

BDP gateway

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Helping Global Shippers Navigate The Value Chain

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Unique public/private partnership leads the way

In response to the potential threat to homeland security from the large number of ocean cargo containers that are shipped annually into the U.S., on June 14, 2002, government and the private sector got together and took a meaningful step in learning how containers can move through the supply chain more securely.

Working in collaboration with our customer Osram Sylvania, BDP's Boston office— together with our Global Network and Transport divisions—participated in the first phase of the Operation Safe Commerce (OSC) cargo container security initiative. OSC, funded by the Department of Defense, and endorsed by The Office of Homeland Security, U.S. Customs, Department of Justice, Department of Transportation, and others agencies, stands as an excellent example of what can happen when the private sector and the public sector
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Connecting ALL the dots

MAKING IT EASIER TO DO BUSINESS

Last year, we discussed the challenges in reaching “Supply Chain Nirvana” (*Gateway Summer 2001*)—which was and still is promised by many supply chain management companies—how IT and third party logistics providers (3PL) have yet to fully deliver on claims of comprehensive transportation capabilities for shippers; how the supply chain’s complexity remains one of the biggest hurdles, if not THE biggest hurdle, and how a client’s need for a customized approach drives partnering and technology selection.

Twelve months later, positive progress has been made by a few 3PLs and lead logistics providers (LLP) to help make the lives of transportation and logistics managers easier.

Information is Power

Global access to local data—access that is fast and convenient—is one of the true tests of effective transportation and logistics management. You don’t have to be a CIO or a CMO, a COO or a CEO to know that it’s all about 24/7. And SCM and JIT. Most of all, it’s about T-I-M-E.

And that means IT. Not just technology that keeps you up with the corporate Joneses, but technology that makes a major difference and that adds value at all

stages of your business processes. True globalization requires that shippers be ready on all fronts, able to reach out to every corner of the world, as well as enabling every corner of the world to reach out to them. It also requires quick access to all the data you, your employees, clients and partners need in order to make informed decisions.

The right business intelligence can boost your company’s performance

Your company’s information systems capabilities are an extension of your business goals. For transportation and logistics managers it’s particularly important to be able to manage information—the right information—at all times, because the right business intelligence can boost your company’s performance and contribute to the building and development of customer relationships.

New universe of opportunities

Building relationships means increasing efficient access to and sharing of information, and most of all, collaboration.
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Connecting ALL the dots

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To achieve this, a growing number of companies are turning to web-driven and web-enabled applications to not only solve their data access problems, but also to help increase productivity. However, unless those applications make it easy to find what you're looking for, they are just another layer of technology getting in the way of doing business.

Portals, the relatively new kids on the technology block, such as BDP's recently introduced *BDPCustomer.com*, are at the technological center of this new capability, and are making a big impression. IT executives are expanding their use of portals to help cut costs and extend applications and data to customers and their own staff, who are becoming increasingly more mobile and demanding faster centralized access to a wider variety of transportation and logistics applications and databases.

If carefully designed, portals, which basically assemble content and deliver applications, can be highways to a new universe of opportunities. Their goals should be to help improve customer service, support streamlined business processes, and improve operational productivity, efficiency and effectiveness. With one-stop access, users no longer have to sift through different applications to get the information they want.

The benefits to customers of a well-designed portal include:

- Enhanced end-to-end supply chain visibility
- Complete range of logistics and transportation needs:
 - Import and export operations
 - Order management
 - Shipment management
 - Regulatory compliance
 - Operational reporting
 - Order/shipment/inventory visibility (expanded track and trace capabilities)
- Increased reliability and accessibility of documents, knowledge/information, communications and messaging, and event management

- "One-stop-shop" and single sign-on, plus user-friendly formats for questions

"Instead of patchworks of online information, companies must give customers easy access to the exact products or services they want."

Ken Wensel, BDP Sales and Marketing Vice President

Customer-centric


A portal is exactly what a customer-centric organization should provide, says Ken Wensel, BDP Sales and Marketing Vice President. "It's all about access to services," he states. "Instead of patchworks of online information, companies must give customers easy access to the exact products or services they want." The emphasis is on "easy." User-friendly to be specific. Whether it's easy access to data that may reside in multiple applications and databases, or simplified management of that data. "A well thought out portal is an excellent communications tool," adds Wensel. "It speeds up communications between all parties." Security, always an issue when proprietary data is involved, is ensured so that users view only the information that they are authorized to access.

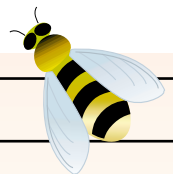
BDPCustomer.com provides global tracking and status, document delivery and data warehouse capabilities that can be accessed through one website and is the

first step in the company's web-based business process and information systems infrastructure platform, *BDPXpedion*. A secure site, *BDPCustomer.com*'s current features include the ability to scan documents and display for viewing on the Internet a booking request capability where a customer can submit a request and receive a quick response via e-mail or other mode. *BDPCustomer.com* can be an excellent point of access to a wide range of news, and general information.

"It fully supports BDP's global lead logistics provider strategy and vision," says Jennifer Gold, BDP Director of Project Management and Business Analysis. "Input from our clients and regional staff ensured that we identified the common requirements and critical success factors...enabling us to support country- and region-specific capabilities for our clients."

Early feedback from client users is very positive. For overseas customer service representatives at Philadelphia-based specialty chemicals manufacturer Rohm and Haas, it is important to obtain immediate answers about cargo arrivals, questions about ETA and if there are any changes, when documents were sent out, and courier numbers. Ron Reynolds, Rohm and Haas Interregional Supply Manager, recently reviewed *BDPCustomer.com*. "I found it very helpful to track shipments both current and past," says Reynolds. "This type of information can be very helpful in understanding barriers, improving our processes and troubleshooting complaints. The continued development and enhancement of this tool can be very useful to our customers and Customer Service Representatives worldwide."

For more information visit www.BDPCustomer.com, or contact Chris Dominguez at cdominguez@bdpnet.com. 



MARKET BUZZ

According to David Wyss, **Standard & Poor's** chief economist, post 9/11 security-related measures will cost corporate America \$135 billion this year, including \$20 billion for increased workplace security, \$15 billion to back up information systems, and \$35 billion in higher insurance premiums.

GROWING THE OLD-FASHIONED WAY Bigger is not necessarily better



The concept of growth—as in true, bottom line growth—has often been distorted behind the curtain of PR spin, which follows the endless parade of mergers and acquisitions we have witnessed across nearly every industrial sector in recent years. As if buying up other companies alone is supposed to work like some magic bullet to achieve prosperity.

Acquisitions alone aren't about true growth. All they really prove is that Company A has the resources (and maybe the ego) to buy Company B. The business landscape is littered with the bodies of organizations and leaders that promised stakeholders big growth—only to see the quality of their service hit the skids. Proving that bigger is not necessarily better.

For BDP, growth is closely linked to our customers, who increasingly are realizing the competitive demand for a broader level of service. Make no mistake, 3PLs must do what they do well in their freight forwarding, customs brokerage, transportation and other core services. But manufacturing enterprises that ship products on an international scale are increasingly looking to gain measurable value from a more strategic, global approach to logistics and supply chain management.

To meet this growing demand to deliver value, companies like BDP must look for ways to achieve greater control—geographic and informational—over the delivered quality of the international logistics management process. Certainly, merging, acquiring and partnering with other companies, which possess services that complement our own, is one way to gain additional clout. But buying companies is no guarantee of good service. Success—let alone survival—isn't predicated upon hanging a shingle with a logo outside every plant or office a company may be able to acquire.

Partnerships for performance

At BDP, we believe in growing through operational excellence, relevant

information management tools, and yes, by forging partnerships and prudent acquisitions. We see growth as a matter of doing what we do best, and constantly looking for ways to do it even better through process improvement and solid relationships. When we distinguish ourselves by delivering uncommon levels of service that go above and beyond our customers' expectations, we grow.

Yet when it comes to partnerships and acquisitions, it doesn't make a whole lot of sense to start from scratch with a product, service, market or location where we have less experience. Rather, we believe in pooling our strengths with organizations we will complement; companies with good reputations and solid infrastructures within their geographic spheres of operation, and proven competence in what they do and where they do it. It all comes down to sweating the details to pick the right partners.

Thus, BDP's phased acquisition of T.I. NV, announced in May, will play a key part in our company's strategy to help our customers grow in Europe. T.I., which is based in Antwerp and has offices in Brussels, Singapore and Bangkok, has a strong presence in the chemical market sector. Among T.I.'s leading customers are Bayer, Degussa, and Exxon Mobil. Approximately 100 employees strong, T.I.'s core services include forwarding, customs brokerage, air and ocean transportation, bulk terminal operations and ancillary logistics process services. By continuing to work in close collaboration with our regional core service partners, The Bernard Group and The Ziegler Group, the addition of T.I. is enabling BDP to enhance its presence in the European community necessary to deliver the broader logistics solutions our customers are seeking.

T.I. itself is already a successful and growing company; a company that is rightfully proud of its history and accomplishments. We value the T.I. management team and employees and are committed to providing the tools and support necessary to help the business become even more successful. With T.I. we will have a solid foundation in the European business community that will reach beyond shipments and transactions, to value chain solutions for our customers.

In Europe and elsewhere, BDP intends to continue growing based on traditional values—building strong internal and external relationships, applying world-class technology and taking very good care of our customers.

What price protection?

The longstanding dispute between environmentalists and the chemical industry on how much data should be available to the public took a dramatic turn on September 11. Publicizing chemical risks is a double-edged sword, says the industry. The belief is that terrorists would just as easily have access to the same data as at odds with "right to know" advocates. For example, knowing the location of drinking water sources, connected to the use of chlorine chemicals, is a recipe for disaster, chemical industry lobbyists and spokespeople argue. So far, the lobbyists have been successful—the Federal government stepped in and has limited access to public data, as well as to government data, related to hazmat pipelines, chemical plants that handle and store the most dangerous chemicals, and sources of drinking water.

Permitting voluntary security activities and a high level of secrecy by chemical companies, the government and law enforcement agencies are supporting the chemical industry's approach to fighting terrorism. However, Senator Corzine (D-NJ), apparently is planning to reintroduce an amended bill that, if adopted, will force those chemical plants considered to be most at risk to attack to adopt alternative technologies. Failure to do so could result in penalties and even shutdown of plants. Guidelines for safer technologies have already been distributed to companies by the Environmental Protection Agency (EPA), in concert with other government agencies. Of concern is that serious security improvements could take one, two, or even three years to implement. And it's not only chemical companies that are in the spotlight. Oil refineries, energy plants, and other major targets are high on the security radar.

Go faster but slow down

Caught right in the middle of this call for greater security—especially for containers at ports and trucks at border points—is one of the core elements of transportation and logistics: Just-in-Time transit. Balancing security needs with business needs, which in turn affect all of us in some way, is going to take some doing. Is there a breaking point? What are we willing to accept? With more than 300 ports to worry about, U.S. Customs has its hands full. Currently, less than two percent of containers are actually inspected.



SECURING YOUR SUPPLY CHAIN

Just as security becomes even more important for importers and exporters, companies continue to adapt Just-In-Time inventories and adjust their logistical processes to meet their global business needs. Governments develop and implement new rules and regulations to secure national borders and the goods that pass through them. These two seemingly conflicting goals reflect one of the biggest challenges that businesses face today.

Making your supply chain secure involves your suppliers, supply points, as well as the methods and modes of transport used to reach your clients. Reviewing the informational flows that move along with your goods is just as important for cargo security as the actual sealing of a container to prevent any outside third party from touching your cargo.

Low risk, high return

U.S. Customs has established the C-TPAT program with importers in this country that will provide benefits to the importer—if specifics of the program are followed. Importers will be deemed “low risk” by meeting the program’s requirements. All goods imported by the “low risk” customer will be allowed to move quickly through the process, resulting in fewer inspections. While participation in this U.S. Customs program will cost an organization some time and money, in the long run it will provide worthwhile payback through the benefits of a more secure supply chain and faster movement of goods.

Key word is Control

Control your flow of goods and you control your security.

- Review your terms of sales on all transactions that you offer to your clients today. For U.S. imports, attempt

to gain control of the cargo at your supply point and offer the movement of the goods through the network that you have set up, one that is understood and where all parties involved are known to you. All parties that participate in the flow of your goods must have track and trace capabilities to ensure the cargo is as visible as possible as it passes through their network.

- Review all suppliers in your network and become familiar with their process in the movement of goods. Ask questions: Do they manufacture the goods at the same place they load the goods? Are all facilities owned and operated by the supplier? If not, who owns them? Do they use “Approved” carriers for all shipments? Do they screen their employees for possible criminal violations?
- Attempt to place electronic seals on your container shipments. The electronic seal will quickly alert you and others involved in the transportation process that your shipment has been tampered with.
- Make certain that the flow of information connected with the shipment is available prior to the landing of the cargo at port (air or ocean).
- For hazardous materials, ensure that each supplier understands the U.S. rules and regulations for the importation of goods into the U.S. (See Gateway newsletter, Winter edition 2001 for further details).
- Develop a corporate contact list in cases of emergency. Keep the list up-to-date and with the most efficient information on how to contact the appropriate parties that are authorized to take action.

Walk the Talk to contain terrorism

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at the local level combine to make an investment in better security practices.

The first container in the OSC test program arrived at the Osram Sylvania plant in Hillsborough, N.H. on June 7, by way of Hamburg and Montreal, 16 days after departing Osram’s factory in Nove Zamky, Slovakia. The shipment of automotive lamps was said to be the most closely watched shipment in the history of intermodal transport.

Equipped with a global tracking device and an electronic seal to prevent tampering, the objective was to identify weak points in the shipment process.

Ultimately, the goal is worldwide application of what is learned from this prototype security process. The government has stated that this could be a way to secure and certify as safe cargo containers before they reach the United States—“pushing the line of security away from the U.S. border”—enabling such cargo to move expeditiously through U.S. Customs. Such a capability would then free up U.S. Customs agents to more closely monitor containers they believe may pose a legitimate security threat.

OSC is not only about supply chain security, it’s also about information technology that really works, as well as corporate support for national security, empowered government, and process change. All of us working in collaboration.

In short, our role in Operation Safe Commerce is one of a number of initiatives in which BDP and other service providers can share their core strengths—in international trade processes, regulatory compliance and transport information management—with customers and government agencies, to find better ways to secure the uninterrupted flow of commerce.

Richard Bolte, Jr., President
BDP International

(See related Regulatory Watch C-TPAT story on page 7 of this issue.)

A quantum leap for logistics process

The right mix of people and technology

Case Study: Rohm and Haas

Rohm and Haas Company, one of the world's largest manufacturers of specialty chemicals is very selective with its resources. When it comes to the safe, secure and timely transportation of its materials, the need for superior logistics services is a top priority. Especially when you consider that the company operates nearly 140 research and manufacturing locations in 27 countries. Its products—technologically sophisticated materials used by a variety of industries to produce high quality products and goods—can be found in everything from paints and coatings, electronics, household products and detergents and personal care to water treatment, adhesives, plastics, and salt.

Over the years, most of this specialty chemical manufacturer's innovations have usually taken place quietly and effectively behind the scenes. Which is where you will find Terry Kelso, Export Manager for Rohm and Haas. Kelso, located in the company's Philadelphia-based main offices, oversees the management and coordination of the customer service and transportation functions for Rohm and Haas exports. For Kelso's operations, the customer is not only the end customer

but also Rohm & Haas subsidiaries in each of the company's four regions: North America, Asia, Europe, and Latin America. Working with a small core group of strategic alliance partners, the Rohm and Haas Interregional Group ensures that all the operational and contractual activities associated with shipments run smoothly. And that calls for high-end logistics management and customer service.

GROWING PARTNERSHIP

What began as a freight forwarding contracting process relationship between Rohm and Haas and BDP International many years ago has evolved into a strategic partnership. Included are BDP customer service functions for nearly all of the chemical manufacturer's U.S. exports from its Philadelphia (its central hub), Houston and Chicago locations, plus project logistics services for Rohm and Haas specialized equipment shipments, and more recently its air cargo out of the U.S.

One of the key elements of the Rohm and Haas export operations is an on-site BDP customer service representative (CSR) team, comprising logistics coordinators under the

direction of Matt Hawksley, Supervisor. Implemented less than two years ago, the two CSR teams (from Rohm and Haas and BDP) work hand-in-hand. "Each quarter, the Operation Management Team, made up of our managers and supervisors from both companies, discuss operational issues, review how things are going and roll up the last three months' metrics," says Kelso. "Then, every six months, we meet with an executive team representing both companies. The relationship allows us, at different organizational levels, to interface with BDP, from Rohm and Haas Director of Logistics, Kevin Rumbelow, and BDP President Richard Bolte, Jr., on down. It's a well structured process with touch points at all levels, which allows us to not only review what we have done but also where we have moved the relationship to since the last meeting. The partnership is evolving based on our needs here at Rohm and Haas."

According to Hawksley, BDP's transportation expertise, including trucking issues and knowledge of restrictions and regulations in and out of any country in the world makes a big difference. "Being on-site, we offer a wealth of knowledge and can handle these types of



"It's a well structured process with touch points at all levels... it is very much a 'we' business relationship."

*Terry Kelso,
Rohm and Haas
Export Manager*



shipments quickly,” he says. “Often that means adjusting a shipment from ocean to air. In instances where documentation or cargo was delayed, we worked with Rohm and Haas to ensure demurrage was avoided. We coordinate with Rohm and Haas customers to ease their mind, while working with the carriers to keep things running smoothly and avoid cost issues.”

Staff from both companies’ CSR teams are involved in each other’s training activities. “I am very pleased with BDP’s service—they are a great partner,” adds Kelso. It is very much a ‘we’ business relationship. Both parties have worked to make it a success—it’s all about good communications. BDP staff members know an awful lot about our business and our markets. It’s to the point that BDP staff sit with us and the regional customers in our evening teleconferences, when we’re working through an issue.”

“The Rohm and Haas-BDP relationship is an asset to our export processes,” says Kelso’s manager, Ron Reynolds, Rohm and Haas Interregional Supply Manager. “From order to the booking to the documentation, we now have better visibility and understanding of our customer requirements, which should yield improved on-time delivery and customer satisfaction. The in-house service provides one-stop shopping for our CSRs in our global regions, resulting in quicker resolution of issues and identification of opportunities.”

According to Kelso, Rohm and Haas has always demanded that its resources provide more than the classical services. “We expect BDP to contribute to our supply chain management process,” she points out. “BDP staff is turning around data in our SAP system at the same time they are working with their own system.”

ENHANCED DATA ACCESS

BDP’s recent implementation of its new website portal, *BDPCustomer.com*, has added another dimension to its customer service capabilities. The first step in the company’s web-based business process and information systems infrastructure platform, the portal provides convenient, one-stop access to global tracking and status, document delivery and data warehouse capabilities through one website.

Kelso recently participated in a review of the new portal’s capabilities. “We are hoping for big things from *BDPCustomer.com*. This is an excellent tool for our regional offices to let them know where their cargo is and where their documents are...we see this as strengthening the partnership through better communications and technologies.”

SHIPMENT SAFETY

With heightened security and other hurdles in shipping hazardous materials, BDP’s expertise in handling hazardous chemicals is also a big plus for Rohm and Haas. “BDP’s knowledge base and its trade compliance experience makes them a great resource for handling the documentation, freight forwarding and all the related activities within the chemical industry,” Kelso adds. “Although we have a lot of knowledgeable staff here at Rohm and Haas, we can also depend on BDP’s proficiency in handling hazardous chemicals to provide another viewpoint or more information. When it comes to market intelligence for the (chemicals) marketplace, we can count on their opinion.”

On a regular basis, BDP receives requests from Rohm and Haas for unusual shipments. Adds Kelso, “We rely on BDP to handle those requests. We trust that when we give them, for example, a hazardous chemical of any class that they will handle it and as we are the legal shipper of record, it means we have a tremendous amount of trust in BDP to move our shipments without any problems.”

“We hadn’t thought of BDP as an air carrier but they stepped in immediately and proved they are capable of handling shipments from our manufacturing sites across the U.S. to our other global locations.”

Until recently, BDP was not the chemical manufacturer’s air carrier. Previously with one of the large national carriers, Rohm and Haas frequently was challenged to keep air shipments moving efficiently. The hazardous nature of many of those shipments and the heightened security climate further complicated the process. “Interestingly, we hadn’t thought of BDP as an air carrier,” Kelso says, “but they stepped in immediately and proved they are capable of handling shipments from our manufacturing sites across the U.S. to our other global locations.”

BDP endeavors to continue to enhance its role as a supply chain management resource for Rohm and Haas. Further development of its CSR functions, logistics services and information systems capabilities that help the chemical manufacturer with its business operations are seen as positive steps in an evolving relationship.

Customs-Trade Partnership Against Terrorism (C-TPAT)

Since the events of September 11, 2001, various segments of government have developed programs to safeguard our country and our citizens. One noteworthy program is the Customs-Trade Partnership Against Terrorism (C-TPAT).

Security through cooperation

Introduced by U.S. Customs on April 16, 2002, C-TPAT is a joint government-business initiative to fortify border security and strengthen supply chains. Customs recognizes that this monumental task can only be successful through close cooperation with importers, air, land and ocean carriers, warehouses, brokers, and manufacturers. The program will move the issue of security well beyond our borders out to the point of origin, whether manufacturing facilities, loading warehouses or piers, or foreign cartage companies. Requirements for large- or medium-size importers are identical—C-TPAT welcomes participants of all sizes and volumes.

Participation in C-TPAT begins with an application/agreement with Customs, committing your organization to specific requirements, including submittal of a supply chain security profile questionnaire. Customs has pledged to keep this information confidential. Customs will evaluate the application package within 30-60 days after submittal and if you are approved, program benefits will begin immediately.

Benefits to shippers

Some of the benefits include a reduced number of Customs inspections, a Customs assigned account manager, eligibility to account-

based processes such as bi-monthly or monthly payments, and emphasis on self-policing, not Customs verifications.

Account managers and C-TPAT participants will work jointly to establish or update the participant's action plans to reflect C-TPAT commitments from a cost-effective, real-world business perspective.

Customs will continue to use the new "Focused Assessment" methodology where internal controls are reviewed rather than individual transactions. Importers do not need to undergo a "Focused Assessment" to apply for C-TPAT—however, there is a new Importer Self-Assessment (ISA) program that requires you be a C-TPAT participant. Look for Customs to continue to require C-TPAT participation to gain access to future programs.

Taking control

Companies choosing not to participate may want to consider utilizing C-TPAT recommendations and guidelines for their own security programs. A review of terms of sale with your purchasing departments and/or suppliers will yield greater control of your supply chain. Purchasing of goods on an ex-works basis will allow you to take control of your goods from the door. You should develop metrics and timelines with your service providers to uncover anomalies, i.e., if the average time to dray from factory to pier is one hour and a container arrives six hours late, that may be a container that should be opened, searched, seal number verified, etc. before loading on a vessel.

BDP can help you qualify for C-TPAT membership. Contact Michael Ford, Vice President – Regulatory Compliance, for details at mford@bdpnet.com, or (215) 629-8924. 

Slow movement for Fast Track

As Fast Track legislation moves from passage in both the House (by one vote) and Senate (a broader package approved by a 66-30 margin) to final discussions between the two, its future is very cloudy indeed. Designed to give the White House authority to negotiate large trade pacts with minimal interference from Congress, Fast Track is unlikely to see the light of day until sometime in the fall.

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Hazmat Transportation

Changes on the Horizon

Multimodal Dangerous Goods Form

The potential need for a Dangerous Goods Declaration (DGD) on a special form/document for ocean shipments has been around for some time. However, since September 11, DGD is becoming a necessary reality. A DGD is similar to the Shippers' Declaration for Dangerous Goods (SDDG) under the International Air Transportation Association (IATA).

Some countries, including Italy and Chile, and now Brazil, are already requiring the Multimodal Dangerous Goods Declaration form (MDGD), as developed by the International Convention for the Safety of Life at Sea (SOLAS), and recommended in the International Maritime Dangerous Goods (IMDG) Code. Plans are being considered to make this form mandatory under the IMDG Regulation. The consensus

of the maritime industry is that this requirement will be passed, and that a DGD will soon become mandatory. Whether this document will be the SOLAS form, or a similar form, remains to be seen.

BDP International also believes that this form will be made mandatory. We are in the process of developing a systems program that will generate DGD forms, and we anticipate that the SOLAS form, the MDGD, will be the required form. We also expect that the new form will not be subject to such severe restrictions as IATA's SDDG. BDP will report on any developments as this situation continues to unfold.

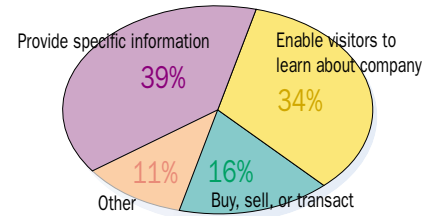
For more information on Hazmat regulations, contact Tom Helk, BDP's Hazmat Manager, at (215) 629-8263, or helkt@bdpnet.com.

HOTEL INTERNET ACCESS GAINS MOMENTUM

According to *In-Stat/MDR*, a technology research firm, the number of wired hotels in the U.S. is expected to nearly double this year, to 1,972 from 1,000 in 2001. Cited as a necessity in the fight to help fill hotel rooms, the hospitality industry opened its doors to the broadband market three years ago in order to provide faster access to travelers who earlier had to go through conventional modem dial-ups—a nightmare for those with many e-mails to respond to or more complex data to send.

BDP U.S. locations: Atlanta, Baltimore, Boston, Charleston, Charlotte, Chicago, Cincinnati, Dallas, Edison NJ, Grand Rapids, Harrisburg, Houston, Indianapolis, JFK/NY, Laredo, Los Angeles, Miami, Milwaukee, Norfolk, Philadelphia, Philadelphia Airport, San Francisco, York PA.
Subsidiaries: BDP-Asia Pacific, BDP-Canada, BDP-Europe
Joint Ventures: BDP/Bernard, BDP Interamerica, BDP/South America.
BDP International has Global Network Partners in more than 140 countries.

Primary purpose of your organization's website?



Source: CIO magazine "Web Expectations" survey last quarter (business and IT executives representing a range of industries).

BY THE NUMBERS

According to **CFO**, 46 percent of finance executives in the magazine's Global Confidence Survey say their attitude toward the domestic economy is either confident or very optimistic. This is up from 33 percent in the previous quarter. Nearly 43 percent say they expect the next quarter's profits to beat those of the same period last year by more than 10 percent. The same number expect revenues to jump by more than 10 percent; and another 26 percent expect profits to grow, but at less than 10 percent. The U.S. economy over the next five years? Thirty-three percent are very optimistic compared to just 20 percent last quarter; 57 percent are confident.



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