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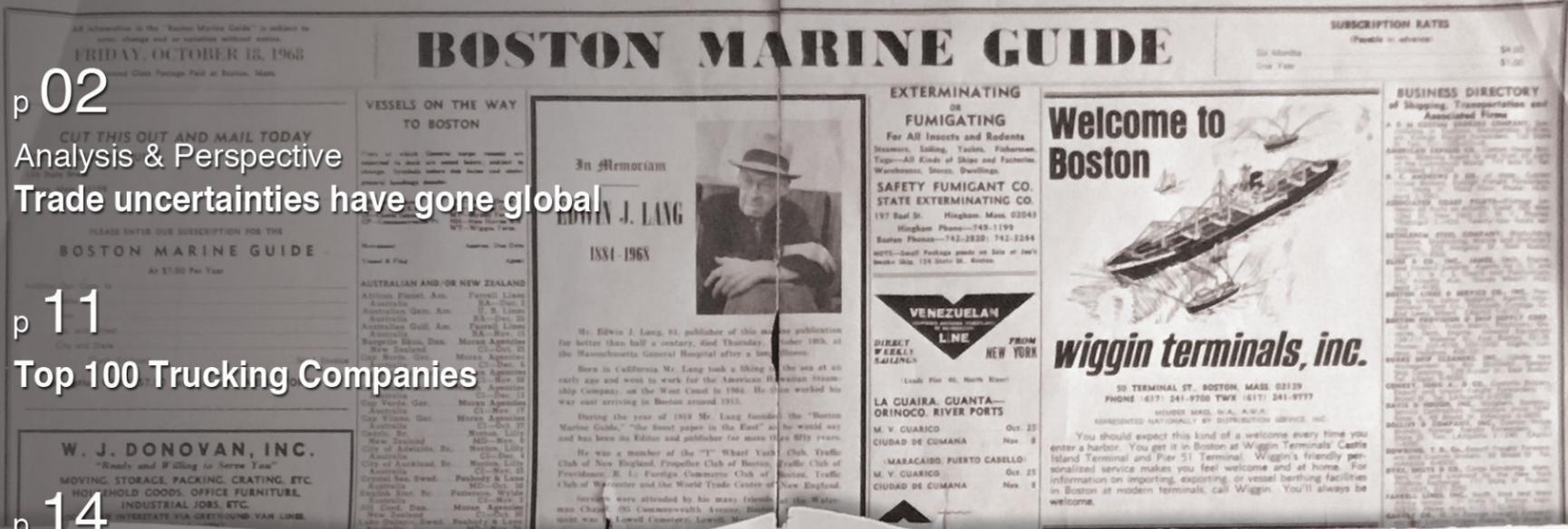
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LGL's Wellner passing along appreciation
of U.S.-flag shipping industry's significance



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Private equity: An unseen hand moving the logistics industry

Although rarely discussed, private equity is the unseen hand that is reshaping the marketplace. Private equity has emerged from the financial crisis as a force acquiring companies, financing their expansion, and consolidating them with other purchases.

By Matt Miller, AJOT

In the years that followed the 2009 financial crisis, private equity emerged a huge force in logistics, financing expansion, and consolidating with other purchases.

other fields. "There's still a lot of interest out there," said Chip Grayson, the co-head of transport and infrastructure investment banking for financial services firm Raymond J.

SeaLand Atlantico service: Philadelphia-Mexico an ideal solution

Almost exactly sixty years ago the SS Ideal-X loaded with 58 containers left Port Newark, New Jersey for Texas. It was the beginning of the containerization era, and an ideal solution to using a ship's economies of scale to move freight handled by trucks. Now a new service, "SeaLand Atlantico," has been launched linking Philadelphia and Mexico, having the same principles - could this service be a harbinger of bigger things to come?

By George Lauriat, AJOT

SEA & LAND:

Next Issue:
Project Cargo Bi-Annual
Georgia Ports 75th Anniversary
3rd Party Logistics

Trade uncertainties have gone global

As 2020 approaches, the only certainty for trade is uncertainty. So, is this the New Abnormal?

By Matt Miller, AJOT

In Europe, Brexit looms large, with the frightening prospect of Britain facing empty grocery shelves, while thousands of trucks are idled on its borders, and goods waiting to be delivered stack up in overflowing warehouses on the Continent. On this side of the Pond, President Trump's numerous tariffs-by-Tweet strategies threaten to upend decades of freer trade in and out of the US, while Mexico and Canada scramble to avoid incurring Washington's wrath. Elsewhere, countries in Asia, Australia and Latin America react to the mounting trade tensions, or escalate them. Some, such as China, are in the thick of the battle. Others, such as Vietnam, are hoping they might benefit from the bruising fight. Still others, such as Brazil and Argentina, see their fortunes whipsawed by some markets opening up, while others shut down.

Trade patterns are changing. New trade alliances are being formed. Other, long-standing regimes are falling apart.

Across the globe, carefully crafted supply chains face massive disruption if a tit-for-tat escalation accelerates, as it might well do.

THE NEW ABNORMAL

Those engaged in cross-border business and commerce are desperately trying to make sense of all this. It's an issue that has been elevated from procuring and transportation departments to the boardroom.

"In the past, trade management within a corporation was this sleepy group, maybe one or two people reporting to legal," said Lauren Pittelli, a principal at Baker Logistics Consulting Services, a Chicago-based firm that specializes in international transportation, trade and customs. "Now, with all of this disruption, it's really become a very critical part of pricing analysis and supply chain planning."

The unpredictability can be overwhelming, and it could

get worse before it gets better. "The unknown is what makes everybody the most nervous," explained Mike Kuhn, the COO of Syracuse-based Mohawk Global Logistics, which offers customs brokerage and trade compliance.

Shippers turn for advice and assistance to logistics providers, an industry that prides itself on constantly improving speed and efficiencies in the most difficult of conditions. But there are challenges now that tax the savviest logistician.

(GLOBAL – continued on page 4)



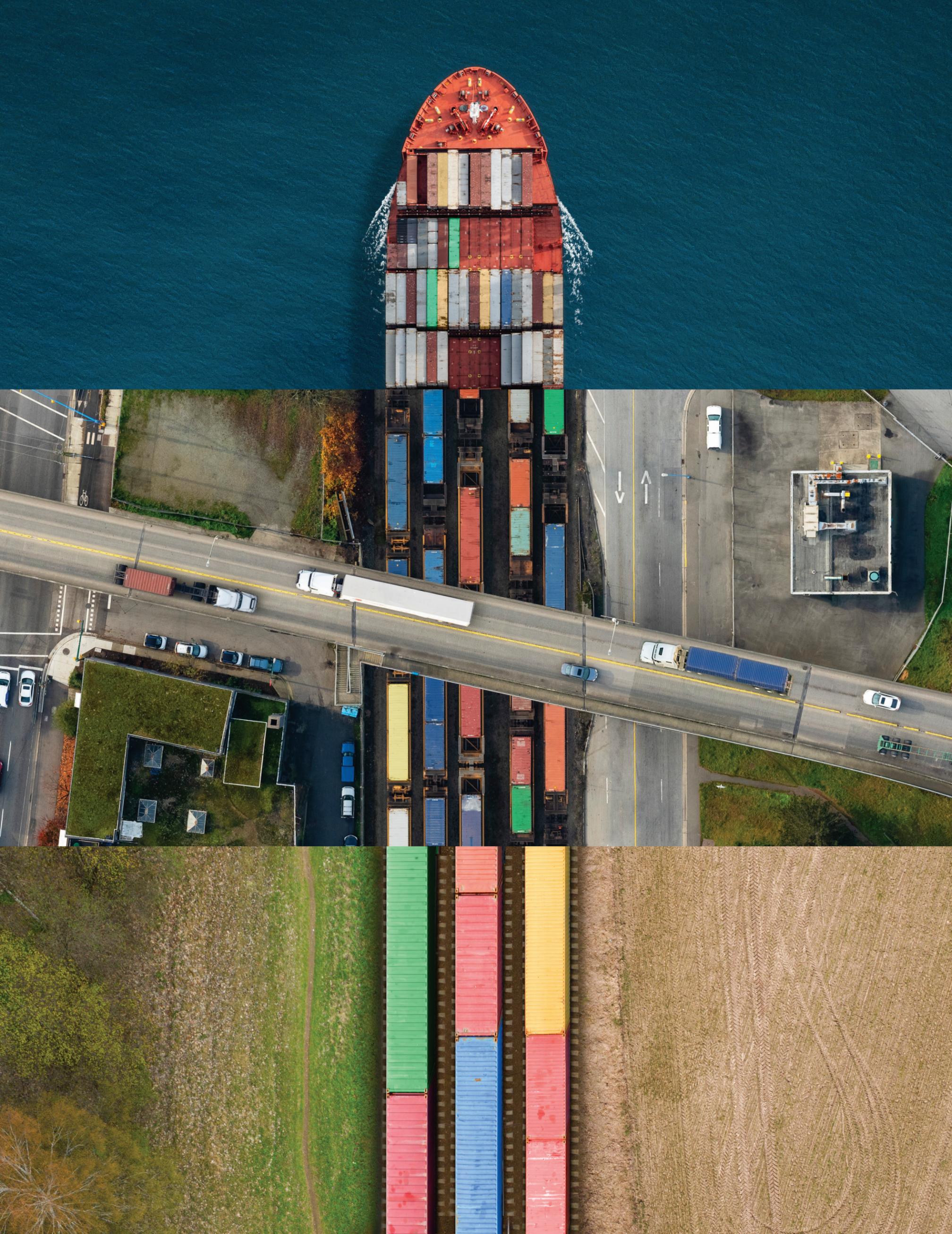
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(GLOBAL – continued from page 2)

CALL IT THE NEW ABNORMAL

“There’s so much uncertainty,” said Pittelli. “There’s no roadmap at all”

To counter this unsettled world, logistics companies and their clients alike need to plan as best they can for the unexpected. Four watchwords are essential in this process: knowledge, preparedness, flexibility and speed.

Logistics providers and shippers need to be armed with the best knowledge possible, be prepared as best they can for various alternatives and have the flexibility to change course as quickly as possible.

Of course, that’s easier said than done. “It’s a very challenging environment,” said Pittelli. These days, “most business is international, and it is impacted by the trade uncertainty. That comes on top of all of the changes continuing to be driven by the Internet. So, everything is accelerated.”

TECHNOLOGY – THE CRUCIBLE OF THE MATTER

Technology becomes a huge enabler in all this. It is essential in everything from updating duties in real time, to insuring customs compliance, to analyzing the tradeoff between, say, logistics costs and landed costs, or lower tariffs and higher transportation costs and longer lead time. It’s vital for determining how quickly goods need to be shipped to avoid higher duties and which vessels and ports offer the most appropriate ways of transporting.

“Technology is the only way that you can get to get to the end of the tunnel,” said Wayne Slossberg, admittedly not an unbiased source. Slossberg is senior vice president at QuestaWeb, a Clark, NJ-based technology provider of global trade management software.

But the complexity of import duties alone demand sophisticated responses. Just one example: In the US, the harmonized tariff codes “can literally change in minutes,” explained Slossberg. The only way possible to keep current is to be linked electronically to customs data, which software such as that offered by QuestaWeb provides.

That data is necessary to determine not just the price of the items being directly affected, but the impact as well on the cost of a finished good and on business in general, said Rich Roche, Mohawk’s vice president of international transportation. “We’re able to run reports and cross-reference and come up with what the new duties would be and what their total impact would be,” he said.

As we are all aware, technologies are evolving rapidly and logistics is no exception. Technological resources will be directed toward solving increasingly more thorny trade-related issues. Data analytics is one area that could prove invaluable. Terri Sandine is Mohawk’s IT director. She explains how, as companies like hers collect data on how tariffs are being leveled and what their outcomes are, machine learning can be harnessed to predict likely courses of action based on past behavior. This, she said, might enable companies such as Mohawk to recommend strategies and action before the tariffs are actually imposed, in anticipation of such events.

TRADE SHOCKS NO LONGER SHOCKING

As trade disputes widen and become more capricious, the terrain is becoming more unsettled. The new abnormal is becoming increasingly normal. On a day early this month, Trump said he would impose tariffs on steel and aluminum imports from Argentina and Brazil because of supposed currency manipulation. Both countries had been exempted when Trump first ordered the steel and aluminum tariffs last year. Then, the following day, Trump launched a trade missile strike against France, threatening billions of dollars of duties on French luxury products because of French taxes on digital services.

The world barely blinked.

Asian advisory firm Dezan Shira & Associates produces China Briefing, which offers a daily timeline of what it terms the US-China trade war. China Briefing marks “day 1” as July 6, 2018, when US Customs began collecting a 25% duty on 818 imported Chinese product categories. But the site traces the war to March 23, 2018, when the US imposed a 25% tariff on most steel imports, and a 10% tariff on aluminum.

So, we’re at Day 500+ and counting. That doesn’t

mean we should become inured to this brave new world of trade shocks. It does mean there’s no excuse for some forward planning.

Risk reduction is key, both in the shorter and in the longer terms.

Pittelli, for one, suggests a two-tiered strategy for American companies, although this approach is applicable for others as well: One team looks at the more immediate issue of trade compliance. Another delves into future supply chain diversification. React as quickly and as sensibly to what’s at hand, while planning on ways to minimize future trade shocks.

One big lesson has come from these 500-odd days of escalating trade tensions: Source diversification is essential. That doesn’t mean simply trading out a factory in China for one in Vietnam, however. For logistics providers, it involves investigating lift capabilities, both sea and air, as well as port, rail, airport and road infrastructure. It involves such factors as speed to market and reliability. “As [clients] develop new and immature supply chains, we’re finding ourselves having to move in multiple direc-



Mike Kuhn, COO,
Mohawk Global Logistics

tions to ensure that their products aren’t interrupted, the supply chain is not interrupted,” said Kuhn.

Logistics providers must work closely with shippers to arrive at sensible solutions. This may mean, for example, diversifying suppliers, not necessarily countries, at least in the shorter term. It may mean adding more port options, or more carriers, both land and sea. Panicked decisions are rarely advantageous.

SOLUBLE SOLUTIONS FOR THE UNSOLVABLE

Because of the volatility and often erratic nature of tariffs these days, and because trade by definition is a two-way street, it can be both extremely tough coming up with solutions that has staying power. Even the most thoughtful and well-planned solutions can be thwarted by political opportunism or personal pique.

During a recent visit to the Netherlands, sponsored by the Netherlands Foreign Investment Agency, I talked to a number of logistics companies, as well as customs officials and port authority
(GLOBAL – continued on page 21)

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MPA Executive Director White to resign after era of record growth

James J. White, who has guided the Helen Delich Bentley Port of Baltimore during a period of record revenue, cargo and job growth as executive director of the Maryland Department of Transportation Maryland Port Administration (MDOT MPA), has announced his resignation effective December 31. Executive Director White led operations for 18 years as the Port of Baltimore improved its national rankings, upgraded security procedures and completed infrastructure projects that made it one of the few ports in America capable of receiving the largest ships in the world.

"Jim White is widely regarded as one of the finest port directors in America," said Governor Larry Hogan. "Maryland has been fortunate to have him at the helm of the Port of Baltimore for so long. I congratulate him on an outstanding career and thank him for leaving the Port of Baltimore in fantastic shape for his successor."



James White

"Jim's legacy is not only in the tremendous amounts of cargo and revenue that have passed through the Port of Baltimore under his leadership, but in the many careers he has created in Baltimore and around the state," said Maryland Department of Transportation Secretary Pete K. Rahn. Under Executive Director White, the Port of Baltimore leads the nation in handling autos and light trucks, roll on/roll off heavy farm and construction machinery, as well as imported sugar and gypsum. Generating some 15,330 direct jobs and 139,180 jobs linked to its overall activities, the Port drives nearly \$3.3 billion in wages and salaries, \$2.6 billion in business revenues and \$395 million in state and local tax revenues.

"There is no better job that I have had in my life than being executive director of the MDOT MPA," said Executive Director White. "Governor Hogan's support for the (RESIGNS – continued on page 10)

Industry speakers explore opportunities at Asian Logistics & Maritime Conference

Nearly 70 experts and leaders from the logistics and maritime industries spoke at the ninth Asian Logistics and Maritime Conference (ALMC), at the Hong Kong Convention and Exhibition Centre (HKCEC). The two-day conference, jointly organised by the Hong Kong Trade Development Council (HKTDC) and the Government of the Hong Kong Special Administrative Region (HKSAR), is one of the largest events of its kind in Asia.

Frank Chan, Secretary for Transport and Housing of the HKSAR, addressed the opening session at which HKTDC Executive Director Margaret Fong delivered welcome remarks, saying "Hong Kong has been going through a challenging time. But all HKTDC events have gone ahead as planned and have been well attended. This is a vote of confidence in the city's role as an international business platform. ALMC remains committed to its goal: to provide a forum for learning, sharing and exchange among industry players, and to help chart the path forward for the industry. The event underlines Hong Kong's role as the region's logistics, maritime and aviation hub."

GEOPOLITICS AND ASIAN SUPPLY CHAINS IN FOCUS

Highlights on the first day of ALMC included a morning plenary session, "Where

Opportunity Knocks – Asia Supply Chain Wedged between Challenging Geopolitics". Speakers included Coleman Nee, Senior Economist, Economic Research and Statistics Division, World Trade Organization; Ka-mun Chang, Managing Director, Li & Fung Development (China) Limited; Lau Teck Sien, Partner & CEO, HOPU Investments; Robbert van Trooijen, Senior Vice President and Head of Asia Pacific Region, Maersk; Katsuhiko Umetsu, Senior Executive Officer, Yamato Holdings Co, Ltd, who shared their views on Asia supply chains playing a larger global role amid worldwide trade disputes and uncertainties.

COMPREHENSIVE ANALYSIS OF LOGISTICS INDUSTRY ISSUES

The opening day also featured eight forums offering a holistic view of industry opportunities, covering important issues related to maritime, supply chain management and logistics and air freight industries. The Maritime Forum focused on three areas: geopolitics – "Between a Rock and a Hard Place – Navigating a Perfect Geopolitical Storm"; smart shipping – "Smart Shipping: How Disruptive is New Age Tech?"; and transforming the structure of the shipping industry – "Today's Shipping Dilemma – Is the Future in Owning or Managing?". Shipowners, maritime (EXPLORE – continued on page 10)

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LGL's Wellner passing along appreciation of U.S.-flag shipping industry's significance

Robert G. "Bob" Wellner may be hesitant to say he is leaving a legacy as he retires from presidency of Liberty Global Logistics LLC, but it is undeniable that he has been integral to the advancement of an essential U.S.-flag shipping industry.

In an exclusive interview with *AJOT*, Wellner shares thoughts on the vital role of an American-flag roll-on/roll-off fleet and the beyond-coincidental success of Lake Success, New York-based LGL, as well as insights on how he plans to stay active. (Hint: As with his career, he likely won't be playing things entirely by ear.)

Congratulations on an illustrious career! As you transition at yearend to an advisory capacity from your role as president of Liberty Global Logistics LLC, what do you see as your industry legacy?

I'm not sure that anyone ever really leaves a legacy when they depart. I would hope that I have left some kind of sense of commitment and purpose that no one should ever be satisfied just getting by or with the easy way out. There is always a solution or better way. 'No' and failure are not options.

Hopefully, I've contributed something positive to the industry as I've always tried to keep the overall betterment of the industry in mind. I've also considered the sustainability of the U.S. flag and support of our nation critical to the maritime and logistics industries, and I hope I've instilled that in others.

What is the significance to private and governmental sectors of a U.S.-flag roll-on/roll-off fleet?

A commercially viable fleet of U.S.-flag vessels is essential in the support of the U.S. government. The public-private partnership becomes a key factor in the success of both.

The private U.S. fleet and related services and industries are essential to our nation's economic engine. They also play major roles in the business of the government.

U.S. vessels have been a major factor in support of DOD [Department of Defense] and other agencies, both in times of conflict and humanitarian relief. For example, US-flag vessels have carried in excess of 90 percent of all DOD cargos to and from the Middle East during the years of military conflict there.

U.S. private industry is also critical in that it provides huge shoreside and land-based operations critical to the success of door-to-door moves in both conflict and relief efforts. In addition to DOD, think

about recent earthquake, hurricane and tsunami relief. U.S. shipping companies and their

Security Program.

How have you applied your 21-plus years of experience with International Marine Carriers – as well as your studies at Hofstra University [MBA], State University of New York Maritime College [master's in transportation management] and Niagara University [bachelor's in business administration in accounting] – to molding success of Liberty Global Logistics over the past decade and a half?

Each of these opportunities has given me the essential building blocks that became necessary in developing, growing and improving a business such as LGL.

The Niagara BBA in accounting was a great base for understanding financial state-

ments and the like. The MS from SUNY Maritime helped provide insight into certain key maritime and transportation matters. The Hofstra MBA gave me the tools for basic business management.

My time with my partners at International Marine Carriers provided exposure to

many aspects of the maritime and supply chain industries which became the foundations for LGL.

It is also important to note that, over the years, I've had the opportunity to meet and work with some pretty (PROFILE – continued on page 9)

Industry Profile

By Paul Scott Abbott, AJOT



infrastructure and networks have all been there. The U.S. ro/ro fleet has been a major participant in these events, carrying the majority of the equipment, including high-and-heavy, breakbulk and rolling stock.

The government, on the other hand, plays an important role in supporting the U.S.-flag industry with the Jones Act, various cargo preference laws and the Maritime



As he retires at yearend from presidency of Liberty Global Logistics LLC, Robert G. "Bob" Wellner looks to apply his energetic nature to new pursuits. (Photo Special for AJOT)

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(PROFILE – continued from page 8)

incredible people who have all contributed to my development and provided information, insight and lessons that hopefully I imparted on LGL.

Do you find any link between the great success of LGL and the fact that the company is headquartered in the northwest Long Island village of Lake Success?

The successful link between LGL and Lake Success, New York, was not geographic but rather strategic in that, in 2003, I along with a partner [Tom Keenan] was able to form a relationship with a smart, aggressive, reliable and honest individual [Philip Shapiro] and his extremely successful company.

Obviously, being in the New York area with access to financial and other industry headquarters and major domestic and international airports has helped facilitate LGL's development and growth.

Since 2004, LGL has grown to become a leading worldwide logistics provider for a variety of international automotive, high-and-heavy, breakbulk and cargo shippers, including original equipment manufacturers, and is a lead contractor to the U.S. government. LGL has also grown into a multimodal point-to-point logistics company, offering a portfolio of services covering air, land and sea operations worldwide.

I am confident that LGL will be in good hands going forward with the help of a great team and many seasoned, experienced and professional managers.

What nonwork interests do you hope to enjoy more following your retirement from fulltime work?

Initially, I hope to stay engaged, but to a lesser degree, in the industry. I will be a strategic adviser to the Liberty group and will retain some positions in other advisory boards.

I also hope to pursue the obvious nonwork activities, spending more time with family and friends. Because of the travel involved in this industry you miss a lot of events, so it will be great to have the opportunity to make and attend more such events. Despite all of the work-related travel, I look forward to traveling recreationally with my wife of 47 years, Maureen, and with friends.

Kayaking is something I love to do, but we are moving to a new location with deep-water, so maybe try boating? With whatever extra time I hope to have, read, golf, cook and learn to play a musical instrument and finally give back via volunteerism, as I feel I have been blessed with the opportunities that have been given to me. I hope I stay busy. I'm kind of an active-type person. Everybody says the worst thing you can do is sit down and

get into a vegetative state.

May I ask what musical instrument you want to take up?

My father, a New York City cop who would be 100 years old were he still alive, could play most any musical instrument, but by ear only. He never could read a note of music. He used to bring the instruments home to my two sisters and me and say, 'I left something down in the basement. If you want to play, I'll come down and work with you.' Well, we never did that. So I'm hoping I have some kind of latent musical talent.

We have a baby grand piano – a 1904 Chickering – and my wife bought me a Keith Urban guitar. My wife told me I can't play the piano, because she wants to play it, and, if I want to accompany her, I'll have to play another musical instrument. So she got me the guitar. It will most likely be one of those two things. We have to see how it goes.



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(RESIGNS – continued from page 6)

Port of Baltimore from day one has set the course for the future of the Port from the Howard Street Tunnel to key infrastructure investments. I've also been lucky to have had an outstanding executive team helping me every step of the way. But the heart and soul of the Port of Baltimore are the thousands of men and women who work here every day, rain or shine, who have helped propel this Port to incredible heights. I will forever be grateful for their efforts."

Executive Director White joined MDOT MPA in 1993 as director of operations. From 1995 until his appointment as executive director in 1999, he also served as MDOT MPA deputy executive director. In those roles he was accountable for day-to-day operations at the Port of Baltimore and directed lease negotiations with customers.

After becoming executive director, he led the Port of Baltimore as it established new records for cargo volumes and dollar value. He also secured several long-term contracts that kept good-paying jobs at the Port. Following the terrorist attacks of September 11, 2001, he oversaw development of a security program that transitioned from a focus on preventing port-related crime to preventing acts of terrorism.

Executive Director White left MDOT MPA in 2005 to become senior vice president and chief operating officer for New Jersey-based Ceres Terminals, a stevedoring and terminal operations company with major port operations in North America.

He returned as MDOT MPA executive director in 2007 and led the effort to execute a 50-year lease and concession agreement with Ports America Chesapeake to operate the Port of Baltimore's Seagirt Marine Terminal. The landmark deal included construction of a 50-foot deep container berth and four state-of-the-art supersized container cranes. Under this agreement, the Port of Baltimore greatly enhanced its overall standing as

a major container port.

Recently, Executive Director White has focused on the efforts to reconstruct Baltimore's 125-year old Howard Street Tunnel to allow for double-stacked container trains to travel to and from the Port of Baltimore. This project would create thousands of jobs in Maryland and break a significant rail bottleneck that has long inhibited the Port's container business.

Other milestones at the Port of Baltimore achieved under Executive Director White include:

- Repeated recognition for the Port as the No. 1 port in the U.S. port for several cargo categories;
- Long-term contracts with many cargo accounts, including the Port's two largest container customers;

- Ten consecutive years of "outstanding" port security reviews from the Coast Guard;
- Several record-breaking years for specific commodities handled;
- A year-round cruising program;
- A nationally renowned and award-winning dredging program that uses innovative strategies to be the largest creator of wetlands in Maryland;
- An internationally recognized environmental management program;
- Zoning protections for thousands of deep-water acres surrounding Baltimore's industrial waterfront that help maintain good-paying, blue collar maritime jobs.
- Average annual salaries for direct Port jobs that are 9.5 percent higher than Maryland's average wage.

In 2018, a record 43 million tons of international cargo was handled by the combined state-owned public and privately-owned marine terminals at the Port. The value of that cargo was also a benchmark: \$59.7 billion. Last year the state-owned public terminals handled a record 10.9 million tons of general cargo and more than a million Twenty-foot Equivalent Unit containers. The Port also handled a record 850,147 cars and light trucks in 2018, the most in the U.S. for the eighth consecutive year.

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(EXPLORE – continued from page 6)

analysts and technology experts explored the future development of the shipping industry from multiple perspectives, including Nigel Anton, Managing Director, Structured Finance, Standard Chartered Bank; Martin Stopford, President, Clarkson Research Services Limited; Andy Tung, Co-Chief Executive Officer, Orient Overseas Container Line Limited; Tim Huxley, Chairman, Mandarin Shipping Limited; William Fairclough, Managing Director, Wah Kwong Maritime Transport Holdings Limited.

The Supply-chain Management & Logistics Forum, entitled "Driving Supply Chain Innovation with Smart Logistics" and co-organised with GS1 Hong Kong, took place Nov. 19, as well as two Air Freight Forums co-organised with Airport Authority Hong Kong -- "Keeping ahead in the Air Cargo Cold Chain" and "Embracing

a New Era of Digital Technology in Air Freight". A Regional Forum sponsored by The Port and Logistics Administration Office of Sichuan Provincial People's Government was held to discuss the building of sea and land transportation channels to facilitate the opening up of China's western region.

CUSTOMER AS 'KING' IN THE E-COMMERCE ARENA

Highlights of Day Two's programme included the second Plenary Session, "Keeping the Customer 'King' in the E-Commerce Arena", where several speakers including Michelle Leung, Senior Vice President, Fung Omni Services; George Wojciechowski, Co-Founder, ShipBob; Teong Teck Lean, Managing Director and Group Chief Executive Officer, GD Express Carrier Bhd; and Hao Weichen, Partner and Vice President of Supply Chain, Kilimall, discussed strategies to drive improvements in supply-chain

management and strengthening customer relationships, in addition to offering forecasts on industry trends.

GREATER BAY AREA MARITIME CHALLENGES

A shipowners' forum examined the once-in-a-lifetime opportunity presented by Mainland China's national policy to develop the Guangdong-Hong Kong-Macao Greater Bay Area, and the designation of Hong Kong as the maritime centre for the Greater Bay Area. Wang Hong, Executive Vice President, China Merchants Group Limited, delivered the keynote address, as the forum sets forth the major challenges facing Hong Kong's shipping industry and discusses how the Greater Bay Area may provide opportunities and solve structural problems that have hampered developments in Hong Kong. Other speakers included Hing Chao, Executive Chairman, Wah Kwong Maritime Transport Holdings Limited and Jack Hsu, Chairman, Hong Kong Shipowners Association.

While the Sino-United States trade dispute is affecting North American supply chains, container shipping and trade routes, Canadian National Railway held a regional forum at the conference for the fourth time to discuss Asia's seamless collaboration with North American ports and railways under the theme "North American Outlook: What Changing Trade Policies, Regulations and Sourcing Shifts Mean for Supply Chains".

TALKS ADDRESS LOGISTICS TECHNOLOGY AND SERVICES

Two new sessions – InnoTalks and MarketTalks – launched as well. InnoTalks examined the application of new technologies such as artificial intelligence (AI), autonomous robotics and smart supply chains in the logistics industry. Speakers included Huan Liu, Board Member of MUJIN, Inc and President of MUJIN China; Jean-Marie Guerin, CCO of ANJI-CEVA Logistics Co, (EXPLORE – continued on page 22)

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TOP 100 TRUCKING COMPANIES

| Rank | Carrier | Home Office | Public/Private | Service Notes |
|------|-----------------------------------|----------------------|----------------|---------------------|
| 1 | UPS Inc. | Atlanta, GA | NYSE-UPS | Integrator |
| 2 | FedEx Corp. | Memphis, TN | NYSE-FDX | Integrator |
| 3 | XPO Logistics | Greenwich, CT | NYSE-XPO | 3PL |
| 4 | J.B. Hunt Transport | Lowell, AR | NASDAQ-JBHT | Intermodal |
| 5 | Knight-Swift Transport | Phoenix, AZ | NYSE-KNX | TL/LTL |
| 6 | YRC Worldwide | Overland Park, KS | NASDAQ-YRCW | TL/LTL |
| 7 | Schneider | Greenbay, WI | NYSE-SNDR | TL/LTL |
| 8 | Landstar System | Jacksonville, FL | NASDAQ-LSTR | TL/LTL |
| 9 | Old Dominion Freight Line | Thomasville, NC | NASDAQ-ODFL | TL/LTL |
| 10 | TFI International | Montreal, QC, CA | TSX-TFI | TL/LTL |
| 11 | Ryder Supply Chain Solutions | Miami, FL | NYSE-R | 3PL |
| 12 | Hub Group | Oakbrook, IL | NASDAQ-HUBG | Intermodal |
| 13 | Estes Express Lines | Richmond, VA | Private | TL/LTL |
| 14 | ABF Freight Systems [ArcBest] | Fort Smith, AR | NASDAQ-ARCB | 3PL |
| 15 | Werner Enterprises | Omaha, NE | NASDAQ-WERN | 3PL |
| 16 | Penske Logistics | Reading, PA | NYSE-PAG | 3PL |
| 17 | Roadrunner Transportation Systems | Downers Grove, IL | NYSE-RRTS | TL/LTL |
| 18 | Prime Inc. | Springfield, MO | Private | TL |
| 19 | NFI | Camden, NJ | Private | TL |
| 20 | U.S. Xpress Enterprises | Chattanooga, TN | NYSE-USX | TL/Expedited |
| 21 | R+L Carriers | Wilmington, OH | Private | LTL/Expedited |
| 22 | CRST International | Cedar Rapids, IA | Private | TL/Expedited |
| 23 | Saia | Johns Creek, GA | NASDAQ-SAIA | TL/LTL/Expedited |
| 24 | C.R. England Inc. | Salt Lake City, UT | Private | TL/Intermodal |
| 25 | Universal Logistics Holdings | Warren, MI | NASDAQ-ULH | 3PL |
| 26 | Forward Air Corp. | Greenville, TN | NASDAQ-FWRD | TL/LTL/Expedited |
| 27 | Southeastern Freight Lines | Lexington, SC | Private | TL/LTL |
| 28 | Averitt Express | Cookeville, TN | Private | TL/LTL |
| 29 | Evans Delivery Co. | Schuylkill Haven, PA | N/A | TL/LTL |
| 30 | Crete Carrier Corp. | Lincoln, NB | Private | TL |
| 31 | Purolator | Mississauga, ON | N/A | Integrator |
| 32 | Lynden Inc. | Anchorage, AK | Private | TL/LTL |
| 33 | Celadon Group Inc.* | Indianapolis, IN | OTC-CGIP | TL/LTL/DRAY |
| 34 | KLLM Transport Services | Jackson, MS | Private | TL/LTL |
| 35 | Ruan | Des Moines, IA | Private | TL |
| 36 | Roehl Transport | Marshfield, WI | Private | TL |
| 37 | Alliance Shippers | Englewood Cliffs, NJ | Private | 3PL |
| 38 | Covenant Transport Services | Chattanooga, TN | NASDAQ-CVTI | TL/Expedited |
| 39 | Pitt Ohio Transportation Group | Pittsburgh, PA | Private | TL/LTL/Expedited |
| 40 | Central Transport International | Warren, MI | N/A | LTL |
| 41 | Day & Ross Transportation Group | Hartland, NB, CA | N/A | TL/LTL |
| 42 | Cardinal Logistics | Concord, NC | Private | TL/LTL |
| 43 | Marten Transport Ltd. | Mondovi, WI | NASDAQ-MRTN | TL/Intermodal/DRAY |
| 44 | AAA Cooper Transportation | Dothan, AL | Private | TL/LTL |
| 45 | Stevens Transport | Dallas, TX | Private | TL |
| 46 | Western Express | Nashville, TN | Private | FTL/Intermodal/DRAY |
| 47 | Mullen Group | Okotoks, AB, CA | TSX-MTL | TL/LTL |
| 48 | Dayton Freight Lines | Dayton, OH | Private | TL/LTL |
| 49 | Heartland Express Inc. | North Liberty, IA | NASDAQ-HTLD | TL |
| 50 | Performance Team | Los Angeles, CA | N/A | 3PL |
| 51 | OnTrac Inc. | Chandler, AZ | Private | Parcel Delivery |
| 52 | Bison Transport | Winnipeg, MB, CA | Private | TL/LTL |
| 53 | Cowan Systems | Baltimore, MD | Private | TL |
| 54 | USA Truck | Van Buren, AR | NASDAQ-USAK | TL/Intermodal/DRAY |
| 55 | PAM Transport | Tontitown, AR | NASDAQ-PTSI | TL/Intermodal/DRAY |
| 56 | Canada Cartage [Nautic Partners] | Mississauga, ON | N/A | TL/Intermodal/DRAY |
| 57 | Dart Transit Company | Egan, MN | Private | TL |
| 58 | Black Horse Carriers | Carol Stream, IL | Private | TL |
| 59 | National Retail Systems | North Bergen, NJ | Private | TL/DRAY |
| 60 | A. Duie Pyle Inc. | West Chester, PA | Private | TL/LTL |
| 61 | Transport Investments Inc. | Pittsburgh, PA | Private | TL/LTL |
| 62 | Mesilla Valley Transportation | Las Cruces, NM | Private | TL |
| 63 | IMC Companies | Memphis, TN | Private | Dray/Intermodal |
| 64 | TransAm Trucking Inc | Olathe, KS | Private | 3PL |
| 65 | ContainerPort Group | Cleveland, OH | Private | Dray/Intermodal/TL |
| 66 | RoadOne IntermodalLogistics | Randolph, MA | Private | Dray/TL/LTL |
| 67 | Dependable Supply Chain Services | Los Angeles, CA | Private | 3PL |
| 68 | Challenger Group | Cambridge, ON, CA | Private | TL/LTL |
| 69 | Martin Transportation Systems | Byron Center, MI | Private | TL |
| 70 | New Penn Motor Express [YRC] | Lebanon, PA | N/A | LTL |
| 71 | Daylight Transport | Long Beach, CA | Private | LTL/Expedited |
| 72 | Central Freight Lines | Waco, TX | Private | LTL |
| 73 | Oak Harbor Freight Lines | Auburn, WA | Private | LTL |
| 74 | Wilson Logistics | Springfield, MO | Private | TL |
| 75 | Bill Davis Trucking | Batesville, AK | Private | TL |
| 76 | Duncan and Sons Lines | Phoenix, AZ | Private | TL |
| 77 | Raven Transport | Jacksonville, FL | Private | TL/Intermodal |
| 78 | RJR Transportation | El Paso, IL | Private | TL |
| 79 | OutWest Express | El Paso, TX | Private | Expedited Freight |
| 80 | High Country Transportation | Lancaster, TX | Private | Dry Bulk |
| 81 | S&S Transport Inc. | Grand Forks, ND | Private | TL |
| 82 | Hirschbach Motor Lines | Dubuque, IA | Private | TL/LTL |
| 83 | Horizon Freight Lines | Cleveland, OH | Private | Intermodal |
| 84 | Epes Transport System | Greensboro, NC | Private | TL |
| 85 | Nussbaum Transportation Services | Hudson, IL | Employee Owned | TL |
| 86 | Halvor Lines | Superior, WI | Private | TL/LTL |
| 87 | McFarland Truck Lines, Inc | Austin, MN | Private | TL/LTL |
| 88 | Givens Transportation Inc. | Chesapeake, VA | Private | TL/Expedited |
| 89 | Saddle Creek Logistic Services | Lakeland, FL | Private | 3PL |
| 90 | Standard Forwarding | East Moline, IL | Private | LTL |
| 91 | Itz-Ohlson | Topsfield, MA | Private | Dray/Intermodal |
| 92 | Colonial Cartage Corp. | Kennesaw, GA | Private | TL/LTL |
| 93 | Colonial Freight Systems | Knoxville, TN | Private | TL/LTL |
| 94 | Columbian Logistics Network | Grand Rapids, MI | Private | 3PL |
| 95 | Continental Expedited Services | Clarksville, TN | Private | Expedited Freight |
| 96 | Lily Transportation Corp. | Needham, MA | Private | TL/LTL |
| 97 | McLeod Express | Decatur, IL | Private | LTL |
| 98 | M&W Transportation | Nashville, TN | Private | 3PL |
| 99 | John Christner Trucking | Sapulpa, OK | Private | TL |
| 100 | Ward Transport & Logistics Corp. | Altoona, PA | Private | LTL |

Editor's note: Top 100 trucking companies list

The inaugural Top 100 Trucking Companies list involved a great deal of research into the entire trucking sector. To bring some order to the process, a hierarchy of considerations were developed to analyze and create the listing. With well over 500 companies to sift through some basic criteria had to be established.

From a geographic perspective, the initial effort is largely confined to Canada and the U.S. Generally, Mexico and the cross-border freight has been handled in the *AJOT* separate from the U.S. and Canadian business and the list reflects the editorial choices.

Although the list is somewhat influenced by revenue and/or units (trucks and chassis), these two items represent only a measure of the list's criteria. Many trucking companies on the list are publicly traded and as such are easier to research than privately held carriers. Many are listed on the Dow or on NASDAQ. A few others are listed on the Canadian exchanges. Like other industries, private equity money is increasingly evident in the trucking sector. It's likely some of the private equity backed trucking companies eventually will become publicly listed while others are spun off – sometimes to a manage-

ment led group, another private finance house or another trucking company.

Another important criterion was the nature of the business itself. There are a great many specialized trucking companies with a large “for hire” profile that could be included. A number of them focus on heavy and out of gage loads while others, refrigerated, household effects or liquid bulk freight. For the most part the list tried to concentrate on the dry less-truck-load and dry truck load freight business. There is also a fair representation of intermodal and drayage companies within the list as the movement of ocean containers is an important element to the overall North American freight market.

Another consideration was the nature of the ownership. What is the main business? In this regard, in house trucking companies were largely left off the list. In recent years, there has been a consolidation within the trucking industry and frequently household names in the trucking industry have continued to operate although they are now owned under an umbrella organization. Generally, the umbrella company was placed on the list while the subsidiaries were left off.

There was a time when trucking was just that – trucking. That is no longer the case as the service suite is increasingly non-asset technology based and less about the trucks themselves.

A number of 3PLs (third-party-logistics) are included on the list. The term is a little nebulous as most 3PLs are considered to be asset light – like a C.H. Robinson – rather than asset heavy like most trucking firms. But the concept of providing a wide range of logistics services has transformed what a trucking company might be called. There is little doubt that Schneider, for example, is now better described as a 3PL than simply a trucking company – and they are not alone.

And of course, two of the largest trucking companies, Federal Express and UPS, are often called integrators because of their wide range of “integrated” logistics services but they also could be described as a 3PL, 4PL or dare I say a 5PL by some definitions.

* One important note, Celadon, listed at 33, declared bankruptcy after the chart was completed – indicative of just how difficult the year has been for the trucking industry.



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Bill Davis Trucking, Inc.
Bold Transportation, Inc.
C.A.T. Inc.
C.R. England, Inc.
Canon USA, Inc.
Combined Transport, Inc.: Blackwell Consolidation, LLC
Contract Transportation Systems, Co. (Sherwin Williams)
CRST Dedicated Services, Inc.
CRST Expedited, Inc.
CT Transportation, LLC
Delta Automotive Services, Inc.
DHL Express
Dillon Logistics, Inc.
Doug Andrus Distributing LLC
Duncan and Son Lines, Inc.
Eagle Transport Corporation
Fortune Transportation
Georgia-Pacific Consumer Products LP
Gorton's
Halvor Lines, Inc.
Hardy Brothers, Inc.
Heartland Express, Inc. of Iowa
High Country Transportation, Inc.
Hirschbach Motor Lines
HP Inc.
Hub Group
J.B. Hunt Transport, Inc.
Johnson & Johnson
KBX Logistics, LLC
Kimberly-Clark Corporation
King Solutions, Inc.
Kohl's Department Stores
LEDVANCE LLC
Logistics Trans West Inc. - Logistiques Trans West Inc.
LTI, Inc.
McDonald's
McFarland Truck Lines, Inc.
Meijer
Meijer Logistics LLC
Mesilla Valley Transportation
Michelin North America, Inc.
Navajo Express, Inc.
Nordstrom, Inc.
Nussbaum Transportation Services, Inc.
Nu-Way Transportation Services, Inc.
Old Dominion Freight Line, Inc.
OutWest Express, LLC.
Palmer Moving Services
Penske Logistics, LLC
Quick-Way, Inc.
Raven Transport
RJR Transportation
Roehl Transport, Inc.
Ruan Transportation Management Systems, Inc.
S & S Transport, Inc
Schilli Corporation
Schneider
Sheehy Mail Contractors, Inc.
Southeast Transportation Systems, Inc.
SSBB Inc DBA Delta Distribution
Stokes Trucking, Inc.
Swift Transportation Co. of Arizona, LLC
TransAm Trucking, Inc.
TransWay, Inc.
Trinity Logistics Group, Inc.
Walmart Transportation, LLC
Werner Enterprises
Whirlpool Corporation
Woody Bogler Trucking Company

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A CENTURY OF SHIPPING AND TRADE REPORTING

Edwin Lang and the *Boston Marine Guide*

By George Lauriat, Editor-in-Chief, AJOT

Reversal of Fortune. Around 1915, native Californian Edwin “Ed” J. Lang left the Pacific Coast and headed east to Boston seeking his fortune. A restless Lang “took to the sea at an early age” joining American Hawaiian Steamship Company in 1904, which at the time operated nine ships largely hauling sugar outbound from Hawaii and manufactured goods on the inbound leg from the mainland.

Lang’s passage East was a reversal of the half century trend of New Englanders heading West seeking their fame and fortune in the gold fields of California. The Boston to which Ed Lang journeyed in the mid-1900s was still thought of as the “Hub” – a moniker Oliver Wendell Holmes anointed Boston in 1858 celebrating the intellectual and commercial prowess of the city. But in truth, metropolitan New York City had already stolen the march over Boston and especially in shipping.

Lang’s interest in shipping led to him founding Marine Guide Publish-

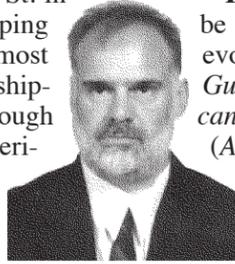


Ed Lang

ing in 1918 – a year that marked the end of World War I – and opening for business at 66 Batterymarch St. in the middle of Boston’s shipping district. During this period, most major ports had their own shipping publication and although Boston had a number of periodicals covering the City’s business activities, like the *Commercial Bulletin* founded in 1858 by Curtis

Guild, a former Massachusetts Governor (ironically both trade papers would be published by the same group after Lang’s death), there was no local publication dedicated to covering the Port’s activities.

In 1919, the *Boston Marine Guide* formally began weekly publishing as a large oversized broad sheet with an annual subscription cost of \$5.00 per year. One of the unique and ingenious attributes of the newly minted port paper was its presentation – the initial subscription included (LANG – continued on page 18)



By George Lauriat, Editor-in-Chief, AJOT

A new name - The American Journal of Transportation

Prelude To AJOT. It might be said that the first step of the evolution of the *Boston Marine Guide* becoming the *American Journal of Transportation* (AJOT) happened in 1981 when the title was changed to *Boston Marine Guide and New England Transportation Review*. It was already

becoming clear that port-specific news was giving way to more expansive coverage. Questions like the Canadian Diversion or 50-Mile Rule weren’t just local issues and needed broader context.

In 1986 Dick Hurley bought out Al McCarty’s interests and moved both the *Boston Marine Guide* and *Commercial Bulletin* to South Boston. During this period the first semi-computerized typesetting began, a whiff of the computer revolution just around the corner. In 1989, Robert “Bob” Coyne, owner of Boston Consolidation Services (BCS) - a South Boston-based NVO (Non-Vessel Owing Common Carrier), bought the two papers and moved them into his facilities. Coyne, a well-known local businessman, was a pioneer in the NVO business and not coinciden-

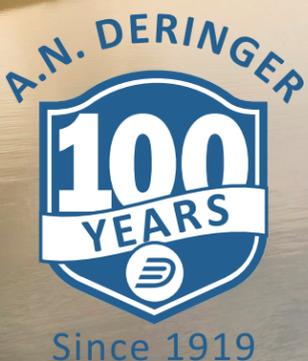
tally a weekly advertiser in the *Boston Marine Guide*.

Neil Fitzpatrick, at the time part of Coyne’s management team (now founder/owner of South Boston based-Boston Freight Terminal), became publisher of the reorganized publications. With the change came a shift in operations. The entire in-house portion of the publishing process was switched over to Apple’s early desktop SE computers. While the switch wasn’t seamless – the technology wasn’t as user friendly as it is today – it nonetheless streamlined production, setting up the publishing system still used today.

Among the new staff hires were William “Bill” Bourbon and Robert “Bob” Kirk. Bill Bourbon, a Mass Maritime graduate, had been to sea and looking for a landside employment took on the task of head of sales. While Kirk, a recent graduate from Emerson College, after a stint in the Air Force was looking to land a job in publishing. Bob Kirk initially took over the *Commercial Bulletin* but when it ceased publication, he shifted over to production of the *Boston Marine Guide*. In 1992, in keeping with the new approach, (NAME – continued on page 20)



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1910 Boston Marine Guide/AJOT Time Line **2019**
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1918 - WWI Ends on November 11th

Californian **Edwin Lang** opens the doors of **Marine Guide Publishing** at 66 Battery March St., in the heart of Boston's shipping district.

1919 - On January 15th, molasses tanks in Boston's North End split open and spill 2 million gallons of molasses. The 45-foot wave kills 21 and the smell lingers for decades.



Boston Molasses Flood

On June 28th, Germany and the Allied Nations sign the **Treaty of Versailles** formally ending WWI.

The **Boston Marine Guide** officially commences weekly publication at a subscription cost of **\$5.00** per year. The **Port of Boston** puts sailing schedules into the over-sized broadsheet as anchor advertiser. A few years later, **Ed Lang** modestly calls the new publication, "**The best paper on the East Coast.**"

1920 - On January 17th, **Prohibition** launches a ban on the sale and import of alcoholic beverages. New England becomes a hotbed for "**rum runners**" smuggling illicit liquor from Canada.

"**Jones Act**" [Merchant Marine Act 1920] inaugurated as **U.S. Cabotage Law**.

On March 12th, **longshoremen in New York City walk out**. The strike spreads to other Atlantic and Gulf ports from Boston, MA to Rio Grande, TX. New York locals return to work in August.

1929 - On October 29th, the **Great Depression** begins with the **Dow** dropping nearly 13% on Oct. 28th "**Black Monday**" followed by another 12% the next day dubbed "**Black Tuesday.**"

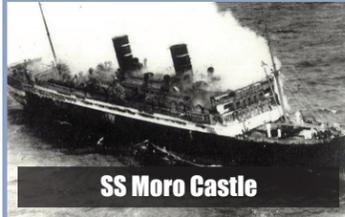
1933 - President **Franklin D. Roosevelt** introduces the "**New Deal**" - a series of programs, public work projects, financial reforms and regulations to help recovery from the **Great Depression**.



President Franklin D. Roosevelt

The **Great Depression** ends in March..

1934 - On Sept. 8th, on a trip from Havana, Cuba to the Port of New York, the **SS Moro Castle** catches fire off Cape May, N.J. with a **loss of 135 passengers and crew out of 549**. Reasons for the fire remain a mystery.



SS Moro Castle

1935 - **Boston Marine Guide** quoted in **Congressional Record** in regards to foreign trade.

1939 - On September 1st, **WWII** begins with the German invasion of Poland.

1941 - On March 11th, the **Lend Lease Act** was enacted to provide aid to nations fighting the Axis powers. The immediate impact was a **boom in shipping from Northeast ports to the U.K.**

On December 7th, **Japanese** planes launch a surprise attack on the U.S. Pacific Fleet at **Pearl Harbor**, subsequently the **U.S. enters WWII**.

1945 - **VE Day - Victory in Europe** - celebrated on May 8th, with the surrender of Germany.



WWII Ship Off the Coast of Boston

On September 2nd, **Japan formally surrenders** ending **WWII**.

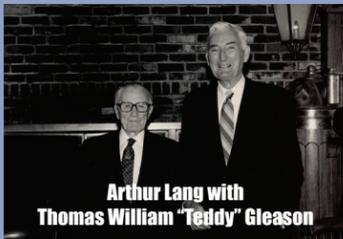
1956 - **Massachusetts Port Authority** - better known as **Massport** - was created by legislative act as an independent public authority. The principal facilities under the Massport umbrella include **Logan International Airport** in East Boston and various port facilities located in Charlestown and South Boston.

On April 26th, **Malcom McLean's SS Ideal X** loaded with **58 containers** makes a voyage between Port Newark, NJ and the Port of Houston TX **launching the era of containerized shipping.**



SS Ideal X

Thomas William "Teddy" Gleason becomes president of **ILA**, an office he will hold until 1987. Gleason refers to the container new business as "**ILA coffins**" and when he retires says "**we got everything we fought for...**"

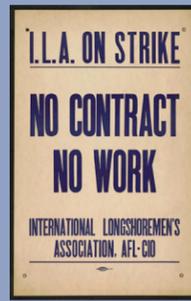


Arthur Lang with Thomas William "Teddy" Gleason

1962 - On December 23rd, **East Coast and Gulf dock workers** went out on **strike** shutting down all Atlantic and Gulf ports for **34 days**.

1963 - On November 22nd, **President John F. Kennedy is assassinated.**

1964 - **ILA strikes** on October 1st and returns to work February 13, 1965.



1965 - In June, **Massport signs a contract with Sea-Land Services** to build a container berth at **Castle Island**. The facility opened in 1966 but remains idle until 1970.

1968 - **Edwin Lang passes away**. **Richard "Dick" Hurley** takes control of the **Boston Marine Guide**. Combines operations with **Commercial Bulletin** owner and publisher **Al McCarty**. Both weekly trade publications are now housed in 88 Broad St. in the "shipping district" in Boston.



Ed J. Lang 1884-1968

Bill Ruff, a Korean War veteran and graduate of Northeastern University, takes over editing both newspapers. Subscription rate **\$7.00** annually.

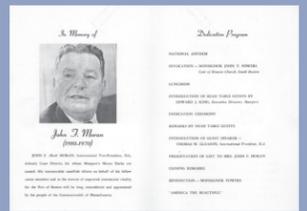


1969 - On April 2nd, the **ILA strike** begins, eventually lasting **104 days**. Cost to the **Port of Boston** is estimated at **\$15 million** in diverted shipping and lost labor time.

1970 - In July, **Sea-Land's Castle Island Terminal** in Boston briefly opens before being permanently closed.

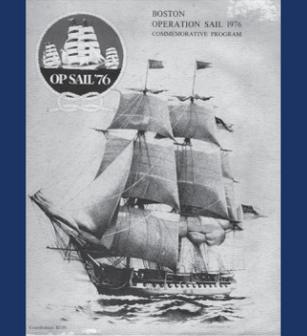
1972 - **Seafarers Log**, the publication of the **Seafarers International Union**, quotes **Boston Marine Guide** in editorial on increasing **U.S. flag shipping** in international trades.

1973 - **Boston-Mystic Container Terminal (J.F. Moran Docks)** opened May 1st.



In October, the **Organization of Arab Petroleum Exporting Countries** proclaim an oil embargo which triggers the "**oil shock**" to impact global economics and politics for decades to come.

1976 - The **Boston Marine Guide** publishes the official commemorative program to "**Operation Sail**" celebrating the bicentennial of the United States with a **Tall Ship parade**.



1981 - **Boston Marine Guide** becomes **Boston Marine Guide and New England Transportation Review**.

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"Canadian Diversion Bill" H.R. 3637 introduced as an amendment to the 1916 Shipping Act to help reduce the practice of moving U.S. imports and exports over Canadian ports.

On January 1st, the 50-mile passes enabling organized waterfront labor to handle any freight within 50-miles of the port.

1982 - Conley Container Terminal completed.



Conley Container Terminal

1984 - First Mac computer released January 24th, ushering in a new era of desktop publishing.

The Shipping Act of 1984 enacted to establish a non-discriminatory regulatory process for the carriage of ocean freight.

1986 - Dick Hurley buys out Al McCarty interest and moves both papers to South Boston. George Lauriat comes aboard as associate publisher.

Headline May 25th edition: "US can't bow to merchant marine blitz."

On Sept. 25th, Mediterranean Shipping Company (MSC) makes its first ship call to Port of Boston.

1989 - On January 2nd, the 50-Mile Rule was declared unconstitutional.

In November, Robert "Bob" Coyne, of Boston Consolidation, an Non-Vessel Owning Common Carrier (NVO), buys Boston Marine Guide and Commercial Bulletin and the papers move into his South Boston warehouse, consolidation and trucking facility. Neil Fitzpatrick, part of the Coyne management team, is appointed Publisher. Robert "Bob" Kirk comes aboard along with William "Bill" Bourbon, who heads up the new sales team. The Commercial Bulletin ceases publication and Bill Ruff retires.

1990 - January 1, 1990 signals start of recession which ends in November of 1991.

Headline in Boston Marine Guide and Commercial Bulletin's December 21st edition reads "Trade Gap widens to \$25.6 billion - worse since '89".

1991 - The Coalition of New England Companies for Trade founded by 10 New England companies. Carol Turner named executive director.



Carol Turner

China accounts for 1% of total imports to U.S.

1992 - The publication is renamed the Northeast Journal of Transportation reflecting the increased coverage.

1994 - On January 1st the North American Free Trade Agreement [NAFTA] agreement is signed by Canada, Mexico and the U.S.

On April 1st, 1994, Bill Bourbon and George Lauriat buy the publication.

The paper is again renamed the Atlantic Journal of Transportation reflecting the increased coverage. Bill Bourbon is appointed Publisher and George Lauriat Editor-in-Chief.

1995 - The new publishing company moves from South Boston to Quincy, MA. For the first time in 77-years the paper is not located in Boston.

1996 - Starting in 1996 the name is changed to its present form, American Journal of Transportation [AJOT]. International coverage expands rapidly. One reader remarks the "Galactic Journal of Transportation" can't be far away.



1998 - January 31st AJOT front page headline reads: "Teamsters, ILA talks over organizing East Coast draymen."

The Ocean Shipping Reform Act of 1998, replaces the Shipping Act of 1984.

WCA Family of freight forwarding networks is founded by David Yokeum in 1998.



David Yokeum

1999 - On July 22nd, the A.P. Moller Group, parent of Maersk, agreed to pay \$800 million to CSX Corp. for SeaLand Service Inc. - the largest U.S. based shipping company with nearly 250 containerships.

AJOT.com goes live in September.

2000 - In March the tech bubble bursts and stock market crashes. The recession ends in November of 2001.

AJOT begins its first Email newsletter service.

2001 - The Twin Towers and Pentagon are attacked by terrorist on 9/11.

China joins the World Trade Organization [WTO]. China also is given Most Favored Nation [MFN] status.

2004 - Front page headline in May 16th edition of AJOT: "Maersk to buy P&O Nedlloyd for \$3 billion".

AJOT's headline of the October 15th edition "Mediterranean Shipping Company & Port of Boston celebrate twenty years of ship calls"

2007 - The Great Recession begins on Dec. 1st and doesn't end until June 30th 2009.

On January 1st, the expansion of the Panama Canal formally begins.



AJOT headline Nov. 2nd edition: "Breakbulk 2007: When will the bubble burst?"

2008 - On January 28th, AJOT publishes the company's first glossy edition.

2010 - AJOT Headline Sept. 27th edition: "The compelling case for the U.S. Marine Highway"

2011 - The American Journal of Transportation moves to Plymouth, MA with offices overlooking the Plymouth Harbor and Massachusetts Bay.



AJOT's View of Plymouth Harbor

2012 - July 15th front page headline "Maritime industry asks IMO to require the weighing of containers."

EU agrees to a Greek bailout worth \$172 billion

AJOT headline December 17th edition "Containership operators eye new ways to cope with slumping box business."

2013 - AJOT August 12th front page headline "Re-Evaluating the Yuan."

China's growth hits 7.7%, slightly above market expectations of 7.6% expansion, which would have been the slowest since 1999.

2014 - AJOT headline June 23rd edition: "China rejects P3 Network: Maersk, MSC and CMA-CGM opt to end implementation."

The AJOT Email newsletter goes daily - more "breaking" news shifted to newsletter.

2015 - AJOT headline August 10th edition: "China an economy in transition."

On Aug. 11th, China devalues the yuan. Analysts claim falling exports behind devaluation.

2016 - In a shocking public vote, the UK says it will leave the EU.

Panama Canal's expansion project completed. Opens up East Coast ports to larger containerships from Asia.

2017 - UK Government triggers, Article 50 with Parliament's approval - telling EU it will leave in two years.

Trump Administration opens up new NAFTA negotiations.

AJOT headline November 27th edition: "Why are US steel imports spiking this year?"

In April, President Trump withdraws from TPP negotiations

With the April 24th edition, AJOT commences front page graphics.

AJOT front page headline February 27th edition: "Carriers to blame for ocean rate cellar, Tampa gathering told by line executives."

2018 - In June, UK Parliament approves "Withdrawal Act."

On January 22nd, President Trump announces tariffs on solar panels and washing machine imports from China and the "Tariff War" begins.

AJOT headline in September 10th edition: "Is US trucking reaching the tipping point?"

AJOT headline for the August 20th edition: "Hong Kong: One country, two systems and a trade war."

2019 - In January, AJOT hits 100 Year Milestone



AJOT headline for the March 25th edition: "Going bananas"

AJOT headline for the June 25th edition: "Puerto Rico reconstruction tenuous despite major efforts." after Hurricane

AJOT's headline for the April 22nd edition: "IMO 2020 - A planned beginning to an unplanned future."

On December 10th Congress agrees on deal for new USMCA accord to replace NAFTA.



Congratulations on a century of publishing excellence and wishing you continued success in the years ahead.

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(LANG – continued from page 14)

a split wooden hanger similar in design to those used to hang dress pants. The hanger allowed the reader to see all vessel arrival and departure schedules for the Port of Boston – and of course all the supporting surrounding advertisements – and with a simple flip of the hanger, the reader could peruse the editorial content and of course see more ads.

The shipping schedules were the centerpiece of the entire endeavor. Virtually the entire shipping community needed to know when ships were arriving and departing and there was no central public clearing house for this information.

The Port of Boston's port commission annually appropriated money to publish the schedules in the Boston Marine Guide, stating the publication was "The Port of Boston's shipping paper, a directory and guide to the sailing to and from Boston."

LANG'S WORLD

In the aftermath of World War I, the city's shipping fortunes slipped but business recovered with the "Roaring Twenties." However, the recovery was largely confined to imports as exports

sagged – a familiar problem even today. The trade imbalance problem was attributed to adverse rail and ocean freight rates. Unfair freight rates became a *cause celebre* for Boston's maritime community, as the port's export prominence plummeted. The Boston Maritime Association and the Boston Chamber of Commerce brought the case to the Interstate Commerce Commission (ICC) in 1924 but lost in a landmark case.

The *Boston Marine Guide* was cited in the Congressional Record and over the ensuing decades was immersed in many of the high-profile battles of the Boston shipping community.

And there was plenty to report on in Lang's early years. On March 12th 1920, the ILA (International Longshoremen's Association) strike spread from the Port of New York to virtually all ports on the Atlantic and Gulf coasts. For Lang, the strike wouldn't be the last labor dispute in the pages of the Boston Marine Guide.

Another notable event in 1920 was the inauguration of what is colloquially known as the "Jones Act" – a cabotage law defining U.S. flag shipping in U.S. waters. The Jones Act is still drawing ink to the pages of

the *American Journal of Transportation* like it did for Lang during his tenure. In fact, the debate over the Jones Act has intensified in recent years (for example, Stas Margaronis wrote an informative piece on the future of US shipping in the Sept. 27th 2010 edition, "The compelling case for the US Marine Highway") and stands to become an even more controversial slice of legislation as offshore wind farms and supporting services develop on the US East Coast in the coming decades.

Of course, for anyone living in the 1920s, arguably the most memorable event was the January 17th – conveniently after New Year's celebration – declaration of *Prohibition* banning the sale of liquor in the United States. In Boston, the vastly unpopular law spawned a war between Rum Runners and the U.S. Coast Guard. But Prohibition did little to stem the flow of liquor in the City of Boston.

For Lang and the shipping crowd, T-Wharf was the go-to place to mix business, politics and beverages. Nominally speaking, T-Wharf was home to a small fleet of Italian and Portuguese fishing vessels. But T-Wharf



T-Wharf was the go-to place to mix business, politics and beverages.

was also the bohemian heart of the City before succumbing to "revitalization" in the 1960s. At the wharf's peak, there were some sixty plus "apartments" which regularly flooded on high tides. Notably, located at the end of T-Wharf was the "Waterfront Club" speakeasy (a night club selling illegal alcoholic beverages) which

catered to Boston's political and business elite. Later the Blue Ship T-Room inherited the role as the waterfront's very "own" dive. Lang retained a lifelong affinity for T-Wharf and would count high among his accomplishments his "membership" in the "T-Wharf Yacht Club"

(LANG – continued on page 19)

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(LANG – continued from page 18)

– a very loose association of members keeping small craft and sailboats at the pier. [Editor’s note: Ironically, as a child I was introduced to Ed Lang on T-Wharf during the early 1960s, a few years before demolition. At the time, there was a barrier up forbidding entrance but a denizen had placed a sign reading: *East Berlin-West Berlin* expressing the waterfront community’s feeling over the death warrant placed on the pier.]

PIVOTAL YEAR 1956

Ed Lang’s *Boston Marine Guide* did well to survive the Great Depression from 1929-1933 and the entry into World War II. Many of the issues Lang wrote about in the early years of the publication persisted into the 1930s and well beyond. Questions over freight rates - especially inland rail freight rates - and freight using Canadian gateways would continue to be germane in the newspaper for many decades after Lang’s period. These were critical issues for the Boston port community and the US at large. Most of these problems were never truly resolved with the Great Depression and shortly after World War II creating overarching events eclipsing any domestic shipping quarrels.

But in the 1950s many of these issues that had been put on hold for the War bubbled back to the surface. During WWII controls on long-shore labor were put in place and while many waterfront employers had a “Good War” the unions (ILA and ILWU) wanted their own version of a “New Deal.”

What neither waterfront labor nor the unions could foresee was the containerization revolution. On April 26th 1956, Malcom McLean’s *SS Ideal X*, a converted T-2 tanker, left Newark, NJ for Houston, TX with 58 containers. From this modest beginning was launched a new industry – containerized shipping – which would replace the way ocean carriage had been conducted for generations.

In the same year, Thomas “Teddy” Gleason became President of the ILA, an office he would hold until 1987. The waterfront unions believed containerization and the automation of shifting ocean freight was an arrow aimed at their membership. Gleason euphemistically described the containers as “ILA coffins” and the adoption and adaptation to the box business became an ongoing point of contention between waterfront labor and management to this day.

The first big confrontation came in December of



Teddy Gleason was President of the ILA from 1956 until 1987.

1962 when the ILA went on strike for 34 days idling East Coast and Gulf ports. Two years later there was another strike and strikes, wildcat strikes and the threat of strikes became fodder for not only industry papers like the *Boston Marine Guide* but city newspapers like the *Boston Globe*.

(LANG – continued on page 22)



Congratulations and best wishes AJOT on 100 years!



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The Boston Shipping Association, Inc. (“BSA”) fosters positive labor-management relations between its employer members and the waterfront labor they employ; and, the BSA is committed to promoting maximization of the use of the Port of Boston by ocean shipping and shippers of both export and import cargoes by helping to ensure quick vessel dispatch concomitant with cost improvement to attract new business to Boston and retain existing customers.

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(NAME – continued from page 14)

the *Boston Marine Guide* is renamed the *Northeast Journal of Transportation*.

In a curious happenstance, on April 1st “April Fool’s Day” 1994, Bill Bourbon and George Lauriat officially bought the *Northeast Journal of Transportation* from Bob Coyne. With the purchase, Bourbon became Publisher, Lauriat, Editor-in-Chief and Kirk, Managing Editor.

After a brief period, in 1995 the company moved from South Boston to Quincy, MA and for the first time in the publication’s 77-year history, the paper isn’t based in Boston.

At the same time, the paper is again renamed and now is called the **Atlantic Journal of Transportation**. The name-change was noteworthy as business from other ports on the East Coast and even the Gulf were regularly represented in the pages. This move also coincided with the signing of NAFTA (North American Free Trade Agreement) between Canada, Mexico and the US – an agreement that reshaped trade in North America.

AJOT EMERGES – WHAT’S IN A NAME?

Even as the *Atlantic Journal of Transportation*, in 1995 it was already clear that the name wasn’t matching the current content of the paper or the publication’s plans in the near future. But another title change brought its own set of difficulties - starting with finding a new title to reflect both the present and future of the publication. Publisher Bill Bourbon suggested swapping out *Atlantic* for *American* and the transition was surprisingly easy.

So, with the first edition in 1996 the new title *American Journal of Transportation* adorned the masthead. With the first *AJOT* edition

came a number of letters and comments endorsing the new title – and with that there was a mesh of the coverage and appearance.

As *AJOT*’s goals expanded so did the roles of many of the regular contributors to the *AJOT*.

In the 1980s, a former freight forwarder Robert “Bob” Stetson had a column called “Industry Profiles” in the paper. The profiles were largely Boston area companies, often importers or exporters. Over the years, Paul Scott Abbott, a Georgia-based correspondent took over the role along with the coverage of industry events all over the country for the *AJOT*. His reporting on AAPA (American Association of Port Authorities), Southeastern port events and coverage of Gulf ports has widened the *AJOT*’s reach.

In Canada, Leo Ryan a Montreal-based award winning correspondent, who was based in Paris for 18 years, put the *AJOT*’s shipping and trade coverage on a par with any publication. Another long time correspondent Peter Buxbaum, a former lawyer, has become the go-to on international trade matters such as tariffs. [Editor’s note: Curiously, after many years of editing his work, this editor finally met Peter in Calgary on a media junket.] And his reporting on steel and steel related commodities in the *AJOT*’s Breakbulk Quarterly sections has become essential reading to keep up with the sector’s shipping and trade trends.

Over the years, Robert Wallack, a frequent overseas traveler, has reported from various exotic locations like Urumqi and Vietnam on projects and trade. Manik Mehta is another correspondent that has spent countless days on road trips to Europe and Asia. He’s filed stories from Taiwan, India, Germany and



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other places over the past two decades for the publication.



Robert Wallack

California based Stas Margaronis is another two decade-plus correspondent for *AJOT* with an asterisk of doing it in two different stints. Margaronis has a keen nose for what is new and unusual. He’s contributed articles on West Coast ports and filed

articles from abroad on subjects like South Korean shipbuilding to Dutch storm surge expertise. Matt Miller, another award-winning journalist, has written some of the most in-depth features the *AJOT*’s ever published. He began his career in Hong Kong as an investigative financial journalist with the *Asian Wall Street Journal*, before returning to the U.S. and working at a New York City-based business publication, “The Deal”. Matt’s contributions have moved the *AJOT* into the “business and financial” reporting space that was missing before his arrival. [Editor’s note: we met in Hong Kong and it was a few decades before we renewed acquaintance at the *AJOT*.]

PEOPLE, PLACES AND ASSOCIATIONS

The advent of the *AJOT*



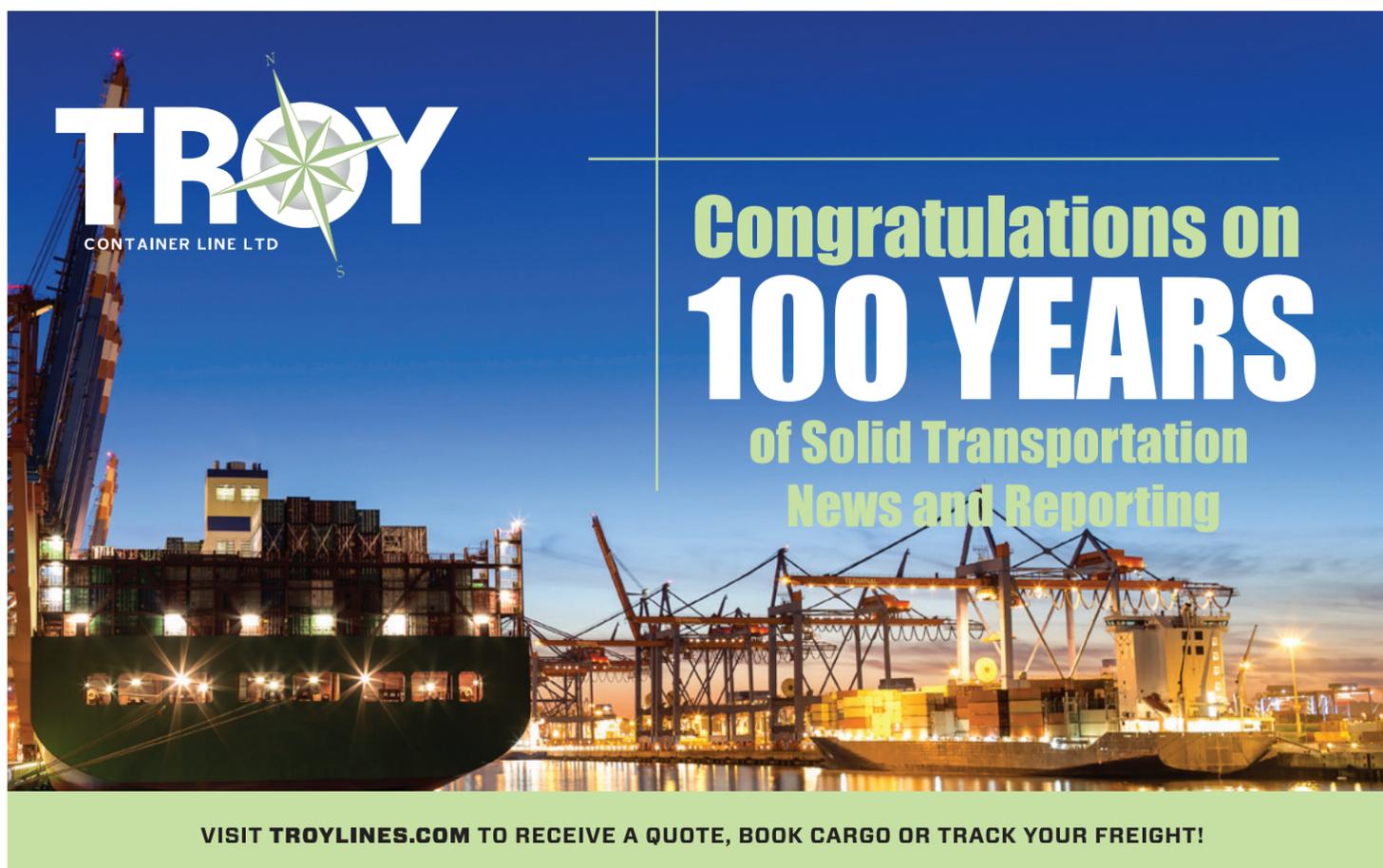
Stas Margaronis

didn’t happen in a vacuum. There were many people and groups that had a hand in pumping life into the publication’s coverage. While many of these organizations like the AAPA, NITL (National Industrial Transportation League) or NRF (National Retailers Association) are well known, other trade groups less so but they are no less important in the pursuit of understanding logistics and trade.

There’s an old expression, “everything old is new again,” and in the case of covering Breakbulk shipping that most certainly is true. The Breakbulk quarterly series and the two Project editions have been remarkably successful – almost running counter to the long-standing dominance of containerized shipping.

For the *AJOT*, a number of individuals and associations have played a heavy role in building the coverage. Wolfgang Karu and the WWPC (Worldwide Project Cargo) group of project freight forwarders were among the first. The WCA, founded by David Yokeum – the godfather of the freight forwarding associations, also was important not only on the project front but in introducing the *AJOT* to a global community of air and ocean forwarders. The expertise of the organization is unrivaled.

(NAME – continued on page 21)



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(NAME – continued from page 20)

Another standout forwarding association is the Advanced International Networks managed by Gary Dale Cearley. Cearley, an amateur linguist and lifetime world traveler, has been a source of insights particularly on Asia that's hard to match.



David Yokeum, WCA founder

Another important group closer to home (Plymouth) is CONECT (Coalition of New England Companies for Trade). CONECT under executive director Carol Turner has become one of the most influential trade groups in the U.S. – a remarkable achievement – and the AJOT was fortunate enough to be there from the beginning. Washington, DC-based Peter Friedmann is the lobbyist for CONECT and provides special insights on politics inside the beltway. He also represents the Agriculture Transportation Coalition (AgTC) which brings another crucial element of US trade to the table.



Carol Turner, CONECT executive director

Another industry trade group that's been influential in shaping AJOT coverage is the SMC3. The SMC3 group, an Atlanta-based trucking organization, and their annual conferences have provided a unique platform that's helped explain the business of the US trucking industry by regularly putting together top notch presentations.

The AJOT has participated in many sponsorships both in North America and abroad. Sponsorships like Singapore Maritime Week or the Hong Kong's Asian Logistics Maritime conference have widened the publication's reach and broadened the company's contacts... as well as countless air miles, taxi rides, hotel reservations and new and exotic cuisine in the process.

Of course, the process has

dramatically changed over the past thirty years with the computers, cell phones, the internet, rise of social media and news cycle running 24/7. But embracing the new doesn't mean discarding everything tried and true – remaining capable and professional is essential to delivering information regardless of the medium.

So, as the AJOT moves into another century of business, it's interesting to at once both look back to what has come before (Edwin Lang's world) and then try to imagine what may lie just over the horizon: a world bursting with new technologies and ideas waiting to be unveiled.

As F. Scott Fitzgerald wrote in the last line of The Great Gatsby, "So we beat on, boats against the current borne back ceaselessly into the past. Sometimes, in the past, we rediscover ourselves and new paths to our futures."

(GLOBAL – continued from page 4)

executives. Discussions inevitably turned to Brexit. What baffled everyone wasn't just the prospect of Britain leaving the European Union, which is serious enough. It's the complete lack of process details coming from London, understandable considering Brexit itself isn't a done deal, let alone the technicalities. That includes everything from British customs clearance procedures to border-related infrastructure, which must be reestablished when and if Brexit takes effect.

No one in the know believes Britain will be able to transition out of the EU, without wholesale disruption. "Whatever people tell you, it's going to be chaos," said one banker.

Some shippers have decided to go for parallel logistics operations in Britain as well

as in continental Europe, in anticipation of Brexit becoming a reality. But others adopt a wait-and-see attitude until the contours of Brexit become clearer.

Jurrie Jan Tap, chief sales officer at fashion and apparel logistics provider specialist Bleckmann, explained the concern as he showed a group of journalists around his facilities in Venlo, a logistics-heavy city near the German border. Clients are "getting nervous that [their current Europe-related operations] are not going to fly. 'We need to have a Plan B,'" they said. "But most are still waiting. They have done their homework."



Jurrie Jan Tap, Bleckmann

They're very nervous. But they don't really move yet."

Back in the US, Pittelli addressed the biggest part of the trade-related dilemma – unpredictability. What that means, she believes, is that both a supply chain and those working on that supply chain need to be resilient. "Anytime there's a new announcement coming out, that can affect the business and throw everybody's hard work right out the window," she said. "People have to realize that, hey, 'I can't control the outside, I can only control my own environment.'"

Roel Van't Veld is EU customs policy lead at the National Office of Dutch Customs, and a point person on Brexit coordination. His philosophy is applicable to just about everyone dealing with trade uncertainties. "We hope for the best, we prepare for the worst," he explained.

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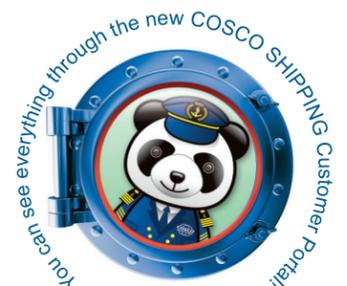
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The undeveloped site of Massport's future Conley Terminal in South Boston, MA..

(LANG – continued from page 19)

On the local level, another significant event occurred when the Massachusetts Port Authority, better known as Massport, was formed ending the City's domain over public piers. The formation of Massport included Logan International Airport as well as other assets. Ironically, the airport became the economic driver for the Authority as the public piers were vested with the challenge of building a competitive containerport.

These three events taken together altered the scope and coverage of the *Boston Marine Guide*. Almost immediately, Logan and air freight became a part of the coverage. The difficulties in building competitive container facilities against the backdrop of burgeoning container business in places like New York/New Jersey and even Montreal and Halifax became a regular feature of news. Indeed, the coverage of the newspaper had to grow and New England was drawn

into the news beat during the 1960s.

END OF AN ERA

When Lang died in 1968, the change in the publication, and indeed the business itself, was already underway. Richard "Dick" Hurley, who had worked on the *Boston Marine Guide* in the summers as a kid, took control of the publication. The publishing operations were combined with another trade newspaper, the venerable *Commercial Bulletin* owned by Al McCarty and both weekly newspapers were domiciled in 88 Broad St. William "Bill" Ruff, who was already editing the *Commercial Bulletin* added the *Boston Marine Guide* to his duties.

The October 18th 1968 edition, appropriately carrying Ed Lang's obituary, was the last oversized broadsheet *Boston Marine Guide*. Subsequently, the new format for the *Boston Marine Guide* was as an oversized tabloid on newsprint.



Present day Conley Terminal in South Boston, MA.

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(EXPLORE – continued from page 10)

Ltd; and Wei Ran, Executive Deputy Director-General at the Office of Planning, Development and Management of the Beibu Gulf Economic Zone of the Guangxi Zhuang Autonomous Region.

At MarketTalks, Pierre Carlo Curay, Vice President, Supply Chain Management Association of the Philippines and Cathy Chin, Chairman of the Taiwan International Logistics and Supply Chain Association shared updated market infor-

mation and insights on how shippers can overcome the difficulties they encounter when conducting overseas trade.

At a new Market Clinic, four local logistics associations' representatives, as well as industry elites from Kenya, Taiwan, Thailand and Vietnam, provided complimentary one-on-one logistics consultation services for participants.

EXHIBITION, BUSINESS MATCHING FOSTER CONNECTIONS

The conference included an exhibition with more than 100 exhibitors showcasing services and solutions related to key areas such as supply chain management and logistics, maritime and port services, e-commerce support and technology applications.

The ALMC is a flagship event of Hong Kong Maritime Week and is supported by the Hong Kong Logistics Development Council and Hong Kong Maritime and Port Board. Hong Kong Maritime Week is organised by the Hong Kong Maritime and Port Board.

ABOUT HKTDC

The Hong Kong Trade Development Council (HKTDC) is a statutory body established in 1966 to promote, assist and develop Hong Kong's trade. With 50 offices globally, including 13 in Mainland China, the HKTDC promotes Hong Kong as a two-way global investment and business hub. The HKTDC organises international exhibitions, conferences and business missions to create business opportunities for companies, particularly small and medium-sized enterprises (SMEs), in the mainland and international markets. The HKTDC also provides up-to-date market insights and product information via trade publications, research reports and digital news channels.



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AIR CARGO NEWS



Cocaine, monkeys and now a Harley smuggled on airlines

Indonesia's top airline executive is set to be fired for allegedly ordering a classic Harley-Davidson motorcycle to be secretly shipped into the country on a new Airbus jet, the latest in a long line of smuggling incidents in the global aviation industry.

Anything from iPhones and iPads to gold and drugged monkeys have been smuggled on commercial aircraft in recent years. In the case of Indonesia, smuggling happens "often and under various means, and through many channels," Finance Minister Sri Mulyani Indrawati told reporters in Jakarta, as it was announced that PT Garuda Indonesia's chief executive officer would be fired.

Here's a look at some incidents:

LUXURY FASHION ON KOREAN AIR

The widow and daughter of Korean Air's late Chairman Cho Yang-ho were charged with using the airline to smuggle luxury goods worth nearly 90 million won (\$75,000) into the country between January 2012 and May last year. The items included clothes, fashion bags and earthenware, and were smuggled aboard Korean Air planes disguised as items for the airline. A South Korean court issued suspended sentences for them in June.

GOLD ON SINGAPORE AIRLINES

Indian customs officials arrested a cabin crew member from Singapore Airlines Ltd. last year, alleging he was wearing almost \$50,000 worth of gold jewelry under his uniform, the South China Morning Post reported, citing local media. The person was planning to hand over the smuggled goods to an agent at a New Delhi hotel in return for less than \$400, the report said.

CLOTHES ON VIETNAM AIR

Tokyo police in 2014 arrested a cabin attendant from Vietnam Airlines on suspicion of smuggling stolen clothes into Vietnam. The airline later suspended five other crew members on suspicion of smuggling. That wasn't the first incident linked to Vietnam Air. In 2002, its employees arriving in Hanoi on a flight

from Dubai were found carrying gold, mobile phones and other goods, according to a local newspaper report.

MONKEY BUSINESS

Sudanese authorities in 2014 thwarted a traveler's attempt to smuggle 20 anesthetized monkeys out of the country. The monkeys were completely sedated when discovered in the passenger's baggage at Khartoum airport, and later handed over to authorities.

CHINESE MILITARY PACKAGES

A former manager for an unspecified international airline was charged in 2016 with smuggling packages for Chinese military officers stationed at the United Nations in New York. The person worked as a station chief at Newark Liberty International Airport, and smuggled the packages on flights to China in exchange for benefits including discounted liquor purchased from diplomatic duty-free shops. The contents of the packages weren't revealed.

'AIR COCAINE' PILOTS

A French court in April sentenced two former air force pilots to six years in prison after 26 suitcases stashed with cocaine were found on their Falcon jet, according to a BBC report. The case dubbed "Air Cocaine" started in 2013 when police searched the jet headed for Saint-Tropez from the Dominican Republic. Five other people were sentenced for their involvement, including the ring-leader of the operation, who was given 18 years in prison.

FAKES ON A PLANE

U.S. officials in September seized eight counterfeit Honda airbags at Ontario International Airport that arrived in two express packages from China. If genuine, the airbags would have a suggested retail price of nearly \$5,000, U.S. Customs and Border Protection said. The fakes are typically used to replace original airbags after a vehicle is involved in a wreck, putting motorists at risk, according to U.S. authorities.

FAA issues updated equipment rules for Boeing's 737 Max jet

In a small step toward returning Boeing Co.'s 737 Max to service, U.S. regulators are revising requirements for how airlines must operate the plane if equipment breaks down.

The U.S. Federal Aviation Administration on Thursday issued proposed new rules for airline operations on the Max that adapt to the fixes being finalized for the grounded jetliner. The public will have 30 days to comment on the document, which was posted on the FAA's website.

Boeing is finalizing changes to a flight-control system linked to two fatal crashes, in Indonesia and Ethiopia, that killed 346 people. The manufacturer is also altering the plane's flight-control computers after tests showed they were vulnerable to failure.

The company must complete an audit of the software changes and test the revised system in flight simulators with a variety of pilots. In addition to signing off on the redesign, the FAA is also devising

new pilot training.

One of the more technical steps in the process is to revise what is known as the Master Minimum Equipment List, which lays out conditions under which an operator can fly the aircraft with a variety of malfunctions. Major breakdowns require that a plane get fixed before flight, but airlines can fly with relatively minor malfunctions if there are adequate backups and repairs are performed within a prescribed time.

Because of revisions to the 737 Max's flight computers—which will be checking each other in Boeing's proposed new design—the FAA is changing requirements for how airlines operate if the computer or related functions aren't working properly.

"This is a positive sign of the measured approach for ensuring the safe return to service of the 737 Max and the thorough approach by the FAA in this process," Boeing spokesman Paul Bergman said in an email on Thursday night.

Delta Cargo becomes new LUG client in Frankfurt

LUG air cargo handling has added Delta Air Lines (DL) to its customer portfolio at Frankfurt International Airport. The airline has been a customer in Munich for more than five years and LUG has now been able to extend the partnership to the station in Frankfurt. The service quality, infrastructure, and high level of process automation match DL's wide

range of premium products, including pharma and valuables.

Delta Air Lines flies three times daily from Frankfurt to Detroit, Atlanta, and New York with a mix of A330 and B767 aircraft. This gives LUG again a westward connection. DL Cargo offers direct customer deliveries for time critical shipments in the US in 50 plus cities.

CSafe's opens new service center in Memphis

CSafe Global, the innovation leader in active temperature-controlled container solutions for the transport of life-enhancing pharmaceuticals, has announced the opening of a new technical service center at the Memphis International Airport (MEM). The new MEM station is now operational, servicing inbound and outbound traffic of the company's innovative CSafe RKN and CSafe RAP active container systems. Multiple technical professionals have already been deployed to the new service facility to meet the increasing demand for CSafe containers across the region, and to pro-

vide best-in-class maintenance, calibration services, and technical support for the large fleet of active systems.

To verify CSafe RKN and CSafe RAP systems are of highest quality and in peak condition, all containers entering CSafe service centers are put through an industry-unique Preventative Maintenance Rebuild (PMR) program to certify optimal operational performance. This goes a long way in providing customer peace of mind, while delivering on CSafe's promise to protect what matters most to pharmaceutical companies, so patients can receive what matters most to them.

DO THE NUMBERS ADD UP? FINDING HIDDEN SUPPLY CHAIN COSTS

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