

THE PORTAL



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***Rising Stars...
Women Influencing
the Industry***



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A Female-Dominated Industry?



TERRY R. HEAD
IAM President

WOW! When we decided to devote this issue to women in the industry, we had absolutely no idea of the level of submissions we would receive. I was pleasantly surprised, and I'm sure you will be too, by the number and diversity of IAM female members who responded to our call for personal profiles and stories relating to their experiences in business. Particularly fascinating is the contributors' willingness to share the personal highs and lows of entering into the moving and relocation industry, as well as what it takes to progress and succeed within it.

It has been a decade since the *The Portal* last focused on our female members in the January/February 2002 issue. In recognition of the new millennium, that issue was entitled "The Century of the Woman." And it was interesting as well as enlightening for me to go back and review my President's Message from that time period. In that piece I appropriately thanked my parents, particularly my mother, for instilling in me an appreciation of and deep respect for women. Over the years I have learned to be aware of and draw on the various female attributes that enable them to multitask, create rapport with others, and share a passion for doing the right thing, as well as their willingness to take on the uphill battle of succeeding in what has been a historically male-dominated industry like ours.

It was interesting to also note that of the 10 women who were profiled back in 2002, eight of them are still active in the industry and are very highly respected by their peers, both female and male. Several of them have maintained or since achieved leadership roles within the Association and the organizations they represent.

In writing my message for this issue, I asked myself: What's different 10 years on? What has changed for or about women in our profession today? First, there are considerably more women employed in our industry than ever before. Moreover, women have taken on roles not previously associated with their gender.

In years past, most females were found in the accounting department or other clerical positions. Today, we see women driving over-the-road rigs, and many working as packers and in other operations-oriented positions. Females now seem to be prevalent in sales and customer relations functions of most companies. Nonetheless, the most telling factor is the rise of women in the management and ownership ranks of IAM member companies, the associations who advocate for this industry, and the customers and accounts we all serve.

I think you will enjoy reading these women's stories. And even though there is a lot of text to read, I do hope you will take the time to dive down into the individual stories. I personally found them informative, educational, and even entertaining, which are the three attributes IAM continually wishes to achieve. Be sure to also visit the IAM website and review the online version of *The Portal*, where you will find additional stories, photos, and related material.

After reading this issue I think you will have to agree with me that this industry can no longer be described as being "male dominated." During the past couple of decades we've seen a shift away from being a "male-oriented" group and, as this issue would suggest, we may even be moving rapidly toward a female-oriented business culture.

As a matter of fact, if the current trend continues, perhaps another decade from now my successor will write an article on the "female domination" of our industry. Only time will tell, but as for me I would speculate that the industry will only be enhanced if that possibility becomes a reality.



The Best (Wo)man for the Job

By Joyce Dexter, Portal Editor

If you really want to know how far women have come with respect to their roles in moving and storage companies and the transportation industry, consider the fact that *The Portal's* request for submission on this subject brought more than 60 responses—far more contributions than we've ever received on any other topic, so it clearly struck a chord with readers.

The success so many women have enjoyed in the moving industry belies its long-held reputation as a male-driven, male-oriented business. Women are now found in the leadership tiers of many IAM member companies. In some cases, they grew up in the family business; but it's also remarkable how many of our 60 respondents reported, "I didn't choose the industry—it chose me!" Numerous contributors to this issue reveal in the following pages the ways events and circumstances aligned to bring a college girl out of the mailroom or steno pool and take her upstairs, right into the executive suite.

Conventional wisdom has it that a woman typically must work twice as hard and twice as well and be twice as tough as their male counterparts in order to succeed, and there's certainly some truth to that. At the same time, a surprising number of the women you will read about said they did not meet with resentment or distrust of patronizing men; rather, many benefited from the mentoring of employers and colleagues—both male and female—who saw their potential and nurtured it.

To a very real extent, what was long a male bastion is showing signs of becoming gender-blind. That said, the women who succeed in the moving, storage, and transportation business typically discover that the inherent qualities often attributed to their sex—empathy, a willingness to listen and compromise, an appreciation for the stresses that moving has on individuals and families—are valuable assets that effectively complement the strengths of coworkers and colleagues and contribute to the prosperity of the business as a whole. And that's a win-win for everyone.

The View from the Top

By Georgia Angell

I was very excited to see this issue as a focus in *The Portal* for our industry. It is true that this industry has been male-dominated, but over the years, things are clearly changing.

The moving industry once was definitely an "old boys" type network. I benefited from following in the footsteps of women who broke down that barrier, and I am grateful to those in this industry who gained the respect of the men who dominated the business. Many years ago, I saw few women at the Annual Meeting, but those who were involved were very strong.

There was a groundbreaking aspect of being the first woman to head the IAM Executive Committee. I worked hard on the issues during my time on the board and I believe that my knowledge and passion was a driving force, and that I was not necessarily hindered by my gender. I had a tremendous amount of support from my male and female colleagues. The challenges I encountered were no different from those other recent chairmen had faced, but I always felt compelled to work harder to squelch any concerns about being a woman in that position.

I perceived that the challenge of being chair was compounded by my not only being female, but also one of the younger people in the industry at that level. I've been in this business since I was 17. Do the math—I'm as old as the Association! I held demanding positions at several different companies; it was solid experience, but I was very much aware that some might question my qualifications. I thoroughly enjoyed being chair, jumped in with both feet, and was very passionate about my responsibilities.

My emphasis during my tenure was communication. It didn't do us any good to work on issues if we didn't share the information with our members. And this is an area where women just might have a slight edge over men. Women are typically more communicative—yes, we like to talk. So while some joke about women



Georgia Angell was HHGFAA/IAM's first woman chair, elected in 2003.

"Women are typically more communicative—yes, we like to talk. It can be beneficial in business as long as you stay on track."

always chatting, it can be beneficial in business as long as you stay on track.

Personally, I have always enjoyed sharing the knowledge that I have with others. It allows everyone to grow. Perhaps the nurturing tendency of women has a basis for that choice. Women can be more emotional; this can be a benefit in developing teamwork, but it can also be a handicap when dealing with hard issues.

In terms of actually performing the tasks that come with the job, I have found my male colleagues to be cooperative and supportive. Men and women share equal intelligence and skill level, but how does a woman in this industry navigate tricky issues involving male social bonding and camaraderie? How do you join chats about the latest sports scores and news? How do you handle the inside jokes? What about those few men who choose to look at you in a way that isn't business-appropriate? For the most part, we have wonderful gentlemen in this industry and I am proud to be working with these men. But you do have to be on your toes and ready with a well-placed comment or a joke and turn the tables in any situation. And do your homework; it can't hurt to learn something about the latest sports match-up—you don't have to be an expert, and I've always

found that when I ask questions, men generally are more than willing to share their enthusiasm.

Not only is this an issue for women; it can also be a bit daunting for men to learn to deal with women in this business. How are they supposed to handle the social discussions that typically occur between women—the shopping, the clothes, the kids? Do you open the door? Do you pull out the chair at dinner? Does commenting on how nice a lady looks cross the social/business boundary? I actually think being a woman in this industry might be easier than being a man!

Our international relations in this industry brings a new twist to the interaction between men and women. In some countries, women are not held as equals and it can be challenging to gain the respect and support in order to move forward with business dealings. But the hard fact remains that in many cases, a woman may be the one who makes the decision or negotiates the rates and companies doing business in a male-dominant culture learn quickly that they must adapt.

But outside the business meetings and social networking functions—well, it can be a different story with men from certain countries. The fact that a woman might have a drink and share a conversation does not mean...well, something else!

I believe the biggest challenge for women in any industry is to how to successfully balance their career and home life. It is a fact that even in an increasingly enlightened age, most women are their children's primary caregiver. They have to juggle their job and home responsibilities. This causes an internal tug of war at times in order to give their best to both job and home. My husband is chief engineer on a ship for at least six months a year, so coordinating travel and children is challenging. Developing a strong network of people to assist at home has been crucial throughout my career.

I joined this industry by chance and have enjoyed learning and dealing with the different situations that can arise each day. You certainly cannot learn the idiosyncrasies of this industry from any classroom. Although most of my bosses were men, all encouraged me to learn and grow. I never felt that I was held back due to my gender. In fact, one of the best mentors I had 30 years ago certainly fell into the "old boys' network category, yet Bob Patton provided me with guidance and strength and helped me focus on a higher goal than I thought was possible. I have been honored to have encountered many others since him who understand and respect the unique strengths that women bring to this industry.

"This Industry Chose Me"

For many of the women featured in this issue, coincidence, luck, and good timing were a harmonic convergence that led them to a career that has been both unexpected and rewarding.



Anne Bradley
Project Director
GRMS, Agility, U.K.

"I know what I am capable of and have goals that I focus on. It's all about results."

My career began with a summer internship after my junior year at university. After earning a degree in international economics, I was called back for a busy period during the winter and offered a full-time job the following summer as a move coordinator. Throughout my career I have held other positions as well, in sales, business development, client support, and finally management, where I could apply all my education in business and experience. I grew within the industry, starting from the very bottom, and now hold a senior management position running a large project for **Agility** in the U.K.

Women in this industry are aware that opposition often does not manifest itself directly; rather it is a behind-the-scenes attitude that, if you are young, becomes all the more apparent. I don't pay attention to that. I know what I am capable of and focus on my goals. It helps that I have proven my capabilities many times over and therefore have trust and support from my hierarchy despite my age and sex. It's all about results. It takes hard work and dedication to prove yourself in order to be taken seriously. It also takes time. You have to constantly go after what you want and position yourself where opportunities are available; if they are not, you must be proactive in creating those opportunities and prove that you and your ideas are valid.

I have always enjoyed great support from male coworkers, people who wanted me to succeed, gave me the opportunity to do so, and believed in me more and more as my achievements grew—people I looked up to who listened to my ideas and trusted me to execute them. This kind of support is what inspires me.

Most of my coworkers treat me like any other successful employee of the company and regard me in light of what I have accomplished in a relatively short time. Some are afraid of being equaled or surpassed by another colleague, especially one who may be younger and a female.

To succeed in this industry, you must know what you want and go after it. Absorb and learn as much as you can from the people around you. Take time to listen to those who know what they are doing. Learn to set yourself apart from those who talk the talk but are unsuccessful. Listen to those who talk the talk and make it work.



Manuela Perotta
International Sales
Moving Home Company Ltd., U.K.

“Our ability to multitask and rationalize is gold in this business. This industry truly can benefit from a woman’s touch.”

I joined this industry purely by chance, and it’s not a decision I regret! Newly arrived in the U.K. and looking for work, I found an interesting position advertised with **Moving Home Company Ltd.** They needed an Italian speaker for their European sales department—a great opportunity to improve my English. This was the start of many exciting years to come.

I started dealing with clients relocating from Italy to various European destinations, including the U.K. I was trained in all services offered, company software, and sales procedures. One day I was contacted by an Italian client living in London but without a good command of English who wanted to move—my first time to watch a surveyor in action. We won the job and the company decided to fully train me on home survey. I found all this so exciting and varied that I became very passionate about my cool new job. As my English improved, I started conducting surveys for English clients when required.

At the time there were very few employees at Moving Home; this gave me the opportunity to gradually gain experience in many different areas as European planning, local operations, and basic account and storage management.

The managing director, Mic Choudry, handled most of my training, and he encouraged me and motivated me throughout. I think having run my own business in Italy served me well. As I developed my sense of proactivity and demonstrated a problem-solving attitude, I assumed more and more responsibilities and control over other people. I quickly climbed the ladder to European manager, office manager, overseas manager, and finally international manager.

Being a young woman did not really create as many barriers as I expected, even in a largely male-dominated environment, although it could be daunting to correct surveyors who had been in the company for more than 15 years. There were negative reactions at first when I pointed out their mistakes, and I took no pleasure in that, but I did what the job required.

When it came to operations, I was sometimes not taken seriously when giving instructions to the crew and handling delicate situations during jobs or picking up pieces when things went wrong. After all, why should a young girl sitting in the office tell them how to do their jobs? I tried to keep my cool and explain my thinking, and over time they realized I knew what I was talking about.

The company grew fast and it was very exciting when the management agreed to let me experiment in the overseas sector, where we were not really active, after our agents in London proved unreliable. This became my real passion and I decided this was the industry for me. Thanks to the company’s training and my own research, I learned about various procedures, booking methods, and services. We started with a few jobs but within a year or two we were fully operational—and highly successful—in the overseas department. Throughout this journey I’ve had very strong support, and the company put a lot of trust in me. Women’s ability to multitask and rationalize is gold in this business. International moving is not solely a “man’s job” and there are a lot of career opportunities for us. This industry truly can benefit from a woman’s touch!

Through the Looking Glass: A Historian in the Moving Business

By Dr. Ingeborg Cleve, MTL Moving Transport Logistics

I've been in the overseas moving business for nearly seven years. Before that I had never considered working in this industry. Sure, as a wild kid, I had fantasized about becoming leader of a pack of outlaws, living in the woods, fighting for a just cause. But as an adult, my mind had been set on historical reading, teaching, writing. It was my body that failed me, a sudden and serious illness that forced me to quit my job and change my career. With health restored, experience gained, position established, and plenty of moves to organize, I'm happy to have made the change from studying archives to assisting real people in mastering their part in the accelerating process of globalization.

To my own surprise, my background as a historian comes in handy in my new profession: the language skills; the experience



Dr. Ingeborg Cleve
MTL Moving Transport Logistics
Germany

"To learn that many of my colleagues launched their careers in other professional fields helped me a lot."

of living abroad; the attention to detail and documentation; and an understanding of international relations, social change, economic development, mindsets, and cultural patterns. Household goods and personal items tell me so much about a person's life that I often develop an interest into the stories of their lives. Of course, a move is first and foremost a case of facts and figures, but at the same time, every move marks a greater transition in a life structured by larger social-cultural patterns and economic

determinants. A comprehensive understanding of clients' circumstances is very helpful in establishing communication and trust, especially if they are in an expat situation. And my knowledge and appreciation of antique furniture and works of art, also acquired during my first career, also helps to build trust. To understand the client, not just to figure out the total volume and services required, has thus become the first cornerstone of my professional work.

The second cornerstone is my association with **MTL Moving Transport Logistics**, a well-established moving company near Frankfurt. Two and a half years ago owner and general manager Aydın Yavuzylmaz suggested that I redevelop their overseas moving department. Since then, we have strengthened our partnership based on the increasing number of overseas moves and on the fantastic work of the MTL crew. I learned a lot from the packers about the practical work, skills, materials, and tools needed for a move, and they have found they can rely on my volume estimates and job descriptions. Over time mutual respect and trust have developed between us, which in turn makes me confident when talking with clients about their moves. I know what I'm selling and whom I can rely on. So, in a way, I have fulfilled my childhood career fantasy: I have become the respected leader not of a pack of outlaws but of a band of brawny, law-abiding citizens with plenty of motivation, professionalism, and wits.

The third cornerstone has been built with my worldwide contacts with movers, established for the most part during IAM annual gatherings of moving experts, all with their own stories of how they got into the business. To learn that many of them launched their careers in other professional fields helped me a lot. The 2012 Annual Meeting will be my fifth, and I look forward to meeting many of my colleagues and friends again.

Yet another cornerstone is needed to build a solid structure, namely the friends and family who have been very supportive. I continue to collect stories of clients, of movers and packers, of moving companies, and of the industry as a whole, an enterprise that may result in another book, who knows. Meanwhile, Lewis Carroll's Alice comes to mind, the story of a girl who found a way to get through a mirror into another reality that posed the kind of challenges she needed to grow up. Despite my greying hair, I feel I'm still growing.



Elisabeth Delahaye
Founder and Managing Director
Delahaye Moving
France

"I had no choice. I had to make it succeed."

Belgian by birth, expatriate in London for more than 35 years, Elisabeth Delahaye is well known as a committed business-woman, for her involvement in the Francophone community, and for her support of Anglo-Belgian commerce.

After studying chemistry and taking a laboratory job that she found boring, Elisabeth moved to the transport sector. Despite being in an administrative position, she immediately grasped the complexity of logistics and the importance of managing a team. At age 22 she moved to Madrid, where she learned Spanish and gained experience at Interdean. A few months later, she moved to Paris, and established a partnership with Arthur Pierre (then a leading Belgian international removal company), which wanted to expand its business in the French capital.

In 1977, having sold the shares of Arthur Pierre, and with the capital generated, she created **Delahaye Moving** on the top floor of the house she had bought in London. The mother of two young children, she recalls, "I had no choice. I had to make it succeed." At a time when the expatriate market was not as developed as today and comprised senior executives or senior military officials, Elisabeth pursued the idea of developing individualized service to distinguish Delahaye Moving from other industry leaders.

Elisabeth spoke no English when she arrived on British soil, and at age 27 ventured into a particularly male-dominated industry. Her commitment and an ability to precisely measure and mitigate risk contributed to her success, but above all she never asked for any concessions as a woman. Hard work, ability, strength of character, and leading by example have been key to her success.

Delahaye Moving is now headquartered in London but has operational offices in Paris, Nice, and a representative office in New York. She has steered the company with her own character and ideals. In 2001 Delahaye Moving was saluted by *The Portal* magazine as a "green mover" for her personal commitment to the environment and to ensuring that the company minimized its environmental footprint.

"Formidable woman, very correct, friendly, and with a sense of humor welcome in England, Elisabeth has a reputation for dynamism, an ability to retain employees and to combine her professional and personal life. It is a fine example of the entrepreneurial spirit," says Michel Vanhoonacker, President of the Chamber of Commerce of Belgium and Luxembourg in Britain, an organization Elisabeth has advised strategically for 15 years as Director. She has also been an economic advisor to the Belgian government for several years.

In 2001 she was honored by the European Union of Women in their European Women of Achievement Awards, "in recognition of an outstanding contribution to pan-European understanding and progress that provides an inspiration to others."

In addition to being a respected business woman, Elisabeth Delahaye is a woman with a big heart. She has invested in the voluntary sector, and currently is president of the Societe Bienfaisance, the oldest and largest French charity in the U.K. Those who remember the Chilean miners trapped underground in 2010 may not know that Elisabeth organized the international shipment from France of special high-energy biscuits dropped down a pipe to the miners, as a charitable exercise.

Having been honored with the Order of Merit by France some years ago, Elisabeth Delahaye received the insignia of Knight of the Legion of Honour in 2008 as well as the order of the Crown of King Albert II of Belgium in 2009, two awards saluting an exceptional and exemplary career.



Analisa Laffitte
Relocation Director
Canal Movers and Logistics
Panama

"You will have to work hard, but you will never be bored!"

My career in the moving and storage business began when I responded to a newspaper ad from Capitol Transportation promoting relocation services in Puerto Rico. It looked like a perfect opportunity for me to change my career in banking to a new enterprise. That transition was smoother, thanks to the training I got from my colleagues at Latin America Relocation Management, Susy Castellanos and Yvonne Martinez.

Contrary to the conventional wisdom that women find a hard time gaining acceptance in a male-dominated business like this one, I believe it was more difficult being a woman in the executive team of a bank than a female in a management position in this industry.

I was very fortunate to have my family behind me. My husband, Walter, encouraged me, my father supported me, and if it hadn't been for my mother and grandmother, who helped me a lot with my children, I couldn't have done it, especially the traveling.

This is a great industry, and you'll meet so many people from all over the world. You will have to work hard, but you will never be bored!



Rose Maribel Tumapon
Assistant General Manager
Geometra Worldwide Movers Pte Ltd
Singapore

“The moving and storage business is one of the best avenues for women to prove that they can perform equally as well as men—in fact, even better.”

I'd already peaked in my career in another field when I realized I needed a new challenge. I'm the type of person who really wants to test my capabilities as a person, and I found the moving and storage business to be highly interesting, a career that will surely define my attitude, character, and skills. Furthermore, because the moving and storage industry was considered to be dominated by men, I wanted to prove that women can also do just as well as or even better in such a business and I've really worked hard to reach my current position.

Honestly, I was an empty slate when I began. I really didn't have an idea of the processes, mechanics, metes and bounds, and all the essential aspects of the business. Thus, I studied and observed everyone in our company as they did their individual jobs to get the big picture of how the business runs. It was my Managing Director, Rajamohan Munisamy who gave me the best training, from operations to admin and other roles. He has been my mentor since I joined the company and has taught me everything, from the very basic aspects of the business, up to the complicated management decision-making. There were times that I suffered lapses in judgment and lack of foresight, but my managing director was always there to guide me. His trust and confidence in me have inspired me, and he knows that I will go the extra mile to ensure a job well done.

It is natural in the work setting that some people contradict or oppose a promotion of a coworker, primarily in the belief that he or she is better equipped for the job. But in my case, I firmly believe that I deserved my appointment to a leadership or management position. I really worked hard for it and my coworkers have seen and witnessed how persistent and persevering I am to reach the position that I have now, and I enjoy a great relationship with my colleagues. I always made it a point to maintain open communication with each other so that whenever one has something to say about another colleague, it will be discussed in a professional and civil manner between the concerned coworkers. That's what I did—I approached them and received their feedback as I know it will help me perform my job better.

The rest of the employees of our company have watched me grow into my job, and therefore did not question my appointment as a manager. I have enjoyed acceptance from my fellow employees and feel they have accorded me the respect I have earned. In turn, I also appreciate every one of them. I have always believed that building good relationships among the men and the women in the office and focusing on the team is what truly makes leaders.

Women who are working in male-dominated industries—including ours—may find the terrain a bit rocky, but that does not mean we can't succeed. Having a positive attitude and respect for yourself and your coworkers will go a long way. Whether you are the boss or an employee, if you have a strong work ethic as well as professional and people skills, you are a valued team member.

I truly believe that the moving and storage business is one of the best avenues for women to prove that they can perform equally as well as men—in fact, even better. Therefore, for women who want to consider this business as a career, it's high time not only for a paradigm shift but also a shift of career. I'm pretty sure that in the coming years, women will come to dominate this industry.



Arinola Christie Ajagba
 General Manager
 Candid Relocations
 Nigeria

“It can be difficult to exercise control over colleagues who are more experienced than you are, particularly for women in some societies.”

The moving and storage industry, once a bastion of men, has in recent years seen the rapid ascension of women to leadership, management, and ownership roles. My own journey started in 2005, when I joined Candid Logistics Nigeria Limited as the head of administration. Previously I had served in various capacities at the World Missions Agency as the Administrative secretary. My scope of work involved coordinating their personal effects, immigration documents, and visas.

During that period, I saw how families struggled at times through the night to get their effects sorted and ready to move early the next day. There must be a way, I thought, to relieve the stress that comes with moving. When I joined Candid Logistics Nigeria in 2005, it seemed logical for me to assume the responsibilities associated with establishing the international department and elevating it to its current prominence. Consequently in 2007, I was named general manager of Candid Relocations, a subsidiary of Candid Logistics Nigeria Limited, to handle this time-critical department.

I had a university education in administration, but I also attended many short-term tutorials in move surveys, measurements, packing techniques, customer service, pricing, and quotations. My knowledge of the industry grew with on-the-job training, observation, and studying relevant industry materials and journals. I also made myself available as much as possible when fragile items, jewelry, and delicate items with sentimental value were to be packed and moved.

In most African societies, women are considered subservient to men, and it is somewhat taboo for a woman to give instructions to men and require both compliance and obedience. Some men will ridicule such a woman as stubborn and headstrong. To them, regardless of your position, women are to be seen and not heard and you are expected to be submissive. Today I am generally accepted by all the staff but at first some, especially the older male staff, withheld any encouragement and recognition. I observed that often tasks that fell within my scope of work were either passed on to some of my male colleagues or sent directly to the CEO. This was painful to me initially, but it also challenged to me to rise to the occasion and learn all I could. It can be difficult to exercise control over colleagues who are more experienced than you are, particularly considering the cultural inhibitions against the women in some societies.

However, becoming a director of Candid Logistics Nigeria Limited automatically conferred a great measure of power to me. At my company, I have the authority to approve disbursements of operations and administrative expenses, and that power is enormous. There may have been a bit of grumbling at times,

but I generally got my way through persuasion and friendship with the staff. However, I was also careful not to step on any toes unnecessarily just because of my position. In keeping with corporate policy I tried to build team spirit, stressing that our goal was to satisfy the client. At our company, mutual respect is the policy, and those who offer worthwhile ideas to move the company forward are always appreciated and rewarded.

I’ve come a long way in my career. Other women who are interested in joining our industry will succeed if they are determined, disciplined, and willing to learn the intricacies of the job. They should learn to delegate and empower their staff, encourage openness, be accessible, and know how to manage diversity. They must be willing to work around the clock and be extremely polite to clients who get on your nerves. When you satisfy them, you will win a lifetime customer who will also tell others about you.



Mary O’Sullivan-Andersen
 COO, Williams Moving International
 British Vancouver, Canada

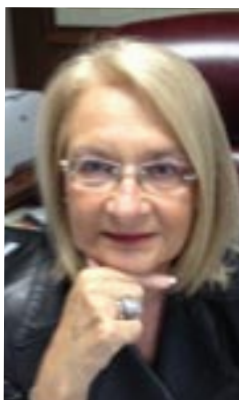
“It helps to be twice as prepared, never afraid to ask questions, and always strive to increase knowledge.”

I always say that I didn’t choose the moving and storage industry—it chose me, and I’m thankful it did. Although I had a background in accounting, my true passion is people, and that’s what the relocations industry is all about.

My experience in the industry did not begin at **Williams Moving International**, but in 1999 I joined the Williams team and have been working my way up the ladder ever since. Beginning as a receptionist, I have since held many different positions at several different branches, always learning and growing along the way. The climb to the top has not always been easy as a woman in a typically male-dominated industry, but I quickly discovered that it helps to be twice as prepared, never afraid to ask questions, and always strive to increase knowledge. Mentors I found along the way have helped and encouraged me, and today I enjoy acceptance from my colleagues and employees.

As chief operations officer (COO), my responsibility is to lead the Williams team, and I’m always eager to share my passion and experience with others. Employees are encouraged to find their own passion, to strive to always do their best, and to embody the company’s mission: “To deliver what is promised, without exception.”

For other women who may be considering the moving and storage industry for a career, my advice is this: Do not be afraid to speak from the heart, and do not be afraid of your passion.



Ella Helders
President
Classic Forwarding, Inc.
California, USA

"You will succeed because you are a good and hard-working professional and it does not matter whether you are a man or a woman."

When I came to the United States in 1968 on a student visa, I had \$300 in my pocket. After buying a car for \$250 I had \$50 left to my name. My English was rudimentary, and for years I struggled with college, learning English, lack of money, raising two children, and a divorce. I supplemented our income by teaching young children in Hebrew schools, teenage kids in high school, and adults in the evenings.

In 1976 I had to look for a summer job to supplement our income. The challenge was to convince someone to hire me without any office experience, and with very halting English. I interviewed with a freight forwarder and decided I would get that job no matter what because I liked the building it was located in. I had no idea what a freight forwarder does. I persuaded my future boss to hire me by offering to work for him for a month free to prove myself. He hired me for \$500 per month and fortunately did not take me up on the work-for-free offer.

For the next 2 years my English improved dramatically, as I associated only with English speaking people. I read every piece of paper in the office by staying late, and figured out how to bill household goods, sign up agents, and move shipments. I even sent a letter to our German office, to a Mr. Han Helders, commending him on the wonderful job they were doing in Germany, where he was at the time setting up shop. Little did I know at the time that I was sending the letter to my future husband, whom I met when he returned from Germany.

In 1978 I was promoted to manager of the military division. I had 40 people reporting to me and the department's revenue was \$60 million per year. I loved it, and we did great for the next nine years. During that time I also married Han. Unfortunately, the other divisions of the company were not doing so well and the company was sold. So in 1988 I decided to leave and start my own company.

I took a loan on the house, cashed out my IRA accounts, and maxed out my credit cards to start **Classic Forwarding**. I did not take a paycheck for a year. I spent three weeks from 5 a.m.

to 11 p.m. qualifying myself to service every military base in the country and overseas. I had one phone with two lines. I put both lines on hold when I ran to the Post Office to mail the previous day's correspondence. The old IBM typewriter that I bought for \$25 made holes in the page every time I had to type a period.

I was eligible to get my first shipment from the government in 1989. How fun and exciting it was when I booked the first shipment! I still remember that it was a Code 7 baggage shipment from Vernon Moving and Storage in Louisiana, which is still my agent.

Today, I employ 15 people who all feel like family. I could not do it without them. We are all so proud of our company, and visitors are stunned by how beautiful our offices are. We take pride in our work and our environment. We service the Department of Defense and do our utmost to give the military member the best we have to offer—they deserve it.

I love what I do and I am grateful for all the wonderful people I have met through the years all over the world. But the thing I am most grateful for is having met my wonderful husband in this industry.

In the 10 years since I was asked to write an article about my experiences for a special issue of The Portal on the subject of women in the industry, we went through multiple tests and trials with the DoD in an attempt to reengineer the business, eventually settling on the DP3 program. I think that we survived it and actually are doing quite well in the new environment because we worked with it rather than against it. We have done a lot of learning, training, and adapting, changing our systems to accommodate customer service and we are doing very well in a best value program. The changes were extreme and at times it feels like it is a different business. It makes things interesting.

Meanwhile, as a result of my article I wrote 10 years ago, I was contacted by a distant relative who was looking for family members who survived World War II. He saw the Portal article on the Internet. The family all perished in camps except for my parents, who emigrated to Israel with me after the war. As I was orphaned at age 12 I did not know much about my family. That inquiry compelled me to do some research. I flew to Germany to my city of birth and came back loaded with papers and information about my parents. I finally felt that I came from somewhere and had some roots—all thanks to Terry Head, who had asked me to write that first article.

Today life is great. To other women I can say: Work hard, be yourself, conduct yourself professionally, and be fair to everyone. Don't expect to be treated differently because you are a woman, and you won't. You will succeed because you are a good and hard-working professional and it does not matter whether you are a man or a woman.



Doris Bourne
Managing Director
Premier Worldwide LLC
California, USA

"My training consisted of being given a pad of paper and told to call the steamship line to get a rate."

I would say I fell by accident into the industry when I went to work as a part-time secretary for Meridian Worldwide Forwarding in 1977. The part-time soon became full-time. The secretary gig lasted a few months before the "bug" bit me and I was hooked on this industry for the next 35 years.

The 20 years I'd spent traipsing around the world as an "Army brat" was good preparation. I was no novice to moving, having done it every couple of years while growing up. When I started in the industry we used telex machines and typewriters. My training consisted of being given a pad of paper and told to call the steamship line to get a rate. Really? What's weight or measure? What's a long ton? What's a short ton? What's a bunker got to do with shipping? What's a cwt? I was reminded of how my dad taught me how to swim by throwing me into the pool and I had to swim or I'd sink. Our industry has come a long way since those days, with many companies now offering in-depth training for all their new employees, including the FIDI Academy, which offers quality training for the international moving industry.

By the time I was promoted to general manager, I had already proven my value to the company. However, my salary level was most definitely not what the last (male) GM was paid. Although it made me angry, I decided to even work harder in order to prove my worth. It was the 1980s and males still ruled. I eventually left the firm after 12 years. It was very disheartening to learn after I left that my replacement was being paid twice my salary. And yes, he was male.

My dad was a great influence in my career. It was he who always told me that I could do anything I set out to do and that no matter what path I chose, I should always give 150 percent. My biggest mentor and advocate was probably Bill Gross, who is the first person I worked for in the industry. He always encouraged me to learn more and continue to strive to provide the highest caliber of service to our clients.

The employees I worked with accepted my leadership without question; today several of them are also in high management jobs in the industry, and we have remained good friends throughout the years. I still love coming to work in the morning. Every day is a new day with a new challenge. In all the years I have been in this business, I have never once been bored. For me there is no greater challenge or reward than helping a family get through their moving experience with a minimum amount of stress.

Each year when I attend the IAM conference, I see more and more women attendees, many of them in management positions. It makes me proud that we have grown from a mostly male-dominated industry into one that embraces women.



Patricia Gonzales
International Department Manager
Intermud, S.A.
Guatemala

"This industry grows stronger every day by giving us the chance to improve ourselves, not only professionally but also personally."

Like most people, I never thought of working in the international moving industry. I did not even know that such an industry existed. For me, a "move" meant just a normal change of one house to another. I intended to continue studying at the university but I also needed a job. In 1983, I was fortunate to become part of Intermud's staff.

I believe that training benefits employees by strengthening their own confidence by helping them become more efficient and more productive. I have participated in seminars offered by different international moving associations abroad as well as locally. Times have changed and we must be ready for the unexpected. Intermud has always believed in investing in training to improve and maintain quality standards and customer service.

The company has also encouraged women at the company. In fact, 85 percent of its female staff work in the administration area. We all benefit from our shared knowledge and experience as well as the good personal relationships we have established.

My employer, Aldo Heinemann, has been a great mentor. He has helped me to grow professionally throughout the more than 25 years I have been part of Intermud's family. Fair treatment and consideration to colleagues are essential for good teamwork. Because we spend most of our time in the office, the environment and atmosphere must be pleasant. I have always tried to demonstrate love, interest, confidence, and dedication to my colleagues in the company, and I expect the same from them.

Nowadays, men as well as women have the same rights and opportunities. This industry grows stronger every day by giving us the chance to improve ourselves, not only professionally but also personally. You also will meet wonderful people. We need professionals with a positive attitude and leadership skills to maintain excellent customer service. In this respect, women are more sensitive to the needs of the customer. I am lucky to do what I like with lots of friends all around the world, which brings joy to my work every day.

A Woman's Touch

When Sue Fuchtmann applied for a part-time position in 1981 at a computer store founded by John and Connie Day, she never thought it would lead to becoming president of one of the most prestigious invoice and audit companies in the nation. Especially not in Norfolk, Nebraska: Population 25,000. After one year at the computer store, Sue left to join the Days' emerging audit company, which they had started in the basement of their home in 1978, to become their fourth employee. Twelve years later, she became president.

Just as **Daycos** is a diamond in the moving industry, Sue is a jewel among jewels. A no-nonsense leader, Sue offers both a firm handshake and understanding eyes. It's a combination she uses to lead not only Daycos, but also the City of Norfolk. Besides serving as president of Daycos since 1995, Sue is also wrapping up her first term as mayor with a second one on the horizon, pending the coming November election.

Sue balances her roles as president of Daycos and as mayor of Norfolk just as she balances life—by surrounding herself with good people.



Sue Fuchtmann
President
Daycos
Nebraska, USA

"I've watched more and more women take on vital roles and become leaders in the industry. Caring and concern are natural strengths of women."

"The most important piece is people, and Daycos is proud to surround itself with good people. They allow me the time needed to be mayor," Sue said. "Whether I am at Daycos or not, things are in good hands and we never miss a beat."

Sue still travels often for Daycos, a task she revels in as it allows her to strengthen relationships. She doesn't work with business associates; they're friends. For her, that bond is crucial to Daycos' success. After all, she says, "Daycos is a company

built on one service. This is all we do, and we better be the best for that very reason."

Inside the physical structure of Daycos, keyboards clicking and papers shuffling are common sounds. Sue praises the Daycos' staff for their hard work and dedication, and the effort is evident through their effectiveness. "The job is often tedious," Sue said, "but turnover is rare." As a mother of four and grandmother of five, Sue—whose husband, Glen, also works at Daycos—understands family needs. The hours are flexible and, as a business with many young mothers, this is very valuable for them. One of Daycos' several core values is to make Daycos an employee-friendly place to work.

The level of camaraderie felt among Daycos employees may be unmatched by any other company in Norfolk. In March, nearly all employees attended an off-Broadway production together. Not uncommon until you factor in that the event was held two hours from Norfolk. They play disc golf together and walk with their fellow employees on breaks. Daycos has a wellness center and even caters lunch occasionally to demonstrate healthy food choices. All employees take pride in working together on community projects and fundraisers.

While Sue credits the employees with being the backbone of the company, attitude is reflective of leadership and having a woman's touch hasn't hurt. Asked whether she's faced any opposition being a female in leadership, Sue shakes her head and answers firmly. "I never thought of it as opposition; it's opportunity," Sue says. "As a woman, I think we can take advantage of it, and I did. Some of my best friends in this industry are men, and I look to them for support, guidance and knowledge. I think it's easier for a woman to say 'I'm not sure, but I certainly will find the answer.' That has never failed me."

She added, "I've watched more and more women take on vital roles and become leaders in the industry, and I think part of it is because caring and concern are natural strengths of women. We are good listeners and don't believe we have all the answers. Success is dependent upon conversation, collaboration and cooperation, no matter what business you may be involved in. Allowing all voices of reason to be a part of the solution gains respect from those around you as well as builds confidence in the leadership of that person. I believe women will continue to revolutionize our industry and I look forward to watching that evolve."



Laurie Devlin
Director of International
Williams Moving International
British Vancouver, Canada

"Pick your battles! There are wars you will not win, so present arguments that make sense and try to leave emotion out of the equation."

In 1986, with my daughter beginning school, I decided to reenter the work force. After taking some college business courses and updating my resume, my first interview was with a moving and storage company. I've been in this industry ever since.

I began my career in domestic moving, but when I switched to international moving in 1993 I knew I'd found my niche. Today I'm director of international at **Williams Moving International**.

Having been here for almost 20 years now, I'm grateful to have found it to be a company that promotes leaders based on their ability rather than their gender. Over the years, I've had the opportunity to don many hats—each with its own challenges and rewards. My colleagues have been open and accepting, and I'm lucky to have found various mentors and advocates who have been more than willing to help me along the way.

I'm also very lucky that my biggest cheerleaders are at home, always encouraging my aspirations and helping me to find that necessary balance between work and family. They keep me grounded. To me, building a successful career boils down to a few basic ideas:

- Meet all challenges with a positive attitude and provide solutions instead of problems.
- Listen with both ears and know when to be silent.
- Be cognizant of those around you and lead by example.
- Pick your battles! There are wars you will not win, so save your energy and plan your strategy for the battles you can win. Present arguments that make sense and try to leave emotion out of the equation.
- Most important, enjoy what you do. If this industry is not your passion, then find out what is and go for it. You cannot succeed without passion.



Diane Locke
President & Owner
Container Systems, Inc.
North Carolina, USA

"The industry has been very supportive of us and the fact that I'm a woman hasn't mattered at all."

Container Systems, Inc. is a 35-year-old family-owned company and a leading manufacturer of wooden boxes and crates for the moving, storage, and freight forwarding industries. I started in the business more than 40 years ago working at a small moving and storage company in Philadelphia as the secretary. I eventually worked my way into a full time position with the same company in several different roles, including becoming the secretary-treasurer of the company. The company eventually expanded into building storage vaults and various other containers and moved its operations to North Carolina some 35 years ago and became Container Systems, Inc. In 1993, I acquired the company and it has grown ever since.

That growth has been based on a few simple values: quality, service, and on-time delivery of every product Container Systems offers. As a result, the industry has been very supportive of us and the fact that I'm a woman hasn't mattered at all. In fact, I make every decision as president by considering what would benefit the employees and ultimately the customers. As a result, Container Systems has several employees who have been with the company for more than 25 years—a record I'm very proud of.

Early in my career I was in the real estate business and attending business school. There I met a mentor who encouraged me and built my confidence that I could do anything I wanted to do. It was then that I knew I would one day own a successful company and lead by example. Now, in addition to Container Systems, I also own a successful fishing charter business.

Other women who are considering the moving and storage industry as a career can succeed just as I have. My advice to them is simple: Regardless of your career choice, follow your goals and never doubt yourself, and you will have no problems accomplishing what you want out of life!



Dee Hulse
Managing Director
Arpin International
Ireland

"I believe that work should be fun and interesting and an ongoing learning experience."

The late Robin Thomson of Thomson International in Johannesburg was a very good friend and he suggested that I join the sales team at Stuttaford Van Lines as a move coordinator/sales secretary. This was in 1972, a time when we communicated with the agents by telex. I loved the buzz of the business from the very start and eventually became the first female surveyor/sales consultant in South Africa. Initially the senior management was very wary because my new position meant I had to drive a company car.

I undertook thorough sales training by Henry Espach, then sales manager of Stuttafords Johannesburg. He also taught me a great deal about antiques and other treasures to be found in affluent South African homes. To this day, I value the weeks I spent traipsing around with him, listening to his stories and

benefitting from his vast knowledge of objets d'art. I spent many weeks in the deep sea department and in operations. I went out with the crew and packing and loading the vehicles and lift vans. Containers were few and far between at that time.

The people I've worked with have been wonderful and supportive. Many have become staunch friends. I remember with great fondness people like David Bradford at Stuttafords, and of course Robin Thomson. It was Dave Darcy who encouraged me to move from South Africa to Ireland to join Oman and who still mentors and assists me today. When I worked for Frasers International during the late seventies, Tom Ansley of Elliott stressed the importance of attention to detail and helped me to develop my sales and marketing skills. He was a hard taskmaster and had very high expectations of his staff. I believe I take most of my management skills from those very formative years and deploy them very successfully to this day.

I would never ask a staff member to perform any duty that I would not be able or willing to do myself. I lead by example and believe that this attitude has engendered a strong sense of loyalty among staff members. I encourage them to increase their skills and take every opportunity to expand their experience. Most of all, I believe that work should be fun and interesting and an ongoing learning experience.

Every day, this business brings some new challenge or situation. I believe women are ideally equipped to work in our business as they are very flexible and adaptive to change. The opportunity for travel, as well as the many worldwide friendships it encourages, makes it an ideal career choice.



Silvia Louro
Director, Commercial Operations
Arpin International Group, Inc.
Rhode Island, USA

"While many of my peers were participating in YP-35, I was participating in 'OP-50'—the industry veterans who took me under their wing."

A few months after I graduated from college, an ad appeared in the local paper for an international relocation coordinator at Arpin International Group. Although I thought I would be perfect for that job, I was hired instead as an Alaska coordinator and in 1996 I became a full-time employee. A business degree and 10 years of waitressing helped to prepare me for this job. While my degree was helpful in understanding overall business concepts, my waitressing experience was invaluable training in customer service. I began attending international conferences when I was only 25 and I am certain that my age and gender offended some attendees. Since I couldn't change my age, gender, or anyone else's cultural beliefs, I tried to keep a positive attitude and do the

best job I could. Thankfully, people who knew me and knew my work were supportive.

Early in my career, some industry veterans took me under their wing and introduced me to their friends. While many of my peers were participating in YP-35, I was participating in a networking group I fondly call my "OP-50." My OP-50 enjoyed recounting stories of some of the challenges their generation faced throughout their careers, as well as the extremely creative ways they overcame those challenges. Not only did I laugh a lot, but I learned the value of creativity in overcoming obstacles and the importance of building strong relationships for long-term personal and professional success. But 100 percent acceptance is not a requirement for success!

A few words of advice for women in ANY industry:

- Work hard. Be so good that they can't overlook or dismiss you!
- Always do right by the company that employs you without compromising your integrity.
- Know your strengths and absolutely use them to your benefit.
- Listen more than you talk. (I still struggle with this one!)
- Don't take anything personally, until it actually becomes personal.
- If you are given the opportunity to attend a conference in a foreign city, make time to enjoy the sights and sounds. Feed your soul. You may never have the privilege of going back there.
- But most of all, *have fun!*

Kelly Moran—Conquering the World One Move at a Time

By Gadi Binness, Founder and President, Relocation Insurance Group, LLC

If you can understand the moving industry, you can conquer the world,” says Kelly Moran, vice president of risk management for **Relocation Insurance Group, LLC**. Moran should know—she’s worked in the industry for more than 32 years.

Moran never set out to be a “mover,” but fortunately for the moving industry, a summer job changed her destiny. While studying city planning at the University of Missouri, Columbia, she worked a summer job at the United Van Lines World Headquarters in St. Louis. It was there that she fell in love with the moving industry. Kelly left school to develop her moving career, and she’s never looked back.

When it comes to moving, there isn’t much that Moran hasn’t done. Early in her career with United Van Lines, she

“It’s a good feeling to know that my strategies and actions directly impact this company’s success.”

— Kelly Moran, Vice President of Risk Management
Relocation Insurance Group, LLC

learned to drive and pack. At Sentry Household Shipping, she learned the international side of the business. Later, at Hollander International Storage and Moving and at A-Mrazek Moving Systems, she added marketing, quality control, and training to her list of capabilities. When she joined Relocation Insurance Group in 2004, she mastered the insurance side of the business, becoming licensed as an insurance producer and claims adjuster.

Over the years, Moran has benefited from the guidance of many great managers. One such mentor was Linda VonEberstein at Sentry Household Shipping in Florida (now Suddath International). “Linda’s influence was pivotal in my career,” says Moran. “She was patient and taught me to think. Instead of telling

me what to do, she asked me how I would tackle problems and then coached me through the process. My own management style is largely based on Linda’s example.”

Moran acknowledges that it can be challenging to succeed in a male-dominated industry. “In one position, I was responsible for standardizing processes and training drivers and packers. These guys were experienced, and not totally receptive to being taught by a woman how to do their jobs. I simply asked them to show me what they did, and coached them to tweak a few things to meet company standards. Over time, we developed a mutual respect and camaraderie,” she explains.

Moran oversees quality control, risk management, claims management and customer service for Relocation Insurance Group. The job requires her to constantly think on her feet and adapt to changing priorities. “I enjoy working here because it allows me to apply everything I know about the industry, and to continue learning,” Moran says. “It’s also very rewarding to be part of a small, dynamic organization. The owner, Gadi Binness, is a great business mentor and he truly values every team member’s contribution. It’s a good feeling to know that my strategies and actions directly impact this company’s success.”

Moran is a self-proclaimed perfectionist who routinely logs 60 to 70 hours a week, but she still finds time to golf, attend her kids’ sporting events, and enjoy the great outdoors. Her advice to others in industry: “Set realistic customer expectations, and strive to find a win-win balance between what’s good for the company and what’s good for the customer. Be empathetic but honest. Work hard, advocate for your coworkers and make your boss look good. And one last thing: LOVE your job. This is a complicated industry. If you don’t have a passion for it, you should find something else.”



Maureen Beal
CEO
National Van Lines
Illinois, USA

"While moving and storage may have once been male-dominated, I don't think that is the case anymore."



Adela de la Varga
Managing Director and
Director of Operations
Mudanzas Clara del Rey S.L.
Spain

"Hard work and enthusiasm are requirements to succeed in this business—not just good luck."

I guess you could say moving and storage chose me. I represent the third generation of **National Van Lines**, the family business started by my grandfather just after the turn of the century. As it should be, I started at the bottom and worked my way up. It began with working during the summers doing whatever needed to be done and then my first full-time job for the van line was as the switchboard operator when I was just 20 years old.

Later on, when I first came back to Chicago from Los Angeles to run the International Division, there was concern because they didn't know me. But 11 years later, when I was put into the CEO position, I was well established in the organization and I did not encounter any opposition. I think most people realized that I only wanted what was best for the company and for the employees, agents and drivers.

I'm still astounded by the support I receive from the employees. They are the best, hands-down. And, just this past July, my brother Ron and I made it official: National Van Lines is now an Employee-Owned Company, and we trust them to take over as the fourth generation here at National. We sincerely believe they will make National even more successful than it is today.

My mother was a strong role model. In 1925, she came over to the United States from Germany, on her own, when she was just 18 and didn't even have a firm grasp of the language. She enrolled in business school and was determined to find a career. She was extremely proud that she was National's first bookkeeper—in fact, that's how she met my father! She raised all of us to believe there were no limits to what we could achieve.

I believe that good leaders have good mentors, and I've had many over the years. Even today, one of our past presidents, Bob Seeler, serves as my advisor and has come to be a close friend.

I definitely think women play an important role in our industry and that we are accepted for our business skills and contributions, regardless of gender. While moving and storage may have once been male-dominated, I don't think that is the case anymore. As we work with our "sister" industries—real estate, property management, mortgage banking, and human resources—we see many women in key leadership positions. I'm very proud of how far we have come and I'm very proud of the fact that we can all work together toward a common goal.

Having been born and raised in a small, rural place in northwest Spain, I wanted a different life. I moved to Madrid for my high school education. Being absolutely new in the labor market, I got my first job in 1973 as assistant in the operations department of a large moving agent in Spain.

The training I got was the best I could ask for. I was assistant to Carmen Lara, who was the director of operations of the company. She managed more than 80 vehicles and 400 employees all over Spain. Then, in 1992, I was named director of operations. Fortunately, our company was very accepting of women in leadership roles and was one of the very few women-managed firms in Spain. The key positions—the director of operations (my mentor), the director of administration, and the heads of the domestic and the international moving departments—were all women. I also received great support from Antonio Gil (also a key person in the organization) before several years of working together led me to marry him. Eventually we broke ties with our employer to acquire our professional independence to create **Mudanzas Clara del Rey**. I am proud to say that some of my former operations employees also left to work with me.

Hard work and enthusiasm are requirements to succeed in this business—not just good luck. You must push luck forward by working hard each day. Then success will come automatically.



Ebru Demirel
Vice President
Asya International Movers
Turkey

"Women have changed the way business is done and their leadership styles have enriched the profession as a whole."

I've worked in our family business since 1992. My father, who founded **Asya International Movers**, is still very active together with us, his three daughters.

I was simply born into the business. After spending 20 years in the international moving industry, I still love it and have never regretted becoming a mover. This is a very challenging industry and frankly, this isn't exactly most people's idea of dream job. Yet I feel that many people who cannot even imagine doing this just don't understand what we do.

Obviously the moving business is generally a male-dominant industry. But because our clients are usually families moving from one country to another, we as women are mostly in touch with the wives, who usually run the households. So this natural bond between women enables females in our business to act more sensitively and with a better understanding of our customers' needs and expectations.

I consider myself quite lucky to have a role model like my father because he never pushed me to work for his company; yet he motivated me to be like him by being a good and successful example every day. Being an international company based in Turkey, we regularly interact with foreign nationals. Obviously communication is the key element. In order to be able to communicate well with our clients, my father encouraged me to continue my studies abroad after I finished university. This enabled me to enhance my foreign language skills. And then, upon my return to Turkey, I was offered a job in the company with only one condition: I had to start from scratch.

So being the daughter of the boss and one of the three daughters determined to be a part of the company, I had to learn the business from experienced people who worked there. Fortunately I knew them all, as I had spent a lot of time with them in my summer holidays since my childhood. I can imagine that it was a challenge for my "teachers" as well as for me to adjust to this new reality. At the beginning they also struggled, as they have never trained a female student before. At that point I realized that I must not be judged by my gender but by the work I do. This quickly enabled me to gain respect and acceptance from people around me.

Now many years have passed and I must admit that when I want to do something I don't ask for help twice. It is simply not in my nature to wait for others to help or show me things; instead I push them as much as I can so that I can move forward.

I spent a lot of my time at managers' offices to learn about their perspectives on business and how they operate. At times, it was not easy for them to accept their boss's daughter as their future boss: They were male, more experienced, and older than me. I think our biggest advantage was that all of us realized in a short time that we all wanted success, which would be possible only if all ego issues were set aside. I always try to be open and direct with people I work with. This is the key to making gender biases disappear. I make sure my colleagues see my work, my passion for success, and personality before they see my skirt.



Tseday Worku
General Manager
Segon-Marill
Ethiopia

"Women leaders and a diversity of leadership styles can give companies a real competitive edge. It is critical for future achievement."

It was my husband who started **Segon-Marill**, a packing and moving company, in 2000. I joined the company in 2010, and after getting my MBA in international business in 2011 I became the general manager. Now we have merged with an international company and have 73 permanent employees.

In Ethiopia, men dominate the packing and moving industry. However, women are now starting to find the field a viable career option. The sheer scope of the change required to develop gender diversity and to change leadership behaviors no doubt partly explains why women's representation in top management has evolved so slowly. But it is also undoubtedly matched by the size of the potential gains: women leaders and a diversity of leadership styles can give companies a real competitive edge. Beyond its financial performance, a company's ability to differentiate itself and to acquire a competitive advantage is a major factor in its survival. Studies suggest that the challenge of gender and leadership diversity can become a true lever of differentiation in the marketplace.

It certainly has all the key attributes: Gender diversity is at once difficult to create, strongly conducive to current performance, and critical for future achievement. The companies that will succeed in fostering effective leadership, sustained by diversity of practices and of gender, will gain a unique opportunity to develop a competitive edge that latecomers will find hard and long to acquire; especially as the barrier lies in culture and mindsets.

Today, taking a lead in gender diversity is a strategic decision.



Stephanie Tarlazis Lemche
Import Manager
Teamwork International Moving Company
Brazil

"If you are doing what you love, you'll always keep the focus forward."



Cristina Mesonero Manzano
Director, International Department
Mudanzas de la Fuente, S.L.
Spain

"I worked very hard to prove that I was making the right decisions and had to demonstrate to them that I took my job seriously."

Ever since I can remember, I heard my father talking about international moving, and every chance he got he'd bring my sister and me to the company he was working for so we could see what his job was all about. He enjoyed bringing his business partners, who also were friends, to dinner at our home, or just to spend some quality time with us while they were in Brazil. So always having them around talking about shipments, customs clearance, and so on piqued my curiosity.

Over time, I got so caught up in my father's passion for the business (he still has it) that I couldn't avoid pursuing international relations and international negotiations studies. I tried to learn as many languages as possible, so I could speak with customers in their own language and make them feel comfortable.

I just came back from FIDI Academy Training in Dubai. It was an amazing opportunity to connect with nice and helpful people from my business area and the exchange of knowledge was unbelievable! I learned as much during that intense week as during my four years I've been working in this business.

Here in the office there were only men, and sometimes being not only a woman but also being the owner's daughter was pretty hard. People wonder if you're really good for the job or if you're there only because of blood. This actually became a great motivation for me. I decided that nothing would ever discourage me. It was hard because I had not only to do a great job for my customers and partners but also prove to my coworkers what an amazing job I could do. If you are doing what you love, you'll never be bothered by these things, and you'll always keep the focus forward.

My father is one who really inspires me. I do love to watch him work. With all his dedication to the business, I could not avoid being in love with it. I learned so much from him. Without saying a word he taught me simple things like patience, remaining calm, and was always ready to help me.

Being a woman in this business is hard, so you definitely have to learn confidence. Being confident inspires others to trust you. But also saying, "I have to find out about this subject so I can help you" is not going to denigrate your image, as long as you can get correct information. It will bring you more respect and trust. If you're a beginner, accept the fact that you still are not a specialist, and take your time to learn.

Some years ago, when **Mudanzas de la Fuente** was providing removal, storage, and furniture and customs documentation services for the Spanish oil company I was working for, I met the company's owner, Juan Carlos de la Fuente. Eventually we got married, although for the next seven years, I continued with my work career in my own job. Meanwhile, the international division of Mudanzas de la Fuente was growing, and Juan Carlos asked me to be its director.

My previous professional experience, based on relations with public, private institutions, and large corporations, proved to be a good match. I have good communication skills and an ability to get on well with people. At the same time, my colleagues were uncertain what my role in the company would be, as they all knew me as the owner's wife. The decisions I made were always compared with Juan Carlos, my husband and boss, and judged on that basis. I worked very hard to prove that I was making the right decisions and had to demonstrate to them that I took my job seriously and it was not just a hobby. Today, after six years in this position, I am very much accepted and respected by everyone.

This career has been very interesting and enjoyable. You meet a lot people, you receive great satisfaction from clients and suppliers, you are always learning something new, and you never get bored.





Kathleen Garrison Nance
President
Tri Star Freight Systems
Texas, USA

“With a larger staff, you learn how to trust more and micromanage less.”

My father, Kenneth Garrison, founded **Tri Star Freight Systems** in 1987. As a teenager, I worked closely with him, watching him build the company as well as a legacy. Over the years, he had forged strong relationships with his clients. My two brothers and I understood his work ethic and knew he always had the customer’s interest at heart. In the long run, a company with honesty, integrity, and customer focus will result in more business. And 25 years later, we’re still thriving in an up-and-down economy, thanks to the core values that my parents instilled.

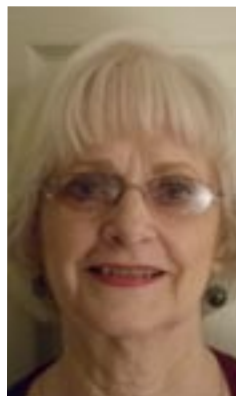
As I worked my way up in the company, I gained experience in different sectors, from being a dispatcher to director of operations and, when my father passed away in 2008, president. That experience has equipped me to lead this company into the future.

I have updated the structure of the company, including a high-performance incentive program, and fine-tuning strategies and systems that better facilitated our employees and served our customers. For a number of years, I was responsible for running the day-to-day operations. Now we have more defined roles, as well as a human resources department. But I’ve found that it’s hard not to be the everyday manager anymore. With a larger staff, you learn how to trust more and micromanage less. My father always told me, “If you take care of your employees, they’ll take care of you.” It’s challenging moving from manager to leader. However, we believe in hiring intelligent and capable people who can contribute to the success of the company individually and collectively.

My family members are some of those intelligent people who help run Tri Star. My mother Laura is a 74-year-old multitasker with enough vigor to outlast the young ones. I pick her up every morning and we come into work together. My brother Kevin manages our South Carolina terminal, while my other brother Keith runs the Jacksonville, Florida, terminal. My sister-in-law, Denise, is the vice president of sales and marketing.

Doing business with family can be rewarding. I trust them and value their opinions because they share my vision to move this company forward. When I have new ideas, my family’s the first on board. And when my ideas aren’t so brilliant, they are the first to tell me.

Tri Star’s next step is obtaining a woman-owned business certification. With WOB status, there are advantages, from having a stronger voice in the industry to finding opportunities. We’re working toward a vision, and I know my dad would be so proud to see how far we’ve come.



Lorna Stern
President
Pioneer Van Lines, Inc.
Washington, USA

She once signed business letters as L.A. Stern to draw less attention to Pioneer’s female leadership. Now, she no longer needs to use her initials.

In 1977, Lorna was introduced to the moving and storage business when she and husband Jack Stern acquired **Pioneer Van Lines, Inc.** Jack was an attorney in Anchorage, Alaska, specializing in transportation law. Lorna, working as his legal secretary, became familiar over the years with corporate and transportation law as well. She continued to learn more about the moving and storage business by associating with owners and workers of local moving companies in Alaska. Her many years as secretary of the law firm helped prepare her for the business challenges of eventually becoming the owner of Pioneer Van Lines.

In 1983, Jack and Lorna helped form AAA Moving and Storage, Inc., beginning her experience of owning a moving and storage company along with a motor carrier in Anchorage. Lorna has attended many industry meetings in her career, including HH-GFAA/IAM and AMSA, and visiting numerous military PPSOs in the states and internationally. These meetings have been paramount in building and maintaining business relationships.

When she became president of Pioneer Van Lines in the 1980s, she determined that the business introduction letters sent to other companies be signed as L.A. Stern, rather than Lorna Stern, to draw less attention to Pioneer’s female leadership. Now, however, she no longer signs correspondence with her initials.

Lorna’s husband, Jack, stood by her side and taught her the ins and outs of owning and operating a moving and storage business. There have been many others over the years—men and women—directly involved in Lorna’s career who were inspirational, supportive and an advocate on her behalf. They have all contributed to her growth and prosperity in the business.

Lorna has worked alongside loyal and long-time employees over the years and keeps the workplace productive and fun.



Adrienne Deák
Managing Director
EuroMove & Relocation
Hungary

"If something does not work one way, let us try another way, even if it is an unorthodox solution."

I have always had great interest in geography. When I was a child I loved to look at world maps and match country names with the capital cities. Also in my childhood I came to realize the importance of languages thanks to my Austrian grandmother. When I graduated I spoke German and English fluently, which was quite rare in Hungary that time.

After college I worked at a state-owned foreign trade company in Hungary and had to study logistics and forwarding, which was my first experience with moving. This is where I was introduced to the international business life, which I pursued for a decade, with lots of traveling and business meetings worldwide.

It the early 1990s I started working for Herber Hausner. They had only an office in Vienna but planned to open another in Budapest as big multinational companies poured into Hungary. There was no moving industry in Hungary, so I spent a few weeks in Vienna to learn the business. One of my colleagues was Reinhold Karpisek, whom I accompanied on surveys and from whom I tried to learn as much as possible. Back at home, I had to hire packers and find packing materials to be able to do the job. We had no mobile phones—only telex machine, fax, and postal service. We wrote quotes with typewriters and sent them via fax and telex. Under these conditions customs officers often wanted to see every single shipment. This was really the Stone Age of

the moving industry. I sent the packers to Vienna for training and then business started to boom.

After six years with the Austrian company, I decided to go out on my own. In 1998 I founded EuroMove as a family business with my daughter. Soon another lucky incident helped me in developing business relationships. When meeting in London with Peter Carter at Sterling, I also met Mike Sarll, who suggested that I attend the upcoming HHGFAA annual meeting in Miami. I immediately bought a plane ticket and at the meeting was reunited with a lot of the my former colleagues from Herber Hausner.

In 2002 the company launched its relocation activity. Two years later, FEDEMAC asked EuroMove & Relocation to help organize their conference in Budapest and also suggested that we establish a Hungarian moving association. Soon, five companies managed by young, enthusiastic, energetic and professional men founded the Association of Hungarian Movers (Makösz) in 2005 and I was elected president; I'm now in my second term.

My daughter, Andrea, an attorney, helps EuroMove & Relocation with our legal issues, contracts and agent relations. She is organizing FEDEMAC's Young Movers Conference, to be held in May in Budapest, and takes part in the European Relocation Association's conference in Stockholm in April.

My son, Gabor, spent a year with the company after college as a packer and went through all positions within the company. Now he manages the PR and marketing projects professionally, using the latest media tools. He will be a great support and fresh blood to the company.

EuroMove has grown into one of the big international moving companies in Hungary, showing that women can be as successful as men even if using other techniques. Becoming a leader is a lifelong process of self-development. If something does not work one way, let us try another way even if it is an unorthodox solution. You only have to use your patience, creativity, and intelligence. And you must never stop trusting yourself.



Einat Mazafi
Co-owner and Vice President of
Marketing and Sales
NY International Shipping
New York, USA

“Don’t be afraid to think outside of the box because that’s where our female minds often lead us and where many of the best plans are hatched.”

In a modern world still struggling with archaic influences, it’s not entirely uncommon to find industries in which women are few and far between—often unwelcome and constantly challenged. In many ways the moving and storage industry fits in this category. However, I’m proud to stand as one of the women who has the right to be recognized as an experienced female business co-owner and the vice president of marketing and sales for NY International Shipping—a successful international moving company. I want to make my mark in the moving and storage industry not only as a woman, but as an equal.

The concept of pursuing a career in the moving and shipping industry was an idea that organically chose me. I have a creative background in marketing and managing, and my husband has been in the shipping industry for years. It wasn’t long before we realized how successful we could potentially be in combining his industry knowledge with my skill set. I wanted to bring something fresh and honest to the industry, offering a level of quality seldom seen. I recognized the lack of female presence in the moving and storage scene at that time, but took it as an opportunity to bring a female perspective to a mostly-male industry while forging a new career path for myself. My husband and I took a giant leap of faith and risked everything we had, building our company from the ground up.

When we first began to create **NY International Shipping**, I had no shipping or storage experience. I brought many valuable skills and natural abilities to the table, but with no prior training I learned quickly to adapt and overcome every obstacle as it presented itself. You could say I had to learn things the hard way—it was either overcome and succeed or succumb and fail. I owe my ability to succeed as a newcomer, let alone female, in this industry to three things: I am a quick learner, I am strong-

minded to the point of stubbornness, and I pick myself up every time I stumble. Overcoming challenges has come with the territory—unprofessional vendors, a difficult economy, balancing family with work—and it has been my ability to brush myself off and push forward that has enabled me to succeed.

My husband and I put every ounce of passion, energy, creativity, and wit into forming a company we could both be proud of. We pulled long hours and rarely took as much as a day off. Even now I strive to continue to bring that same enthusiasm to my company while also caring for our three children. Having begun with a little store on the Upper East Side of New York City, we now have a fabulous office in the Financial District. Home to our sales and logistics teams, it is from this hub that we manage our global operations. Additionally, we have a 50,000 square foot warehouse in Jersey City situated close to both the city and the port. Today, NY International Shipping is a successful international moving and storage company with two locations, our own crews, trucks, carpentry team for custom crates, loading dock for cars, and a special unit for antiques. Most of our customers are a direct result of our in-house marketing campaigns, which I personally oversee and direct. I have worked hard for acceptance from my employees as well as fellow industry professionals.

I prefer to observe and learn, then determine my own path. We continually evolve as a species; shouldn’t our businesses do the same? This is why I treat my staff and conduct my office in such a nontraditional manner—quite successfully. Without blurring the line between employer and employee, I have managed to cultivate close relationships with my staff and foster honesty between us, and that has contributed to our success.

Any woman pursuing a career in any predominantly male industry should use her intuition and rely on her common sense. Don’t be afraid to think outside of the box because that’s where our female minds often lead us and where many of the best plans are hatched. Being a woman in this industry doesn’t have to be a shortcoming—it can be your biggest asset. Women are multidimensional, highly driven, strong, and incredibly resilient. We can anticipate needs or problems before they occur. We are problem solvers and multitaskers by nature. In fact, if there is one thing this industry needs more of, it’s women.

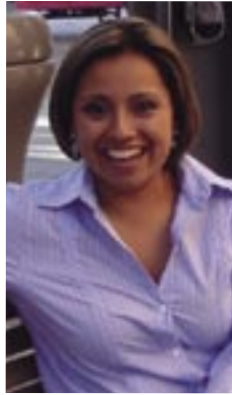
I am thankful for every challenge I face, whether or not it is because of my gender, as I view it as nothing short of a learning experience and opportunity for growth. I can only hope that I, along with other female business owners and professionals in mostly-male industries, can inspire future generations of women to never allow anything to hold them back.

Sister Act

EMS was created three years ago by two Tunisian women, **Sonia Regaieg** and her sister, **Hinda Regaieg**. Hinda began her career working for one of the leading moving companies in Tunisia and she fell in love with the business.

Hinda created her first moving company, Cartago Moving & Storage, in 1990. Sonia joined her sister at Cartago after completing her studies in marketing. In 2005, the company was sold to AGS. Over the next few years, Hinda regretted selling the business and missed the job she had come to love, so she and Sonia decided to take the risk of forming a new company in 2010. **Expats Movers & Storage (EMS)** was launched following a carefully crafted business plan that included a targeted commercial strategy.

They accomplished this by studying the biggest, most famous companies in Tunisia, and then investing in a marketing program that included creating a website and generating interest in advance of the opening through public relations activities and advertising. Their efforts succeeded to the point that, according to Hinda and Sonia, “After this all the competitors reacted and followed in our steps. That means that they were afraid!”



Erika Ortiz

Sales Manager (International Division)
Compania Internacional de Mudanzas y Embarques S.A
de C.V. (CIME, S.A de C.V.)
Mexico

“As long as you have your goals in place, you will always get what you want and arrive where you want to go.”

When we were children my sister and I used to pretend that we were at the office with my mom and dad, moving people worldwide. Back then I fell in love with the moving industry, and it’s still in my blood.

Early in life I got the idea of being a leader of the industry, and now it isn’t an idea—it’s a reality. I have been in the business for a dozen years and it’s been a wonderful experience. I started with FAIM certification, and look at me now. I’m going for my sixth certification and will continue to seek more.

Over time, I got into operations, exports, imports, sales, and finally management. Every day is a learning experience. These 12 years have gone so quickly—it seems that I’ve been in the business for a year. This business is incredible—as you keep going, keep learning, you build even more enthusiasm for it.

To succeed in this business you need enthusiasm, passion, and a lot of dedication—three essential things that every woman needs. As long as you have your goals in place, whether you are a woman or a man, you will always get what you want and arrive where you want to go.



Tamara Reid
Chief Operations Officer
Guardian Overseas Shipping Ltd.
Ottawa, Canada

"My salesman promises the dream and I service the nightmare. I never say no. I always say yes and then work to figure it out."

Guardian Overseas Shipping Ltd. was started in 1972 by my dad and three partners with a few trucks and \$1,000 in cash. The company has been part of my life since I was four years old. When I was 16, my dad began to teach me, my two younger sisters, and two of our best friends how to pack in my mother's dining room. That summer I started packing and doing odd jobs in the office. I really didn't come back to the business until I was 19, after college. I was temping with an agency and also in the midst of writing the Air Traffic Controller's exam.

When my dad offered me a full-time job, I still thought of it as a man's world. He started me in dispatch. I quit the other job, wrote the exam but failed by a point, and planned to try again in 6 months but that didn't happen. I have never looked back since.

I learned dispatch in a baptism by fire. My father, a hunter, always goes away in the fall. The dispatcher I was helping quit and left me on my own for two weeks until my father's return. Here I was, 19 years old. I had known most of the guys working for me since I was four and I was in charge. At that time we had 25,000 square feet that warehoused three big accounts that we kept inventory on and received and handed out. I came through the experience with flying colors and the thing that surprised me the most was how natural it felt to me. I have lots of common sense and am very logical about how things work.

I stayed in dispatch for five years, but it wasn't always easy. I was young. I hadn't developed a very thick skin. I was the boss's daughter so I worked 10 times harder than anyone else and had to earn the respect that I enjoy today. I worked in the field and dealt with the scheduling and all the ups and downs and changes and promises made. I had to prove myself left, right, and center, all without raising my voice or using foul language. I treated everyone with respect, just as I wanted to be treated. My time in dispatch was a great learning experience. I was right there in the trenches with the guys and servicing the clients. My greatest gift is my ability to multitask. I can prioritize. I have a logical mind, so logistics came easily for me.

Then I went into administration and I have been working there for two decades. Our technology progressed from the telex machine to the fax machine and now e-mail. How did we live without e-mail?

Over the past three or four years, I have gradually assumed a bigger leadership role. Recently my father and I have discussed transitioning responsibility from him to me in running and owning the company, which we expect to do by the end of this year.

I am in the midst of so many changes. One of my dad's previous partners, who did my bookkeeping, retired last fall. His

son is in my commercial department, which is being entirely revamped. Four years ago, the original salesman who started with my father retired and his two sons work for us now. So, the people I always called my dinosaurs are starting to slow down and let the younger generation take the lead.

I have never regretted one minute being here. I couldn't imagine doing anything else. My business is a passion and it is a huge part of my life. Everyone here knows that I wouldn't ask them to do anything that I wouldn't. There is no one that I hold to higher standards than myself, so have earned every ounce of respect that I get. Now I have the experience and confidence I need to work with agents and clients from all parts of the world, some of whom still have difficulty accepting women in this role. I am cut off in conversations at times as if my opinion doesn't matter and I really don't know what I am talking about. At one time this would have bothered me, but no longer. I figure out a way to work through it and still get the results I need in the end.

My dad was a huge inspiration to me. He is fair and kind. We care for our coworkers and staff. Some of our men who go out to do the packing have been with me for more than 30 years. I don't have a turnover rate at all. My dad has always said, "You do it right or you don't do it all." So, we do it right. Our clients are important to us, and we do what they need done. I have sought out some experienced individuals for mentoring and moving the company forward.

A few words of advice:

- First, don't take things personally. What other people say and do generally has nothing to do with you. When I worked dispatch and the guys would come in complaining about stuff, I just listened. I much preferred they vented to me and not to the client. They have to let their frustrations out somehow.
- Stop thinking people are going to change or you are going to get them to be the way you want. If anyone ever figures that one out, let me know. Butting heads and getting angry and frustrated is a waste of energy.
- One of my favorite sayings is, "My salesman promises the dream and I service the nightmare." I never say no. I always say yes and then work to figure it out.
- Take ownership of your mistakes. We all make them. Even today I make stupid mistakes and it infuriates me, but I am human.
- Ask questions. This is so important. The only stupid question is the one you don't ask. I generally allow someone to ask me the same question several times and then I say to them, "You know the answer. Go away and if you don't figure it out then come back." Think before you ask. Build your confidence.
- Men have a different way of doing things. They are all about facts, numbers, quotas, tonnage, and so on. Personally, I want to know if you are married. Do you have children? What are your hobbies? See, we are interested in who the person is and from that we can develop a business relationship that will be lasting and beneficial to both. Men and women come to the same result—we just go about it in different ways.

The world is our limit. There is nothing in this industry that we can't do. I am living proof. I have started at the bottom and have worked my way to the top. I couldn't imagine doing anything else.



Tylene Ashcroft
 Vice President of Operations
 Diamond Worldwide Relocation, Inc.
 North Carolina, USA

“Not everyone is cut out to fly into the eye of a hurricane and that is what this business can feel like sometimes.”

In 1998 I answered an ad for a customer service position working in international shipping with a Southern California firm. The word “international” intrigued me, as I had always been interested in world travel. I loved learning about new cultures and meeting new people, so I thought the opportunity would be right up my alley.

Two weeks into the position I almost quit. The intrigue quickly turned to panic as I realized the amount of information I would have to absorb in a short amount of time; nor had I understood the deadlines and fast pace at which I would have to work. Talk about a reality check! Luckily, I hung in there and soon learned the tricks of the trade to not only survive, but to juggle a lot of demands and still provide quality service.

Fast forward eight years. I planned to leave Southern California for a new life in North Carolina. I very much wanted to stay in the industry, but it did not exist in the town I planned to move to, so in a stroke of luck I found someone who was interested in starting a new business and international relocation was right up their alley. I was asked whether I’d be interested in helping to start the company. Not only would I be able to stay in the same industry, but I would be creating something that generated new job opportunities for others and new challenges and goals for me, plus new service-oriented options for clients wishing to move internationally. After two years, the business was sold to the new owner, Phil Potzka, who has even more experience in the international household goods moving and forwarding industry.

My colleagues have all been very supportive of my role at **Diamond Worldwide Relocation** and we have a great team of people with a common goal: to make our partners’ and clients’ lives easier. It can be intimidating for a woman if you do not know how to handle yourself, but luckily, I was taught well, and learned from my “green” start in the industry to put a foot down when needed. I think overall women are accepted without prejudice in this industry, but there will always be a few exceptions, especially at the conventions, who think that you are for “show and tell.”

All of us must continue to strive to improve service between partners and with clients. Bridges must be built on trust, and agreed service and payment terms must be upheld. We should uphold commitments, pay partners under the credit terms agreed on, and not throw each other under the bus when something needs to be fixed. These are all problems rampant in this industry that we should be working together to resolve. If we support each other, everyone’s business thrives.

Women specifically should form relationships with their partners built on mutual respect and trust and steer clear of those who have other agendas. Understand that this industry

is fast paced, deadline dominant, and sometimes an emotional experience for clients who are going through one of the biggest transitions of their lives. Not everyone is cut out to fly into the eye of a hurricane and that is what this business can feel like sometimes. Keep cool in emotional situations and be firm but kind in negotiations. It goes a long way!



Brazilia Schiefelbein
 Account Manager
 Southern Cal Moving & Storage
 California, USA

“Success in this industry requires an attention to detail, honesty, and fairness.”

There is an unexpected correlation between a woman’s traditional role in the home, and the role a woman takes on as a leader in the moving and storage industry. As both a woman and account manager at **Southern Cal Moving and Storage**, I have observed how the skills women develop in keeping a household together enhance their ability to succeed in this line of work. Women not only enrich the industry by bringing a rare level of compassion and adaptability, but also provide a unique understanding to a career that involves dealing with families and handling their personal property.

When you think of moving companies, what usually comes to mind is a group of big men doing the heavy lifting, but our industry has become about more than just labor. One way a woman can make a difference is in connecting with the customers. The course of our business involves consulting and coaching families through big or small moves, and as we all know, change is not easy. Understanding the demands of a household, especially as a woman, brings a level of calm to clients. We are dealing with people’s personal belongings that represent their lifestyle. Gaining clients’ trust puts them at ease, which in turn helps the situation on all levels.

In our industry, no situation is ever the same. Every move requires a different set of circumstances, needs, and strategy. It is one of the very things I love the most about this career. These changing situations are very similar to the way a woman prepares herself and her family for the varying stages of life. Women have an incredible ability to adapt to changing environments, and this has brought a deeper level of connection and appreciation of the challenges involved with moving an entire household.

In an industry that was once predominantly male, my journey into a managerial position was not easy. I encountered opposition from both male and female workers for many reasons. Adapting to changing circumstances helped in the transition, as did my ability to connect with others. A willingness to share my own knowledge and demonstrating to my coworkers that as a manager I could still learn from them made things easier. Success in this industry requires an attention to detail, honesty, and fairness. My mentor, Jeanine Ratliff, taught me the importance of connecting and understanding everyone and their strengths. In the end we are all working as a team toward the same goal—providing successful moves, great quality and special care.



Shannon Viveiros
Vice President International Operations
Paxton International
Virginia, USA

"I find that women who played competitive team sports adapt far more quickly to the corporate environment. ... It's not a prerequisite, but it does help."

Like many in the field I stumbled into the moving and storage industry after college and found that my skill set was suited to it. There were few if any logistics programs at the university level at that time. I have found that many in the industry either stumbled into it by a happy accident or were literally born into it. But today more employees are coming out of bona fide university logistics programs, and they come to us with a broad knowledge of the industry and excellent technical and IT skills.

Early in my career the training I received was "on the job" and very haphazard. Formal programs did not really exist, and that made the learning curve much steeper and longer—and the mistakes more frequent. I have made it a personal mission to develop extensive training programs for our own organization and recognize that standardizing the training and the services we sell is one of the keys to running a successful operation.

Did I ever encounter opposition from male or female coworkers after I was appointed to a management position? Sure, it's a function of the world we live in. So many young women come to the workplace ill equipped to navigate the corporate landscape. I find that those who played competitive team sports adapt far more quickly to the corporate environment. Playing team sports develops

many of the skills needed to succeed in business, and far too many young women choose individual leisure activities or pastimes as I did and come into the business world unprepared. It's not a prerequisite, but it does help.

There is no magic bullet to combat these obstacles. The most valuable way is just to have more women in positions of authority. If we are present, the interactions between men and women in the workplace become routine and any residual resistance dissipates. If you are the first in your organization, you have an uphill battle and must demonstrate to those in authority that you are competent and willing to make tough decisions. For some reason, many women spend time evaluating decisions and their implications on others after they are made more than male colleagues. This can lead to self-doubt if not kept in check.

Fortunately, I've had numerous mentors and advocates who saw in me a willingness to outwork anyone else and do what was required no matter what the job was—and believe me, some of the assignments were not glamorous. If you work in a restrictive environment, take note of what makes it so and look elsewhere where you can achieve your goals.

I also had a strong mother who could do anything. She fixed toilets, managed

the finances, and bought and sold homes at a profit long before there were TV shows showing how to do it. She encouraged me, and I always believed that the only thing that could keep me from achieving any goal was me. This is one of the greatest gifts in my life and one I try to share with the women (and men) I meet in my work in Afghanistan. I read long ago that some of the most successful relief programs operating in the developing world were focused on the women in a community: Teach them how to do something and they share it with the entire community, whereas men tend to guard their new knowledge a little more closely.

To be accepted as a leader can take time and requires patience. You also must be willing to examine your own performance and acknowledge your weaknesses; we all have them. Some still find it impossible to work for a woman but generally come around when you exhibit competence and strength. You cannot be afraid to make a decision. When you are seen as a team leader who is qualified and prepared to do any job in the organization, that earns you the respect you need as a manager.

I was lucky to join a progressive company like **Paxton** that has allowed me to do so many things I never thought I'd get a chance to do. Anyone considering a career in the moving industry must know her job better than anyone else. Reach out and find a generous mentor. Most important, be fair and check your emotions at the door. In fact, we still get resumes from women who work where upper management is closed to women. We have made some of our best hires by picking up women because other male-dominated organizations refused to empower them with positions of authority.



Lisandra Sosa
General Manager
Rodi Cargo International
Florida, USA

"If you love this business, you will find nothing more rewarding."

The international moving business was not the career I had planned for. In fact, I knew very little about the industry. At the age of 18 I was undecided until the mother of my boyfriend at the time offered me a job at **Rodi Cargo International**. From that point on my passion grew for the business and my fiancée and I now operate the Miami branch of Rodi Cargo International in Miami, Florida. During the past few years we have expanded our business and are now fully operational with Rodi Cargo International Group in Carolina, Puerto Rico.

When I joined the company I was the youngest employee and did not have any training or experience in the moving business. I started from scratch and quickly realized that I truly enjoyed the work, and therefore I was motivated to learn quickly.

At first I encountered some opposition from coworkers when I was appointed to a management position. Aside from the fact I was the youngest employee, I had to gain their trust as a leader and prove to my colleagues that I had earned the position solely on the merits of my hard work and determination. I have now been in the business for seven years and every day is still a challenge and an adventure. Each customer has his own specific needs and wants, depending on his experience with past moves. I've learned that something as simple as listening to customers is key to our success. Our goal is to make this traumatic experience a very pleasant one, resulting in a smooth transition for the transferee and his family.

I was fortunate enough to have a mentor, Aida T. Robles, who introduced and taught me all aspects of this business, which is a never-ending learning process. Her vast knowledge and love of the industry, strict work ethics, and high standards of quality services have enabled me to learn things the right way, which has paid off greatly in the long run. Rodi Cargo prides itself on offering personalized attention to our clients, always maintaining a good attitude and friendly disposition.

In this business you will either love what you do or hate it; there is no middle ground. If you hate it, run—but if you love it, you will find nothing more rewarding. There is no limit to what you can achieve.

At The Pasha Group, Women Who Mean Business

At **The Pasha Group**, and particularly in the Relocation Services division, there is no “glass ceiling,” as evidenced by the long history of strong women in leadership roles. Moreover, these skilled and knowledgeable women have the pleasure of mentoring and training the next generation of female leaders for the company. This group includes Senior Vice Presidents Missy Donnelly and Fran Vollaro, and Vice Presidents Monica Paoli and Dorothy Timma. Complementing them are Directors Mary Arrand, Mindy Rizzo, Christina Williams, and Kate Williams, and Manager of Client Services Darlene Rice. Rapidly rising up the ladder are Supervisors Mary Aten, Beth Lindeman, Robin Olden, Caitlin Foulis, Kristen Somers, and Fia Tuivai.

Most of Pasha’s female leaders started out their careers working entry-level jobs, but it has been their intelligence, curiosity, resourcefulness, and determination that have allowed them to develop into leadership roles. Some were motivated by previous generations of women in the industry, but for others, what began as temporary work at the company turned out to be a great fit for the long term. Senior Vice President Missy Donnelly, for example, started temping in high school, starting in the mailroom, during the summers until graduating from college. Then, she says, “Pasha hired me full time working in their military household goods division. I am pretty sure I have worked in almost all of the operational divisions at one time or another.”

Similarly, Darlene Rice was sent to Pasha by a job placement agency 17 years ago and never left. For Mary Arrand, the journey—now 30 years and counting—began when a neighbor who worked for Global Van Lines suggested that she fill out an application. Fran Vollaro’s neighbor offered her a job soon after high school. “I loved making all the logistics challenges work long before I even knew what logistics meant,” she says. “It was a special world and I dove right in.”

The ladder to the top begins at the floor, and Fia Tuivai started her career at Pasha as a filing temp, later transferring to the Ocean Department and then into the Registration Department, where, she says, “all the magic happens. These transitions have made a big impact on how I see the



Some key players in Pasha’s Corte Madera, California, office, from left to right: Fia Tuivai, Caitlin Foulis, Mindy Rizzo, Monica Paoli, Fran Vollaro

Pasha business overall and where it measures in the shipping industry.”

Mindy Rizzo came by her job at Pasha in 2007. The company was a customer of hers while she was working with an ocean carrier, and they had established a good relationship before she was recruited to become a part of Pasha’s government relocation team.

Most of the Pasha Relocation Services group said they were lucky to have a lot of support from others in the industry. Christina Williams recalls that at the IAM convention in Orlando, “A gentleman came to me and complimented me for having achieved such a senior position within Pasha and how difficult it must have been to work my way up through the men. My answer to him was, ‘I am not sure what you mean—it is mostly women who work at Pasha!’”

Adaptability to change is the key to success these days, says Mary Arrand. “Be willing to do this and all else will fall into place. I feel the new generation is up to the challenge and will make all of us mentors proud. In this age of technology for their use they will forge their own way and make their mark.”

“When you come across someone or something that makes you feel uncomfortable or not accepted, I believe that is when you separate yourself from the rest,” adds Missy Donnelly. “This is where you can truly show your growth or your ability to

lead in challenging times. Your ability to get things done in any organization is all about relationships. Never burn a bridge if you can avoid it. Our reputations follow us throughout our lives, so how you treat others will be remembered.”

For Darlene Rice, the natural tendency of women to nurture makes them uniquely suited for this industry, which is, she says, “a great field to practice that skill.”

For its part, Pasha has offered the women in the company opportunities to thrive. “Within the moving and storage industry I would say that Pasha offers the most opportunities for women,” said Christina Williams. “Although the relocation industry is not for everyone, I have found that if you come in with an open heart and mind and aren’t afraid to roll up your sleeves, you will be welcomed with open arms.”

For all these women, there was someone who believed in their potential and who helped them realize they had what it took to surmount difficult challenges. These mentors were colleagues, close friends, or family members who were happy to share their knowledge and provide opportunities for learning and improvement.

“Bob Huck and George Pasha IV were the most significant mentors I have had,” says Monica Paoli. “Bob and George both taught me a strong work ethic and



The Reno group of Pasha women: Darlene Rice, Mary Aten, Mary Arrand, Beth Lindeman, Kristin Somers

discipline. George's incredible vision has led the way to much of my professional growth."

Brian Goates, Darlene Rice's boss, has been her strongest advocate. "He once said that my biggest weakness was that I did not know just how much I was capable of," says Rice. "Those words have inspired me to accept promotions, contribute my ideas, and strive to learn and do more on both professional and personal levels. His leadership through the years has taught me to trust my instincts, think big, and to welcome change as a new opportunity."

Kristen Somers found inspiration from a college economics professor who once asked her, "Why are you taking my class?" When she replied, "Because it is required," he laughed and said, "You will learn so much from this class you will never forget me."

"To this day I never have," says Kristin. "His class advised us how to process collections of data and encouraged detail. Working in the claims industry,

you need to be detailed with collecting the claim data and making sure it processed timely and correctly."

George Pasha IV, President and CEO of The Pasha Group, notes, "I am a firm believer that a successful company is driven by an ideal organizational structure filled with the right people in the right roles. Managers have the responsibility to assure that the team is constantly capable of supporting the organization as the business evolves. In Pasha's case, I have been very fortunate to work with an extremely capable group of professional women who every day help fuel the success of Pasha Relocation Services. From the beginning of my tenure with Pasha almost 30 years ago, I have been in the midst of this group of talented individuals who taught me the fundamentals of relocation services, as well as business in general. We are very lucky to attract today so many intelligent women who bring their leadership skills to us, and who make Pasha's relocation team one of the most successful in the business."

Rising Stars: The Women Who Lead at IAM

IAM is fortunate that so many talented and dynamic industry leaders are committed to the success of the Association and their fellow members. Here, we meet some of the women who play instrumental roles. (*Editor's note:* Two other notable IAM leaders, CMMB Representative Jackie Agner and CMMB Board Member Marilyn Sargent, are profiled on page 43)



Jan Moore
President
BINL, Incorporated
Texas, USA

"The manager of our military department plucked me out of the mailroom and made me the supervisor of the domestic military department."

I didn't choose the moving industry, it chose me. I came to California as a 19-year-old Navy wife and was told at the employment agency that all I could do was hope the company they were sending me to would hire me because most would not hire any military wives since they were so transient. That company was Bekins International and they did hire me, although I was told some years later that it was only because they were afraid if they didn't I would start crying on the spot (which is probably true). Now, 42 years later, I still work for the same company (with a name change in between to BINL, Incorporated); I'd like to think that someone made a good decision to hire me.

My only training was on the job. However, having grown up in a military family with rules and discipline, I had an easier time than most of the young girls who worked with me. We all learned very quickly that we were to do what we were told and ask no questions. Working in the 1970s in a male-dominated industry was not easy, so flying under the radar and following orders was relatively easy for me as I worked my way up the ladder.

Happily, as opportunities came my way I was rarely met with any opposition from anyone. In fact, most of the opposition came from me, since I often doubted I could take on new responsibilities. Others around me thought differently and encouraged me to move upward and onward in the company.

Doug Madsen, the manager of our military department, saw a potential in me that apparently others did not see and plucked me out of the mailroom and made me the supervisor of the domestic military department. He worked with me and encouraged me and shared everything he knew about military traffic. Between Doug Madsen and Joe Drinco I was able to learn so much about international military moving. They both pushed me and encouraged me to work hard at my career.

Although this has always been thought of as a male-oriented industry, I think the industry has really begun to turn. There are so many unbelievable women now—women of all ages and backgrounds. Smart women.

Women can add a softness to the job. We juggle jobs and homes and children. We understand the importance of moving—not to a house, but to a home. We are mindful of the dishes that belonged to a grandmother or the importance of protecting a favorite toy. This is not to say than men don't have empathy but I think women have a more finely tuned sensitivity "chip." Men are seeing the value of having women out conducting a survey or helping on a pack job.

Most women work two jobs—the job that we do all day at a desk and the job that we do all night in a kitchen or helping with homework or any of the other things we do to run our homes. We are able to wear many hats and that certainly qualifies us as leaders, both at home and at work.

I grew up in the military, married into the military, and then went to work for a company that moved the military, so I've basically been a part of the Armed Forces all my life. It was a great way to grow up and it's been a great industry to be a part of. I had no aspirations at 19 to be anything other than Happy. Who knew that one day I would be the president of a company, a member at large on the IAM Executive Committee, and Happy? Life is good.



Peg Wilken
Vice President for Government
Traffic & Claims
Stevens Forwarders, Inc.
Michigan, USA

"I kept my standards very high and my goals even higher. Once people see you achieving the goals, then acceptance really starts to happen."

Almost 31 years ago, I was working as a legal assistant and wanted to make a change. I applied for a general clerical position at Stevens, knowing that it was a reputable, long-standing local company. I had no idea of its national and international business footprint. I just wanted a good steady job. Once I landed here, I found out what a fascinating and complex industry this is and got hooked on the government business realm.

Maybe I am crazy, but I loved the rules-driven environment and found that we could excel in the government arena by setting up work processes that assured we dotted all the i's and crossed all the t's. Besides that, Stevens gave me an opportunity to grow that I had never been afforded anywhere else. Being a woman in this business 30 years ago was a lonely place. There weren't very many of us in any visible positions in the industry at that time.

About two years after I joined Stevens I was promoted to the position of director of agency relations. Moving up as a woman from a general clerical position to management in one step was viewed with real skepticism by coworkers. I felt as if I had to work twice as hard and accomplish twice as much to be accepted in the ranks. That meant I kept my standards very high and my goals even higher. Once people see you achieving the goals, then acceptance really starts to happen. That said, I do think there is still a male orientation especially at the very top in this industry and particularly in traditional domestic van line operations. The forwarding arena seems to have much more diversity and there are a lot of women in middle-level management in all facets of the industry.

The Stevens family encouraged my aspirations and gave me great opportunity despite my having no prior experience or track record. John Stevens, who was my direct supervisor, was generous in sharing information with me as I learned my way around government business. I also went to the "well of experience" and learned a great deal from then-HHGFAA Chairman Don Mensch as well as from Bob McHugh at Bekins Van Lines.

This is an exciting, dynamic industry. There are tremendous challenges, and great rewards for anyone who wants to work hard. There are many great female role models today. If you are new to this industry, start networking and find a few smart folks who can express themselves and can think outside the box and then pick their brains as often as you can. And don't be afraid to speak up and offer your own opinion on issues.



Sandra Rowe Maier
President
Jet Forwarding Inc.
California, USA

"Determine your passion. Corral your support. Constantly learn and reach out of your comfort zone."

I am truly blessed and grateful to all those who inspired me, helped me, and accompanied me on the journey of my career. This year, 2012, is my 30th anniversary as president of Jet Forwarding Inc. How did I get here? As the girl in the family, I was expected to follow my mother's path, not my father's. My two brothers were in line to lead the family's business. However, sometimes there is a greater force that redirects you and takes you down a different road than envisioned.

Throughout my youth, I had an inner strength and leadership skills that were evident in my extra curriculum, even though I was very shy and unsure of myself. But all my life through my father, I was exposed to strong men and women leaders in his organization, the industry, and the transportation offices. Working together, we formed a closer relationship and I gained a greater understanding of leadership and responsibility and became passionate and focused. I've always had a "make it happen" attitude that helped guide me in difficult times and decisions. I landed early into my CEO position with new confidence and the trust of my board. Like most entrepreneurs, I was very naive, but I looked around and thought, "I can do that," and asked for the position when it became available.

And now, 30 years later, I feel privileged indeed to be leading an exceptional organization, to be working toward the betterment of the industry, and to have been inducted in the IAM Hall of Honor. But it only happened because of our brave customers in the U.S. military services and the collaborators—my partner, our families, employees, colleagues, and vendors—who share our Passion for Excellence...and deliver it, empowering us to lead. Ours is a relationship and financial business, so having the best alliances is key. It takes commitment, integrity, an openness and yearning for new ideas, knowledge, and empathy to perform moving services for families with so many challenges in their lives. We must be responsive to all stakeholders and keep our eye on the prize—an excellent move.

It is equally important to embrace our successes and give back. It's really true that you receive so much more than you give. You gain spirit and knowledge and friendships you would otherwise miss. You grow and discover your potential. Join a committee—then lead it! Share your blessings and talent with your local and moving communities. Help or mentor those who need your strength and knowledge.

So, if you have the vision, a tolerance for risk, and the skills necessary to follow your passion, make the commitment, and set your goals high. It's your journey. Determine your passion. Corral your support. Constantly learn and reach out of your comfort zone. Be your best and be a change maker. Inspire. Motivate. Empower. Become a leader. And then give back.

If you're up to it, step up, step out, and step ahead!



Heather Engel

President

True North Relocation, LLC

Washington, USA

"The inherent problems in the moving industry make it one of the most challenging businesses I can imagine."

Sales is in my blood and after moving to Washington State, I jumped from industry to industry looking for my niche. I was selling occupational health and safety equipment when a good friend took a job as a freight forwarder. He called to say how interesting and fun the international moving industry was and he talked of endless earning potential (ha ha). I took a job where he was working and within six months I knew I had found a business in which I could build my career.

I had sales training and I was always good with numbers but I think the skill that has been most beneficial is my ability to creatively solve problems and think on my feet. The inherent problems in the moving industry make it one of the most challenging businesses I can imagine.

I was lucky because I had great people around me to help me learn the ropes. I met Jackie Agner in 1998 and although we only worked at the same company for a short period of time, I am still learning from her. Another lady I have been fortunate to work with on the Alan F. Wohlstetter Scholarship Board is Sandra Rowe Maier. Her overall business savvy and working history with the folks who have built this industry has been invaluable.

This business is challenging and constantly changing. In the short 18 years I have been involved, the business has shifted from very male-dominated to a good mix of both genders. I think there are unlimited opportunities for women in the moving industry and I strongly encourage women to get involved in groups like IAM-YP, and local moving associations, as well as larger, international organizations like IAM.

Peak Performers: The Women Who Lead Industry Organizations and Agencies



Sherry Koepke-Williams
Executive Director
Pan-American International Movers
Association (PAIMA)

"In Latin America, I felt much opposition from men, but when I was in the United States it was from women."

I became involved with this industry quite by accident. I had just relocated back to Panama, where I'd spent my earlier years, and was in the process of looking for a job. I arrived early for a job interview and stopped by to visit Leslie Wolf at the LACMA office to kill time. After speaking with Leslie for a while, I never went to the scheduled interview; instead, I went home and prepared my resume for LACMA, where I worked for 14 years. At the time, I was finishing my degree in business management and had eight years' experience in hotel and restaurant management. That has served me well in organizing conventions and seminars as well as honing my interpersonal skills.

After serving six presidents at LACMA, I joined the American Moving & Storage Association, where I was vice president of international membership. This also included helping to establish its now widely known RIM program. That led to my working for two years in the international moving industry to sharpen my practical knowledge of a quickly evolving business. Two years later I became executive director of the **Pan-American International Movers Association (PAIMA)**.

During my life, I have moved internationally four times, and I think that's given me a unique perspective on the business of moving from the client's side.

It's interesting to note that the level of acceptance I got varied depending on what region of the world I was in. In Latin America, I felt much opposition from men, but when I was in the United States it was from women. I believe I have definitely paid my dues, though.

Since the first day I met Colin Quarrington in the fall of 1987 he has been my mentor and advisor. How lucky can one be to have a generous and well-seasoned individual in the international moving association arena as a mentor and a friend? Also, even though I have always worked directly for a Board of Directors, it has been the members who inspired me to build the association to represent a true value to them by getting to know them and listening to their needs and expectations. An association offers a menu of services to its members and it is important to keep in tune with changing times and the advancement of technology. I also have been very blessed to work for so many board members who have trusted me to manage without being micromanaged, thus giving me the confidence to take the association in the direction of the times.

Women who seek a career in this industry would be well advised to work hard, be honest, and always be true to your words. Jump right in, and you will embark on an amazing adventure for life with many friends all over the world.



Linda Bauer Darr
President and CEO
American Moving & Storage Association
(AMSA)

"It's that sense of fearlessness that is necessary to take risks that are critical to personal growth."

I wouldn't change my career path in any way. I am thrilled with my job and what I do to serve the moving and storage industry—and couldn't ask for a more hard working and humble group of businesspeople. I am very proud to represent these great folks.

Some people may find it strange that I am a woman in what some would consider a man's world—lobbying, trucking, and a CEO to boot. But I have never found it an odd fit. Maybe I haven't thought about it enough. Sometimes I hear women speak about the potential for losing their femininity when they seek to be an expert on a topic or when they gain authority. I just don't see it. I have never considered backing down from an issue or holding back when I thought I had a solution simply because I am a woman. Any time I have held back it would be either in deference to someone who was more expert or more articulate, but it has never had a connection to my gender.

Maybe I need to explore that some more because I could be missing something. I guess my mentors have shaped me in that mold. My mother and father raised two boys and three girls and didn't treat us any differently. They made us all believe we could achieve whatever we sought to accomplish. That was backed up by my boss in my first real job. He made it clear that if you wanted something, you went after it; if you had an opinion, you voiced it; and that if you weren't making mistakes you weren't trying hard enough. It's that sense of fearlessness that is necessary to take risks that are critical to personal growth. Mentors can give you that gift and I was lucky in that regard.

The other most important experience that has shaped me is becoming a mother. When you become a parent, you begin to understand that we are all just trying to do our best, that we aim to please, and that our failures are hard felt. We develop empathy that allows us to better motivate and support. We understand that actions don't always convey intentions and communication allows us to reveal intentions and better shape future actions. So strong mentors and parenthood have been the keys to allowing me to be fierce in my job, and the passion to do well in that job comes from the people I serve who motivate me to want to help them.



Laura Ganon
CEO, Fink Group
President, Latin American &
Caribbean Movers Association

"I learn something new every single day and I love it."

I joined Fink in the shipping line of the group. My specialty was the coffee industry. I knew all the coffee buyers in the world and coffee beans is one of Brazil's main export commodities. So the shipping line had me bringing business and cargo to the vessels. After some years, I was offered a partnership in the moving company of the group and it was a great opportunity. I am curious and wanted to learn more about other industries. And then, it hit me—the passion for the moving industry that only movers really know and feel. Although at Fink I am involved with fine arts, events, special projects, sports events logistics, and relocations, moving is what I really love.

When I was very young I started traveling all over the world to do business and the moving industry is all about knowing how to do that in all countries. I already knew a lot about logistics because of my experience in the coffee industry and when I worked in a shipping line. When I joined Fink, I was trained in everything, including packing, because to lead a team you must know how to do the job and you must once have done it yourself. It gives the team respect for the leader's opinions and it gives the leader understanding of what is being asked from the team. Even now, after many years and as CEO of the company, I always want to learn everything new and I participate in all of our in-house training programs. I learn something new every single day and I love it.

I never encountered opposition from male or female coworkers. First of all, I believe if you are nice to people, they will automatically be nice to you. Have you ever tried giving a very big smile to a very angry person? It is a very good experience, because 99 out of 100 times, you automatically get a smile back and everything is easier from then on. By being nice, by being fair, by working together and helping whenever a coworker needs help, you get respect from the people. And when you are respected all goes smoothly.

Thomas Klien, one of the owners of Fink, has always completely trusted me, supported all my decisions and has always taught me that if you try hard and do your best, there is absolutely nothing to fear or to worry about. He is still my mentor and a person I admire enormously and deeply respect. Also, two Fink directors from different branches actually asked the top management to appoint me as CEO some years ago. They wanted me as a leader and I am very, very grateful and honored by that attitude. We make a very good team, because we work together, and complement each other.

In order to succeed in this business, it's best to not even think about "being a woman." Just go ahead, do your job, focus on the work, on results, and always be nice to everyone you work

with. Don't waste time worrying too much about opposition. Devote your time to ensuring that you and everyone in your team does the best possible work. The time must be for work, work, work—not for gossip, for personal problems, or arguments with coworkers. The happier the atmosphere in the company, the most effective everybody will be.



Evelyn de Jaen
General Manager
Latin American & Caribbean Movers
Association (LACMA)

"Today, women are more prepared, more self-confident—important factors in reaching higher positions and advancing professionally."

Having studied business administration, I came into the moving business by chance. I was working at a local airline in Panama when someone approached me and asked if I would be interested in working in the Canal Area; as salaries then were higher there than in Panama, I accepted.

I began working at a moving company called E.T.S., which at the time was one of the two main companies that had moving contracts with the U.S. Government and the Panama Canal Commission in the Panama Canal Area. I started in the inbound department, then went on to outbound, and later became the secretary to the general manager, worked claims, and kept track of the van line's containers—a task that then was done manually! The company later changed owners and they bought a small local international moving company and I became its general manager. All in all, I spent 21 years in the moving industry handling military and commercial moves. In those days, there were no training seminars for the moving business in our region—you learned as you went along.

Later, just as the military bases withdrew from Panama, I became general manager at LACMA. I believe the knowledge of the industry has helped me do a better job managing the association. This is my 13th year with LACMA, and I've met so many interesting and special people, many who are very good friends today.

I've enjoyed facing the challenges of this job; when you do your work with passion, you do it better. In the past, women have had more difficulty going up the ladder than men, but that is changing. Today, women are more prepared, more self-confident—important factors in reaching higher positions and advancing professionally.

I am certainly still along the path of learning and growing. Whatever your definition of success is, work for it with respect and integrity. It's all attitude—pursue all your goals with passion and the things you do will be easier and more fun. Life is good!

Barbara Windsor

Chair, American Trucking Associations

Barbara Windsor, CEO and president of Maryland-based Hahn Transportation, was named chair of the American Trucking Associations (the first-ever woman chair) in 2010. Windsor's trucking roots run deep—she remembers helping out as child, an ether can in her jacket pocket on cold mornings—and her family business has long advocated being involved with industry associations.

Windsor's grandfather, James Russell Hahn, started Hahn Transportation in 1933. He and his wife and two daughters moved from the farm to the city and started trucking crops from the fields to the canneries, the milk from the farm to the creameries, the coal or oil to the homes, schools and hospitals for heat.

“As time went on he realized that he needed the assistance of trade associations—the Maryland Motor Truck Association (MMTA) and the ATA to help with the state and federal regulations imposed on trucking. He was a small carrier, but he found value in these trade associations worth the dues,” she said.

James Hahn went on to become a Chairman of MMTA in 1967. His daughter, Rebecca Hahn Windsor, would become the first female chair of MMTA in 1988 and in 1997. “I became the second female chair of MMTA, following my mother,” Barbara Windsor said. “I really wish my grandfather could be here to see his granddaughter very proudly and humbly accept the chairmanship of this great organization. ... His legacy lives on.”

Windsor earned experience in other industries, as well. Prior to rejoining Hahn in 1991, she worked at Trans World Airlines for 20 years.

SOURCE: Today's Trucking.com

Anne Ferro

Administrator, FMCSA

Anne S. Ferro became the administrator of the Federal Motor Carrier Safety Administration in 2009. A lifelong public servant with a career dedicated to road safety, Ferro came to FMCSA from the Maryland Motor Truck Association (MMTA), where she was president and chief executive officer from 2003 to 2009, the first woman to hold this position.

During her tenure at MMTA, Ferro worked with government, nonprofit, and community groups to advance a range of safety initiatives. Her work focused on high-risk driver behavior and intervention, strong safety performance standards for new motor carriers, and support for Maryland's law prohibiting texting while driving. Ferro also served on various advisory committees related to freight planning, highway safety, and transportation funding. She served as the administrator for the Maryland Motor Vehicle Administration (MVA) from 1997 to 2003. Under her leadership, the MVA achieved state and national recognition for major improvements in agency efficiency and life-saving safety programs including the adoption of a graduated licensing program for teen drivers and the widespread use of DUI ignition locks, a powerful tool for keeping drunk drivers off the road.

Ferro also led the MVA's efforts to establish a safety model for older drivers and championed the Smooth Operator education campaign, which targeted aggressive drivers and supported rigorous law enforcement.

CELEBRATING THE PAST...

50 Years of HHGFAA/IAM History 1962–2012

At the 41st Annual Meeting of the Household Goods Forwarders Association of America, history was made when Georgia Angell, then president of Dell Forwarding in Monroe, Washington, became the first female chair of the Association. Georgia had served on the HHGFAA Executive Committee for the three years prior, had chaired the Accessorial Services and Claims Committees, and had been deeply involved in the military's development of the Families First Program, which later became the Defense Personal Property Program (DP3). In 2003, she ran unopposed for Executive Committee Chair.

"You might think there would be controversy about electing a woman to chair a leading international association in a male-dominated industry," recalled President Terry Head, "but there wasn't any. She was elected unanimously. Georgia was—and is—recognized as a colleague and an equal in the business world, and she enthusiastically supports the work of the Association." Currently, Georgia serves on the IAM Government & Congressional Affairs Committee and the fundraising committee for the Alan F. Wohlstetter Scholarship Fund. For the past two years she has also presented a Knowledge Lab session for first-time attendees at the IAM annual meeting.



Elected in 2003 at the annual meeting in Honolulu, Hawaii, Georgia Angell presided over her first IAM Annual Meeting as Chair of the Executive Committee in 2004, in San Diego. She remained chair until October 2008.

In celebration of the 50th anniversary of the Association, each issue of The Portal will look back at an event in HHGFAA / IAM history. We will feature a photo from the archives, and invite you to submit your favorite photo or memories as well, helping us create a timeline of the organization's 50-year history. To send your memories or photos to IAM, please contact janet.seely@IAMovers.com.

IAM-YP Women Offer Promise for Future Success of the Industry



Amy Nilson
IAM-YP Chair
VP of Corporate and Military Development
Nilson Van & Storage
South Carolina, USA

“The word that best exemplifies how I lead my life is MOXIE—drive, determination, and guts!”

Since the day I was born I have been embraced by the moving industry. I used to attend meetings at **Nilson Van & Storage**, sitting in my baby seat on the conference room table. It is safe to say the moving industry chose me very early on by way of my family’s involvement in the relocation business over many generations. Most kids grow up with little red wagons. We, on the other hand, rolled around on four-wheel dollies. Throughout my university years, I always referenced our business and industry in my marketing and management classes. As a result, I became known by all of my professors and peers as the “Nilson moving girl” on campus.

This industry will always ignite my passion. Not many women would openly admit that seeing an 18-wheeler run down the road makes their heart skip a beat.

Nilson Van & Storage was established in 1938 by my great grandfather, David Victor Nilson. Like many moving and storage companies, it was always a male-dominated enterprise. Nilson was passed down from father to son until 2007 when my mother, Phyllis L. Nilson, became owner and president. As the first female born in a long line of men in the Nilson family, I can say without hesitation that my father, David A. Nilson, raised me from a very young age not to be afraid of working in a man’s environment. He always said, “Challenge it, lead it, and develop confidence within our industry.”

The word that best exemplifies how I lead my life is MOXIE—drive, determination and guts! It was my father who instilled moxie in my life, and my mother taught me to always show sweet Southern charm. As a young girl I attended Chamber of Commerce meetings, industry conferences, and political rallies realizing I was the only girl in the room. Women are making huge progress in the moving industry. I hope to be able to lead and inspire women and other young professionals to love this business as much as I do.

Any woman who is considering the moving and storage industry as a career need never be afraid to introduce herself to

anyone. This is a wonderful group of incredible women and men. Find the ones who respect and welcome you and grow those relationships. Next, as my dad always taught me, *listen first*, learn, and know the *details* before you offer opinions. Grow some thick skin. Know there will be comments you don’t agree with, and leave your emotions at home and allow moxie to take over at the door. I am proud to stand tall as a woman in the moving and storage industry. Together, as women moving forward, we are fostering an environment of leadership, innovation, inclusion, and strategic partnership.



Amy Brewer
IAM Vice Chair
Manager of Strategic Accounts
Suddath
Florida, USA

“There are more glamorous jobs out there, but we help get families through one of the most stressful events in life.”

I actually just fell into this business. My degree is in child and family sciences (which, come to think of it, often comes in handy in this industry!). I wanted to be a teacher, but unfortunately, I needed a better paying job. I started at **Suddath** as a support services rep with business development. I quickly knew I liked the clientele I was working with and started inside/outside sales, and became a huge agent and customer advocate for one of the major military carriers in the industry. Over the years I worked my way up the ladder and into management. I was just recently promoted to the van line side of the house, managing national accounts.

When I first began, I found that because I was so green to the industry people in some parts of the country didn’t take me seriously, but over the years, I consistently proved otherwise. You have to keep yourself educated on the constantly changing rules and regulations. It’s also all about the relationships you establish with people—that goes along way. Now, we are a team. All employees have been accepting and I feel I have had the best employees in the industry over the past 11 years!

My boss, Scott Kelly, really taught me the ropes and gave me the responsibility to learn the rest on my own. Suddath has a

record of great tenure among its employees, and there are plenty of people I can lean on for advice in times of uncertainty. I was the youngest manager in my division for quite some time but some incredible women in the division have guided and mentored me along the way. It was important to me to have a core group to share and befriend over the years. There are a lot of women in leadership roles in our division and companywide.

It's a great business! There are more glamorous jobs out there, but we help get families through one of the most stressful events in life. We are strong, caring, multitasking, detail-oriented women who can lead a team, and our customers, agents and clients deserve just that.



Michelle Holloway
Pricing Coordinator
Puget Sound International
Washington, USA

"Getting involved in the YP group has been an integral part of moving forward and feeling a part of IAM."

I started in the transportation industry in 1996 and have gradually moved up the ladder year after year. In 2007, I became more involved in the movement of household goods and attended my first IAM convention. It was a little intimidating but I soon found myself creating many relationships with customers, who have now become great friends as well. Getting involved in the YP group has been an integral part of moving forward and feeling a part of IAM. Serving as the IAM-YP North America Region Representative for the last two years has also been a great stepping-stone for me to connect to this industry.

Another huge part of my success is the mentorship of Jackie Agner and Linda Mertz. Jackie is the Celine Dion of IAM—it's like being with a rock star at any of the conventions we attend. She is hugely respected by everyone she comes in contact with and has a wealth of knowledge about the household goods industry. Linda, as well, has a lot of industry experience and customers who absolutely love her fun, quirky personality. These ladies have helped to mold me and taught me everything I know about the business.

The last five years have been an amazing journey, and I owe it all to Jackie, Linda, and YP! For other women seeking a successful career, I say, get involved and find a mentor—there are so many amazing women in the association to keep us moving ahead.

In with the New ...



IAM-YP is pleased to unveil our new logo, which no longer includes "35"—the previous age limit for membership eligibility.



Leah Preston
Director of Customer Support
TMM, Inc.
Florida, USA

"Maintaining excellent internal customer service and leading by example help to break down barriers."

When I was trying to decide on the career I wanted, I considered the advice of a university professor who counseled that there is no glass ceiling, and that one should search for a position that creates excitement in you every day. When I joined **TMM, Inc.** in 2004 as a move coordinator, I found that career in a fast-paced and dynamic industry, working for a young company serving members of our military. Two years later I was promoted to manager of customer support, and I was named director of customer support in 2009.

The on-the-job training I've had over the past eight years—particularly during my first summer (peak season) working in the industry—has been invaluable, and the learning never stops, thanks to programs offered at conferences, workshops, and symposiums hosted by UniGroup, SDDC, IAM, and the PPSOs.

Confronting problems head-on and in a respectful manner enables colleagues to be more adaptive and become less resistant to change. A leader must encourage participation and contribution by all employees and not be afraid to get her hands dirty. I believe that maintaining excellent internal customer service and leading by example help to break down barriers.

I have benefited greatly from the mentorship of my role models at TMM, President/Founder Matt Connell and CFO/COO Kent Stermon. While Matt has played a very significant part in my success in the industry, Kent has nurtured my success in a predominantly male arena. In addition, I had many female professors who generated excitement about being a female entering the business world. The value of inspiration, enthusiasm, passion, and knowledge can be learned from many in and out of the industry, and anyone's success stems from the association with many great people.

The not-so-glamorous moving and storage business described to me early in my career has delivered more than I expected from a professional standpoint. The industry has changed in many ways since then and women have made great strides in overcoming the obstacles we face. The industry requires commitment to the customer and human interaction; it is fast paced and challenging, which result in gratification at the end of the day. The ability to multitask, prioritize, and make tough decisions—coupled with a little thick skin once in a while—is a must. Starting at entry level and working my way up the ladder enabled me to become familiar the TMM organization and the business in which we participate. More than anything, I enjoy teaching others what I have learned over the past eight years, and it's really satisfying that the company grew an average of 40 percent through a down economy.

YP Sisters Assume Leadership at Portan, Colombia

It started 30 years ago when Luis Colmenares founded **Portan**. From the beginning, he always encouraged his daughters, Paula and Camila, to participate and get involved in the company.

When they were little, during vacations they came to “work” at the office with him, making photocopies, filing documents, and working all day long to earn their daily wages.

As the girls became adults their role in the company grew more active. They were invited to be part of the board of directors and got to know the employees during the holidays and special staff celebrations and gatherings.

After finishing high school they parted ways for a time. Paula decided to go to business school and kept Portan involved in many of her college activities and assignments, using the company as a source for business cases. After Paula earned her MBA in 2003, Luis invited her to come to work for Portan, where she has been ever since. As part of her training and preparation, she participated in an “internal internship program” for six months in the different areas of the company.

Paula encountered opposition from both male and female coworkers at first, even though—perhaps even because—she was the owner’s daughter and a woman among the packers. The key to overcoming this opposition, she says, was to respect and take into consideration people’s experience and knowhow and consider them as allies to enhance her training and business knowledge. It was also important to take interest in peoples’ personal lives, realities, and expectations, which created deeper and stronger relationships. Her permanent challenge as a second generation leader is to maintain and look after the company’s growth.

Paula earns recognition as a leader by inspiring the respect of her coworkers, something that has to be earned, not demanded. For her, the moving industry is a great field for professional women because it is very challenging and dynamic.

Her sister, Camila, went to dental school and became an orthodontist. In 2007 she joined the company and as she began to learn about the business, she found it interesting and challenging. Today, she intends to continue in Portan on a full-time basis.



Camila Colmenares (left), customer service, and Paula Colmenares, sales director, have taken over the family business founded by their father.

Like Paula, Camila discovered that her greatest hurdle in gaining acceptance as a woman has been dealing with the packers; all of Portan’s packers are men and being Latin, their “macho” thinking sometimes makes it difficult for them to accept instructions from a woman.

For Camila, moving is an exciting business, always changing and always demanding that you give your best, and that you be creative and trustworthy. Women, she says, enjoy greater opportunities in the industry nowadays. “I see a lot of women and I think they pay close attention to detail, which is a very important part of moving.” Being a woman in the industry has never been an issue for her, since almost 90 percent of Portan’s office staff are women. “We get along,” she says, “learn from each other, and also challenge each other in a good way.”





Angels Gallardo
International Director and
USA Managing Director
Inter S&R
New York, USA

“At Inter S&R, almost 70 percent of the office employees are women. The entire international department is staffed by women.”

My mother, Maria Dolores Martínez, founded **Inter S&R** in 1989 after working for more than 20 years in the moving industry. She went through different training programs to make sure she was ready to both take a leading role in such a male business and to manage a company profitably.

My mom recalls that she turned to other moving company owners when she started her own business and they would encourage her to try by herself. Some of them confessed over the years that they never thought she would stay in the market for more than a year. As her only daughter I have some big shoes to fill, but I have learned that there are advantages to being a woman in this industry.

At Inter S&R, almost 70 percent of the office employees are women. The entire international department is staffed by women, and I don't think I could ever have a better, more professional and effective team to work with. Of course, all of us have encountered some clients, agents, or even colleagues who considered themselves more professional or worthy of respect, but we have proved them wrong. On the contrary, we often receive many letters from our clients expressing appreciation for how our team members treated them during their move. Women empathize easily with families and the stress they go through before and during their moves. We are able to cope with the very specific needs of kids, elders, pets, and so on during the process, and women are not afraid of showing their emotional side.

Fortunately, nowadays business relationships are easier for women than they used to be when my mother and other women her age began moving into management. We generally are respected and highly valued by male colleagues, and only a few men cling to old and rusty notions about the “right” place for a woman, and sometimes it's the women who turn out to be the hardest to deal with.



Maria Dolores Martinez, founder of Inter S&R, and her daughter, Angels Gallardo



Nearly 70% of the office employees—and the entire international department—are women.



ALAN F. WOHLSTETTER SCHOLARSHIP UPDATE

The Alan F. Wohlstetter Scholarship Fund is the cornerstone of the IAM Scholastic Assistance Program, which is aimed at providing (at various annual giving levels) to the Alan F. Wohlstetter Scholarship Fund received during the last 12 months are as follows:

Platinum (\$5,000 or more)

AARE Logistics, LLC
Gridiron Forwarding Company, Inc.
Hyatt Regency, Denver
National Forwarding Co., Inc.
Royal Hawaiian Movers

Gold (\$2,500–\$4,999)

ABBA International
Daycos
DeWitt Transportation Services
of Guam
*Gateways International, Inc.
The Pasha Group

James Thompson Jr. (Crown Worldwide)
(in memory of James Thompson Sr.)
Wagler Integrated Logistics, LLC

Silver (\$1,000–\$2,499)

Approved Forwarders, Inc.
Arrowpack International
Atlas World Group International
BINL, Inc.
*Blonde International, Inc.
Cargo Express (Saipan) Inc.
Classic Forwarding, Inc.
Crystal Forwarding, Inc.
Deseret Forwarding International, Inc.
Executive Relocation International, Inc.

Interstate International
Interstate Van Lines, Inc.
Jet Forwarding, Inc.
Puget Sound International, Inc.
Stevens Forwarders, Inc.
Tri-Star Freight Systems
True North Relocation, LLC

Bronze (\$500–\$999)

“B” Transfer
Baltic Forwarding, Inc.
Cartwright International Van Lines
Rick and Judy Curry

In Kind or Other

M. Dyer & Sons, Inc.

*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. Make checks payable to Alan F. Wohlstetter Scholarship Fund.

Alan F. Wohlstetter Scholarship Fund

5904 Richmond Highway, Suite 404 • Alexandria, VA 22303

Phone: (703) 317-9950 • Fax: (703) 317-9960

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

Going to College?

Apply to IAM for tuition assistance anywhere in the world!



ALAN F.
WOHLSTETTER
Scholarship Fund

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

This year, the Alan F. Wohlstetter Scholarship Fund will celebrate its 10th anniversary by providing **TEN** 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 May 1, 2012.

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



CMMB's Powerhouses: Two Women Who Get the Job Done



Jackie Agner
 Director, Household Goods
 Puget Sound International
 Washington, USA

"Every day is different, every day is a new challenge."

When people ask how I wound up in the moving and storage business, I say, "Starvation and desperation." I needed a job and an opportunity was posted in the newspaper. I interviewed and got the job.

Back in the 1970s you didn't need a college degree to get hired. The only training I had was a semester of typing in high school. Prior to working in the moving and storage industry I was a flight attendant, worked for a carpet dealer, and in a pharmacy all through high school.

Fortunately, I've had mentors along the way—Charlie Hall, Doug Barnes, and Heino Preissler, just to name a few. But building my career wasn't always easy. I don't care who you are, at one time or other, male or female, you run into opposition. There have been a number of times that I clearly knew I was being tested and had to prove myself. But in the end, as J. C. Penney once said, "As each one of my difficulties was overcome, I grew stronger."

Today I am treated with respect, which I in turn reciprocate. Believe me, after 38 years in the industry I can pick out the bad apples and I do not work for any—nor do any work for me. We enjoy a teamwork environment without egos getting in the way.

What advice would I give other women who are considering the moving and storage industry as a career? Run—run as fast as you can!

Not really. I would tell them that they are in for a ride of their lifetime. Every day is different, every day is a new challenge. You will meet and work with some of the greatest people on Earth; you will learn the geography of our world. If you work with the military you will at times find yourself helping our service members, which makes you feel good. You will feel pressure when you have a shipment in jeopardy and feel relief when you resolve the problem. So much of what we do is time sensitive, so if you can't handle pressure this is not the industry for you. But if you can you will love it, and you will often feel rewarded by the end of the day.



Marilyn Sargent
 Owner
 Aloha International Moving Services, Inc.
 Hawaii, USA

"You know what they say: 'Behind every successful woman there is an astonished man.'"

More than 20 years ago I married Robert Beckett and the moving and storage industry. We felt the best life insurance policy was for both of us to be capable of running our multi-state enterprises in case something happened to one of us. Prior to joining the moving and storage industry, I had an international-oriented career. Our businesses allowed me to learn a new industry while maintaining an international focus, something I wanted to continue to do.

After receiving a graduate degree in business, I began my career working for an international forestry program, taking visiting international dignitaries on tours of forest product companies and writing several books on forestry in developing countries. Later I took a job assisting small businesses that wanted to become involved in exporting for the first time. From there I went to work for a Fortune 500 company that manufactured large trucks. While there I set up an agent distribution network in Canada, managed credit and collections, and then oversaw the staff that engineered approximately 12,000 new truck orders a year.

I enjoyed working with people from other countries. The best way to learn about your own country is to try to explain it to others. I also had a chance learn a lot about sales, marketing, management, and accounting. Having worked in the forest products and truck manufacturing industries, I find the moving and storage industry to be one with lots of opportunities for women. There may be some countries and areas that are still male-oriented, but compared to 20 years ago when I started in the industry, there are lots of women in the business today. I've also enjoyed the support of my husband, Bob Beckett, and Aloha International's managing director, Sharon Park.

As one of the owners of **Aloha International**, I am deeply indebted to all of the employees who had the patience and took the time to teach me each of the jobs in the businesses. Just watch out if I'm driving the forklift or trying to back up a truck! When you control a large book of business and you are always looking for reputable trading partners, people around the world are more than willing to deal with you regardless of your gender. (And it also helps to be the owner who signs people's paychecks.)

This is a great career! Anyone starting out should get as much education as possible. It's helpful to know something about

geography and world history. A background in business and accounting helps, as well as learning a foreign language. The best education of all comes from traveling abroad and getting to know people of other cultures. Today there are lots of women already involved in the industry and they don't have to feel like the lone fish swimming against the school. Moreover, our female customers feel a high degree of comfort in dealing with other women. This holds true for all facets of the move.

A lot of women I know in the industry are very personable, energetic, detail-oriented, and great communicators. They are often multilingual, well educated, and well traveled. They are smart, good at multi-tasking, and have amazing memories for names, faces and details. Companies without women on the staff would be pleasantly surprised at how they can increase their volume of business just by putting women in positions of leadership, particularly where they can deal with the customers.

In 2008, General Ann Dunwoody became the first woman in history to achieve the rank of a four-star general in the U. S. Army. "I never grew up in an environment where I even heard of the words 'glass ceiling,'" General Dunwoody said. "You could always be anything you wanted to be if you worked hard, and so I never felt constrained. I never felt like there were limitations on what I could do. There is no one more surprised than I—except, of course, my husband. You know what they say: 'Behind every successful woman there is an astonished man.'"

In some areas of the world, particularly developing countries, life can still be very difficult for women. The greatest obstacle women face every day is poverty and the greatest equalizer is education.

When I was a little girl, about the only careers women could expect to go into were nursing and teaching. I am very fortunate at this time to be a woman in business in the United States. Thirty years ago, attitudes toward American women in business were often based on perceptions others around the world had developed based on what they had seen in movies where sex sells—not exactly a positive role model for business.

Particularly with growth of the Internet and social media, the world is opening up to many people where geography was once a limiting factor. I think attitudes and opportunities are changing all over the

world. Life has lots of ups and downs, but if you do a good job of preparing yourself and being the best you can, there are great opportunities out there in this industry.

"If women didn't exist, all the money in the world would have no meaning."

—Aristotle Onassis

Meet Your New CMMB Representatives



Patrick White, CRP, SGMS
Chief Executive Officer, Asia
Santa Fe Group
Region 3—Eastern and Southeast Asia

Patrick White graduated from Seattle University in 1985 with a bachelor's degree in economics, with emphasis on computer science. He has more than 25 years of experience in the relocation industry, having lived and worked in the United States serving multinational corporations and as an expatriate in Asia for over 15 years.

White began his career in Asia in 1986 by joining Sino Santa Fe in Beijing, where he worked in business development. He was transferred to Santa Fe Hong Kong as Regional Sales & Marketing Manager in 1988 and was promoted to General Manager in 1990. He joined Sino Santa Fe's Board as a director in 1992 and became a director of Santa Fe in 1994.

In 1999 White returned to the United States to become managing director at AIREs, where he was responsible for developing the company's relocation activities. He has earned the Certified Relocation Specialist (CRP) and Senior Global Mobility Specialist (SGMS) accreditations from Worldwide Employee Relocation Council.

White is active in relocation industry associations, including Worldwide ERC, where he has served on the Global Relocation Summit Planning Committee in 2009 and is presently serving on the

Worldwide ERC Global Advisory Council and Worldwide ERC APAC Committee. In February 2012, he was also awarded the Meritorious Service Award by ERC.

As CEO for Asia, White is committed to ensuring the Santa Fe Group's customer-centric focus as the industry's premier service provider.



Patrick Le Merrer
Deminter International
Tunisia & Libya
Region 1—Africa

Patrick Le Merrer was born in Germany. After tumultuous school and university years and earning a business degree he joined Peugeot, the automobile manufacturer, in 1990. A month later he was sent to Libya on mission, and the day before he arrived the French Embassy was burned down.

He spent three years in Nigeria before rejoining the central administration and worked all through Europe with Peugeot subsidiaries to develop new software for spare parts management and participating in different missions in China. In 1988 he was posted in Algeria to supervise spare parts logistics, supply, and distribution.

In 1991 Le Merrer started in the moving industry, joining **Deminter International** in Tunis and taking over it in 1993. In 2008 he started new operations in Tripoli (Libya) with Deminter International Africa.

IAM Comments on Distribution of Personally Identifying Information (PII) by U.S. Customs and Border Protection (CBP)

For two years IAM has publicized how Customs and Border Protection (CBP) obtains and sells your clients' Personally Identifying Information (PII) to companies which, in turn, distribute this information over the Internet. Understandably, many household goods shippers are upset when they find their name and addresses freely available on the Internet due to obvious privacy and safety concerns. Although CBP provides shippers with the opportunity to request confidentiality before their PII is sold, it does not notify transferees of this practice; therefore, many of your clients are unaware until they "Google" their name after the move has been completed.

In February CBP published a request for comments concerning their information collection and distribution procedures. On behalf of IAM members and your customers, IAM has submitted a comment requesting CBP to review this specific process and amend it so that the PII of any shipper moving household goods is automatically veiled without having to request confidentiality. This would safeguard sensitive information from being published in the public domain. A copy of the comment can be found on the IAM website under the Industry News and Alerts Section.

Reminder: The regulation (19 CFR 103.31) that enables this data sharing also details how a person or a company may request confidential treatment for their shipments. IAM members and their clients can request confidentiality by completing the IAM Standard Form to Request Confidentiality, which can be found on the IAM website under the Industry News and Alerts Section. All IAM members and their clients can use this form to request confidentiality.

Questions regarding this issue should be directed to IAM Program Manager Brian Limperopulos, at brianl@iamovers.org.



INTERNATIONAL SHIPPERS ASSOCIATION



Serving the international household goods community through negotiated freight rates for all major trade lanes

When contacting vendors please identify yourself as an ISA member.

Commercial Shippers

USA Outbound Commercial HHG: FCL & LCL

**Mallory Alexander
International Logistics**
+1 (502) 327-7776
Contact: Theresa Walker
theresaw@mallorygroup.com

Direct Container Line / Vanguard Logistics
+1 (847) 238-5029
Contact: Lisa Reich
Lisa.reich@vanguardlogistics.com

S.E.A. Corp.
+ (704) 732-6063
Contact: Steven Leff or Sheena Kiser
rates@seacorpnc.com
bookings@seacorpnc.com

Government and Military Shippers

For U.S. Military or Government HHGs to/from the UK and North Europe

North Atlantic Services
+32 (0) 3 360 78 21
Contact: Patrick Vercauteren
patrickv@north-atlantic-services.com

Pasha International
+1 (415) 927-6439
Contact: Mike Connolly
Mike_Connolly@Pashanet.com

For U.S. Military or Government HHGs Port to Port to/from Pacific Rim

Pasha International
+1 (415) 927-6439
Contact: Mike Connolly
Mike_Connolly@Pashanet.com

• For membership information and an application, go to <http://www.isaship.org/membership.html> •

Develop a Competitive Advantage and Increase Your Margin

By Mike Cazalet, Chair, International Shippers Association

The Board of Directors of the **International Shippers Association (ISA)** developed a commercial service contract with several major NVOs during the past year. Many ISA members have yet to embrace the benefits of these commercial service agreements.

As of this writing approximately 15 of the 90 IAM Governing Members and 61 Core members who participate in ISA have taken advantage of the commercial contracts entered into with Mallory Alexander International Logistics, Sea Express America Corp., and Vanguard DCL in early 2011.

During Fiscal Year 2011, those 15 ISA members booked the equivalent of 350 TEU U.S. export shipments under the terms of the agreement with the participating agents. All members who participated generated commissions to the ISA averaging \$15 per TEU from which the ISA Board of Directors may determine a patronage dividend payment to those members for their support.

There are other benefits that have become more transparent and enable U.S. forwarders to ensure competitiveness and secure more bookings with shipper clients and accounts. Now

“My organization has saved substantial sums in ocean freight cost on U.S. import tonnage and third-country shipments through our direct booking processes.”

participants in ISA are able to book U.S. import and third-country shipments direct under the same service agreements, thus saving substantial sums versus using more traditional methods of handling U.S.-controlled tonnage with overseas agents.

Speaking from personal experience, I can assure you that my organization has saved substantial sums in ocean freight cost on U.S. import tonnage and third-country shipments through the direct booking processes with these NVOs. In so doing, we have dramatically increased our competitive advantage and secured more U.S. client bookings.

There are shipper associations based outside the United States that negotiate time volume contracts and empower those participating with cost containment and rebates to the exclusion of U.S. forwarders. In a time of rising costs and tighter margins, why would a U.S.-based ISA member not wish to take advantage of a program that focuses cost containment and increased margin capability on its own U.S. client-controlled bookings, regardless of where the shipment might be originating?

It is not my intent to incite debate on who should or shouldn't be controlling the booking of ocean freight and retaining some level of the margin on that booking. It is simply to point out that viable options and simple processes are now in place that enable ISA members to book U.S. exports as well as U.S. imports and third-country shipments. In taking advantage of this benefit with the ISA service partners your company derives a “world class” service, experiences enhanced cost containment through direct contractual agreements, and enjoys patronage dividends based on the level of the ISA member's participation.

It is important to understand that the service agreement mentioned above applies solely to the commercial trade. IAM has approximately 2,000 members (Governing, Core, and Supplier) today. It is a simple process to join ISA, as either a Core or Governing member, and take advantage of the program.

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

It is easy for an IAM member to take advantage of the ISA program by just paying ISA a \$250 initiation fee plus \$200 annual dues. Once a member, to qualify for booking/patronage dividend credits with the ISA Preferred Vendors, ISA members must, when booking each FCL or LCL shipment, contact the Commercial Vendors as indicated on the ISA website, **isaship.org**, and identify yourself as an ISA member.

Today, of the 90 Governing members, 88 are U.S.-based ISA members, some of which are involved only with the U.S. military and will not take advantage of the commercial agreements. Of the 61 Core members who deal only in commercial business, approximately 31 are U.S.-based forwarders, fewer than half of which are participating at some level in the ISA commercial contracts with the service providers.

As the newly elected chair of ISA, I am pleased to advise that my company, **New World International**, has 100 percent of its commercial tonnage exported from the United States booked under the ISA program. In addition, we are directly booking many of our foreign origin ocean shipments with the same service providers and finding incredible savings and cost containment, increasing our ability to be more competitive on U.S.-controlled client business that originates outside the United States.

The service agreement agents/partners share an added benefit with their overseas agent partners. The program is not just about U.S. exports, as many may believe. The program allows for all ISA members, regardless of base of operation, to utilize the current agents to arrange their own client-controlled business regardless of the origin packing location.

The ISA Board has implemented a viable partnership that brings added value and profitability to ISA members who utilize the service agreements. The more the ISA members participate, the greater the value and leverage they will generate in cost containment in future contract negotiations with the same providers.

I encourage you to speak with anyone on the ISA Board for more details about the program and to discuss how you, too, can become a member and begin taking advantage of the relationships we have established for the benefit of Association members.

For more information on ISA and a membership application, go online to www.isaship.org or contact an ISA Board member directly:

Mike Cazalet (Chair): MCazalet@nwvl.com

Han Helders (Vice Chair):

info@crystalinternational.com

Adam Hall (Secretary): adam.hall@covan.com

Mark Nash (Treasurer): mark@eurossa.us

David MacPherson (Member-at-Large):

david.macpherson@jkmoving.com

Arpin Group Completes \$2 Million “Green” Renovation of World Headquarters

Arpin Group, headquartered in West Warwick, Rhode Island, has completed a \$2 million yearlong renovation project this month to expand its U.S.-based world headquarters and transform it into a first-rate “green” facility.

The building, which is home to 121 Arpin Group employees, received many upgrades and improvements designed to make it environmentally friendly, enhance workflow efficiency, and increase workplace comfort.

The project has added 2,834 square feet to the building, including a new media room, an expanded lobby, and a new corridor connecting the office building and warehouse on two levels. Other enhancements include:

- Solar array, containing 912 solar modules, which provides 40 percent of the building’s electrical power.
- New roofing on the office building and warehouse with highly reflective membrane that reduces heat gain.
- New insulated solar reflective windows that prevent heat gain while letting in more natural daylight. Skylights are

also fitted with this special glass.

- New energy-efficient rooftop package HVAC units with full economizer function.
 - Radiant heating in new connector to minimize drafts between connected buildings.
 - Occupancy sensors to control lighting.
 - All new flooring made from “green” materials.
 - New furniture workstations made from recycled content.
- Significant upgrades to the communication architecture

include:

- IP convergence (voice, video and data).
- Increased Internet and site-to-site bandwidth.
- Updated Cisco Unified Communications Manager telephone system.
- Upgraded data center storage and software.
- Upgraded e-mail system.

The dedication of the new world headquarters was scheduled for April.

Notes on the SDDC Personal Property Forum

By Charles L White, IAM Director of Government & Military Relations

On March 8, the Surface Deployment & Distribution Command (SDDC) held its biannual Personal Property Forum (PPF) the day following the close of the SDDC Symposium. An overflow crowd comprising all of the major stakeholder groups involved in the Defense Personal Property Program (DP3) were in attendance. The group included representatives from SDDC, U.S. Transportation Command, all of the U.S. Military Services, numerous Personal Property Shipping Offices (PPSOs), most of the Military Claims Offices (MCOs), and all segments of the moving industry.

This forum is used by SDDC to engage with industry on the critical issues of the day, propose new initiatives, and allow all stakeholders an opportunity to discuss the current and future state of DP3. This particular meeting was also an opportunity for the stakeholders to discuss lessons learned from the 2011 peak moving season and how those lessons could be used to prepare for the 2012 Peak Season.

SDDC plans to use many of the techniques they employed to increase capacity during the 2011 Peak Season in 2012.

- The plan to allow unlimited refusals for shipments awarded during the Peak Season beginning May 15.
- They have eliminated the 70 percent rule for all of 2012 calendar year.
- They will continue to advocate for greater use of SIT at origin
- They will also advocate for greater and earlier use of Code 2 (crated domestic shipments)

All of these techniques were used with at least some degree of success during 2011. The hope is that with all of the stakeholders having had a year of experience using these peak season adjustments they will be used with even greater efficiency to help tap into all of the capacity available to handle DoD traffic.

A number of other possible initiatives were also discussed during the PPF:

- SDDC has indicated it is considering allowing Domestic TSPs to file separate Peak and Non-Peak Linehaul and SIT discounts as early as the 2013 rate filing. Currently Domestic TSPs file a single linehaul and SIT discount for the entire annual cycle. This new initiative would allow them to file separates rates for the Peak Season and Non-Peak Seasons but they would both be filed at the same time. This proposal does NOT allow for two separate rate filings during the annual cycle.
- SDDC also proposed the possibility of moving from an annual cycle with four Performance Periods to one with only two Performance Periods. Very few details were given, but SDDC indicated that this proposal was born out of feedback from industry which signaled that many were not satisfied with the current structure of the Distribution Methodology, and this was SDDC's latest proposal to try to deal with a modification of the current distribution structure.
- SDDC is also looking at altering the current Alaska rate structure. It appears there is strong consideration to move away from the current methodology to one that is "based on 400NG mileage (point to point) regardless of shipment route." Under this new proposal SDDC would remove the waterhaul tables currently in use and would base any fuel surcharge compensation on the linehaul charges regardless of the shipment routing.

Another critically important topic discussed during the meeting was the Joint Regionalization initiative, which is expected to be completed in 2016. Under this plan there will eventually be a total of only

seven Joint Personal Property Shipping Offices (JPPSOs) in the Continental U.S. (CONUS), one for Europe, one for Japan, one for Korea and one for Hawaii. There will be a few other smaller offices for other remote locations around the world. This plan consolidates the "back-office" functions that currently are supported by well over 100 offices around the world.

SDDC also discussed the following:

- The current troop reductions (draw-down) in Europe
- The fact that it looked like no open season would take place in 2012
- The Special Solicitation program will soon begin to move into DPS and the One-Time-Only (OTO) shipments will likely move into DPS in late 2013.
- Phase III of DP3 is taking another look at how to bring the Direct Procurement Method (DPM) into the next phase of the program. The new terminology for this next iteration of DPM is being termed DPM2. With the few details that were provided it is not envisioned to look much like the current DPM program.
- The industry has been put on notice that the Minimum Performance Score (MPS) will be used as a tool for the 2013 rate filing to filter out what SDDC consider "underperforming" Transportation Service Providers.

Finally, it appears that the PPF will no longer take place twice a year. SDDC announced that it will become an annual event that takes place only in concert with the SDDC Symposium. The agency will use other meetings like the SDDC Europe Workshop, SDDC Pacific Workshop, and the SDDC Traffic Management Workshop as vehicles to disseminate information and maintain an open dialogue with the industry.

Richardson Takes Command of SDDC

Maj. Gen. Thomas J. Richardson became the 18th commanding general of the Military Surface Deployment and Distribution Command on March 27 during a change of command ceremony at Scott Air Force Base, Illinois.

Maj. Gen. Kevin A. Leonard, outgoing commanding general, retired after 33 years of service.

The ceremony was co-hosted by Air Force Gen. William M. Fraser III, commander of U.S. Transportation Command, and Army Gen. Ann E. Dunwoody, commanding general of U.S. Army Materiel Command.

Richardson has served in a variety of command and staff positions during his 31-year career, most recently having returned from Iraq, where he was the J4 for U.S. Forces—Iraq.



Maj. Gen. Thomas J. Richardson

Don't you already have enough to worry about?



Receivable Protection Program

**The Receivable
Protection Program:
Enhanced
Financial Security for
Your Company**

You do your best to protect your company, and then the unexpected happens: Your partners or clients—your fellow IAM members—are having difficulty paying their bills and you're left holding the invoices. What do you do?

Now in its fourth year, IAM's Receivable Protection Program (RPP) safeguards companies like yours from IAM members in financial difficulty. Much like an insurance program, the RPP protects IAM members in their business dealings with other members. You need only join the program to be covered.

**File a Claim through the
Receivable Protection Program
to Recoup Lost Revenue**

As an RPP member, if you think another IAM member might declare bankruptcy or go out of business, you can file a claim through the program and receive reimbursement for unpaid commercial invoices.

Do you currently have an invoice dispute with a fellow IAM member? Contact IAM Programs Manager Brian Limperopulos at brianl@IAMovers.org to see if IAM can assist in recovering money owed from another IAM member.

**Enhanced Dispute Resolution Process...
Including Notification of Alleged Debtors**

IAM takes an active role in mediating and resolving payment issues between members, contacting the slow payer and negotiating a payment timeline. Through the RPP, IAM will also work with the slow payer if they too have outstanding invoices with IAM members. Only after mediation is exhausted, the slow payer is added to a list of alleged debtors.

As an RPP participant, each month you will receive a list of alleged debtors who have cases pending with the Association.

Stop the bad debt before it starts. Join RPP to receive the list of debtors and to use IAM's mediation services to solve your slow-pay problems. For added security, seek out other RPP members as business partners. RPP members are designated in the IAM Membership Directory with a special RPP logo.

For more information on the IAM Receivable Protection Program,
address specific questions to rpp@iamovers.org
To join RPP, visit the RPP website (www.iamovers.org/rpp.html) for an application.

Coming Up Next Time in
THE PORTAL

Reflections on Leadership

Effective leadership is a must for the success of any thriving organization. The July/August issue of *The Portal* will explore the things that make a great leader.

We'd like to get your perspective on this important topic. For example:

- Are leaders born, or made?
- What are the keys to building a person's talent for leadership?
- Were you mentored, and are you now mentoring others? What are you doing to nurture future leaders?
- What are the attributes of excellent leaders? What are the early signs you look for in sizing up potential?
- Is there a difference between a good manager and a good leader?
- Are there individuals in your life whom you looked up to during your career for the way they demonstrated leadership? Who are the most effective leaders you have known?
- Does the nature of effective leadership vary from industry to industry? Can a person who succeeds as a leader in one profession fail to live up to expectations in another by virtue of the same attributes?
- What steps have you taken to improve your leadership skills?

You may contribute to this issue either by preparing an article of your own or by simply responding to the bullet points above and adding your own thoughts about this issue.

NOTE: When e-mailing submissions, always include your name, company, job title, and contact information.

High-resolution photos are welcome (cellphone pictures often are too grainy for use in print).

Send your submission to

Joyce Dexter, joycedexter47@comcast.net

and

Janet Seely, janet.seely@iamovers.org

Deadline: May 18, 2012

Get an Early Start on Your *Portal* Submission

You will be among the first to know about the themes of upcoming issues of *The Portal* and have more time to provide a submission if you subscribe to the ePortal. It's easy and it's free! Request that you be added to our ePortal distribution list by e-mailing

<http://multibriefs.com/optin.php?iam>

Arpin Van Lines PrimeSource® System Simplifies Moving for Residential Customers

Arpin Van Lines is enhancing the residential customer moving experience by introducing a new paperless system that records digital images of customers' possessions before and after the move. The company said that now customers can expect even greater accountability for the condition of their possessions and can check the status of their shipment online.

Arpin PrimeSource® utilizes state-of-the-art tools to provide residential customers with accurate information about their move in a timely manner. For example:

- Embedded digital imagery of customers' possessions captures the condition of goods before and after the move.
- Clear and precise descriptions of customers' possessions being moved.

- Virtually paperless system with the ability to provide customers with printed information upon request.
 - Delivery of customers' possessions handled quickly and more accurately.
 - Ability to capture customers' signature electronically, saving time and the hassle of signing multiple pages of inventories and other shipment paperwork.
 - Ability to see, via secured access to the Internet, information about customers' possessions if shipment is stored.
- Arpin PrimeSource® is now being used by Arpin Prime Agents across the United States.

O'Neil Software Unveils RS-SQL®, Version 4.03 Upgrade

O'Neil Software recently announced its latest software upgrade, RS-SQL, Version 4.03.

"It's not the big that beats the small...it's the fast that beats the slow," said the company's executive vice president, Ian Thomas. "Even the largest record center cannot compete if it is slow to change with the times. And all too often, it is the very technology they rely on to improve efficiency that keeps them from moving at the speed of 21st century business."

RS-SQL® interface highlights

- **Digitech Systems PaperVision Imaging suite.** This function has been added to make it easier for RS-SQL users to work with other software providers. This storage method can be used only by record centers that are using the Digitech PaperVision product. It allows the record center to reference images that are stored on the PaperVision platform from within RS-SQL. These images can, in turn, be delivered to the customer via RSWeb®.NET.

This new feature enables integrated billing. It allows O'Neil to automatically and seamlessly capture and update billing information as it occurs, ensuring accuracy and faster processing. It also increases business efficiency and enhances customer service by automating document processing, resulting in significant cost savings by accelerating business processing time.

- **Image purge capability.** Image Purge helps reduce irrelevant material from a legal point of view; keeps business data relevant; and removes what is no longer needed or pertinent

to a company's business. Users now can remove images from an image record, while keeping the image record itself. Purging an image removes association to the image file from the RS-SQL image record and deletes the image file, if possible. However, RS-SQL retains all image data entry, activity and billing information.

Changes also have been made to the RSMobile® Prefix Command to provide flexibility. This feature now enables the scanning of barcodes of any length, adding a prefix, and padding them out with any character to a specified length. This is an asset during conversions, or for the initial intake of boxes that have existing barcodes from other record centers.

RSWeb®.NET interface highlights

- **A customized Terms and Conditions page.** This is particularly important for companies selling a product or service on their site because should something go wrong, it limits the company's liability and protects the firm if anyone mistakenly uses the information for the wrong purposes, or wants to hold a company liable for damages they've incurred by utilizing its site or its data.
- **Cloud Based Licensing (CBL).** This is the new and automated way to license users. With CBL, there is no longer a need to create and e-mail System Resolution Information files and then wait for a Systems Limit file to be e-mailed back. The new RS-SQL License Manager service, running on an Internet accessible computer, means licensing information can be sent directly to and from O'Neil via the cloud.

U.S. Bank Launches Payment Analytics Tool

In its first month in the marketplace, **U.S. Bank's** new payment analytics tool is earning high praise for its effectiveness in helping clients improve compliance and better manage their card programs.

The latest addition to the bank's electronic suite of products, U.S. Bank Payment Analytics gives card managers better control to enhance efficiency and boost cost savings in their card programs. Among many other features, the tool can electronically detect and mitigate questionable card spending, whether resulting from a lack of knowledge of corporate policy, such as purchasing from an unauthorized merchant, or from intentional misuse, such as splitting a purchase to avoid transaction limits.

Early adopters report noticeable improvements in their spending controls. Four out of five commercial card clients surveyed by U.S. Bank in 2010 cited concern about improper card usage as a barrier to growth in their card programs. About 54 percent said they audit their card programs manually, while the rest do a mix of manual and automation, but no one has the process fully automated. As a result, the respondents reported only about 20 percent of transactions actually being audited, on average. U.S. Bank Payment Analytics automatically audits 100 percent of transactions, removing the time, labor and errors associated with manual reviews.

"U.S. Bank Payment Analytics provides card managers the confidence to expand their card programs and coach their workforce on following organization policies," said Kurt Adams, executive vice president and head of U.S. Bank Corporate Payment Systems. "With this tool, payers need not be forced to choose between efficiency and security. They can have both."

The new tool is being offered to users of U.S. Bank's electronic payment solutions. For more information, access the Payment Analytics page of usbpayment.com.

A look at people and events shaping IAM member companies



Teresa Aguilar de Zúñiga

APPOINTMENTS

Group Mudanzas Mundiales in Costa Rica and Nicaragua have announced the appointment of **Teresa Aguilar de Zúñiga** as vice president. Zúñiga lived in Florence, Italy, for six years, where she studied languages and translation. She married Carlos José Zúñiga, president of the Group Mudanzas Mundiales, 23 years ago and she has been learning all the aspects of the businesses of the group ever since.

Now a key player in this company, she has contributed to improving the administrative areas by achieving a better efficiency in all the strategic units of the corporation.

MILESTONES



CMMB Region 7 Representative **George Cooper** recently announced the birth of a healthy baby boy. Inty Hakan Blum Cooper—whose name means “radiant sun” and derives from the Native Indians of South America near his mother’s home in Uruguay—was born on March 4.



Bishop’s Move Managing Director Al Bingle (left) and Ryan Squirrell, Reason Global account manager

Bishop’s Move, Reason Global Renew Partnership

Bishop’s Move, the UK’s largest family-owned removals company, has signed another exclusive three-year deal with specialist insurance broker **Reason Global**. The companies have enjoyed a successful working relationship since 2009 when Reason Global was appointed the sole insurance provider to the Bishop’s Move group.

The partnership will see Reason Global continue to implement its exhaustive staff training program on the sale of insurance, after previous training unlocked additional revenue for the company across both branch and area sites. There will also be collaboration with Bishop’s Move on claims reporting as the removals expert looks to reduce its claims costs and improve on risk management.



Chaivudhi Pungthong (holding flowers) is the new president of the Thai Packaging Association.

Boonma Thailand Elected President of TPA

Chaivudhi Pungthong, managing director of **Boonma Thailand**, was recently elected by the members to serve as the new president of the Thai Packaging Association (TPA) from 2012 to 2014. TPA was officially founded about 43 years ago by three men, Boonma Pungthong, Sujin Laosaengngam, and Siri Mattayomchan. In 1990, TPA was registered as an affiliate member of the Asian Packaging Federation and has played a significant role in the industry since then.

IAM Receives ANSI Recognition

IAM staff recently accepted a plaque commemorating its 50th Anniversary from the American National Standards Institute (ANSI), along with a letter from ANSI President and CEO Joe Bhatia congratulating IAM on this achievement.

As the voice of the U.S. standards and conformity assessment system, ANSI oversees the creation, promulgation, and use of thousands of norms and guidelines that directly impact businesses in nearly every sector including transportation of household goods and personal effects. ANSI is also actively engaged in accrediting programs that assess conformance to standards—including globally recognized cross-sector programs such as the ISO 9000 (quality) and ISO 14000 (environmental) management systems.

IAM has been active in standards development for several years, and became an Accredited Standards Developer (ASD) with ANSI in 2008. Subsequently, IAM spearheaded an initiative to develop a common electronic standard for the domestic and international household goods

transportation industry. In July 2010, the IAM electronic numeric code codification standard was approved as an American National Standard by ANSI. Since that time, IAM has engaged with the International Organization for Standardization (ISO) to submit the standard for ISO consideration and the Association hopes to gain approval as a global standard. This process is ongoing but we look forward to providing regular updates on our progress.

The IAM standard establishes operational rules and procedures for the development of electronic code inventory and manifest standards for moving and forwarding industry. Since it is an open and voluntary electronic standard, there are no vendor, software, or hardware restrictions, so it provides freedom of movement and choice for the customers of handheld readers, inventory software, and other related hardware and software.

If you or your company has an interest in standards development for the industry, please contact IAM Programs Manager



IAM Programs Manager Brian Limperopulos displays the ANSI plaque honoring IAM.

Brian Limperopulos, at brianl@iamovers.org.

EXPANSIONS



Pictured at the new offices in Qatar from left to right: Santa Fe Chief Executive Officer Lars Lykke Iversen, Santa Fe Qatar General Manager Ravi Rajamani, and Interdean Chief Executive Officer of Europe and the Middle East Dale Collins.

Santa Fe Group has announced the opening of its new Santa Fe Relocation Services office in Doha, Qatar. Kim Creutzburg is Managing Director—Middle East (UAE and Qatar).

Albert Moving Celebrates Texas Independence Day

On March 2 **Albert Moving** celebrated 176 years of Texas Independence with its fourth annual Chili Cook-Off. The day has grown to encompass several other notable Albert events, including a 100 Best Companies in Texas celebration, Employee Recognition Day festivities, and a short building dedication for Albert's second campus.

The Chili Cook-Off featured eight recipes prepared by some of the company's top cooks. Winners were selected by an independent panel of judges for Best Presentation, Best Name, Hottest Chili, and the coveted Judge's Choice Chili, which carries with it an automatic berth in the Wichita Falls Chili Cook-Off scheduled in September. Pat Dunn and her "9th Inning Chili" won the top honor as well as Best Presentation.

In addition to the Chili Cook-Off, the company formally celebrated its second consecutive year on the 100 Best Companies to Work for in Texas list with a special edible presentation mirroring the "100 Best" logo design. Employees enjoyed cupcakes baked and decorated by Lead Move Coordinator Katie Ford.

"Today's festivities remind me of the fact that our people are what make our company so successful. I'm really proud to be part of such a special team," remarked Jason Turner, president of the company.

The day's celebration ended with a formal dedication of the newly occupied Albert Moving campus on Hatton Road. Albert's local moving and storage business, as well as Albert Records Management, will continue to conduct business at the company's property on Barnett Road.

MOVERS DOING GOOD



From left: Paul Fox, Fox Moving and Storage; Steve Fanning, Britannia; Stuart Knights, Doree Bonner; Simon Kirby, Senior Project Manager, Agility GRMS; Simon Osborne, Momentous; Tania Munro, BLESMA; Chris Marshall, Bishop's Move; Anne Bradley, Project Director, Agility GRMS; Richard Crowther, EuroUSA; Ian Nicholson, White and Co.; Pat Carter, Armishaws

Agility Aids Britain's War Wounded

A year after **Agility GRMS** won a contract to manage worldwide moves for the A.U.K.'s Ministry of Defence, the company and its suppliers are raising funds for amputees served by BLESMA, the British Limbless Ex Service Men's Association, the national charity for current and former military personnel and their dependents. BLESMA members range from 19 to 99 years old

Simon Kirby, senior project manager at Agility's Global Removals Management Services division in Reading, said the company became keenly aware of the effects of the conflict in the Middle East through its work with the ministry.

Agility works with soldiers returning from war zones, many of them injured and facing traumatic changes, said Kirby, and the company felt it was an opportune time to give back to the armed forces. The team is passionate and committed to those service members and the company's relationship with BLESMA parallels its mission to deliver efficient, professional services to them.

HONORS AND AWARDS

Interstate Van Lines received the prestigious NDTA Quality Award for 2011 for its innovations and overall commitment to the satisfaction of military clients. Interstate accepted the award at the SDDC's annual conference in Denver on March 7. It is the only van line to ever win the Quality Award. This marks the company's 11th overall win, and ninth consecutive win—an unprecedented distinction, according to **John D. Morrisette**, president.

“Interstate works hard to ensure the highest quality service for our military customers,” said **Connie Constable**, director of military affairs for Interstate Van Lines. “Through our ICARE program, we constantly solicit feedback from our customers to help us fine tune our process and solve the challenges faced by our military clientele.”

ICARE stands for Interstate Carrier and Agent Review and Evaluation. Interstate was nominated based upon outstanding quality service, and then selected from a highly competitive group of DoD-approved transportation providers for all modes and services, including air freight, delivery services, logistics, ocean ports, personal travel, and household goods transportation.

The Beautiful Game in Beautiful Curaçao

By Boris Populoh, Sr. Vice President, Willis Relocation Risk Group

No one is really sure where the phrase “The Beautiful Game” came from, but it has become synonymous with the game of football (the football you play with your feet, not your hands), played and cheered by millions around the world.

The clash of national teams on the world stage is a spectacle that is enjoyed the world over and winning “The Cup” is the ultimate goal and dream for players and fans alike.

While the recently contested inaugural match for the Willis Latin American & Caribbean Cup at the LACMA Conference is not quite on the same level, the competition to win it was no less fierce.

The setting for matches was the beaches and crystal blue waters of the Caribbean Island of Curaçao. Six teams of four players with team names like Spain, Brazil, Ciperinia, and America provided a hint of the truly global competition that was about to take place.

The teams competed hard and fair on the sandy pitch, with an eye on the cup. LACMA members from Europe, North America, the Caribbean, and Latin America provided an exhibition of determination and skill that lasted for more than two hours. After everything was said and done, team America prevailed. However, the victory was misleading, as team America did not have one American on the roster. Nonetheless, the spirit of competition was evident and all participants had a great time. The winning team members will engrave their names on the trophy, which will be up



Winning team members: Robson Granero, Ginter Removals & Relocation (Brazil); Mario Henriques, Atlantic International Movers (Brazil); Philippe Rodrigues, MS Move Management (Switzerland); and Edwin Obando, Winmovers (Costa Rica), with Boris Populoh (right) of Willis Relocation Risk Group

for grabs again next year at the 2013 LACMA Annual Conference in Ecuador.

The Willis Relocation Risk Group enjoyed sponsoring this event so much that we thought it would be a great idea to get together with our friends at IAM to create a little inter-hemispheric competition. Therefore, the Willis North American Cup will be contested at the upcoming IAM fall meeting to be held at the National Harbor from October 10-13, 2012.

For more information on the match, please contact Brian Limperopulos at BrianL@iamovers.org.



The Cup



Soccer players at the LACMA Conference break for a photo op

IN MEMORIAM

Terry K. Bell



Terry K. Bell, an industry veteran who was active in several organizations throughout his career, died on April 1 in Lawton, Oklahoma, at age 77.

Born in 1935 in Wichita Falls, Texas, Mr. Bell attended high school in Lawton, where he went to work in 1954 for his father, Cyrus O. Bell, at Bell Transfer & Storage. He married Julia Fullerton in 1973. She preceded him in death in 2008. He later married Janice Drewry in 2010.

Mr. Bell established Affiliated Van Lines, Inc. in 1973 and sold it in 2010. He was very active in the moving and storage business. He belonged to the Independent Movers Roundtable, American Moving & Storage Association, Southwest Moving & Storage Association, Household Goods Forwarders Association (now IAM), Oklahoma Truck Association, UniGroup President's Club, and California Moving & Storage Association. He established Trifecta, Ltd. in 1994 to handle vehicle and property leasing and continued to operate the company until his death. He was a stockholder in United Van Lines, Inc. for 10 years.

He also was a prominent figure in the quarter horse industry, from breeding to racing, and served on the board of the American Quarter Horse Association (AQHA) and the Oklahoma Quarter Horse Racing Association (OQHRA).

Memorial contributions may be made to the American Cancer Society, 1320 NW Homestead Drive, Suite D, Lawton, OK 73505.



Indonesian Embassy official Hariyadi Supardi and his wife, Muryanti Rahmah

Boonma Thailand Impresses Indonesian Diplomat

Mr. Hariyadi Supardi until recently was posted to Thailand to work for the Embassy of the Republic of Indonesia as the First Secretary. He and his wife, Muryanti Rahmah, had been living in Thailand for four years and were sorry when it was time to move back. The family has fallen in love with Thai people, culture, and food. **Boonma** was selected and authorized to manage his shipment of personal effects and household goods from Bangkok to Jakarta. The family was very satisfied with Boonma's team and sent a letter of appreciation to Tiddy S. Teerawit, Boonma's executive director: "Dear Tiddy, We truly thank you for your excellent service. Everything went on smoothly and blameless. The shipment was delivered at the right time. I'm now quite busy with my new work here. Once again, thank you very much. Mr. Hariyadi Supardi."

Hertz Awards Annual Contract to Boonma

Boonma Thailand has signed an exclusive annual contract 2012 with Hertz Rent A Car. Under the license of Paragon Car Rental Co. Ltd, Hertz Thailand is among the top three car rental companies, providing services in central business districts and key tourism centers throughout Thailand.

Ms. S. Narinya (center), assistant marketing manager of Boonma, with Hertz staff



Pacific Link: Taking the Long View

By Joyce Dexter, Portal Editor

Pacific Link International Ltd.

President **Charlie Homma** and two partners did a risky thing in 2001. Even though the Japanese economy was less stable than before, they decided to establish their own moving company. After a sometimes challenging three years, Pacific Link emerged stronger and looking ahead toward a promising future.

Now a decade old, with a 12,900-square-foot bonded warehouse next door to another 12,900-square-foot air-conditioned warehouse, and 14 trucks, Pacific Link continues to operate by consensus among its three directors, a formula that has worked well. Its 13 office staff and 20 operations employees all share the same philosophy. “Our employees are diligent and hardworking, and enjoy a cooperative rather than a competitive relationship,” Homma said during an interview with *The Portal* at the 2011 IAM Annual Meeting in Denver. “Our mission is to satisfy our customers.”

Still a relatively small company, the Yokohama-based firm is committed to ensure that its destination services are as reliable as its origin and packing services. To that end, Pacific Link and its partners established a program called International Moving Support (IMS), whereby worksite operations are of consistently high quality and a broad range of services are offered at a reasonable price. In Japan, Homma explained, too many companies are primarily interested in making the sale, and follow-through is given less attention.

At Pacific Link, training is one-on-one, said Senior Director **Nancy Tsukada**, who also attended the gathering in Denver. Experienced employees are assigned to train new hires. To ensure that the training results in satisfied customers, she added, “we use a feedback form that clients can e-mail to us.”

Homma himself has learned the business over 30 years in the industry. In 1981 he began 13 years working an export-import administrator at Jeuro-Pak (now known as Yokohama System Mover). From there he went to Allied



Charlie Homma (right) and Nancy Tsukada (second from right) with office staff

Pickfords Japan, where he directed sales and operations for seven years. Founding Pacific Link International was a natural progression in his career, the realization of a dream.

Establishing contact and developing relationships with a variety of clients are what Homma enjoys most about his work. “The cargo we typically deal with differs from commercial goods,” he explained, “but there is always an owner of the shipment. The owners are people from every country in the world, and have various occupations, positions, characters, cultures, and languages. The relationship may be between the client and the contractor, but fundamentally it is between individuals and is based on trust. Although we encounter a difficult situation occasionally, I like working with all different kinds of people.” Even when things don’t go perfectly, Homma believes that addressing dissatisfaction and making up for any inconvenience will result in repeat business.

Damage from the tragic March 11 earthquake and tsunami that killed

thousands of people north of Tokyo did not extend to Pacific Link’s facility in Yokohama, although he experienced what he called “the biggest shake of my life.” But when foreigners were evacuated in the wake of the nuclear plant meltdown in Fukushima Prefecture, overseas moving companies found themselves much busier this year than usual. In the affected areas, damage was significant, but Homma is confident in Japan’s ultimate revival and renewal.

Pacific Link, the designated overseas moving company for the Japanese Ministry of Foreign Affairs, specializes in international moving, counting among its customers corporations, diplomats, and—to a lesser extent—private individuals, and along the way a more unusual client. One who stands out in Homma’s memory was a Kabuki performer who toured China. He engaged Pacific Link to handle his goods—including props and elaborate costumes—to several cities around the country. When the show must go on, a performer needs to know his trunks and

equipment will be waiting for him at the right time and the right place.

According to Homma, the yen is strong and Japanese companies therefore are finding it profitable to go overseas. Japanese manufacturers in particular, he said, are looking for locations in Korea, Viet Nam, and the BRICs countries (Brazil, Russia, India, and China). Although Homma does not anticipate company expansions in the short term, he will continue to focus on three goals:

- To ensure that clients are satisfied with the service they receive.
- To provide an environment where employees are happy and enjoy their work.
- To ensure that all employees are able to share in the company's success.

Although Homma has no relatives in the moving industry, the employees and fellow IAM members with whom he works constitute a virtual family extending around the world. "One of my important purposes in attending the IAM convention every year is to see my 'family,'" he said. He is also active in the Japan International Movers Association (JIMA) and became director of the group in January 2011. JIMA, which exhibits at the IAM Annual Meeting, is committed to preserving the environment and for two successive years has presented a check to Carbonfund.org to help reduce its delegates' carbon footprint.

Homma began attending IAM meetings in 2004 and discovered that he was among hundreds of other movers, just like him, who wanted to find a good agent as well as establish and maintain relationships. "It is very good for our company," he said, "and I would like to come every year."

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Budget Pressures and the DP3 Program

At this time many analysts are trying to discern where the cuts will fall under President Obama's first full budget since the enactment of the Budget Control Act. Among the agencies where cuts bring particular concern is the Department of Defense (DoD). The President's proposal calls for a reduction of \$525 billion in DoD's base budget, the first proposed reduction in Defense spending in memory. We can expect significant political posturing on a sensitive issue made even more sensitive in an election year. For the IAM membership, the question is attempting to gauge the implications in the Defense Personal Property Program (DP3) and the likely scenarios to follow.

At the moment most of the cuts are projected to be in procurement and research-and-development accounts. Compared to the relative cuts in all other government programs, the Defense cuts are generally seen as minor adjustments that are driven by the current fiscal crisis. But the emphasis on finding additional savings through outsourcing is a serious consideration that could have dramatic implications for the DP3.

Many members of the House and Senate Budget Committees have expressed concerns that the budget proposal contains dubious assumptions. And the Center for Strategic and Budgetary Assessments has stated that about \$60 billion, or one-fourth of the cuts, are expected to come from phantom "efficiencies" that are unlikely to materialize.

As a result of this drive to find budget savings, IAM is paying particular attention to the Business Case Analysis (BCA) that the DoD developed to assess the

merits of outsourcing the DP3 program. The BCA is being overseen by a private sector consulting firm that will report back to the Secretary of Defense regarding an assessment of the program, including the value of outsourcing the program. There is a temptation to easily count "on-paper" savings in a complex program without an understanding as to how the DP3 program has evolved. As you no doubt are aware, the DP3 has been the subject of incremental improvements as a result of lessons learned through a series of pilot programs since the mid 1990s.

But consider the pressures on DoD to find savings however and wherever it can. According to the Budget Control Act (BCA), Congress must identify \$1.2 trillion in spending cuts in the budget or there would be automatic cuts across all federal agencies. While the President's budget calls for a reduction in the DoD's base budget, the automatic, "across-the-board" cuts that would come through the sequestering of funds would cut another \$52 billion a year for the next 10 years. There are significant consequences in the DoD budget should Congress and the DoD be unable to develop one with more cuts. That is the pressure the BCA is facing.

Those of us who participated in or lived through some of the DP3 pilot programs over the years remember the outcomes of some of those initiatives. While all these pilot programs were billed as initiatives to achieve budget savings, few actually did. In fact, some of the service branches terminated their participation in the middle of some of the pilot programs when they realized that the outsourced program was costing more than the one it

replaced. Part of the reason IAM has been meeting with the BCA and with representatives on Capitol Hill has been to urge them to move cautiously before any major changes to the DP3 program are made.

The outsourcing of programs like the DP3 program has been tried numerous times over the years—often with less than satisfactory results. For example, the House Defense Appropriations Committee was so concerned about the results of outsourcing in the 106th Congress that it issued the following warning in its committee report as part of the Defense Authorization bill that year:

"Furthermore, the final report of the House Appropriations Committee (H.Rept. 106-244) expressed strong reservations as to whether outsourcing and privatization initiatives would yield the kinds of savings projected by DoD. The Committee harbors serious concerns about the current DoD outsourcing and privatization effort. While the Committee recognizes the need to reduce DoD infrastructure costs, the cost savings benefits from the current outsourcing and privatization effort are, at best, debatable. Despite end-strength savings, there is no clear evidence that this effort is reducing the cost of support functions within DoD with high cost contractors simply replacing government employees."

Thus, the DoD tried to rescind some of the outsourcing of programs dealing with financial management and oversight. It is with this hindsight that we remain concerned about efforts to outsource the DP3 without appropriate review, consultation, and debate. This will be a major issue for IAM to consider in the coming months.

Obama FOIA Efforts Earn Mixed Grades

By Charles S. Clark

Many federal agencies have failed to track basic information in response to Freedom of Information Act requests, according to a House Oversight and Government Reform Committee study released recently.

A separate, rosier study from nonprofit OMBWatch noted FOIA progress compared to previous years.

The congressional evaluation based on 180 requests for FOIA logs at 17 Cabinet-level departments and smaller agencies resulted in an overall grade of C-minus, the committee said.

“A number of agencies demonstrated that they are able to track basic information about requests, while others either would not or could not provide such information as requested,” said panel Chairman Darrell Issa, R-Calif. He called the report’s conclusion “troubling and necessitates greater scrutiny.”

The departments that received the most FOIA requests—Homeland Security, Defense, and Justice—were missing critical information from their FOIA tracking logs, the study found. Justice, for example, provided information for only three of its 40 components that handle requests.

The departments that demonstrated the most complete log information were Education, Energy, Labor and Transportation.

Nearly half the logs were deemed insufficient, though some contained additional helpful information, the congressional report said. But too many were “vague, missing information and lacking uniformity.”

The more positive evaluation was released Wednesday by OMBWatch, which concluded that the Obama administration “has continued to make progress” in responding to FOIA requests efficiently. Agencies processed more in fiscal 2011, a rise of 6 percent, than in either of the previous two years since President Obama announced his government openness initiative, it said.

The numbers of discretionary exemptions (under each agency’s rules) and denials decreased, the watchdog said approvingly.

“After the Bush administration wrought havoc on the FOIA system, the Obama administration is still rebuilding,” said Sean Moulton, OMBWatch’s director of federal information policy. “We’re glad to see generally increased openness, but more work needs to be done to usher in the type of government openness and transparency that the American people want and deserve.”

But OMBWatch also found weaknesses and agencies struggling. Due to a surge in requests, the overall FOIA backlog grew by 19 percent, its study said. And the number of exemptions that are required because of other federal laws rose a noteworthy 64 percent, it noted.

The Justice Department recently marked the first-year anniversary of its website **FOIA.gov**, which contains Freedom of Information Act data for all agencies.

SOURCE: *Government Executive Magazine*

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Associations (NCMA)
Chicago, Illinois, USA

June 21–22, 2012

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August 23–25, 2012

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Association
20th Anniversary Conference
Queenstown, New Zealand

September 28–30, 2012

FEDEMAC General Assembly
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October 7–9, 2012

PAIMA Annual Convention
National Harbor, Maryland
(Washington, DC)

October 10–13, 2012

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

October 28–November 1, 2012

SDDC Pacific Workshop
Honolulu (Waikiki), Hawaii

October 7–10, 2013

IAM 51st Annual Meeting
Vancouver, BC, Canada

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Leadership—What Makes a
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September/October 2012

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November/December 2012

Annual Meeting Recap