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A Labor of Love: Couples in Charge



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Romance and Riches (and Richness)



TERRY R. HEAD
IAM President

Let me start off by saying I had never seen or heard the word “copreneurship” until reading the focus article in this issue of *The Portal*. I actually had to spell it out in my head before I grasped the connection.

In the past we’ve profiled family-run companies and also written about generations of sons, daughters, siblings, and grandchildren working in the business. All those past articles highlight what I believe is one of the key attributes of our global community, namely that we’re dominated by family-owned movers. It’s perhaps one of the best reasons we all share empathy for our customers and what they may be going through during the upheaval and challenges of a relocation.

However, this time we decided to turn the spotlight on couples who own and/or manage some of the IAM member companies. We received a good response, and I think you will thoroughly enjoy reading the couples’ profiles and finding out how they—as individuals and partners—manage to make it work, and how it has led to enriching their lives ... indeed, even fostering the romantic side of their relationships.

There’s no doubt in my mind that it takes a special person to work successfully and coexist with a spouse or domestic partner in day-to-day operations, throughout the ins and outs, ups and downs of running any business; but that holds especially true of managing a moving and storage company.

Then again, since we are moving families, maybe it is the ideal business scenario in which couples can succeed in running a business together. In this environment there are numerous ways for couples to complement and leverage each other’s strengths. Alternately, it may be the perfect place for couples to recognize and compensate for a partner’s less-strong points.

Who better than your spouse to watch your back? Who better to trust, share a commitment, and be able to communicate with, as well as have at your side while you jointly pursue professional objectives and personal dreams?

At the same time, there are inevitably issues and pitfalls couples face when leading a business together. Work-life balance has to be at the forefront and it’s something couples—with or without children—must deal with constantly.

If you work with your wife, husband, or domestic partner, when you do get away from it? How do you avoid talking about work when you are at home? How do you not talk about home (and the children) when you’re at work? When you have a disagreement at work, how does that not follow you home—or vice-versa?

How do you keep your personal relationship from affecting the way you interact with other employees or customers? Are you viewed as coworkers, bosses of equal power, or lovers in the workplace? It may seem perfectly natural to you, but it could get strange for those with whom you work, both inside and outside the company.

I think after reviewing the articles you will quickly agree that, for virtually all the couples who submitted profiles, the fact that they work together has only enhanced and enriched the personal (or romantic) side of their relationships. Respect and admiration are key ingredients to any successful relationship, so what better place than work for those to be developed, seen, and shared?

I love our industry; and I love learning more about the people who make up IAM’s ever-growing membership. This issue provides you with yet another opportunity to become better acquainted with some of the couples whose romance has contributed to achieving riches or, at minimum, richness in their lives by working together.

A Labor of Love: Couples in Charge

Family-owned businesses have long been the bedrock of the IAM membership. Moving companies offer an environment hospitable to generations of entrepreneurs: brothers, parent-and-child teams, and of course couples who share a passion not only for the business but for each other.

The National Federation of Independent Business (NFIB) reports that a spouse is the family member most likely to be a joint owner, a co-manager, and confident consulted prior to a critical business decision. In fact, according to a survey of 1,147 small business owners by the online community Manta, one in four small employers share day-to-day management responsibilities with their significant other.

In some relationships, coexisting on a 24/7 basis can be a catalyst for marital collapse, but 32 percent of respondents in the Manta survey said their family life and relationships improved after embarking on a life of entrepreneurship. In theory, at least, operating a business requires the sort of cooperation that brings spouses closer as they address difficult decisions; their trust for one another grows deeper.

The Wall Street Journal estimates that even more family businesses—about a third—are husband-and-wife teams it calls “copreneurs.” Tackling daily decisions in a challenging economy is hard enough; add to that the pressure of building a relationship while building the company and you can see that it’s not a life for everyone.

The secret to making it work, says Glenn Muske, a small-business specialist at North Dakota State University, is having a good marriage to begin with. For many couples, he adds, the complementary personalities that attracted them in the first place make them logical business partners. Such couples succeed in business because they bring trust, communication, and commitment to their roles. And a willingness to compromise is essential.

Writing for the site About.com, Francesca Di Meglio points out that the first step to decide whether you and your spouse can work together is to know how compatible you are running your household, raising the children, training the pets. The strengths and weaknesses of your at-

home relationship are very likely to carry over to the office.

Di Meglio says it’s important for copreneurs to ensure that each person is clear about roles and responsibilities at work as well as at home—you will have titles on the job, but who does the cooking and laundry? Who picks up the kids from daycare?

Your employees prefer to see you as coworkers rather than lovers in the workplace, she adds—always professional and respectful with colleagues and with each other. It’s sometimes hard for couples to leave disagreements at home and not let them bleed over into the family life, but it’s important to establish boundaries between the two. One big reason for this is that when the business isn’t doing well, there is tremendous stress on the marriage.

Meg Cadoux Hirshberg, author of *For Better or For Work: A Survival Guide for Entrepreneurs and their Families*, lays out a typical scenario for the way husband-and-wife partnerships typically arise: “One person is the primary motivator for the business, and the spouse joins in. The spouse is available, capable and cheap. They get into it [thinking,] ‘It’s a family business. Of course I’m going to help out.’ But as the business grows, suddenly they find themselves in a role that in any other organization would have required an interview, the setting of goals and expectations, salary discussions and so forth. Consequently, the spouse is often not suited, by their interests and training, for the work that they are doing.”

The good news is that the couples who own and run IAM member companies profiled in this issue seem to understand and avoid the potential pitfalls of copreneurship. “When a couple’s personalities and skills are well suited and complementary, working together has the potential to add richness and romance to a marriage.” Spouses come to respect and admire each other in new ways, notes Hirshberg. “When it works, it is a beautiful thing. One CEO I interviewed told me she couldn’t imagine building her life’s dream with anyone else. Not only have they created a family, but they get to share a vision in another realm.”

Member Companies Run by Couples Featured in This Issue

Alvarez Briano Moving & Relocation, Montevideo, Uruguay
Julian Alvarez and Alejandra Briano

Diamond Worldwide Relocation, Inc., USA
Phil and Jo Potzka

Executive Moving Systems, USA
Chuck and Brenda Bailey

Michael Greaves Associates (Barbados) Inc., Barbados
Michael and Daphne Greaves

Moreno International SA de CV, Mexico
Rafael S. Moreno and Letty Moreno

Mudanzas de la Fuente, Spain
Juan Carlos de la Fuente and Cristina Mesonero

NFB International Relocation, Norway
Maria and Bjørn Carlsen

NY International Shipping, USA
David and Einat Hazan

PM Relocations Pvt. Ltd., India
Rajeev Bhargava and Archana Bhargava

Reindeer Auto Relocation, USA
Tim and Kathy Donnar

Westmount Moving & Warehousing, Canada
Joe Gagnon and Sheri Doyle

Worldwide Movers Uganda
Eric and Alexandra Beuthin

Worldwide Relocation Specialists, Inc., USA
Mike and Lisette Shire

A decade of life, love, and moving

In 2003, 33-year-old Joe Gagnon made a life-changing decision to purchase Westmount Moving with his wife, Sheri Doyle. By that time, Joe had already made a name for himself in the moving business, having spent nine years as a top producer in corporate sales at a national moving company. However, Joe had a strong entrepreneurial drive and wanted to create a company that reflected his vision and values. Sheri, a chartered accountant with a strong finance background, was working in her field at the time of the purchase.

Westmount Moving & Warehousing, a 75-year-old moving company in Montreal, Canada, once ranked among the largest moving companies in North America. But it was down to eight employees when Joe and Sheri became the latest of a series of owners. The company's growth has been exponential over the last decade. Annual revenue has increased from approximately \$600,000 per year in 2003 to more than \$12 million in 2012, including revenue from two acquisitions made in late 2009 and 2010 to expand the company in new markets in Ottawa, Ontario, as well as Kitchener-Waterloo, Ontario.

Joe and Sheri met at a rugby tournament in 1993. Sheri was studying at McGill University at the time, and Joe was already working in sales. They married in 1999. As their business expanded, so did their family, when daughter Brooke was born in 2006 and Sheri joined the company full-time. Little Elliot, born in 2009, spent his first months in the office every day with Sheri, who had to hire and train someone for a key position within the company. The ladies of the office often took turns holding him when Sheri had to take a phone call and he often slept in his car seat under the reception desk while the receptionist (who happened to be his Aunt Cassandra) rocked him with her foot.

While the kids do not come to the office much anymore, and the couple does not expect their children to take over the business, they fully expect the kids to work for the company over summer school breaks. "We both worked hard for everything we have and we expect our kids to do the same," says Joe.

What makes them a success as a couple has also contributed to their success in business. Sheri's strength in accounting and finance has been key in negotiating financing for the company as it grew, in hiring and supervising accounting staff, and in negotiating the two acquisitions the company has made. Sheri is always thinking about how to make the company better. Joe is known for his energy, drive, and proactive approach to running the business, and of making the impossible happen.

The couple's vision for the company was to create an environment where people enjoyed coming to work and providing a first-class service to its customers. They also strongly believe in supporting their community. Both value being physically active and bring their love of sport and fitness to the company. They have participated in triathlons with employees, as well as supported a week-long bike ride for several employees to raise money for children of military families. Annually employees are



Joe Gagnon and Sheri Doyle of Montreal-based Westmount Moving & Warehousing

invited to participate in a hockey game against a local radio station to raise funds for a children's hospital.

In order to provide clear leadership and division of responsibility, Joe and Sheri have assumed clearly defined roles in the business. Joe tackles issues surrounding staff and general management, and he also manages the sales team. Sheri's work is more project-based. For example, she has created the Web content for the various websites, responds to RFPs for new business, and handles legal and higher level financial matters. She is currently involved in assessing a new operating system. Sheri and Joe work very closely together and no important decision is made without both being on the same page. This means that work issues are a regular topic of conversation at home.

"There is no real separation between our work life and our home life," says Sheri. "We talk about work at home all the time. [However], we have many interests in common as well as having two young kids, so we have lots of other things to talk about too. Sometimes it is frustrating when work interferes with our personal lives, but I remind myself that owning my own company also provides flexibility and autonomy. We also greatly influence the environment in which we work, and we work very hard at making sure that there is a lot of laughter and positive energy in our workplace."

Joe and Sheri have approached everything in their lives as partners and true friends. Owning a company together has provided them with a shared passion. While there have been ups and downs, they feel they are on the same team, both at home and at work. "So many people ask us how it is to work with your spouse," says Joe. "While it is not always easy, we believe this experience made us stronger. We wouldn't have it any other way."

The advantages of togetherness

Half a world away, Eric and Alexandra Beuthin have built a thriving company, **Worldwide Movers Uganda Limited**. The company, established by Eric in 1996 in Kampala, really came into its own, he says, when Alexandra Noyalet came on board the following year. They met at a party while visiting their parents in Oman, and have been a couple for 16 years, all of that time in Uganda.

Married in 2001, Eric and Alexandra have been running Worldwide Movers Uganda together since 1997. Each has held several roles at the company; Eric is now CEO of the Worldwide Movers Africa Group and Alexandra has served as client manager, general manager, and now quality control manager.

They enjoy employee acceptance of their partnership as managers. “Employees like the idea,” says Eric. “They could approach either of us for different issues and know that it would be discussed and that the final decision would be blessed by both of us.” Their trading partners are aware that they are married, he adds, “but perceive us as single units. We developed separate relationships with individual trading partners; at the same time, they knew that we could easily step into each other’s shoes if the need arose.”

Even though they don’t always agree on specific issues, both understand that “not making a decision is the worse we could do and that once we make it, we will both commit 100 percent to following it through,” Eric explains. “When we disagree about an idea or on an issue, we vet it thoroughly, the pros and cons, and sometimes take the discussion out of the office to see it in a different light. Ultimately the managing director has the final say, but that really depends on how passionate the quality control manager is about the idea.”

The greatest advantage of running their business together, they say, is trust. “We know we can rely on each other and trust each other to do the right thing. We both have the same goals, and are committed to reaching them. We bounce ideas off each other and understand what the other person is thinking. We push each other. In the early days, we worked 14 hours a day. That time brought us close. If we hadn’t worked in the same office, we wouldn’t have spent any time together.”



Eric and Alexandra Beuthin of Worldwide Movers Uganda Limited, headquartered in Kampala

The biggest challenge with their arrangement, Eric explains, is managing the personal relationship, separating the “person” at work from the “person” at home. They have a daughter and want to provide her with as many opportunities and options as possible, in the moving business or elsewhere. “Even though he continuously told me to stay away from forwarding,” Eric says, “I followed in my father’s footsteps. I have never been happier and I think my parents are proud that I chose the same career path.”



Archna and Rajeev Bhargava, pillars of the Indian company PM Relocations Pvt. Ltd.

More to it than loving, honoring, and cherishing

If love is a battlefield, then running a business with your valentine is like being on the front 24/7. Marriage is one contract that binds the couple in love and business together, and it's often hard to distinguish between the two, says Rajeev Bhargava.

Rajeev and his wife, Archna, married in 1984 and are the pillars of their India-based business. It was in 1979 that Rajeev established **PM Relocations Pvt. Ltd.** in Kolkata and few years later, Archna joined the company, taking care of the finances.

When couples decide to run a business together, they know very well that success requires more than adhering to the lofty principles of "love, honor, and cherish." Rajeev and Archna understood they had to put up with each other's moods all day long, and not just at home. They knew that business meetings would extend to the dinner table and discussions of the children to the conference room. Serious about their work relationship and their working relationship, the couple took their packing and moving business to a new level when they moved to New Delhi to set up a new branch.

With 29 successful years under their belt, the couple recognizes and respects each other's strengths. "Archna is an incredible woman who keeps the home and business fuller and happier," says Rajeev. And today their daughter, Aakanksha, is also a part of the PMR family, and heads the business as CEO.

This trio makes for a potent force. Today PM Relocation has a presence in all major cities of India and in the global market. With Rajeev's considerable experience, Archna's expertise with numbers, and Aakanksha's leadership skills, PMR employees have confidence in a safe and prosperous future.

Working with Your Spouse May Require a Helmet

By Mike Shire, Vice President of Business Development, Worldwide Relocation Specialists, Inc.

Everyone has heard of annual Take-Your-Kid-to-Work Day and you may have even participated in one of those events. Imagine a Take-Your-Spouse-to-Work Day—not just once a year, but every day. Welcome to my world.

Every married couple knows that there are certain things that should be avoided, like hanging wallpaper together; having your wife guide you into a trailer hitch; and shopping for women's clothes, to cite a few classic examples. Now this is not to say some couples can't do these things together, but before diving in, it's crucial that you first assess the overall temperament, skills, and capabilities of each person involved. Consider a couple entering a NASCAR race as a husband-and-wife team and neither one has ever been on a racetrack before. It could be an event that they cherish and talk about for the rest of their lives, or it could mean the end of a perfectly good marriage.

In 2006 my wife, Lisette, decided she wanted to start her own employee relocation company that would also offer general freight forwarding services. This isn't something she just woke up one day and decided to do. In fact, she had been managing a freight forwarding company for the last six years. At the time I was the vice president of sales and marketing for a company that manufactured products for civilians, law enforcement, and the military. I knew nothing about employee relocations or the movement of freight, but I did know my wife and knew she would be successful in anything she pursued. So after considerable discussion I encouraged her to start a company known today as **Worldwide Relocation Specialists**. Lisette is the company president.

To make a long story short, the company took off as both of us thought it would and was growing extremely well through word of mouth. The job I'd had before evaporated after several acquisitions and a downturn in the economy. For



Lisette and Mike Shire of Worldwide Relocation Specialists, Temecula, California

a couple of years Lisette had tried to talk me into getting involved into the business. I just couldn't get the visions out of my head of that poor NASCAR driver with his wife in the seat next to him screaming, "You're going too fast! Do you have to follow that close? I think we should turn right. Can we stop to get something to drink? How do you turn the heater on—I'm cold." Initially I fought the idea of joining the company but it finally got to the point where either we would need to hire additional management for the company or I could get involved. So we talked with some other husband-and-wife business teams and learned a few things that eased some of my concerns.

First, we realized that it is not good if both spouses are trying to drive the car at the same time. That's a guaranteed formula for a wreck. It's also not good if one of the spouses is just sitting in the passenger seat yelling directions but not really contributing to the race.

We came up with a winning formula that works for us by simply setting boundaries, understanding each other's areas of strength and weakness, and setting our job descriptions accordingly. As it turns out, Lisette hates to do sales, marketing, and finance and I am the last person you want coordinating the logistics of your move—I hate moving. Our formula is simple: She drives the car, and I manage the garage and the pit crew. It must work because we've won several races and are still married. Moreover, this year we are on track to double sales.

All kidding aside, Worldwide has grown into a wonderful small business that can compete quite well with the larger companies in the industry by offering benefits that only a small company can offer—like a live person 24/7 to answer your questions so you never get an answering machine.

I still don't go shopping for women's clothes, but I work with my wife every day and thoroughly enjoy it.

Fully invested in the day-to-day

It's essential for both parties to share the same philosophy about their home and business. For Kathy and Tim Donnar, that means prioritizing "every aspect of the success of the company. From customer service and keeping the building in shape, to making sure our employees are happy and productive," says Kathy, "it helps to have a partner who is fully invested in the day-to-day work of the company from every angle. We depend on each other to be a sounding board, generate ideas, collaborate, and keep moving forward."

Tim Donnar launched **Reindeer Auto Relocation** in 1997, booking moves out of his basement. He had been working for Mayflower but saw the opportunity for a niche business specifically handling the car, boat, and motorcycle portion of the corporate relocation business. The company moniker refers to his own surname—similar to a member of Santa Claus's fleet. He thought the tie-in to delivering very important items, on time, was perfect.

The business grew quickly, and Reindeer now has more than 50 employees; in 2003 Donnar brought in Richie Shewmaker, now based in Kentucky, as a principal partner and senior vice president of sales.

Fast forward to 2009, when Tim and Kathy were persuaded to go on a blind date. "We were introduced in early 2009 by mutual friends who thought we would hit it off ... and we did," says Kathy. "We were married a year later."

In early 2010, Tim realized he needed an experienced advertising and marketing professional to handle the day-to-day needs of the company. Kathy's background in sales and advertising made her a perfect fit, and he brought her on board. Today Tim is the president and CEO who handles the sales and operations end, and Kathy manages advertising, marketing, and public relations; they work from the company headquarters in Zionsville, Indiana.

As many power couples would agree, it can be hard to turn it off at the end of the day. "Sometimes it can be difficult to stop talking about work and focus on life at home," says Kathy, "especially during the busy summer months or during a big project. However, it is nice that you have a partner who understands exactly what is going on and is supportive at home when the stress is high."

The Donnars work well together, and believe their employees are aware that they keep the business end of the relationship a priority at work. Their customers, too, seem to recognize that Tim and Kathy have very different roles, and respect how well they work together as a team.



Tim and Kathy Donnar, Reindeer Auto Relocations, Zionsville, Indiana

Tim Donnar and Ritchie Shewmaker focus on sales growth and relationship management, with Tim also running the day-to-day operations and ensuring that Reindeer has the technology and tools needed to provide an optimal booking system and customer service. Kathy's primary role is to create opportunities to promote, support, and enhance sales and customer service initiatives via marketing and communications.

"The most important result of our partnership," Kathy explains, "has been having two sets of eyes, hands, and hearts looking out for what is best for the business every single day, so we can keep making Reindeer Auto Relocation a better place for our customers, their clients, our drivers, and our staff."

"We disagree and argue like any other husband and wife," she adds, "but do keep it professional at the office. We are both very opinionated and passionate about our ideas, so we clash on occasion. But we respect each other's experience and individual expertise, so the one who knows the least will typically give way. It has always worked out so far!"

A deep knowledge of each other's mood and skills

Julian Alvarez, age 31, and Alejandra Briano, then 20, met nearly two decades ago when they were both working for a family-owned company in the sales department and the international moving department, respectively. They began dating and three years later they married.

Six years ago, the couple took the “copreneur” plunge and opened their own company, **Alvarez-Briano**, in Montevideo, Uruguay. The company offers international moving, office and domestic moving, warehousing, and relocation services. From the beginning, they have leveraged their individual strengths to make them as effective as possible in their business. “We’re both directors, but we are responsible for different areas,” Alejandra explains. “We have different personalities and skills, so it was easy for us to divide our daily work. Julian is very experienced in sales and enjoys leading operations and warehousing. I’m experienced in general management, relationship with the agents worldwide, and general formalities.”

The company’s employees are accustomed to having a married couple at the top of the hierarchy, but sometimes they forget that Julian and Alejandra are not a single unit who think the same and act the same. “We are two individual persons,” she says. “Sometimes they take for granted that we must agree automatically in every situation. When we do have different positions, we try to decide by consensus. Some members of our team who have known us for a long time are always there to offer their opinion,



Julian Alvarez and Alejandra Briano, Alvarez-Briano, Montevideo, Uruguay

and we also have excellent external advisors to give us objective opinions and suggestions.”

Clear communication becomes doubly important when a married couple is in charge. Alvarez-Briano has engaged a management coaching consultant to foster better intragroup communication and teach everyone on staff how to work as a high-performing team. “This is very helpful for us also as a couple,” she says, “because it helps us to communicate more professionally.”



**Letty and Rafael Moreno, Moreno International SA de CV,
Monterrey, Mexico**

Always at home, even at the office

The husband and wife who lead **Moreno International SA de CV** in Monterrey, Mexico, are a formidable team with solid industry credentials. Rafael Moreno started the company in 1978, first as a local mover that evolved over the years into an international business. Then, says Rafael, “Love was in the air shortly after Letty joined Moreno International as chief accountant.” Two years later, they married, a union still going strong after 27 years.

Working together, they say, has given them a feeling of being “always at home, even when at the office.” For some couples, that’s not necessarily a good thing, but for the Morenos, it’s been a distinct advantage. “We trust in the capabilities of each other,” says Letty, who is general manager in charge of accounting and administration. “It gives us the opportunity to analyze situations from different angles.”

Rafael, the company’s CEO, is tasked with overall responsibilities throughout the business. The employees, he says, are just fine with having a married couple leading the company. “They like and respect us,” he says. “They know we stand as one, even when in disagreement. We are both flexible enough to accommodate our positions for the best interest of the company.”

Disagreements inevitably will arise occasionally. At such times, says Letty, “We fully express our own ideas and then back them up with reasoning and documentation, allowing us to analyze situations from different angles. We are flexible enough to do what we think is best for our company.” For example, with currency exchange rates fluctuating these days, if Letty proposes changes in Moreno International’s pricing structure, she must fully support her conclusions and convince Rafael that there are no other possible options.

Someday, the Morenos’ three sons—now 26, 21, and 20—will decide for themselves whether to follow in their parents’ footsteps and take charge of the family business. Although Rafael and Letty have never pushed them to do so, they do require them to work at the company when they’re not in school so that they can make an informed decision when the time comes.

Enthusiasm and passion: The engine of the company

Cristina Mesonero was working for a Spanish oil company in 2000 when she was tasked with arranging her company's move to a new location. **Mudanzas de la Fuente** was chosen to handle the account, and on moving day she met Juan Carlos de la Fuente. The son of the company's founders, Juan Carlos had been working in the family business for a decade. About six months later, they began seeing each other and by 2003 they were married.

In 2006, Cristina left the oil company to join Juan Carlos at Mudanzas de la Fuente; together the couple has run the business for six years. He now is the general manager and owner, and she is director of the international department. Their enthusiasm and passion, says Cristina, have been "the engine of the company." They have expanded both services and staff and made critical investments to upgrade their equipment to nurture its growth.

As married partners who lead their business, Juan Carlos and Cristina have found their work both rewarding and challenging, and the road sometimes a bit bumpy. Juan Carlos taught his wife nearly everything she knows about moving and storage, and in the beginning the employees didn't quite understand what her role would be. For his part, Juan Carlos was not accustomed to sharing power and—like many of the staff—treated Cristina with caution. "I have to say," she acknowledges, "it was a very hard time. I had to make a great effort to be helpful to everyone and demonstrate that I was



Cristina Mesonero and Juan Carlos de la Fuente, shown with their children, operate Mudanzas de la Fuente in Madrid, Spain.

another colleague who was going to learn everything involved in the business and to manage a new division at the company."

It took a lot of hard work, Cristina adds, to demonstrate that she was qualified to assume a lead role in making Mudanzas de la Fuente "one of the most relevant international movers in Spain."

The two disagree about company matters quite frequently, Cristina says. "Usually if I want to implement something I need his approval. I know that at first he is not going to easily agree with me. So I need more time to argue my case, but if I am patient I win his approval."

Still, she reports, "We are a perfect team. He is very good at pricing, planning, and developing new areas and strengthen-

ing them, and I am very good at getting new clients and maintaining relationships with them."

One aspect of leading the company as a team has to do with the way their children see them. Juan Carlos and Cristina have two children, a 9-year-old son and an 8-year-old daughter, who see their parents working together. The kids may or may not work in the business some day, but meanwhile, Cristina says, "We like to explain the advantages of being a team working to improve the business. We also try to show them that running a company is a very difficult job and we encourage them to have a good education and learn languages."



Phil and Jo Potzka, Diamond Worldwide Relocation, Asheville, North Carolina

A willingness to compromise

Phil Potzka learned the moving business “the old-fashioned way, from the ground up.” He’d been in the industry for more than 40 years, starting as a packer and mover in New England while pursuing his bachelor’s degree in business and working for large agents and van line international divisions in various sales and management capacities.

Ultimately he stumbled on an opportunity to buy Kimmel Worldwide Logistics in Asheville, North Carolina, and realize his lifelong dream of having his own business. It was an irresistible and tantalizing prospect—finally he could apply his industry and business experience and build a household goods forwarding and move management company focused on quality and the customer.

He changed the company’s name to **Diamond Worldwide Relocation** and began rebuilding it from the ground up into an international move management company serving the moving industry, corporations, and private transferees.

Phil’s wife, Jo, is a British citizen who was transferred by her employer in 1980 to the United States to manage her company’s Midwest Region, based in Lansing, Michigan. At the time, Phil was a young general manager of a United Van Lines agent in

Lansing. He was attending a Chamber of Commerce meeting at the Hilton Hotel when the two met. Jo had been in America only a few days. Over some American popcorn and a drink they began to discuss the differences between British and American culture. They courted two years before getting married in 1982. (Incidentally, Phil handled Jo’s international shipment that arrived soon after they met.)

Jo had continued to work full-time in retail while Phil left his job at a large van line agent in Atlanta to get his business off the ground. The couple conducted strategy meetings nightly. This year, Jo retired from retail and joined Phil full-time at Diamond, and their daughter, Anna, recently came on board as well, as an administrative assistant.

“The advantage of running a business as a team is that we bring a unique perspective and attitude to the industry that a large corporation cannot,” Phil says. “It is more personal, as our heart and soul are reflected in every decision we make and in the team we’ve developed.”

Jo manages customer service, quality control, accounting, team building, and morale. Phil oversees everything but focuses on sales, marketing, finance, and administration.

“I think the employees enjoy having a focused and committed team player like Jo on our team,” says Phil. “She brings optimism, enthusiasm, a great sense of humor, and a fresh perspective, encouraging us all to improve. She is as strong-willed and occasionally stubborn as I am, and things can get tense at times. Yet the focus is always on the prize, and willingness to compromise is imperative to our success.”

In Diamond’s relationships with clients, the Potzkas downplay the fact that Jo is half-owner of the business. However, they set out early on to avoid overlap of responsibilities and confusion over who is in charge. Phil takes the lead and breaks the ties on policy. “Communication between us all is critical to a harmonious work environment,” says Jo.

Disagreements are common, they acknowledge. “We have closed door meetings to iron them out and avoid office tension,” says Phil. “One time, Jo was frustrated about a customer not paying timely, giving false promises about payment, and being rude and vulgar about our inquiries. After talking together about the value of that customer, we decided to take the high road and not lower ourselves to less than professional behavior. We achieved what we wanted—payment—but walked away from that client.”



The Carlsens: Bjørn and Maria own NFB International Relocations, Oslo, Norway.

Clear delineation of responsibilities

When he learned that this issue of *The Portal* would feature member companies owned by couples, says Bjørn Carlsen, “my first thought was that this probably applies to 70 percent of the membership. Then I realized that times have changed. The traditionally smaller family-owned and -operated moving companies have sold out, having been acquired by the larger multinationals that have a totally different ownership structure. Some are even public companies. So, maybe we are becoming a unique minority of quality-focused, hands-on idealists of couples sharing our passion for this industry.”

Bjørn and his wife, Maria, are 100 percent owners of **NFB International Relocations**, headquartered in Oslo, Norway. NFB was originally a Swedish moving company that established a branch in Norway in early 2000. A few years later, the company was sold to some of the employees and grew in two distinct directions: international moving and domestic office relocations. Bjørn and Maria purchased the international division in early 2009 and moved it to the heart of the

expatriate community, renaming it NFB International Relocations AS.

Bjørn and Maria met in 1993 at a social gathering and have been a couple ever since. Wed in 1994, they have been running the company together since 2010. Their strengths and personalities complement each other. Maria has a strong background in economics, making her the ideal CFO and office manager, responsible for human resources and NFB’s internal quality assurance program. She also negotiates contracts with office supply vendors. Bjørn, on the other hand, as CEO gravitates toward the entrepreneurial activities: sales, marketing, industry knowledge, networking, and equipment. He develops NFB’s pricing structure and sets the direction for future development.

“We are two people with the same goal of pulling the company in the same direction, but from different angles, allowing us to be more effective,” he says. Jointly we cooperate on everything from IT platforms to the design on workers’ uniforms. We do respect each other’s area of expertise—we have great dialogues. We see challenges with different eyes and come up with different solutions to

challenges, debate our perspectives, and ultimately arrive at an appropriate decision.”

Their clear delineation of responsibilities and authority ensures that their employees know whom to turn to for specific needs. For Maria, the challenges have been coming into a male-dominated business and gaining the respect of seasoned moving experts. “She has done that,” says Bjørn, “with patience, and by demonstrating that her ideas represent real improvements to their daily work and routines, and also because everyone understands that she has my full backing and support.

“Initially, there were some concerns among the employees when Maria joined the company, but her positive personality, helpfulness, and genuine concern for their well-being has gained her everyone’s trust and confidence. As our CFO she constantly delivers quality, in everything from paychecks to monthly and weekly reports, accounts payable and receivables. Her quality work has gained us a nomination for Best Paying FIDI Affiliate, a distinction we’re very proud of.”

Maria and Bjørn sometimes do differ, but when that happens they debate the pros and cons of each point of view and come to an amicable solution. For example, when Maria was advocating weekly office meetings, Bjørn thought that was too often. But he now agrees with her that weekly meetings, which Maria chairs, help the staff to focus more closely on their projects and bring them forward because of the shorter lead time until their next report is due.

The Carlsens’ two teenage sons, both students, are showing a keen interest in joining the family business. The eldest, Andreas, will use his one-year sabbatical from his studies beginning in July to learn more about the business. Mathias will work in the warehouse during his summer vacation. “However,” says Bjørn, “we are deliberately holding them at arm’s length and insisting that they earn a university degree before joining full time.”

“We are around for each other”

In 1991, Chuck Bailey, now the general manager at **Executive Moving Systems** in Woodbridge, Virginia, worked with his parents at an Allied Van Lines agency partly owned by his father, Dee. When Dee, Kathy, and Chuck left the company to open their first warehouse that same year, Chuck ran the warehouse and dispatch functions and his parents ran the office.

“Unfortunately, after only four short months I had to make a decision,” he recalls. “The long hours and six-day work weeks were affecting my personal life. Either the company came first or my family came first, and I wasn’t going to break my family apart.”

So he left Executive and Dee and Kathy remained. Chuck spent the next five years working for “a quality, customer-focused, profitable organization with a leadership team that gave me a broad range of experience, Hilldrup Moving & Storage.”

Eventually, though, the Baileys were brought together again when they all attended the then-HHGFAA annual meeting in Orlando in 1996. And the following year, Chuck’s wife, Brenda, joined the company as human resources manager. After 28 years of marriage, Chuck and Brenda have come to the conclusion that the biggest advantage of operating the company as a team is that they are around each other so much. “It allows us the ability to hold each other accountable if we are handling a situation incorrectly,” he says. “Our partners and customers seem to enjoy working with us as a team—they know we are committed.”

When disagreements arise, he says, “what usually happens is that our working relationship goes out the window and we



Two generations of Baileys run Executive Moving Systems in Woodbridge, Virginia: Chuck and Brenda (HR director, standing), and Dee (President) and Kathy (Vice President).

basically have a heart-to-heart discussion—Brenda normally enlightens me as to what I need to do.” Their deep faith, he adds, ensures that their main focus is on family rather than the success of the company.

Vancouver, Here We Come!

The 51st Annual Meeting has been officially recognized by the Canada Border Services Agency (CBSA) International Events and Convention Services Program. Go to the Annual Meeting portal at www.IAMOVERS.org to access a link where you can download a copy of our official registration letter. It is recommended that you provide a copy of this letter when entering Canada.

PASSPORT INFORMATION

Canadian law requires that all persons entering Canada carry both proof of citizenship and proof of identity. The CBSA will accept a valid passport as proof of citizenship.

VISA INFORMATION

If you require an invitation letter from IAM to attend the Annual Meeting, access the Annual Meeting portal at www.IAMOVERS.org to download the document. Depending on where you live, you may need to meet certain entry requirements to visit Canada, including providing a visa. To view the list of countries that will need to provide a visa visit <https://www.cic.gc.ca/english/visit/visas.asp>

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FLIGHT INFORMATION

When booking your flight please fly into the Vancouver International Airport (YVR), located just 35 minutes from the Vancouver Convention Centre and our five host hotels. For more information visit the airport’s website at <http://www.yvr.ca/en/default.aspx>

GROUND TRANSPORTATION/CURRENCY

As this issue of The Portal goes to press, taxi services are available from the airport to all five of our Annual Meeting hotels. One-way taxi rates are \$40 to \$45 in CAD currency. Please remember that these fares are subject to change.

See you in October!



Michael Greaves, founder of Michael Greaves Associates (Barbados), Inc.

An adventurous decision

Michael Greaves Associates (Barbados), Inc., was launched in 1982, after Michael left his job with an air cargo company. This was quite an adventurous decision, since he and his wife, Daphne, were a young couple with two small children.

MGA was created when Michael Greaves noticed that there was a market for guaranteed service in Barbados. “While I was working at my first job, I was sent on a course in the United Kingdom,” he explains. “In those days, the BBC newsreels were sent from the UK around the world and they had deadlines to deliver them. When I came back to Barbados I realized that this service was lacking in Barbados—guaranteed on-time service.”

Daphne, who had been a secondary school teacher of French and Spanish for 20 years, joined the company in 1997. She quickly saw the need for a more organized accounts department. “When I came here, Michael was writing everything by hand,” she recalls. “By then, the government had introduced VAT so we had to become computerized in order to keep good records.” It was a challenging undertaking for Daphne as she had no previous



**Daphne Greaves,
the company's
accounts
manager**

training in accounts but she did some courses along the way. Today she functions as the company’s accounts manager as well as company secretary. Daphne has enjoyed the change from teaching to the customs sector, embracing her role, from liaising with clients to attending movers’ meetings with partners in the United Kingdom, the United States, and Canada.

They are aware that it is difficult for some couples to operate a business, working in such close proximity. To Michael and Daphne, however, even after 34 years of marriage, there are clear advantages to working with a common goal, supporting each other, and facing and overcoming challenges together. Michael continues to serve as CEO/managing director, and two of their four children, Karl and Kim, also work at the company as operations manager and director, respectively.

“This small venture truly operates as a family business,” says Daphne. Many of our employees are longstanding and readily accept their management team. There is a close relationship between staff and management.”

Partners Through and Through

By Einat Mazafi

David and I met overseas, fell in love, and got married 11 years ago. Within a year we opened a small business and little did we know it would change our lives forever, educating us in the true meaning of partnership.

As newlyweds, we were young and ambitious with big dreams and a passionate drive. At the time David was employed by a large international moving company, which we later realized I had called at one point to handle my overseas move but had been told my shipment was too small. We quickly realized that in order to flourish we needed to pursue an opportunity that would allow us to really grow and develop. This is where our lives took a drastic but positive turn. I put aside my dreams of interior design and David left his company so that together we could take a big leap of faith and open our own business—**NY International Shipping**.

We launched with a 500-square-foot store on the Upper East Side—just David, me, and plenty of moving supplies. Shortly after opening we hired our first full-time employee, who is still a part of our NY International Shipping family to this day. It wasn't long before we hired a salesperson, and within a year we had to rent out the basement level of our building so that we could make room for two additional salespeople.

Two years passed, and we had outgrown our space yet again. We moved to a much larger office in the Financial District of New York City, our current headquarters. In addition to moving into a bigger office, we formed a sales team and an accounting and logistics team, and chose to acquire our own warehouse. It was one of our most memorable and proud moments looking at the large warehouse bearing our name, surrounded by our own moving trucks.

David and I have been able to accomplish a good deal despite being fairly



Einat and David Mazafi on an outing with their children.

young, and we have not taken a moment of it for granted. When we first began we sometimes worked 12- to 14-hour days, seven days a week. Coming from old-fashioned families, we had a strong work ethic and ambition that drove us forward through even the most exhausting times.

It wasn't always easy being newlyweds and working together, though we quickly learned how to nurture a healthy marriage and complementary business partnership. Some days were—and still are—difficult. Our biggest struggle in the beginning was over control, but we tried to end each frustrating day on a peaceful note with a drink together and a quiet evening (much easier to do prior to having children, we later found). We needed those relaxed moments to unwind and recharge so that we could go home together without bringing any resentments from the day with us. By the morning we were ready to tackle another day side by side.

The best of times, the worst of times

Working together can be a wonderful thing, but I won't sugarcoat it—there are some disadvantages and they may not be what you think. People often assume that as a married couple that works together you are with one another all the time and it becomes stifling and boring. Quite the opposite is true! David and I have very different business roles and are often so busy we could go through an entire workday without spending more than five minutes together. Running such a demanding family business in addition to having three energetic kids has taught us to prioritize our days and take advantage of precious moments we are able to seize together—a long lunch in a fine New York restaurant before heading back to the bustle of work, for example. On days we're able to take a moment to slow down and reconnect, we find that work flows so much better. Finding time for ourselves in the marathon of



The next generation of NY Shipping owners? Two of the Mazafis' three children at the office.

life is a skill we have had to perfect over the years.

Running a family-owned business also means larger risk and sacrifice. You work around the clock while juggling the needs and ever-changing moods of your children. David and I have built a strong, supportive family and we know that while working together may have its disadvan-

tages, there is no one in the world we trust more than each other and no one willing to devote and sacrifice as much as we do for each other in our business and marriage. When we've had especially difficult periods such as what we experienced in the aftermath of Hurricane Sandy—a huge loss of work and income—it's hard to imagine that traditional business partners could have a relationship strong enough to pull through what we've overcome and come out better for it. For this I am grateful.

Two bosses acting as one

When David and I first launched our company we explored the roles that best suited us. David had a strong background in the moving industry with in-depth knowledge from years of experience. My own background in design and management enabled me to zero in on a vision for our company and push us toward it. Together we sat down and listed all the ingredients necessary to create a successful business. In the end, our complementary skills turned out to be the key to our success as business partners and a married couple. As a result, we were able to throw ourselves into our new roles without stepping on each other's toes or interfering with each other's responsibilities within the company. Occasionally when we disagreed, we learned to offer one another advice, but left the final decision to whoever oversaw that particular branch of the company.

For the most part, our employees intuitively know whom to approach for

what purpose. In fact, our roles within the company are so obviously defined that we rarely need to explain to new employees whom they should speak to regarding different issues. They know that David is an amazing data source when it comes to rates and logistics solutions. He can solve any problem and move any shipping container. Yet if they need a marketing perspective, something regarding hiring, or have an issue regarding management, I am the one to turn to. On the other hand, we have a few employees who treat us like "Mom and Dad," asking us separately until they get the answers they want. What our employees sometimes forget is that as a married couple and business partners we have an open line of communication between us at all times, though we find these instances quite comical when they do occur.

Together we try to be fair to our employees. If someone has a valid point, we will back that person completely. In the end, business is business and we do what is best for NY International Shipping. I think our employees understand this and trust us to support them when they need and merit it, even if it means backing them when they disagree with our spouse.

This year David and I are celebrating the 10th anniversary of NY International Shipping as well as our 11th year as a married couple. I truly feel as though I have it all—dedicated employees, an amazing business partner, and a wonderful husband.



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51st Annual Meeting October 7-10, 2013

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This year's theme "IAM- A Network Expanding" underscores the Association's efforts to expand its offerings to members, its outreach to other organizations and associations in the global moving and relocation arena, and recognizes those member companies who continually meet the changes and challenges in our industry by expanding their businesses geographically and in the services lines they offer, and through the relationships they initiate with IAM colleagues at the Annual Meeting. Don't miss it!

Looking forward...

October 7-10, **2014**

IAM's 52nd Annual Meeting
Orlando, Florida, USA

October 18-21, **2015**

IAM 53rd Annual Meeting
San Diego, California, USA

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Generation Stress: Millennials, Gen-Xers More Stressed and Cope Poorly

By Rob Stott, Associations Now

Editor's note: *These findings were based on a U.S. survey. Are these issues common in other areas of the world? IAM-YP members are invited to comment via the International Association of Movers Facebook page, or Twitter, at @IAMovers. We'll then share the comments in social media.*

All right, Millennials and Gen-Xers: On a scale of 1 to 10, with 1 being low and 10 being through the roof, how would you grade your overall stress level?

If you answered roughly a 5 or 6, you're not alone.

According to findings in the American Psychological Association's (APA) 2012 *Stress in America* survey, those of us in the younger generations believe our stress level is in that range—both Generations X and Y average a 5.4 out of 10, far above Baby Boomers (4.7) and the Matures (3.7).

Identifying the stressors

So we're more stressed out than our elder peers, but why?

"It makes sense when you think about the experiences that younger people are going through," says Dr. David Ballard, assistant executive director for organizational excellence for APA and a member of the *Stress in America* team. "Research shows that one in four young people self-identify as being in the lower or lower-middle class. They're facing economic hardships and they've come out of school at a time when the economy has been at a low point. So, the job market's been bad and there have been pay freezes and benefit cuts in the workplace."

Each of those stressors are identified in the survey, with work being the most significant of them all—76 percent of Millennials and 65 percent of Gen-Xers say their job is the number one creator of stress. And while 61 percent of Matures most often report health concerns as a leading stressor, just 51 percent of Millennials and 46 percent of gen-Xers say the same.

Unmet goals and bad habits

Given their high stress levels, younger generations have set goals to reduce and manage their stress, says Ballard, but the survey found that they are struggling to meet those goals. While a majority of Millennials (62 percent) and Gen-Xers (63 percent) say they've tried stress reduction, nearly a quarter of them say they're not doing enough.

Also, younger generations are more likely to take up unhealthy "coping strategies" to try and reduce stress.

"In terms of stress management techniques, exercising or walking tends to top the list for all of the generations, but young-

er generations are more likely to engage in unhealthy behaviors," says Ballard. "They'll do things like eat unhealthily, drink too much alcohol, smoke cigarettes, and engage in other coping strategies that actually feed into and may increase their stress levels."

Better manage your stress

We all know that those coping methods are unhealthy, but they're habits that can be hard to break. Starting that process involves stepping back, looking at the larger picture, and having a better understanding of yourself and the things that stress you out.

"If you've identified that when you're under stress, you often eat junk food, sit in front of the TV, and play videogames, you can find behaviors to replace those unhealthy things over time," Ballard says.

Part of this includes shutting off the technology around you, which can be more difficult for Millennials and Gen-Xers who have grown up surrounded by cellphones and computers (and now tablets).

"Technology can be a great resource, but there can become an expectation that you're on and available all the time," says Ballard. "The key is making effective use of these tools, so that they actually make your work and life easier instead of contributing to the stress that you're facing."

It gets better with age

Perhaps being stressed at the start of one's career is a sort of rite of passage in life. Looking at previous *Stress in America* surveys, you'll find that stress level by generation is fairly consistent—Matures and Boomers tend to be less stressed than Millennials and Gen-Xers.

"A lot of it has to do with their stage of life and the kinds of challenges they face during that time," says Ballard. "It may not even necessarily be a generational issue, so much as a stage-of-life issue. By the time Millennials and Gen-Xers are 50 or 60 years old, they'll likely be facing different kinds of issues than they are now." Also, as we age we will get a better understanding of ourselves and how we react in stressful situations, and how best to manage those occurrences.

"There's research that suggests as people get older and have had more experience in life, they tend to become more resilient and able to deal with adversity a little more easily," Ballard says. "As people age they tend to lean more toward the positive aspects of life, and they're able to roll with the punches better."

SOURCE: *Associations Now*

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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(in honor of the lifetime
commitment of David P. Beere)

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

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Royal Hawaiian Movers
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Southwest Port Services Inc.
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(in memory of Richard DeWitt)
Westpac International, Inc.
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In Kind or Other

ACE Relocation Systems, Inc.
Jackie and George Agner
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Daycos, Inc.
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ALAN F. WOHLSTETTER
Scholarship Fund

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

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The Board of Directors of the Alan F. Wohlstetter Scholarship Fund urges you to consider a contribution or donation to the Scholarship Fund as part of your year-end tax strategy or as you formulate your company 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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The Trend Continues, Bringing Value to ISA Commercial Bookers

Mike Cazalet, Chairman of the International Shippers Association, has announced the final tally for the number of commercial shipments for 2012 versus 2011, and it once again reflects impressive growth (see sidebar).

“You may remember,” he said, “that we announced a near doubling of TEUs in commercial household goods bookings with our three preferred agents—Mallory, SEA Corp, and DCL/Vanguard—in 2011 versus 2010. In our 2012 ISA membership assembly meeting at National Harbor, we announced the top bookers as New World, EuroUSA, and Senate Forwarding, and an overall TEU booking count of 344 units.

“The success of the program appears to be resonating with ISA members, as we have not only increased the 2012 TEU bookings to 688—a 100 percent increase over the previous year—but have gained some stellar new participants, such as Crown Relocations, Interstate International, AArnold, and Berger International to the growing list of regular members who are booking shipments and taking advantage not only of the beneficial rates but the opportunity to earn a patronage dividend.

“What is interesting,” Cazalet added, “is that the top ISA commercial bookers of last year now seem to have some competition for the top spots in 2012. To learn who they are you will just have to attend the ISA meeting in Vancouver when the latest awards recipients are announced.”

If you're a commercial HHG forwarder and not taking advantages of this great program as an ISA member, why not? Contact an ISA board member for more information, or call Mario Rizzo at 630-841-4221.

While the International Shippers Association (ISA) has had considerable success in providing its members with consistent and competitive ocean rates for international military/government household goods shipments, its growing success in also providing FCL and LCL ocean rates for civilian international shipments is less well known. Since its initial foray in 2010 in providing civilian ocean freight rates to its membership, the ISA container volumes have grown as follows:

| | |
|-------|----------|
| 2010: | 43 TEUs |
| 2011: | 322 TEUS |
| 2012: | 688 TEUs |

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Ocean Shippers Must Come to Terms with Carrier Efficiency “Myths”

By Patrick Burnson, Executive Editor, *Logistics Management and Supply Chain Management Review*

Given all the mysterious and metrical nuances of ocean cargo shipping, supply chain managers are increasingly challenged on how to monitor and measure this essential mode of global transport. Thanks to recent research conducted by MIT’s Center for Transportation & Logistics (CTL), that may soon change.

Ocean Transportation Reliability: Myths, Realities, and Impacts represents a breakthrough body of work done by two of CTL’s most eminent professors. Here in riveting detail, Dr. Chris Caplice and Dr. Basak Kalcanci describe and debunk common myths surrounding containerized sea freight shipping, using actual transactional data. Additionally, they describe the impact that transit time variability has on logistics costs and outline the business case for addressing this variability.

After viewing the webcast presentation last February (just before ocean contracting negotiations were to begin) SCMR spoke with the two researchers about their remarkable findings. Chief among them was this: slow-steaming contributes significantly to the carrier’s bottom line without yielding any measurable benefit for the shipper...yet.

But let’s explore more of this myth-busting work at a glance. According to Caplice and Kalcanci, shippers have largely been relying on “anecdotal” intelligence when preparing for contract negotiations. Much of this is based on the belief that there is single definition of reliability. This is a faulty proof, argue researchers, as they maintain that there are really two dimensions at work here. First, there is credibility—did the carrier fulfill its promise to reserve slots, load all the boxes, and make all the port calls? But the second dimension on schedule consistency should also be considered. How close was the carrier to its quoted schedule, for example. And how consistent is their transit time?

Such questions are looming large these days while many major carriers are touting their on-time sailings as a key differentiator. But researchers have discovered that another myth may dog them for some time to come. Contract reliability in procurement doesn’t always match with carrier operations. So while estimates of port-to-port transit may actually be accurate, the port throughput may be less so.

Furthermore, port-to-port performance is not necessarily a good measure of end-to-end reliability. Most shippers know that



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there can be significant dwell time at the ports, while landside legs have still more variability. The CTL team analyzed 72,000 container shipments, and discovered that carriers have “radically” different dwell times at the same port. They also discovered that port throughput time decreases when (1) more terminals are used; or (2) when the carrier has a dedicated terminal.

It should come as little surprise then, that transit time data are not being used effectively by shippers for inventory planning. Indeed, argue researchers, only a handful of shippers collect lead-time reliability data, and it often does not even feed into their ERP systems. That’s because most of these systems only accept a single value for lead time—not a range of values or even a standard deviation. Therefore, the inventory level is usually based on the worst, rather than the average metric, and the business case for increased reliability is far from clear.

Given this scenario, shippers may well be asking themselves if “slow steaming” should be embraced or resisted. So far, The National Retail Federation, along with National Industrial Transportation League have been adamantly against it, insisting that the fuel cost savings are not being passed on to the beneficial cargo owners.

This was consistent with the findings in a study conducted by third-party logistics services provider BDP International in conjunction with Centrix—BDP’s consulting unit—and Saint Joseph’s University last year. Shippers surveyed here were in the

chemical, consumer goods, retail, and healthcare sectors, with 73 percent involved in import and export activity, 15 percent in export-only and 12 percent in import-only.

Among the reasons shippers gave for opposing slow steaming was that it extended transit times, thereby requiring more comprehensive advance planning and increased inventory levels.

CTL researchers don’t take a position on whether slow steaming is good or bad, but do offer rather compelling evidence that the global carrier trend will remain with us for some time – especially on the Transpacific. And while shippers don’t actually save as much money as the carriers, they do benefit when some of the variability is taken out of the equation.

There is even some discussion of port efficiency in the CTL’s paper, but shippers seeking more on that particular aspect may benefit by following the progress made at a vital industry event in Los Angeles this May. For only the second time in this century, the International Association of Ports and Harbors will be meeting in the U.S., with the Port of Los Angeles playing host.

The port authorities in this case, may wish to consider busting some myths of their own...namely that the Panama Canal Expansion in 2014 and a seemingly ongoing contentious dock-side labor situation will result in fewer inbound calls.

SOURCE: Logistics Management and Supply Chain Management Review

Expatriate Positions Expected to Rise Worldwide

More than 70 percent of companies expect to increase short-term assignments in 2013, according to a recent report on expatriate policies and practices by Mercer. Moreover, 55 percent of companies expect to increase long-term assignments and for the last two years, there has been an increase in the overall number of international assignments. The report found that China, the United States, Brazil, United Kingdom, and Australia are the priority destinations in their respective regions for expatriates.

Mercer's *Worldwide International Assignments Policies and Practices* report (WIAPP) also found that more than half of companies reported an increase of long-term (52 percent) and short-term assignments (53 percent) in 2011 and 2010. The WIAPP report presents the latest trends in international assignment program management, policies, and practices data.

Mercer's Anne Rossier-Renaud said, "International assignments have become diverse.... Relatively low pay increases in some regions, and pressure on companies to attract and retain talent, have spurred many to embrace a wider range of global mobility strategies to incentivize high performers. [They] now face great complexity in the number and type of international assignments that need managing."

According to Mercer, the top five reasons cited for international assignment programs are to provide specific technical skills not available locally (47 percent), to provide career management/leadership development (43 percent), to ensure knowledge transfer (41 percent), to fulfill specific project needs (39 percent), and to provide specific managerial skills not available locally (38 percent). Some 45 percent of North American and European (46 percent) companies cite career management/leadership development as one of the main reasons they have international assignments. In the future, worldwide, 62 percent of participants anticipate an increase in the number of technical-related short-term assignments, 55 percent anticipate an increase in talent development assignments, and half anticipate an increase in key strategic assignments.

Assignment origins, durations, obstacles and demographics

The duration of long-term assignments is trending down; the average is now slightly less than three years (2 years 10 months).

The average minimum duration is one year, five months, and the average maximum duration is five years, four months. The average age of long-term assignees is 35 to 55 years. For short-term assignments, minimum, average, and maximum durations, worldwide, stand at 4, 8, and 13 months, respectively. The average age of short-term assignees tends to be younger, with a similar proportion of companies in the below-35 bracket and in the 35–55 years-old bracket.

The likelihood of expatriates being female has marginally increased; the average percentage of female assignees stands at 13 percent, just 3 percent higher than two years ago. Latin American and Asia Pacific companies show female average percentages lower than at North American and European respondent companies.

Family-related issues, such as concerns over children's education in a new location, remain a major obstacle to employee mobility. Partners and spouses of employees asked to work abroad may also have successful careers in their own right that they may not want to compromise. "Career management" ranks as the next most important issue, except for European and Asia Pacific companies, which rate lack of "package attractiveness" as the second-biggest obstacle to mobility.

Multinational companies source most (57 percent) of their international assignees from the country in which they are headquartered and assign them to foreign subsidiaries. However, there has been an increase in the percentage of subsidiary company transfers (51 percent) indicating that subsidiary-to-sub-sidiary transfers, as opposed to HQ-to-sub-sidiary transfers, have increased since 2010. This evolution is most significant among European companies, with 61 percent reporting an increase of this pattern of assignments, indicating the growing competencies of staff in other parts of the world.

Metrics and return on investment

Two out of three employers have no specific tools to track and manage assignments and their related cost, other than using basic tools such as Excel and Word. Nevertheless, 39 percent of participants reported that employees with international experience generally were promoted more quickly.

SOURCE: *Expatica Communications*

Survey: Growth in International Assignments Fueled by “Emerging Markets”

By Mike Brazier, Research Editor, Global Mobility Survey

The 2013 *Global Mobility Survey*, the largest annual analysis of international mobility programs, reports that more businesses are decentralizing global mobility operations and adopting more regional approaches to managing their mobility programs.

The study surveyed 1,273 companies across a range of industries in 70 countries and found more growth in mobility programs managed from emerging markets compared to programs managed from non-emerging markets.

Further, the study found that three quarters of companies say that emerging markets are important to their mobility program; one third describe them as “very important.”

Experts interviewed in conjunction with the report cite reasons for this trend including a changing marketplace; improved skill sets in emerging markets; economic challenges in the West, accelerated growth in Brazil, India, and particularly China; and sheer volume of assignments in and out of regional locations.

“Particularly for companies unfamiliar with a region in which they wish to do business, outsourcing provides a number of advantages, that might include payroll and benefit administration, recruiting and hiring support, employee assignment coordination, immigration, transportation, and communication,” said Peggy Smith, SCRP, SGMS, President/CEO, Worldwide

ERC. “But one of the most critical areas where outsourcing supports the company is to provide a ‘boot on the ground’ representative to address company needs and to communicate issues back to the corporation.”

Maury Peiperl, Professor of Leadership and Strategic Change, IMD, noted, “Of course, expanding into new markets demands an analysis of costs, risks, and the opportunity. Beyond this, though, it’s important to consider the role of ‘connected-ness.’ The presence of geographical, economical or cultural connections an organization has tends to skew expansion in ways beyond what might be merely economically advantageous.”

“This has especially been seen in international mobility programs where practices between locations have differed for no good reason and this inconsistency has become apparent for serial expatriates,” said Peter Reilly, Director HR Research & Consultancy, Institute for Employment Studies.

Other highlights in the market identified in the *Global Mobility Survey* include the following:

- 41 percent of companies expect assignments to increase in the next 12 months.
- Retail, pharmaceuticals, and oil and gas are the industry sectors largely driving growth.
- China, India, and Brazil were ranked as the most challenging destinations.
- Hardship locations are dominated by the emerging markets, with enhanced packages provided by most companies to support employees on these assignments.

Andrew Dalglish, director of independent research company Circle Research, said that the emerging markets have prompted additional research into this area. “The *Global Mobility Survey* research shows that traditional growth markets still present significant challenges to mobility programs,” he said, “and that new frontier locations in Asia, South America, and Africa look set to bring their own set of unique circumstances.”

Companies reported expansion within existing markets, expansion within new markets, local skill shortages, talent development, and mergers and acquisitions as the major reasons for overall growth. Along with major trends in global mobility, the survey also reports on assignment packages, management team structures, use of technology, and investigation of compliance. An expert panel forum with key figures from the global mobility industry is featured in the report.

The *Global Mobility Survey* is conducted by Circle Research and commissioned by **Santa Fe Group**.

Copies of the full report available from www.globalmobilitysurvey.com.

Small Businesses Strapped for Time, Cash Seek Marketing Efficiency

Small-business owners (SBOs) are a diverse bunch that includes more women, immigrants and young people than one finds atop big corporations. But what many have in common are modest levels of marketing expertise and technological know-how, according to a new eMarketer report, *Small Businesses as Tough B2B Customers: Shaky in Their Own Marketing, Critical of Marketing Aimed at Them*.

It's evident that marketing is important to small-business owners. A May 2012 survey conducted by Constant Contact, which helps small businesses with email marketing and social media, asked what keeps SBOs up at night. The top response—from 76 percent of respondents—was “how to attract new customers.”

Though traditional media such as direct mail still claim a majority of small companies' marketing dollars, digital spending is substantial. A Q3 2012 survey of small and medium-sized businesses (SMBs) by BIA/Kelsey found that they devoted an average of 29 percent of their marketing budgets to digital media.

In December 2012 and January 2013, Borrell Associates took a detailed look at the online advertising SMBs planned to invest in during 2013. Ads on Facebook and run-of-site banner ads were the leading categories.

Since SBOs are often anything but digital experts, their choice of channels may reflect personal comfort levels rather than a systematic calculation of return on investment.

It's not surprising, then, that many rely on email as a marketing tool. In a November 2012 Ad-ology Research survey, 26.9 percent of respondents said email was the medium on which they spent the largest share of their ad budget, far ahead of all other digital media.

These days, one would assume even the smallest company would have a website. But Ad-ology found that three in 10 small businesses did not.

As for social media, Constant Contact's Mark Schmulen, general manager of social media, said the tough economy has boosted SBOs' adoption of social media, “but probably for the wrong reasons. The perception is that social media marketing is

Tactics that Are Effective for Marketing According to US Small-Business Owners, April & Oct 2012

% of respondents

Word-of-mouth and customer referrals



Networking with other small-business owners



Advertising—print, broadcast, radio, etc.



Direct mail or email



Social media



■ April 2012

■ Oct 2012

Source: Bank of America, "Small Business Owner Report," Nov 15, 2012

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www.eMarketer.com

free.” But success on social platforms requires “time and energy—and often money,” he said.

Tight budgets notwithstanding, SBOs would likely be more inclined to open their wallets if the marketing aimed at them struck a chord—but it often does not. Small-business owners complain that companies don't market to them effectively or make the effort to understand their business.

In buying things, owners aren't tapping a line in an institutional budget. “When they spend money for their business, it's like pulling money right out of their own pocketbook,” said Schmulen. Thus, it's crucial for marketers to convince a small-business owner that a product or service isn't merely good in the abstract but is good for that person's specific business.

Industry Meets with SDDC to Discuss Critical Issues

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

On April 3, IAM helped sponsor an “Industry Day” near Scott AFB, Illinois, so that Surface Deployment and Distribution Command (SDDC) Personal Property staff could meet face to face with household goods industry personnel. This meeting was necessitated because of the cancellation of the SDDC Symposium, and budget constraints that made it impossible for SDDC to sponsor any type of meeting with industry.

The major focus of the meeting was to conduct a dialogue with SDDC on its new draft Qualification pamphlet (Pam 55-4), the proposed Open Season in 2013, and the recently introduced concept of “scoping.” SDDC also took the opportunity to discuss the upcoming Peak Season, Phase III of the Defense Personal Property Program (DP3), the Customer Satisfaction Survey (CSS) process, the Minimum Performance Score (MPS), and a wide variety of other key DOD personal property issues.

The attendees were able to hear directly from the DPS Program Manager, as well as from Navy’s household goods Program Manager.

All of the slide presentations from the meeting can be found on the IAM website in the “Industry News & Alerts” section.

The meeting was held in Fairview Heights, Illinois, and was very well attended. More than 200 industry attendees, 20-plus SDDC staff, and numerous other government personnel participated in the all-day gathering.

The morning session focused on the revised Pam 55-4, Open Season Scoping. The following is a summary of what we learned about each topic:

Qualifications Pamphlet (Pam 55-4)

SDDC originally released a draft of the new Pam 55-4 in early December 2012 and asked the industry and associations to comment on or before January 18, 2013. After a two-month review of those comments, the agency released a revised document just five days in advance of its April 3 meeting. SDDC made wholesale changes in the revised Pam 55-4, including the following:

- SDDC dropped the requirement for audited annual financial reports. Reviewed financial reports will be sufficient. But SDDC did reserve the right to request audited financial reports from a Transportation Service Provider (TSP) when they deem it is necessary. They also removed the requirement to submit financials within 90 days of the close of a TSP’s fiscal year and moved it back to the current 150-day mandate.
- The financial ratios required for those financial reports will remain as they are today. Quick ratio requirement will be 1:1 versus the proposed 1.2:1.
- All Performance Bond levels were reduced back to the current levels, other than the bond for international household goods. The international HHG minimum will be increased from \$100,000 to \$150,000.
- Cargo liability aggregate was returned to the current level of \$150,000.

- The most controversial section regarding “Affiliations” was entirely stricken from the document and replaced with the old Common Financial & Administrative Control (CFAC) language.

What is new and what was left in the revised document?

- The requirement for new entrants to have been in business a minimum of five years and have at least two key personnel with at least five years of experience was maintained.
- New entrants will be required to provide copies of commercial invoices or bills of lading to verify five consecutive years of experience in the Markets for which an applicant is applying.
- One major addition to the revised 55-4, not found in the original draft document, is section 3.0.6, which is titled “Outsourcing TSP Responsibilities.” The key sentence in this section states, “Outsourcing of all TSP functions is not allowed in the DP3.”

A great deal of discussion regarding this Outsourcing or subcontracting section of the Qualifications documents took place during the meeting. There seemed to be a wide variety of positions from the industry concerning this section. There was also a great deal of consternation regarding how SDDC could hope to enforce what seems to be a major paradigm shift in how DOD household goods business is conducted in the current environment.

IAM will continue to try to flush out exactly what SDDC means by this section and how they plan to implement and enforce this new mandate.

There are other subtle changes in the latest 55-4 draft, and *all* TSPs or entities considering applying for DOD approval as a TSP should carefully review the document. The latest version, dated April 12, 2013 (which contains only a few updates from the March 28 version), can also be found on the IAM website in the “Industry News & Alerts” section.

Open Season

SDDC still plans to hold an Open Season in 2013. The following is the schedule as currently planned by SDDC. Current TSPs should take notice of the final timeline item:

- Finalize SDDC Pamphlet 55-4 by May 2013.
- Announce Open Season in August 2013.
- Conduct Open Season October 1–31, 2013.
- Re-qualify current TSPs in advance of the 2015 Annual Cycle.

Scoping

The final major discussion topic at the meeting centered on SDDC’s new “scoping” concept. SDDC issued the following two-paragraph explanation in advance of the meeting to provide attendees a very high-level view of how they view this concept and how it would be enacted:

“While there is uncertainty about what scoping means to the DP3 program, it is an accepted commercial practice in the household goods moving industry and utilized on national accounts and in the federal government with GSA’s program. Scoping will allow SDDC/DP3 to more effectively award shipments to TSPs that are active, providing a quality service, and where they have demonstrated performance i.e. commercial invoices/bills of lading to move household good shipments under their own authority.

“Currently, there is a two phased approach to instituting scoping. Phase one is the upcoming open season. All new entrants will be scoped according to their demonstrated experience and capability to provide service to the markets/channels they are requesting. Phase two is to Re-qualify all current DOD approved TSPs under the same process for new entrants.”

Although “the devil is always in the details,” there was a great deal of discussion on this topic. Without any specifics the industry attendees seemed reluctant to give any real credence to the concept. The discussion raised more questions than SDDC seemed prepared to answer at that time. SDDC has promised to expand upon what was provided and to “put some meat on the bones” very shortly.

SDDC did follow up the meeting by issuing a few more details on scoping in an e-mail message to DOD TSPs on April 24. SDDC accepted comments on the scoping concept and the revised Qualifications pamphlet through May 10, 2013.

Other key discussion topics from the meeting:

- Minimum Performance Score (MPS): SDDC indicated that the MPS for each Market will remain the same for the 2014 Annual Cycle.
- Claims Score (CS): After some testing it has been determined that DPS is not calculating the CS correctly. SDDC has decided to eliminate the 20 points associated with the CS in the Best Value Score (BVS). They plan to add the 20 points to the CSS value in the BVS. This will make the CSS the full 70 percent of the Performance Score (PS). The BVS in 2014 will be calculated as follows:

$$\mathbf{BVS = 70\% PS (CSS) + 30\% Rate Score (RS)}$$

A number of other issues were discussed during the meeting and those issues can be found in the slide deck, as previously referenced, on the IAM website.

The Shorter Your First Name, the Bigger Your Paycheck

Shorten it to Bill, Bob, Marc or a Cindy, if you want to work in the executive suite.

That's the message from a new study by TheLadders, an on-line job matching site, which says every extra letter in a person's first name may reduce her annual salary by \$3,600.

Since short and sweet may equal a bigger salary, the Christophers of the world who want to raise their net worths may want to change their professional designation to Chris, TheLadders' Amanda Augustine said. That may work well for those who go from Michelle to Michele.

TheLadders tested 24 pairs of names—Steve and Stephen, Bill and William, and Sara and Sarah, and in all but one case those with shorter names earned higher pay. (The exception: Larry and Lawrence, where the longer moniker made more money.) Its research is based on finding a linear trend in data from 6 million members, with 3.4 percent of them in CEO or other C-level jobs.

It found that eight of the 10 top names for male C-suite jobs had five letters or fewer, and that the group earned on average 10 percent more than others in similar jobs. The most popular names: Bob, Lawrence and Bill.

For a CEO, going with a nickname may make you more approachable and "more human," said John L. Cotton, a professor of management at Marquette University who has studied the perception of names in hiring. "They can be overly impressive, overly intimidating" and a nickname may reduce that.

Though Cotton said he's somewhat suspicious of TheLadders findings since it's not a "typical sample."

"I don't think you can pick a name to get more money, but you can pick a name to get less money," he said. Unusual names such as Apple or Moonbeam and names that sound African American such as Tyronne, Jamal, and Latoya were not viewed as positively in the Marquette professors research compared to more common names like John and Susan.

In 2011, LinkedIn reported that American CEOs do often have short names, or nicknames like Peter, Jack, or Tony. Elsewhere longer names landed the power position and paychecks: In Europe Wolfgang, Xavier and Charles were among top CEO names and Roberto and Rajiv made the final decisions in Brazil and India. TheLadders' research is based on US members, though many of them come from all over the world, a spokeswoman said.

SOURCE: Government Executive Magazine

Report: Panama Canal Expansion Will Slash U.S. Cargo Hubs

By John McCurry

An expanded Panama Canal will result in a smaller number of North American air cargo centers, according to the recently released North American Port Analysis by commercial real estate firm Colliers International. The report, titled *CapEx or Capsize*, says air cargo's role in global trade will be defined by the tug-of-war between energy/infrastructure costs and e-commerce growth in the first post-Panamax decade (2015-2025).

"What we are trying to do is evolve the understanding of what's going on," says K.C. Conway, the Colliers economist who authored the report. "The real story now is what is the inland story and from that who wins and who has the opportunity to participate the most. If we move a lot of cargo into ports, but we can't move it inland because the airports don't have the infrastructure, growth will be impeded in that particular region."

The Colliers report states that within three to five years, there will be just a half dozen dominant U.S. air cargo markets. Candidates include Memphis, Louisville, Columbus, Ohio, New York, Miami, Los Angeles, Seattle, and Denver. Because of the costs involved, air cargo in the U.S. will follow the same hub-and-spoke model adopted by passenger air carriers to maximize traffic. Airports that lack a port partnership won't be a dominant air cargo market in five years.

The Colliers report cited Memphis as being North America's top air cargo port. Conway says e-commerce has made Memphis the king of air cargo. He says Nike's recent decision to move a key distribution center to Memphis was based on the city's air cargo and intermodal advantages.

"The ports that get it and have the air cargo linkage will be much more valuable because cargo doesn't have to be delayed," Conway says. "That is one of the advantages that is developing in the Southeast and Mid-Atlantic states. Louisville and Memphis are good examples. There are also opportunities that exist with manufacturing returning to the U.S. Medical devices, pharmaceuticals and other lighter-weight cargo are well-adapted to move by air."

There is potential for development of some smaller air cargo hubs. Conway says Charlotte is trying to develop air cargo and intermodal capacity, but it's a little "late to the game." He says the Greenville-Spartanburg area has a good opportunity to develop air cargo as a result of the inland port in nearby Greer planned by the South Carolina State Ports Authority.

"There is a huge opportunity in Greenville-Spartanburg. It will see a lot of cargo, both manufactured in the U.S. and imported," Conway says. "It will be consolidated and end up in Greenville-Spartanburg."

Other cities with opportunities for air cargo growth include Mobile, Ala., and Birmingham, which Conway says can be used to provide relief from the Atlanta airport and also capitalize on cargo coming into the Mobile port. Mobile will also get a boost from the new Airbus plant, which recently broke ground. St. Louis also has potential, Conway says, as another "relief valve" for logistics in the Midwest. He says St. Louis probably has the best opportunity to develop air cargo, but must move quickly.

"From a technology standpoint, Atlanta, Denver, Dallas and Houston are all doing a lot to build up their facilities," Conway says.

Another issue that affects air cargo development is whether or not a location is in a right-to-work state. He says there is a lot of potential for development in Indiana and Michigan, which recently passed laws to become right-to-work states.

"The right-to-work state issue frequently comes up," Conway says. "When you look at states that are more unionized, companies won't tell you that it's an early disqualifier, but it is. One of the sad things is that there is a general assumption that right-to-work states have lower wages and poorer jobs. You find that is not the case with companies like Volkswagen and BMW that have located in the Southeast."

SOURCE: *Air Cargo World News*

Countries: Don't Rely Solely on Industry to Address New Air Cargo Security Measures

Countries with poor communications strategies must not rely solely on industry to interpret, raise awareness of, or enforce new air cargo supply chain security measures, says the Global Air Cargo Advisory Group (GACAG).

While reinforcing its commitment to endorsing and supporting efforts to continuously improve security in the international air cargo supply chain, the Group says it is concerned that a non-uniform approach to the implementation of requirements for new security measures could result in added bureaucracy, additional costs, and unintended noncompliance in the aviation sector.

Responding to what the Group calls “recent significant increases in the number of countries seeking to implement new security measures,” GACAG Chairman Michael Steen said, “On too many occasions in the past, the air cargo industry has been left to manage the communication and implementation of new security measures with very little support from regulators. Some authorities also seek to further secure the air cargo supply chain by releasing ad-hoc directives without adequate time for consultation, resulting in regulations that the industry may not be able to fulfill. While we are encouraged by the increasing level of collaboration between regulators and the air cargo industry, much more work needs to be done at a national level to ensure that, in this case, changes to security measures achieve their intended aim and do not overburden the vital role of our industry.”

GACAG says improving regulator-industry consultation and collaboration as well as identifying other means to increase industry awareness and participation is essential to strengthen national aviation security programs and to ensuring an orderly roll-out of new measures. In its position paper, *Communications to Industry from Regulators Regarding Implementation of New Security Measures*, GACAG says countries seeking to introduce air cargo security measures should follow the requirements of ICAO Annex 9 (Facilitation) and Annex 17 (Security) to ensure the adoption of common global standards.

In non-emergency situations when there is sufficient time prior to such changes taking effect, new security measures should only be deployed and become mandatory when key conditions have been met. GACAG says these should include an appropriate period of dialogue with all air cargo supply chain stakeholders so they understand in advance what will be required of them in order to participate fully. Authorities should also have the capability to receive and provide timely responses to industry questions and concerns and, where appropriate, have conducted joint industry-government pilots to test and demonstrate the feasibility and provide feedback on proposed new regulations. GACAG also emphasizes that security measures need to balance the joint demands of security with trade facilitation.

In the event of an emergency situation, regulators should still try to provide as much notice as reasonably possible, GACAG says. In terms of communicating subsequent changes, the Group calls on authorities to clearly define and promote references to regulatory communication vehicles such as government websites and publications or to use whatever means is necessary to support the provision of pertinent information to the aviation and air cargo industry. It also says that authorities need to recognize the different segments of the air cargo industry and work with existing communications channels available via organizations such as the International Federation of Freight Forwarders Associations (FIATA), Global Shippers Forum (GSF), International Air Transport Association (IATA), The International Air Cargo Association (TIACA), Global Express Association (GEA), and relevant regional/local organizations, to reach as broad an audience as possible within each sector.

SOURCE: American Journal of Transportation

The Benefits of Cost-Benefit Analysis for M&S Software

By Ramiro Quiros, North America Manager, Moveware Pty Ltd.

Implementing technological advancements in today's competitive global economy is far from an option. The right software for your business can yield major cost savings, as well as increase company profitability. Some of the advantages of having the best software product are tangible, but there are other benefits that can be harder to quantify. Here, we highlight some of them to guide business owners in their decision-making process.

Choosing the right software for your company

Not all moving companies operate the same way and of course not all software solutions are built the same. There are many different things one must consider when choosing the right solution for a given business.

To begin, you must first identify the main expected benefits and main purpose of the new system (why you need it, what process it will replace, and how will it make your organization better). It is also necessary to identify the problems and risks involved with continuing to use the old system and also to assess any possible risks involved in implementing the new technology.

It is very important to involve the end users in the decision-making process. For any new system to work you must enlist their support and commitment.

Calculating real value and ROI

A cost-benefit analysis compares the expected financial gain derived from a task or action with the expected cost of completing that task or action. So we start by calculating what current company deficiencies the new system will improve (and their associated costs), and the price of the software. One of the hardest exercises in this particular task is to find a way to quantify and factor in subjective or intangible values such as customer satisfaction. The projected benefits and costs of a system must be measured taking into account both the short term and long term.

The benefits of implementing a new system can be summarized in increased operational efficiencies by reducing or eliminating inefficiency costs, which in a moving company may exist in many different forms, such as lost revenue due to not being able to chase sales leads in a timely manner, or improper allocation of marketing and other resources because of inaccurate information or staff unproductivity.

When considering costs one should factor in the initial price of hardware and software, the implementation and training costs, and any potential loss of productivity during the learning process. Another important factor is the sustainability and life span of the new technology. Software that is expected to serve your company well for a long period of time may cost more initially, but will also eliminate the need for retraining or reimplementation costs down the road.

Another common question to be asked during the cost-benefit analysis is whether it is better to develop your own in-house software or to use an existing package. There is clearly no universal answer that can be applied here. Our opinion, of course, is that outsourcing is the way to go. Acquiring an existing package will translate into lower costs, continuous development and improvement, immediate availability and lower investment and

cost flexibility (i.e., opportunity to stop using it at any time). The advantage of designing your own system is that you will be able to build it around your company specifications, but it can take a long time to do so and this can still be accomplished with a third-party application if it is designed to be customizable and configurable.

Cost-saving benefits

Possibly the easiest benefits to accrue with respect to any specialized software are those that tackle cost saving head-on, some of which include the following:

- **Reduction in staffing costs.** The right system will make your current office staff more efficient, meaning not only that you can decrease your current staffing costs by eliminating the need of overtime hours or part time help, but it will also allow you to increase the volume of operations without having to take on additional staff. A good system will also add value by increasing your employees' satisfaction levels and therefore maximizing staff retention. Last but not least, imagine how much easier (and less expensive) it will be to train new employees when you have all your processes and documents set and available in one system, easily accessible to new recruits.
- **Better resource allocation.** Accurate and up-to-date information on your business operation is the most valuable tool for proper decision-making. The right system for your company will provide you with the real-time data and analysis you need, encompassing all aspects of your company, where your best margins are, how potential customers are finding you, current workload, reciprocity reports, expenditures, and so on.
- **More efficient operations.** Again, it all comes down to the information you have on hand. It doesn't matter how much you sell a move for if all that revenue is lost in poor operations management. A software package can help you efficiently manage tasks such as allocating the right people to the right job; planning more efficient routes to reduce your fuel costs; and allowing better control of your materials use.
- **Time-saving automation.** It's often said that time is money, and a well-designed system can save you lots of it. Eliminating double data entry, creating automatic tasks and actions, and being able to create documents or reports with just a few clicks will all translate into plenty of saved time.

The bottom line: Although some of the benefits can be difficult to quantify at first, a proper analysis will demonstrate a system's true value. If the American Airlines SABRE System had been viewed simply as a way to issue tickets faster, most of its potential would have been missed. The real payoff was in better scheduling, marketing, and improved market share, much of which was initially unanticipated.

It is in automation where organizations truly realize the overwhelming benefits of technology to create a new level of competitive advantage. Success stories are abundant and we will be happy to share a few of our own with you. E-mail sales@moveconnect.com.

Study: When People Go Online, Social Media Reign

By Katie Bascuas

Where do people go when they're surfing the Internet? According to a new study, they spend more time browsing social media sites than they do visiting entertainment sites, shopping, consuming news, or looking at e-mail.

How do you spend your time online? The answer probably depends on what device you're using. If you're on a personal desktop, for example, you're most likely spending just over a quarter of your time browsing social media, according to new research from Experian Marketing Services.

The study, which looked at people's browsing habits in the United States, United Kingdom, and Australia, distilled total Internet browsing time from 2012 into one hour and found that on average, people spend 27 percent of every hour on social networking sites. In the U.S., this translated to an average of 16 minutes per hour spent on social media—a small decrease from 18 minutes in 2011.

People in the U.K. and Australia spent slightly less time, about 13 minutes and 14 minutes, respectively, with social media than those in the U.S. They also spent less time with social sites in 2012 than they did the previous year.

In addition to social media, people in the U.S. spent a majority of their time browsing what the study categorized as "other"—roughly 17 minutes—followed by entertainment (9 minutes),

online shopping (5 minutes), business (3 minutes), and e-mail (3 minutes).

The picture is different on mobile devices, where people spend the most time with e-mail. On average, people in the U.S. spent about 23 percent of every hour browsing e-mail on these devices in the first quarter of 2013, the study found. After e-mail, people spent the most time browsing social-networking, entertainment, shopping, and travel sites, respectively.

"With smartphones and tablets becoming more powerful, our data clearly indicate the difference between mobile and traditional desktop usage further enabling the 'always on' consumer mentality," said Bill Tancer, Experian's general manager of global research. "Marketers need to understand these differences, as well as regionally, to ensure campaigns can be tailored for better and more effective engagement."

Adding support for this idea is a recent study by Informz, which analyzed 1 billion e-mails sent by 800 associations in 2012 and found that mobile readership of e-mails surpassed desktop readership for the first time last year. The study also looked at key e-mail marketing metrics, such as what time of day is best to send an e-mail, how many links to include, and the most effective subject lines.

COMING UP NEXT TIME IN

THE PORTAL

IAM People and Programs

The International Association of Movers, now 2,300 members strong, offers many programs to help its members achieve success and become more profitable. The July/August issue of *The Portal* will spotlight the Association's services and programs, which continue to grow every year, and explain how you can benefit from them.

Behind those services and programs are people—the IAM staff. You'll meet the people you interact with at IAM Headquarters and perhaps even learn a few things you didn't know about them.

We'd like to know which IAM programs you have found useful for your business. You needn't send us an article—just a few sentences or paragraphs that explain why IAM membership is a great value for you and your company. For example, has the Receivable Protection Program assisted you in collecting payment for your services? Have you begun to reap dividends from the International Shippers Association? Have IAM staff helped you get crucial information at a time you needed it? Have you or your dependent received tuition assistance from the AFWSF?

Please send your comments to

janet.seely@iamovers.org **AND** joycedexter47@comcast.net

The deadline for the July/August issue is **July 1**.

A look at people and events shaping IAM member companies



Thomas Morocz



Tracy Cole



Christine Sarza



Tina Azzarella



Stani Zimmer

Santa Fe Group has opened a new office in Ulaanbaatar, Mongolia, where it offers moving and a full range of relocation services. **Thomas Morocz**, the general manager, began his career in the international moving and relocation industry in 2007 when he worked in Seoul, Korea. Having been educated in Hungary, he speaks English, Hungarian, German, and Korean.

Thomas understands that Mongolia can be a challenging place to conduct business, but it is also a country with significant opportunity as it is one of the fastest growing economies in the world. The economy grew by 6.4 percent in 2010, 17.5 percent in 2011, and by more than 12 percent in 2012 due to the country's considerable mineral wealth—coal, copper, and gold.

Arpin International Group has promoted **Tracy Cole** to general manager.

She assumed the role of interim manager in 2012, and during her tenure the company has seen improvements in billing timeliness and quality scores.

As general manager, Cole is responsible for providing leadership and a vision for Arpin International Group by overseeing all departments and assisting the directors with long range plans.

Cole was previously the operations manager and has been with Arpin International Group for 13 years. She is a graduate of Brandeis University with a double major in Latin American Studies and Spanish.

Arpin Group has hired **Christina Sarza** as its new director of human resources. Sarza will guide and manage all human resources services, policies, and programs for the company. Her responsibilities include directing all aspects of employee relations, recruiting and staffing, employee orientation, benefits and payroll administration, performance management and improvement systems, professional development, training, safety, and health and wellness.

Sarza has more than 13 years of experience in human resources, including HR program development and management

with several well-respected national and regional companies and in various industries including manufacturing, consumer products, healthcare, and banking.

Also at Arpin Group, **Tina Azzarella** has joined the company as director of business development for the U.S. Western Region.

As director, she will be responsible for bringing in new clients as well as further developing opportunities within the current Arpin customer base.

Azzarella was previously vice president of business development at Dependable Auto Shippers in Texas. She holds two certifications from the Employee Relocation Council: Corporate Relocation Professional (CRP) and Global Mobility Specialist (GMS).

Asian Tigers Mobility, Korea, has hired **Stani Zimmer** director of sales and marketing, moving services. A native of Bulgaria, Zimmer has a background in the airline, travel, and customer service industries. Fluent in five languages (Bulgarian, German, Russian, Polish, and English),



Laszlo Vajda



Kay zur großen Schmiede



Michaela Ryrkos



Lisa Herbig



David Hackett

she has lived in various countries across Europe and Asia.

The company also has named **Laszlo Vajda** director of business development, moving and relocation services. Vajda has worked at Voerman-Rynart, Interdean, and Allied Pickfords, where he served in the business development and corporate account management areas. His experience spans across various countries in Europe and the Middle East.

hasenkamp Relocation Services in Germany has hired **Kay zur großen Schmiede** as senior manager, client services. He will be based at the Frankfurt branch of hasenkamp, which has been growing steadily and has gained several major accounts in recent years. He is a well-known person in the market and has extensive experience in the relocation and moving industry, with a career spanning 19 years

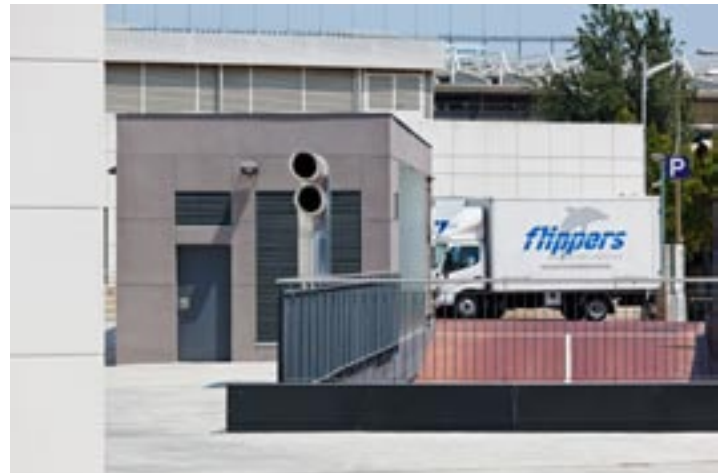
Michaela Ryrko has been named division manager at hasenkamp Relocation Services headquarters in Cologne. She has been at hasenkamp since 2007, working as move coordinator and finally as operations manager.

Interstate International, Inc. recently announced two staff appointments.

Lisa Herbig has been promoted to director of Interstate International, Inc.'s International Government Services Group. In her new role, Herbig will be responsible for client support and operational oversight of all military and civilian agency household goods and cargo/project shipments for the U.S. Government. A 19-year industry veteran, she formally served as manager of International Forwarding.

David Hackett has joined the company as director of international commercial customer service. Hackett has a long and successful track record in the shipping and relocation industries, and will provide oversight of the company's global network of partners servicing Interstate's growing commercial client requirements worldwide.

EXPANSIONS



Spain-based Flippers is opening a new facility in Morocco.

Flippers announced that it would open facilities in Morocco in May 2013. Morocco is becoming a new center of international investment, with a great potential and a fast pace of integration in the global economy. Flippers made the decision in order to cover the increasing needs of moving services in the country.

Flippers has more than 35 years of experience in international moves and is the only Spanish company with two FIDI-FAIM offices. It covers the whole Spanish territory with its own offices and storages located in Barcelona and Madrid, and now in Morocco, with facilities in Casablanca and Rabat.

With an operating capacity of more than 150 employees, 50 trucks, and more than 8.000m³ of storage capacity, Flippers is one of the high-quality leading companies of the Spanish market. Its clients primarily are diplomatic corps and multinational enterprises—international and Spanish ones—accounting for more than 1,000 operations in 2012.

Flippers in Morocco will have full coverage of the country through facilities and personal located in Casablanca and Rabat. The country manager for the company in Morocco is **Carlos Calbarro**.

Turning Heads at the Centenary Cavalcade and Display

Bishop's Move Oxford, part of the Bishop's Move Group, recently took to the road in its Bullnose Morris as part of the Centenary Cavalcade and Display in Oxford to help celebrate a century of motor manufacture at Cowley. The Cavalcade of 40 Oxford built vehicles travelled from the MINI Plant Oxford to Broad Street to form a static display for the day with Bishop's Move's Bullnose Morris turning heads as the only commercial Morris in attendance.

Bishop's Move Chairman **Roger Bishop** took control of the vintage commercial travelers van, which was built in 1924 and was originally used by the company's sales representatives—an early version of a company car—and was also used as a mechanics van. In fact, the Bishop's Move Bullnose Morris vehicle is now the only one of its kind left in the world.

The involvement of Bishop's Move Oxford at the event coincides with the facility's 75th year in the area. The Oxford branch currently employs 15 members of staff and has previously handled high-profile relocations, including that of the Bishop

of Oxford and the Bishop of Westminster. The company has also been responsible for handling various moves for Oxford University, most recently relocating its School of Economics.

The significance of Cowley is that it has produced more than 11 million vehicles, employed tens of thousands of people (it currently employs 4,000 people), and produces the very successful MINI. While Oxford has turned out a great variety of various Morris models, many other great brands, including Austin-Healey, MG, Wolseley, Riley, Austin, Mini, Vanden Plas, Princess, Triumph, Rover, Honda, and Sterling have been produced at the factory.

Roger Bishop noted, "As a family run company that was founded in 1854 and is now in its sixth generation of Bishops, our foundation is built upon history and heritage. Our Bullnose Morris is an important part of this and serves as a reminder of our roots and what we have achieved throughout our history. It was an honor to be part of such a significant event, which heralds a wonderful moment in the history of Cowley."



Students at the Swiss School in Bangkok were treated to live music during the 50th anniversary celebration.

Swiss School Bangkok at 50

In 1963, two teachers and 17 students brought the Swiss School to life in a small wooden house in Bangkok. Since then, almost 10,000 students have received a high-quality education at this private, international school officially recognized by Switzerland, Germany, and Thailand.

On February 16, **Boonma Moving & Mobility** cohosted an event to mark this half-century milestone. As one of the main sponsors, Boonma participated in the festivities with exhibits, workshops, culinary specialties and live music.

Boonma Executive Director **Tiddy S. Teerawit** noted that Swiss School Bangkok is one of the company's key corporate accounts. Both teachers and parents use its services.



The Boonma team, from left: Narinya, Jean, Tiddy, Ananda, and Pranod



The seminary's new dean, James Blumenstock, center, is flanked by school coordinators and Boonma Executive Director Tiddy S. Teerawit (second from right).

Installation Ceremony for the New Dean of ABTS in Thailand

Based in Chiang Mai, Thailand, Asia Biblical Theological Seminary (ABTS) maintains an office with a full-time staff to manage and oversee the program as well as to provide a centralized core of full-time scholars and teachers. This central office also serves as a resource and consultation center of curriculum, and research materials for theological education in Asia. Seminars are taught by a carefully selected roster of full-time faculty members, professors from the Grand Rapids campus in the U.S. and qualified adjunct faculty with experience in Asia.

The new dean of ABTS was installed at a recent ceremony attended by Boonma Executive Director Tiddy S. Teerawit, who noted that Boonma has been serving ABTS personnel for many years.

JK Moving Services, Identity Guard® Partner to Protect Customers

May is National Moving Month in the United States, a time when many families start planning for a move to a new home, especially as the school year comes to a close. With more than 12 million consumers falling victim to identity theft in 2012, anyone preparing for a move must be vigilant when it comes to protecting personal information. Identity Guard, a leading identity theft protection company, has partnered with the relocation professionals at **JK Moving Services** to provide consumers with a comprehensive checklist to help them have a safe and worry-free move.

The moving process presents "multiple opportunities for identity thieves to gain access to someone's personal information and use it for their own financial gain," said Steve Schwartz, President of Identity Guard. "In partnering with our colleagues at JK Moving Services, we are able to educate those in the process of moving on how they can help protect themselves from becoming an identity thief's next victim."

Home buying and selling activity tends to increase between May and September. And as consumers are busy packing, filling out loan applications, switching utility accounts, and monitoring the physical move itself, protecting personal information from potential identity thieves is not always a priority. It is important for consumers to be aware of the risks moving brings as their personal information is increasingly shared among a variety of sources.

"Our customers trust in us to pack, move, and deliver their most beloved personal items with the utmost care and professionalism, which is why our moving professionals go through a complete background check and participate in an extensive training program," said Chuck Kuhn, Founder, President and CEO of JK Moving Services. He added that partnering with Identity Guard helps customers to protect their identity and offers them additional peace of mind.

National Sponsors Model UN Delegates

National Van Lines, Inc. and **National Forwarding Co., Inc.** partnered with Naperville (Illinois) North High School to send six of its student delegates to the Model UN Conference, May 16-19 in New York. Model UN is an academic simulation that allows students to participate in conferences by debating pre-determined global issues from the perspective of an assigned country. Students intensively research their topic in the context of the global climate, in order to work toward a unified resolution. Topics include international business, the peaceful use of outer space, health care, cyber-terrorism, and the emergence of new, synthetic drugs.

Naperville North High School Model UN's Board of Directors, consisting entirely of sophomore and junior level students, visited National Van Lines corporate headquarters and presented a very thorough overview of their program. **Susan Staszewski**, vice president of the International Division, noted, "We are honored to play a role in the development of our future international leaders."



A vintage photo of the truck prior to retrofitting

John Mason International Reacquires 1960s Breakdown Vehicle

John Mason International recently reacquired a 1960s breakdown vehicle, a Leyland Comet 8218 KC, which will be used for marketing purposes such as the BAR vehicle procession show, where John Mason staff member **Pat Reilly** will operate the vehicle.

The vehicle has an interesting history and originally started off life being used as a general removal van. Registered in Liverpool in 1962 as a platform/container type body, it had a matching draw bar trailer capable of carrying containers and crated goods to U.K. ports including the I.O.M. Steam Packet container vans.

The vehicle also had a demountable pantechnicon body that could be craned on and off at the company's Wavertree Depository. To facilitate this body, the cab was custom built at Woodward's Vehicle Builders at Southport and is the only one of its kind in the country.

In 1975 the chassis was shortened and the vehicle was converted to a tow truck; it remained in service until 1991, when it was transferred into museum and enthusiast care. The vehicle was returned to John Mason in January 2013 and during the 22-year interim the vehicle traveled approximately 15,000 miles to classic and commercial vehicle shows around the U.K. and Ireland. It was refurbished and painted several times during this period, keeping the original John Mason livery.



The breakdown vehicle has been repainted and refurbished several times over the years.

Going for a Row

Every move is different but sometimes one move really stands out from the rest. If someone came to your company and said, “I want to ship a row boat to Dakar, Senegal, from the United States so I can row across the Atlantic Ocean to Miami,” the average mover would give the phone number to their “favorite” competitor. Fortunately **Rainier Overseas Movers, Inc.**, decided to hear the caller out and was privileged to be a part of this amazing adventure.

A group of four brave men who are a part of an expedition and research team for O.A.R. Northwest (Ocean Adventure Rowing & Education) and the Canadian Wildlife Federation based in Seattle, Washington, worked with Rainier Overseas Move Coordinator **David Wiviott** to ship their specialized four-man rowboat to Dakar. From the initial visits with the team in Seattle to trucking the boat across to New York to be loaded into a 40-foot container with ocean freight to Dakar, this move involved a lot of logistics, teamwork, and assistance from multiple agents worldwide.

For more than two months, this boat cruised westbound across the Atlantic at a whopping 1-3 knots toward Miami. Alas, the boat capsized on day 83. Fortunately, the crew members were all safe and the boat and equipment were recovered.



At left: The boat is prepared for its transatlantic journey in a container.



Left: Ready to launch.

Above: The crew thanks Rainier Overseas Movers for all their help.

IAM at CMSA Gathering



IAM President **Terry R. Head** (left) and Director of Communications and Member Engagement **Janet Seely** attended and exhibited at the **California Moving & Storage Association's** annual convention in May. They are shown with **National Van Lines** CEO and IAM Executive Committee member **Tim Helenthal**.



Commemorating National Day of Prayer



Above: Janet Seely greets a visitor at the IAM booth.



Employees and casual workers at **Executive Moving Systems, Inc.**, in Woodbridge, Virginia, assembled around the flagpole on the morning of May 2 to observe the U.S. National Day of Prayer. Afterward, they were invited to go inside for donuts and coffee before beginning their workday.

MOVERS DOING GOOD

Running the Brighton Marathon in Memory of Former Colleague

David Guiel, a Portsmouth-based general manager at **Bishop's Move**, completed the Brighton Marathon in 4 hours, 16 minutes. The event took place on April 14 to help raise £380 for Prospect Hospice in memory of his former colleague, Shelly Chamberlain. Shelley, who was based in Swindon, passed away at the hospice in October 2012 following a battle with breast cancer. She was 42.

This wasn't the first fundraising event held to raise money in memory of Shelley. A Valentine's Ball in February organized by her two children, Simone and Bryce, at Isambard Community School raised more than £5,000 for Prospect Hospice. The event saw 14-year-old Simone take to the stage to sing "Skyfall," as well as entertainment provided by the Nathan Jones Allstars Jazz Band.

Guiel also has completed several Brighton half-marathons and raised more than £1,500 for the Early Birth Association in the process. He has also participated in various London and Brighton marathons to raise money for the Evelina Children's Hospital at Guys and St. Thom-



David Guiel's efforts were in memory of Shelley Chamberlain, who succumbed to cancer in October.

as's Hospital, which saved his daughter's life after she was given just a 5 percent chance of survival at birth.

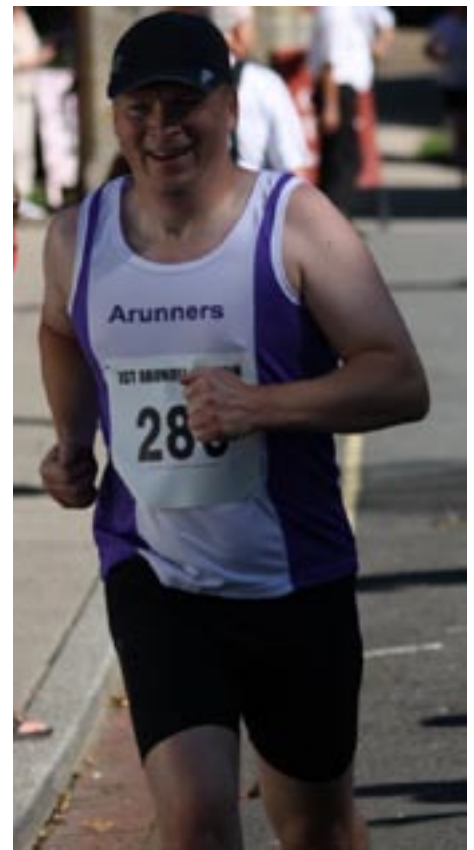
"I'm certainly no stranger to running for charity and I considered it an honour taking into account whose memory I'm running for," said Guiel. "Shelley was one of a kind and her husband, Lee, wanted this to be a cause to remember her by. I thought of her throughout the run and that gave me added incentive and determination. I crossed the finish line with mixed emotions of happiness, relief, somberness and grief. She will live long in the memory of everyone at Bishop's Move."

Chris Marshall, marketing director of Bishop's Move, added, "As always, we are immensely proud of David and what he has achieved by raising money for various charities. Shelley was an inspiration to us all so it's fitting that David, who also inspires us through his drive and determination at each marathon, has completed the 26.2 miles to help raise money for Prospect Hospice."

To support the hospice, visit <http://www.justgiving.com/David-Guiel2>.



Above and at right: David Guiel of Bishop's Move





AIReS Offers Comfort to Sandy Hook Children

After the tragic events at Sandy Hook Elementary in December 2012, many people across the country were looking for ways to help the community in Connecticut begin to heal. Leah Wagner, a relocation specialist at **AIReS**, overheard coworkers discussing how they wished there was some way to help.

Wagner learned through a friend that CBS Radio and local station Y108 were holding a drive to collect teddy bears to send to the children and first responders in the Sandy Hook community. Gaining the support of management at AIReS, she coordinated a week-long drive at both of the company's Pittsburgh branches.

"Fireman, police officers, ambulance crews, therapists and child psychologists, and other professions who work with children in the time of crisis often have stuffed animals in their vehicles, even their personal cars, in case a situation presents itself where a child needs comforted," she said.

After five days, the staff at AIReS collected more than 200 teddy bears for donation, including a box of AIReS Cares bears donated by the company. Cash donations were used to create a unique additional charitable tie-in, and were used to purchase teddy bears being sold by a local retail jeweler to benefit St. Jude's Children's Hospital.

"The credit all belongs to the team at AIReS," Wagner said. "I may have sent the initial e-mail, but our staff's generosity is what made this a success."

CBS radio collected over 6,500 bears, more than needed or imagined. Donations were split between Sandy Hook and causes in the local Pittsburgh community.



Laura Wagner of
AIReS

Life Lessons in the World of Movers

By Vani Gehani, Santa Fe India

It has action, adventure and drama. Add to that the element of fantasy in customer demands and an addictive lunatic energy that can come only from pure chaos that would send any Hollywood thriller writer running for cover. Yes, that is the world of household goods movers, and yes, it's that awesome!

A long time ago, I was warned that this industry is something that you either fall in love with or has you heading for the smelling salts! And I am so glad I was one of the brave souls who survived the initial shock—the baptism by fire—and persevered until I saw the light of day. And now, I am addicted. I can relate with the other legendary figures who claim that getting out of moving is “more difficult than quitting the Mafia.”

In most industries, after decade or so, one might be tempted to settle comfortably into a smug “been there, done that” mode. In moving, that illusion has been known to last almost as much as a full hour—before a customer demands to have the plants shipped while keeping the soil warm and the air hydrated, or the sales executive decides that the insurance papers will sign themselves, or a driver concludes that the airlines run their flight schedules around his lunch hour. The next curveball is already in sight, bringing with it the promise of merry hilarity at times, or more often, the familiar sense of sustained panic (and not to forget mentioning the nightmares, where the containers are chasing me down in a long dark tunnel!)

So I remind myself of the ancient wisdom that says, “In times of change the learners will inherit the Earth, while the knowers will find themselves beautifully equipped to deal with a beautiful world that no longer exists.” So I am glad to still be the learner and at the end of each year feel happy that I came out stronger again and presumably wiser as well.

Here are some of my stories from last summer and the valuable life lessons I learned from them.

Life Lesson #1: Remembering your priorities

India and Indians love celebrities. I like to brag to my friends and enjoy a semi-celebrity status when I tell them my experiences



Vani Gehani

of moving celebrities. Last year we moved a famous Indian painter, S. H. Raza, and I was so excited to meet him. He was moving from France after 60 years. When I assured him that his million-dollar paintings were in safe and capable hands, the nonagenarian humbled me by saying that it's not the antique furniture or the paintings that he is concerned about. He was almost frantic with worry about his life that was in the shipment—the letters from his parents, random sketches of his late wife, pictures from the pre-digital age, and other little things that reminded him of his wife.

Then, on the day of the delivery I went to check on him and asked him if I could do anything to make it easy for him and he came up with an unusual request. He wanted me to take him to a Hindu temple. So I took him to the temple that I pass every day to work but never visit as I am always “in a rush.”

This was indeed a “moving” move for me. It struck me again what life is all about—the beautiful memories that we make as we go along and the things that take us back to those moments.

Life Lesson #1. We need to hug our children tighter and make that call to the parents that we postpone citing the usual excuses. We need to spend more time with partners, spouses, children, friends, and parents, because it is they who make our lives—not the PowerPoint presentations, not the bonus check, not the perks. And of course, don't forget to say your prayers!

Life Lesson #2: The distress call

Of course there are the funny moments that still give us a good laugh. A private client who did not want to pay until he saw his goods “ready for delivery” (a big mistake, but then sometimes a newbie

must learn by experience). I got a frantic call from my supervisor, who almost resembles a bouncer in pub—this 120-kg big burly man was scared to death as the client's wife closed the main door with him inside and was giving him a good shout-down for daring to ask for payment. The nervousness of our Big Man made us think of the situations we sometimes put our people in, just because the coordinator was far too trusting.

Life Lesson #2: The customer may be king but that does not mean he is always right! Collect your dues on time.

Life Lesson #3: Golf Tax

And what about our golfer client, who had five sets of golf clubs in the shipment? The customs officer took the liberty of assuming that our friend must surely dine with Tiger Woods, and accordingly estimated the value of the golf sets to be 50 times their actual market value. It took hours to calm the frantic client and to bring the creatively inclined customs officer back to Earth.

Life Lesson #3: Customs officers need gentle edification regarding China's capacity to churn out golf kits that soon will be sold in dollar stores.

Life Lesson #4: “Don't mind me, I'm an artist”

Young artists are a unique lot. They hate the concept of time management as it “kills creativity.” If they could get away with it, they might be working on their sculpture or painting while it is being loaded into the cargo terminal and would expect as soon as the brush is put down that it would be magically transported to their destination in the Amazon forests. And however unreasonable the demand, wouldn't the world be an awful place without such eccentricity? I just wish the art fairs didn't coincide with the summer season, creating a double-edged sword.

Life-Lesson #4: Don't attempt to reason with creativity. Keep your wits, stay calm, and press on.

Life Lesson #5: Breathe

Every year we have at least one client who assumes the role of President-of-Breathing-Down-the-Neck-of-Movers. They wait



In India, a move can be challenging, to say the least.

for shipments to arrive with such tenacity and expect updates with such frequency that I worry they might be tempting fate a bit too much. There seems to be something in the universe that intelligently conspires against precisely such individuals. Hence, I fight the temptation to throw myself on the mercies of good karma, positive thinking, and yoga.

Life Lesson #5: Remind your clients of the ancient wisdom of not keeping the fist tight when trying to hold sand. Do not wait so frantically for your shipments, or else...!

The big lesson

Usually corporate social responsibility (CSR) activities are planned at the management level and pushed down for implementation. Santa Fe India conducted many CSR activities this year. The big thing is that the ideas for these came from the supervisors and staff rather than management. The level of enthusiasm and eagerness is very different when you believe in what you do rather than regarding it as just another job. The carpentry workshop conducted by the team for recovering substance users was a part of their occupational therapy, which aids in recovery. The scholarship program for the children of the crew hopefully renewed the focus on education, which is sometimes neglected in this strata of society.

The bigger lesson, according to the great English wit, writer, and Anglican cleric Sydney Smith, is this: It is the greatest of all mistakes to do nothing because you can only do little—do what you can.

So now I am prepared for the summer of 2013 and new life lessons!

LACMA Members Gather in Quito

This year's LACMA convention was held in Ecuador... center of the world. Quito has been called the Cultural American Capital for its best preserved colonial treasures in Latin America. More than 200 participants gathered once again in a Latin American venue to network, negotiate, and do business with warmth and friendliness—the Latin way. Andrea Bacigalupi, CEO of SERVIMEX, Paraguay, was elected President for a two-year period; she succeeds Laura Ganon, CEO of FINK, Brazil, who was the association's first woman president.



Outgoing LACMA President Laura Ganon (left) with her successor, Andrea Bacigalupi.



Above and below: LACMA leaders and delegates at the organization's annual conference.



At right: Dancing the night away.



IN MEMORIAM

Richard Visciglia

Richard Visciglia, owner of Park Avenue Storage in Newark, New Jersey, passed away on May 14. Known to his friends as Rich, Mr. Visciglia was, said Joel Summer of Klein's Moving & Storage, Inc., "a man who thrived on non-temp storage. He was an innovator in the field. He never ran out of trucks since he could also use his fleet of 40-foot, 20-foot, and 10-foot containers mounted on flatbeds to pick up shipments. Park Avenue had special heavy-lift forklifts to handle these containers. His trucks even had doors in the peak, another unique innovation. Rich even had a warehouse with ramps from the basement to the roof so you could drive a forklift to any level with a lift van. Rich prided himself on the tapes and DVDs in his library that he used to school his employees on the proper handling of NTS shipments."

Mr. Visciglia grew up in Jersey City, New Jersey, and was a graduate of American University. Upon graduation he joined the family business, Park Avenue Storage. His aunts and uncles were involved in separate operations of their own in New York, New Jersey, and Chicago.

"Rich was a man with strong convictions," said Summer, "and was not a man to shy away from difficult issues even if he had to battle the tide. He was able to draft voluminous notes faster than anyone I ever knew, and offered his opinions to one and all. But most of all I remember Rich as a man who ran an operation second to none when it came to NTS. I was so impressed by the quality of his operation. The trucks were spotless, as if they'd just come from a dealer's lot. The buildings also were in immaculate condition. Every piece was labeled and each and every piece wrapped perfectly. This was a textbook operation in every way due to the dedication of this man. This was no absentee owner and I learned much from him about NTS."

Mr. Visciglia was an avid outdoors man who loved hunting and fishing and maintained a getaway for hunting and fishing. He also loved riding his motorcycles.

"I lost a dear friend," said Summer. "I will especially miss him at Christmas, when he hosted his annual party. This Christmas I will toast a man who is no longer here but whom I will always remember."

Responding to news of his death, IAM President Terry R. Head said, "I was very saddened to learn the passing of Richard Viseglia. I and other members of the staff have exchanged communications with Rich countless times. Although we were not always in agreement on the issues, and/or the manner in which they should be addressed, I acknowledge and respected Rich's passion and his desire to be heard. His is a voice that has been silenced, but his mission that the industry be treated fairly will be carried forward by others within the IAM membership, volunteer leadership, and me."

A.I.T.I. Convenes in Trieste

A.I.T.I.—the Associazione Imprese Traslocatori Italiani (Italian Moving Company Association), of which many participants are also members of IAM, was relaunched in 2003 after 50 years of history and this year celebrated the first decade of its second organization during its Conference Meeting in Trieste, Italy, May 10-11.

The A.I.T.I. strongly promotes national professional recognition of the specific category of moving, and ensuring identification and qualification of operators in this sector. This effort entails identifying the main regulatory instruments (e.g., standard contracts), the selection of the most appropriate policies from the insurance perspective, and the correct and precise identification of moving operators within the Chambers of Commerce.

In full compliance with European and international legislation, in the spirit of free enterprise and fair competition in the market, A.I.T.I. wants to give users access to moving companies that can be identified and selected based on their knowledge of the sector and who are organized and qualified in accordance with national and international legislation applied to the specific field of removals. Families looking to change homes must be able to entrust their personal effects to these professionals.



The A.I.T.I. Board at the organization's 2013 conference in Trieste, Italy.

“During the conference in Trieste,” said A.I.T.I. President Sandro Gobbi, “steps crucial for regulatory innovation were taken, and we believe this development will be of interest to all IAM member moving companies.”



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Financial Security

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?

Security



Receivable Protection Program

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 about IAM's Receivable Protection Program, go to the RPP website www.iamovers.org/rpp.html or contact IAM at rpp@iamovers.org

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Looking Ahead to Summer

There are many moving parts on Capitol Hill this time of year, and with that in mind, we offer some quick updates on issues that are of importance to IAM members.

Sequestration relief

For every federal agency, and for every interest group dependent on that agency for programs and services, the actions in April to provide relief to air traffic controllers from furloughs may be a key to resolving throughout the government. Many experienced significant flight delays that occurred in the wake of the sequester cuts at the Federal Aviation Administration (FAA), creating a great backlash around the country.

In response Congress, in a rare show of expeditious action, passed legislation exempting air-traffic controllers from furloughs, thereby easing the air traffic delays that were the subject of national anger. That legislation allowed the FAA to enjoy special flexibility in determining which programs they were to cut under sequestration rules and encouraged them to find cuts in areas other than air traffic controllers. Sequestration still applies to the FAA, but the agency has the discretion to determine where to impose the cuts.

This experience comprises perhaps the first effort to unravel the impact of sequestration. For example, meat inspectors just received an exemption from the sequestration cuts by lobbying that their positions were important to ensure food safety. So with two exemptions already secured, other special interest groups are now organizing for additional exclusions from the sequestration restrictions. The American Cancer Society now plans to petition Congress for relief, since many cancer patients are being denied treatment from clinical trials. Their argument is that if air traffic controllers receive an exemption from sequestration cuts, shouldn't the same benefits extend to cancer patients? Many other groups are making the point that they don't seek restoration of funding levels per se; rather, they just want flexibility in program funding.

In fact, the vast majority of Americans have yet to feel the impact of sequestration in their daily lives—but that is about to change as federal program spending cuts begin to take hold. Perhaps the most interesting initiative now emerging is the effort by employees of the Internal Revenue Service to avoid being furloughed, much like the air traffic controllers. Their argument is that the potential loss of revenue that will result from their scheduled furloughs will have an even greater cascading impact on all other federal programs due to the lack of revenues collected.

The agency we are most closely monitoring is the Department of Defense. Flexibility in programs and agencies dealing with readiness and personnel (e.g., the Permanent Change of Station Program) will also be learning from the strategies employed by the air traffic controllers. This could have significant implications for our members as the height of the moving season unfolds.

Charlotte mayor to lead DOT

In late April, President Obama nominated Charlotte, North Carolina, Mayor Anthony Foxx to succeed Ray LaHood as secretary at the Department of Transportation. The Administration had considered current National Transportation Safety Board Debbie Hersman, but acknowledged that her nomination was never formally vetted. Foxx's strongest transportation credentials come from Charlotte's expanded transit and airport system. These expansions have been praised by transportation experts as practical and within budget.

Within the DOT are several agencies of importance to IAM members, including the Federal Motor Carrier Safety Administration, an agency that is plowing through dozens of regulations mandated by MAP-21 (the Moving Ahead for Progress in the 21st Century Act). However, Foxx will likely need to shift his attention to broader issues, specifically the structure and funding of the Highway Trust Fund, which has struggled to remain solvent for the last several years. Foxx's background in the infrastructure and funding for Charlotte's

transit system was the strongest factor in his choice to lead the DOT.

Senate Commerce Committee Chairman Jay Rockefeller (D-WV) anticipates a relatively smooth nomination hearing and subsequent confirmation. He has indicated he would like to move on the Committee hearing as soon as possible. On the House side, Transportation and Infrastructure Bill Shuster (R-PA) has not expressed any specific concerns with Foxx; however, many Republicans are stressing that vetting through the Senate Committee needs to be thorough, as relatively little is known about him aside from his transportation efforts in Charlotte.

Restrictions on industry summer worker programs ahead?

For IAM member companies that utilize summer help during the peak moving season, some travel visas may see restrictions for the moving and storage industry. Right now, the vast majority of those working in the industry here utilize either J-1 or H-2B visas. IAM staff are coordinating now with other industry leaders and stakeholders to get the most accurate information on travel visas and any changes that would affect the industry. In a broader context, the current immigration bill (see below) would also change the number and types of visas available for visitors and shorter-term employees, and impose additional application fees for companies that participate.

Mandating E-Verify for employers under immigration reform

The primary vehicle for immigration reform would establish the mandatory use of E-Verify for all employers. Larger companies would need to use this program sooner than smaller ones, but according to the draft legislation, all companies would eventually be affected.

Here is their proposed timeline for implementation:

- Employers with more than 5,000 employees will be phased in within two years
- Employers with more than 500 employees will be phased in within three

years

- All employers, including agricultural employers, will be phased in within four years

The Obama Administration has called immigration reform one of its top priorities. The prospects for passage this year are better than most, as Republican leaders also have expressed their willingness work on reform efforts.

UCR fees to hold steady

The Unified Carrier Registration Board has recommended to the FMCSA that there be no increase or decrease of fees and related brackets for 2013-2014. The reasoning behind keeping all associated UCR fees the same is that there is not enough information indicating a need to change them in either direction. The fees have remained the same for the previous three years as well.

With respect to registration, state representatives will coordinate an action plan over the coming year to contact the smaller businesses that may not be as inclined or aware of the need to register with the UCR (registration link: <http://www.fmcsa.dot.gov/documents/forms/r-1/mcs-150-instructions-and-form.pdf>).

Federal deficit update

In a report that has surprised some analysts, the Treasury Department announced that it expects to pay down debt in the second quarter of 2013. This would indicate that for the first time in six years, the federal government actually forecast a net debt repayment for the quarter. Most observers point out that this debt repayment reflects the impact of some tax increases (e.g., higher rates for employer withholding), a reduction in spending, and the cyclical reality of tax revenues when tax returns are due in April. Although Treasury had expected to borrow about \$103 billion in the second quarter, it actually expects to repay a net \$35 billion. We hasten to add, however, that Treasury also expects to issue a projected \$220 billion in debt in the third quarter to address other anticipated shortfalls.

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| | 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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THE PORTAL

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Deadlines to receive new artwork:

| | |
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| July/August Issue..... | July 1, 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 |
| May/June Issue | April 30, 2014 |

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Kassel, Germany

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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