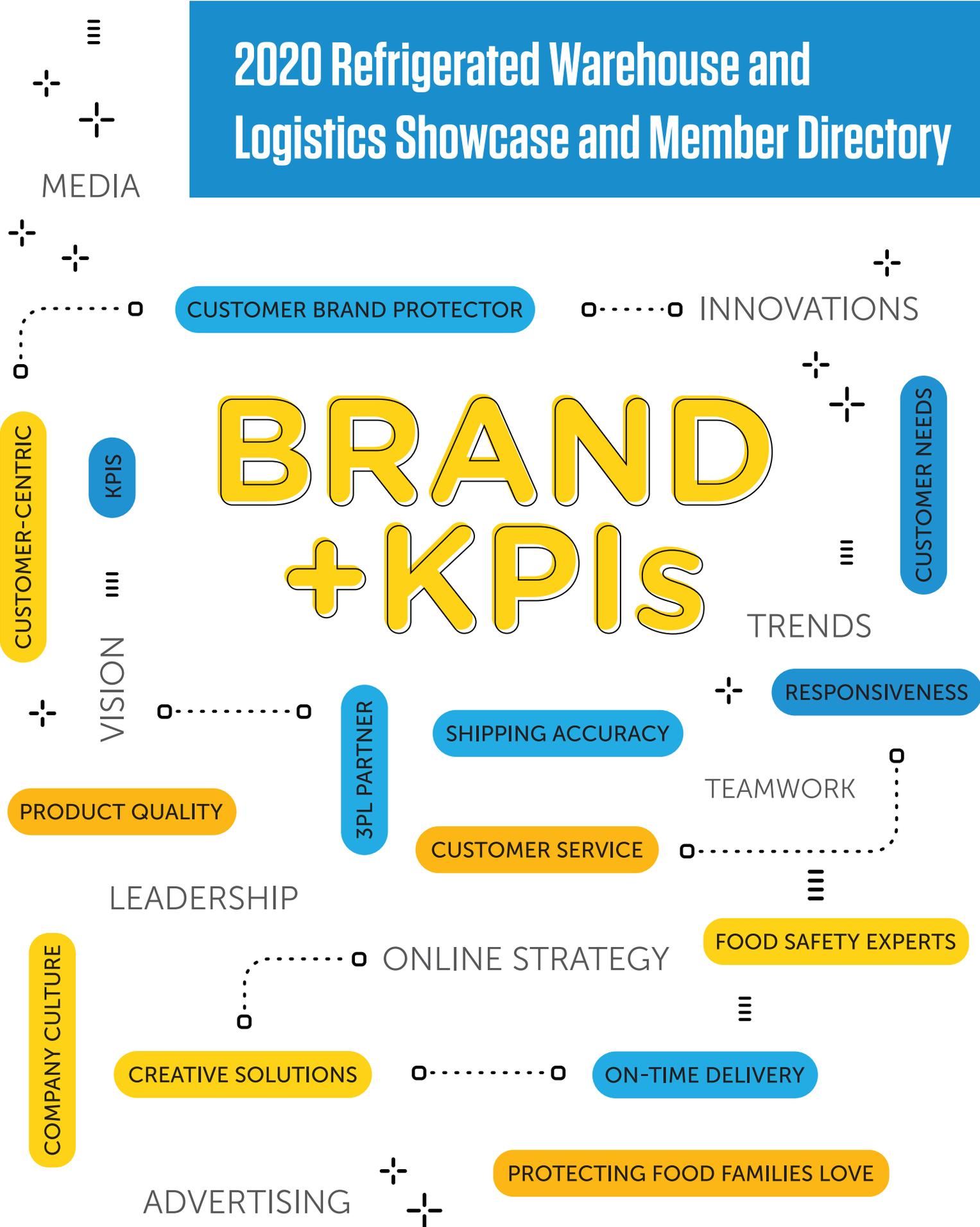


2020 Refrigerated Warehouse and Logistics Showcase and Member Directory

BRAND + KPIs





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Storage Partner
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WELCOME

A MESSAGE FROM RON BUFORD

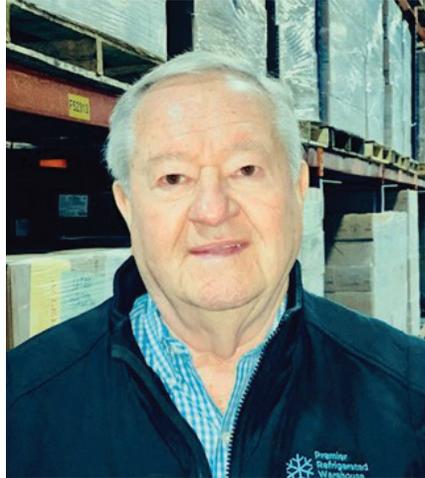
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View the online GCCA member directory for a more in-depth searchable guide of more than 1,300 warehousing and logistics providers around the world at www.gcca.org/directory/all.



NINETY PERCENT of customers of IARW member companies believe the cold chain plays a very integral role in food safety.

When I think about that figure and all it implies, a result of recent customer research GCCA conducted not that long ago, I think about how much more complex the cold storage warehouse industry has become since 1971 when I started. So much has changed, and for the better. Third-party logistics companies in the cold chain have transitioned from providing highly-commoditized services – storage of frozen and chilled food – to focusing on customer service and highly customized offerings.

I am president and CEO of Premier Refrigerated Warehouse in Fort Worth, Texas, and I like to brag that we are the only “boutique” cold storage in the Dallas-Fort Worth area. By that I mean we handpicked our customers and we work to spoil them! We are a small warehouse company catering to several locally and regionally owned food processing companies.

More broadly, GCCA member warehouses now provide a great number of value-added services demanded by their customers, becoming a specialized service and solution provider for food companies. GCCA members offer services ranging from on-site USDA and FDA inspections, blast-freezing, case-picking, electronic data interchange

(EDI) capabilities, and so much more. These services are driving innovation and differentiation and providing a stronger competitive advantage for food companies. It’s clear that shift has helped food companies realize the critical role that today’s 3PL companies have in helping them protect their brands by focusing on enhancing food safety and quality.

That dedication to safety and excellence is under more pressure than ever before, as our members have faced the COVID-19 pandemic head-on to step up already stringent food safety and quality standards. I am awed by the resiliency and dedication of the industry’s essential workers keeping the cold chain strong. They are helping customers along every step of the cold chain, keeping the world fed.

GCCA has been proud all these years to stand with our members, laser-focused on their needs through our strategic plans. The 2020-2022 plan focuses on four pillars to meet member needs: workforce innovation, industry promotion, global advocacy, and market intelligence. We’ve grown and led the industry by conducting research, building global relationships, and creating forums that foster efforts to improve cold chain operations among IARW members so they can offer the most comprehensive, high-quality services to their customers. Our goal is to help GCCA member warehouses deliver safety, service and quality to their customers like never before. I hope you’ll use this attached directory any time you are looking for a 3PL partner that will become an extension of your team and a protector of your brand.

Sincerely,

RON BUFORD
Chairman, IARW Board of Directors
President & CEO,
Premier Refrigerated Warehouse

2020 Refrigerated Warehouse and Logistics Showcase and Member Directory

The Showcase is published once a year by the **Global Cold Chain Alliance (GCCA)**, an organization that unites partners to be innovative leaders in the temperature-controlled products industry. The GCCA Core Partners are:

The **International Association of Refrigerated Warehouses (IARW)**, which promotes excellence in the global temperature-controlled warehouse and logistics industry.

The **World Food Logistics Organization (WFLO)**, which delivers education and research to the industry and empowers economic development by strengthening the global cold chain.

The **International Refrigerated Transportation Association (IRTA)**, which cultivates, fosters and develops commercial and trade relations between all those engaged in the transportation and logistics of temperature-controlled commodities.

The **Controlled Environment Building Association (CEBA)** represents the design and construction industry specializing in temperature-controlled facilities that prioritize product safety best practices. We are the source for best practices of building and maintaining the thermal envelope.

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Protecting the Foods Families Love

The Global Cold Chain Alliance has always focused on forging a universally strong cold chain where products retain quality and safety through each link. Because we are all eaters, we know every eater wants food that is nutritious, healthy and – above all – safe. That's why GCCA is proud to launch a new industry campaign based on our commitment to ensuring the food we all eat is safely packaged, stored and transported so it can be served on dinner tables everywhere.

This is a campaign that reinforces the promise of our 1,300-plus members to Protecting the Foods Families Love.™ This campaign is all about sharing and confirming this promise by educating cold chain third-party logistics providers about the value of third-party logistics companies. That includes educating them about the cold chain, its purpose and role in bringing food to the table. Because we're not just preserving food – we're preserving trust.

Food is a universal connection between us. We want to ensure our member companies, their customers and their customer's customers all feel protected because the cold chain makes sure the food we all eat is safely packaged, stored and transported. An important mission, considering the U.S. Department of Agriculture statistics that Americans are eating an average of about 273 pounds of fruit, 415 pounds of vegetables, 630 pounds of dairy and 185 pounds of meat and poultry each year. That's a lot of food we're responsible for storing and transporting safely to arrive at dinner tables around the country – imagine the amount of food being consumed around the entire world in a year.

In 2018, just in the United States and Canada:

- 260 billion pounds of perishable food moved through the industry (based on 149 million pallets).
- Third-party cold storage industry generated an estimated \$6.1 billion in revenue.
- 62,774 full-time employees served within the refrigerated warehousing workforce.

By educating our members' customers about the cold chain and reaffirming our commitment to provide them with safe, healthy and nutritious foods, we can begin to shed a light on how seriously we all take the work we do. Learn more about our "Protecting the Foods Families Love" campaign at www.gcca.org/protectingfoodsamilieslove, and follow/like us on Facebook, Twitter and LinkedIn.

This campaign is structured to be supported through shares and new content, published through our members' social media accounts.

We know there's strength in numbers, and that's why we're relying on you. By joining forces with all of our 3PLs, we reinforce our promise, and ensure we'll always make good on our word that we are "Protecting the Foods Families Love." Here are some easy ways to join the campaign and offer your support.

SHARE THE VIDEOS

We've created an attention-getting, but easy-to-digest video and a campaign landing page to showcase our promise to the industry – and to consumers. It speaks to the incredible care our members take with the foods we handle, transport and store. Please check it out, and share both the video and the URL on your social media platforms. Spanish and Portuguese versions are also available.

DOWNLOAD ASSETS

To help you promote the campaign, we've compiled a digital toolkit that includes pre-written social media posts you can use or adapt, graphics for various social media channels, a temporary profile image and campaign logos. There are also press release templates that can be distributed to media contacts or published on your blog.

When you mention the campaign (and we hope you do), please use our designated hashtags including #ProtectingFoodFamiliesLove #GCCA #PreservingFoodPreservingTrust. Be sure to add your company's hashtags as well!

COVID-19 RESPONSE**Interstate Warehousing's Proactive Response Helps Keep Employees Safe and Customers Products Moving During COVID-19 Pandemic**

When the COVID-19 pandemic hit, the world as we knew it changed immediately. There was no recent precedent for something like this. Companies questioned exactly what to do or how to respond. There were conflicting thoughts and ideas, along with information and misinformation. Food industry professionals were appropriately deemed an “essential” business, and the supply chain had to keep moving in order to allow our country to continue to move through this time.

On February 25, 2020, while COVID-19 was beginning to impact other parts of the world, Interstate Warehousing (IWI), a Tippmann Group company, began enhancing its employee wellness best practice program to include COVID-19, in addition to the normal protocols that were already in place for the seasonal Flu, MERS, SARS and other food industry illnesses. On March 2nd, IWI enacted its pandemic reaction protocols, 9 days prior to the World Health Organization declaring COVID-19 a pandemic on March 11th. IWI's primary goal for this move was to keep their employees safe, while keeping the food supply chain moving for their customers.

These measures included (but were not limited to) restricting travel, increased cleaning frequency, sourcing additional PPE (Personal Protective Equipment) and sanitizers, cancelling employee gatherings such as cookouts, and implementing social distancing guidelines at each of their facilities. As more information became available, the program continued to evolve and be refined, adding specific items as they became appropriate.

IWI started out being very aggressive with a precautionary quarantine of anyone who had reported any signs of illness, recent

travel or possible second-party exposure. This was done to prevent the spread of COVID-19 within the facilities and to ensure the overall health of employees.

By taking these steps very early in the process, Interstate Warehousing gave its employees the confidence that the company was looking out for their well-being.

One of the most significant ways this happened was by putting a mobile medical center on site at IWI's Franklin, IN and Murfreesboro, TN facilities. This gave employees and their families much easier access to testing for anything from a fever to flu symptoms to COVID-19 as one way to ensure their health and well-being. As the medical clinics came online, Interstate was able to better refine and reduce the overall number of people on quarantine in a more targeted way.

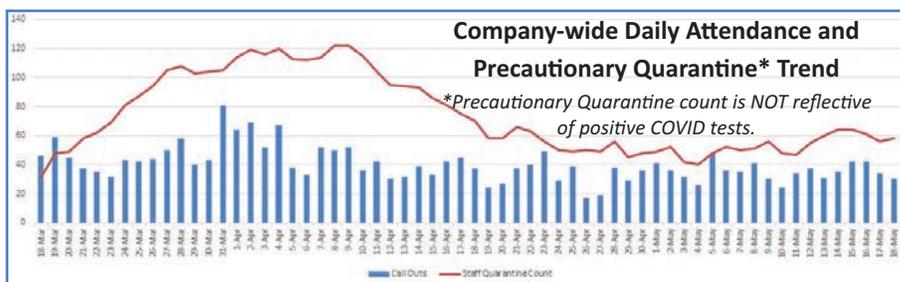
Clear-cut guidance along with communicating information to the employees and making appropriate decisions in a timely manner all contributed to building their confidence that the company was handling the situation effectively.

Keeping the customers informed and making sure their supply chain kept moving was just as critical. Interstate Warehousing experienced historical volumes during Q1 that more closely represented 4Q holiday volumes and inventory velocities. IWI continued to receive and ship product while allowing customers



On-site medical clinic at Interstate Warehousing's Franklin, IN facility

the flexibility to add additional loads above normal volume. They also responded to other requests and provided contingency planning opportunities for some customers to create multiple source locations of inventory within the Interstate Warehousing network. All of this was done without any interruption of service.



A Breath of Fresh Air



PROTECTING THE BRAND

Ensuring brand integrity – yours and your customers’ – becomes one and the same.

Ninety percent of customers of IARW member companies believe the cold chain plays a very integral role in food safety.

The IARW-WFLO Strategic Plan has been guided by this premise because for companies in the cold chain, safeguarding and enhancing their customers’ brands are just as important, even inseparable, from building and protecting their own brands.

Last year, IARW and WFLO launched an effort to showcase the role of cold chain companies as brand protectors and value generators through a number of channels, including the “Protecting the Foods Families Love” video, (now available in Spanish and Por-

tuguese) and a campaign landing page. The campaign speaks to the incredible care GCCA members take with the foods they handle, transport and store.

Brand Action

“It was refreshing to see how important brand was to customers,” says Daniel Cooke, Director of Marketing at Americold. “We knew it was important of course, but to hear directly from the customer’s mouth – the high value they place on their 3PL partner protecting their

Opposite Page: The visual execution of the new Congebec is a double entendre summing up how the company is more than a bunch of cold rooms while also conveying to employees that like the pinwheel, which slowly picks up speed, a cultural change does not happen overnight. (Photo courtesy of Congebec.)

brand was gratifying. It's not a topic that comes up often in a sales meeting, the focus is more often on solution development, but it's reassuring for our customers that we have the tools and processes we need to ensure the integrity of their brand."

Cooke says at Americold, their brand represents innovation, stability and quality and they like to think customers seek them out because they are viewed as reliable and trustworthy and have their customers' best interests at heart.

Internally, the Americold brand is tied closely to ACTION – six values that all Americold associates strive to hold themselves accountable to. Cooke explains that in the acronym ACTION, the "A" is for accelerate results; "C" is challenge the status quo; "I" is transform organizational capabilities; "I" is inspire associates; "O" is optimize communication; and "N" is navigate customer relationships.

"As an Americold associate, if I'm living our ACTION values, I'm performing optimally, communicating with my team positively and effectively, modernizing how I perform activities to transform organizational capabilities. That's magnified across all 11,000 Americold associates - and all of these things circle back to our what our brand represents - being a reliable and innovative organization to do business with," explains Cooke.

Also tied closely to their brand are the best practices represented by the Americold Operating System (AOS). "Along with our continuous improvement system, it represents our ability to provide a uniform level of service across our coast-to-coast integrated network for our customers and their products," notes Cooke. "From the warehouse floor to the executive suite, it's everybody's job to embrace our AOS guidelines and identify areas for continuous improvement – whether that's picking orders or responding to customers in a timely manner. It empowers us to operate professionally and efficiently and that's what our customers see and take away with them. That's our brand."

Cooke points out that when they convey the capabilities of Americold and discuss solutions with their customers, they walk customers through the logistics journey to highlight a core responsibility of delivering



The custom freezer suits with the company's brand are meant to convey to associates that live the USCS brand every day that they are vital to the company's success. (Photo courtesy of United States Cold Storage.)



Congebec President and CEO Nick Pedneault delivering a five-minute video message related to the company's cultural change that will reach 450 employees at once. (Photo courtesy of Congebec.)

products to the end point in the exact condition expected by their customers.

"Americold is my partner in taking care of my plants for six weeks while they are in storage at their Woodburn or Salem, Oregon, facilities before being shipped to California," explains Jeff Flake, a production manager for Reiter Affiliated Companies, one of the largest berry growers in the world. "California is too warm and Oregon's weather is too unpredictable to ensure the blackberry plants are maintaining the dormant state they need to be fruitful once they're planted in California."

"What I like about Americold is they know I'm a farmer and I don't want to know much about storage and logistics, but everyone, starting at the front desk, is incredibly helpful, and they're even great with my local truck driver," Flake says. "They are always welcoming on my frequent visits over those six weeks to make sure my plants are receiving enough moisture and are remaining disease free."

Flake adds that it is an incredible expense to ship adult plants from Oregon to California and he has to know that they are being treated with exceptional care all the way. "The



An Americold associate inspects frozen food to make sure the case count is correct, part of the process of ensuring the integrity of their customer's brand. (Photo courtesy of Americold.)



The USCS Shield logo is representative of an umbrella in the center of the cold chain, protecting customers' food products on the journey from the farms, fisheries and factories to friends and families. (Photo courtesy of United States Cold Storage.)

care I get at Americold is vital to maintaining the Reiter brand. If anything happened to the plants, it would be a huge expense, mess up our entire supply chain and be very damaging to our reputation."

"Much of the journey our customers' products take before they get to the point of sale is with Americold, and our customers have to know they have a partner they can rely on and trust to store and transport that product. It's the reputation of their brand on the line and our job is to uphold their standards for their brand."

Shielding the Brand

Having been in the industry for 120 years, United States Cold Storage watched its brand evolve, but its shield logo is iconic and will always remain the same says Anna Johnson, the company's Director of Corporate Development and Marketing.

"From our perspective, the USCS Shield is like an umbrella in the center of the cold chain, protecting our customers' food products on the journey from the farms, fisheries and factories to our friends and families," says Johnson.

"Similarly, our animated mascot, Captain Freeze, is our super hero from an operations perspective, protecting everything in the chain and keeping it cold, all the way through to protecting our customer."

Johnson acknowledges that they are constantly aware they are one of the last touchpoints in the cold chain before product reaches their customer's customer.

"The consumer has no idea our customer's product has been in a cold storage warehouse, but if something goes wrong, it's our customer's brand and reputation that is damaged, not ours. We are an extension of our customers' brands and we are honored that they entrust us with their most valuable asset," says Johnson. "Our Shield represents the quality, safety and protection our customers expect from us, which is the foundation of United States Cold Storage."

Johnson reports that the company has spent the past two to three years extending the brand.

Internally, they have standardized the brand and promoted it to their associates in the field. "We have a very localized organizational structure," Johnson notes. "Our employees, for the most part, are not sitting at computers all day and very few have a corporate email address. But, they are our brand ambassadors so getting them on board with brand consistency is very important."

Johnson says they recently launched a custom freezer gear program that includes specially designed freezer coats and pants unique to United States Cold Storage and emblazoned with the company's brand. "It's our way of saying they live our brand every day and they're vital to our success."

"We have a brand book that outlines how to use our branding. We put branding in the warehouse, in training and break rooms

and give the general managers and their employees at our facilities some conceptual ideas," Johnson says. "But they work with our creative team on their own interpretations of the coolest ways to repurpose our brand – autonomy breeds ownership."

Johnson adds that the brand is an integral part of US Cold Storage recruiting strategies. "We're not a recognized household name, which can make recruiting challenging, so our brand is on everything connected to our recruiting efforts."

Johnson says that an important part of the brand extension is its presence online and how it is used on social media. She says every two to three years, the US Cold Storage website is refreshed and that was just completed. "Every day we try to push out brand messages and direct traffic to our website."

When it comes to the US Cold Storage brand on social media, Johnson says, "We use different platforms for different purposes – Facebook is familiar and used more internally, LinkedIn is more business-centric and Instagram is the most casual of all. But we have to walk a fine line because we are in the business of food safety, which is a serious role. We are protectors of our customer's brand and they understand we take our role in protecting their brand very seriously."

Johnson notes that the company has put a lot of thought into the results of the GCCA customer survey along with the main



An Americold general manager answers food safety process questions from an associate. Communicating with team members positively is an Americold ACTION value that supports the company's brand. (Photo courtesy of Americold.)

themes that have come from surveying their own customers.

"The next round of print advertising we release will be focused on aligning with, and protecting, the customer's brand."

Rebrand and Reborn

Congebec has been in business in Canada for 45 years and has just gone through a rebranding. Like many companies, the process took internal musing and soul searching about the outward image the company wanted to portray. But unlike most businesses, once the company figured out what it wanted the world to see, it put on the brakes. First, it wanted to make sure it was that company.

"We held back the external launch of the rebrand because we didn't want it to just be a logo change - we're changing who we are," explains Richard Patenaude, Vice President of Sales and Customer Service at Congebec. "We had this opportunity to be introspective about what Congebec services really are and who we wanted to provide these service to and how this would all fit within our culture. And then we began the work of becoming that company."

Patenaude explained how the visual execution of the new Congebec is a young girl blowing a pinwheel with the tagline, "Congebec - a breath of fresh air."

"We felt this double entendre summed up how different we are from who were and different from our competition and so much more than a bunch of cold rooms" Patenaude says. "What we wanted our employees to understand is that like the pinwheel, which slowly picks up speed as you carefully blow into it, a cultural change does not happen overnight, it takes time."

Part of the cultural change at Congebec was that it was shifting from an operations-focused company to one that was employee and customer centric.



The Congebec espace banner is associated with the company's private Facebook group where employees across Canada can communicate and share experiences that allows them to get to know each other outside of their respective facilities. (Photo courtesy of Congebec.)

"To obtain feedback from our employees for our rebranding process, we did an internal survey that allowed us to pinpoint what we needed to work on, such as communication challenges. For instance, our employees felt there was not enough communication from the management teams," Patenaude explains. "We knew we had to go beyond coaching our employees to bring about the cultural and business changes we envisioned, and we began by having the confidence in them to share sensitive strategic information and truly make them partners in the change we wanted to be."

For that they needed a spokesperson who could deliver powerful messages in an accessible manner to all Congebec employees. Nick Pedneault, the President and CEO, was chosen for the job.

"Unless you have a company that believes in its culture - it's just a bumper sticker. So once a month, a five-minute video message from Nick related to our cultural change was shown on every shift for two or three days and in that way we were able to rapidly push out messages to more than 450 employees at once," Patenaude explained. "And now, everyone at all our facilities, from HR to forklift drivers to transportation dispatchers, knows the company's president, what he looks and talks like, and the feedback we get is they feel he's talking directly to them."

Patenaude says they also have big plans for using the "Protecting the Food Families Love" video and are in the process of translating it into French. "We think it fits extremely well with our new culture and is a very effective tool for recruiting and onboarding millennial employees. We know they want to feel pride in what they do and look for opportunities with companies they feel are doing something to make the world a better place and the video is very powerful in projecting that message about our industry."

In addition to employees, customers and their brands were top of mind in all strategic thinking related to the Congebec rebranding.

"What our customers need and want from us was paramount in our rebranding - and that begins and ends with protecting consumers," Patenaude says. "Safeguarding our customer's brand also means being extremely careful with all the information we are privy to as their strategic partner, relative to their business, market position, potential product or even who walks through the building - anything that could be turned into a competitive advantage to another company."

Patenaude says protecting the customer's brand also means ensuring the customer has the right information in hand about on-time deliveries or whatever issue might come up when they go to meet with their own customers.

And, sometimes it might just mean doing whatever is necessary to ensure a customer never ends up on one of the biggest retail chain's wall of shame. 🌀

New GCCA Online Directory

GCCA has launched a new and improved online, mobile-friendly member directory listing top cold chain warehouses, suppliers, contractors and transportation partners.

The new directory features more detailed company profiles, including the mapped location to the company.

The directory is searchable by company type: warehousing and logistics, products and services, construction, transportation, food service company, food processor/manufacturer and more.

A filter may also be added for geographic location - country, as well as state, for U.S.-headquartered companies. Users can also add a radius - such as 20 miles - from a city to find all companies within that radius.

GCCA is asking all primary contacts at member companies to go online and ensure their listings are up-to-date, adding details to help food companies and others seeking 3PL services make the right choice. You can update your listing as well as view the directory here: <https://www.gcca.org/directory/all>



STANDARDIZING KPIs IS KEY

Industry seeks to identify, define and universalize
Key Performance Indicators.

Key Performance Indicators (KPIs) are important to your customers. We know that from the results of the 2018 GCCA Cold Chain Customer Research Report. What the research also revealed is customers want universal standards in KPI reporting from their 3PL partners and identify the need for 3PLs to work with them to identify what metrics they need and want.

STRONG FAMILY VALUES EXTENSIVE NATIONAL REACH



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*We heard from your customers.
Now let's hear from you.*

KPIs and Customers

"KPIs are important to food manufacturers because they can provide a competitive advantage – whether that's negotiating carrier rates or demonstrating timeliness and logistics as a customer service tool," notes Marty Steinmetz, Vice President, Strategic Partnerships, United States Cold Storage and head of the GCCA KPI Working Taskforce. (See the sidebar.)

"KPIs are important because they provide an objective way to measure service performance and can prevent companies from getting distracted by anomalies or one-off issues," notes Tony Leo, President and CEO, RLS Logistics and member of the KPI Working Taskforce. "This big picture view of performance fosters a customer/3PL relationship that is built on trust, mutual benefit and continuous improvement, which ultimately leads to better execution and lower costs."

"In every request for proposal, customers want to know what KPIs we're currently measuring, whether we can measure what's important to them, what kind of reports they'll get and how much flexibility they'll have over the information they get in those reports," points out Joe Del Greco, Vice President Supply Chain Solutions, Interstate Warehousing and KPI Working Taskforce member.

"KPIs allow us to set processes and procedures that we can measure against and our customer knows what that expectation is," Del Greco says. "The ultimate goal of providing KPIs to our customers is so they can service their customers, and we know that."

"KPIs provide our customers with uniform marks of operational expectation throughout our integrated network – something our customers have come to rely on," says Ben Medearis, Director of Business Development, Americold and member of the KPI Working Taskforce.

"Our customers can better plan their activities based on KPIs," Medearis says. "For example, if a facility has a 99.5 percent order accuracy picking rate, our customers do not need to over-order products to account for shortages. Consequently, they may not need to produce, transport, or store as much product, as overages are no longer a concern."

GCCA Creates KPI Working Taskforce

The focus of the GCCA KPI Working Taskforce is to identify and define warehouse key performance indicators (KPIs) with a strong value proposition to third party warehouse customers that can be standardized and tracked across the industry.

The taskforce has selected three indicators including turn times, shipping accuracy, and inventory accuracy. Additional indicators are under consideration.

Further work undertaken by the taskforce will be covered in *Cold Facts* throughout 2020.

The GCCA KPI Working Taskforce members representing both 3PLs and their customers include:

- Marjorie DePuy, **Food Marketing Institute**
- Mark Dienesch, **VersaCold**
- Mark Dolan, **Unilever**
- Joe Del Greco, **Interstate Warehousing**
- Tony Leo, **RLS Logistics**
- Ben Medearis, **Americold**
- Bedford Monday, **The Schwan's Food Company**
- Nick Najjar, **Land O'Lakes**
- Darica Schneider, **Jennie-O Turkey Store**
- Marty Steinmetz, **United States Cold Storage**

Customers Want Standardization

Customers don't just want KPIs, the GCCA Cold Chain Customer Research concluded, they want universal standards in KPI reporting from their 3PL partners. And, they want their 3PL partners to work with them to identify what metrics they need and want.

"Before companies leveraged standardized operational metrics, service performance was determined by how each party believed the service provider performed," Medearis points out. "This approach was appropriate when performance matched expectations, but did not always offer learning opportunities to improve performance levels or drive innovation. With agreed upon KPIs, a standard level of expectation is set and performance objectives become based on factual metrics."

Medearis also points out that they work with their customers to identify specific KPIs for their business since customers' needs vary. "We have a Customer Scorecard in testing right now."

"3PL customers have different expectations, and oftentimes a single service failure can lead companies down the path of making changes that are costly and usually ineffective at solving the root cause of the problem," Leo says. "When a customer and a 3PL can agree on service levels, and more specifically tie those expectations to industry accepted

standards and definitions, it allows everyone to stay focused and work on initiatives that will have a bigger impact on the business."

"Even though members of the cold chain industry work tirelessly to grow the frozen food industry, we're very focused on providing great customer service and having KPIs that are all measured the same way helps benchmark our performance against our customer's expectations and our customers can use standardized KPIs to benchmark within their own operation," Steinmetz explains. "Standardized KPIs also help us see how we stand against our competition."

Steinmetz says, "In the past, customers would ask us what we measure and we would sometimes respond that we could measure whatever they wanted us to measure. We were more accommodating but we were missing an opportunity to be prescriptive in our feedback to our customers because we realized that each company most likely measured KPIs slightly differently than others, so it might be an apples to apples benchmark."

Steinmetz adds, "The key to effective KPIs is everybody measuring the same way so food manufacturers are not skeptical when some results are different – a uniform approach gives KPIs, and the overall industry, additional credibility."

Important KPIs

“Turn times on the dock and case-fill percentages are the most important KPIs to our customers because they drive their business,” Del Greco says.

“Any time you’re talking about the speed of turn times, it’s a direct reflection on the efficiency of the warehouse operation and how well planned labor is to accommodate the peaks and troughs of the shipping process,” Steinmetz notes. “Inventory control and warehouse shrink tells you how the warehouse operates inside the box, not just on the dock. Effective house-keeping impacts inventory accuracy as well and gives a strong indication of how a facility is managed overall.”

Steinmetz adds that of course KPI safety metrics – like incidence or near-miss rates – are highly important.

“In partnership with our customers, we have developed four core KPIs – inbound trucks turned within two hours, outbound trucks turned within two hours, order accuracy and inventory accuracy,” Medearis explains. “Our Operating System has elements supporting the achievement of these KPIs with continuous improvement incentives included as standard.”

Leo says their customers tend to care the most about indicators that affect their customers directly or their own internal production or purchasing planning.

“The KPIs that speak to how well we are servicing our customer’s customer are shipping accuracy and on-time delivery. Shipping accuracy is inclusive of fill rate, correct quantities and items, damage free and the correct temperature,” Leo explains. “Probably the most important KPI that relates to a customer’s production or purchasing planning is inventory accuracy. Having an inventory that is correct and reliable allows the customer to be proactive in determining what to produce or what to purchase for companies who outsource their manufacturing.”

Leo notes that over years, they realized when they performed well in terms of lost time incidents, quality audit results, shipping and inventory accuracy, truck turn times, pallets per hour, energy usage, among others, their customer service complaints were minimized and financial results improved. “We were able to summarize these KPIs into five main areas – safety, house-keeping, accuracy, productivity, and efficiency – which helped us stay on target and measure what was important.”

“When a customer and a 3PL can agree on service levels, and more specifically tie those expectations to industry accepted standards and definitions, it allows everyone to stay focused and work on initiatives that will have a bigger impact on the business.”

—TONY LEO,
RLS Logistics

The Future for KPIs

“I encourage all 3PLs in the cold chain to embrace the standardized KPIs we’re working on within the GCCA KPI Working Taskforce,” Leo says. “These KPIs are meant to finally give the 3PL cold chain industry, and its customers, industry-accepted definitions of performance measurement. In addition, it’s important to not confuse KPIs with metrics – KPIs simultaneously tell a story and predict future results, whereas metrics are just a snapshot in time.”

As an example, Leo points to a 3PL with an average shipping accuracy of 99.97 percent that has demonstrated what its performance has been, and what is probable in the future. A metric, such as cases or pallets shipped, is just a measure or statistic and does not speak to performance.

Leo adds that it’s a good practice to have periodic business reviews with clients where successful KPI results are celebrated and failures are viewed as opportunities for improvement. “Taking a positive approach leads to a more productive outcome and better service to the end customer.”

“In today’s business environment, speed of reporting and access to advanced technologies are key to meeting and exceeding customer expectations,” Medearis points out. “Traditional quarterly business reviews no longer present the optimal timeframe to review performance – instant evaluations and availability of data are in demand and becoming the

norm. As business needs change, customers grow, and inventories spread across regions and countries, incorporating facilities with different warehouse management capabilities and an integrated supply chain management system is a necessity.”

Medearis adds that the ability for a customer to access all supply chain information within a single-window visibility tool is a differentiator between temperature-controlled supply chain solution providers.

“The standardization of basic KPIs is coming, and that’s important, but we all know every customer is an individual and has different needs and questions,” Del Greco contends. “Standardized KPIs will allow us to provide information that’s truly useful to our customers while retaining the ability to be flexible about what additional information we can provide based on a specific request from a customer. Because one thing that’s never going to change – customers will always be customers and we will always want to respond to their needs.”

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www.rickbestwick.com/magnavale

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