

DURABLES CONNECT 2023

ENACTS NEW ROYALTY AND PERFORMANCE INDICATORS FOR SUPPLY CHAIN RESILIENCE



**DURABLES 20
CONNECT 23**
Durables Supply Chain Conference

HIGHLIGHTS







DURABLESCONNECT 2023, the latest edition to CARGOCONNECT's industry-wide renowned CON-NECT series of conferences, unleashed discussions and deliberations that did not just cater to the narrow alleys of inbound and outbound supply chain and logistics, but also touched upon all-encompassing topics related to wplanning, procurement, logistics and EXIM operations of the "long-time pioneer" consumer durable goods industry, further building on the objective to infuse adaptive capabilities and reinvent the operating model, by integrating intelligence for business value creation – going far beyond the mere ability to 'prevent, respond, recover' during a major incident or operational disruption – owing to the ever-changing and unforeseen scenarios that have been witnessed and experienced in the "never new normal". With a gathering of 150+ professionals from the manufacturing, retail and service provider side of the industry, the conference, with its illustrious panellists and attendees paved the path for strategies that will be critical to choreographing the one big formula – evolve, adapt, and transform.



Convened on September 21, the conference with a perfect ambience at **Radisson Blu Plaza Delhi Airport** serving as a major crossroad for discussion among the stakeholders, hosted five elaborate panel discussions which stressed on the various facets of true business agility that requires a constant focus on customer journeys and product thinking before talent, platforms, and governance, by a neat mapping of the core construct which is customer-centricity, product thinking, integrated teams, a culture of experimentation and innovation, and value measurement. Let's follow a summary view of deliberations and considerations, across the five panel sessions.

The conference kicked-off with the opening remarks of Surecom Media's Director **Ajeet Kumar**, who noted the organisation's com-





Upamanyu Borah delivering the Keynote Speech

mitment to delivering top-rated conferences to the entire industry, providing a definite context of the idea that the event was devoted to stand for the issues that would be discussed throughout the day with active contestations from the industry players. The conference formally commenced with the lighting of lamp by dignitaries: **Shaik Asad Parwez**, Head- Logistics and Warehousing, V-Guard Industries; **Rajiv Ganju**, Sr VP- Global Supply Chain, Luminous Power Technologies; **Ponraj Periswami**, Head- SCM, Wahl India Grooming Products; **Deepak Sharma**, Head- Manufac-



turing, Supply Chain and Logistics, Bajaj Electricals; **Ajay Sikka**, Director- Global Supply Chain COE, Carrier Airconditioning and Refrigeration; accompanied by **Smiti Suri**, Publisher, Surecom Media.

Briefly touching upon the industry's internal and external challenges, accentuated by structural and sectoral issues, thereby showcasing the need for a rigorous approach to build a tailor-made integrated supply chain set-up that leverage advanced analytics and give a turnaround to business operations, **Upamanyu Borah**, Sub-Editor, Surecom Media delivered the keynote speech, addressing each and every one attending the event, to network, to gain insights and be a part of the think tank that decides and determines what needs to be done, with a singular clarity and urgency of purpose – thrust agile teams and redesign processes and turn them into effective business and operating models of the future.





PANEL 1

The first panel discussion titled ‘ORGANISATIONS ARE NOT DETERMINED ON STRUCTURE, BUT CAPABILITIES’ covered the current new normal consumer durables industry landscape, keeping in purview volatile consumer behaviour and changing economic sentiments and how to be more responsive and provide innovative solutions to address expectations. The discussion, hence, revolved around the newly set parameters for excellence and endurance among the industry players as well as the paramount need to formulate planning and supply strategies that will ultimately, keep on provisionally

overcoming the ‘new’ that is ‘never normal’. The industry having successfully mapped the growth opportunities, is now realising the need to build capacity to remain flexible while remaining profitable. With India set to become the fifth-largest consumer durables market, the sector is already becoming highly competitive. Geographically as well, India presents an attractive opportunity to global manufacturers. Both, companies who are already present and the ones that are relocating further production to India, are looking at creating a robust distribution network to make India the global hub.



The panelists were felicitated by Manu Raj Bhalla of Freight Systems India



TAKEAWAYS



“With greater digitalisation potential across big and small cities and the e-commerce boom, the contribution of online retail has grown. Over one-third of consumer durables value sales is being registered through online retail and it will actually grow further. All this reflects

the rising consumer trust and digitalisation of purchase journeys fuelling the online retail contribution to overall category sales of consumer tech products. The trend is expected to continue with evolving consumer needs and choices across big and small cities. As long as retailers are in the “power position” in a supply chain, manufacturers can play a key role in building retail customer “attachment” by implementing strategies after weighing the pros and cons of various operational trade-offs. In my own opinion, in the supply chain, there is never a dull day. So, if you’re not constantly improving, you’re falling behind. Staying competitive means optimising the supply chain and having the right mix of delivery options.”

AJAY SIKKA

Director- Global Supply Chain CoE, Carrier Airconditioning & Refrigeration
(MODERATOR)



“Companies now find themselves in the position of finding new ways to remain competitive in the era of retail power. Specifically, the success of a company, its consumer base’s retention, and the reputation of the brand all depend on effective order fulfilment. To make the right

decision, companies must look at the product, potential fulfilment options, and fulfilment costs. Much of the order fulfilment process can take place under one roof in a well-organised warehouse, depending on the size of the business. Many small businesses handle order fulfilment themselves in-house through a simple process. Large enterprises require a more complex, multi-layer distribution centre strategy with more number of warehouses. In either case, the main goal is efficiently getting the customer what they ordered as quickly, reliably, and inexpensively as possible. Importantly, with an extensive ecosystem of experienced partners, a company can deploy various efficient fulfilment related implementations. The result is more repeat sales and higher satisfaction scores.”

BENZON JOHN

Head- SCM, Orient Electric



“With rapid development of online shopping, consumers prefer more and more people-oriented services. We all know that the growth of e-commerce and increase in competition has meant a race for fastest delivery to consumers. Even though a lot has already been done in

this space, reengineering the entire process can help increase efficiency by streamlining every level of transportation. Friction between the mid-mile and last-mile is the primary reason for sub-par customer experience. Automating the last-mile delivery aspect and reducing human dependency should be the major areas of focus for companies advancing into the future of e-retail. For successful durable goods companies and logistics providers, the solutions to these challenges will come through technological transformation, innovation, and automating processes. Durable companies would also need to have their own tools that allow for automation, personalisation, and greater visibility.”

AMIT BAJAJ

Supply Chain Expert, and Founder and Mentor, Mind The Gap



“The latest industrial revolution, the one I feel has the most potential to truly optimise supply chains in a strategic way, is Industry 5.0, which seeks to take highly automated, connected and intelligent digital ecosystems and pair them with a human touch. This means, human

intelligence will work in an empowered way with intelligent automation capabilities to enable hyper-personalisation. Machine Learning and Robotic Process Automation will help front-line workers increase proficiency and deliver greater value to customers. Technologies such as Augmented Reality, Cobots (collaborative robots), Automated Drones, Next-generation AI, and more could come together to pair supply chain teams’ vision, insights and creativity with the enhanced efficiency of technology. Similarly, for smart logistics, warehouses would deploy supportive technologies to optimise inventory and then route the order to its destination while transportation techniques dictate transit, best route and delivery locations..”

RAJIV GANJU

Sr VP- Global Supply Chain, Luminous Power Technologies





PANEL 2

The second session wasn't a regular panel discussion, but an interactive one that pulled in diverse perspectives just to spark a meaningful debate oriented type confab. The plenary on '*PERFORMANCE MANAGEMENT: OBJECTIVES THAT ALIGN WITH ORDERWINNING STRATEGIES*' aimed at informing about how to connect more precisely to each customer's unique requirements and tailoring supply chain capabilities to those desired needs to meet expectations by leapfrogging at both ends. In the post-pandemic world, the choice left to organisations is simple and yet telling. They have to

be quick and make the right moves. Rewiring the supply chain is very much the story and that is what will make companies win in the market in the future. And while we interpret this change, many consumer durable goods companies have already magnified their focus on scaling production and improving frontline productivity. The traditional demand patterns of the past are outdated, as delivery mandates have changed forever, alongside customer expectations, including the fact that anything ordered online can be returned, and the new normal reality that a disruption may occur anytime and priorities may change.



The panelists were felicitated by Ajeet Kumar



TAKEAWAYS



“Supply chains today incorporate several intricate and unplanned twists and turns. These when leveraged accurately result in great returns, however when not

optimised, could lead to risks and revenue loss at each stage. Due to this, companies are at an all-time risk concerning supply chain costs. Today, most supply chain managers are under the constant pressure to reduce costs, improve supply chain efficiencies, and enhance revenue margins. It is therefore critical to align business value including customer experiences, profitability, compliance and resource utilisation with efficient supply chain planning. This can eventually impact the final organisational outcomes. Modern supply chain optimisation takes the planning process a step further than traditional supply chain management by integrating data from relevant internal and external sources to create a real-time view of the key factors shaping supply and demand. This, in a way, informs when to put products on sale or launch new offerings to harmonise consumer demand with current supply capacities. Using data to be able to examine supply trends coming into the production environment makes it easier for companies to respond to the any and all changes, as they occur.”

RAM NIWAS NOKHWAL
Head- Supply Chain, Finolex Cables (MODERATOR)



“Any disruptions and risk to the integrity of the products or services being delivered, the privacy of the data being exchanged, and the completeness of

associated transactions can have damaging operational, financial and brand consequences. Data breaches, ransomware attacks and malicious activities from insiders or attackers can occur at any tier of the supply chain. Even a security incident localised to a single vendor or third-party supplier, can still significantly disrupt the “plan, make and deliver” process. Mitigating this risk is a moving target and mounting challenge. Supply chains are increasingly complex global networks consisting of large and growing volumes of third-party partners who need access to data and assurances they can control who sees that data. Today, new stress and constraints on staff and budget, and rapid unforeseen changes to strategy, partners and the supply and demand mix, add further challenges and urgency. At the same time, more knowledgeable and socially conscious customers and employees are demanding transparency and visibility into the products and services they buy or support. Every touch point adds an element of risk that needs to be assessed, managed and mitigated.”

MANOJ CHAUHAN
Director- SCM, CoreValues Impex (Kraze)



Shakti Raj Singh was felicitated by Vikas Kalra of Hindware Home Innovation

A detailed presentation was delivered by **Shakti Raj Singh, Head-Leasing and Marketing, Ascendas-Firstspace** – one of the key partners of the event. Singh elaborated on their offerings to the sector and how they are innovatively catering to the current industrial storage space requirements. He enumerated the impressive profits the company has benefitted from being a specialist in the domain and due to their high-tech solutions architectures. “Ascendas-Firstspace was conceptualised to address the logistics and industrial infrastructure challenges faced by companies in

India, tapping on the burgeoning growth opportunities across different industrial industry verticals like 3PLs, e-commerce, automobiles, FMCG, FMCD, modern retail, manufacturing among others. We are already creating world-class logistics and industrial infrastructure across major warehousing and manufacturing hubs in India. With strong global expertise of CapitaLand and rich local experience of Firstspace, we do everything from land acquisition approvals, designing and development, and management of warehousing facilities, enabling clients to operate their businesses with ease.



PANEL 3

The 3rd panel discussion on ‘IMPROVING THE BOTTOM LINE—BY EMBEDDING APPROACHES THAT DEFINE FLEXIBILITY’ revolved around building analytics and AI capabilities to enable data-driven prioritisation, resource allocation and decision support. This will help companies win in the market in the future, as they will be a position to define better strategies that shore up supply, forecast true capacity, identify and eliminate bottlenecks, and develop optimal solutions for their supply chains with greater accuracy, all of which is meant to directly influence and enhance customer fulfilment. When everyone within

the supply chain, from supply to distribution and handling, has the information they need in real-time, it directly improves the network’s efficiency. Additionally, by linking ERP software and logistics management softwares, a company can get insights into low stocks, shortages, supply triggers, delivery arrivals, as well as production evolution, and aftermarket services, etc. This will, most significantly, help to accurately anticipate seasonal consumption peaks and troughs and thus, allow a company to effectively allocate resources (storage space, handling agents, transport vehicles, etc.) ahead of time.

TAKEAWAYS



“Insisting that supply chains must become more agile is one thing; actually making them more agile is much more difficult. As supply chain officers, the pressure on us to keep costs down will never abate. The inflationary headwinds in wages, transportation, and many key commodities are still strong. As such, the equation to optimise supply chain design has become a lot more complex. Supply chain executives need to find a new equilibrium that properly balances the imperatives. Agility requires new mind-sets and approaches—it offers the potential to build substantial competitive advantage. For today’s supply chain managers, it’s time to play offence and take advantage of the opportunities.”

SHAIK ASAD PARWEZ
Head- Logistics & Warehousing, V-Guard Industries
(MODERATOR)



“The world is individualising, so consumers demand more diversity of products, more channels to choose from, as well as faster delivery times. They want to know if the product they have selected is the one they are looking for, and whether it’s available. If not: what are the alternatives, what are the extra costs (if any), and when can they expect the delivery – not just on what date, but during which time-slot? Consumers also want more information about the products, they demand transparency, and want a clear footprint of the goods – where the product is coming from, who has handled it and how it reached the final destination of its journey – where again the prospects of technology feed in.”

VEESHWASS KULKARNI
GM- Strategic Sourcing (Procurement and Supply Chain), Legrand (India)



“It’s the perennial trade off in business cases: source operating infrastructure with your own internal or financed capital – or outsource and pay-as-you-go. There are plenty of multinational businesses that outsource warehousing to third-parties despite having the capital resources to bring the operation in-house. Avoiding the capital infrastructure costs of your own warehouse and instead outsourcing both the capital and operational costs to a third-party provider proves to be a stronger business case. Fast, flexible supply chains may require distribution facilities that are located closer to critical customer facilities and this can only be made possible by exploring alternative ownership models.”

VIJAY PARIHAR
Head- Logistics, Indian Subcontinent,
Signify Innovations India (Philips lighting)



The panelists were felicitated by Aakriti Shankar of Ascendas Firstspace



“Understanding the intricacies of the supply chain is a must for businesses, as you need to know how to get your products from the manufacturer to the customer, with limited

interruptions and in a way that improves the customer experience. With the e-commerce supply chain, this process is even more complicated. Now, there are the added logistical elements of procuring raw materials, strategising the supply chain for voluminous and non-voluminous products, managing online interactions and overseeing rapidly shifting demands in the online marketplace. Not to mention, the role of distribution and fulfilment centres is often more complicated, with many businesses operating without a brick-and-mortar location.”

NILESH PAWAR
Asst Director- Supply Chain, Samsonite South Asia



“Instead of only facilitating one isolated part of the distribution or fulfilment process, a third-party logistics model helps to coordinate with all aspects of the retail supply chain.

This modern approach to fulfilment helps businesses make more informed decisions about supply and demand and give customers a better overall experience. Another advantage of outsourcing supply chain management to a 3PL is that it offers enterprises the flexibility and scalability to utilise supply and distribution resources based on current business needs. Thus, when sales are down, there are no redundant investments and unutilised resources, and when there’s a surge in demand, enterprises can upscale.”

PRADEEP KUMAR SHARMA
VP- National Logistics, Sheela Foam (Sleepwell)



“Warehousing can provide a number of important benefits, including increased efficiency, cost savings, and improved customer service, thus adding to supply chain performance. Major warehousing decisions like design and development, technology deployment, storage requirements, and cross-docking strategies has had a significant impact on the overall performance of our supply chain. The perennial supply chain pressures of boosting productivity and moving faster—become even more important as new business models and customer expectations emerge. With warehouse optimisation, companies can gain the required flexibility to better meet the needs of customers.”

ASHISH GUPTA
Country Head- Logistics, HP



“An imbalance between demand requirement and operations’ capabilities drive the need for stronger planning and transparency across the supply chain. When companies fall short in this, they have to struggle to meet existing or future service level requirements. They are stuck in a “reactive mode” because production planning and execution are disconnected from customer needs. A key mega trend changing the face of supply chain, integrated demand and supply planning represents a pragmatic approach to cross-functional process of effectively matching demand requirements with supply capabilities in order to achieve service levels and inventory targets, and increasingly manage fulfilment.”

SHAUNAK VISHWAKARMA
Regional Sales Head, ProConnect Supply Chain Solutions



“There is still a mind-set within many companies to not outsource warehousing or opt for multi-user facilities, but that’s the way forward. Multi-user warehouses offer the perfect solution to spiralling operating costs, especially when running storage and fulfilment facilities in large cities, all the while bringing efficiency and improving productivity. Today, customers demand same-day deliveries, and multi-user facilities located close to urban markets are considered the best way to achieve this objective, besides saving on transportation costs. During peak months for any product, a multi-user facility can deliver benefits in terms of manpower required to support faster fulfilment and dispatch.”

MANU RAJ BHALLA
Director and Global Head- Contract Logistics & Supply Chain, Freight Systems India



PANEL 4

The fourth panel titled ‘RICH ANALYSIS, DECISION MAKING, RAPID RESPONSE: AT THE CORE OF A DIGITALLY MOTIVATED SUPPLY CHAIN’ focussed particularly on the triune objective of generating critical insights, optimising business processes, and automating supply chain activities across the value chain. New information and process management technologies today provide great potential for improving resiliency and productivity in response to real-time demand and scenario analysis. Historically, supply chain factors such as production levels, raw-material purchases, transport

capacity, etc. were determined through a careful examination of historical patterns of demand. Now, however, this simply isn’t feasible. Also, determining consumer demand isn’t as simple as it once was before because markets are more volatile today and it isn’t just as simple as looking at the historical patterns of consumer demand. Because of the scale of these shifts, it’s hard to predict what consumer demand will look like five or ten years down the line. Amid such an environment, the only way forward for an organisation is to think like a start-up and scale like an enterprise – and good-quality data is the key.

TAKEAWAYS



“Over the years, sales and operations planning, or S&OP, has evolved from a simple demand-supply alignment process into an advanced business management process that streamlines business functions and enables companies to correctly predict market trends and make the best decisions about their product development. Right from a company’s Chairman, C-suite executives, Finance to HR, and Demand Planner, everyone’s a stakeholder in this process. The purpose is to coordinate across business units, increase transparency, balance supply and demand, and achieve profitability, by fostering cohesion through visibility, and ensuring the best decisions are made for the business”

PONRAJ PERISWAMI
Head- SCM, Wahl India Grooming Products
(MODERATOR)



“From the last 5-6 years, what I have seen is that visibility, in terms of insights and information from our upstream suppliers or tier II suppliers have improved a lot. Now, post-COVID with the buzzword being supply resilience, most of the companies have established strategic tie-ups with tier 2 suppliers to secure their supplies and keep it running at any given time. To this end, digitalisation has given us that ability to predict issues and dynamically respond – from sourcing and manufacturing to final delivery – with agile solutions. Real-time analysis of integrated data spanning customers, partners and suppliers has led to outcomes that better match supply and demand while containing costs.”

SEETHARAM SRINIVASAN
Director- SCM & Services, HARMAN International
India



“Without a visible supply chain, customers have the tendency to get frustrated by waiting without a clear delivery timeline, or may lose faith considering that they are not being offered a proactive service. This uneasiness is enough to push your brand towards losing market share. When companies have larger supply networks, with improved visibility tools, SCM teams can extract significant value from procurement right down to manufacturing logistics up till making it available in the right marketplace. By keeping supply chains in a constant beta state and investing in the right technology and continually elevating the experience is vital to remain one step ahead of threats and the competition.”

SHONIK GOYAL
President and Head- SCM, Sheela Foam (Sleepwell)



The panellists were felicitated by Sanjay Gupta, CEO, AVG Logistics



“Companies like us have recognised the gap and are now working along with qualitative wins and streamlining financial benefits by implementing supplier-integrated processes powered by technology tools. Previously, companies and their suppliers optimised their operations in a siloed manner to suit their own environments. The consequences were far-reaching—everything from significant supply shortages and excess supply inventory to frequent write-downs and excessively long shipment times. At its simplest, a collaborative and integrated approach allows suppliers and SCM professionals to gain a full picture of the requirements with sufficient volume flexibility and sufficiently short lead times.”

VIKAS KALRA
AVP-SCM, Hindware Home Innovation



“With today’s consumers prioritising speed and convenience, alongside secure delivery of products, any miscalculation poses a sizable barrier to growth. Enough to separate a company from its competitors in a couple of clicks. That means companies or supply chain teams have to utilise technology to make the speed of delivery and product integrity a source of competitive advantage. Ensuring better control of ground-level activities, such as logistics and having real-time access to information throughout the entire process can streamline transportation and delivery and ensure better control to mitigate disruptions as well as remain informed on the state of integrity of a product.”

ANAND BHARDWAJ
Head-SCM, Kaff Appliances India



“Traditionally, visibility across the supply chain has been limited to “one-up” and “one-down,” meaning that managers can generally only “see” what their tier one suppliers and immediate customers are doing. However, in a multi-echelon supply chain, operators won’t feel the impact of disruptions that occur three or four tiers back until it’s too late to adjust. Today, modern IT platforms enable safe and instantaneous exchange of information, improving visibility and building resilience across the entire supply chain. The pandemic highlighted the importance of having a clear view of all activities and operations, reducing uncertainty and fluctuations, and resulting in stronger resilience.”

NEERAJ SAINI
Lead-Supply Chain Performance (Growth Markets),
Signify Innovations India (Philips lighting)



The fifth panel ‘WORKING THROUGH THE ADAPTIVE AND SUSTAINABLE WAY IN ALTERING THE ECONOMY’ emphasised on the most important elements and crucial aspects considering interplay of operational parameters and smart production planning that augur for best practices spanning the value chain. In summary, the transformation pushed by the circular economy is driving the need to rethink the current flow of goods and the creation of transparency in the existing infrastructure. Geopolitical and governmental policies and the global push toward sustainability are influencing decision-making in ways that simply didn’t

exist a handful of years ago. Million-dollar decisions can’t be made quickly, especially in the face of an increasingly complex regulatory environment, evolving commercial realities, and a segment wary of over-investment. However, amid a shifting trade compliance environment, things must augur for best practices and policies that will keep the flow of goods moving efficiently, and process and systems communicating seamlessly. That said, whoever acts first and creates the product and infrastructure necessary for the individualised flow of goods in the circular economy determines value creation stages and customer relationships of tomorrow.

TAKEAWAYS



“Today, any brand that follows sustainable practices and processes can command a premium. This being the incentive, companies need to expand more efforts to create a less polluting, eco-friendly supply chain. At Luminous, we already have a mandate and through a much more qualitative approach, ensuring sustainable warehousing practices and embedded across our warehousing ecosystem. As a result, most of the elements that may have an impact on other aspects of sustainability have already been identified. This has helped make related processes convenient, such as order fulfilment, inventory management, staff productivity, shelf-life monitoring, work planning, etc.”

RITESH SRIVASTAVA
AVP- SCM, Luminous Power Technologies
(MODERATOR)



“Warehouse facility design is an extensive domain of work in itself. Critical sustainability elements are predetermined during the conception phase itself and includes not just the design and structure, but also the location and site. Advancement in water and energy management, enabling renewable power generation are part of a resilient, energy-efficient, safe, and optimised warehouse—that is, a fully sustainable, prepared and ready for a productive and thriving future—and this process must evolve over time. But the big question that remains is are the value chain partners aligned with the goals of the developer organisation, and committed to contributing to the efforts in building tomorrow’s Green Warehouse.”

AAKRITI SHANKAR
Regional Head- North, Ascendas Firstspace



“In most cases, variable costs are preferred because they adjust proportionately to the peaks and valleys of a business. Variable costs offer an ideal way for companies to keep money in their proverbial pocket when things are slower without sacrificing service when orders pick up. While most of the costs cannot be avoided, many can be made variable by enlisting a third-party provider or outsourcing. To optimise costs, supply chain leaders must prioritise improving the operational outcomes as a mechanism for cost-saving, rather than look at cost reduction, as this could impact service levels. Considering these factors are all the more important today to thrive in a VUCA world.”

SURYA KANTA DASH
VP and Head- Supply Chain (PBG), Reliance Retail



The panellists were felicitated by Harshal Shah, CEO, Shreeji Tranlogistics



PARTNERS FELICITATION

Marking the end of the ceremony, **Smiti Suri** felicitated the sponsor partners – **OM Logistics**, **PROCONNECT Supply Chain Solutions**, **Ascendas-Firstspace**, **AVG Logistics**, and **Freight Systems** – with mementos and extending a worthy note of gratitude for their contribution towards making the 2023 edition of DURABLESCONNECT an astounding success.



Om Logistics team



ProConnect Supply Chain Solutions team



Ascendas Firstspace team



Freight Systems India team



AVG Logistics team

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