percent, according to the company. From cost estimates to in-country payroll to repatriation, GS<sup>3</sup> can be custom-designed for individual clients. Cartwright's global payment and payroll platform, powered by AMIS (Assignment Management Information System), is also available as a stand-alone service, and the company is replacing several legacy systems with a new version of the award-winning ReloAssist enterprise software, coming online in May 2011. Looking further ahead, the firm is developing an integrated outsourcing services model for military forwarders.



**The Cartwright team celebrates the company's 75th anniversary.**



**Founder William F. Cartwright Sr. with one of the company's earlier trucks**



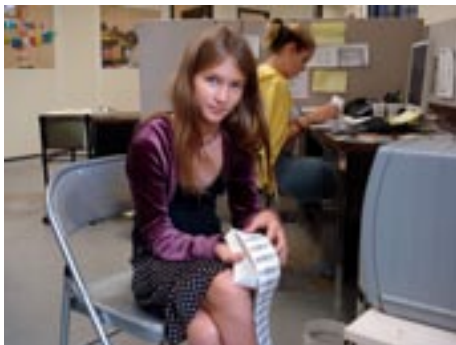
# Building a Living Project Together

By Vera Sumetskaya

Twelve years ago, I was working on Wall Street as a successful computer programmer, making over \$100,000 a year, when I met Serguei Tcheiguine (my soon-to-be husband, colleague, and partner). At the time, Serguei was looking to hire a software development company to implement a computer system for his then local moving and storage company (Tonka Moving Co.). I offered to take a look at the project before he went to sign the contract. The project looked complex and expensive. Serguei jokes that at that point, to save money, we decided instead to get married and build the system ourselves. I quickly became captivated by the project and decided to focus on Tonka fulltime. Tonka could offer me only about \$20,000 a year. I got many funny looks regarding my decision to quit Wall Street and go to work for a small moving company in Philadelphia, but I had no doubts and have never regretted my decision.

It took us a year to restructure the company and start growing. We soon met Nick D'Achille, owner of Seagate Services, an international freight forwarder. We were then introduced to the international groupage market. Nick started his career in international shipping in 1968 and has broad knowledge and experience in our industry. He was my first teacher and continues to be one. In 2001, we joined forces and became **Contour Logistics Inc.** ([www.contour-usa.com](http://www.contour-usa.com)).

Strong familial ties have nurtured Contour Logistics' growth and inspired fortitude through difficult times. I believe in core family values: love, respect,



Daughter Elizabeth, 12, folds printed barcode labels for the warehouse.



Front row, from left: Serguei Tcheiguine, Nick D'Achille, Vera Sumetskaya. Second row: Pavel Nosau, Maria Piatsirychenka, Allen Canty, Natasha Sumetskaya (the owners' eldest daughter), Yana Sipava, Milana Kogan, Julia Ikonina, and Jules Nazarova.

patience, understanding, acceptance, and support. By bringing these values into business, we are creating an environment where our employees are enthusiastic about their jobs and have a genuine interest in the work they are doing.

Since 1999, our family has grown. Our oldest daughter, Natasha, joined the company a few years ago. She got off to a very impressive start by passing the customs broker exam. She is my right hand. Our youngest daughter, Elizabeth, is 12 and enjoys coming to the office when she has days off from school and helping the office staff. We see her as a sales director one day.

Serguei and I are often asked how we manage being together 24 hours a day. This is impossible to explain, and I would recommend experiencing it! I enjoy working with my family; it allows us to be real partners and friends as we are building a living project together.

Serguei is our idea generator. One of his first groundbreaking ideas was to implement a scanning system for our warehouse in 1999. Technology continues to be one of our core competencies. Today, all processes have been optimized and fully automated, starting from filing the ISF to the time the shipment is scanned at the client's residence. Our online tracking system, implemented in 2007, and instant rate calculator, available from June 1, 2011, will complete the integration between internal operations and external partners and customers.

We receive a lot of inspiration for our business development and software innovations from meeting with our partners. This year, it is particularly evident that economic pressures have permeated much of the European and the U.S. relocation markets. We believe that the key to get through testing times is cooperation. Rather than investing our efforts in a cut-



Contour  
co-owners  
Vera Sumetskaya and Serguei  
Tcheiguine in  
the company's  
conference room

throat battle of survival, we can work together to reduce unnecessary losses. We do not believe that top-notch services and profitability are inspired by antagonistic competition.

Contour Logistics has been pioneering the groupage market in the United States since 2001 and has delivered more than 30,000 such shipments for their overseas agents since then. Our experience in this sector and our close-knit partnerships with overseas agents have allowed us to excel in these services. We are now expanding upon them to offer cost-efficient delivery options to a greater coverage area by offering an inexpensive shipping option to the West Coast via Philadelphia groupage services. Despite the increasing gas prices and a testing economy, we have worked hard to keep our Philadelphia groupage rates unchanged since 2008. We want to contribute to an atmosphere that is attractive to our overseas colleagues and also favorable to our domestic contenders. We are not looking to step on anyone's toes. Collaboration is key here!

## Running a Family Business Within the Law

Are you starting or currently operating a family business in the United States? Whether you're working with your spouse, your child, or with the whole family, you should be aware of several regulations that make your business different. Although family-run businesses must comply with all general legal steps in starting and managing operations, being in business with family can have additional implications. Here are the guidelines for running a family-owned business within the law.

**Working with a spouse.** Choosing to run a business with your husband or wife can be difficult on many levels. Legally, this relationship will affect the way your business pays taxes. Although most spouse-run businesses are considered partnerships, and pay taxes as such, you have the option to opt out of this classification and instead you can be treated as sole proprietors for tax purposes. It's important to understand IRS guidelines and requirements and consider how each classification would affect your business before deciding on a classification.

**Employing your child.** Many family-run businesses allow their children to help out in one way or another. If you chose to employ one or more of your children, it's important to remember that this decision will affect the way your business is taxed.

Payments made to a child who works for his or her parent are regulated by a different set of guidelines than a general employee. Generally speaking, payments made to children working for a parent's sole proprietorship or partnership where each partner is a parent may not be subject to Social Security or Medicare taxes. Additionally, payments made to children under the age of 21 (except those in situations mentioned above) may not be subject to federal unemployment tax. Tax information is always subject to change, so for the most up-to-date information, see [IRS.gov](http://IRS.gov).

Employment of a child is also affected by child labor law regulations. Although there are strict laws that detail appropriate jobs and hours based on age, children working for a parent generally fall under an exception to these laws. It's important for parents to examine these laws closely because there are some instances where they are required to uphold the same standards as all other child employers. An example of this would be for those involved in a hazardous occupation as determined by the Department of Labor. No parent is allowed to employ their child in one of these occupations if they are under the age of 16.

**Employing a parent.** Payments made to a parent employed by their child are also held to a slightly different set of guidelines. Similar to normal employees, all payments are a subject to income tax withholding and most payments are subject to Social Security and Medicare taxes. Unlike normal employees, however, under certain circumstances, Social Security and Medicare taxes may not be withheld. Check with your state department of revenue for details in your area. In all cases, payments are not subject to the federal unemployment tax.

—SOURCE: U.S. Small Business Administration



Tri Star Freight System employees at the office in Houston, Texas

**H**ouston, Texas-based **Tri Star Freight System, Inc.** ([www.tristarfreightsys.com](http://www.tristarfreightsys.com)), a family-owned business, is approaching its 25th anniversary. The company's staff of 80 dedicated employees has been very instrumental in its success, always remembering its mantra: "Our product has always been service."

After a steady career in the trucking industry, Ken Garrison launched Tri Star in 1987, moving military household goods while maintaining a large customer base. He and his wife, Laura, put in endless hours and hard work in an effort to expand the business, always focusing on high standards and trust. Their three children have also grown with the company, seeing firsthand what it takes to be a success.

Ken Garrison (who was inducted posthumously into IAM's Hall of Honor in 2009) passed away in 2008 and the children have continued to build on his philosophy and legacy. Kathleen Garrison Nance began her career at Tri Star in dispatch while her brothers, Keith and Kevin, worked in the warehouse as forklift drivers. Today, Kathleen serves as president of Tri Star, joined by her brothers. Laura Garrison still works at the company and is very involved with day-to-day operations. There are numerous Garrison grandchildren, whose future with Tri Star remains to be seen pending the completion of their education. All Tri Star employees—and its 200 owner-operators—are valued as part of the family and encouraged to uphold the company values, always remembering and reaching for the common goal.

To draw a broad customer base, Tri Star has locations in Baltimore, Charleston, Savannah, Jacksonville, El Paso, and Dallas, and its services include warehouse storage, trans-loading, freight forwarding, and customized computer tracking. A multifaceted transportation company, Tri Star constantly searches for ways to expand its services with the same level of attention and passion. The company is currently in the process of securing a woman-owned business certification to allow Tri Star a stronger voice in the industry.

**T**he company that would become **Interstate Worldwide Relocation Services** ([www.interstateworldwide.com](http://www.interstateworldwide.com)) was founded by Arthur Morrisette Sr. in 1943, with a truck worth \$450, a dolly, and a few furniture pads. He didn't have a grand plan, just an idea to support his family by providing moving services in the area.

Currently there are three second-generation, two third-generation and two fourth-generation Morrisette family members active in the business. Interstate promotes a family atmosphere throughout the organization and has employed several multiple-generation families over the years. All new employees learn the company's rich history and are encouraged to carry on the "family" traditions.

Each of the Morrisette family generations work in various roles and have a variety of responsibilities during their tenure to broaden their experience and understanding of all facets of the business, which is valuable in developing skills and competencies for future management positions with the firm. There is not an automatic succession plan in place, but rather an intention to identify the best skill set to fulfill the needs of the company.

The advantages and disadvantages of family business can be extreme, as all of the Morrisette family members can attest. On the plus side is pride in the family accomplishment and success, often achieved under challenging circumstances. The hard work, time commitment, and many sacrifices are offset by the satisfaction of delivering a high quality product or service to the customer and being rewarded for one's efforts.

Disadvantages may be realized outside the workplace, when spouses, children and other family members not included in the day-to-day operations don't experience the same amount of family engagement of those who are working together many hours a week.

Thanks to its team of 240 employees and 200 vehicles, Interstate Worldwide Relocation Services casts a wide net. Its group of companies provide global moving and storage, transportation, supply chain logistics, and employee relocation management solutions to corporations, government agencies, and individuals. The company's worldwide headquarters in the Washington, DC, metropolitan area has more than 400,000 square feet of warehousing.

Looking ahead, Interstate officials say that diversification and adaptation are their highest priorities. As global economies and needs change, so must the company, and the Interstate leadership must anticipate the changes and proactively initiate new programs, versus reacting after the fact. These efforts must take place in all areas of the firm, from business development to service delivery, and from technology to human capital requirements in order to position the company to meet the challenges and satisfy the needs of customers to ensure its long-term success.



**Jim Ottoes, Debra Ottoes Evans, and Mike Ottoes**

In 1969 Jim Ottoes purchased a small moving company in Laramie, Wyoming, renaming it **Arrow Moving and Storage**. As of 2011 there are seven locations including Cheyenne, Wyoming; Fort Collins and Colorado Springs, Colorado; San Antonio, Texas; Oklahoma City, Oklahoma; Salt Lake City, Utah; and the international forwarding office in Tacoma, Washington. Arrow has 100 pieces of equipment, 250,000 feet of warehouse space, and its newest facility, a 27,800 square-foot office facility in Colorado Springs, and more than 100 employees all who are considered part of the “family”—a far cry from the original four employees.

Moving civilian and military families both domestically and internationally has been Arrow’s primary business, but it has diversified into records storage, logistics, mini warehousing, liquor distribution, local distribution, third-party services, furniture repair, crating, commercial storage (even caskets), and real estate.

Jim’s children, David, Mike, and Debra, started their careers with Arrow as kids sweeping up the warehouse on weekends to earn their allowances. David is now president of the company.



**The staff at Arrow’s corporate headquarters office in Cheyenne, Wyoming**

Jim, who is approaching retirement, will remain chairman of the board. Mike is manager of the corporate headquarters facility in Cheyenne and Debra manages the military division. Jim’s sister, Virginia Casto, manages the international forwarding division, Arrow Worldwide in Tacoma, having joined the family business in 2004 after working for forwarders in other states for several years. David’s eldest son, Travis, is an international business major at Colorado State University.

As many IAM members know well, the advantages to working within a family business are numerous: for example, trust, accountability, direction, and shared success. As a family, members are always committed to doing their best—after all, in the end all you really have is your reputation. Working together keeps everyone connected in a way that brings the group closer while aspiring to the same goals: providing great service to customers and running a successful company.

Disadvantages are that dinner conversation tends to migrate to business more frequently than intended. Family vacations can be a challenge if everyone wants to go at the same time. Expectations are often higher of family members than other employees. Still, the Ottoes family agrees, every disadvantage is compensated by two advantages.

Headquartered in West Warwick, Rhode Island, Arpin provides household goods moving and storage services to multinational corporations, nonprofit organizations, governmental entities, and private customers. Founded in 1900, this fourth-generation family-owned and -operated company is the fourth largest U.S.-based household goods carrier group.

**Arpin Group, Inc.** ([www.arpin-group.com](http://www.arpin-group.com)) is the holding company for Arpin Van Lines, Arpin International Group, Arpin Broadcast Network, and Creative Storage Solutions. It's come a long way since 1900, when Paul Arpin & Sons (which later became what is now known as Arpin Van Lines) was founded in Providence, Rhode Island, by Paul X. Arpin, who had been using a horse and cart to deliver coal and ice for about five years. Arpin International Group was formed in 1989, and Creative Storage Solutions emerged in 2005 to serve the global storage needs for multinational corporations; the Arpin Broadcast Network, the first Web-based network geared toward the moving industry, was formed in 2008.

Today, Arpin Group employs more than 260, with the average tenure being nine years. It maintains regional Strategic Service Centers in the Americas, Europe, and Asia, with all locations operated by teams of relocation professionals selected specifically for their industry knowledge and their expertise within their respective regions. In addition, Arpin has grown to include over 385 affiliated agency loca-



**Paul Arpin succeeded his grandfather, Paul X. Arpin, as president of the company in 1941.**



**Paul X. Arpin got his start delivering coal and ice.**

tions in the United States and is represented in nearly every country in the world through its unique quality management program, ArpinACES (Agents Committed to Excellent Service).

Arpin's president and CEO, David Arpin, is also the current chairman of the American Moving & Storage Association. His brother, Peter, sits on Arpin's board of directors with David and is primarily responsible for the international division of Arpin Group. Both brothers are involved in the day-to-day operations of the company. They learned the business from the ground up, having been movers and drivers themselves. They understand firsthand the unique challenges of the moving industry. That executive-level commitment



**David Arpin is the company's current president and CEO.**

and work ethic serves as a great example to all employees of the company.

Global expansion, part of the Arpin Group's strategic plan, is a key component to its long-term growth. Recent office openings or acquisitions in Europe and Asia have created new opportunities for the company, which also will continue to focus on its core competency of household goods moving and being strong partners and suppliers to the relocation industry.



**An early Arpin truck**

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~ Mr. Vittorio Petrone,  
General Manager at Panda Transporti

**For more information, contact Brian Limperopulos, RPP Program Manager  
brian.limperopulos@iamovers.org**



The SSH office and trucks

**SSH Movers, Inc.** ([www.sshmovers.com](http://www.sshmovers.com)) is a small, competitive enterprise established six years ago to serve the local needs of professional, residential, commercial, and international moving clients transferring to and from Puerto Rico.

Backed by more than 15 years of professional experience as a mover, Saul Sandoval has worked his way up, building on his hopes and expectations for a brighter future for him and his family. It's been a tough road, but Sandoval has finally achieved his treasured goal: his own moving company. He owes his success to his tenacity, his strength, and know-how, not to mention his many years of hard work and sacrifice—all in the interests of providing for his family and securing his future.

Saul's wife, Katty, has supported him in the business since the very beginning, when they started the company from a small room in their own house that served as an office and base of operations. The Sandovals have a daughter in kindergarten, as well as two older sons, one of whom is studying mechanical engineering in Tampa, Florida. Once he completes college, he is likely to join the company to prepare for the succession of leadership.

The work is hard and recognition is slow in coming, but Sandoval's perseverance has been an advantage, and certainly there is much more satisfaction in running his business than working as someone else's employee, as he did for so long.

SSH Movers has come a long way in a very short time. Government and top businesses, including banking institutions, have given the new company opportunities to prove itself. Complete customer satisfaction and several recommendation letters suggest that things are going well and that SSH's quality work is recognized and appreciated. Establishing this kind of track record has paved the way for the younger members of the family to continue the legacy now being established by Saul Sandoval.



Maureen Beal, CEO of National Van Lines

## At National Van Lines, a Woman's Touch

**National Van Lines** ([www.worldrelocations.com](http://www.worldrelocations.com)) was established by F.J. McKee, the grandfather of the current CEO, Maureen Beal. F.J. had actually started in the transportation business in 1901, with a wagon pulled by a pony delivering ice and coal to local homes and businesses in the Chicago area and soon afterward added hauling vaudeville sets and props to the local theaters from the train station. But tragedy struck F.J. when a warehouse fire and a severe illness sent the McKee family west to a warmer climate where he could recuperate.

The McKees are a hardy lot, and not only did F.J. recover, but in 1929, already in his 50s, he returned to Chicago and with one truck and \$500 started National Van Lines—right at the beginning of the Great Depression. Persistence and a reputation for careful handling kept the fledgling company afloat, and before long F.J. contacted his son, Frank, in California to summon him back to Chicago to work in the family business.

Even though Frank was establishing his reputation as a crooner in Hollywood, the so-called "Romantic Irish Tenor" had moving in his blood. Returning to Chicago, Frank became known not for his voice but for his attention to detail and recordkeeping—putting National Van Lines in a position to become one of the first moving companies in the country to be granted coast-to-coast operating authority and, later, 48-state authority.

Today, National is represented by a network of prime and military agents in all major metropolitan areas and is recognized as one of the top 10 household goods carriers, with an outstanding record of quality and customer service for civilian, government, and military relocations. And since Frank McKee named his daughter, Maureen Beal, as CEO, the company also holds the distinction of one of the largest woman-owned businesses in transportation.

Having a female CEO brings the woman's touch to the relocation process, as well as to National's corporate culture. In 2010, National Van Lines was listed by the *Chicago Tribune* among the Top 100 Workplaces in Chicago—an honor made even more significant by the fact that the award was based on a survey completed by the employees themselves.

Recently, Maureen, along with her brother Ron McKee, made an important decision. They have embarked on establishing an ESOP (Employee Stock Ownership Plan) for the corporate family, made up of long-term, loyal employees who will now play a major role in the business succession plan. Maureen intends to remain at the helm of the organization and, knowing that her dad worked five and a half days a week until he was 90, makes the corporate family secure that they will continue to benefit from her leadership.



Decapack's main office building in Santiago, Chile

## Decapack: Family-Owned Business in Chile

*By Alvaro and Jorge Stein*

Chile-based **Decapack** ([www.decapack.com](http://www.decapack.com)) was founded by Carlos K. Stein in 1942 as a branch office of an Italian forwarder. In 1962 Stein purchased the business, and he soon launched his moving company.

Today Decapack is in the hands of the third generation of Stein family members. Working for a family business is a mixed blessing. Family members inherit both the potential authority to become managers and the duty to care for the company around the clock, every day of the year. Sometimes, family issues tend to spill over into manager relationships. It is important to keep them separate in the business, and promotions and salary must be awarded strictly on the basis of personal merit, without regard for age and family lines. To accomplish this balance, Decapack is run by a board of directors that includes non-family members.

Decapack handles International moving, domestic moving, and fine arts shipments. Through other companies under the same ownership, Decapack can handle all services associated with international transport and trade: freight forwarding, customs brokerage, logistics (storage and distribution), and international fairs and exhibitions.

Our customs brokerage, Agencia Stein, is currently the market leader in Chile and processes more than 80,000 shipments

per year. Decapack headquarters are strategically located near the main international ports. It is a company-owned three-story building (including a 3,200 square-meter warehouse) with 150 people. Most of our operations staff of 20 are packers. The company leases another 2,400 square-meter warehouse that is used exclusively for permanent storage, and owns a fleet of over 120 trucks mainly through its transport and distribution company, Decatrans.

Three years ago Decapack went through tough times, mainly due to a generational change within the company that occurred simultaneously with the international financial crisis. Downsizing paid for itself, and we are now more efficient and professional. In 2010 we experienced growing sales and built stronger partner relationships. We hired professionals for key jobs. We are FIDI members again. We have invested in processes and information technology. Our structure allows for many years of growth ahead.

The current management, the third generation in the Stein family, is young and eager to guide the business successfully for many years into the future.

As a trend, we are seeing a decrease in size and quantity of international moves. Many companies are sending young, single workers abroad and they are not paying for the moves. But we think this is offset by an increase in economic activity and international investment. Chile and South America have very optimistic projections for economic growth.

We think that moving from paper-based systems to electronic files is also a huge worldwide challenge but it is a change that will come sooner or later. We can see a lot of improvements everywhere. The development of electronic standards for the industry is necessary. Decapack is exploring those standards and already designing systems and processes with modern techniques that will help integrate easily with electronic trade.



Above: The company warehouse.



Left: The Decapack packing team



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## Meet Your New CMMB Representatives



**Lars Lykke Iversen**  
**CEO, Santa Fe Relocation**  
**Services**

**Lars Iversen** brings to his role as an IAM CMMB Representative for Region 3 a career spanning more than 30 years in the relocation and transportation industry. After his military service in the Queens Guard in Denmark and having obtained a degree in business administration, he spent four years training with EAC (East Asiatic Company) in accounting and finance, including two years with Johnson Walton Steamships, and from 1978 to 1986 he was vice president, finance for EAC Transpacific Service Limited.

In 1986 Iversen relocated to Hong Kong, where he successfully managed the flotation of EAC in Hong Kong, EAC's acquisition of Santa Fe Transport in 1988, and the successful merger of Santa Fe and Global Silverhawk in 2001, as well as the acquisition in 2010 of Wridgways in Australia. As CEO of the Santa Fe Group, Iversen has developed the company into a leading Asia-Pacific relocation company with offices in Australia, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Macau, Philippines, Singapore, Taiwan, Thailand, Vietnam, and the United Arab Emirates. Throughout that period, Iversen pursued further professional training through INSEAD, a graduate business school, and has attended many leadership and advancement courses including, most recently, a seminar on profitable growth held at IMD in Lausanne, Switzerland.

Iversen has served in many professional organizations. He has been president of Overseas Movers Network International Limited (OMNI), past chairman of The Danish Business Association of Hong Kong, a board member of the Far East Movers Association, and a member of the APAC Program Task Force. He joined the board of directors at ERC in 2009 and has been awarded a Meritorious Service Award.



**Arthur Drewry**  
**International Manager,**  
**Taylor International**

**Arthur Drewry**, recently named a CMMB Representative for Region 6, was raised as a British expatriate and in 2000 began his career in the household goods relocation industry in the Middle East. Drewry got his first taste of the international moving business while working with Gulf Agency Company, a respected international removals company. There, he played an integral role in handling corporate relocations for Exxon Mobil, Occidental Petroleum, Elf Petroleum, and Chevron Phillips. During that time, Drewry earned his FIDI Diploma, the highest international education designation in the international relocation industry.

After completing his tenure at Gulf Agency Company, Drewry returned to Great Britain, where he managed a branch of Britannia Movers International PLC.

Two years later he was on the move again, this time to Canada, where Drewry took the helm of Taylor International, a subsidiary company of Taylor Moving & Storage Ltd. Taylor International is a market leader in the corporate relocation industry. More than 80 different corporations and relocation companies use Taylor Moving and Storage for their local, long distance, cross-border, and international household goods moving needs.

"Canada presented an exciting career opportunity for me," Drewry says. "I was appointed manager of Taylor International, which provided me with the exciting challenge of expanding and growing the division. Five years later, I'm a little older and perhaps—dare I say—wiser. Business is thriving and my family and I have settled well into life here."

Having lived and worked on three different continents and experienced firsthand the pressures of relocating and integrating into different cultures, Drewry brings a broad and unique understanding of the international relocations industry. Along with his extensive experience and expertise in the development of worldwide agent partnerships, quality control systems, logistics management, and corporate move management, he looks forward to working with his fellow IAM members.

**Need extra copies of *The Portal*?**  
**Contact [membership@iamovers.org](mailto:membership@iamovers.org)**

### Boonma: IAM's Oldest Member in Thailand

*By Joyce Dexter, Portal Editor*

**B**oonma Moving & Storage, headquartered in Bangkok, is IAM's oldest member in Thailand. The founder, Boonma Pungthong (now chairman), launched the company in 1964, and over the decades it has evolved into a relocation and logistics powerhouse that provides a broad menu of services in what is an increasingly robust regional economy.

Managing Director **Chiavudhi Pungthong**, the son of the founder, and Executive Director **Tiddy S. Teerawit** attended IAM's 48th Annual Meeting in San Diego, and it's hard to imagine anyone more focused on making the most of their experience at the industry's premier gathering. As Pungthong noted, "The world is smaller now, but people come from all over to meet each other—big and small companies are here, and many of the members are family-owned businesses like Boonma. Small companies have their own strengths, especially their ability to connect with customers."

As Thailand has matured and taken its place in the world marketplace, so too has Boonma followed a natural progression from its origins as a furniture company that made items to order for its customers. "Sometimes the furniture we made was chipped when it arrived at its destination, so we began doing our own packing to ensure that it was delivered without damage," said Pungthong.

Soon the company began moving and packing goods for military clients during the Vietnam War. Today, Boonma has a 200,000 square-foot facility in Bangkok—what Pungthong calls a "total solution warehouse"—and four locations in the region. Its assets include 65 trucks to transport shipments under commercial and household goods moving contracts. The company has also expanded into logistics, and counts IBM in Thailand among its important clients.

"We serve many U.S. families," said Pungthong. "The services we offer were developed in response to our customers' needs." Those offerings cover a broad range: warehousing, container leasing, air freight, packing, moving, customs clearance, crating, and containerization, even cold storage and transport.

Tiddy, who joined the company in 2009, has been a primary influence in adding pet transport to the mix of services. A member of the International Pet and Animal Transport Association International (IPATA), he gained a great deal of experience handling the many details involved with moving household pets and other animals during his previous employment with Trans-Link Thailand.

Pet moving is a complicated process, Tiddy explained. "There are detailed regulations. You have to understand quarantine rules and other aspects." Currently, as the economy improves, more people, including Thai citizens, are acquiring pets. "There are many special breeds," he added. "Pets are now a part of the household, a member of the family." This year, Boonma was the only mover represented at Pet Expo 2010, held in Bang-



**Boonma Managing Director Chiavudhi Pungthong is the son of the company's founder.**

kok. Tiddy, a key speaker at the expo, offered advice on aspects of traveling with pets overseas, including documentation, the government offices that oversee animal transport procedures, and other parts of the process.

Tiddy also has brought his years of removals experience to bear to foster teamwork and ongoing training and employee career development throughout the Boonma organization, with senior-level workers providing guidance to their younger counterparts. Pungthong takes pride in the fact that among his staff are employees who have worked for the company for three or four decades. For those workers, Boonma is family, and they enjoy supporting a company that appreciates them and provides opportunities for advancement.

Pungthong believes that employees can become dissatisfied doing the same job for many years. For that reason, his company offers them a range of possibilities and opportunities to move to a different part of the company and take on new responsibilities. Boonma implements training programs in 20 different processes and operations, including sales and marketing, customer service, packing, and other areas. Various methods are used, such as video-based courses and hands-on experience in wrapping furniture, packing, and other tasks. All employees have the potential for promotions and advancement, and promotions are based on skill, not longevity. This fair and evenhanded approach, said Pungthong, inspires loyalty and motivates workers to strive for excellence at their jobs.

"As they get more responsibility," Pungthong explained, "they move to different departments. We understand our people and what motivates them. The old generation does not embrace change, but the younger ones want to stay stimulated. Our job as managers is to understand each person's skill levels and send them to training schools and provide incentives."

After all, removals is a people-oriented business that requires a network of company employees as well as durable outside partnerships. "We have a strong relationship with agents around

the world,” said Pungthong. “The agents are the most important element of what we do.”

The company enjoys an enviable reputation close to home as well, among clients who need commercial and household goods moving services. “Local people like the Boonma name,” Pungthong explained. “We don’t have to do much marketing. Our customers know us and trust us.”

Thai culture is shifting gradually in a direction that eventually will encourage more Thais to relocate. The older generation, said Pungthong, don’t move around much. But younger people, who are by nature more adventurous and seek new experiences, are much more open to moving, whether across the city or to a different corner of the world. “The future will see many more customers within Thailand,” Pungthong predicted. For example, earlier this year Boonma signed a Memorandum of Understanding to provide services for an international school in Bangkok where half the teachers are expatriates.

“Expats can afford to send their kids to the school,” he said. “We are seeing many international companies coming to Thailand because of manufacturing, oil and gas investments, General Motors auto plants, and so on. We support a large Japanese company as well, and do all the packing and clearing for their employees.” Military moves top the list in terms of Boonma’s market share.

As Thai families become more prosperous, they have begun to look for new homes, so that market is growing, albeit slowly. “Local moves are not as lucrative,” said Pungthong, “because part of the Thai culture is that people help each other or do the moves themselves. But we are seeing a new trend where families call professional movers, especially when both the husband and wife are working.”

Armed with many years of experience in the business, Pungthong and Tiddy are building Boonma into a flexible and responsive company that can grow with the times and adapt to fluctuating realities. “To succeed in Thailand,” said Pungthong, “you must realize that international moving is not the same as local moving. It’s not easy to understand the moving business. With freight forwarding, you have to understand the paperwork involved. But moving is more detail-oriented, and you have to understand people, to develop human skills.”

## Nilson Van & Storage

By Amy Nilson, President

Mayflower Transit agent **Nilson Van & Storage** has been family-owned and -operated since 1938. With one truck and a \$500 investment, founder D.V. Nilson moved from Rockford, Illinois, to Columbia, South Carolina, and branched off from his current family business, Nilson Motor Express, to open Nilson Bonded Warehouse. Currently, Nilson has seven locations in North Carolina, South Carolina, and Georgia, and more than 225,000 square feet of warehouse space. The company, which employs approximately 150 background-checked and Quality Labor Trained team members, services about 5,000 military shipments per year and represents about 100 International and 400 Domestic TSPs.

Starting with founders D.V. and Amy Mary Nilson, every generation has been introduced into the family business very early. From that beginning, each generation gets experience in as many facets of the business and industry as possible. It is our belief that each generation must gain a working knowledge through experience of every aspect of our business from warehousing, packing, and loading to accounting and marketing, to claims and customer service. There is no substitute for hands-on training.

One of the most difficult parts of running a family-owned business with multiple family members can also be the greatest asset the company can have. The strong individual opinions as to the company's direction can be a source of internal tension at times; however, the passion each family member feels as a team for the company's long-term success will always override any divisions. The best decisions that are made are born from these strong, experience-based individual opinions.

We have spent the past eight years restructuring our business processes and our locations to maximize every opportunity available. As David Nilson, the former president of Nilson Van & Storage, always said, "The only constant in this business is change." And we do what is necessary to stay ahead of that change. We have focused on shoring up and improving our military business to obtain high CSS scores. We are expanding our civilian international department to offer more services such as intermodal container drayage and other port services. Now that the military does not store long term as they used to, we are offering more logistics and warehouse services to utilize the extra space effectively.

The bottom line: Nilson Van & Storage, as a family-owned moving and storage business, benefits from being operated by individuals who do not just work for the company—they consider its success their future legacy.



Angels Gallardo (left) with Catherine Stier, who is in charge of the international department at Inter S&R

## Inter S&R, Spain: Being Small, Giving Big

In 1987 María Dolores Martínez founded a small moving company in Barcelona, Spain, drawing her experience working for large international moving companies for almost 10 years.

What started as a moving company run from a small office with only two employees turned into **Inter S&R (www.inters-moving.com)**, a firm with international ambitions, ready to build its portfolio based on corporate accounts. The company continued to grow, leading to a great expansion including the opening of new branches in both Madrid, Spain, and the U.S. metropolis of New York City.

The enterprise is currently run by María Dolores and her daughter, Angels Gallardo, and other members of the Inter S&R team. After all this time in the market, the company has identified some strengths to which they attribute their success:

- Flexibility in both finance and operations through close control and moderation during strong growth phases, as well as crises such as the recent economic meltdown, make Inter S&R as nimble as a small company, and at the same time able to offer the confidence and professional service of a major moving company. "In other words," says Gallardo, "being small, giving big."
- Involved staff who care about the company and have a strong feeling of belonging. Communication is key. Personnel are encouraged to make suggestions and to participate in their field to help the company become better. Management works hard to maintain a collegial climate that fosters teamwork.
- Respect earned from employees, clients, agents, banks, suppliers, and others through years of professional services rendered became a great asset that helps Inter S&R grow bigger and stronger every day.
- Giving back has been part of Inter S&R's culture since its founding. Collaboration with social campaigns is marked on the company calendars, and a recycling, reusing, and energy saving mindset are at the core of the traffic and operations department.

Inter S&R is a mature company, full of energy and willing to keep working hard, backed by more than 20 years of experience in the international market, and the resolution to continue for the long run.



**Q. How did you wind up in the moving business?**

A. There was an opening and I applied.

**Q. What is your current position?**

A. I started at Aloha International as a receptionist. I'm currently the import manager/NTS compliance manager.

**Q. What do you like best about your job?**

A. The constant changes and challenges that the moving industry offers.

**Q. What do you consider to be your greatest strengths?**

A. Being able to multitask with efficiency.

**Q. Do you travel a lot? What is your favorite destination?**

A. I travel at least once a year. A Hawaii resident's favorite, of course—Las Vegas!

**Q. Tell us something that few people know about you. What would they be surprised to learn?**

A. I can make a Shaka [a greeting gesture popular with surfers and Hawaiians] with my toes.

**Q. What are your interests or hobbies outside of work?**

A. The beach, shopping, cooking/baking, time with the family.

**Q. What kind of movies and music do you like?**

A. Comedies and chick flicks. Hip-hop, reggae—my iPod is always on shuffle.

**Q. Do you have other family members in the moving business?**

A. Yes—my mother and two aunties.

**Q. What are you reading now?**

A. *Brown Bear, Brown Bear, What Do You See?* (my two-year old's favorite).

**Q. What experience have you had that really stands out in your memory?**

A. Watching a live birth—it's amazing!

**Q. What was the best advice you ever received about working in your field or working with others?**

A. Don't take things so seriously or personally.

## An AFW Scholarship Success Story

Like many of my younger colleagues in this industry, I was hooked into the logistics field almost as soon as I was hired at **Security International** four years ago. But soon thereafter I started looking for ways to further hone my skills and invest in my education; I saw the writing on the wall that even a bachelor's degree wouldn't help me stand out in such a truly global business.

After a thorough search, I found a tremendous program at the University of Sydney that was exactly what I was looking for, and in a location that couldn't be beat. I owe an enormous debt of gratitude to managers at Security for enabling me to take part in this program so far from home and to the International Association of Movers for their generous scholarship that helped reduce the huge financial burden that comes with higher education. I can't overstate how important this scholarship was in enabling me to complete my degree on time and on budget, and how important an advanced degree has become in standing out in a "flat" world. I'll be flying back to Washington, DC, this summer with a master's degree in logistics management.

Again, I extend a special thank-you to Heather Engel, Phil Wells, Margaret Albright, Ray DaSilva, and Chuck Lawrence for their assistance and support.

If you have questions about going back to school, please don't hesitate to contact me to discuss programs in logistics, from places to go to what to expect.

—Brian Fitzpatrick (e-mail) [Bfitzpatrick@sscw.com](mailto:Bfitzpatrick@sscw.com)

## 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 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 during the last 12 months are as follows:

### Platinum (\$5,000 or more)

DeWitt Transportation of Guam  
Gridiron Forwarding Company, Inc.  
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the Seattle Foundation

### Gold (\$2,500–\$4,999)

ABBA International  
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(in memory of James Thompson Sr.)  
Wagler Integrated Logistics, LLC  
Alan F. Wohlstetter Jr.

### Silver (\$1,000–\$2,499)

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Woodrow W. DeWitt)  
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Interstate Van Lines, Inc.  
Jet Forwarding, Inc.  
Logistics International  
Nilson Van & Storage  
Puget Sound International, Inc.  
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Taurus Forwarding, Inc.  
Total Military Management  
Tri Star Freight System, Inc.  
True North Relocation, LLC

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Rick and Judy Curry  
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R. D. Simmons & Associates, Inc.  
Twin Oaks Moving Co.  
Westpace International, Inc.

### In Kind or Other

“B” Transfer, Inc.  
Claims Adjustment Technology, LLC  
(in memory of Mary Reeve)  
Edgewater Grill  
Harbor House Restaurant  
International Association of Movers  
M. Dyer & Sons, Inc.  
Puget Sound International  
S & E Transportation, LLC  
San Diego Pier Café

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

Join this prestigious list of contributors by sending your contribution TODAY! For more information on how to donate, please go to [www.afwscholarship.org](http://www.afwscholarship.org). Make checks payable to Alan F. Wohlstetter Scholarship Fund.

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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, visit

[www.afwscholarship.org](http://www.afwscholarship.org)

# Going to University?

**Apply to IAM for tuition assistance anywhere in the world!**

Scholarship applications are now being accepted from qualified individuals enrolled at an accredited college or university worldwide.

Each year, the Alan F. Wohlstetter Scholarship Fund provides up to six scholarships of \$5,000 each to assist the employees of IAM member companies and their dependents with college tuition. This benefit is also available to Student Members of IAM.

**The deadline for submitting applications is July 1, 2011.**

Supporting documents are required, so start early.  
All application materials must be submitted together.

The AFWSF board selects recipients based on the merit of each applicant.

For more information on eligibility, requirements,  
and application instructions, go to

**[www.afwscholarship.org](http://www.afwscholarship.org)**



ALAN F.  
WOHLSTETTER  
*Scholarship Fund*







**Q. How did you wind up in the moving business?**

A. Good luck. I had come to Japan for unrelated reasons and was very fortunate to interview with and ultimately begin working for Phoenix Transport.

**Q. What is your current position, and what did you do before?**

A. I am the Manager of Move Management Coordinators, which is a fairly self-explanatory title. I started out with the company as a coordinator, which for us basically entails managing communications with customers and partner agents.

**Q. What do you like best about your job?**

A. I get to interact with such a wide variety of people.

**Q. What do you consider to be your greatest strengths?**

A. I am very analytical, which meshes well with my current job responsibilities.

**Q. Do you travel a lot? What are your favorite destinations?**

A. I do not travel all that much. That being said, I do live abroad so I think home is my favorite destination these days.

**Q. What are your interests or hobbies outside of work?**

A. I read a lot, no real hobbies outside of that.

**Q. What are you reading now?**

A. I just finished *Hard-Boiled Wonderland and the End of the World* by Haruki Murakami.

**Q. Please tell us something that few people know about you. What would they be surprised to learn?**

A. I've been told I sleep with my eyes open.

**Q. What kind of music and movies do you like? What's playing on your iPod now?**

A. My movie choices vary by my mood but I almost always like comedy. I have a wide variety on the iPod. I think the last song on the way to work was "Fortunate Son" by Lynyrd Skynyrd.

**Q. What experience have you had that really stands out in your memory?**

A. At the moment the earthquake here in Japan is hard to put out of mind.

**Q. What was the best advice you ever received about working in your field or working with others?**

A. No matter what happens, don't go to pieces.

## IMSN Introduces System to Combat Piracy

With seafarers' safety and lives at risk, along with the billions of dollars maritime piracy costs the global economy every year, International Maritime Security Network (IMSN) has developed a solution to combat piracy with its Triton Shield Anti-Piracy System (APS). The multi-layered defense package is designed to detect, deter, and defend against piracy on the high seas by incorporating training, education, technological deterrents, and security.

After five years of research and testing, the final phase of testing for the Triton Shield APS was completed in March on a voyage from Jacksonville, Florida, to San Juan, Puerto Rico, aboard a **Horizon Lines** vessel and a representative from the International Merchant Marine Registry of Belize (IMMARBE) was onboard to observe and evaluate the Triton Shield APS and anti-piracy course. The voyage tested IMSN's early-detection cameras, ballistic armor for safe rooms, and upgrades to the Triton Shield wall-of-water device. In addition, IMMARBE observed crew training and a security team's role aboard the vessel.

"While there is little credible threat of pirates in the Caribbean waters, the Horizon Lines vessel will allow testing of all processes and training of crew members at sea," said Capt. Timothy D. Nease (ret.), co-founder and CEO of IMSN. He added that this

initial testing was imperative in preparation for another voyage on a different carrier scheduled through the high-risk waters off Africa in April.

The world's largest ship registry, the Panama Maritime Authority (PMA), has certified the Triton Shield APS based on a demonstration conducted in Panama last September. IMSN also presented its Anti-Piracy course, which PMA is currently evaluating for certification. "The Panama Maritime Authority's support for an anti-piracy system is very significant for the maritime industry," said Nease.

IMSN's Triton Shield APS provides layered security beginning with an innovative camera system to detect any watercraft that enters a one-mile radius of the IMSN-equipped vessel. Additionally, the Triton Shield water system discharges a powerful wall of water alongside of the ship, which can run continuously on vessels transiting through high-risk waters. The wall of water makes it extremely difficult for pirates to scale the hull of the ship, and can flood small boats within minutes; it can further be enhanced with environmentally safe irritants, making it even more challenging for pirates to ever board a commercial vessel.

"Our team at IMSN has been researching ways to make the system more affordable and transferable between ships," said

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Nease. “This is a very practical solution for shipowners with multiple vessels. We’re also seeking designs applicable to yachts and expect to introduce customizable solutions this summer.”

According to IMSN, early detection of maritime piracy allows for proper use of force continuum with various methods of deterrence to harden the target and warn pirates off before the need for direct engagement and defense.

The Triton Shield APS was designed using anti-piracy intelligence and real world experience combined with the concept of force continuum. IMSN believes that piracy is a criminal action, and therefore a law enforcement issue that should be met with appropriate countermeasures.

The IMSN Anti-Piracy Defense Course, designed for officers and crews, provides concepts related to anti-piracy laws and the needed practical training for activities such as watch-keeping, lockdown procedures, anti-piracy drills, hand-to-hand defensive tactics, as well as contingency plans for issues such as surviving a hostage attack or movement of prisoners. IMSN has the only certified anti-piracy course available online or on DVD.

“We have offered IMSN’s training both on-site and online because it is absolutely vital that we ensure that as many seafarers as possible are trained and safe,” said Nease.

## Ocean Star International's Father-Son Team

*By Josh Morales, CEO/President, Ocean Star International, Inc.*

At age 25 I was the youngest person in history to be approved by the Federal Maritime Commission for my NVOCC and Freight Forwarder License. At that time I had already accumulated over six years' experience in the international shipping and moving industry. I started working for an NVOCC at 17, handling documentation and follow up e-mails for potential clients. After three years of doing grunt work I got into the sales department and soon became sales manager. Within a few years I developed a passion for international shipping and logistics and decided that this was it for me. I soon applied for my NVOCC license and received an approval after a long and nerve-wracking wait.

I then asked my father to assist me in getting **Ocean Star International, Inc.** ([www.osiinternationalshipping.com](http://www.osiinternationalshipping.com)) off the ground since he had worked in shipping and warehousing throughout his life and after semi-retiring and closing his business, he needed something to keep him occupied. I knew about all the nightmares related to international shipping and all the dishonest unlicensed U.S. companies who would take advantage of shippers and give the industry a bad name. Therefore, my dad and I made an agreement that we would work really hard to run an honest business.

After securing the required bond and our FMC license, we went about the business of finding a company that could post our tariffs, leasing a small office space, and obtaining the necessary local permits and licenses. We initially subleased a space of about 300 square feet from a construction company that was downsizing because of the economy and my dad and I began operating Ocean Star International, Inc., in January 2008.

In time the construction company whose space we were leasing went out of business, and since we had grown from two employees (my dad and me) to eight in six months, we worked out an agreement with the landlord to take over the lease on the whole space once occupied by the construction company. Within another four months we outgrew even that office, having hired another four employees. Suffice it to say that the growth of personnel was commensurate with the amount of the shipments we were now handling.

It has been a lot of fun to see something grow from just an idea in my head to where we are and to anticipate where we are headed. We have been most fortunate and blessed to experience this rapid growth. Currently headquartered in Coral Springs, Florida, we employ 25 persons (no small thing, considering today's economic challenges). We leased the building adjacent to ours, and have had to cut a passageway connecting the two adjoining offices.

Since we have experienced about 300 percent growth in a very short time, *Inc.* magazine is considering us for their list of the 500 fastest growing companies in the United States. We went from 980 shipments our very first year to 7,325 in 2010. We have also added a commercial freight department, import department, customs brokerage, and U.S. Government relocations. OSI now



From left, OSI General Manager Scott Kalinowski, President Joshua Morales, and Jonathan Duarte, who is with the export division, at IAM's 2010 Annual Meeting in San Diego.

handles international freight for some of the largest and best-known van line agents worldwide, but it has not been all fun and games. There is a darker side to this industry that can potentially neutralize the positives and make things very uncomfortable: the Internet. There are a few spurious websites that disguise themselves as advocates for the public, when in fact they are only looking for a quick buck. We, too, must deal with unscrupulous shipping companies that use the Internet to stalk their prey. OSI has maintained a very high level of quality with very low claim rates. Complaints are inevitable in any business, especially international shipping and moving; however, it's how you handle those complaints that set you apart as a quality shipping company.

Part of our business is doing household goods moves from anywhere in the United States to anywhere in the world. We have established a great network of origin and destination agents for full door-to-door service as well as consolidation points from certain U.S. locations to Europe and Australia. We can safely say that no one can beat our rates and our service. However, some shippers don't see the benefits of an all-inclusive service and no matter how much we attempt to sway them from the headaches and cost of taking over the shipment at portside, some assume they can save money by shipping to the destination port only and paying all fees and handling customs clearance on their own.

Hence come the complaints. When these shippers are faced with the hassles and costs at portside and port warehouses taking advantage of unwary clients, they conveniently forget all our warnings that these are exclusions found on our quote for "to port only" service. In their angst and frustration they look for someone to blame, and even attempt to extort our company for their expenses at portside. They turn to spurious websites or

other bureaus that do not regulate or know anything about our industry. Yet, unfortunately, if someone were to file a dispute about fees they had to pay at portside, these bureaus consider it a valid dispute, even when we submit evidence of having advised the shipper in advance of these fees.

Most NVOCCs won't even touch household goods for those reasons, but such issues account for only a tiny fraction of the shipments we handle. We are focused on building our commercial, business-to-business, and government activity, and up until now, there has not been even one incident with those customers since they understand the shipping industry.

## Pasha Hawaii Finalizes Design for Second Ship

Honolulu-based Pasha Hawaii recently announced the final design specifications for its second ship, currently under construction with VT Halter Marine, Pascagoula, Mississippi. The ship will be a combination Container and Roll-On/Roll-Off Car Truck Carrier ("ConRo") and will sail under the name *Marjorie C*, in honor of CEO and President George Pasha IV's maternal grandmother, Marjorie Catherine Ryan. The *Marjorie C* will hail from the Port of Honolulu. She is expected to enter service in the fall of 2013.

The *Marjorie C* will allow Pasha to handle the needs of the Mainland to Hawaii trade lane efficiently. Not only will the vessel take advantage of the very latest technologies to reduce environmental impact; the ability to call the neighbor islands directly will eliminate the need to transship containerized cargo between Honolulu and the neighboring islands.

With the *Marjorie C* scheduled to sail the same ports of call opposite Pasha Hawaii's Ro/Ro vessel the *M/V Jean Anne*, the two ships will provide the only weekly direct calls to Kahului and Hilo for both Ro/Ro and container shipments.

The *Marjorie C* will be 692 feet long, with the ability to carry 1,500 TEUs above and under deck, as well as vehicles and over high and wide cargo on 10 workable decks. The vessel's shipping capacity for vehicles is 2,750 units. The stern quarter ramp will be 39.4 feet wide and 20.7 feet high, and rated at up to 250 metric tons.

## Planning Tactics to Manage the Succession Process

These succession planning tactics show you the way to a successful transition in your family business. Consider all of them—they're tested and proven to help you.

"If the succession process has stalled in your family business, hiring an experienced family business succession coach could be the solution," explains family business expert Don Schwerzler. Schwerzler, who has been studying and advising family businesses for more than 40 years, is the founder of the Family Business Institute. Here are some tips and advice on how to avoid problems that can stall a successful transition.

- The sooner the succession planning process is started the better, and you will have more options. Moreover, those options (such as buying life insurance to fund the stock ownership transfer) tend to be less expensive when the owner is 45 versus 65.
- A child may have the right to inherit the business, but the right to manage the business must be earned. Urge your children to work at least two years outside the family business so they can learn different skills and experience making mistakes.
- Establishing an outside advisory board to help manage the transition allows family business professionals (from outside of the family and from outside of the business) to help deal with the tough issues. This advisory board is constructed differently than a board of directors and can be a very cost-effective vehicle for bringing good advice and experience from outside.
- Conducting formal family meetings can help solve problems while they are small. Having experienced family business consultants lead the first few family meetings can help establish and keep the family focused on the rules, goals and objectives.
- Develop non-business interests.
- Develop financial resources independent of the business.

The best succession plan might be to sell rather than transfer. Sometimes, with family businesses, the focus is so much on succession that the most logical alternative is completely overlooked. If the family strategic plan and the business strategic plan have been done, we see two situations where selling is the best alternative:

- The business can't evolve with the changing conditions or environment. This inability to adapt might occur because it can't find the right people or because technology or environmental factors necessitate capital investment or expenditure beyond the ability of the family or business to raise capital.
- The business has not been able to find and develop a competent successor.

It is not easy for a family in business together to objectively face reality in either of these situations and there is the stigma of "defeat" or "quitting" that is often associated with a decision to abandon a goal. But the harsh reality is that in either of these situations, failure is almost certain and will happen even if the family decides to ignore reality and tries to continue with the business

or transfer. Thus, failure becomes a matter of when—not if. In either case, early and realistic recognition will let the family sell the business rather than lose its investment and at least have the proceeds to carry on their goals in other forms.

Evaluating a competent successor starts with the key elements in the succession planning process where the family and the business identify the culture, mission, and strategy, and whom they need to lead them to fulfill the mission. This process will naturally identify skills and competencies and these should have been built into job descriptions and development plans for the successor. The successor's progress in meeting and developing skills and competencies should therefore be extensively measured and documented by many people throughout the organization on a regular and continuous basis.

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Less objective and more difficult to measure, but critically important, is how the potential successor handles leadership and power. In a nutshell, can s/he take over the reigns of power and provide leadership that will be accepted by the organization and by the family. This is tricky to test and evaluate. If the outgoing CEO shelters the potential successor and decrees the authority, the successor isn't tested against the "yes men" who are passive and accommodating until after the outgoing authority is gone; then they rise in opposition to thwart and block the previously sheltered successor.

At the other extreme, the "shark tank" approach turns two or more potential successors loose in the business and lets them fight it out. Either approach can be devastating to the business and neither offers any realistic prospect that a suitable successor will survive. (The sheltered successor might well not toughen up under pressure; sharks don't necessarily make good leaders.)

A realistic outgoing CEO and family often seek the help of outside advisors or an advisory board to ensure that the job rotation and/or special assignments for the successor include situations where s/he will have to seize or assert some authority to be successful. Over time, the successor will have built a solid power base from within rather than just being handed power.

Perhaps even more difficult to measure, but critically important, is motivation. Does the potential successor really want to assume control? The person might want the job, even really want it passionately, but for reasons such as being the eldest, for the power or prestige it might bring them, or for any number of other reasons—but is it really what s/he wants to do?

Parents often feel that fairness means giving each child an equal share of the business even if they didn't contribute equally to developing that business. Another aspect of fairness is in the area of performance expectation. Unless children earn their position on the basis of merit, unless they are expected to be accountable for their performance in the business just like any other employee, it will not be possible for them to effectively assume leadership after a succession or transition. Therefore, a key to success is to set the standard for performance and accountability from the earliest involvement. Less frequently, a parent sets the standard much higher for family members, rather than lower, and this can be just as much of a problem.

Set a standard for the business. Family members must leave family behaviors at home and act like employees. Working outside the family business for part of one's career really helps one understand the standards of behavior that other organizations set.

Plan a graduated retirement—but set and stick to a final date! As the time for succession approaches, take longer and longer absences for the outgoing CEO to get used to being away, for the opportunity they offer to evaluate the potential successors, and for the organization and its customers and suppliers to get used to the fact that it can operate under the planned new leadership.

As for the “outgoing” person having a continuing role, this can work well, or it can fail spectacularly. The key to success is clarity and self-discipline. If an ongoing role is agreeable, define the responsibilities, authority, and accountability like any other job. Stick to those parameters and make sure that everyone knows that is all you are there for.

These hints for succession planning tactics can help your family business prepare for and successfully make it through a transition of leadership.

*SOURCE: Family Business Institute*

## What is an Entrepreneur's MBA Degree Really Worth?

I'm an entrepreneur. The last time I was an employee was in 1983. So what did I get from my MBA studies?

It wasn't about earning power. I quit the fancy high-paying MBA job I'd recruited into just a few weeks after graduation. I went back to the consulting firm I'd worked with while I was at business school, before I graduated. And I was self-employed less than two years later, and I've never worked for anybody else since then. I was an employee of the company I founded and owned.

So was it worth it? Yes, many times over. Because of business school, as I developed my own business, I had a general idea of all the parts and how they came together. I knew enough about finance, accounting, marketing, sales, and administration to do it all myself in the beginning. Later on, as the company grew, I had experience and some knowledge about each of the key functions in the business.

Nobody taught me entrepreneurship. I didn't learn that in school. What I did learn, though, was enough about business to make starting, running, and growing a business conceivable. Maybe I would have made it anyhow, but I doubt it. Knowledge is power. And it gives you the confidence to take risks and move forward.

Is the value of an MBA degree the income with the degree less what it would have been without the degree, less the cost of the degree, and the earnings sacrificed while studying? What's education worth? Do you measure it in salary? The value of studying literature is the earning power gained? Fine arts? Philosophy? What about business or engineering?

I don't think so.

*SOURCE: Small Business Trends*

## Cartwright Companies Presents GS<sup>3</sup>

The Cartwright Companies recently entered into a partnership with Expatriate Management Services (EMS), a recognized leader in global business solutions based in London, to provide the only complete integrated global mobility solution available worldwide. This new service is called GS<sup>3</sup>—Global Single Source Solution.

The GS<sup>3</sup> platform is a powerful, intuitive system with Web portal customization that interprets, encrypts, and integrates any software language into our secure, interactive database. The backbone of the system is a global business process system called AMIS (Assignment Management Information System) that is 100 percent compliant with international laws governing the holding and movement of data and funds worldwide, with demonstrated cost savings of 40 to 60 percent, the company reported. AMIS can integrate with any HR, finance, or operating system to create powerful tools for companies to most effectively manage their global business needs including payroll, payments, assignment management, and relocation.

The company said the new GS<sup>3</sup> service has been praised by CFOs, HR directors, and other executives around the world. The AMIS payroll service network spans 146 countries and territories

and is expanding. With fully auditable business processes that are compliant with U.S. Safe Harbor, Sarbanes-Oxley, and EU Data Protection laws and guidelines, GS<sup>3</sup> delivers a custom-designed system to fit the needs of companies operating internationally.

Cartwright has hired three sales executives to market GS<sup>3</sup> across the United States—Gene Carpenter (Kansas City), Bob Karas (Los Angeles), and Thom Kessler (Denver)—with combined industry experience approaching 75 years. Along with EMS, Cartwright also has spheres of influence originating in Portland, Oregon, and Melbourne, Australia. More information on GS<sup>3</sup> can be found at [www.globalgs3.com](http://www.globalgs3.com).

## Permanent Switch to DST in Russia

Clocks in Russia have moved permanently forward to summertime. From now on, daylight savings time will be maintained throughout the year. This change was introduced to maximize evening daylight in a country where winter daylight hours are short. The government is also concerned that the twice-yearly transition between time zones is “injurious to health and performance.”

## Two Generations of Two Families Lead Daycos

Family-owned businesses are certainly nothing new in the household goods moving industry. Daycos, a third-party billing and post-audit firm in Norfolk, Nebraska, is also a family-owned business, with a little different twist. Not only is the Day family in the second generation of ownership and management of the company, but now there is a second generation of the Fuchtman family involved in the management of Daycos.

When Brandon Day, CEO and son of founders John and Connie Day, and Daycos President Sue Fuchtman decided they wanted to hire someone to represent the company as it expanded into some new areas of service, they didn't have to look far to find the right person. In early March of this year, Sue's son, Cody Fuchtman, joined Daycos as director of sales.

“It is always hard to find someone you trust to represent your company. We are very protective of the reputation we have built over the years,” Sue Fuchtman said. “With Cody, we knew we had someone who not only had the skills we needed, but also understood our company philosophy and would represent us well.”

Cody becomes the third Fuchtman to join the company. Sue's husband, Glen, is also a long-term employee, having recently celebrated his 25th year with Daycos. Glen is responsible for transporting customer shipment records to the Daycos office for post audit.

“Daycos has been a very big part of my family's life for as long as I can remember. I got my start as a young kid loading boxes and going on long road trips with my father,” said Glen.

“I believe in the company, the family atmosphere, and their long-term vision...just a few of the many reasons I'm excited about the being part of the Daycos family.”

Daycos CEO Brandon Day believes it is important to maintain the family atmosphere that attracted Cody to join the company. Although his 10-year-old daughter just started working a few hours a week at the office, Day doesn't want to focus on just the next generation of existing owners.

“While it would be great to have another generation of the Day or Fuchtman family working at Daycos someday, that should not be our ultimate goal,” said Brandon Day. “Our real focus is to create a company where all of our employees would like to see their children someday join Daycos. Perhaps in 20 or 30 years, we will be talking about how Daycos is now being led by three generations of three different families.”

Daycos was founded in 1978 as a consulting firm in the basement of John Day in Washington, DC. Eventually relocating to Norfolk, Nebraska (the home of John's late wife, Connie), Daycos has now grown to nearly 60 full-time employees and continues to expand their billing and post-audit services.

“As the founder, I am in awe that our company can now say that we have the second generation of the two families that were there from the beginning, the Days and the Fuchtmans, involved in running the company.” John Day said. “I am confident that this second generation will succeed in growing the company to the next level, and provide a secure future for our employees. It is all I could ask for!”



## Move One's QR Codes Bring Digital Age to the Palm of Your Hand

New QR code technology is bridging the digital gap for potential clients in Dubai and around the world

**Move One** has accelerated its global marketing strategy by employing the latest information technology in the form of Quick Response (QR) codes. These encoded pictures act as a bridge between physical objects, such as magazines and billboards, and Move One's digital presence.

QR codes are already extensively used throughout Asia, especially in Japan and Thailand; visitors can even receive customs information at the airport upon landing, simply by pointing their smartphones at them. Another great example is Dubai, which recently launched the "Digital City" project, in which all buildings will be given a QR code, linking to all the information about the building and the plot.

"Handheld devices with a camera and an Internet connection, such as Blackberries and iPhones, are able to recognize a QR code and will open a Web page, plot a map route, compose a text message, or save a bookmark depending on the code's instructions," said Luanna Bicknell, Move One's director of global marketing. "Now



If you have a QR-enabled device, point it at the above bar and connect to Expat Echo Dubai's Facebook site.

that so many people carry their digital connectivity with them, the Internet is no longer a separate place to be visited. As the World Wide Web infuses every aspect of our daily lives, QR codes are the latest way to seamlessly integrate Move One's digital presence with our customers' day-to-day activities."

The company's headquarters in Dubai has been using Quick Response codes to facilitate easier access to its wide-ranging services, and as part of an environmental policy to minimize print advertising.

"Move One supports and sponsors local community events and sports teams by providing equipment and entertainment. These include kits, tents, bouncy castles and football shooters, as well as donating the time of our fantastic team on the ground," Bicknell said. "Adding QR codes

to these promotional items raises awareness of the Move One brand not only physically, but digitally as well, reaching out to potential clients on both levels."

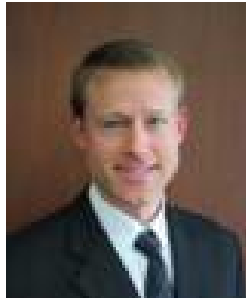
In Dubai, these codes instantly navigate the user to Move One's own popular community website, Expat Echo Dubai, used by an ever-growing number of expatriates in the region for community news and the latest information on relocating and living in Dubai. Different codes are used to tailor visitors' digital experience based on their physical location or the event they are attending. Some bars will take the user to the company's corporate Facebook page, which is updated with industry specific information, while others to Expat Echo Dubai, or specific information pages for their convenience.

As part of an ongoing expansion throughout the Middle East, Move One has also recently launched an online moving quote generating website, which will be heavily marketed in the Emirates through QR codes only. The digital scribble bars will be strategically placed throughout Dubai communities for maximum impact during the busy moving season ahead.

## A look at people and events shaping IAM member companies



Paul Glew



Jed Hansen



Marcel Grotz



David De Vos



Dan Tattersfield



Stephane Camguilhem



Titania Ng



Richard Hooker



Noel Briscoe



Stewart Gauntlett

**Asian Tigers Transpo Group** has promoted **Paul Glew** to country manager of the Asian Tigers Cambodia office. Glew has worked with the Asian Tigers Thailand sales team for the past three years.

In addition, **Jed Hansen** has joined the company as logistics manager. A Stanford graduate and professional baseball player in the United States for more than 13 years, Hansen is married to **Annie Hansen**, the daughter of Group Chairman Bill Reinsch and Deb Reinsch. Annie Hansen will join the Asian Tigers team in Thailand on the relocation side.

**Marcel Grotz** joined **Asian Tigers Thailand** as the new European sales manager. Originally from Germany, Grotz has several years of experience in the hotel, event management, and removals industries. He has lived in Thailand for the past 13 years and recently managed the household goods moving division of Schenkers.

Completing the staff changes, **David De Vos** has been promoted to sales manager of Asian Tigers Thailand. De Vos has had an extensive career in the industry, and worked in sales for Asian Tigers Hanoi from 1996 to 1999 before serving as general manager from 1999 to 2001.

After a brief stint with Asian Tigers Hong Kong in 2001, De Vos worked for

Grospiron in Paris from 2001 to 2003. He returned to the European sales manager's position in Thailand in 2004.

**Asian Tigers** has named **Dan Tattersfield** its new country manager for Taiwan. He succeeds **Scott McMullin**, who now works with the company's Hong Kong office. Tattersfield has been in Taiwan for more than 20 years, speaks fluent Chinese, and is very experienced in Taiwan's customer service industry.

Prior to joining Asian Tigers, Tattersfield ran his own educational services business and was vice president of a large international company providing education and travel services. He joined Asian Tigers Taiwan last October.

**Asian Tigers China** has named **Stephane Camguilhem** as its manager in Beijing. Camguilhem is well known internationally in the relocation and moving industry, having worked previously in France and in Asia.

**Santa Fe Relocation Services** has announced the promotion of **Titania Ng** to group general manager—operations. In her new role, from her base in Hong Kong, she will strategically drive solutions for training needs to support the company's

regional offices and ensure consistency in delivering quality service throughout the system.

Before joining Santa Fe, Ng held various key positions, including running the operation of a sizable customer service center, where she provided training as well as continuous development to staff members serving customers at the front end.

Santa Fe also announced the promotion of **Richard Hooker** to group account manager. He will work from Singapore, where he has headed the Relocation Services Department for the past four years. He is tasked with driving customer satisfaction and ensuring efficiency throughout the company's regional offices.

Prior to joining Santa Fe, Hooker held various international positions in the industry in both the UK and Asia. This, coupled with his firsthand experience as an expatriate since childhood, has provided him with a wealth of experience and understanding of relocation needs on a regional level, the company noted.

**John Mason International** has appointed two new directors. **Noel Briscoe** has been named international director and **Stewart Gauntlett** is the business development director. **Bob Clarke** continues his role as managing director and **Cris O'Hara** as



**Chris  
Wilkinson**



**Peter  
Noyes**

deputy managing director, along with **Vivien Mason** and the rest of the company's board of directors.

Briscoe, who works in John Mason's head office in Liverpool, has many years of experience in the industry. He joined the company 14 years ago as group imports manager before moving on to the role of general manager, a position he has held for the last decade. He previously worked for a freight forwarder, where he gained extensive shipping experience.

Gauntlett grew up in the moving industry due to his family business, Gauntlett Removals. He first decided on a career in retail sales, where he obtained valuable experience in sales and buyer behavior before rejoining the removals industry in 1995. Gauntlett is based in John Mason's London office.

**The AGS Group** has named **Chris Wilkinson**, manager of AGS Four Winds Hong Kong, as the new Asia regional director. AGS has begun a new chapter of development in Asia following a very successful period of rapid growth. The Asia network is earmarked for continued investment in quality personnel, resources, and new branches.

Originally from the UK, Wilkinson came to Hong Kong through a work opportunity with a former company in 1987. After joining Four Winds in 1992, it took him only two years to be promoted to general manager of the Hong Kong branch. With a career spanning more than 20 years in international removals, he has already demonstrated outstanding management skills and achieved some of the best results for the Asian network. Known for his keen eye for detail and demands for the highest quality services, he implemented the FAIM quality standard at AGS Four Winds Hong Kong. He succeeds Bruno Moussey, who was Asia regional director since 2005 led the Group's success. Under Wilkinson's leadership, the Asia network evolved to include 18 key locations across the continent, with more due to open this year.

The company also announced 15 other new appointments in the AGS Group. (All will be listed in the Web version of *The Portal*.)

**New World International** recently announced several appointments. **Dan Johnson**, a 24-year veteran formerly with Allied International and Crown Worldwide in the Bay Area, has joined the company and will be focused on providing competitive pricing support for its clients and global agent partners.

New World also announced that **Rod Amos** and **James Porter**, both formerly with Bekins International Chicago, have joined the company as manager of international government services and military customer service coordinator, respectively. They will manage international military shipments through **Island Forwarding**, which New World acquired in 2009.

**UniGroup**, the parent company of United Van Lines, Mayflower Transit, and other transportation-related companies, recently elected

**Peter Noyes** to a two-year term on the UniGroup board of directors. Noyes is a third-generation owner and president at Earle W. Noyes & Sons Moving Specialists in Portland, Maine.

## EXPANSIONS



**Jan Gieler**

**Corporate Logistics** opened a new office in Hamburg, Germany, on February 1. **Jan Gieler** has been named managing director. Until last year, Gieler was general manager at Interdean International Relocation, also in Hamburg. He brings to his new position a breadth of experience as an executive of international moving and relocation service companies.

## Santa Fe Joins Forces with Interdean

On April 27, **Santa Fe** announced that it has entered into an agreement to acquire **Interdean**, a Europe-based moving and relocation services company. Headquartered in London, Interdean offers relocation and move management services from a total of 48 offices with 1,200 employees in 35 countries across Western and Eastern Europe, Russia, and Central Asia.

With the addition of Interdean to the Santa Fe Group, the collective company will offer professional moving, relocation, and records management services through 120 offices in 50 countries. Our 3,150 dedicated professionals are currently servicing approximately 100,000 relocations each year.

Officials noted that Santa Fe and Interdean have been close partners for a number of years. The merger is therefore a natural fit and will add value through increased efficiency and additional services with a pure focus on serving clients.

As a customer-centric organization, the Santa Fe Group, including Interdean and **Wridgways**, will continue to grow and expand in line with the needs of its clients. Further expansion will take place in the Middle East and parts of Asia-Pacific where the group currently does not have a presence. The Santa Fe Group does not plan to make any acquisitions in North America.

**Lars Lykke Iversen**, chief executive officer of Santa Fe Group, noted that Interdean's senior management team remains committed to the company. "We have great respect for the entire Interdean organization and what they have accomplished in building Europe's leading moving and relocation services organization," Iversen said. "Their experience and skills are key reasons behind this merger and will benefit our clients and the entire Santa Fe Group."

## Viking, Golden Services Strengthen Community Ties

The people who live in Anacortes, Washington, have always felt strongly about doing business with other local residents and had built a strong relationship with **Pat Meyer**, the respected owner of **Viking Moving Services, Inc.** So, when Meyer found it necessary to sell his company, **Peter Arpin** of **Arpin Van Lines** introduced him to **Ed Zielinski**, owner of **Golden Services, L.L.C.**, in nearby Lakewood.

Born and raised in Washington State, Zielinski grew up in a family of successful movers. He is proud to serve the local community of Anacortes and the surrounding areas from the Viking location. The Golden Team, now 124 employees strong, supports the local economy with professional jobs and quality services.

Ed Zielinski understands the importance of personal connections and community ties. In November 2010, he purchased Viking to combine with Golden as one corporate family determined to continue the traditions they held in common.



Pat Meyer



Ed Zielinski

See you at **IAM's 49th Annual Meeting**  
**Denver, Colorado**  
**September 12–15, 2011**

## Globalink for Andrea Bocelli

Known for its attention to detail and reliable services, **Globalink** once again rose to the occasion when it effectively handled the arrangements for Andrea Bocelli's concert in Astana, Kazakhstan. The concert guest list featured presidents of the CIS states, high-ranking officials, and other celebrities, therefore there was no room for error.

With the concert-related equipment totaling 17 tonnes and coming from three countries, Globalink's Astana team certainly had their work cut out for them. However, with years of experience under their belts, the staff not only welcomed the challenges but dealt with them smoothly.

From organizing shipment pickups to arranging dedicated airfreight and ensuring that government holidays (Capital Day in Astana, holidays in Ukraine) did not disrupt continuity, Globalink successfully negotiated every hurdle. That was not an easy task for the company as they had only four days between pickup in Odessa to delivery/set up in Astana. In

order to work within this extremely short timeframe, Globalink organized the entire shipment in such a way that the arrival of equipment and customs clearance could be completed prior to the Customs Authority closing for the holidays. From arranging trucking to Kiev airport, the flight to Luxembourg for the connection to Almaty, immediate customs clearance in Almaty and on forwarding by truck to Astana, Globalink controlled each and every aspect to ensure there were no delays.

Amid ongoing preparations for Capital Day, Globalink even arranged for the delivery to take place late in the evening. With its in-house packing crew working well into the night, all arrangements were completed on time as promised. The concert was a success and the following day the Globalink team was back to pack up all the equipment and deliver it back to the airport for its departure for the next concert. All in all, a superb job by the Globalink staff involved.

## Update Your Website!

Are you still displaying the AHHGFAA logo on your website, advertising, or business cards? It's time to update to IAM!

Show your partners and clients that you are a proud member of the moving and forwarding industry's largest global trade association. Download the IAM logo online at [www.iamovers.org/logo.cfm](http://www.iamovers.org/logo.cfm).

## LACMA Elects New Board

The 2011 LACMA Convention & General Assembly held in Santiago, Chile, elected its new Board of Directors for 2011–2013.

### PRESIDENT

Laura Ganon  
Transportes Fink Ltda. (Brazil)

### VICE PRESIDENT

Andrea Bacigalupi  
Servimex, SACI (Paraguay)

### SECRETARY

Mario Escalante  
Winmovers (Costa Rica)

### TREASURER

Walter Laffitte  
Canal Movers & Logistics Corp.  
(Panama, Panama)

### ASSOCIATE DIRECTOR

Klaus Moericke  
Transportes Fluiteres Internacional  
(Spain)

### IMMEDIATE PAST PRESIDENT

Luis Silva  
Unipack, S.A. (Chile)

## MILESTONES

**Britannia Movers International** turned 30 in March, having evolved from relatively humble beginnings to become one of the largest moving groups in Europe in a relatively short space of time. Various celebrations and fundraising events are planned throughout the year to draw attention to the anniversary as well as bring together Britannia's global family to mark the occasion.

The company was born as a response to the increase in shipping traffic to the principal Commonwealth countries in the 1970s. It was felt that the market wanted to look outside of the constraints of the larger established international movers and embrace smaller family-owned companies that could offer something extra. Britannia began in 1981 with a small cooperative group of 14 companies. At its first official meeting, topics such as inland and destination rates, advertising strategies, and expansion were discussed.

Since those beginnings in 1981, Britannia has expanded rapidly and evolved into what it has become today—a large network of well-run “members,” all linked by the Britannia philosophy of togetherness, family, and a commitment to professional service. John Court (one of Britannia's founders) wrote, “From the outset Britannia membership demanded complete and absolute trust and loyalty. It is that



### Britannia marked its 30th anniversary in March.

spirit which has seen this unique Group through to its 30th birthday celebrations as a multimillion-pound internationally recognized market leader with worldwide representation.”

Now, with more than 40 UK offices and five overseas locations, the basic foundation of the organization has remained the same. The network pivots around a central office that coordinates work, partnerships, purchasing, and corporate contracts. While international shipping continues to be the lifeblood of the company, Britannia has diversified into other spheres and built up a strong reputation in commercial and corporate moving as well as for a wide range of different storage services. Britannia has also opened its doors to trade operations and continues to forge strong partnerships with fellow organizations within the moving industry both at home and abroad.

During the course of this year Britannia has organized various opportunities to celebrate this milestone. The annual conference in June will allow faces from Britannia's past and present and its wider family of overseas agents to get together and offer toasts to a bright future. Britannia will also be involved in various sporting and charity events, including the latest installment of the overseas marathons this year in Amsterdam.

**Felix Relocations** recently was granted FIDI FAIM ISO certification, according to **Edgar Prates**, the company's director of corporate communications. “Felix Relocations is the first locally owned company to be granted FIDI membership and certification in Malaysia,” said Prates. Felix, now three years old, also has an office in Singapore.

## IAM Welcomes New Staff Member

Effective May 2, Lanee Johnson, whose voice you often hear answering the telephone at IAM offices, has officially joined the IAM staff full-time.

Lanee, who first came to work with IAM last spring as a summer intern, will work primarily with IAM General Manager Bel Carrington and Manager of Operations Jamila Kenney, assisting the membership and accounting departments.

IAM congratulates Lanee on her graduation from Virginia Commonwealth University in May and the beginning of what will we trust will be a long career with IAM.





**Graham Puddephatt, Leon Bourne, Tom Bourne, Mike Reason, Wesley Bourne, Eric Bourne, and Roy Bourne (seated) celebrate T. Bourne & Son and Reason Global's 40th year of doing business together.**

**T. Bourne & Son Ltd.** (also known as Bournes of Rye) in East Sussex celebrated 40 years of business with fellow IAM member **Reason Global**, at a private dinner hosted by Mike Reason, at a restaurant in the town.

Reason handled the Bournes' business when he first entered the insurance industry and held on to it through numerous changes of broker. Reason & Co. started trading in 1986 and has retained the business ever since.

Earlier, Mike Reason and Graham Puddephatt from Reason Global met the family at the Bournes office to present Roy and Eric Bourne with replica model trucks reminiscent of their earliest days in business. The trucks were Corgi models handcrafted to show the livery of one of the early T. Bourne & Son vehicles.

"We wanted to do something special for Bournes" said Mike. "Business relationships are very important, but even for us four decades is a long time."

The dinner was held at Webbe's Fish Café in Rye. The Café occupies an old furniture depository that was previously run by Wright and Pankhurst, an old Rye removal firm that closed in the early 1960s, and which was a member of the then National Association of Furniture Warehousemen & Removers NAFWR (now BAR).

"Mike has always provided us with an excellent service and a reasonable price," said Eric Bourne. "He's always been there to answer our questions and deal with the inevitable incidents that come along. It's been brilliant."

The new generation of Bournes (the fifth) also attended the dinner: Roy's son, Tom, is the company's facilities manager; and Eric's sons Wesley and Leon are involved with sales and business development. "We decided back in 2008 to take a positive attitude to succession planning," Eric explained. "We have encouraged the boys by giving them part ownership in the business and specific areas of responsibility. The plan is for them to take full control in due course."

## HONORS AND AWARDS



Tiddy S. Teerawit and speaker Aaron Guthrie, HR manager of Boeing Australia.

### Boonma Thailand Ready for Global Mobility Services

**B**oonma Executive Director **Tiddy S. Teerawit** attended a three-day Global Mobility Specialist Education Program in March in Shanghai, China. Organized by Worldwide Employee Relocation Council (Worldwide ERC), the GMS program equips attendees to think creatively and tailor new solutions to fit the strategic needs of the multinational corporations, allowing them to become partners in solving problems, meeting challenges, and delivering excellent services.

The three GMS modules include (1) Applied International Assignment Policy Development, (2) Policy Alternatives, Strategies and Tactics for Global Workforce Mobility, and (3) The Intercultural Challenge: Doing Business Globally. All attendees must attend the full day of each module in order to access the GMS Comprehensive Online Exam.

The online exam is designed to demonstrate candidates' knowledge of the subject matter that was presented in each module. All attendees must pass the 75 questions with the score at least 75 percent in order to be qualified as a GMS.

Tiddy, one of two attendees from Thailand, successfully completed both the education and exam processes and received the Certificate of Completion from Worldwide ERC confirming that he is now certified as a Global Mobility Specialist. The GMS certification is valid for three years.



Tiddy and speaker Dean Foster, the president of Dean Foster Associates



Britannia director Stuart Almandras presents John Hannigan (right) with a Swiss timepiece to commemorate his 15 years of service at the company.

**A**fter 15 years of unblemished and unbroken service Senior Foreman and European Road Train Driver **John Hannigan** has been rewarded for his efforts. To commemorate the event, Stuart Almandras, a director at Croydon-based **Britannia Sandersteads**, one of the area's largest and most acclaimed UK and international removals and storage companies, presented Hannigan with a quality Swiss timepiece (not that he has ever had a problem with his punctuality!). He also was awarded one extra week's paid annual leave per annum.

Hannigan started in the company as a porter and has worked his way up, gaining his LGV and both reach truck and counterbalance forklift licenses along the way. He has attended and passed every training and packing course available to him and has proved to be a highly valuable asset to the company and role model for some of the younger staff. Hannigan said "Time flies when you're having fun and Britannia Sandersteads is a great company to work for."

### Is Your Contact Information Current?

Update your Membership Directory listing at any time by sending an e-mail to [Membership@IAMovers.org](mailto:Membership@IAMovers.org).



**Globalink Logistics Group CEO Siddique Khan (right) accepts AmCham's Entrepreneurship Award at AmCham's annual awards dinner.**

**Globalink Logistics Group** CEO **Siddique Khan** was recently presented the annual Entrepreneurship Award by the American Chamber of Commerce (AmCham) in Kazakhstan.

The award, given after the nominees go through a meticulous voting process, is one of the Chamber's most prestigious and highly rated honors. Nominations were spread across a dozen different categories, with several hopefuls for each category.

Founded by Khan in 1994, Globalink has become one of the fastest growing and most respected companies in the region in just 16 years. Some 75 percent of its customers come from Fortune 500 companies.

**ABF Freight System, Inc.** has been named National LTL Carrier of the Year by the National Shippers Strategic Transportation Council (NASSTRAC) for the second consecutive year. The award was presented at NASSTRAC's conference and expo in April.

NASSTRAC recognizes transportation providers on a quantitative scale in five key areas: customer service, operational excellence, pricing, business relationship, and leadership and technology. The organization's awards program is aimed at continually encouraging performance excellence in various market segments of transportation.

The NASSTRAC Carrier of the Year program is cosponsored by *Logistics Management* magazine.

**TEAM Relocations UK** has been granted AEO status, TEAM UK Resource & Quality Manager **David Boreham** announced recently. The Authorised Economic Operator (AEO) certificate is an internationally recognized quality mark indicating their role in the international supply chain is secure, and that customs controls and procedures are efficient and compliant.

AEO status gives quicker access to certain simplified customs procedures and, in some cases, the right to "fast-track" shipments through certain HM Revenue & Customs (HMRC) safety and security procedures.

Boreham and his team began the stringent application and evaluation process in December 2010. TEAM Relocations UK joins TEAM Netherlands in holding AEO certification status.



## IAM Offers Volume Discount Pricing for Metal Seals

IAM continues to offer special member pricing on metal security seals for liftvans. Seals must be ordered in sets of 400. The rates are as follows:

	IAM Members	Nonmembers
Under 1000	.08 each + shipping	.12 each + shipping
Over 10,000	.07 each + shipping	.10 each + shipping

Send all orders to Bel Carrington by fax (703) 317-9960 or via e-mail to [Bel.Carrington@IAMovers.org](mailto:Bel.Carrington@IAMovers.org).



## Members Only | IAM Store

### Price List for Selected IAM Publications, Miscellaneous Items

	CONUS MEMBERS	OVERSEAS MEMBERS
2010–2011 IAM Membership Directory	85.00	100.00
Additional 1-year subscriptions to <i>The Portal</i>	100.00	125.00
Governing Members Mailing Labels	20.00	25.00
U.S. Core Members Mailing Labels	25.00	30.00
Overseas Core Members Mailing Labels	45.00	55.00
Additional IAM Membership Certificates	50.00	60.00

To receive an order form and payment information, please email [info@iamovers.org](mailto:info@iamovers.org)

Coming Up Next Time in

## THE PORTAL

### “When in Rome ...” Focus on Customs and Culture

IAM members are a well-traveled group who are accustomed to dealing with partners in other countries. As we approach the annual gathering of IAM’s global community, the July/August issue of *The Portal* will focus on the ways customs and cultures affect the way you do business with the global community. Please share your perspective and experiences with our readers.

- What do you wish visitors to your country knew that would enable them to work more effectively with you? (Examples: tipping, dining, personal interactions)
- Have you committed or witnessed an unintentional blunder in words, gestures, or body language that others could learn from?
- What are the advantages and disadvantages of working in a foreign country?
- What tools and resources are available to help you fit in and avoid giving offense?
- What advice do you have for others who are considering moving to a foreign country?

Please e-mail your stories and digital photos to

[joycedexter47@comcast.net](mailto:joycedexter47@comcast.net) and [Janet.Seely@IAMovers.org](mailto:Janet.Seely@IAMovers.org)

**Deadline for submissions:  
July 1, 2011**

# WELCOME NEW MEMBERS



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## The Battle of the Budget

For those who were dismayed by the bruising battle that Congress and the Obama Administration just went through to prevent a government shutdown and fund the federal government for the remainder of this fiscal year, the show may have just begun. Over the next several months the budget and spending battles will be even more intense than what played out in April.

Both the House and the Senate are currently working on legislation that will allow an increase in the \$14.3 trillion debt ceiling before the August recess. Republican leaders in the House are attempting to craft a plan that would allow for a debt ceiling increase, but only with significant spending cuts and rigid budget enforcement mechanisms. And in the Senate, the so-called “Gang of Six” (i.e., three Democratic and three Republican Senators) is working on a similar type of comprehensive approach to the nation’s fiscal crisis.

Most observers agree on the need to put up for discussion those programs within the federal budget that comprise the largest percentages of spending—namely, the entitlements programs, including Social Security, Medicare, and Medicaid. Combined with the budget for the Department of Defense, these programs combined represent more than 60 percent of federal spending. But to achieve spending reductions in these programs, lawmakers will have to make some very difficult choices about where and how to pare agency budgets.

It’s safe to say that no policymaker wants to recommend an increase in the eligibility age before a citizen can draw on Social Security. Similarly, no one wants to suggest a means test for consideration for Medicare (in which an income test would be developed and individuals with estates valued at more than a certain level might not be eligible for Medicare). Nor does anyone on Capitol Hill look forward to taking votes to cut military spending at a time when the country is facing multiple threats around the world. But the fiscal realities of the government’s condition have put all of these options on the table for consideration and debate in this Congress.

There have been clear and consistent messages from the House leadership that there is no appetite for reducing our budget deficits through tax increases. One of the few options from a tax perspective that has become the focus of hearings in Congress is oversight examination of subsidies for various industries and programs. Among the considerations here are continued subsidies for agriculture, dairy, and commodity products, as well as a review of the tax incentives that are available for oil exploration, development, and production.

The debate that swirls around these discussions centers on the fallout that would ensue if such favored treatment for these industries would terminate. The argument is that American households, already struggling during very difficult economic times, can little afford potential increases in food and gas prices. As the country continues to climb out of a deep recession, increased economic stress on American households becomes a nonstarter. And the pressures to rein in government spending will create increasingly difficult choices for policymakers as the country looks ahead to the 2012 elections.

These debates have created deep and wide rifts between the two parties in Washington. In fact, most observers would agree that the ideological divide between the two parties has become so significant that their moderate wings have become endangered species. Membership in the ranks of moderate caucuses of both Democrats and Republicans has indeed shrunk. Members on both sides of the aisle worry about their vulnerability in the next election, but in virtually all instances the concern is in the primary elections, not the general. Can Republicans be conservative enough to withstand challenges from the far right? Will Democrats be liberal enough to ward off opponents from the far left?

We will have an early indication as to how the 2012 primaries may shape up with a very critical vote on the increase in the debt ceiling that will have to take place by early summer. What is included in that legislation will reveal where both parties feel they need to be positioned as they tackle a daunting federal deficit as the 2012 elections loom.

## Federal Funding Resource Available

The *Federal Grants and Loans Directory* is now available from American Publishing, Inc. The new and revised 2011 edition contains more than 2,500 financial programs, subsidies, scholarships, grants, and loans offered by the U.S. Federal Government. The listings for more than 4,900 programs available through various sources of financial providing organizations.

The information is available through government departments, educational institutions, law enforcement agencies, nonprofits, foundations, and associations seeking funding for new ventures or existing projects.

The document is a fully searchable PDF file. Entering keywords allows users to search through the publication. Contents of the catalog include:

- Web link to program announcement page
- Web link to the federal agency or foundation administering the program
- Authorization upon which a program is based
- Objectives and goals of the program
- Types of financial assistance offered under a program
- Uses and restrictions placed upon a program
- Eligibility requirements
- Application and award process
- Regulations, guidelines and literature relevant to a program
- Information contacts at the headquarters, regional, and local offices
- Programs that are related based upon program objectives and uses

Programs in the catalog provide a wide range of benefits and services for a broad range of categories including Business and Commerce, Energy, Employment, Labor and Training, Information and Statistics, Transportation, and many more.

Cost: CD version: \$69.95; printed version: \$149.95. To order call 1 (800) 681-1356.



## IAM is Going Green... and You Can Too!

### Offset Your Carbon Footprint through IAM's CarbonFund.org Partnership

At the 48th Annual Meeting, it is estimated that we emitted 2,658.6 metric tons of carbon dioxide. This equates to consuming and burning 5.8 million gallons of gasoline.

IAM has made a commitment to help offset the Association's emissions through a joint partnership with Carbonfund.org and we are asking you to join us.

Consider offsetting your carbon footprint with a donation to Carbonfund.org and help fund projects that promote energy efficiency, assist in reforestation, and help save our planet.

If you attended the Annual Meeting this year, make sure your trip was a green one; if you couldn't attend the Annual Meeting you can still show your commitment to fighting climate change. Go to [www.iammeetings.com](http://www.iammeetings.com) and click on **GOING GREEN**.



# THE PORTAL

## ADVERTISING RATES, DIMENSIONS, AND DEADLINES

**T**he Portal accepts only computer-generated files, graphics, and ads. (If you plan to submit your ad on CD-ROM, please contact IAM for requirements.) **ADS SENT BY E-MAIL MUST BE HIGH-RESOLUTION PDFs.**

Prices shown are the total cost for six insertions (one year). **All new ads must be in color.**

AD FORMAT AND SIZE	WIDTH	HEIGHT	COST
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1/6 page vertical	2-1/4"	4-3/4"	US\$531.25
1/8 page	3-1/2"	2-1/2"	US\$437.50



### Deadlines to receive new artwork:

July/August Issue.....	July 1, 2011
<b>September/October Issue .....</b>	<b>August 9, 2011</b>
<b>(ANNUAL MEETING ISSUE)</b>	
November/December Issue .....	November 5, 2011
January/February 2012 Issue .....	January 15, 2012
March/April Issue .....	March 7, 2012
May/June Issue .....	May 2, 2012

**For further information about *Portal* display advertising,  
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**June 7–9, 2011**

NCMA Conference  
St. Charles, Missouri

**September 10–11, 2011**

PAIMA 27th Annual Convention  
Denver, Colorado

**September 12–15, 2011**

IAM 49th Annual Meeting  
Denver, Colorado

**October 10–13, 2012**

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

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



### Portal Editorial Calendar

#### July/August

Culture and Customs:  
Do's and Don'ts  
Deadline: July 1, 2011

#### September/October

IAM 49th Annual Meeting  
Focus on Young Professionals  
Deadline: August 9, 2011

#### November/December

Annual Meeting Wrap-up  
and Photos  
Deadline: November 5, 2011