

THE PORTAL

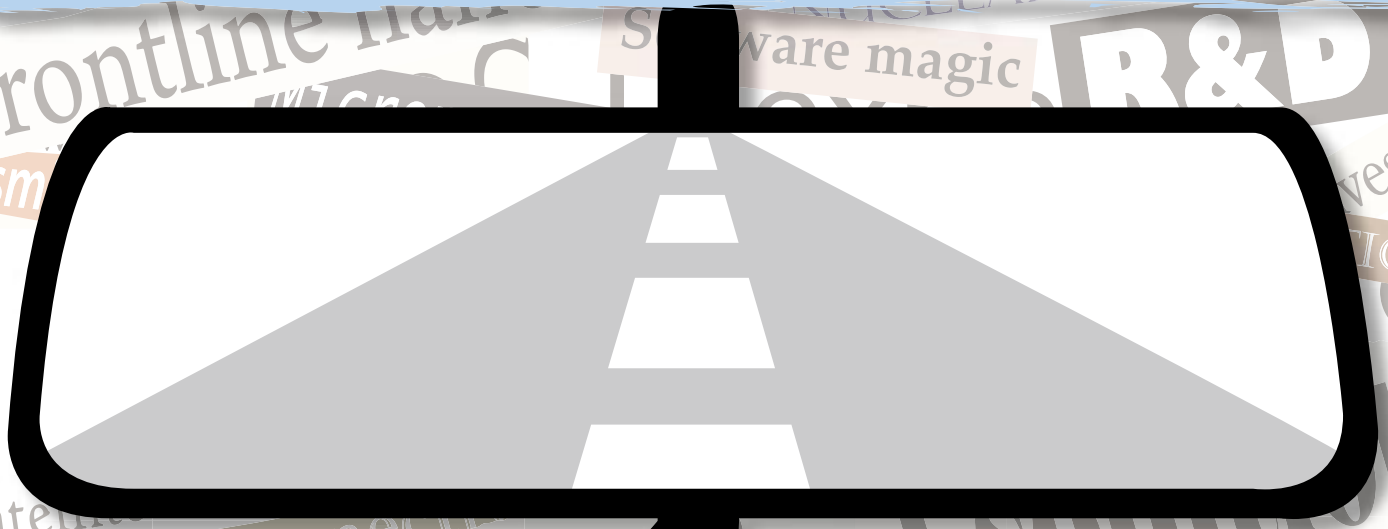
VOLUME XLV

The Journal of the International Association of Movers



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March/April 2013



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Passion
Value Experience
Risk-taking

Innovation
Energy



A New Generation in the Driver's Seat

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THE PORTAL • March/April 2013 • Volume XLV

3 HEADLINES / Terry R. Head
The Best of Both Worlds

FEATURES

4 PORTAL FOCUS

- 4 A New Generation in the Driver's Seat / Joyce Dexter
Featured Young Leaders: Nate Edwards (5) • Jonathan Lacayo, Erick Lacayo, Michael Lacayo, and Jason Lacayo (6) • Amit Thakker (7) • Purveen Shah (7) • Josh Morales (8) • Paula Colmenares (8) • Nikhil Ohri (9) • Sheena Kiser (10) • Zach Williams (11) • Angels Gallardo (11) • Christina Chrisovergis (12) • Fahad Uz-Zaman (12) • Alvaro Stein (13) • Aakanksha Bhargava (13) • Lakelan Fennell (14) • Amy Nilson (15) • Albert Perianayagam (16)

PORTAL PROFILES

- 17 Matt Connell's "Cool Dynamic"—A Formula for Success / Joyce Dexter
18 In the Driver's Seat: Fourth Generation Takes Over at National Van Lines
- 20 IAM Young Professionals (IAM-YP)
20 Study: Vast Majority of Gen Y Employees Expect to Work Abroad in Future
22 Alan F. Wohlstetter Scholarship Fund Update
- 24 Security
- 26 Maritime/Ocean Shipping
- 27 IAM Launches the IAM Logistics Network / Terry R. Head
- 28 Business & the Economy
- 31 Military/Government Update
Sequestration, 2013 Peak Season, and Qualifications/Open Season / Charles L. White
- 33 Air Cargo/Air Travel
- 34 Going Green
- 35 TechNotes
- 37 Executive Suite
- 55 Washington Update / Jim Wise, PACE, LLP Government Relations



DEPARTMENTS

- | | |
|------------------------|-----------------------|
| 39 Industry News | 57 Portal Advertising |
| 48 Welcome New Members | 58 Advertisers Index |
| 50 RPP Members | 58 Industry Calendar |

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The Best of Both Worlds



TERRY R. HEAD
IAM President

I had one of those “Aha!” moments while reviewing the member submissions for this issue of *The Portal*. You’ve probably had those moments, too, when something becomes clear or crystallizes your thinking.

Sometimes the “Aha!” experiences comes as a sudden revelation, but often it something you may have known all along yet just recognized the impact or effect it has—such as the relationship between this industry and IAM.

As you can probably guess from the magazine’s cover, this issue turns a spotlight on a number of the younger up-and-coming leaders in the moving and relocation industries. We solicited profiles from individuals under 40 years of age who have taken on leadership roles or ascended within their companies to become company principals. In several cases, these IAM members actually started and have grown their companies from the ground up.

In many industries, there is a constant ebb and flow, an evolution reflecting the participation of people of all ages and levels of experience—in other words, a mixture of old and new. Often the generations are not informed by the same life experiences, viewpoints, or business philosophies—generational differences that may also be shaped by economics, geography, political outlook.

It’s pretty well documented that the “Millennials” (also known as Generation X) possess unique viewpoints that contrast with those of more “seasoned” generations. It’s common knowledge that the younger generation has its own priorities when it comes to issues like work-life balance, flexible hours, and the necessity of changing employers for career advancement. We also know the younger generation take technology as a given—for them, it’s no longer so much an innovation. It’s always been in their lives; not so much for us older folks.

But here was my “Aha!”

As I read through the profiles it was clear that that these younger IAM members embrace many of the same beliefs and traits as their more senior counterparts. In these pages, for example, you’ll see some familiar concepts: Don’t fear failure; success is not predetermined; to be successful you must perform as if you ARE the company, regardless of your title or responsibilities. To be a great manager or leader in this industry you have to recognize and play on the strengths of your team, as well as develop a cross-cultural skill set. What’s striking to me is that these younger individuals all believe you must love what you do and have a passion for doing it to the best of your ability.

You’ve probably guessed it—my “Aha!” was the realization that these same beliefs and philosophies have been expressed and lived by IAM members for decades. I now realize that the strength of our community and this industry is that we possess the best of both worlds.

Experienced generations who built their careers and companies by honest hard work, all the while earning each other’s trust and respect, are now standing shoulder-to-shoulder with a younger generation who shares virtually all the same beliefs, but who also bring with them a depth of technological knowledge that will be essential to our common growth and prosperity.

I am extremely proud that this Association recognizes, embraces, and is eager to leverage its younger talent. More important, we have much to learn from them. It is by our willingness to learn from each other that we will continue to move forward together as an industry and as an Association.

A New Generation in the Driver's Seat

By Joyce Dexter

When the Association launched its Young Professionals organization in 2000, it was with an eye toward the future. Youth has not always been an advantage for those who yearn to hold the keys to the corner window office at their companies. Their major assets have always included passion and a capacity to learn and gain experience that would prime them for a successful career, but today those attributes include an affinity for technology and an adventurous spirit. Those qualities encourage growth, exploration, and a willingness to take risks.

That less conservative approach to enterprise is not always for the faint of heart. It is only when actions are informed not only by a good education but by diligent weighing of factors that affect the business, leveraging the expertise of one's elders, and a collaboration among colleagues who share the same goal that risks become more informed and reasonable and contribute to a favorable outcome.

Today's young professionals appear to understand these principles. They are eager to learn from the experience of their peers as well as industry veterans; they exchange ideas as readily as they swap business cards; and they seem instinctively to understand how to harness the power of technology to their advantage.

There's a well-worn adage that has been nailed to the wall of many offices over the years: "Sorry—the elevator to success isn't working. You'll have to take the stairs." In this issue of *The Portal*, we introduce you to some remarkable individuals who have "taken the stairs" to earn management and leadership credentials before their 40th birthday. Their stories will surely be of interest to anyone who understands that this generation has much to offer to grow a healthy industry.

As IAM-YP and other like groups continue to develop, there surely will be increasing opportunities to share and to connect, thanks to programs conceived to nurture young talent preparing to take their place in the driver's seat. The growth and active participation of IAM's Young Professionals has been gratifying and bodes well for the industry's future.

Young Leaders Featured in This Issue

***Aakanksha Bhargava**

PM Relocations Pvt. Ltd.
Haryana, India

Christina Chrisovergis

Celebrity International Movers, S.A.
Athens, Greece

***Paula Colmenares**

Portan
Bogotá, Colombia

***Nate Edwards**

Starline Overseas Moving
Edmonton, ALT, Canada

***Lakelan Fennell**

Nilson Van & Storage
Columbia, South Carolina USA

***Angels Gallardo**

Inter S&R
Barcelona, Spain and
New York, New York USA

***Sheena Kiser**

S.E.A. Corp.
Lincolnton, North Carolina, USA

Erick Lacayo

Jason Lacayo

Jonathan Lacayo

Michael Lacayo

Transworld
Rio de Janeiro and São Paulo, Brazil

***Josh Morales**

Ocean Star International and
International Van Lines, Inc.
Coral Springs, Florida

***Amy Nilson**

Nilson Van & Storage
Columbia, South Carolina USA

***Nikhil Ohri**

Packways India
Mumbai, India

***Albert Perianayagam**

Felix Relocations
Selangor, Malaysia

Purveen Shah

SFL Worldwide
Farmer's Branch, Texas USA

***Alvaro Stein**

Decapack
Santiago, Chile

Amit Thakker

21st Century Relocations
Mumbai, India

Fahad Uz-Zaman

Galaxy Forwarders
Islamabad, Pakistan

Zach Williams

Williams Moving & Storage
Vancouver, BC, Canada

PROFILES:

Tim Helenthal

National Van Lines

***Matt Connell**

Total Military Management (TMM)

*IAM-YP member.



To learn more about IAM's Young Professionals group or to access a membership application, visit

www.IAM-YP.org



Nate Edwards

Vice President
Starline Overseas Moving
Calgary & Edmonton,
Alberta, Canada

"Deliver results and the rewards will follow."

Like many of my peers, I gained hands-on knowledge of the moving business through sweat equity. Between high school and college, I had the flexibility of working the summers, evenings, and weekends for beer money while my friends were flipping burgers for minimum wage. Fast-forward three years, when I assumed my first office role in operations. No amount of school or training can prepare anyone for that first summer in ops.

Fortunately, circumstances allowed me to move into various sales roles within our group, which included international. This was it. Not only was I good at international sales, I was great at it—this was my destiny. After a successful few years yet another door opened: management. In 2009, I learned very quickly that I must deliver results and the only way I could do it was through the team. I'm not going to try to convince anyone I knew what I was doing. I had a great team by my side, the trust of the shareholders, an understanding wife, and a senior team in HQ that gave me all of the support I needed. In late 2011, I earned a seat at the senior table as vice president for **Starline Overseas Moving** and the **Highstar Group of Companies**.

Today, I oversee a sales and administration staff of six. Indirectly, I along with others on our team are responsible for all 150-plus members of our staff. Our company is broken out into "business units" whereby each manager is responsible for the training, development, and accountability of their staff. In our organization, it is all about alignment. From the senior management team to the newest member of warehouse personnel, all business units work in unison to achieve a common, predetermined goal.

Regardless of age or one's role within our company, we must help each other to be great. The more great talent we have on our team, the more the company will accomplish. Call it strategic, call it luck, or perhaps even a little of both—our company is filled with great and ambitious talent of all ages. Never forget: Adequate performers = adequate results or no results at all.

This generation of young leaders has many great characteristics. We are technology experts, we are not afraid to fail, and we carry a certain level of confidence and charisma you don't always see in a boardroom. This is a very exciting time to be a

young professional in this industry. There are not many young people who spend their nights dreaming about working in the relocation business, which we can all agree is not as glamorous as becoming a hedge fund manager, an award-winning surgeon, or a key player in the tech industry. I view this—and I assume this is the case with my peers—as a huge opportunity. In fact, we are outright blessed, as we don't have nearly the limitations set by predecessors in other industries.

Succession happens in every company, every minute of every day, and companies should leverage their younger talent in order to adapt to the changes and challenges that lie ahead. As companies grow older, staff starts to transition and retire. The same goes for the companies with which you are trying to secure a contract. For example, take a closer look at the new decision-makers from that prestigious new account you are trying to sign—chances are someone in your company went to school with them and they are friends on Facebook.

The most relevant piece of advice I've received sounds like common sense, but I always will remember the day I received it. It went something like this: "If you are going to be a businessman, whether as owner or president or CEO, YOU are the company. Your most important job is being the face of the company to everyone you deal with—the industry, the press, the Chamber of Commerce, the associations, and especially the most important people in the mix, your customers. You are the front man; you are not someone in the back doing a specific function. If you want to be a businessman in any successful business, you have to be prepared to accept the responsibility of being the embodiment of the company."

To other aspiring young leaders I offer two pieces of advice: First, ensure that you understand the meaning of hard work. Leaders are not measured by how many hours they work or how many hours they are in the office. Getting an "A" for effort in real life just doesn't matter. The only thing that does effectively matter is the results achieved by that effort. Deliver results and the rewards will follow.

Second, keep learning! When you complete your formal education, it is very tempting to say, "That's it, I know where I'm going and I know what I'm doing." Trust me—you don't. Becoming a business leader does not happen overnight, nor does it happen immediately after you hang that degree on your wall. Be patient. Learn about your job, learn about people (this will be one of the most difficult skills to learn, but the most beneficial). You'll learn about the industry and even interesting facts about your very own company. Don't stop there. Learn from current events happening in the world around you, learn from mistakes you have made, learn from technology in different industries, and don't forget to learn about what makes you happy. The point is, if you let your brain become stagnant, the same thing will happen to your company.

Four Brothers in the Executive Suite

In the moving industry, particularly in family-owned businesses, it's common for sons and daughters to be brought into the company at an early age and groomed for succession. But the Lacayo brothers add a new dimension to that tradition at **Transworld Brazil**, where not one but four sons—all under 35 years of age—comprise a formidable team primed to usher the company into the future.

Transworld was launched in 1985 by the family patriarch, Nick Lacayo. "My brothers were under six years old," says Quality Manager **Jonathan Lacayo**, "and I wasn't even born at the time."

Jonathan, the youngest of the four at 22, explains that by the time each brother turned 15, he was brought into the company to begin learning the business. That early initiation, the brothers agree, laid the groundwork that prepared them for leadership roles. Their ascension toward management positions followed a natural progression in keeping with their father's priorities, Jonathan says. "My father's teachings made all the difference. It wasn't easy to work full time at age 15 while working to finish high school at night. It looked like a crazy idea to some people, but for me it was a high point. That experience built my character and it's why I stand where I am today. Since I was a teenager, my father has stressed the importance of working hard and being proactive. Don't come up with problems—create a solution. Get it done!"

The eldest, **Erick Lacayo**, has been general manager of the São Paulo branch since 2003. His training began in 1995 as an office boy when he was 15. He, too, worked in all of the company's departments to gain the experience he would need to prepare him for management. "This was my first job," says Erick. "I've been blessed to have my father's example of hard work and discipline."

Today he oversees a staff of 40 people. He sometimes has found that more senior employees have had difficulty accepting direction from someone younger. However, he adds, "Once you show that you know what you're doing, it goes well."

Erick notes that it is incumbent on younger leaders to "have guts and assume risks. You have to trust yourself and keep your eye on your goal."

At age 31, **Michael Lacayo** is the manager who oversees a staff of 50 in the Rio de Janeiro headquarters office, a role he assumed in 2003. He began his career at Transworld at age 14 as an office boy. Like his brother Erik, he was inexperienced but learned every department from the ground up. By proving himself to those who were doubtful of his abilities, he has gained acceptance among the employees.

It helps, says Michael, that he had an excellent education and applied the principles of hard work and discipline instilled by his father. Now 31, he continues to learn through day-to-day practice and experience. Success, he adds, brings with it a willingness to take informed risks derived from both preparation and openness to new thoughts and enthusiasm. Sometimes, older colleagues are a hard sell when it comes to change because they are more conservative. That shell, however, can be broken by demonstrating openness to ideas and by continuing to learn from daily experience. "This is the only way to know your character and identify your own potential," he says.

Thirty-year-old **Jason Lacayo** followed the same template as his brothers, learning the business in every department. That process, he says, "gave me the necessary experience and knowhow to view the company as a whole and not just as a single part of it. A leader needs to have a complete picture of the company and not just his department."

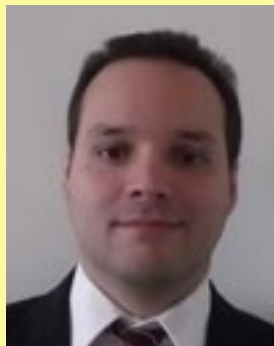
As general manager, Jason now oversees 20 people, having worked to build a relationship of trust. "Employees will respect and trust any competent leader who knows what he or she is doing," he explains. "Age doesn't matter as long as you value other people's experience. Nothing beats experience—you need to value the experience from employees who are older and have worked longer in this industry. They can add a lot to your success."

"At the same time, young leaders bring a different view of things. We live in a world that is constantly changing. If you don't adapt, you are dead. We need to constantly keep up with social media and work with new forms of technology."

Jason is a strong believer in taking risks. "Sometimes it's better to say I'm sorry later than to ask for permission."



Jonathan Lacayo
Quality Manager
Transworld
Rio de Janeiro, Brazil



Erick Lacayo
General Manager
Transworld
São Paulo, Brazil



Michael Lacayo
Headquarters Manager
Transworld
Rio de Janeiro, Brazil



Jason Lacayo
General Manager
Transworld
Rio de Janeiro, Brazil



Amit Thakker

Senior Manager
21st Century Relocations
Mumbai, India

"Young leaders today bring to the table new ways of doing business and offer advanced technological skills as well as better interpersonal skills."

I have held a leadership role at **21st Century Relocations** for more than a year, after a new position was created for me by introducing new business ideas and because the business owners believed that I had the required on-the-job experience, coupled with relevant education and IT skills to prepare, lead, and grow the company.

I have had close to three years of IT, risk and business consulting experience working with Ernst & Young. Before assuming my current leadership role, I also managed logistics projects for a year. I prepared myself by earning a master of science degree in logistics and supply chain management.

Currently I oversee 15 people at multiple locations. Since the team is a mix of people from different age groups with on-the-job experience of three to 15 years, I have encountered mixed feelings. Some are eager to change the way some things are done, such as by introducing IT and automation. Others express skepticism about certain changes by informing me where bottlenecks in operations could arise. However, overall the reception has been very positive.

Indeed, I believe that my focus on refining ways of measuring customer interaction, building confidence by ensuring quality origin and destination services at competitive rates, and implementing IT and automation would add real value to my company. Young leaders today bring to the table new ways of doing business and offer advanced technological skills as well as better interpersonal skills. Moreover, as indicated by the rise in IAM-YP members, I also think young leaders today love to meet more often, network, work hard, and party harder.

Someone once told me that the way to succeed is "to move forward by looking backward"—in other words, to learn from the past. My own advice to other aspiring young leaders is to invest in yourself and your people; focus on customer satisfaction rather than the bottom line; and enjoy whatever you do.



Purveen Shah

Founder
SFL Worldwide
Farmer's Branch, Texas USA

"Management is doing things right; leadership is doing the right things."

When I started my company, **SFL Worldwide**, from the ground up in 2008, I was the first in my family to do so. Growing up I watched my father run his ball bearing business back in Gujarat, India. He used to work long hours. I worked with him in the summers trying to understand and trying to figure out the intricacies of things. We Gujaratis are known as "merchants" of India. From the beginning of time, trade has been part of our way of life. Eventually, I put my experience to the test when I started out because I always listened to my instincts and hunches and took action at the right moment in time.

I don't oversee the 20-person employees and contractors at my company—we all work as a team. Here at SFL we do not follow the "title" rule, as I like to call it. I think that is better for morale and it's the great thing about having family work in your business. We are all owners and members and we work together to make it happen.

In the corporate world I can see how reporting to someone younger can create an inferiority complex among employees. But in my business, even though we are all related to each other, we maintain a sense of professionalism. When we are on the job we are not "related," and we maintain a sense of respect for those of any age, regardless of what position the person may hold.

Our industry it is all about customer service. That's where the prosperity comes in. We give one-on-one attention to each customer, whether in person or over the phone. I ensure that they have all the information they need before doing business with us. Personal—that is the key word. When customers walk into my office I speak with them directly and they have no idea that I own this company. I like the "guy next door" approach. I am just another employee.

Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall. Management is doing things right; leadership is doing the right things.

Don't give up. There is always a way out. This is an old saying but it is so true. The naysayers will discourage you from time to time but you just cannot believe what they say. Just stay short, sweet, and to the point. That's my motto in life.



Josh Morales
President
Ocean Star International and
International Van Lines, Inc.
Coral Springs, Florida

"Always listen to the employees and never disregard any of their ideas, especially from the elders, who grew up in an age of honor, integrity, and hard work."

I have always been an entrepreneur. Ever since I was 17 I've been in business for myself. I started **Ocean Star International** five years ago with just two employees—me and my dad, who came out of retirement to help set up the company. In hindsight, it perhaps wasn't the best time to start a new company, with a financial crash looming and the resulting recessions just around the corner. But back then, we all thought the good times were here to stay.

Despite the worst financial climate in living memory, we did well. The business has grown dramatically to a staff of 40, and OSI, a Minority Business Enterprise-certified company, has built trading arrangements with agents all around the world.

At age 30, sometimes I'm asked how others might feel about reporting to someone younger. As my companies grow, so does my staff, and as you can imagine, the ages of my employees vary greatly. As long as we have a mutual respect for one another, age has never been a factor, at least not for me, with perhaps one exception. When I was 19, I applied for an NVOCC (Non-Vessel

Operating Common Carrier) license, but they told me to come back when I had more experience. I did as I was told, applied again, and in 2008—at age 24—became one of the youngest NVOCC license holders in history. Today I hold two NVOCC licenses (Ocean Star International, Inc. and International Van Lines, Inc. [IVL]) and a freight forwarder's license, and am also licensed by the FMCSA. OSI is able to handle all our commercial clients' needs, while the focus for IVL is our household goods customers.

Owning a business is not always fun and games. I'm the first in, and many times the last one out. I sometimes work until 10 or 11 p.m. and even some weekends, working on new ideas or upgrading my systems. Fortunately, I grew up in an age of technology, an advantage the previous generation may not have had. My strong computer and marketing skills help me create systems that streamline my operations, thus improving our services to our clients, and also help me present our services to the public clearly and concisely. When I do have to bring in an IT person or programmer, I can easily explain what I need.

Young leaders are well advised to always listen to the employees and never disregard any of their ideas, especially from their elders, who grew up in an age of honor, integrity, and hard work—attributes that are sometimes underappreciated among the younger generation. We must realize that if we can merge our new world technology savvy with old world ethics, we will have the best of both worlds, and a recipe for success.

In 2012, after only four years of operations, OSI was chosen chosen by INC 500/5000 as one of the fastest growing companies in America. A year later, after a long and arduous approval process, we received news that we are now GSA CHAMP-approved Transportation Service Providers. This development assures the continual growth of OSI and its affiliates for years to come.



Paula Colmenares
Portan
Bogotá, Colombia

"Young leaders bring a much more fresh and spontaneous attitude to the overall environment at the work place."

My dad, Luis Colmenares, is founder and president of **Portan**, and I joined the company 10 years ago. After spending four or five years getting to know the staff and the company processes in detail, I assumed a leadership role five years ago.

I grew up among packing cartons, working during the summers and learning about containers and liftvans and attending conventions. I hold an MBA, a qualification that made me the candidate chosen by the Board of Directors, as I was the only second generation member interested in joining the company back in 2003. Five years later, my sister Camila, who has a medical

background, came on board and I think the two of us have proved to be a successful management team so far. Currently we are in transition, with me and my sister taking over my father's role at the company.

Under Portan's bylaws, any family member who wants to join the company has to have at least five years of outside professional experience. I spent three years as a merchandising assistant at a publishing company and two years as marketing director of an Internet service provider company.

I am tasked with managing 15 staff members and 35 operations staff. It is a continuous challenge earning their trust and respect. At the beginning it was very hard but after working side by side with them and taking on all types of challenges, I now enjoy their confidence because I give the best of myself.

I have taken this opportunity as a professional and personal challenge at which I work hard, and enjoy every day. The result has been satisfying, as Portan has become a reputable and recognized name in the industry.

Young leaders bring a much more fresh and spontaneous attitude to the overall environment at the work place. This facilitates communication and helps to build relationships. I recognize, however, that only earning the respect of others can allow a person to truly lead, and young professionals will do well to listen, observe, and go the extra mile.



Nikhil Ohri
Vice President
Packways India
Mumbai, India

“I may be younger, more tech-savvy, and energetic, but experience is something you can’t beat.”

Packways India, a family-owned business founded in 1974, now is under the leadership of the third generation. I joined our company in 2009, although I have been watching its growth and actively participating in strategic planning and decision-making since my university days. My passion for this business inspired me to pursue a degree in international business. Indeed, I thought my MBA was my ticket to the top job in my company. Boy, was I in for a surprise—I was enrolled as an intern!

I thought I knew what packing and moving is all about (how difficult could it be to pack items?) but I was wrong. Compelled to start my career as a junior supervisor before becoming a warehouse manager and then moving into logistics management, I discovered that the work isn’t as easy as it seems. I learned the ropes in order to make my way up the ladder, reaching the second notch only after proving myself for four years.

Though anointed the new vice president of the company, I still look to my dad, Rajesh Ohri, for guidance. I may be younger, more tech-savvy, and energetic, but experience is something you can’t beat. My employees, some of whom have been with the company for as many as 20 years, don’t resent my growth and status and I treat them with respect.

My MBA course in Australia equipped me with assets to bring to the company. Studying a mix of cultures during my course, I learned how to interact with people and learned that business has a different approach in different country. Using my understanding of cross-culture issues, along with the management skills I’ve developed, I have made interaction smoother and brought more clarity to our company processes. Working my way up in the company hierarchy has shown me the difference

between working only at the office and working in the field. We have brought about changes in the process that enable us to approach tasks more effectively and to provide quality service.

Over the years, I have benefited from some excellent advice:

- **Lead by example.** Behave as you would want your employees to behave, but also understand that your role is different from theirs.
- **Stop the blame game.** When problems occur someone or something is always at fault. But in the end, the buck stops with you. Sure, you may not have inherited a stellar team, but that doesn’t mean you have to settle for mediocrity. You have the power to inspire people to exceed expectations. You also have the power to release people who aren’t making the grade. What you don’t get to do is blame everyone else for your team’s failure to perform. To succeed as a manager, you will need to shift your focus from “me” to “we.”
- **Invest in yourself and your people.** Can you name one organization that has cut its way to exceptional customer service? I can’t. If your firm prides itself on customer service, then invest in more people to reduce wait times, especially during peak calling hours. And while you’re at it, give your employees the tools and training they need to provide exceptional service.
- **Build on strengths.** Ensure that everyone focuses on improving areas in which the team is weak. You can distinguish yourself by paying particular attention to areas of strength, as this is where you’ll receive the greatest return for your investment.

It’s time to try something new if what you’ve been doing all along isn’t getting you the results you are seeking. Choose one or two of the above tips and move those items forward. Then select a few more. Before long, you’ll be well on your way to becoming a natural leader who is succeeding all around.

Your success depends on the success of others. Going forward, your success will no longer be measured by your individual contribution. Instead, you will be evaluated on your ability to create and maintain a highly engaged team that is willing to give it their all.

It is important to find a coach or a mentor. If you are lucky, you may get approval to attend a training session this year. It’s a start; however, training isn’t going to ultimately get you where you want to go. Find a coach or a mentor who can swiftly guide you through the landmines that exist in every organization.



Sheena Kiser

Pricing Manager
S.E.A. Corp.
Lincolnton, North Carolina,
USA

“Young professionals today understand the importance of acquiring a cross-cultural skill set when managing business in a multicultural business environment.”

Working in an industry so strongly supported by family-owned businesses, I stumbled across my own career path the way of my peers did. My aunt, Myra Heavner, who is president and owner of **S.E.A. Corp.**, introduced me to the industry as a senior in high school. She proposed the idea of a part-time job to earn some money after school. I took her up on the offer and after high school graduation, I worked through the summer, learning as much as possible. Later that fall, I attended my first IAM Conference in San Diego in 2004. By October, I knew exactly the career I wanted. I was excited by the idea of working with the people I had met in those past few months, our carriers, our clients, and knew without a doubt this was the place for me.

I attended college at Appalachian State University the following spring and continued working part-time from my dorm room, typing bills of lading and helping our documentation team in any capacity possible after class. I guarantee I was the only college freshman on campus with a fax machine in the dorm room! I was determined to learn our business and to understand our role in the industry. After college graduation, I took a full-time position working closely with Myra. At first, our clients were very hesitant to work with me instead of her, but over time, and under Myra’s guidance, I proved my ability, earned my stripes, and was able to take on several operating responsibilities she had managed. Now, five years later, we have successfully recruited four other Appalachian State University graduates who studied international business and five other young professionals from our industry.

I am responsible for overseeing our pricing team and work very closely with these four people. Some leadership traits are learned over time and I continue to improve my skills everyday. In our young, dynamic company, our team supports one another and we work well together. I attended the South Carolina International Trade Conference in September 2012, and John Calipari, the Head Basketball Coach for the Kentucky Wildcats, was the Keynote speaker during the luncheon. He introduced the concept of playing on your team strengths. He explained that the game of basketball requires five players on the court and the talent of five players to win a ballgame. Each has unique abilities and talents, and together you are working for the same goal—to win! This was an important lesson: that it is important to play on your

team members’ strengths, identify their unique talents, and work together to achieve your team goal.

I am considered a young veteran at our company. S.E.A. Corp. has doubled in size in the last five years, even in the midst of a global economic recession. As our company contends with this growth, it is important to maintain our company culture and remember our core values. As a leader at our company, it is my job to transfer the knowledge I have gained through my experience to the other young members of our organization and share my passion. It is important that each person on my team feels personally fulfilled as we work together to achieve our common goal.

Young professionals today understand the importance of acquiring a cross-cultural skill set when managing business in a multicultural business environment. Most of the young professionals at our company have lived abroad for a semester, know a second language, and graduated college with a concentration in international business or supply chain. The young leaders at our organization bring creative new ideas into the mix and help extend the capabilities of our company’s operations on a regular basis. For example, our operations manager focuses on building a strong agent network and travels to Asia twice a year to develop and maintain agent relationships. Our documentation manager focuses on technology and integrating our operating systems into one platform to make information sharing more accessible. A young leader focuses on maintaining strong relationships built in college, as does a recent graduate of the supply chain management minor at Appalachian State University. He relies on his college peers and professors to assist in networking, while using his abilities honed in this same program to target and capitalize on new business opportunities. Another young member of our business development initiative has begun utilizing social media tools such as Facebook, Twitter, and professional development groups in order to maintain and extend the breadth of our service offerings, while simultaneously enhancing our client base from which to draw potential new business. I work directly with our vendors and rate management company to make our ocean pricing easily accessible to all members of our organization in a dynamic, real-time format. This convenience is now becoming accessible to our clients as well, through an online rates platform. By taking advantage of this technology we hope to make our business functions more transparent to our customers and across each department, leading to better and quicker communication between all parties involved.

It is the people who truly make up the entire organization. It is important to have good people around you who set high standards for themselves and hold themselves accountable. It takes a team of intelligent, talented people who share the same passion for company success to make an organization thrive and grow. Each team member has unique strengths. It is important to identify those strengths by empowering that person and presenting the opportunity to achieve their greatest professional growth while working together to achieve our common goal.



Zach Williams

Director of Marketing & Communications
Williams Moving & Storage
Vancouver, British Columbia, Canada

“The fact that our name is on the building doesn’t mean that we get it easy. We have to work harder than everyone else to set a good example and to maintain your credibility as a leader.”

When I was growing up I always knew I would join the family business. **Williams Moving & Storage** has been owned and operated by the Williams family since 1929 and I represent the fourth generation in the business. Like previous generations, I began as a teenager working on the trucks, and then went on to work in the office. I held positions such as marketing projects leader and environmental projects leader while

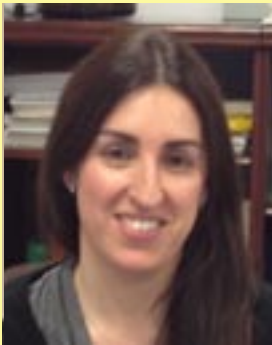
completing my degree in communications. After graduating, I stepped into the role of director of marketing and communications.

At 25, I’m the youngest member of the company’s leadership team. I feel I bring to the team a fresh approach coupled with a love of technology and innovation. In an effort to challenge the status quo, I’ve encouraged the company to embrace new technologies and methods of communication. Perhaps one of the most visible

changes is the way our company has expanded its Web presence through social media. Gone are the days of focusing on mailers and phone book ads for marketing. Williams Moving & Storage can now be found on Twitter, Facebook, and LinkedIn, and even has its own blog on our website.

My father, current President & CEO Jim Williams, always tells me that the fact that our name is on the building doesn’t mean that we get it easy. When you are a family member in the family business, you are always under the microscope. You cannot have a chip on your shoulder and you cannot slack off. We have to work harder than everyone else to set a good example and to maintain your credibility as a leader.

No young person who wants to become a leader should be afraid to make mistakes. Some of the biggest lessons I’ve learned and personal growth I’ve experienced have come from being independent and making my own decisions.



Angels Gallardo

International Director
Inter S&R
Barcelona, Spain and New York, New York USA

“For a long time I had to prove to people in our company that I was more than the boss’s daughter and that I was willing and able to work as hard as the most diligent worker in the company.”

Inter S&R was founded by my mother, Maria Dolores Martínez, almost 25 years ago. Although I grew up thinking I would never want to be an entrepreneur or manage a company, after pursuing my career as a journalist, I started collaborating with the marketing department of my parents’ company. Soon I was responsible for updating the company’s corporate image and from that point, I began work in different departments of the organization.

The international business was my first long-term role at Inter S&R. My goal was to reorganize the department for steady growth. My seven-year experience attending IAM conventions was a strength I was determined to utilize. Since our

company was founded and managed by my parents and I was the only descendant, I saw the best and the worst. In 2005 I had the opportunity to move to New York to start a satellite office providing expanded services to Inter S&R’s accounts in North and South America. To date, this has been the most exciting business adventure I have experienced!

Upon moving back to Spain in 2010 I found a new challenge waiting. My mother was planning my training in areas of the company in which I had never been as involved as she meant for me to be. Accounting and finance, human resources, and logistics for big office moves became my daily focus. However, little by little I

am learning how those departments function and what’s best for each of them.

Fortunately I still have some time to learn from the person who knows our company best, my mother. At her side I see how difficult situations are sorted out and test my managerial abilities through the decisions I make every day with her unconditional support.

I greatly value the opportunity to be in “driver’s seat” some days; but it is not always a carefree experience. For a long time I had to prove to people in our company that I was more than the boss’s daughter and that I was willing and able to work as hard as the most diligent worker in the company. It is natural that some people have difficulty accepting younger people in leadership roles, especially employees who have remained loyal to their boss, with whom they have worked side by side for many years. Time and hard work have given me an opportunity to demonstrate that we can be a great team too!

My mother always told me: “Follow your instincts and be a good person in life and business, without caring too much about what others think about you.” This is excellent advice for any aspiring young leader.



Christina Chrisovergis
Quality Control Manager &
Inbound Operations Manager
Celebrity International
Movers, S.A.
Athens, Greece

“By the time I graduated from college, the job I knew I wanted was waiting for me.”

My parents started **Celebrity International Movers S.A.** when I was five years old, so I grew up around moving boxes, adhesive tape, corrugated paper, and lots of talk about cubic meters. By the time I was a teenager I used to come to the office after school to answer the telephones and help out with everything I could. I actually found it fun. It was my first real glimpse into the business. As I issued receipts and printed waybills, I also realized the value of professionalism and teamwork. I saw how hard people worked yet enjoyed what they accomplished. By the time I graduated college, with a degree in business administration, I knew the job I wanted was waiting for me. I also knew I had a chance to be a leader and follow in my parents’ footsteps.

Since then, I’ve performed just about every office role at Celebrity. I worked as the office manager, then handled outbound moves, coordinated local moves, and took charge of various relocation projects. I enjoy making things happen behind the scenes and teaching our newest employees the ins and outs of the industry. Today I am the quality control manager and inbound department manager, but one thing hasn’t changed: I’m still reporting to my mom. That’s a challenge in itself—keeping up with her energy. Additionally, I also need to be in touch with my dad, who runs the warehouse operations. Things can get heated but we laugh at the same time and I can honestly say that I love what I do. I believe in the quality we provide our clients. I also believe in the dedication Celebrity’s employees have exhibited over the past 27 years, especially over the last decade, when I became a full-time employee.

I may have been “born” into the moving business but after many years of working in it, I realize it is not for everyone. To be a leader in the moving industry you need to love what you do and have a passion for it. I learned that by observing how my parents, through their passion for the industry, successfully built the company from the ground up.

My continuous goal is to foster the company’s growth. I believe that I add a fresh perspective on how to manage and run office protocols and operations. At the end of the day, I think different perspectives and the past experience of each employee improve the office atmosphere by adding diversity and spurring new ideas. I think this is what makes working at Celebrity unique and what will help me as I continue to manage and mentor our employees.



Fahad-Uz-Zaman
Director
Galaxy Forwarders
Islamabad, Pakistan

“Sometimes older workers find that they have much less face-to-face communication with a younger boss than they would have with an older supervisor.”

I joined my father’s company, **Galaxy Forwarders**, in 2005 after handling relief projects, where I managed and supervised the work myself. This gave me a lot of confidence when my father, S. F. Khan, chose me—as the elder son—to become a company director.

Today, I am responsible for overseeing 35 people. Sometimes older workers find that they have much less face-to-face commu-

nication with a younger boss than they would have with an older supervisor. If two individuals are from different generations, it’s always easy to misinterpret each other’s actions based on generational perspective.

Success does not happen in isolation; it is most often a participatory and collective process. So it is wise to share good practices, ideas, and new knowledge with your team members around you. Life is full of challenges and obstacles. However, one must realize that life is never about the smartest person or the strongest person, or even the richest person. Rather, it is about having the tenacity and the persistence to never give up.

One of my favorite poems is by Langston Hughes, called “Crystal Stair.” In that poem a mother tells her son that “life ain’t no crystal stair.” In other words, life is tough; it has cracks and rough spots, but the ultimate end is victory—but only to those who stand their ground and stay the course. I think it’s a very wonderful experience to be a part of an old company. On a top management level, the learning process is very rapid. I would say to those of my generation: Don’t miss the opportunity—you are going to enjoy it!



Alvaro Stein
Managing Director
Decapack
Santiago, Chile

“Those of us who have grown up in the digital and Internet era tend to view the world differently, and we’re more connected, more transparent, more social.”

Throughout my youth as a student, I planned a career in academics, in mathematics and economics. I worked as a young researcher for the University of Chile before realizing the academic field was not for me and switched to the private sector. I started working for **Decapack**’s holding company in the IT department as an analyst serving four different companies, all related to local and international transport and logistics. Then I led that department for two years. During that time I became involved in the moving business, in charge of agent relationships and rates. I started attending international conferences, like LACMA in Cancun in 2007 and HHGFAA in Hawaii in 2008. In 2010 I assumed the leadership of the company.

The path leading to my becoming managing director at Decapack three years ago was not very direct. Decapack changed ownership from one family member to another in 2005. During the first years emphasis was on cleaning up our payables, reestablishing our relationship with agents, and increasing our experience in the business. But revenues dropped to one-half. Several different managers took the leadership role without much success. We began to consider closing down. At this time I stepped forward and offered the owners a plan to renew the company, with a clear strategy and budget.

With the merger of the related companies, including Decapack with 50 employees, I have taken over leadership of a corporation with 400 employees.

When I assumed my current role, almost everyone in the organization already knew me and knew that I am responsible, respectful, and keep my word. Given the uncertainty of the previous years, everybody was glad that a well-prepared and motivated family member was taking over, working his way up and proving his skills. Age does not matter if you are clear about the goals of the company, show respect for all people involved, and of course show results.

Every leader has the same challenge: to lead the company to success. I think that I have succeeded mainly for two reasons: the background and mixture of studies I had (mathematical engineering, applied economics, and business engineering), and the privileged position to deal with the owner families. Our holdings, and specifically Decapack, are owned by two families who sometimes have different visions so decisions may get delayed. It has been very rewarding that both families support my leadership role, and that without even expecting it I have found enthusiastic support from each and every company employee.

I believe that young leaders bring two important things to the table. First, our lack of experience forces us to question everything, including things that have been taken for granted and unquestioned for many years. Second, those of us who have grown up in the digital and Internet era tend to view the world

differently, and we’re more connected, more transparent, more social. The Internet has fostered improvement in completely new ways.

Young leaders don’t have as much experience, so we tend to ask: Why are we doing this? Is this the most efficient way to do it? Could we take advantage of other practices or tools that would help us improve our service, quality, efficiency, profitability? Sometimes we learn from older people we admire, convincing ourselves that they are doing things right. But often we will find opportunities for improvement.

The new generation of leaders also tend to have a more global and social view. You have to take care of business, but you also must take care of the people working with you, the environment, and be mindful of your social responsibilities.

I once heard it said that the main task of the leader is to select the right team, set a clear vision and goals, empower and motivate them, and most important, follow through. I would also add that it’s important not to neglect the political skills of your role. You will have to deal with the owner(s) and with many other stakeholders, who may very well be part of your family (or even your father!). Be patient and show results.



Aakanksha Bhargava
CEO
PM Relocations Pvt. Ltd.
Haryana, India

“I have worked hard to make this company a delightful place to work.”

When it comes to the corporate world, a glass ceiling becomes the major hurdle for a woman who wants to rise above a certain level in her career. I have been looking after our family-owned business since I was 21. Early on, I was left alone to handle a new branch of the company, **PM Relocations**, in Bangalore with a flat and a car and minimal experience. I walked along the cyber parks to study the new city in search of a new market for the relocation industry. Very soon, I changed the face of the Bangalore branch, transforming it into a profit center. Thereafter I moved to Pune, and then to New Delhi, where I joined the company as a director. Since then there has been no looking back. I have worked hard to make this company a delightful place to work.

I’m sure I inherited my confidence from my mother, Archana Bhargava, director of finance, who is another essential part of this company. A successful entrepreneur who stands tall among her employees, she is a visualizer, planner, resource gatherer and organizer, sales and marketing guru, and administrator. No matter their age, each and every employee in the organization supports her in her plans, and I benefit from her example.

My job is to convert entrepreneurial plans into reality—plans that are always identified, divided, and well coordinated within the organization. With the support of my team, I have brought the company to a higher plane, and my desire is that this growth continues.



Lakelan Fennell

Senior Vice President
Nilson Van & Storage
Columbia, South Carolina USA

“Young leaders tend to have the right amount of experience but not enough to be jaded by it. We still see the possibilities in everything and make plans for the long term.”

I was first hired by David A. Nilson in 1992 and began my career in the warehouse and on the trucks performing local military and civilian household goods moves. After starting college, I was quickly recruited to learn the military regulations and begin performing military remove surveys at Fort Jackson, South Carolina, in addition to working on HHG moves. After graduating college, I was trained in COD, national account, and international civilian sales and operations as well as claims and DPM contract/compensation schedule negotiations. I had served as the general manager of our South Carolina facilities of Beaufort and Charleston. I've been the senior vice president of **Nilson Van & Storage** since 2005 and was also elected to the Board of Directors of Nilson at that time. I was chosen due to my 13 years (at the time) of experience in the moving industry as well as my knowledge of DOD regulations, DPM contract negotiations, marketing, management, sales, and accounting.

Today I am responsible for overseeing approximately 140 full-time employees as well as 17 owner-operator drivers. One of them often jokes that “I have shoes older than you” (which tells me either he's frugal or he doesn't walk much). Seriously, though, many of the more forward-thinking employees

actually like the idea of having someone younger to bring requests to or bounce ideas off. They know we understand and appreciate the modern avenues of marketing, networking, and business operations. We embrace change and in fact often create that change ourselves, which leads to idea generation and innovation.

What I believe I add most to Nilson Van & Storage is my problem solving skills. That is what a VP does most of the time—resolve issues. Not all issues are things that have gone wrong. Some are opportunities, and it's very important to decide which ones are best, and how to go about accomplishing and executing those decisions. The experience I have gained over the years in all aspects of the moving industry allows me to offer valuable contributions and guidance regarding such decisions. Young leaders tend to have the right amount of experience but not enough to be jaded by it. We still see the possibilities in everything and make plans for the long term.

The former President of Nilson Van & Storage, David A. Nilson, always used to say, “The devil is in the details.” This applies to every decision and situation that arises. You must know the details of any situation in order to make an informed and meaningful decision or argument. He also told me, “Never ask a question you

don't already know the answer to.” This dovetails with his warning that you never want to be caught off guard by something you were not expecting. Take the time to learn the topic, do the research, explore all possible angles, including the other side of every situation and you will always be more prepared and more successful than the competition.

Ideas and innovation are great. However, taking those ideas all the way to fruition is another story. You have to know the details of how to put that idea into action in order to make it happen. This takes lots of research, reading, and information gathering. If you don't pay attention to the details during execution, the whole plan could end up failing.

IAM 51st ANNUAL MEETING

October 7-10, 2013

Vancouver Convention Center
British Columbia
Canada

In April, IAM will begin providing details regarding hotel names and rates, the cost of conference registration, when and how to make hotel reservations, and when the Annual Meeting website will open for conference registration and exhibitor and sponsorship opportunities.

**Information will be released
via the IAM ePortal newsletter and
eBlast emails beginning in April.**

Until then...
save the date!

My father, David A. Nilson, placed me in a leadership role within **Nilson Van & Storage** when I graduated from the University of South Carolina in 1996, and my role expanded after he passed away in 2003. My position as vice president of corporate and military development is a large responsibility because we depend on our business relationships with as many as 700 domestic and international TSPs on the military side as well as other agents within the Unigroup Family. I work to ensure that Nilson succeeds and expands profitability beyond even my father's visions.

I've been working at Nilson for so long that I officially was not even getting paid when I started. I was here to help throughout the summers and holidays to enter files and assist with paperwork. Obviously, over the years my duties within Nilson expanded. I started answering the phones and then progressed quickly through sales, Quality Labor training, dispatch, and my favorite, claims. I always felt such a satisfaction working in claims as it means saving the move at the end by personally working with the customers to make sure that they are taken care of at a very distressing time.

I am responsible for overseeing approximately 140 full-time team members as well as our contractor owner-operators and their help, and consider their families a part of our community at Nilson as well. I grew up with most of our team members, so they have seen me grow into the position I have today. People often say how lucky I am to be as young as I am, but not as a put-down, as I feel most of my colleagues know how hard I work, how far we have come, and that we are developing every day, so really age does not create a barrier to success.



Amy Nilson

Vice President of Corporate and Military Development
Nilson Van & Storage
Columbia, South Carolina USA

"Young leaders bring strength and new life and a generation that is ready to be heard! We have a voice and ideas about how to progress this industry so watch out, because we are coming to you with lots of moxie. We are ready!"

I work very hard within the industry and in all the communities we serve throughout North Carolina, South Carolina, and Georgia, developing and growing our name. If the business doesn't have proper representation, then who really is Nilson Van & Storage to people who do not know the name and our success since 1938? I believe I am best suited to be the "face" of Nilson Van & Storage.

Young leaders bring strength and new life and a generation that is ready to be heard! We have a voice and ideas about how to progress this industry so watch out, because we are coming to you with lots of moxie. We are ready!

You must study, learn and know what you're talking about because you always want to be ahead of your competition! My father always told me never to use the word "I" because it always takes a team to accomplish a goal. He used to ask me to write my present goals for this business, my five-year goals, ten-year goals, and my ultimate goal for Nilson. So I would do that and he would always get his red pen and go through and circle all the times I used "I" and write the number of times on top of the paper. I then had to go back and rewrite everything. Well, Dad, this

article is for you—get your red pen out in heaven and let me know what the number adds up to this time!

To other young people who want to succeed, I say: Find your moxie within and learn the details of whatever you may be doing. Have greater goals for yourself than what you are working on today. Always find a future with what you are doing and have passion! We need more people who truly feel the transportation industry is their home.



Young Professionals in Moving

To learn how you can become a part of this dynamic group of young leaders, visit

www.IAM-YP.org



Albert Perianayagam

CEO

Felix Relocations
Selangor, Malaysia

"The world is constantly changing and those who do not change with it will be left in the dust."

I don't call myself a CEO, since I'm involved in every aspect of **Felix Relocations**, which was founded in the 1980s by my father. When I joined the Felix family business ten years ago, I started at the bottom and did everything from driving to packing, taking the knocks and learning the hard way and slowly proving myself. It wasn't until recently that I took full control over the company from my father.

It took a great deal of work to turn things around. Initially the company was not in the best of business health, and had only eight employees. The older staff thought me inexperienced and naïve in my decisions. It was very difficult to gain their support because my approach differed from that of my father. He targeted the local market for moving safes. I, on the other hand, widened the scope to households, office and equipment moves, and logistics, which I further developed into an international business. Eventually, those skeptical employees came to see the company in the same light and are now very proud of its achievements.

My competitors and peers also had doubts. Five years ago, at my first overseas conference in the United States, I didn't know a single person. Many felt I had stepped into the deep end and would not survive. It was very discouraging. However, I pushed my limits and dared to fail. This year I was nominated as a IAM-YP Southeast Asian board member.

Today, Felix Relocations operates in three countries: Malaysia, Singapore, and Indonesia. It employs 88 staff comprising nationals from nine countries, including four of the original five. In Malaysia and Singapore, Felix is one of the five leading companies in this industry.

I provide employees with empowerment, ownership, and responsibility. I trust the staff to make decisions but am there to assist them when needed. Young leaders should understand that giving

power to employees is important to drive and motivate them to achieve their goals. For example, I hired a regional director to build up the Singapore business.

After he completed it, I tasked him with strengthening the Malaysian operations and subsequently to develop the market in Indonesia. It's important to challenge, motivate, and reward employees so they do not dry out.

One of my core principles is to set goals, stick to them, and work hard to make them a reality. Responsibility, self-discipline, and drive are key. We should constantly challenge ourselves and aim high, always raising the bar. As a leader, one must be consistent and strong. My company consists of different cultures, history, and ideology; therefore, I must ensure that all these are supported in accordance with the mission and vision of the company.

In today's world, many young leaders tend to leave one job as soon as they get a better offer. This industry is very personalized and it can be difficult to manage and deal with many different people. Be patient; rewards do not come overnight. Young leaders need to create value for their customers and do their very best to deliver what is required. They need to move up, push themselves, change the way they think, and follow the trend. The world is constantly changing and those who do not change with it will be left in the dust.

Our world has changed tremendously through technology; however, I don't expect this industry to change dramatically. New machinery, new materials may be brought in, but this is a human-based industry; it is ultimately all about manpower. I intend to remold the business so that it will be systemized and able to function with or without me. I would like to see Felix as a brand one day—an Asian powerhouse.

Matt Connell's 'Cool Dynamic'—a Formula for Success

By Joyce Dexter, Portal Editor

When Matt Connell launched **Total Military Management (TMM)** in 2003, he had been working with another relocation company in their government department. “I had a lot of customers who had the proper authorities—mostly small businesses—in their local market but needed help to expand their reach into other markets. They owned the assets and equipment, but didn’t have the ability to deploy them without the aid of a third party.”

And so TMM was born. “I became their administrative arm,” says Connell. “The resulting economies of scale allowed them to extend their reach into other markets without having to hire more employees, such as for a few months during the DoD’s Peak Season.”

Connell, who created his new company in his bedroom with himself as the only employee, has seen tremendous growth over the years. “Within five months of starting TMM,” he says, “I had seven or eight TSPs [Transportation Service Providers] and hired four employees to support them. Two I had personal relationships with, one had been a college classmate, and the other had worked for a relocation company. They are all still with me today.” This time of year, TMM employs about 110 people; that number will increase during the Peak Season. According to Connell, TMM is now the largest sole TSP outsourcing company, handling services for some 90 TSPs.

TMM provides outsourced services—including customer service, claims settlement, operational functions, and DP3 interface—to the U.S. Department of Defense-approved TSPs that are booking business in the DP3 program.

Although Connell has been involved in the relocation business for 15 years, he is the first in his family to work in the industry. The work he does has brought him fulfillment as well as success. “What I really like about this job is the people,” he explains, “and the environment. We try to bring in the type of employees who are right for this culture, and to keep things light and fun. And I’ve enjoyed getting to know my customers over the years, to meet military members and TO [Transportation Office] personnel. I get to deal with all sorts of people and try to make a difference at what is typically a very stressful time in their lives.”

TMM historically has experienced virtually no staff turnover. About 30 percent of his employees are about his age or older, and the rest are younger. Connell has never found age to be an issue when supervising his staff. “What we have is actually a pretty cool dynamic,” he says. “The vast majority appreciate the added energy and fresh ideas they see. It’s all about respect. If you are consistent with how you lead them, age doesn’t factor into things.”

Most people today are coming to understand that young managers and leaders have an affinity for technology that is good for business. “The younger generation has embraced technology solutions and deploys them to improve operations and customer service,” Connell points out. “When I first entered this industry, there were companies that didn’t even have fax machines or e-mail. Today, they’re much more comfortable with technology and have parlayed it to their advantage.”



“Never be afraid to hire people who are smarter and work harder than you do. And you need to get your hands dirty. People respect those who will get into the trenches with them and not lead from a pedestal.”

— Matt Connell, Founder
Total Military Management
(TMM)

Connell believes that the younger generation has a kind of naiveté that has actually been a boon in their quest for success. “They are pretty fearless,” he says, “more inclined to shake things up, step outside the box, and go against the grain, rather than doing things the old way. That attitude helps us to discover new ways of working and to bring in new customers. I attribute some of this to the fact that when you’re 30 years old, until you try something you don’t know that it can’t be done.

“Someone once gave me some great advice: Never be afraid to hire people who are smarter and work harder than you do. I would add that you need to get your hands dirty. People respect those who will get into the trenches with them and not lead from a pedestal.”



The TMM team at the UniGroup Learning Conference in St. Louis, Missouri, earlier this year. Front row, left to right: Blake Lowthian, Katie D’Anca, Matt Connell, Josie Lemin. Back: Rick Mason, Jamey Peacock, Mary Jensen, Brad Taggart, Jane Carole Bunting, Chris Rocha.

In the Driver's Seat: A Fourth Generation Takes Over at National Van Lines

The past two years have seen some exciting changes for **National Van Lines**. Faced with the challenge of providing a succession plan, third-generation owners **Ron McKee** and **Maureen Beal** chose to create an Employee Stock Ownership Plan (ESOP) effectively naming the corporate employees as the fourth generation of the “family.” As CEO Maureen Beal explained, “The ESOP program recognizes that it has been the employees who have been so loyal for so long who will, in fact, preserve the corporate family culture and take care of our agents, drivers, and customers. They have become our fourth generation of family management.”

And, after 20 years of serving as President and CEO, Maureen feels she has made one of her best decisions in naming **Tim Helenthal** as her successor. In doing so, she took into consideration his experience and knowledge, but that Tim is also well-liked, respected by his peers, and has great family values was equally important.

Maureen intends to mentor Tim along a seven-year path to becoming CEO, stating, “I’ve got many more years of service left in me—after all, my father worked five and a half days a week until he was 90!” Tim currently serves as President and COO for the Broadview, Illinois-based relocation company, eventually taking over in 2020 as Chairman and CEO of National Holding Company, parent to both National Van Lines and National Forwarding Company.

Tim’s career in the moving industry began in 1994 as a manager of the Total Quality Assurance Program (TQAP) for National Forwarding, which manages National’s participation in the DoD Personal Property Program. In 2000 he was named vice president of agency services. He currently serves on IAM’s Executive Committee as well as the Executive Committee for the Government Traffic Committee for the American Moving & Storage Association; he also chairs the National Defense Transportation Association’s Household Goods Subcommittee.

Helenthal has developed in-company programs to identify and select quality suppliers for household goods reloca-



“I would advise that young leaders in our business actively listen to other attendees, those who have been through what they have been going through. My best advice to the next generation? Go sit with the ‘old-timers’ and take that opportunity to learn.”

— Tim Helenthal, President and COO,
National Van Lines

tions, while monitoring trends within the DoD Personal Property Program and interpreting and executing ever-changing government guidelines. He oversaw the development of National’s “PREVENT” quality control program, which includes the Military Procedures Manual, a DOD-specific training resource for all moving agents and drivers.

“Starting as the TQAP manager gave me a true understanding of what goes on in the industry and allowed me to form relationships with the people in the business,” he says. “I got the typical week’s worth of training from the previous individual, but I sought to make the job my own from the beginning.”

Tim has found that working on industry committees has been invaluable and notes, “Being a member of the IAM Executive Committee has provided me an excellent opportunity to see the issues as they pertain to the entire moving industry. In turn, this has sharpened my ability to look at the issues our company faces from a wider, longer-term view that is critical in my new position. It’s also been a great opportunity to serve this industry that I love and that has given me so much over the years.

“I think one of the most exciting developments here at National has been the ESOP experience and what it means to the employee family and protecting the culture here. It’s such a great opportunity for all of the employees to participate in their own future—they are shareholders who have a vested interest in the success of the company. And it offers us the ability as we grow to seek the right talent. The ESOP is

a clear advantage in hiring the right people. The decision that Ron and Maureen made perfectly reflects the culture and it was a natural extension of the way we operate.

“I want to find more ways to add to the prosperity and stability of National Van Lines,” he adds. “I intend to expand on our ability to operate in an environment where we all know the facts. I think that I and my generation are more accepting of the role of technology in our industry, welcoming tools that can help us solve problems and improve communication in a different way.”

When asked what he would share with the next generation, Tim emphasizes communication—particularly listening. “I would advise that young leaders in our business learn to listen with both ears. I’ve learned so much from attending conferences and meetings, and not just from the formal sessions. I would strongly suggest that they actively listen to other attendees, those who have been through what they have been going through. And my best advice? Go sit with the ‘old-timers’ and take that opportunity to learn.

“I’m very honored that Maureen has put her trust in my ability to lead National into the future. Any success that I’ve had I owe to the high quality of our employees, our agents, and our drivers, and I’m grateful to each of those who have helped me along the way. My goal for the future is to continue Maureen’s vision of being the best by providing the highest quality service to our customers while embracing the ever-changing realities of the marketplace.”



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Study: Vast Majority of Gen Y Employees Expect to Work Abroad in Future

Students and young professionals in the US and UK expect to live and work abroad at some point in their career, according to a survey conducted by international relocation specialist MOVE Guides, as part of a wider report into Gen Y and global mobility.

The report highlights a growing recognition of international relocation as a rite of passage amongst Gen Y workers, for whom cross-cultural experience and career development are a priority. Indeed, 93 percent of professionals surveyed in the UK and abroad expect to live and work overseas at some point in their career and 85 percent of those surveyed would consider moving to a new country for a job opportunity without having previously visited it.

According to MOVE Guides CEO and founder Brynne Herbert, the desire for overseas experience will become more pronounced as companies continue to expand into emerging markets. “Cross-border business opportunities are increasingly important for younger staff at multinational firms. Ambitious Gen Y employees want to experience these new markets, and gaining global experience is becoming more important than financial reward. Those companies not meeting the needs of this generation will find themselves struggling to recruit the brightest and best that the global talent pool has to offer.”

The report highlights the growing expectation to live and work overseas as part of a wider trend of employees progressively viewing themselves as “consumers” who seek autonomy, transparency and choice in their career paths. Members of Gen Y,

who are predicted to make up 75 percent of the global workforce by 2025, are the first to have grown up with international travel, mobile technology, and Internet connectivity as the norm, and they increasingly expect employers to offer them the experiences and technologies that they are accustomed to in their personal lives.

“Gen Y’ers are becoming increasingly savvy, both in terms of the technology they use and what they expect from their employers,” said Herbert. “The Internet has altered the way they find information, make purchase decisions and communicate with others. This is a generation used to shopping around for the best deal—and this extends to the employment world. If companies want to attract the right talent, they must adapt quickly.”

In global relocation terms, this means HR departments will see an increasing need to innovate to support international assignments and relocation. According to Herbert, as the gap closes between enterprise and consumer technology, employees will expect the same sleek technology and convenience when, for instance, they book a holiday or other service online through their employers.

Herbert concludes, “Organizations that offer Gen Y new technologies for international relocation will position themselves as progressive and innovative, and ultimately win the fight to obtain and retain the best global talent.”

The full report, *Gen Y and Global Mobility*, is available at www.moveguides.com/global-mobility/gen-y-insights.

SOURCE: MOVE Guides

Young Movers Conference 2013

The Federation of European Moving Associations (FEDEMAC) will hold the next Young Movers Conference May 16–19 in Amsterdam, the Netherlands.

The Conference includes meetings, discussions and professional training activities designed to promote the interests and develop the skills of the Young Movers in the hope that they may influence the future direction and decisions that have to be taken by companies and organizations within the industry.

For more information on this event, visit www.youngmovers.eu



ALAN F. WOHLSTETTER SCHOLARSHIP FUND UPDATE

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

Platinum (\$5,000 or more)

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commitment of David P. Beere)

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Services, Inc.
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(in honor of Sandra Rowe Maier)
First Enterprise Forwarding, Inc.
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Pearl Forwarding, Inc.
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In Kind or Other

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

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ALAN F. WOHLSTETTER
Scholarship Fund

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

The Alan F. Wohlstetter Scholarship Fund awards scholarships to assist the employees of IAM member companies and their dependents with college tuition.

This benefit is also available to Student Members of IAM.

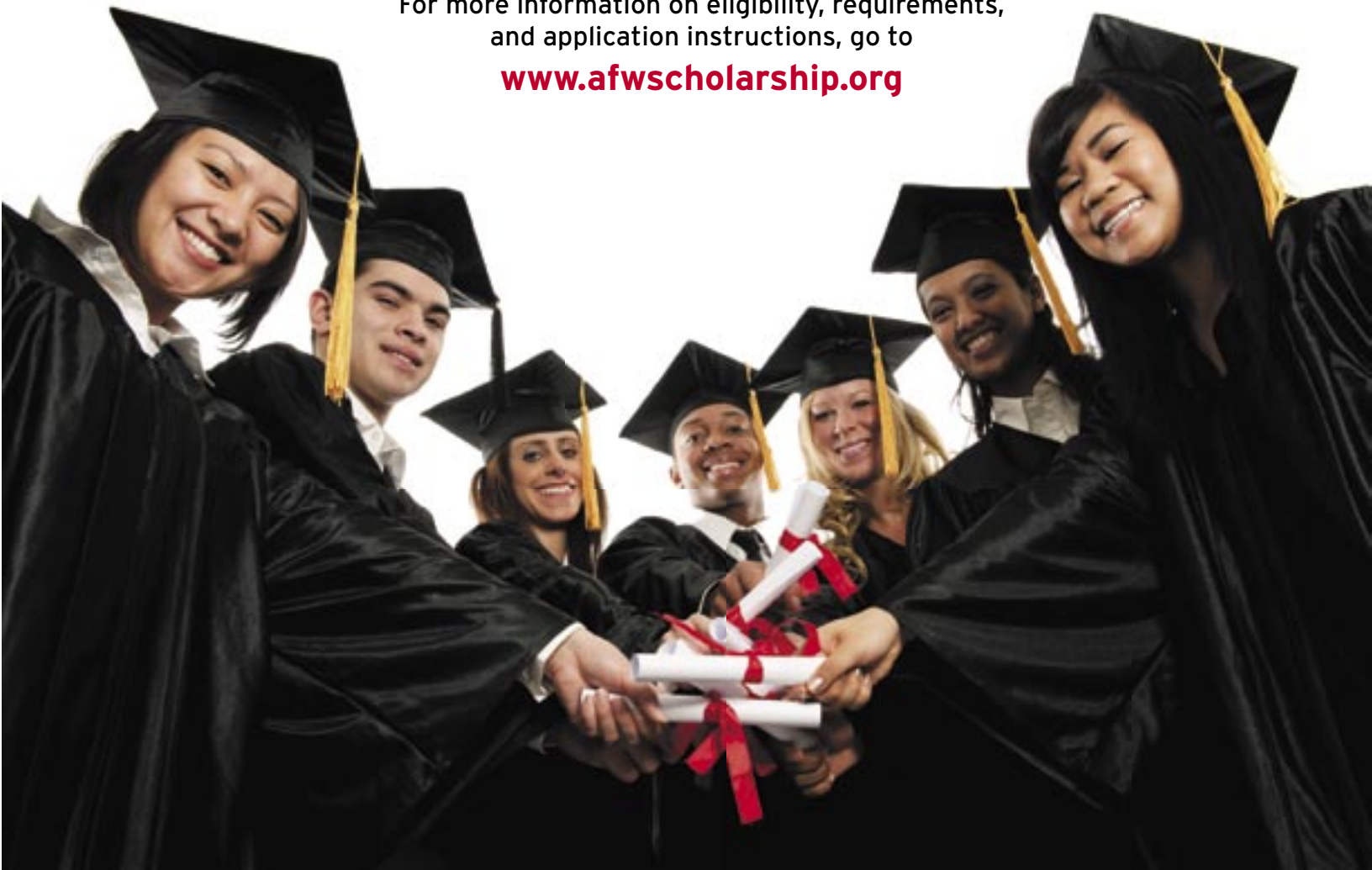
The deadline for submitting applications is May 1, 2013.

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



To Keep Mighty from Falling, Pair with Less Powerful

By Katie Bascuas, *AssociationsNow*

Powerful leaders tend to leap without looking, according to a new study by Brigham Young University researchers. They are more prone to ignore potential risks when making business decisions as opposed to employees with less influence.

The study's findings, while not terribly surprising, underscore the importance of pairing higher-ranking, big-ideas people with less powerful, more risk-averse counterparts.

"In business settings you need both," Katie Liljenquist, one of the study's coauthors, said in a statement. "You need the people with that unfettered confidence and optimism and the willingness to take big risks, but you need those low-power individuals who say, 'Hey, wait a second. Let's identify the pitfalls.'"

To conduct the study, researchers gave participants a goal—traveling to the Amazon—along with a set of goal-constraining and goal-facilitating statements, such as "You are afraid of some of the native animals" or "You have prior experience visiting jungles."

The more powerful participants were less likely to remember the goal-constraining statements when planning their trips to the Amazon than less powerful participants. In a second part of the experiment, participants were asked to make up the ending to a fairy tale, and researchers found powerful people did not imagine possible threats in their narratives.

"Power often perpetuates itself and can lead to great things, but when powerful people are blind-sided by unexpected challenges, they may crash and burn," Liljenquist said.

That's where less powerful employees come in. They can point out the crash-and-burn scenarios.

Twenty-first century leaders can't know it all because things are happening too fast, said Rhea Blanken, president of the consulting firm Results Technology, Inc. There needs to be a blending and appreciation of different leadership and management styles—mixing the big-ideas people with others who can facilitate those ideas.

Building Innovation

In a recent interview with *The Washington Post*, Leigh Thompson, a professor at Northwestern University's Kellogg School of Management, discussed the culture of teamwork in federal agencies, offering observations that also apply to companies.

"The key to nurturing the culture of teamwork ... is making teams the exception, not the rule," she said. "If you can get a job done with one person, do it. Every time we create a team for the sake of teamwork, it undervalues the team. Whenever a single person can't accomplish a goal or a mission ... bring together a team, and then you've already set the stage for something meaningful."

The most important thing to remember, she added, is that "people want to feel fairly treated. You also need to make the work personal by connecting to the passions and the calling of the people involved, talking about why they do what you do and how it's going to make a difference. ... I also think leaders need to be really conscious about how they are leading, by conveying the message that 'I care very much about you guys, this is my leadership style, this is what you can expect from me,' as opposed to just kind of getting down to work."

There are ways, says Thompson, to create a collaborative and innovative environment through brainstorming. "Be expressive, don't criticize others, focus on quantity, and build on the edges of others. ... Don't tell stories or explain ideas—encourage people who aren't making a contribution, and use a hybrid structure of having people work individually and then move into a group. Learn how to have healthy conflicts. Groups that work under time pressure are actually more creative, too. Something like 75 percent of a group's ideas will come out in the first 15 minutes, so shorten the time period [for brainstorming]. There are some companies known for their innovation that give out prizes for the best stupid mistakes. It's sort of funny, but it sends the message that leadership recognizes the experimental."

TSA to Let Pocketknives aboard Passenger Planes

The Transportation Security Administration said it will allow travelers to bring small knives, golf clubs, and hockey sticks into airline cabins for the first time since 2001.

The change, intended to conform with international rules, will take effect April 25. The announcement marks the first big loosening of restrictions for carry-on items since the terrorist attacks of September 11, 2001.

TSA chief John Pistole stressed the importance of risk-based screening, to focus on the biggest threats to aircraft rather than holding everyone to the same security standard.

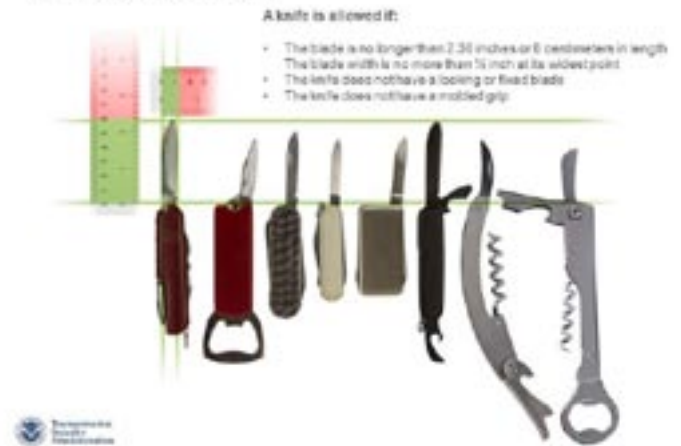
“The focus is on what could present catastrophic damage to the aircraft,” said David Castelvetter, a TSA spokesman.

Security experts such as Kip Hawley, the former head of TSA under former president George W. Bush, have long advocated reducing the number of banned items because the hardening of cockpit doors would prevent a terrorist from gaining control of a plane as hijackers did on 9/11.

Razor blades and box cutters, such as those the hijackers used, would still be prohibited. But the items that will be allowed will more closely match standards set by the International Civil Aviation Organization, according to the TSA. The following items will now be allowed:

- Knives without a molded grip and with blades that don't lock and are less than 6 centimeters or 2.36 inches.
- Novelty-size and toy bats less than 24 inches long and weighing less than 24 ounces.
- Billiard cues, ski poles, hockey and lacrosse sticks, and two golf clubs as part of carry-on baggage.

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“This is part of an overall risk-based security approach, which allows transportation security officers to better focus their efforts on finding higher-threat items such as explosives,” the TSA said in a statement.

The expansion of what is allowed on the plane follows earlier decisions to allow cigarette lighters and fingernail clippers. But the bulk of restricted items in carry-on luggage, such as liquids in containers larger than 3.4 ounces, remains unchanged. The prohibited items are listed at www.TSA.gov.

“We continually assess the threat associated with aviation travel, and where we can rely on the other layers of risk-based security,” said Castelveter, referring to some pilots armed with guns, armed air marshals who fly undercover, and flight attendants trained in self-defense.

But flight attendants blasted the change in policy for endangering passengers and crew members outside the cockpit. The Flight Attendants Union Coalition, representing nearly 90,000 flight attendants at carriers nationwide, blasted the decision.

“Today’s announcement to permit knives back into the aircraft cabin is a poor and shortsighted decision by the TSA,” the group said in a statement. “As the last line of defense in the cabin and key aviation partners, we believe that these proposed changes will further endanger the lives of all flight attendants and the passengers we work so hard to keep safe and secure.”

Stacy Martin, president of Southwest Airlines’ flight-attendants union, Transport Workers Union of America Local 556, called the decision “outrageous.”

“This policy was designed to make the lives of TSA staff easier, but not make flights safer,” Martin says. “While we agree that a passenger wielding a small knife or swinging a golf club or hockey stick poses less of a threat to the pilot locked in the cockpit, these are real threats to passengers and flight attendants in the passenger cabin.”

SOURCE: USA Today



New Call For Air Cargo Security Standards

By Patrick Burnson, Executive Editor, Supply Chain Management Review

The International Civil Aviation Organization (ICAO) should be the focal point for implementing global air cargo supply chain security standards, the Global Air Cargo Advisory Group (GACAG) says.

In its latest position paper, *Air Cargo Supply Chain Security Regimes for Regulators*, the Group says it supports global standards and programs with regulatory backing around the world in order to facilitate safe, secure, and efficient air cargo operations. It calls for ICAO, along with other international organizations, to take the lead role to continue improvements in the security of the global air cargo supply chain.

GACAG welcomed ICAO’s endorsement of air cargo supply chain security as a standard for its member states, which began in July 2011 (Amendment 12 of Annex 17), and recognized the efforts it is making to facilitate building the capacity of those states that plan to enhance or start air cargo supply chain security regulatory frameworks. GACAG pointed to the work being pursued by the UK, European Community, Canada, Australia, and the United States, and with other civil aviation

authorities, to consider industry standards and guidelines as a way to build air cargo supply chain security capacity.

GACAG Chairman Michael Steen said, “GACAG welcomes mutual recognition as a way for regulators to facilitate the movement of cargo along the air cargo secure supply chain without requiring redundant security measures, specifically at transit/transfer points.”

The Group supports international initiatives such as ISO 2800 and Secure Freight to offer assistance to regulators and industry in securing the air cargo supply chain. It recommends that interested states utilize a recognized international standard template for air cargo security for the implementation of a Regulated Agent and a Known Consignor regime, among many other templates.

Brandon Fried, executive director for the Airforwarders Association (AfA) agreed: “We believe that the key to successful air cargo security lies in the harmonization of international supply chain regulations and standards,” he said in an interview with *Supply Chain Management Review*.

Priorities for Securing Air Cargo Supply Chain

The International Air Transport Association (IATA) identified four priorities to make air cargo more secure and urged stakeholders to move forward on the implementation of the Secure Freight principles. Secure Freight was initiated by IATA to promote global security standards in order to facilitate safe, secure and efficient operations of air cargo. “The stakes are high. If regulators and governments lose confidence in the security of air freight, then bureaucracy will increase and ultimately some items may not even be viable to be air freighted. Commerce as we know it would look very different,” said Tony Tyler, IATA’s Director General and CEO.

Nearly 50 million tonnes of cargo are transported by air each year. This translates to \$5.3 trillion of business, accounts for about 35 percent of the value of goods traded internationally. Tyler called for:

1. Closer cooperation among all stakeholders to enhance and deploy global standards for security.
2. Harmonization and convergence of regulations—a roadmap for states to obtain mutual recognition of cargo security regimes.
3. Global capacity building to strengthen the security network (e.g., Canada assisting Mexico with security programs for cargo and passenger traffic).
4. Long-term commitment.

These priorities converge in the Secure Freight principles. Eight pilot schemes around the world have demonstrated that the Secure Freight standards offer states a robust security regime as well as significant economic benefits. In Malaysia, the benefits anticipated from full national implementation of Secure Freight are estimated to be \$350-600 million annually.

Containers Overboard!

Early this year, Israel was rocked by a tremendous storm over a six-day period that intermittently shut down the ports as strong winds buffeted the area.

On 10 January, the last day of the storm, strong winds again shut down the port. In keeping with protocol, vessels in port were towed out to sea to ride out the storm. While being towed out to sea, the *Zim Constanza* was hit by a huge wave knocking 26 containers overboard, including two containers belonging to clients of **Sonigo Quality Worldwide Moving** in Ashdod, Israel. One FCL and one groupage container with goods for three clients, including a brand-new 2013 Ford Mustang, were the casualties.

Even though the weekend had started, Import Manager **Meirav Azulai** went to the office to pull the files and immediately update the insurance company. She forwarded the relevant documents so they could begin processing the claims.

About eight containers were washed up on a sea wall, including the groupage container. The FCL remains underwater and may never be recovered.

“Besides the heartache of lost and irreplaceable memorabilia,” reports **Shmuel Mantinband**, Sonigo’s vice president of sales and marketing, “all our clients were fully insured, including coverage of the cost of shipping. The insurance company and their appraisers are working on these claims and we have made every effort to keep our clients informed of any new development.”

“While this is, thankfully, an extremely rare event, we have remained in constant contact with our clients, offering words of support as we help expedite completion of the insurance process.”



A container that stayed on board.



A container that did not stay on board.



Six of the containers that washed up on the sea wall. The rough waves literally popped open all of the containers.



This might be the client's 40-foot FCL that was not recovered, according to Sonigo.

IAM Launches the IAM Logistics Network

By Terry R. Head, IAM President

Since announcing the formation of the new **IAM Logistics Network (ILN)**, we have received a number of inquiries for more background and details on this new initiative. As is the case with many of the services and programs offered by IAM, this has been a member-driven concept and effort.

For several years the IAM staff has considered launching a number of diversification initiatives, one of which would be focused on helping our members develop and market non-traditional household moving services. The project moved forward when a group of individuals approached the Association about two years ago to explore IAM's involvement in creating and coordinating a network of companies offering a variety of logistics-type services

What is "logistics?" Wikipedia defines logistics as *the management of the flow of resources between the point of origin and the point of destination in order to meet some requirements, for example, of customers or corporations. The resources managed in logistics can include physical items, such as food, materials, equipment, liquids, and staff, as well as abstract items, such as time, information, particles, and energy. The logistics of physical items usually involves the integration of information flow, material handling, production, packaging, inventory, transportation, warehousing, and often security.*

I used to tell my sales staff that logistics is anything we can make money on using trucks, manpower, and warehouses. Today I would add information and data.

Many IAM members are already actively engaged in a wide variety of logistical activities. Unfortunately, no one is really aware of who is doing what in logistics; more important, there is no means to cooperate and reciprocate with business as is traditionally done on the household goods side of our industry. The real benefit is working through the existing network of IAM members with whom you've spent years developing relationships and trust.

As noted above, this is a member-driven initiative. Larry DePace of SECOR Global Logistics, a division of SECOR Group, the parent of IAM member Security International here in Washington, D.C., heads up the ILN Organizing Commit-

tee. Larry, along with his committee and IAM staff, has a number of ideas in play for developing the ILN concept, focusing efforts on both business promotion and educational opportunities for IAM members interested in either learning about and entering the logistic field or expanding their current logistic services.

Becoming a Charter Member in the IAM Logistics Network is your opportunity to be among the first to determine the direction this initiative takes going forward, and to participate with other ILN members in a special logistics-oriented networking event to be held at the IAM 51st Annual Meeting in Vancouver.

IAM Logistics Network (ILN) Now Accepting Members

IAM is now accepting applications for Charter membership in ILN. This vibrant new community within IAM will facilitate networking among members looking to expand their already-thriving logistics business and those seeking to diversify into a new business sector.

A limited number of ILN Charter Memberships are now available only to IAM members on a first-come basis. The initial ILN membership fee is US\$450, and membership value will be realized almost immediately: Companies that become ILN Charter Members by April 1 will be assured of a special listing in the new ILN section of the IAM Membership Directory. **Those who join by July 15 will receive a special listing in the IAM 51st Annual Meeting program, and during that gathering in Vancouver, ILN members can participate in a special logistics-oriented networking event.**

IAM Governing Members will receive ILN membership free upon submitting an application—another reason to upgrade to Governing membership and take full advantage of the range of benefits offered. E-mail Membership@IAMovers.org for more information on the value of Governing membership.

Additional details will be forthcoming from IAM and the ILN organizing committee via eBlasts and the ePortal newsletter. Following is a partial list of ILN members (IAM company name is followed by the logistics company name, if different):

21st Century Relocations, India
24x7 Logistics Private Limited

A. Kuehner & Sohn Relocations, Austria

Allied Pickfords, Japan

Allstates Worldwide Movers Inc., USA
White Glove Transportation Services, Inc.

Astra International Moving & Shipping Inc., Canada

AW Transportation, USA

Carl Hartmann Gmbh Co. KG, Germany

Crown Moving Co. Inc., USA

DeWitt Moving & Storage, Guam
Approved Freight Forwarders, Inc.

Enterprise Database Corporation, USA

Gosselin Group N.V., Belgium
Gosselin Forwarding Services N.V.

Gridiron Forwarding Co., Inc., USA

Inter S&R, Spain

L&G International Movers, S.R.L.,
Dominican Republic

La Rosa Del Monte, USA

Mitchell Moving & Storage, USA

North & South Logistics, Inc., USA

S.E.A. Corp., USA
Sea Express America Corporation

Security International, USA
Secor Group Global Logistics

Transportation Services International, Inc.,
USA

Worldwide Relocation Specialists, Inc.,
USA

Download the IAM Logistics Network Application at www.IAMovers.org. (Note: To fill out this form online IOS mobile devices require mobile app Adobe Reader 10.4.4. Android mobile devices require mobile app Adobe Reader 11.)



Five Things You Need to Know About the FY13 National Defense Authorization Act

By John Shoraka, U.S. Small Business Administration

President Obama recently signed the FY 2013 National Defense Authorization Act (NDAA), which appropriates funds for military activities of the Department of Defense and other national security programs. You may be asking yourself, “Why am I reading about national security on the SBA website.” Well, if you’re a small business and are doing business with the government, the NDAA includes a number of provisions that impact you. That’s why we thought it would be beneficial to highlight the top five things small businesses should know about the FY13 NDAA.

- 1. Women-Owned Small Business Contracting Program:** Removes the award caps (\$6.5 million and \$4 million) from set-asides under the Women-Owned Small Business Contracting Program. (Section 1697)
- 2. Mentor Protégé Program:** Establishes a Mentor Protégé Program modeled after the 8(a) Mentor Protégé Program for all small businesses. (Section 1641)
- 3. Surety Bond Limits:** Raises the SBA guaranteed surety bond limits from \$2 million to \$6.5 million, and allows for

bonds up to \$10 million on federal contracts if the contracting officer certifies that the surety is needed for award of the contract. The increased caps will allow small businesses to compete for more contracting opportunities with limited risk to the taxpayer. (Section 1695)

- 4. Senior Executives:** Requires that agency heads ensure members of the Senior Executive Services (Senior Leadership) receive training with respect to Federal acquisition requirements, including training requirements under the Small Business Act. The law also requires that the head of each respective agency take steps to ensure that members of the SES are held accountable to meeting small business contracting goals. (Section 1633)
- 5. Small Business Contracting Requirements Training:** Requires the Defense Acquisition University and the Federal Acquisition Institute establish a mandatory course on small business contracting in order for members of the federal acquisition workforce to get certified in contracting. (Section 1622)

Making Your Family Business Work

By Stephen Bray, Principal, 'The Family Business School'

Blake Cooper, president of Atlanta-based Cooper Music Company, likes to tell the story of the elegant wooden Victrola that stands proudly in the showroom of the company's 10,000-square meter facility. According to Cooper, the Victrola was sold in 1927 by his ancestors in the old Cooper Music Company three generations ago when it was still based in Pennsylvania. A descendant of the original owner saw the Cooper Music logo inside the Victrola and decided to see whether the company was still around. Not only was Mr. Cooper happy to hear from the Victrola owner, he was so interested in the Victrola as a family memento that he decided to buy it back.

Blake Cooper and his siblings are the fourth generation to manage the Cooper Music Company, which celebrated a century of business in 2006. The Coopers have a "history wall" in their facility that reflects their understanding of the responsibilities and significance of being successors to a family business. Looking back at the triumphs and failures of their ancestors inspires them to stay the course. However, the family knows that a strong sense of history must accommodate the ability to embrace change. This delicate balancing act is their secret of success.

Learn to balance historical legacy with the ability to adapt to change. That is a key strategy for a successful family business. Here are five more strategies that can help your family business grow:

1. Emphasize the "business" aspect of "family business"

If a family business puts too much emphasis on the "family" aspect of their operation, all sorts of problems can arise. Imagine a family that tackles a business problem the same way it decides on what movie to watch – everyone has a suggestion and no one wants to give in. This kind of informal business infrastructure can lead to indecisiveness, confusion and, ultimately, a lack of effectiveness and productivity.

Like any other business, a family business should have a clear vision and

mission. It should have clear objectives as well as internal systems and processes that can help the company achieve them.

If you are not sure whether you treat your company as a professional business, ask yourself one thing: do you have a clear-cut set of objectives and complementary systems and processes in place? Or do you lack even something as basic as a table of organization? This leads us to our second strategy.

2. Clearly define roles and responsibilities

In many family businesses, family members are equipped to handle similar duties and responsibilities. There's nothing wrong with that. In fact, having multiple and flexible roles is a hallmark of a strong family business. It allows family members to quickly close ranks to overcome big challenges.

However, it's one thing to have similar roles and responsibilities as opposed to having overlapping roles and responsibilities. The latter leads to endless debates even over the smallest things, which slows the wheels of the organization down considerably.

From the very beginning, clearly define roles and responsibilities so that everyone knows who is in charge of a particular area. It simply won't work if everyone fancies themselves to be marketing or production experts and insists on having their way.

3. Have a firm succession plan in place

Without a succession plan, family members who consider themselves worthy of running the business would be posturing and lobbying endlessly to capture the top spot. There would be a tendency to sacrifice growth to gain greater control of the organization.

It's also possible for the current head of the family business to refuse to step down. That would lead to even more chaos, and it's the business that will suffer the most.

Family businesses should always have a formal succession plan in place that defines the details of how and when the next generation will take over. The plan should also spell out the financial package and benefits of retiring family members. It may be advisable to hire outside professionals to handle this matter.

4. Avoid "sympathy" appointments

Many of us have felt the frustration of being under a boss who doesn't care about the business or know what he is doing. Is there anything worse for a professional organization than to have unqualified people assigned to sensitive and critical posts?

Unfortunately, there's a lot of that going on in family businesses. Where else can you see the founder's grandson with a freshly minted MBA suddenly being appointed as head of the division? Not only does this affect morale, it also stifles creativity and initiative. Worse, these unqualified family members think their position is a birthright and that they don't have to work hard to prove their worth.

Don't make your family business a storehouse for your children, nephews, nieces or others who can't find a job elsewhere. Always hire family members based on their qualifications and skill.

5. Be willing to seek outside advice

Sometimes it's hard for a family business to make decisions not based on emotion. Can you sell part of the business or hire other family members without emotions coming into play? Wouldn't it be hard to refuse a family member or sell your grandfather's outdated factory because they are close to your heart?

There are times when it's best to seek outside counsel from a professional non-family member whose decisions can be accepted and respected by all.

Outside experts bring fresh, objective and creative ideas to the table and are able to make the hard, but wise decisions. Unlike the family, external consultants are not too close to the forest to see the trees and are not burdened by having to please anyone when making a decision.

10 Reasons Why You Should Never Work for Your Family

By Roz Zurko, Yahoo! Contributor Network

Working with family can sound intriguing. You can't think of a better venue than to be around family members while helping to make their business a success. Before you think about joining the ranks of your family business, read these 10 reasons why you shouldn't work with your family.

1 When working for an employer you are unrelated to, there are certain business etiquettes that are usually followed. When working for a family member, those all go out the window. Voices raised and finger pointing boundaries do not exist. You are a prime target for a sounding board when things are not going right.

Strangers who work with you are protected from inappropriate treatment from their employer. The laws protect you too, but this fine line is crossed more often when the family member is involved.

2 No matter who you are in the family lineup, there has been a family dynamic between you and your other family members. No matter how old you have become, that family dynamic will carry over into the workplace if you work for relatives. You never start with a clean slate as you would when working for strangers. Your position in the family business comes with baggage and this will affect the treatment you receive.

3 You will see the people you have known and loved for many years in a different light. You might not like what you see or hear. If you treasure your relationships with your family members do not tempt fate.

4 No matter how upset you get with a family member you will always pro-

tect them. If someone outside of the family speaks ill of them, you will be angry. You can say things about your family and there is no problem, but there will be a problem if an outsider has unkind words. Be prepared to hear these unkind words about your family members if you start working for a family business. Unless your family is sainted, this is bound to happen.

5 Job performance evaluating is impossible when you work for family. The truth will never be told about how good a job you might be doing. For some reason

A Different Perspective

more is expected of a relative when working for family. You can burn the midnight oil and be the first one to arrive in the morning and get little appreciation for this.

6 No mind of your own. When working for a family business their ideals and values need to be portrayed as your own when around the other employees. No matter how much you disagree with things they do, you need to keep up the front that you are going along with it all. Working for a family-owned business requires a mob mentality that is always decided by the consensus of a few higher ranking family members in the business.

7 When you are working in the lower rankings of the business, you cannot affiliate yourself with your peers. Most have some complaints about working conditions or the pay at any place of employment. Even though you're side by side with these workers daily, you cannot

socialize with them as other new employees would. You are the enemy and you will never really be included in any type of peer-bonding activities.

8 While working for a family business any accomplishment that you make in the business aspect of the company will never truly be yours in the eyes of others. People will always think that a pay raise or a pat on the back is due to your blood line only. On future resumes these accomplishments won't hold much water if it is known that you did this in the confines of your family-owned work place.

9 When working for a family business you have no private life. If having a separate life outside of your home life appeals to you, like it does for most adults, then do not work for family. Everyone knows your business. There is no getting away from it. No sanctuary to go to where the people don't know that you have been divorced or that you flunked out of college twice before getting a degree. No putting anything behind you. You can not re-invent yourself when relatives are all around you.

10 If you ever want to leave the family business there will most likely be hard feelings on the side of your family or by you. You might need to leave because you are fed up with the reasons mentioned in 1-9 and you exit on a note of animosity. Your family might harbor some resentment when you leave.

Any way you look at it the only way that you can avoid all these problems when working at a family business is not to work at one in the first place.

Sequestration, 2013 Peak Season, and Qualifications/Open Season

By Charles L White, Director of Government & Military Relations

The question crossing my desk most frequently of late has been, “Now that Sequestration, and the extra \$47 billion in cuts mandated for the current fiscal year, has hit the U.S. government, what effect will it have on the Department of Defense’s (DoD) personal property moving program?” It appears that it will have very little effect.

Permanent Change of Station (PCS) moves fall under the wide-ranging category of “Military Pay,” which is covered by President Obama’s “Sequestration Exemptions.” That means that personal property moves will not be adversely affected by sequestration. In fact, as the U.S. DoD continues its exit from Afghanistan, reduces its presence in Europe, and downsizes the number of active duty troops, the number of moves—at least in the near term—may even increase. The 2013 DoD Peak Season figures to be quite robust and the industry needs to be prepared.

The Defense Personal Property Program (DP3) completed its rate filing process for 2013 on March 4. The completion of the three-week process was delayed for a short time due to communication issues that occurred when rate rejections were sent to the Transportation Service Providers (TSP). Those issues were quickly resolved and the second round of the rate filing continued without any major problems. The Surface Deployment and Distribution Command (SDDC) then indicated that the new rates would be available for awarding Peak Season shipments (those with pickups after May 14) on or about March 20.

SDDC also issued new guidelines concerning when they would allow shipment refusals. In previous years SDDC would not allow shipment refusals to begin until May 15. This year they have adjusted their rules to allow TSPs to refuse shipments with pickup dates of May 15 and beyond regardless of the date the shipment is awarded. A shipment that is awarded on April 1 with a pickup of May 15 can now be refused. SDDC will allow shipment refusals for shipments picking up between May 15 and July 31.

SDDC has also indicated it will be changing the short fuse shipment criteria during the busiest period during the Peak Season. From June 10 through July 5 those criteria will change from pickups that are five days from shipment award to ten days from shipment award. This change is designed to reduce the Personal Property Shipping Office’s (PPSO) workload during the busiest time of the year when shipment refusals and Blackouts are the most frequent. The change allows any TSPs with capacity to view and accept shipments that fall within the 10-day window to help expedite the award process.

In early December SDDC introduced a new draft set of Qualifications rules (Pam 55-4) and asked for industry comments.

They received a large number of comments from industry participants and IAM. After reviewing the comments for more than six weeks SDDC has decided to pull back on most of the new initiatives laid out in the draft. At the American Moving & Storage Association’s (AMSA) conference held in Atlanta, Georgia, during the first week of March, SDDC indicated it would remove the following proposals from the document:

- SDDC will not require audited financials. They will accept reviewed financial reports but will reserve the right to request audited financials in cases where a TSP’s financial wherewithal has come into question.
- SDDC will not require the dramatic increases to the Performance Bonds that they had previously indicated. International bonds will increase from \$100,000 to \$150,000 and Domestic bonds will remain the same.
- Liability levels will remain at their current levels.
- Financial ratios will be maintained at their current levels.
- The highly contested “Affiliations” section of the document will be removed and the current Common Financial & Administrative Control (CFAC) rules will be maintained, although SDDC has indicated it is still considering changes to some aspects of CFAC. SDDC has promised a new draft version of the rules will be released in the very near future.

SDDC still plans to hold an Open Season for new entrants to the DOD personal property program in the fall of 2013. It appears that this newly announced Qualifications document will be the basis for entry into the program. SDDC recently introduced the following timeline for the Open Season:

- Industry Day on April 3, 2013
- SDDC Pamphlet 55-4 finalized May 2013
- Open Season announcement August 2013
- Open Season October 2013
- New entrants start participating in 2014 rate cycle
- Requalify all TSPs prior to 2015 rate cycle

It is very interesting that SDDC plans to “re-qualify all TSPs prior to 2015 rate cycle.” Officials have said they are looking at “scoping” TSPs, but what that means is unclear at this point. It appears this is a way to limit which traffic channels a TSP can bid on based on where and how many shipments they have moved in the program historically. As this issue of *The Portal* goes to press few details are available regarding how SDDC plans to accomplish this but it appears that the domestic program is the focus of this new initiative.

As more details become available we will keep IAM members fully informed.

DoD Extends Freight Payment Contract with U.S. Bank

U.S. Bank and the U.S. Department of Defense (DoD) have agreed to extend their long-term contract, enabling the DoD to continue to pay its freight invoices electronically through U.S. Bank Freight Payment Services.

Using U.S. Bank Freight Payment to process and pay invoices saves the DoD and its partner agencies hundreds of thousands of dollars annually in freight invoice processing costs. U.S. Bank Freight Payment also gives the government a transparent supply chain with robust data capture and reporting, allowing the DoD to more effectively manage its transportation program.

The U.S. Bank- DoD collaboration dates back to 1999, when the first of a continuing series of one-year contracts was signed. The collaboration has grown from 69 processed invoices in the first year to more than 11 million by the end of 2012.

New capabilities are continually being added. In 2012, the DoD worked with the bank and industry partners to automate the process by which providers of the “non-temporary storage” (NTS) of military household goods are paid. The elimination of paper processing represents additional millions in savings for the military and its NTS contractors.

“Cash flow for our impacted members has been exponentially improved, in some cases by months, through the DoD’s adoption of U.S. Bank Freight Payment for NTS,” said IAM’s Chuck White. “This is significant, given that many of these contractors are small businesses dependent on timely payment for their operations.”

Other federal agencies that partner with U.S. Bank under terms of this contract include the State Department, Homeland Security, Health and Human Services (HHS), and the Department of Energy.

Lufthansa Cargo with New Services to Guadalajara

Lufthansa Cargo has added new MD-11 freighter services to Guadalajara in Mexico. The cargo airline will then be connecting the metropolis in the Mexican highlands with the Frankfurt hub. The twice-weekly flights from Frankfurt are routed via Chicago, Illinois, and Mexico City and will operate on Wednesdays and Saturdays. The return flights (also with a stopover in the United States) are on Thursdays and Sundays.

Guadalajara has evolved into a major business center, especially for high-tech companies in the electronics and information technology sector. The automotive industry has also found the region around Guadalajara an ideal location for production plants.

Agriculture is a key factor in the export business in Guadalajara. More than half the farm produce in Mexico comes from the northwest of the country.

Beginning on March 31, Lufthansa Cargo is offering connections to 317 destinations in 106 countries. A total of 48 cities, mostly in Asia, will be served with freighter flights. In Asia Lufthansa Cargo will offer freighter connections to 25 destinations. Eight cities in North America will be served by freighters and nine in Latin America. Included in the Lufthansa Cargo timetable are also four freighter destinations in Africa.

SOURCE: American Journal of Transportation

American Airlines–US Airways Merger

The latest proposed merger of American Airlines and US Airways would create the largest “super-airline” in the industry and pull American back from the brink. The merger must be approved by the U.S. Departments of Justice and Transportation and then the long, arduous synchronization of systems and business cultures must unfold. The recent mergers of Delta with Northwest and United with Continental point to a decline in customer satisfaction during the transition, as the kinks of combining the two carriers are navigated. So hold on to your seats—this could be a bumpy ride.

SOURCE: Omega World Travel

Airline On-Time Arrival Stats Ranked

For the third year in a row Japan Airlines ranks number 1 in on-time arrivals and All Nippon Airways had the lowest number of cancellations worldwide. No U.S. carriers appeared in the top 10 international rankings. In the United States, the North America category includes carriers operating at least 30,000 scheduled flights annually. Alaska Airlines tops the list with an 87.26 percent on-time record. The other 4 Finalists are Airtran Airways, Delta Air Lines, JetBlue Airways and US Airways.

SOURCE: Flightstats.com

IATA: Things Looking up in Airfreight Market

Global air freight traffic rose 4.5 percent in January, driven by growth in Asia and the Middle East in an encouraging start to the year although it remains well below levels seen two years ago, according to the International Air Transport Association (IATA), which added that it’s “too early to be overly optimistic.”

Freight traffic rebounded from December when it fell 0.5 percent from a year earlier. However, IATA said the volume of goods shipped by air was still below levels reported in 2010 and 2011 and pointed to weakness in the global economic recovery.

The Middle East was the fastest-growing region in January with airfreight traffic there increasing 16.3 percent from a year earlier after the addition of new capacity and routes in the region.

Asia-Pacific carriers, which transport nearly 40 percent of global air cargo, also saw rising volumes in January on improving demand for goods from South Korea and elsewhere.

Last year, global air cargo demand contracted by 1.5 percent as world trade slowed.

SOURCE: Reuters

Marriott to Launch New Moxy Brand

Marriott International has announced a new brand, an Meconomy, three-star flag geared toward younger travelers in Europe. Moxy Hotels will be stylish and affordable, according to the lodging company, and will debut in Milan, Italy, with the first property slated to open early next year. Marriott has been working closely with Inter Hospitality, the property division of IKEA, which will be the developer and owner of the first Moxy properties, as well as Nordic Hospitality, which will be the first franchisee operator. Marriott intends to open 150 franchised Moxy Hotels in Europe over the next 10 years, and has named Germany, Austria, the U.K., Ireland, Belgium, Italy, Netherlands, Denmark, Finland, Norway, and Sweden as likely destinations.

Arpin Renewable Energy and eNow Form Partnership to Provide Solar-Powered Systems for Moving Trucks

Arpin Renewable Energy has joined with eNow, a Rhode Island-based company that supplies energy solutions to the transportation industry, to provide **Arpin Van Lines** agents and owner-operators access to cleaner running moving trucks.

eNow's solar panel systems, which are retrofitted onto a company's existing trucks, use the latest in technology to capture and convert the sun's energy into usable power to reduce vehicle operating costs and greenhouse gas emissions.

"We believe strongly in the work that eNow is doing to make industrial transportation greener," said **Peter Arpin**, president of Arpin Renewable Energy and partner of Arpin Group. "Arpin Van Lines has been testing these systems on its moving trucks for the past two years and we have witnessed significant cost savings. We want our agents across the country to be among the first adopters of this technology and become a model for other transportation industries to follow."

"There are over 15 million medium and heavy duty trucks on the road and over 650,000 trucking companies in the U.S.," said Jeff Flath, founder and CEO of eNow. "Growing regulations on idling time as well as fluctuations in fuel costs are encouraging transportation companies to seek alternative means of saving money. We are thrilled to be partnering with Arpin Renewable Energy to make our solar power technology accessible to all transportation industries."

Through eNow's specially designed rooftop panels, most of the truck's accessories can run solely on solar power. The photovoltaic cells capture energy through the panels and then store it in batteries in order to distribute it to features in the truck. The panels greatly cut down on emissions, since truckers normally idle their vehicles overnight in order to run their in-cab entertainment and HVAC systems. However, through eNow's panel system, drivers are able to shut down their truck engines and instead run



An Arpin solar-powered truck

the systems with the batteries. Other applications include powering liftgates, refrigeration units, and safety lighting.

eNow is offering several financing options to minimize the financial risk for companies that are exploring the cost savings of solar technology. Visit enowenergy.com for more information.



Closeup of eNow solar panels



5 Common Website Mistakes That Are Driving Your Customers Away

By Nathalie Lussier

You love your website, it's like your baby, and it represents your startup perfectly—except when it doesn't. From an outsider's perspective, your website might not be delivering the message you thought it was. Here are five of the most common startup website mistakes that I see founders make when creating their own website or hiring a designer to create it for them—and what to do about each:

1. Designing for the “cool” factor

You want your startup to stand out from all the others out there, so you design your logo and your site with lots of flair. Figuring that a flashy design will stick in people's minds, you forgo clarity. While people may think your site looks good, they won't remember what your service or product is all about. They might not even grasp your concept while they're on your site, causing them to hit their back button or move on without a second thought.

Ouch. Visitors can be fickle, so make sure to focus on explaining what your startup does and how it will help make your customers' lives better.

2. One-page overwhelm

In an effort to tell people all the reasons they need to sign up for your service or product, you might go overboard and cause more harm than good.

If you have more than three major pieces of information or options on a page, you're likely overdoing it. When it comes to designing effective websites, keeping the visual options to a minimum always results in better conversions.

Instead of packing your website with the 20 different reasons to try your product, focus on the big three benefits that you can deliver. Think of what your startup helps people get more of, or get less of, whether that's getting more sleep, or getting less anxiety.

3. Not testing on all devices

Your website looks great on your computer and maybe your phone too. But have you tested it on a variety of different devices? Or, have you considered making your website design responsive, which means that it will resize based on the dimensions of the screen?

These are all great questions to consider before you hit publish on your new startup website, but it's worth going back and checking different browsers and devices even if your site is live.

4. Forgetting to ask for contact details

Most visitors who land on your website will not buy your product or service. It's just not going to happen—but it doesn't mean that you should let these curious folks walk away into their busy lives, never to return.

Instead, make sure you have a simple and prominent way for them to stay in the loop with your startup's progress. Make the offer to join your email list an inviting one by focusing on what benefits they will get from hearing about your startup.

If you can't think of anything, consider creating free content such as articles or videos that you think will be of interest to your ideal customers. No one can turn down a highly targeted freebie that's designed to solve their exact problems.

5. Not offering a taste before asking for the sale

Speaking of freebies, do you have anything on your website that people can try before they buy? Depending on your product or service, you might be able to offer a taste before asking them to commit by plunking down their credit card details.

If you offer an ongoing service, it's a great idea to let people get used to your software or services because they'll be hooked and won't want to stop using it. Try offering a free trial, and be generous – if you did your job right in creating your offering, people will take you up on your paid version, too.

Think outside the box on this one, because offering a sample is one of the best ways to get people open to buying from you.

Do you make any of these mistakes?

Now that you know what to watch out for when creating or updating your startup website, it's time to be honest with yourself and assess your own site. And if you need an unbiased opinion, ask a friend or colleague—someone who isn't as close to your “baby” as you are.

SOURCE: YEC

Voxme Launches Packing List Application for iPhone and iPad

Voxme Software Inc. has announced the release and general availability of its popular packing list application, Voxme Inventory, for iPhone and iPad. The application offers inventory entry in virtually any language, taking and annotating item photos, on-screen customer signature, bingo and loading sheet, e-mailing of the inventory list back to the office, and seamless data exchange with move management systems. The company offers two versions of the application: one for iPhone and one for iPad for the best user experience.

Says **Max Kreynin** of Voxme Software, “The iPhone and iPad are by far the easiest devices to learn and a huge number of crews already use their personal iPhones. We are happy to offer our application on these devices and believe that the arrival of iPad Mini will help the movers around the world to finally launch electronic inventories.”



Inventory Summary - Patrick Engel

Totals

Volume	0.43 cuin/19.59 cuft	Pieces	26
Weight	49.20 kg/107.91 lbs	Value	150000

ID Find

ID	Pic	Room	Content
1		Basement	Books
2		Bedroom 1	Table, Chair
3		Bedroom 1	Toys
4		Bedroom 1	Lamp
5		Bedroom 1	Linens
6		Bedroom 1	Clothes
7		Bedroom 1	Clothes
8		Bedroom 1	Clothes
9		Family Room	Tv Dier 65 Inch
10		Family Room	Fairing, Small (Dented)
14		Family Room	ARMCHAIR, SMALL

An inventory summary as it appears on iPad and iPhone

Why You Should Train Your Gen Y Employees to be Leaders

By Anita Ferrer

When should your organization start training its employees for leadership roles? That's a trick question. It can be answered by asking: Why hasn't it started?

According to a study by the leadership development group Zenger Folkman, organizations are waiting too long to help millennials develop leadership skills. After analyzing 17,000 leaders, Jack Zenger found that the average trainee is 42 years old, which means he or she has spent a good decade in the industry acting on instinct instead of formal training. "The fact that so many of your managers are practicing leadership without training should alarm you," Zenger wrote in *Harvard Business Review*.

The U.S. Bureau of Labor Statistics predicts that Gen Y employees, often referred to as millennials, will make up 40 percent of the U.S. workforce by 2020. The Gen Y group are often described as results-driven and self-starters to begin with, and organizations could leverage those characteristics. But Zenger notes, "Today we are devoting roughly three-fourths of our development effort to Gen X and 20 percent to Gen Y."

Some organizations fear losing Gen Y employees, since they've been known to hop around from job to job. Ninety-one

percent of millennials expect to stay in a job for three years or less, according to the Future Workplace "Multiple Generations @ Work" survey. Zenger's theory: The sooner organizations train Gen Y employees, the more time they will have in the workforce to develop as leaders, and they will find success earlier in their careers.

J. Maureen Henderson, a *Forbes* contributor who writes about early career issues, would probably agree with Zenger's theory. "If your company has a strong commitment to supporting the professional development of its employees, clear opportunities for internal advancement, and a track record of promoting from within, you have nothing to fear when millennials ask, 'What's in it for me?'" she writes in her article, "Why Managing a Millennial is Easier Than Training a Dog."

Zenger thinks putting a leader in place without training should put you on edge: It allows room for mistakes and bad habits. "It may be possible to teach old dogs new tricks, but there's no question that the sooner you begin, the easier it is," he writes.

How does your organization handle leadership development?

SOURCE: *Associations Now*

18 Essential Tips for Doing Business with India

By Stephen Manallack

*Editor's note: Stephen Manallack compiled the secrets of Indian business success and cross-cultural issues while preparing his new book for the Indian market, *Soft Skills for a Flat World* (Tata McGraw-Hill). He has led several trade missions to India and is a cross-cultural trainer.*

1. Don't assume things are Westernized.

Visitors to China are visually reminded all day that they are in a vastly different culture. But often India can appear quite westernized and individuals also give that impression. You might be lulled into a false sense that business there is done much the same way as home. Better to open your mind and see things and people more clearly, looking beyond the surface level "Westernization."

2. If you want it in a week, it will take a month.

What takes a week in your home country will surely take four times as long in India, despite the assurances of delivery. This means to succeed there you need incredible patience, so don't send your least patient executive to India.

3. You are not that important.

Even if you represent a top 100 company, you are not that important to Indians. The rest of the world is chasing them too, so they have choices.

4. Work harder for specific outcomes.

Indians have acceptance of change hardwired into their psyche—they thrive on it. It also means they are less specific in plans and contracts, which can be disturbing for newcomers. Getting the specifics set down can take a long time.

5. Choosing Delhi for HQ makes sense.

While Mumbai is the financial capital, it is a tough place and most business people find they have to visit Delhi regularly anyway. It is more liveable, and is more than a political capital—it is a powerful business city.

6. Expect to travel a lot.

You can be an executive in London, New York, or Melbourne, and not have to travel too much. But wherever you are based in India, expect to travel, because there are at least 35 cities where you can do business, and that's just the beginning.

7. Start and end the day late.

Indian breakfast meetings can be set for 10 a.m. or even later—they are late starters. But your dinner meeting at the end of the day might not start until 9pm or later. Hours are long and weekends are for working because "work is life" is the mantra.

8. Things will change at the last minute.

Despite your expectation, India runs to its own rhythm. One Westerner tried to break convention by running an early (6:30 p.m.) dinner meeting, and his guests showed up at 9:30 p.m. anyway. Often you will be called minutes before a meeting to change time or venue; going with the flow is an asset in India.

9. Expect to be interrupted.

Indians like to do several things at once, so expect your presentations to be interrupted by other visitors, cell phones, papers to sign, and other distractions. At formal conferences and lunches, cell phones are rarely switched off and often answered at full voice.

10. Be prepared for paradox.

The visitor can be shocked and unprepared for the speed of modern India. Businesses need to go prepared to deliver on a product or service right now, not just having some idea for a future opportunity. Trade missions from around the world arrive weekly, so they have plenty of choice.

11. There is still a language barrier.

Your Indian counterpart almost certainly speaks English, which creates the illusion of communication and understanding. We speak English and think Western; your Indian partner speaks English and thinks Indian, so take care to build real understanding.

12. Watch out for religious holidays.

Check the calendar for holidays and although they are often fun it is a hard time to do business. A holiday listed for one day might run for four, so check it out first.

13. Be more formal.

Addressing people by a title and their last name is a good policy in a country where status and formality underpin good manners. Casual forms of address can come later, but only once you have really got to know the Indian partner very well. On the other hand, things are changing so fast in India...

14. Shaking hands with women.

Conventional wisdom is no physical contact whatsoever in a business context, but few people over there seem to really worry. A good policy is to wait and see if the woman extends her hand, but if you hold your hand out first it is not such a big deal.

15. Don't read anything into the handshake.

In the west we tend to read a lot into handshakes – too soft, too firm, too long and so on. Most of your handshakes in India will be pretty limp by western standards, but it is not a sign of lack of interest or indifference. It's just how it is done over there, almost like a formality to get over and done with.

16. Prepare for the collective.

Most Westerners come from a culture of the individual, but the Indians they meet are firmly placed in a collective culture. One visitor will often find four or five Indians in the meeting, and often it is not clear who is in charge. Many Indian leaders will not speak up or even speak at all in these meetings – in the collective someone else does the talking while they do the evaluating.

17. Navigate through the spider web.

While the west strives for simplicity and certainty, Indian business leaders know that life is like trying to find your way through a spider's web—where does it begin, where does it lead, who can tell? Consistent with this view, most Indian corporations offer an incredibly diverse range of products and services, whereas Western business tends to focus on just one area.

18. Dealing with non-conformity.

Indian culture provides masses of room for non-conformists. Diversity of dress, styles of doing business and differing reactions to personal contact are to be expected over there. Your host might want to talk about diet or spirituality instead of your product and it is wise (and fun) to go with the flow.

If you are thinking of going to India, that country's great thinker Rabindranath Tagore can be your inspiration: "You can't cross the sea merely by standing and staring at the water."

A look at people and events shaping IAM member companies



Kim Becker



Yalda Zand



Mathieu Dunod



Robbie Heng



Patrick Goh

Santa Fe Group has announced the appointment of **Kim Becker** as managing director, India. Becker, an expatriate from South Africa, brings a wealth of knowledge to Santa Fe, India. He has extensive business experience within the relocation industry as well as other industries. Becker is based in Bangalore.

In addition, **Yalda Zand** has joined the company as chief information officer. Zand is responsible for the strategic planning, oversight, and global operation of all information systems and technology functions within the Santa Fe Group.

A 20-year industry veteran, her prior experience includes senior leadership roles in technology at companies including Cisco, Amgen, Monster Worldwide, and Plan International. Zand will be based at the Santa Fe Group Corporate Headquarters in London, with the regional IT Teams across the Group reporting directly to her.

Santa Fe also has launched Africa Connect, a service that provides a single point of control for companies that wish to relocate their employees to and from the African region.

Santa Fe Regional Director–Africa **Mathieu Dunod** has been providing moving and relocation services for relocating employees in Africa for 14 years. He is supported by a coordination team dedicated to the Africa region.

“Africa is an expansive continent, larger than North America and China combined, and as culturally diverse as Europe, South America, or Asia,” he said. “Furthermore, local processes and administration can be baffling to anyone outside the system. For these reasons Africa has always represented a challenge to any company transferring their staff to the region.”

Africa Connect removes the barriers to relocating employees to Africa. It enables businesses to connect their employee mobility programs with the region more easily. The service manages the entire interaction with Africa to provide a consistently high standard of customer service for the relocating employee, simplifies communication, handles detailed local administration, and provides the obligatory data in a format that enables reporting.

Asian Tigers Mobility, Singapore, recently announced two appointments.

Robbie Heng, a 40-year industry veteran, has been named general manager, moving services. **Patrick Goh**, the new general manager, relocation services, has been with the company for nine years. He previously served in a marketing role, and eventually moved into senior management.



Geron Gore



Bridget Ritchie



John Nicholls



Paul Tracey

Arpin Group has promoted **Geron Gore** and **Bridget Ritchie** to executive directors of global business development.

In their new roles, Ritchie will be responsible for managing the global sales team and guiding communication between directors and sales team members, while Gore will be charged with creating global corporate sales strategies. Both will be working together to increase sales and revenue for the company and maintain current client relationships.

Gore previously served as a director of business development for the Southwest region. He has been with Arpin Group since 2005 and has 29 years of experience in the moving and storage industry.

Ritchie, formerly a director of business development for the Midwest region, has been with Arpin since 2008 and has 18 years of experience in the industry. She is currently president of the Corporate Relocation Council of Chicago.

Interstate Group Holdings Inc. has announced that **Albert Greene** has been appointed vice president of economics and business analysis. In his new role, Greene will work with Interstate's executive and management teams to further develop, design, and implement improvements across all business processes. In his previous position as director of information technology, he oversaw the global enterprise systems and proprietary software development, as well as administration of the firms' rates and tariff filings, which lends well to his new responsibilities.

Greene has been part of Interstate's Top Hat team for more than two decades, with extensive involvement in virtually all aspects of the organization, the company said.

Move One has named **John Nicholls** global product manager for its Relocation Services Division. Nicholls joined the company in 2010 as business development manager for moving and relocations. Since that time he has played an integral role in Move One's growth through his in-depth understanding of the industry and dedication to quality.

Nicholls has been in the relocation industry for more than 24 years, having launched his career in real estate with Hamptons in the UK; he subsequently was led to the relocation industry. He worked for Cartus Relocations, where he spent 20 years in vendor management as director of their EMEA supplier network. Nicholls is based in Move One's head office in Dubai, UAE.

AGS Worldwide Movers has named **Paul Tracey** its European network director. His role is to oversee growth, quality, customer satisfaction, and strategy in Europe.

With more than 20 years' managerial experience, Tracey has served as a director of multiple national territories in the UK. His success has been underpinned by well-executed and effective strategy, coupled with close financial management, strong cus-

EXPANSIONS

The Secor Group, parent company of IAM member **Security International**, a Washington, D.C.-headquartered global logistics and mobility services company, recently announced the acquisition of Special Products Transfer, Inc. (SPT), a transportation and logistics services company serving the mid-Atlantic region. This strategic expansion will grow Secor Group's logistics division, which offers a range of services including warehousing and fulfillment, international logistics, archives and shredding, and office and industrial moves.

Secor Group CEO **Charles Lawrence** said the company is "committed to making strategic investments that help us broaden our range of services to current and prospective clients."

SPT specializes in moving and storing items such as large copiers and printers, commercial electronic equipment, and office furniture and fixtures. It offers next-day and same-day service and deploys a fleet of modern liftgate trucks. The company, previously based in Lorton, Virginia, will now operate out of Secor Group's facility in Alexandria, Virginia, .

Move One announced the successful registration of its first office in East Africa in December 2012. The office, located in Kampala, Uganda, is the first of the company's four planned openings in the region and will serve as Move One's Regional Coordination Centre for East Africa. CEO **Curt Clements** expects to further the expansion by opening offices in Djibouti and Ethiopia by April 1, 2013, and in South Sudan and Kenya by the end of the year.

Move One's expansion into East Africa comes in response to the increased humanitarian, military, and energy presence in the region. The company will continue to offer its full range of services in the region, including logistics, moving, relocation, and animal and pet transportation.

When the Mover Moves

Who knows better than a mover how stressful a move can be? **Sonigo (Israel) International Shipping** understands better than most. After six years at its last warehouse and office, the company shut down all computers, servers, and the switchboard at 2 p.m. on December 20, 2012, and moved to a beautiful new facility 3 kilometers away. This followed two weeks hauling some 350 storage containers and vaults, in 87 trips by flatbed trucks and 36 trips by closed trucks.

Most important, said **David Sonigo**, “The mail server was back up by 6:30 p.m. the very same day. We knew there would be down time when we disconnected our switchboard and all our computers and we prepared as much in advance as possible. But I never believed we would be back on line within four hours.”

Deputy General Manager Sharon Raz-El oversaw the logistics of this massive move of people, equipment, and stored goods that occupied some 4,000 square meters. Even though the new facility is only two years old and houses state-of-the-art equipment, there was still a tremendous amount of planning, building, and refurbishing required.

“We are completely back to work and making efforts to fill our books for the summer,” Sonigo reported. “We are building new strategic alliances with the best and most experienced moving and relocation companies in the world. At the same time, we continue to explore the latest techniques and technologies that will allow us to provide a smoother, safer and stress free move for our clients. Our new facility makes these efforts even easier for us and as nobody knows better than us, moving is a stressful business.”



Sonigo makes its mark on its new facility.



Loading a container outside Sonigo's new warehouse.

Mastering the Art of Golf



Larry DePace of SECOR Global Logistics shows off the gold Masters jacket and trophy he won at the Asian Tigers Masters Golf Tournament in Thailand. He competed against a field of 56 golfers from around the world in Phuket, Thailand.

BAR Prepares for Annual Conference & Exhibition in May

The British Association of Removers will hold its 2013 Annual Conference and Exhibition in Newcastle, UK, May 16-18. The venue will be the Newcastle Marriott Hotel Gosforth Park, near the city's center and the Newcastle International Airport.

Highlights of the gathering include workshops covering key topics within each of the specialist markets in the professional removals industry; exhibits showcasing industry-related products and services; professional business speakers who will provide valuable insights on how members can improve their businesses; a vehicle competition, which will include a display of new and vintage removal vehicles as well as a procession at the Beamish Museum; and a dinner and awards night.

In addition, the BAR Golf Challenge will take place on May 16. In the evening, social networking events—featuring drinks and a hog roast, as well as a young movers event—will launch the festivities.

For more information or to register for the conference, visit www.bar.co.uk/conference2013.aspx



Boonma Executive Director Tiddy S. Teerawit (left) with Sompol Siriudomseth, D.V.M., Vet Fair 2013 Organizing Chairman

Boonma, IPATA Attend Vet Fair 2013

Vet Fair 2013, an exclusive event showcasing veterinary products and services, gathered together professional veterinarians, exhibitors, and product and service providers (e.g., medical and healthcare equipment, laboratories, pet foods, etc.) in Bangkok during February.

As an assistant regional director of the International Pet & Animal Transportation Association (IPATA) for the Asian region and executive director of **Boonma Pet Mover** in Thailand, **Tiddy S. Teerawit, G.M.S.**, was among those invited to attend Vet Fair 2013 along with his wife, Utumporn Srisatidnarakul, D.V.M.

“One of the very interesting conference topics was aimed at preparing participants providing veterinary and pet care services in the forthcoming ASEAN Economic Community in 2015,” said Tiddy. “Thailand has seen a significant growth in the pet care industry. More households—especially singles and one-child families—own one or more pet dogs or cats and the total pet population in the country is now more than 10 million.”



Rob Gilbert of Beverly Smyth (right) with Irish President Michael D. Higgins and First Lady Sabine Higgins.

Beverly Smyth Assists Irish President

Beverly Smyth recently was invited by the President of Ireland to attend a reception at Áras an Uachtaráin. **Michael D. Higgins**, the country’s current president, required services and called on Beverly Smyth to assist.

In 1938 Beverly Smyth assisted Ireland’s first president, Douglas Hyde, with his move to the Viceregal Lodge, the building now known as Áras an Uachtaráin, and has provided moving service to all eight of Hyde’s successors.

Prior to Douglas Hyde’s residency at Áras an Uachtaráin, the house had few inhabitants. Constructed in 1751 by Nathaniel Clements, the building then known as the Park Rangers Lodge changed ownership in 1782. It was acquired for use as a summer residence by the British Lord Lieutenant of Ireland and became known as the Viceregal Lodge.

In 1937 The Irish Constitution established the Office of the President of Ireland. Hyde renamed the House Áras an Uachtaráin (house of the president), and the building became the official residence of the President of Ireland in 1938.

Aside from the many state functions held in Áras an Uachtaráin, more 100,000 citizens and foreign dignitaries are invited to the house each year. Such diverse guests as U.S. President John F. Kennedy, Pope John Paul II, U.S. President Ronald Regan, and Queen Elizabeth II visited in 1963, 1979, 1984, and 2011, respectively. All were assisted by Beverly Smyth in transferring offices and gifts to and from Ireland upon the occasion of their visits.

Archbishop of Canterbury-elect Bound for Lambeth Palace with Assistance from Bishop's Move

Bishop's Move, the UK's largest family-owned removals company, has begun work on the relocation process for the Bishop of Durham, Justin Welby, the new Archbishop of Canterbury. The Bishop's Move removal men from its York branch attended the Bishop's residence at Auckland Castle on January 28 to begin work on the move to London's Lambeth Palace, which is expected to take a week to complete.

Overall a dozen removal men and four Bishop's Move vehicles are involved throughout the duration of the move, which will involve the careful relocation of the Bishop's belongings, including books and literature, furniture, antiques, and other general household belongings.

On November 9, 2012, the Prime Minister's office announced Rev. Welby's appointment as the next Archbishop of Canterbury. He legally assumed office on February 4 at a ceremony in St. Paul's Cathedral when the Dean of Canterbury confirmed to a commission of senior bishops that the College of Canons had elected Welby to become Archbishop of Canterbury.

This is the second time in three years that Bishop's Move has been responsible for the relocation of the Bishop of Durham. In 2010 the company moved Rev. Welby's predecessor, Rt. Rev.



A Bishop's truck arrives at Lambeth Palace with belongings of the new Archbishop of Canterbury.

Tom Wright, to Fife, Scotland, following his retirement. This particular move also included the careful relocation of approximately 10,000 books.

Steve Allen, Bishop's Move York branch manager, noted, "We are honored to have been appointed to handle this prestigious and notable relocation. Located on the South of the Thames on Lambeth Palace Road, Lambeth Palace has been a building of great history and British tradition since the 13th century. It will be a privilege for the removal men and indeed our company to ensure the Bishop of Durham enjoys an easy transition into his residence and play a small part in history."



Above and at left: Bishop's employees unload boxes at the palace.





Aspire Mobility's Copenhagen headquarters

Mobeltransport Danmark Now Known as Aspire Mobility

On January 14 **Mobeltransport Danmark** consolidated its International Moving and Relocation activities under the new commercial brand name of **Aspire Mobility**.

According to CEO **Niels Bach**, the name change was a consequence of the globalization of the business. “Many of the non-Scandinavian families we help to move often found it somewhat challenging to pronounce the Mobeltransport Denmark–House of Relocation name,” he said, “as well as to connect the name to the multifaceted relocation services that we are offering in Scandinavia as well as around the world.”

Gunnar Moeskjaer, director of group international services, added, “As Aspire Mobility we now cover both Denmark and Sweden under the same corporate identity, providing our partners with a much larger and unified presence in the Scandinavian marketplace.”

The company’s legal status will not change, nor will the office addresses or banking information. It also will continue to hold all its industry memberships, certifications, and qualifications under Aspire Mobility, the new commercial brand name.

MOVERS DOING GOOD



Alan Finney (right) and Paul Lynch of Oman with wheelchairs bound for orphanages in Haiti.

On the third anniversary of the Haiti earthquake **Oman—Beverly Smyth Group Ireland** packed, loaded, and dispatched wheelchairs and essential medicines for children left homeless and requiring specialized care in Haitian orphanages sponsored by the Haven Partnership. The wheelchairs and medicines were donated by the Beacon Hospital Dublin. “When I was asked if we would assist on this project, I took one look at the size and specialized nature of the chairs, which to me only meant one thing: They were all for infants with very specific needs. I was determined to help,” said Oman-Beverly Smyth Group CEO **Robert Gilbert**.

MILESTONES

Bishop's Move, the UK's largest family-owned removals company, recently marked Managing Director **Alistair Bingle**'s 25-year service at the company. Bingle, managing director of the Bishop's Move Group, is the first non-family member to sit at the helm throughout its 158-year history.

Bingle's journey is one of great accomplishment amid various changes to the industry and the housing market. Having spent a year as a trainee manager at Pickford's in 1984, it wasn't long before he was appointed branch manager in 1985.

Three years later, Bingle began his career at Bishop's Move's Leatherhead branch in Surrey, where he took up the same job role but at a much larger operation. The branch doubled its profits in its first year and subsequent three years under his stewardship. Among the highlights of his career at Bishop's were:

- In 1994 Bingle became area manager, responsible for five branches.
- In 1997 he was named area director.
- In 2001 he was appointed group operations director and successfully integrated the branch network from individual operating centers to a corporate operation.
- In 2004 he was appointed deputy managing director, directly responsible for 16 area locations in the UK and three in Europe.
- In 2009 he became the first non-family member to be appointed managing director. He has been responsible for the planning and directing of the Bishop's Move Group's activities to achieve agreed targets and standards for financial and trading performance quality, culture, and legislative adherence.

Bingle noted, "The biggest change for me, both from the industry's perspective and that of Bishop's Move, has been the proliferation of self-storage companies,



Alistair Bingle

which have undoubtedly taken the storage market share away from the traditional removal companies. This has made the mainstream removal business look more at their margin on removals than rely in the past on the profitability from storage. However, critical to the industry is the professional price that the industry can charge for a professional removal. ... Less professional companies [can] charge a cheaper rate. The professionals in the industry, represented by the British Association of Removers, need to clearly differentiate to the public the differences between the white van and his man and a professional removal company."

Looking ahead, Bingle says, "I can only see it remaining flat until the housing market picks up, which is not predicted until 2014 at the very earliest. ... I also believe that we will see fewer vehicles in the industry and more 'move manager' companies due to the escalating costs in operating vehicles.

"What is great about working for a family-run business is that you are treated as an individual rather than an employee number and I believe this creates a more caring company. I continue to be excited by my job and working with the enthusiastic and committed people at Bishop's Move."

HONORS AND AWARDS



Berin Riley (left) of Move-It Channel Moving receiving his award from Lord-Lieutenant Viscount Philip De L'isle.

Move-it Channel Moving has been honored for its commitment to being an employer of the Armed Forces Reserves from SaBRE, the organization supporting Britain's reservists and employers.

Lord-Lieutenant Viscount Philip De L'isle, who is appointed by the Queen and is her representative in Kent, presented the award to Move-It Channel Moving's **Berin Riley** at a ceremony in Ashford, Kent, UK. A number of individuals within the armed forces and their achievements also were recognized.

Riley said, "We are delighted to be recognized as a firm who employs former members of the Armed Forces and we are keen to support further the work of the Armed Forces Reserves to enable them to continue both their civilian career and career within the forces."

Reindeer Auto Relocation Honored by Best Places to Work in Indiana 2013

Reindeer Auto Relocation, headquartered in Zionsville, Indiana, was recently named one of the 2013 Best Places to Work in Indiana, in the small company category. The awards program was created in 2006 and is a project of the Indiana Chamber of Commerce, BizVoice®, Inside INdiana Business, the Society for Human Resource Management (SHRM)—IN State Council, the Indiana Economic Development Corporation, and Best Companies Group.

This statewide survey and awards program was designed to identify, recognize, and honor the best places of employment in Indiana, benefiting the state's economy, its workforce and businesses. To be considered for participation, companies:

- must have at least 15 employees working in Indiana;
- must be a for-profit or not-for-profit business or government entity;
- must be a publicly or privately held business;
- must have a facility in the state of Indiana; and
- must be in business a minimum of 1 year.

Companies from across the state entered the two-part process to determine the Best Places to Work in Indiana. The first part consisted of evaluating each nominated company's workplace policies, practices, and demographics. This part was worth approximately 25 percent of the total evaluation. The second part consisted of an employee survey to measure the employee experience. This part was worth approximately 75 percent of the total evaluation. The combined scores determined the top companies and the final ranking. Best Companies Group managed the overall registration and survey process in Indiana and also analyzed the data and used their expertise to determine the final rankings.

Reindeer Auto Relocation has been moving personally owned vehicles for corporate relocations since 1997 across every domestic US state as well as internationally, and also has a thriving Logistics operations division. The company attributes the

success it has achieved to the superior levels of service provided to every customer.

"Everyone at Reindeer is proud to be recognized as a Best Places to Work in Indiana," said Founder, President & CEO **Tim Donnar**. "Reindeer has grown because of the quality of our employees and their hard work, so management does our best to make it a fun and rewarding environment."

Employees at Reindeer enjoy a relaxed but professional work environment. Management hosts an annual Christmas party where employees can bring their spouses or significant others. There are an Employee of the Month Award program, regularly catered lunches, and a generous benefits package that includes year-end bonuses for all employees when the company sees an increase in profits.

With respect to working for Reindeer, Quality Assurance Manager Schoan Nahre said, "The thing about Reindeer is there isn't just one perk. The staff is constantly stimulated with changes while we enjoy growth. We get to work in a top-quality building with any comforts an employee could reasonably request. Upper management embraces technology, consistently providing us with the tools to do our jobs in the most efficient way. There is a good mix of nose-to-the-grindstone work ethic and a casual but professional atmosphere."

Reindeer Auto Relocation will be recognized and honored at the 2013 Best Places to Work in Indiana Awards Dinner coordinated by the Indiana Chamber of Commerce on May 2. The final rankings will be announced at the event. In addition, all ranked companies will be recognized via a special section of the Indiana Chamber's bimonthly BizVoice® magazine and through Inside INdiana Business with Gerry Dick.



Helping Relocating Families Find the Right Schools

By Eric Chung, Relocation Services Manager, Santa Fe Relocation Services—Malaysia

The most daunting task for those of us who have relocated to another country with families is not packing, finding a new home, or adapting to a new culture. It's the goodbyes and the readjustment period that takes a while, and this is especially true for children. They have just been uprooted from all they know and now find themselves in a new environment, and must get used to a new neighborhood, different food, culture, and a new way of life. An important place for them to begin that adjustment is in the right school.

When looking to move a family to any destination, it will be useful for your coordinators and sales consultants to understand the educational resources available, so they can help the family through this transition. Our ultimate goal is to help make this process painless, and our ability to do that may make the difference in securing the account. Family feedback to the Corporate HR and Mobility teams is also critical to growing our business.

The importance of schooling for a relocating family with young children is well known, so companies who serve these families should prepare for the questions that may arise. For example, in Kuala Lumpur, Malaysia, where there are dozens of international schools, there are a handful of schools that seem to be the “go-to” choices for families because of their curriculum, location, size, and reputation; however, these may not always be the right schools for their children. It is always important for the parents to meet with the school's administration team and

get a feel for themselves. A country's largest cities often offer the broadest choice of schools. Other cities may not have many choices, if any, so remember to inquire at the destination city on the availability of International schools in advance of meeting with families, so you are better equipped to advise them.

Being spoiled for choice may pose a problem for families who are new to the relocation process. Without guidance as to where to start looking for the right school, parents may feel burdened by making the choice, and perhaps a year down the road they might even worry whether the choice they have made was the right one.

In many cities in Asia there is a shortage of international schools, and they often have a wait list. Each school in Malaysia has established a process that must be followed, and there is no way to circumvent it or move new applicants up on the list. Some international schools in Asia also offer debentures to companies to assure a place for their employees' children—a solution that is generally very expensive—but this is not done in Malaysia. (See the Web version of this issue of *The Portal* for more details about the process in Malaysia.)

With respect to researching schools, arranging school visits, and making the payments for the admission, be sure to advise relocating families to start this process early. For additional information regarding schooling in Malaysia, contact Eric Chung (eric.chung@santafe.com.my).



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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.

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Washington Budget Battles Continue

On March 6, the House of Representatives voted to pass H.R. 933, a Continuing Resolution (CR) legislative vehicle that will keep the federal government funded through September 2013. The legislation would also appear to avoid a possible government shutdown when the current funding bill expires on March 27. The bill passed the House by a vote of 267 to 151, with 53 Democrats voting for the bill and 14 Republicans voting against it. It was sent to the Senate for its consideration of the measure.

This CR could have a direct impact on IAM members who perform relocation services for any federal agencies as there will be across-the-board program cuts in virtually every federal program. This CR uniformly freezes existing appropriation levels and sets total discretionary spending at levels that reflect sharply reduced budgets imposed on all agencies after the sequestration cuts were imposed on March 1. While the House-passed CR funds almost all non-defense federal agencies through the end of the 2013 fiscal year, it also provided for some individualized treatment in funding levels for the Department of Defense (including some military construction projects) and the Department of Veterans Affairs. While this CR does provide some flexibility in how funds can be spent in defense and veterans programs, it does not necessarily protect them against the deep sequester cuts.

As of this writing the Senate has announced its intention to take up the CR on March 11. Numerous senators on both sides of the aisle indicated that they were seriously concerned about what they called the draconian level of the cuts in

some agencies. Consequently they said they would seek to add funds in some program areas to help agencies moderate the impact of budget cuts under the sequester levels.

With that said, House Speaker John Boehner (R-OH) said that actions by the Senate to make significant changes to the House passed CR would not be well received by the House. He threatened that the Senate could force "... a government shutdown if it makes drastic changes" to the House-passed continuing resolution. This has all of the trappings of another budget showdown.

Among the specific programs of greatest interest to IAM, the House-passed CR contains the following programmatic appropriations treatments:

- **Defense:** The CR provides base funding of \$518.1 billion and Overseas Contingency Operations (OCO) funding of \$87.2 billion. The legislation would provide \$2 billion more than the president requested for defense in non-war funding, but the \$518.1 billion in annualized spending would be about equal to the fiscal 2012 enacted level. Additionally, the CR includes an additional \$10 billion in Operations & Maintenance to maintain equipment; train soldiers, sailors, Marines, and airmen; and fund critical operations.

The CR provides \$127.5 billion for 1,402,108 active-duty troops and 843,286 reserves. This funding level is \$3.6 billion below last year, due to the reduction in troop totals. This also includes a 1.7 percent pay raise for

the military, which is in line with authorized totals. These funding levels could mean fewer permanent change of station moves until the budget battles are resolved.

However, for military construction, about \$146 billion will be allocated to build military structures, family housing, and medical and education facilities; and provide veterans' health, disability, educational, and vocational benefits.

- **Homeland Security:** Increased funding available for the Coast Guard to provide mostly for vessels and cybersecurity needs. However, overall funding for National Protection and Programs Directorate represents a significant decrease from current levels.

The CR also continues staffing minimums for Customs and Border Protection Officers, Border Patrol Agents, and Air Force and Marine officers. This could have a dramatic impact on the movement of household goods through U.S. ports in the near future.

The next potential choke point in this process could well be the consideration of extension of the government's debt ceiling, which is anticipated to happen in late May. Support for the expansion of the debt ceiling by many in Congress concerned by spending levels could trigger a demand for even more spending cuts. This could be a very challenging year for government employees and government contractors—all of whom are looking to the federal government for some sign of certainty and consistency.

IAM Offers Volume Discount Pricing for Metal Seals

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

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

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

Members Only | IAM Store

Price List for Selected IAM Publications, Miscellaneous Items

	CONUS MEMBERS	OVERSEAS MEMBERS
2012–2013 IAM Membership Directory	95.00	110.00
Additional 1-year subscriptions to <i>The Portal</i>	120.00	145.00
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To receive an order form and payment information, please email info@iamovers.org

THE PORTAL

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

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

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Deadlines to receive new artwork:

May/June Issue	April 30, 2013
July/August Issue.....	May 31, 2013
September/October Issue	August 15, 2013
(ANNUAL MEETING ISSUE)	
November/December Issue	October 20, 2013
January/February 2014 Issue.....	December 20, 2014
March/April Issue	February 15, 2014

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ADVERTISERS INDEX

9ekim Worldwide Movers.....	66	International Shippers Association	41
21st Century	77	IWM Russia	69
Active Moving + Shipping	73	Jacksonville Box	55
A.F. Wohlstetter Scholarships	39	Klein's Moving & Storage Corp.....	67
AGS—UAE	27	La Rosa del Monte	87
Air Animal	75	Leader Pack.....	88
Arrowpak Int'l	78	McGimpsey.....	20
Aspire Mobility.....	63	Miracle Brokers	31
Atlas International Service.....	40	Moveage.....	80
Bishop's Move	70	Netinsity Corporation.....	13
Boonma.....	15	NY International Shipping.....	60
Burraq	80	Ocean Star International	16
Cahayapak	52	Outaouais Moving.....	67
Canal Movers & Logistics	17	Pac Global	10
Coco's International Movers.....	54	Pack N Move LLC	26
Compact Movers.....	4	PACT.....	49
Contour Logistics.....	30	Potter Whse & Trans	85
Coleman World Group.....	92	Premier International	58
CTSI Logistics	86	Prime Global Services.....	88
Daycos.....	50	Receivable Protection Program.....	83
DeWitt Moving & Storage Guam.....	23	Rosebrock	74
DGM Veron Grauer SA.....	26	Royal Hawaiian Movers	9
Emerald Relocations	71	Saleemsons.....	12
Enterprise Database Corporation	6	Santa Fe—Asia	21
Eurodean International Movers.....	47	Schumacher Cargo.....	68
Euromovers.....	33	Sea & Air.....	54
EUROUSA.....	56	Secor Group	51
Executive Insurance Services	61	SIR Move Services	59
Felix Relocations	58	SIT Transportes	65
Flippers	72	TG International.....	45
Freight International.....	64	TIS Worldwide.....	15
Gateways International	91	Tong-In International	25
Geometra.....	53	Trans Nomad Removals International	48
GEP	77	Trans World Movers (Pte) Ltd	66
G-Inter.....	29	United Relocations.....	46
Gosselin Moving	3	Universal Storage Container.....	2
Gridiron Forwarding	18	Victory Packaging	34
Guyana Overseas Traders	17	Voxme	57
Hasenkamp.....	76	Watson Services Ltd.	71
High Relocation Worldwide—Korea.....	73	Wells Fargo Insurance Services	5
Homepack Freight International	79	Welti-Furrer.....	22
IAM Annual Meeting—Vancouver.....	36	White & Co.....	47
Interdean—Europe.....	19	Worldcare Pet Transport	24
Interem Ltd	28	WridgWays—Australia	23
Inter-Moves SG Global.....	62		

Industry Calendar

May 7–11, 2013

OMNI Conference and AGM
Principality of Monaco

May 12–16, 2013

FIDI Annual Conference
Athens, Greece

May 16–18, 2013

British Association of Removers
Annual Conference
Newcastle, United Kingdom

May 16–19, 2013

Young Movers Conference
Amsterdam, The Netherlands

October 4–6, 2013

Canadian Association of Movers
Annual Conference
Richmond (Vancouver), BC,
Canada

October 4–6, 2013

PAIMA Annual Convention
Vancouver, BC, Canada

October 7–10, 2013

IAM 51st Annual Meeting
Vancouver, BC, Canada

October 13–15, 2013

Claims Procedures and
Prevention Council
Las Vegas, Nevada USA

October 25–27, 2013

FEDEMAC General Assembly
Sofia, Bulgaria

October 7–10, 2014

IAM 52nd Annual Meeting
Orlando, Florida, USA

October 18–21, 2015

IAM 53rd Annual Meeting
San Diego, California, USA

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