OUTSOURCE
VOLUME 9, ISSUE 4 April 2021

THE SOURCE

Procter & Gamble Will Raise Prices in September

Price increases on baby products, adult diapers and feminine-care brands come as the company reports slowing growth in latest quarter

By Sharon Terlep, WSJ, April 20, 2021

Procter & Gamble Co. this fall will start charging more for household staples from diapers to tampons, the latest and biggest consumer-products company to announce price increases. The maker of Gillette razors and Tide detergent cited rising costs for raw materials, such as resin and pulp, and higher expenses to transport goods. The announcement, which P&G said could be a precursor to broader increases, follows a similar move last month by rival Kimberly-Clark Corp. "This is one of the bigger increases in commodity costs that we've seen over the period of time that I've been involved with this, which is a fairly long period of time," said P&G Operating Chief Jon Moeller, a 33-year company veteran. Mr. Moeller said P&G aims to improve and add features to products, as the company increases prices so that consumers feel they are getting more. The price increases, to take effect in September, will be on baby products, adult diapers and feminine-care brands and will be in the mid- to high-single-digit percentage points, the company said. The last time big consumer-products companies raised prices significantly because of materials costs was 2018, when surging pulp prices drove up the cost of diapers, toilet paper and other products.

Global supply chains, already struggling due to the Covid-19 pandemic, have seen additional disruptions. The February freeze that triggered mass blackouts in Texas led to chemical-plant shutdowns and caused a shortage in raw materials that in turn sent prices for polyethylene, polypropylene and other chemical compounds to their highest levels in years. Kimberly-Clark, maker of Huggies diapers and Scott paper products, said its percentage increases would be in the mid- to high-single digits and take effect in late June. They will apply to the company's baby- and child-care, adult-care and Scott bathroom tissue businesses. Several food makers have raised prices as well. Hormel Foods Corp. said in February that it raised prices on its turkey products, such as Jennie-O ground turkey, in response to higher grain costs. J.M. Smucker Co. said it recently raised prices for its Jif peanut butter and that it might do the same with pet snacks because of higher shipping costs and other inflationary pressure.

Continued on Page 2

Inside this issue

Cover Story:
P&G Announces LARGE Price Increase in Fall



OUTSOURCE
THE FREIGHT MANAGEMENT COMPANY

Front Page article continued

P&G Announces LARGE Price Increases

The Labor Department said last week that its consumer-price index—which measures what consumers pay for everyday items, including groceries, clothing, recreational activities and vehicles—jumped 2.6% in the year ended March, the biggest 12-month increase since August 2018. P&G announced the price increase as it disclosed financial results for the quarter ended March 31. The company said organic sales—a measure that strips out deals and currency moves—grew 4% in the quarter ended March 31, with the biggest gains in the company's beauty and fabric and home-care units. The results mark P&G's slowest overall organic sales increase since 2018, following a year in which the pandemic created high demand for products such as cleaning supplies, paper towels and toilet paper. "It's a different situation as everywhere in the world countries are in very different places as far as coming out of the pandemic," Mr. Moeller said. "There is very strong consumption across the board."

While sales are cooling for some products, Mr. Moeller said, demand is recovering for others, such as beauty products and supplies sold directly to businesses that are reopening after widespread shutdowns. During the quarter, P&G's net sales rose 5% to $18.1 billion. Volume was flat for the first time in years, while price and mix both increased 2%. P&G posted net income of $3.27 billion, or $1.26 a share, up from $2.92 billion, or $1.12 a share, a year earlier. Analysts expected net income of $3.09 billion. The company maintained its forecast of organic sales growth of 5% to 6% for the fiscal year that ends June 30.

Dollar General to hire 20K employees, including truck drivers

By Ben Unglesbee and S.L. Fuller, Transport Dive, Published April 19, 2021

Dive Brief:

- Dollar General plans to hire as many as 20,000 staffers, including drivers for its private truck fleet, according to a press release Wednesday.
- The retailer's private fleet has grown from 80 tractors at the end of fiscal 2017 to more than 700 tractors and more than 550 drivers this spring, according to the press release.
- Dollar General's hiring blitz follows plans to open more than 1,000 stores in 2021. COO Jeff Owen said recently that the company could add another 17,000 stores to its footprint in the long run, which would double its current total.

Dive Insight:

The brick-and-mortar doldrums, such as they are, have been happening far away from Dollar General, which has been building out at a furious pace with no end in sight. With the most recent hiring blitz, Dollar General makes clear it is serious about expanding on its strengths. The dollar store chain was among those that thrived during the pandemic as an essential business allowed to stay open last spring, benefiting from consumers' tendency to consolidate trips even after discretionary stores reopened. "Over the longer term, Dollar General's strategy is sound," GlobalData managing director Neil Saunders said in March comments. "Despite its enormous number of stores, it still has scope for more openings. It is expanding produce selections in some shops, to give it more of a destination status and make the experience more engaging."

With that, the company has contended with high carrier rates and fuel costs. That gave Dollar General the motivation to expand its private fleet, which accounted for more than 20% of outbound logistics at the end of last year. Now, it needs drivers. But Dollar General's recruitment team is up against virtually every carrier. Inventory replenishment continues at high volumes, and load-to-truck ratios are growing across segments, which is exacerbating the need for drivers.

According to Coresight Research, store openings across retail are outpacing closures for the first time in years. And Dollar General accounts for nearly a third of the openings so far.

Forward Air advances final-mile strategy, adds 11 locations

By Todd Maiden, Freightwaves.com, Monday, April 12, 2021

Forward Air announced that it added 11 final-mile terminal locations during the first quarter of 2021. The Monday press release said of the new "Forward Final Mile" additions, eight were established in existing less-than-truckload facilities. The Greeneville, Tennessee-based asset-light trucking and logistics company has been engaged in a growth strategy aimed at building out its service offering at existing terminals as well as acquiring final-mile and intermodal transportation providers.

Last summer, the company accelerated its growth plans as volumes within its core airport-to-airport LTL service network, which serves the airlines and cruise lines, suffered from the impacts of COVID-related shutdowns. In addition to adding final-mile service to its terminals, Forward began providing a more traditional LTL product to the market to improve volume throughput at these facilities. "The cohabitation of Final Mile and LTL operations positions Forward for organic growth on a national scale — while greatly reducing the level of investment required for traditional Final Mile expansion into new markets," the release stated. "This allows Forward to provide faster end-to-end service, moving freight from manufacturers or retailers directly to their customers' doors."

Forward has made several final-mile acquisitions in recent years. It acquired competitor Towne Air Freight for $125 million in 2015, giving it a final-mile platform for home delivery of appliances and furniture. In 2019, it acquired FSA Logistix in a $27 million deal and Linn Star Holdings for $57 million. In September, it announced the $5.5 million purchase of CLW Delivery, which at the time the company said increased its final-mile network to include 110 locations from just eight two years prior.

The company's growth plans have been met with some scrutiny, however. At the end of 2020, an activist investor group, including former Forward executives, announced intentions to shake up the management team and board in efforts to redirect capital allocation and potentially divest noncore assets. The group claimed that it was the expansion of the product offering beyond the legacy LTL operation that was responsible for driving lower margins and returns. The two parties reached an agreement in March, drawing a quick conclusion to the proxy battle. The investor group now has influence over five board seats, two of which they control outright. The new directors have already joined the board and stand for election at the May 19 annual meeting.

A final direction for long-term capital allocation at Forward has yet to be communicated by the new board, but it appears that the investor group is on board with Forward's expansion in final mile. "This is an exciting time at Forward as our growth trajectory continues across each of our businesses. Our Final Mile service offering has been a key area of focus over the past two years as we have expanded across the country," said Tom Schmitt, chairman, president and CEO.

Knight-Swift's stock jumps into record territory after profit beat, raised guidance

By Tomi Kilgore, Market Watch, Published: April 21, 2021

Shares of Knight-Swift Transportation Holdings Inc. were driven up 3.3% into record territory in premarket trading Wednesday, after the trucking company reported first-quarter profit that rose above expectations and raised its full-year outlook, while revenue grew in line with forecasts. Net income nearly doubled to $129.8 million, or 77 cents a share, from $65.4 million, or 38 cents a share, in the year-ago period. Excluding nonrecurring items, adjusted earnings per share grew to 83 cents from 44 cents, above the FactSet consensus of 70 cents. Revenue rose 8.7% to $1.22 billion, matching the FactSet consensus, while revenue excluding trucking fuel surcharges grew 10.3% to $1.13 billion. Trucking segment revenue rose 6.3% to $872.8 million, with revenue per tractor increasing 7.7%, while logistics revenue jumped 50.8% to $115.7 million and intermodal revenue grew 13.1% to $107.0 million. The company raised its 2021 adjusted EPS guidance range to $3.45 to $3.60 from $3.20 to $3.40. The stock has rallied 17.8% year to date through Tuesday, while the Dow Jones Trans-

TRIVIA QUESTIONS

1) Which Spanish dance is known for noise & passion when performed?
A. Mambo **B.** Flamenco **C.** Cha Cha **D.** Tango

2) Which dance does the American version of the polka closely resemble?
A. Jitterbug **B.** Square Dance **C.** Foxtrot **D.** Two-Step

3) Which authority temporarily banned The Waltz in parts of Germany in 1760?
A. Government **B.** Dictator **C.** King **D.** Church

4) Which dance is performed in the famous ballroom scene of "The King and I"?
A. Tango **B.** Polka **C.** Bolero **D.** Can Can

5) Even though Swing developed in the 1920's, when did dance schools start formally teaching it?
A. Late 1950's **B.** Mid 1960's **C.** Early 1940's **D.** Early 1970's

6) What is an Irish folk dance style where female dancers wind their way around their partners?
A. Spin **B.** Run **C.** Line Dance **D.** Hey

Answers Later In The Newsletter

FUEL REPORT

U.S. On-Highway Diesel Fuel Prices* (dollars per gallon) http://www.eia.gov/petroleum/gasdiesel/

	04/05/21	04/12/21	04/19/21	Change from year ago	Change from week ago
U.S. National Average	$3.144	$3.129	$3.124	0..644	-0.005

DIESEL AND THE FUTURE OF TRUCKING

Press Release from Diesel Technology Forum, April 16, 2019

(WASHINGTON) – Thoughts on how diesel technologies will remain part of the trucking industry from the desk of Allen Schaeffer, executive director of the Diesel Technology Forum.

Aspirations and predictions for new fuels and technologies are high, but these must be evaluated in the context of reality to meet the needs of the trucking industry both today and tomorrow. The new generation of diesel technology continues to evolve to ensure that truckers can deliver their cargo anywhere, anytime, under any conditions.

Diesel – the most energy efficient internal combustion engine – remains the technology of choice in the trucking industry. Diesel's dominance in trucking has held steady over many decades and challenges from many other fuel types, thanks to its unique combination of unmatched features: proven fuel efficiency, economical operation, power, reliability, durability, availability, easy access to fueling and service facilities, and now near-zero emissions performance. And diesel technologies are not standing still. Right alongside the exploration of alternative powertrains, manufacturers are developing even cleaner, more efficient diesel engines. From coupling with hybrid-electric technology and battery storage systems, to pushing thermal efficiency boundaries, the new generation of advanced diesel technology is part of a sustainable future.

New renewable diesel fuels and advanced biofuels deliver further benefits when paired with diesel engines: lower carbon dioxide emissions and significant reductions in ozone precursors. These renewable biofuels are helping public and private fleets in cities and states across the country take meaningful steps toward a low-carbon future. Our shared goal is to provide goods movement technologies that meet the needs of the customer and society, and are economically viable. The new generation of advanced diesel technology is already competing in the future, today.

Crowley completes first US design for fully electric tug with autonomous technology

By: AJOT | Apr 19 2021

Crowley Engineering Services has completed the design of the first fully electric U.S. tugboat with autonomous technology—providing operators a sustainable and high-performing solution for ship assist and harbor services in any port. The Crowley design, powered by the expertise of recently integrated subsidiary Jensen Maritime, leverages a large battery system and power saving technology to operate in a fully electric mode while producing zero air emissions or greenhouse gases. The 82-foot tug will provide 70 short tons of bollard pull, featuring an Azimuthing drive propulsion system with two 1,800 kW motors and a 6 MWh battery.

The design also supports fully customizable features to meet the vessel design requirements with the future in mind. The platform design can be adjusted for alternate power capacities suitable for a standard hybrid framework if desired. The fully modular batteries allow for upgrades as technology changes. In addition, Crowley has developed an onshore charging station to fully support charging and reliable performance at the home port. "Crowley's design provides operators the tugboat solution to continue serving ships quickly and powerfully, while reducing their environmental impact by eliminating a carbon footprint," said Ray Martus, vice president, Crowley Engineering Services. "This new design sets the standard for innovation by showing that sustainability and power can work together seamlessly in our maritime industries."

With no exhaust stack, the tug has 360 degrees of visibility from the pilot's station, allowing the operator to see without obstruction. The tug has also been designed for future autonomous operation to increase the safety and efficiency of the operation including integrated automation and control systems. The intelligent maneuvering and control system offers more efficient vessel operations and allows masters to focus holistically on the overall control and positioning of the vessel in increasingly busy harbors.

FMC orders 10 ocean carriers and 17 marine terminals to report on demurrage and detention practices

by Stas Margaronis, West Coast Correspondent AJOT, Mar 26, 2021

In response to complaints by U.S. exporters and Democratic and Republican Congressional representatives, the U.S. Federal Maritime Commission (FMC) announced that it was ordering 10 ocean carriers and 17 marine terminals to report on demurrage and detention practices and penalties assessed on shippers as well as the availability of empty containers for U.S. exporters to ship their goods. A March 17th letter addressed to the Congressional representatives and signed by FMC Chair Michael A. Khouri and four FMC Commissioners announced that: "Last week, Commissioner Dye ordered ten (sic) Vessel-Operating Common Carriers and 17 Marine Terminal Operators to provide a compulsory report on their practices related to demurrage and detention, empty container return, and the availability of containers for the carriage of U.S. exports. The responses to this compulsory order will inform Commissioner Dye's next steps to address this critical issue. The Commission will take action against practices that violate the law." The letter went on to say: "The ability of American companies to reach overseas markets is an important issue. One of the statutorily established purposes of the Federal Maritime Commission is to "promote the growth and development of United States exports through competitive and efficient ocean transportation and by placing a greater reliance on the marketplace." We are mindful of this direction in discharging our regulatory responsibilities."

On March 25th, Peter Friedmann, executive director of the Agriculture Transportation Coalition welcomed the FMC's action: "Our members, the nation's agriculture and forest products exporters and importers, are encouraged by the response to the Committee's timely directive, namely that the Commission is united behind Commissioner Dye's initiative, as it has the potential to significantly reduce unreasonable demurrage and detention charges. But the export transport crisis continues, with lost sales and other additional costs amounting to millions of dollars a week. Solutions are urgently required; we are continuing to work with Congress, USDA (U.S. Department of Agriculture) and the FMC to expedite relief."

Attracted by high rates, truckers shift to the spot market

American Trucker, APR 16, 2021

With truckload rates at historic highs, more carriers made their equipment available on the spot market last week, said DAT Freight & Analytics. The total number of loads posted to the DAT marketplace jumped 4.7% during the week ending April 11, but the number of available trucks on the network was up 5.3%. Balanced growth in the number of loads and posted capacity kept spot truckload van and refrigerated truckload rates in check last week. At 5.3, the national average van load-to-truck ratio was unchanged from the previous week, meaning there were 5.3 available loads for every available truck on the DAT network. The reefer load-to-truck ratio slipped from 11.5 to 10.6 while the flatbed ratio fell from 96.2 to 94.7 last week.

National average spot rates in April

Van: $2.66 per mile, 1 cent higher than the March average

Flatbed: $2.88 per mile, 12 cents higher than March

Refrigerated: $2.97 per mile, 3 cents higher than March

These are national average spot truckload rates for the month through April 11 and include a calculated fuel surcharge. The national average price of diesel was unchanged at $3.14 a gallon compared to the previous week.

Volumes softened on key van lanes: The average spot rate increased on 50 of DAT's top 100 lanes for van freight and was neutral on 19 lanes as the number of loads moved on those 100 lanes fell 4.6% week over week.

Los Angeles to Stockton averaged $3.79 a mile, up 11 cents over the previous week. In Los Angeles, capacity was constricted due to high demand for trucks around the ports of Los Angeles and Long Beach. Van freight from Los Angeles increased 6 cents to an average of $3.38 a mile.

Reefer volumes declined on major lanes: The number of loads moved on DAT's top 72 reefer lanes by volume declined 2.5% compared to the previous week, although the average spot rate edged higher on 38 of those lanes and was neutral on 13.

Florida reefer demand is rising: Refrigerated equipment is in high demand in Florida as produce season begins to build. Miami outbound reefer loads averaged $2.86 a mile, up 15 cents compared to the previous week, while Lakeland averaged $2.59 a mile, a 16-cent increase. Ontario, California, remained a hotbed for outbound loads, with Ontario to Phoenix up 20 cents to an average of $4.49 a mile and Ontario-Stockton up 14 cents to $3.88 a mile.

Flatbed volumes level off but capacity stayed tight: The average spot rate increased on 48 of DAT's top 78 flatbed lanes by volume last week. Twenty lanes were neutral, and 10 lanes declined. Flatbed capacity is especially tight in the U.S. southeast on the strength of construction, manufacturing and agriculture. Four of the top five flatbed lanes by volume originated in Texas last week. The country's high-volume lane last week was Houston to Fort Worth, averaging $2.87 a mile, up 4 cents week over week. The return leg averaged $2.56 a mile.

NWRA urges Congress to address driver shortage

By: AJOT | Apr 15 2021

The National Waste & Recycling Association (NWRA) joined other organizations on a letter to Congress urging support for the DRIVE-Safe Act (S.659, H.R.1475), bipartisan legislation that would address the driver shortage facing many industries including waste and recycling. NWRA supported the DRIVE-Safe Act when it first was introduced in 2019. In the 116th Congress, the legislation received support from more than one-third of House and Senate members. "The waste and recycling industry has experienced a growing labor shortage over the past several years, particularly when it comes to hiring individuals with a commercial driver's license (CDL)," said NWRA President and CEO Darrell Smith. "NWRA backs increasing federal support to address this problem."

Although 49 states and the District of Columbia currently allow individuals under the age of 21 to obtain a CDL and operate in intrastate commerce, these same individuals are prohibited from driving a truck across state lines until they turn 21. In many instances, these drivers are traveling greater distances intrastate than they would be interstate if they work near their states' borders. The DRIVE-Safe Act would change this through a rigorous two-step apprenticeship program that creates a path for these drivers to enter the industry. In order to qualify, candidates must complete at least 400 hours of additional training—more than what is required for any other CDL holder in the nation. All qualified drivers who participate in the apprenticeship program established by the bill would only be allowed to drive trucks outfitted with the latest safety technology, including active braking collision mitigation systems, forward-facing event recording cameras, speed limiters set at 65 miles per hour or less and automatic or automatic manual transmissions. Professional drivers training within the program are also required to be accompanied by an experienced driver throughout the process.

Driving for the waste and recycling industry offers numerous advantages such as rising wages, a five-day work week, set daily work schedules and the ability to return home at the end of each day's shift unlike long-haul drivers. Despite all this, the industry's companies are increasingly struggling to find enough CDL drivers.

-OUTSOURCE-
THE FREIGHT MANAGEMENT COMPANY

Answers to Trivia

Port of Boston to be Big Ship Ready this Fall

By: AJOT | Apr 14 2021

New deep-water berth and tallest low profile cranes will be in place for larger ships to serve New England

The multi-year effort by the Massachusetts Port Authority (Massport) to modernize and expand Conley Container Terminal marks a major milestone - three new low profile Neo-Panamax cranes have begun their journey to Boston on a ship from Shanghai, China. The cranes will arrive at Conley Terminal this summer and will be operational this fall. These cranes, along with a new berth and a deepened Boston Harbor, enable Boston to handle larger ships, more New England importers and exporters to connect with the global marketplace, and facilitate future growth at Conley Terminal. Two of the cranes are 205 feet tall with a lifting height of 160 feet and can reach 22 container rows wide, and are the tallest low profile cranes in the world. Another crane on the way is 145 feet tall with a lifting height of 100 feet. These new cranes will efficiently service larger container ships holding 12,000-14,000 TEUs (twenty-foot equivalent units). Larger cranes are needed due to the shipping industry's shift toward larger vessels that hold more containers and the 2016 expansion of the Panama Canal to accommodate them.

The journey from China to Boston will take approximately two months and the public can track the cranes' location on the Port of Boston's Twitter account: @PortofBos. "This significant milestone would not have been possible without the support of our local, state, and federal partners. The Port being big ship ready comes at a critical time as the region's economy recovers from the impacts of the pandemic," said Massport CEO Lisa Wieland. "Massport's investment in the future of Conley Terminal shows our commitment to support the New England importers and exporters that rely on the Port, as well as the thousands of workers across the Port."

Nearly $850M in investment has gone into the Port in recent years to prepare Conley Terminal to be big ship ready in order to support the regional economy. Significant support came from the Massachusetts Congressional Delegation, the Baker-Polito Administration, and the Massachusetts Legislature. The Boston Harbor Dredging Project is nearing completion and a new 50-foot deep berth was built to support the new cranes. Additional improvements to modernize Conley Terminal have recently been completed or are in progress, including the creation of the Butler Freight Corridor, new rubber-tire gantries, expanded container storage, and other landside improvements. Conley is the only full-service terminal in New England.

The new Berth 10 is 1,250 feet long and dredged to 50 feet so the new cranes can efficiently service larger container ships. Currently, Conley is designed for 5,000 TEU ships, and can handle ships up to 10,000 TEUs under certain conditions. "The investments we're making will significantly enhance our capabilities to handle more cargo and increase our productivity so that Conley can be competitive in the future and allow for continued growth," said Massport Port Director Mike Meyran. "We want businesses to know that we are 'Big Ship Ready' and we want to attract new direct services to expand the global offerings for our customers throughout New England." With the new cranes and berth, Boston will be in a position to offer some relief to an already stressed industry, and allow more New England businesses to take advantage of the local service. Throughout these unprecedented times, the Port of Boston has been a reliable supply chain partner and Conley Terminal remains virtually congestion-free while still offering personalized customer service. Conley currently has an average truck turnaround time of only 30 minutes.

Two weekly services currently call Conley Terminal: The Mediterranean Shipping Company (MSC) provides direct service from North Europe to Boston, with connections to Latin America, the Mediterranean, and Southeast Asia, and the OCEAN Alliance (COSCO Shipping, OOCL, Evergreen, CMA CGM) provides direct service from North Asia. A diverse mix of commodities are shipped through the Port, including furniture, recycled fibers, seafood, wine and spirits, apparel, footwear, and auto parts.

Pre-order is catching on as a solution to fashion's overproduction problem

by DANNY PARISI, Glossy Beauty Forum, APR 21, 2021

More than 100 billion articles of clothing are produced each year, with nearly 20% of them going unsold. Thanks to problems with accurate inventory estimation, which were exacerbated during the pandemic, brands regularly overproduce. And excess clothes are often discounted, landing in a landfill if never sold. In addition to being bad for the environment, overproduction means losing money on unsold product.

But there is growing interest among brands for a solution to overproduction: selling via pre-order. In 2019, McKinsey predicted that the made-to-order and pre-order models would go mainstream along with the shift to DTC, and that's now proving true. Brands like Paskho, Ultracor, Kitri and Khaite have all adopted pre-order models since the pandemic began. They're using pre-order to reduce production costs and waste, achieve profitability, strengthen their DTC sales and boost their sustainability bona fides.

For the aforementioned brands, pre-order has either become their sole sales model or a supplement to their more traditional processes. In addition, Prabal Gurung and Antonio Berardi attribute 20-25% of their revenue in the last year to pre-order and made-to-order sales. While the broader impact of pre-order on the environment is harder to estimate and pre-ordered product may still end up in the trash, the amount of unsold stock that goes straight to a landfill can be cut to effectively zero.

Telfar Clemens, designer of his eponymous label Telfar, has made use of this model, which he began experimenting with in August of 2020. Before his line of bags even entered production, Telfar opened up a month-long pre-order period with strict rules of no cancelations and full payment upfront. Once every order was placed and the window was closed, the company spent the next few months manufacturing exactly that amount of product, no more and no less. Every bag was delivered by January 2021.

Notably, most styles offered on pre-order are by DTC brands. Even brands that sell through wholesale, like Telfar, have confined their pre-order sales to direct-to-consumer only. The pandemic helped widen the divide between retailers and brands, with inventory and overproduction being a primary wedge issue of the traditional wholesale relationship. While retailers, with their scale, can help brands reach a much larger audience, pre-order and made-to-order reduces the need for retailers, according to Marissa Wilson, founder and designer of her eponymous contemporary brand.

"All of my clothes are pre-order for customer engagement reasons," Wilson said. "It helps me gauge what people are interested in and helps inform all of my inventory strategy. I can take the pre-order data to the buyers to help inform what they get, as well."

Asha Kai, founder and CEO of made-to-order activewear brand Ultracor, said retailers' demands don't jive with the made-to-order model.

Transportation Management
Multi-modal Service
Carrier Management
Auditing Services
Supply Chain Coordination

Supply Chain Management
Supply Chain Engineering;
Collaboration;
Leadership
Strategic Management
Consulting

Profit Improvement Plan
Leverage Opportunity Analysis
Baseline Measurement
Profit Improvement Measurement