

BDP gateway

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Helping Global Shippers Navigate The Value Chain

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Plowing through the recent 36-page ruling of the Required Advance Electronic Presentation of Cargo Information is not for the faint-hearted. However, most shippers and transportation providers will find few surprises in the new regulations proposed by the Bureau of Customs and Border Protection (CBP). Bottom line: cargo data for all transportation modes must be filed electronically prior to the arrival in the U.S. of the ship, aircraft, train, or truck or ship, and prior to cargo export. The challenge to meet the timeline rests with the carrier that is being utilized to transport the cargo.

Another layer?

The changes are issued by Customs through approval of the Dept. of Homeland Security. The communication also states that the Transportation Security Administration (TSA) can set up the security program to inspect cargo. While the TSA was linked with airfreight, it now seems to be involved in security for all transportation modes.

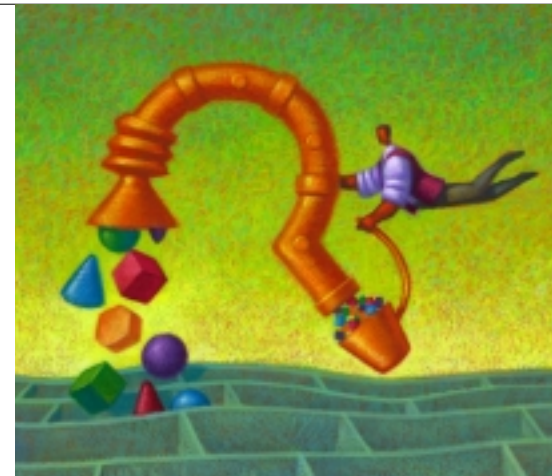
This could signify the development of a whole new security program and possibly replace the current random process conducted by Customs. (Continued on page 3)

Data sourcing: the Achilles heel of global visibility?

T rue integrated global visibility of information continues to be a challenge for shippers. As companies spend more time on business strategies and supply chain planning, there is a practical issue that often gets overlooked: *where does data originate?*

To state the obvious: Information management requires data to be effective. If not, the most sophisticated technology is little more than a car with no gasoline. The problem is, many companies are not only pumping low-grade gas into the tank, they're also adding some sand and water. The result is not very pretty. But that's exactly what happens when poor data is entered into your company's data management system. Yes, of course we need data warehouses, track-and-trace systems, and report-writing capabilities—but what kind of data quality assurance are you getting? It's certainly an argument for quality versus quantity.

"When you consider the different entities that contribute data within the supply chain, there could be hundreds of data elements that must be viewed," says Ken Wensel, BDP's Senior Vice President, Strategic Global Development. "Just look at the transportation sector: a large company may have thousands of transportation providers—yet just one process. If the



providers within those modes are at various levels of sophistication with their data communication capabilities, the result can be a logistical nightmare. How do you assimilate that data from all those providers and how do you know that the data is correct? The company that wins the aggregation game will be the big winner."

It's the old GIGO (garbage in, garbage out) menace. Shippers and their logistics providers can receive a lot of bogus information. Sometimes the data is just plain incorrect, such as a sailing date that's after the arrival date. Without the right level of automation and data, shippers and consignees are most at risk. (See "Web-based technology that works" on page 3 of this issue.) It depends on who is controlling the process.

"The wake-up call is really for shippers, who are generally footing the bill," points out BDP President Richard Bolte, Jr. "They need to be the drivers of change in the industry. On the ocean side of the business, the industry needs to address the twin issues of targeted investment and increased attention to the automation of data that's critical to shipping processes. The number of credible (Continued on page 2)

Data sourcing: *the Achilles heel of global visibility?*

(Continued from page 1)

steamship lines that provide effective, high quality action data is growing but significant work remains. And if you do business with a trucker because the rates are good, you may be surprised to learn that they don't have any RFID, bar coding, or any real tracking capability. If you really want to have full global visibility every step of the way, you need to ensure the carriers you select have the ability to deliver the performance you expect. An integral part of this performance must be automated tracking and tracing processes."

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BDP President Richard Bolte, Jr.

It is the 3PLs and 4PLs who are ultimately selling integration and who are given the task of providing total visibility. "If we are providing a sophisticated visibility solution, that means we have to look at every step along the line," adds Bolte. "Where are we getting the data from? Is it coming out of the ERP system? If it's going on truck, rail, air or ocean, are we automatically connected to them, or if not do we have a manual process? Do we have the correct data when the cargo reaches an overseas location or when it arrives at the plant?"

Logistics providers frequently are left to define all of those interface points and whether or not they can be automated. While the answer often is no, occasionally some of them can be automated. Either way, there is still a lot of work to be done on the global side of the shipping business to ensure data accuracy. According to Bolte, it is an issue that has been bubbling near the surface for the last 10 years. "It was a major issue before 9/11, and today it is even more important because everybody realizes that visibility is now strongly linked with security," he says.

"There are many companies that want automated processes, yet they are not automated," adds Wensel. "And if you look at the perfect supply chain, where you have one hundred percent automation, it's not unusual to have to create workarounds for those organizations that don't have the sophistication to effectively contribute data." The reasons for companies lagging behind when it comes to automation can be traced to a variety of factors, including the cost to build systems capabilities, or simply a lack of cost commitment, too few internal resources, the inability to prioritize, or even the desire to take the time required to review and select providers.

"If companies were really interested in visibility they might make different procurement decisions," Bolte says. "It's often a disconnect that companies have when making buying decisions. Increasingly, as they become more sophisticated, the cost versus price issue has become clearer. However, nothing will change until definitive steps are taken to change. "To emphasize, it is not just the technology but the processes that support data flow. At BDP, we have a unique blend of technology and processes that deliver —our difference is visible." 🌐

Costs of offshore outsourcing

If your company spends \$16.2 million on offshore sourcing contracts (the average value of offshore contracts for 101 companies recently surveyed by **CIO** magazine), even in the best-case scenario, you will actually spend 15.2 percent, or \$2.5 million, in extra costs on everything from transition costs to productivity lags as a result of cultural differences. In the worst-case scenario—meaning you have unexpectedly high layoff and transitioning costs and the productivity of your software development drops dramatically—you can expect to pay up to 57 percent, or \$9.2 million, in additional costs on top of the \$16.2 million cost of your offshore contracts. (**CIO** provides an online tool to help calculate your hidden costs at www.cio.com/printlinks.)

Increases in Global Equipment Procurement

EXPERIENCE COUNTS

U.S. manufacturers looking to leverage the corporate buy and increase shareholder value growth are increasingly turning to global sourcing as a way to meet those goals. Not long ago, U.S.-based companies purchased just about all machinery and equipment for plant construction and expansion projects within the U.S., or perhaps from Germany. More and more manufacturers are looking to machine shops, manufacturers of tanks and vessels, fabricated structural steel and other project equipment in Asia and Eastern Europe. As manufacturers go further afield, competitive prices and quality top the list of qualifications they seek. Logistics concerns associated with procurement in these markets also merit attention.

Dennis Devlin, BDP's Director of Global Project Logistics, says that, "We have definitely seen an increase in international procurement of project equipment. Many of our clients are looking at suppliers in China, Thailand, India and the Eastern European countries. We are working closely with our clients to assist with landed cost analyses prior to purchase orders being issued. Some of the challenges involved in shipping machinery and equipment from untested suppliers include the quality of shipment preparation such as packing, ensuring that cargo is properly lashed on board ships, in or on containers (standards or flat-racks), and safety. Once P/Os are issued, we and our project logistics colleagues in Asia and Europe work with clients, their suppliers, truckers, stevedores and shipping agents in origin countries to ensure timely and damage-free delivery of critical project equipment." 🌐

For more information, contact Dennis Devlin, Director of BDP's Global Project Logistics, at ddevlin@bdpnet.com, or (281) 209-2601.

The Changing face of global logistics



The shipping industry and its stakeholders are grappling with a number of major pressures, each driving substantial changes in how we conduct business. Current and imminent cargo rules are being layered on top of global and increasingly complex supply chains, while technological advances are being implemented to help integration of business activities. These drivers of change demand new and unique approaches to enable companies to grow profitably, while continuing to provide premium customer service.

Rampant regulations

A new-world order of security activities is beginning to have a global impact. Much like a stone dropped into a pool of water, U.S. Department of Homeland Security initiatives have had a ripple effect on shippers, transportation modes, and their resources, pushing shipping security actions out beyond U.S. borders. The demand for faster, more, and better information, as well as additional business requirements to meet these security regulations, is putting immense pressure up and down the supply chain. The 24-hour Manifest rule now in place and the impending requirements of the Trade Act of 2002 have only increased the pressure to perform and to change.

Failure to change will mean increased cycle times, delayed shipments, increased costs and penalties, and lost customers.

Warp speed of change

The three key elements of industry change within the supply chain—increased needs for visibility, velocity, and adaptiveness—are also opportunities for companies to further develop and fine-tune their service capabilities.

True end-to-end visibility is a much sought after, elusive prize. It will be expensive and challenging. “Although everyone tells you that they have the solution, in fact each has a piece of it and the only way all of us are going to afford end-to-end visibility is to work together,” says Jennifer Gold, Director of BDP Project Management and Business Analysis. “It is far too expensive for one

entity to solve this challenge single-handedly—it requires cooperation among partners and other critical service providers. It is really about knowledge delivery, not just information visibility, that will make the difference. Knowledge is much more valuable.” Customers want real-time speed of data, or at least as near real-time as possible. This, too, requires serious investment of resources and an integrated global process that can truly deliver.

“Managing supply chain complexities effectively on a global level requires collaboration, standardization, and adapting quickly to the forces of change.”

John Criswell, BDP Director of Global Business Processes and Solutions

As the pace of business change continues to gain momentum, old systems in place at most companies are beginning to groan under the added weight of meeting deliverables they were never meant to handle. “We must build into our processes and platforms the ability to configure, control and change the business process because the pace of business change is accelerating rapidly,” Gold adds.

A clear plan and an execution strategy to

manage global supply chain complexities are a must for all companies who want to be successful. Some of the issues to be faced include: complete origin to destination visibility interest; competing supply chains; strategic sourcing; changes in manufacturing and distribution; currency fluctuations; political, cultural and health concerns; and the expanded definition of “customer.”

“Managing supply chain complexities effectively on a global level requires collaboration, standardization, and adapting quickly to the forces of change,” says John Criswell, BDP Director of Global Business Processes and Solutions. “Through collaboration, your service providers play an important role in the ebb and flow challenges of the supply chain. Supply chains that seek standardization, coupled with linking partners together, will enjoy a competitive edge in the near future.”

“In the international world, companies no longer compete strictly within the walls of their organizations,” says Gold. “You have to work together with your partners upstream and downstream along the supply chain in which your company participates, driving up value and driving down costs. You must work collaboratively with all your partners across this end-to-end supply chain. In today’s competitive environment, an entire supply chain competes holistically against other supply chains in its industry. And on the international stage, this dynamic becomes extremely complex.”

(Continued on back page)

Web-based technology that works

Every company wants to be more competitive, more productive. Shippers quite rightly demand that their service providers bring the best tools and the best people to the table. One of the keys that shippers should look for when selecting a logistics resource is the true level of the company’s technological capabilities, and especially its information infrastructure platform—in other words, the foundation for its various business applications. The importance of a well designed, comprehensive platform has taken on a greater significance as the need for web-based business solutions has increased.

BDP’s knowledge-delivery platform, *BDPXpedion*, is the solid foundation that provides the company’s web-based portal, *BDPCustomer.com*, as well as the web-based data warehouse, tracking, documentation, and customer service capabilities. Development of the platform, portal and applications is being driven by not only clients’ current needs but also by what the shipping industry will demand in the near future. Information quality and knowledge delivery have become competitive differentiators for logistics providers and for shippers. Selecting a logistics provider that can deliver both is essential.

For more information on BDPXpedion, contact John Criswell, BDP Director of Global Business Processes and Solutions, at (215) 629-4523, or jcriswell@bdpnet.com.

The 2002 Trade Act

(Continued from page 1)

It may also mean a more tight-lipped approach to the process, as it now becomes part of the bigger national security picture. Is it adding another layer of security checks? Is it big brother or *Big Brother*? Only time will tell.

It has already raised a lot of concern from the point of view of the shipping trade, which is asking, "Why are you doing this? Why are you bringing another agency in to inspect cargo? Customs already has a program in place and it's working." *The Wall Street Journal* highlighted the changes by posing that "new rules intended to help defend the nation's borders against terrorist activities threaten to slow the movement of cargo," echoing shippers' concerns and raising the specter of disruptions in just-in-time deliveries.

Also, if I'm in Customs, I'm wondering why TSA suddenly is involved in what I'm doing. While there is no apparent overlap, in the future who will handle cargo inspections? Customs or TSA? Or will TSA handle air and Customs handle ocean? It's the Dept. of Homeland Security talking—saying that the new security measures must be undertaken.

The proposed ruling was issued July 23. There was a 30-day period for industry comments, and a final ruling is scheduled to be posted on October 1. The final regulations are expected to be mandatory by the beginning of 2004. Also according to *The Wall St. Journal*, while the U.S. government estimates that meeting the new requirements will cost U.S. businesses and the economy less than \$100 million a year, with little impact on efficiency gains of the last decade, many manufacturers, transportation companies, and importers and exporters are concerned that the true costs and the total effect of the new rules will be much higher.

What to look for

When the 24-hour rule was issued, both paper and electronic processing were acceptable. Now it's electronic only.

Exports

Due to the current system constraints of Customs' systems to accept manifest information for all modes, the Automated Export System (AES) is going to be the primary vehicle to gather all export data. The data requirements remain the same, but the timing of when those data are required will

tighten up. Customs will use its present system to obtain commodity data, and is developing modules for transportation details, such as manifest information. As these modules are developed, all affected parties will be informed of the systems and regulatory changes. Implementation dates for export shipments will take effect in April 2004. Stay tuned.

Imports


The biggest impact is likely to be on inbound shipments again:

Air

Like the 24-hour manifest rule on the ocean side, the air cargo transaction must be handled electronically. Currently, if your cargo is being moved through consolidators, instead of one of the master carriers such

as British Airways or Lufthansa, then it is probably on paper. The change to electronics submission to Customs for consolidators will be significant.

Truck and Rail

Carriers handling truck and rail shipments between the U.S., Canada and Mexico will now be required to submit manifest information electronically, which could create problems for truckers. Motor carriers never have been included in the Automated Manifest System (AMS). A truck manifest system is sure to be among the first modules in the Automated Commercial Environment (ACE). 

For more information on these proposed regulations, contact Michael Ford, BDP Vice President, at mford@bdpnet.com, or (215) 629-8924.

Summary of Electronic Submission Timeframes		
Mode	Inbound Baseline time-frame for advanced electronic submission	Outbound Baseline time-frame for advanced electronic submission
Vessel	24 hours prior to lading at foreign port of departure	24 hours prior to departure
Mode	Inbound Baseline time-frame for advanced electronic submission	Outbound Baseline time-frame for advanced electronic submission
Air	4 hours prior to arrival in U.S.*	2 hours prior to scheduled departure
Rail	2 hours prior to arrival in U.S.	4 hours prior to attachment of engine to train to go foreign
Truck	1 hour prior to arrival in U.S.	1 hour prior to attachment of engine to train to go foreign

Note:

- ▼ U.S. exports to Canada are not subject to advanced electronic cargo information submission under this proposal unless the merchandise is (a) licensable by Dept. of State or Dept. of Defense regulations, or (b) transiting Canada with a third-country destination.
- ▼ *For air shipments that require reporting to Customs departing for the U.S. from any foreign port or place in North America (including locations in Mexico), Central America, South America (from north of the equator only), the Caribbean, and Bermuda, cargo information must be received no later than the time of departure for the U.S. (no later than when the wheels are up on the aircraft and it is en route directly to the U.S.).
- ▼ Carriers must report carrier identification, origin, destination, complete cargo description, and the names and addresses of shipper and consignee.

Data management that's clear to see

Providing cargo transparency to the leading global manufacturer of shrink packaging

Case Study: Cryovac® - Sealed Air Corporation



"Many companies talk about providing good service but the real call is with the customer. BDP stands behind their service statements."

*Mr. Mohamed Fairuz,
Plant Manager -
Kuantan, Malaysia
Cryovac - Sealed Air
Corporation*

Sealed Air Corporation and its Cryovac brand is a leading global manufacturer of materials and systems for protective, presentation and fresh food packaging in the industrial, food and consumer markets. Cryovac is the market leader in specialty packaging systems—everything from laminates and bags for food to specialized protective products and customized packaging. Manufactured through four divisions of Sealed Air, a U.S.-based company, Cryovac is synonymous with superior quality and high standards of excellence.

One of Cryovac's Shrink Packaging Division plants is located in Kuantan, Malaysia. The plant manufactures shrink films for the entire Asia marketplace. Some of the raw materials used in the production process are shipped from the U.S., while most are supplied by nearby petrochemical companies in Southeast

Asia, thanks to Kuantan's reputation as a petrochemical hub.

For Cryovac, getting product to market within Just-in-Time (JIT) schedules is the norm, requiring high standards of service. To meet challenging shipping schedules, Mr. Mohamed Fairuz, Cryovac's Kuantan Plant Manager, demands exemplary performance in the movement of his company's imported raw materials and the export of finished goods to customers.

"Over 18 months ago we appointed BDP to be our sole freight forwarder. We selected BDP because of their reputation and their competitiveness," explains Mr. Fairuz. "I have been in manufacturing for a long time and I know BDP's reputation. No one wants to do business with a company that cannot provide good service. You can have good prices but at the end of the day, if the level of service is not there, it is more costly to your company."

CUSTOMIZED SOLUTIONS

To meet the time-sensitive demands of the client's supply process, BDP provides a range of customized services, greater transparency of cargo movement, and the management of Cryovac's carriers' performance and space allocation needs. This includes customized logistics reports on export record, by customer, by sector, and by volume, as well as a customized tracking record for all export information based on customer order number, and the number of product rolls from the client's factory. A track and trace capability with online access is provided for Cryovac's regional customer service representatives. In addition, JIT support for container loading, delivery into port, documentation declaration and loading on board vessel help keep Cryovac's inventory low. "As part of a cost-saving initiative, BDP manages

the performance and space allocation of Cryovac's carriers based on first tier and second tier support," says Ching Dew, Country Manager of BDP's extensive Malaysia operations, "including monitoring and selection of carriers based on cost and transit time criteria." Instead of the client obtaining and reviewing different quotes from various carriers, as well as the range of lead times based on direct or stopover schedules, BDP provides a single quotation with a rate. "BDP gives us the vision of one carrier leaving one port—when it leaves and when it arrives," Mr. Fairuz states. "With that information, we decide which carriers and rates to select. This is very useful to us."

Because cargo transparency is critical to Cryovac, BDP set up a single-flow solution for logistics management of the client's import of raw materials through to the export of finished goods to customers in Malaysia and the entire Asia-Pacific region. Ninety percent of those goods—rolls of packaging placed into cartons on pallets and in containers—are shipped within the Asia-Pacific region; the other 10 percent are exported to the U.S. These are generally full container loads to most destinations.

"The track and trace capability of the customized reporting system lets the client view each container and its rolls of product directly from the plant in Kuantan," says Ching Dew. "This shipment data allows Cryovac customer service representatives in Taiwan, Korea, Japan and China to log into the track and trace system by viewing the packing list information so that they can see inside a particular container and verify the number of rolls there."

"We selected BDP because of their reputation and their competitiveness."

Mr. Mohamed Fairuz

MEASURING UP

BDP staff are also located just five minutes from the Kuantan plant and are active participants in Cryovac's Supply Chain Operation Review Team, providing service and performance updates during the client's monthly production/operations review.

"Every second of every day, business is being conducted throughout the world," Mr. Fairuz emphasizes. "That requires meaningful business contacts, which means people who can communicate. The accuracy and the professionalism of BDP people has been a big advantage. They deliver what we expect them to deliver. Many companies talk about providing good service but the real call is with the customer. BDP stands behind their service statements. Having worked with other freight forwarders, there is a yardstick against which to measure. We make comparisons and BDP is far ahead of any of our previous resources.

"In addition to BDP's accuracy, professionalism and cost savings, the company provides us with a very timely and complete Customs export and import documentation process, which Cryovac's finance people find very easy to work with. Although it is a very tedious job and demands attention to detail, checking invoices, etc., BDP's process is very presentable, clear and straight to the point, which makes the documents easy to process."

As plant manager, Mr. Fairuz must balance a number of responsibilities, while satisfying the needs of many clients. The most important goal for Mr. Fairuz is keeping his customers happy. "You can judge the quality level of service by the number of complaints," he points out. "Although achieving 100 percent accuracy is difficult for any company, shipment delays for us are very minimal. Our customers are happy and that is what counts at the end of each day. BDP's service is professional, helpful and friendly—it's very good for the business."

Ten key steps when selling goods on a “delivered basis”

Getting goods to market is often like a hurdles race, as one challenge after another looms ahead. Increased competition and other global business challenges only raise the performance bars higher. However, companies have a tool that will help not only help them compete globally but also keep the customer's best interests up front. The key is to identify the best Terms of Sales that will meet the customer's needs. Known as Delivered Duty Paid (DDP), it is the maximum obligation a seller can set forth to a buyer.

When utilizing the DDP process with your customer, be sure to set up the proper procedures and make certain all parties involved understand their roles, know their costs, as well as the time elements involved in delivering the goods to market at the right time and at the right cost. Following are some Best Practices to implement within your process:


1. Maintain visibility of your shipment: from load point through final delivery point requested by the client. Make sure cargo tracking is available for your shipments—being able to see your cargo or receive an alert when an exception occurs is a must, not a maybe.
2. Utilize a local company (broker) that can handle all requests and proper clearance in the Country of Importation. The resource must be able to react quickly to address all Customs matters

that could delay a shipment due to missing information or documents, or the payment of all local fees and taxes.

3. Select the right carrier (truck/ocean/air/rail) for the right service points—this is critical in getting the goods to their final destination. The customer expects the goods on a specific date and at a specific location. The carrier with the best price may not be the right choice.
4. Know up front the process involved and the time elements between points of pick-up and delivery of the transportation carriers that are being used (local haulage as well as the major carrier).
5. Know all of the time elements that exist in the delivery of the goods: how long it takes to move goods, load the goods, have the documents—correct and accurate—at the right place, including Customs clearance. Begin with order acceptance through to order payment.
6. Understand all costs involved in the final delivery of the goods. Set up a profile for clearance costs, movements of goods, and custom formalities in advance, as well as the actual costs as they occur. At the end of the process match expected with actual to see if any cost differences occur. Be sure you can answer the following questions:
 - a. What are the expected costs of duty?
 - b. What are the expected costs for clearances?

- c. What are the expected costs for all Inland Haulage?
- d. What are the expected costs for other “local” charges?
- e. What are the costs for currency conversion?

7. Understand all compliance issues: the local rules and regulations of the country that you importing into. Are “foreign” entities allowed as “Importer of Record” for Customs?
8. Know if there are any advantages or disadvantages for allowing the seller to be the Importer.
9. Note: Many countries restrict foreign companies from importing goods into their country. Local taxes and fees may not be allowed to be refunded when a foreign company has been noted.
10. Once the order has been delivered and the customer has made payment, go back and check all estimated versus actual costs, and scheduled time period versus actual time period. This will enable you to determine if you “hit the mark” or if improvements, such as shortening the delivery time and/or lowering cost factors, can be achieved for future shipments.

To keep your clients happy make sure that all activities point toward meeting the customers' needs by ensuring a smooth and safe delivery of goods at the specified time on the specified day and at the right location. 

For more information on selling goods on a delivered basis (DDP), contact Michael Ford, BDP Vice President, at (215) 629-8924, or mford@bdpnet.com

MARKET BUZZ

Unwanted e-mail

According to a Probe Research forecast in *Business 2.0*, during September 2003, unsolicited commercial e-mail will cross a symbolic threshold when, for the first time, spam will makeup fifty percent of all e-mail traffic. Analysts estimate that combating spam costs U.S. businesses \$10 billion annually.

Do-not-email

According to a survey by the ePrivacy Group, consumers heartily support a “do-not-email” list—based on the telemarketing equivalent (see below)—as well as the right as citizens to sue spammers.

Do-Not-Call

A few weeks ago, more than 30 million U.S. residents had signed up for the government's do-not-call list, a free registry for blocking unsolicited telephone sales pitches, the Federal Trade Commission reported. Thousands were being added each day. Eighty percent of people who joined the list did so via online. The registration service is accessed by calling 1-888-382-1222, or by visiting the website, donotcall.gov.



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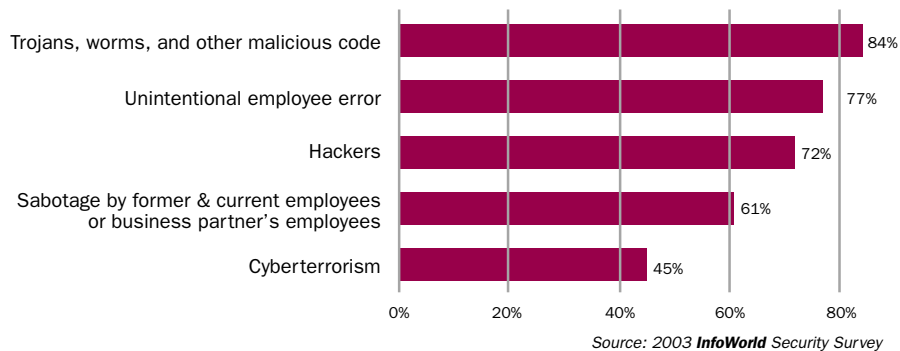
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NETWORK SECURITY

Top five threats to enterprise network security



(Continued from page 4)

Supply chain pressures can be felt in two areas:

1. The need for knowledge
 - More than data and information
 - Know what it all means
 - Know what to do about it
2. The need to reduce risk
 - Reduce error and rework
 - Reduce cycle time and inventory
 - Reduce documentation distribution and communication costs

Failure to keep up with those global supply chain changes will result in lost business and revenue, delayed shipments,

increased service issues, higher cost of doing business, and unhappy customers.

Integrating business processes

Technology alone isn't enough to make a competitive difference. It has to be driven by specific business needs and with the full, long-term commitment of senior management. Today, a company must look at multiple integration options to make systems fit those needs. Those technologies should include embedded adaptiveness and configurability capabilities, to ensure they can handle future business changes as they occur.

This requires a unifying operational

infrastructure, for which new integration technologies, sometimes called "integration layers," often play a central role. These integration layers translate and transform business data, as well as provide for a configurable business process infrastructure, and provide for effective and productive electronic business "conversations" between shippers, their customers, and key service providers.

"Faced with the need for change," Gold asks, "how best can you accomplish that to meet challenges as productively, efficiently, effectively, and as profitably as possible? At BDP, we have a proactive information technology infrastructure, BDPXpedion, which was designed as part of the solution to help shippers improve their business processes. The BDPXpedion platform includes such an integration layer. BDPXedion, with BDPCustomer.com, our portal, together with the company's suite of data management and knowledge delivery applications, gives customers the benefits of advanced web-based global logistics capabilities."

For more information on change issues and technology, contact John Criswell, BDP Director of Global Business Processes and Solutions, at (215) 629-4523, or jcriswell@bdpnet.com.

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