

TRANSPLACE

The 3PL & Technology Company

BEST PRACTICES FOR PACKAGED GOODS Supply Chain Success

Colgate-Palmolive

Cott Corporation

Del Monte

RockTenn

Sunny Delight Beverages Co.

>| GOING the DISTANCE



With a strong list of consumer packaged goods companies under its umbrella of services, Transplace offers a unique perspective of supply chain expertise and knowledge to the CPG industry.

The following pages take a closer look at a broad sample of these CPG customers and examples of the solutions that each of them sought and received from Transplace.

As a continuous improvement, Lean Six Sigma company, you will find that Transplace provides a wide scope of services that are tailored to meet the needs of the individual customers we serve. Transplace professionals make it a practice to align with customer business goals and strategically uncover new avenues for supply chain improvement.

Read for yourself. Each customer shares their challenges, resolutions and results directly with you, offering personal and professional insight.

TRANSPLACE

The 3PL & Technology Company



A complete logistics solution
produced even sweeter savings.

The Sunny Delight Beverages Co. is a leading producer of juice-based drinks in North America and Western Europe. With U.S. headquarters in Cincinnati, Ohio, and European headquarters in Barcelona, Spain, the company produces and markets such brands as SunnyD® Original, Fruit2O®, Veryfine® and Elations®.

CHALLENGE

2004 was an exciting time for Sunny Delight Beverages Co. The company was divested by Procter & Gamble to private equity firm JW Childs, and quickly began building up its business, which included the need for a scalable transportation management and shipment system. During this time, P&G had agreed to provide service and support for up to a year, and SunnyD had to move quickly to establish a solid infrastructure in order to get its products to market without any significant gaps.

Cincinnati-based SunnyD, which at the time of purchase had annual sales in excess of \$550M, did not have private or dedicated fleet service to its North America customer base, and existing carrier contracts were about to expire as capacity was not secured.

SunnyD needed a smooth transition to help ensure the right products would be on store shelves at the right time. "The scale, technology and knowledge of the industry that is required to be successful was not something SunnyD wanted to take on," said Jim Glendon, supply chain director for SunnyD. The company decided to

completely outsource its transportation management to a third party logistics (3PL) provider, which allowed the company to shift its focus to continuing the growth of its business and strengthening its core competency of producing juice-based drinks.

SOLUTION

Looking to leverage a 3PL's people, processes and technology to effectively manage the transportation function, SunnyD issued an RFP in September 2004. There were five companies vying for SunnyD's transportation, which would all be via refrigerated trucks — a challenge at that time due to a significant capacity shortage in the market. The field was then narrowed down to two finalists, where site visits were conducted and ultimately, SunnyD elected to partner with Transplace.

"For Sunny Delight, Transplace was right for us, both from a cost as well as a technology standpoint," said Glendon. In addition, having done some work for P&G, Transplace was very familiar with SunnyD's operations. Glendon sites, "It was Transplace's scale, ability to negotiate good rates from carriers, impressive team, project management, their broad and thorough technology, and how they planned to bid our business that won us over."

Transplace was selected in September 2004, and by February 1, 2005, the Transplace system was up and running, including carriers under bid. According to Glendon, "Transportation-wise we were able to separate from P&G — a full six months ahead of the required separation date." That April, SunnyD cut all logistical ties with P&G when it moved to a new ERP system. The transition to Transplace "was very fast and efficient. We had the total package in place and for us, it was a very smooth start-up," added Glendon.



In 2007, SunnyD acquired two additional brands from Kraft, Fruit20 and Veryfine, which was new territory for the company, both in transportation mode and in geography, where dry van transportation was added along with another production facility.

Again, SunnyD had to move under a short timeframe.

“The whole transition for us was 120 days, from when we closed the deal to when we cut over from Kraft,” says Glendon.

“Transplace delivered in record time. Having structured visibility to our integration team, they had a thorough understanding of the project – putting together our carrier package out of the new plant in Littleton, Mass., and we ended up with a very good carrier base, both from a cost and service standpoint.”

Today, Transplace handles all of SunnyD’s outbound transportation and the majority of its inbound. Transplace negotiates rates with carriers and does the day-to-day carrier management, which includes tendering the loads, scheduling them into plants, and handling freight payment. It also sends each carrier a monthly performance scorecard. Glendon explains: “We have a semi-annual carrier review, where I go to Transplace’s offices and we sit down with our top ten carriers and talk through cost and performance issues and any other areas that either one of us needs to address.” Glendon has stressed over the years that he wants “our carriers to see SunnyD and Transplace as partners so they know that when Transplace talks to them, it really is SunnyD.”

In addition there is a semi-annual business review between Transplace and SunnyD’s management teams. “This last review though, we changed it up and had Transplace come out to our Littleton plant. We’re going to start doing these regularly at the plants so the folks there have a chance to understand more about Transplace and vice versa.”

According to Chance Baker, customer service manager for Transplace, “Our team focuses on the day-to-day management of SunnyD’s transportation needs. We have the right skill set and talent in place, and we’ve successfully integrated five other businesses SunnyD has acquired without having to increase our staff. That’s a true testament to the dedicated account team that works hard every day to deliver high service levels and cost savings for SunnyD.”

“Transplace delivered in record time.”

Jim Glendon
Supply chain director, SunnyD



To meet SunnyD’s transportation challenges swiftly, Transplace implemented the following solutions:

- ▶ **Transportation Management System (TMS)** – controls the planning and execution for all shipments from SunnyD plants to retail locations and mass merchandisers nationwide.
- ▶ **Collaborative Bid Module (CBM)** – this solution enabled SunnyD to lock in rates and establish committed carrier capacity for an estimated 30,000 annual refrigerated loads. A routing guide was also developed providing reputable, dependable carriers at all locations nationwide.
- ▶ **Scenario Pro TechnologySM (SPT)** – provided optimization solutions such as mode selection, LTL consolidation, carrier assignment, continuous move mating and shipment routing. This tool was essential for Transplace engineers to analyze and develop solutions that were specific to SunnyD’s specific needs.

RESULTS

Outsourcing its logistics management to Transplace has increased visibility and yielded bottom-line benefits. "We have seen a 40% reduction in linehaul rates," Glendon said. This was the result of several initiatives, including use of a dedicated fleet in some areas, better consolidation of LTL shipments and use of Transplace's Collaborative Bid Module. "Of course, cost doesn't really matter unless we are getting the service, and the service has been right at our target," he says. "The technology Transplace has, in terms of their business intelligence reporting and exception reporting and their whole transportation management solution, helps maintain our high service levels."

The close collaboration between the two companies reveals itself in other ways as well.

"We have done a better job around proactive exception management for SunnyD," said Baker. "We are actively looking in the system for loads that could be in trouble so we can react before it becomes a late delivery or problem. This has helped SunnyD attain service levels to 97% or better."

As Transplace has grown in the CPG industry, Glendon cites the opportunity to work with other customers such as Del Monte, Colgate-Palmolive, Cott Beverage and Chicken of the Sea for setting up some collaborative moves. Added Glendon, "We're utilizing the scale and the technology they bring to the table to help improve our costs as well as service."

SunnyD's relationship with Transplace continues to grow as Glendon utilizes Transplace's market knowledge and shares that with others across the company. "I've been able to provide results from our semi-annual reviews with our CEO and show our transportation costs over the last five years and the savings we've realized," added Glendon.

Glendon also commends Transplace for its use of carriers that participate in EPA's SmartWay program, "As a company, SunnyD has recently issued its first sustainability report and it was great that we could say that we are

SUNNYD'S SWEET SAVINGS

- ▶ 20% savings for new dry van business (as compared to the market average)
- ▶ 10.6% savings on a rebid of the refrigerated business utilizing Transplace's CBM
- ▶ \$400,000 in annual savings from increased use of intermodal
- ▶ \$100,000 in annual savings from a dedicated fleet in the Los Angeles basin and the Northeast
- ▶ \$500,000 in annual savings from the consolidation of loads
- ▶ \$10M+ in overall transportations savings
- ▶ 96-98% range for on-time service levels

now SmartWay certified because of the carriers that Transplace is using on our accounts. This is important to us because we know those carriers are not only doing what is good for the environment, they are doing what is smart from a business standpoint and that saves us money."

The future brings additional opportunities from Transplace. Baker sites initiatives "to expand SunnyD's dedicated fleet, explore collaborative moves with other CPG accounts, apply Transplace's Freight Allocation Module (FAM) to increase capacity and bring on more LTL providers and regional carriers to lower rates and increase service."

Adds Glendon, "We certainly feel that we made the right decision in outsourcing this part of our business, and that we chose the right partner.

It's a relationship that has continued to grow as our business has expanded and Transplace has more than met the challenge in providing new or different services and at the same time, working hard to reduce our costs."





On-Demand transportation management, collaboration and business intelligence capabilities improves a global consumer products industry leader.

Colgate-Palmolive is a leading global consumer products company, tightly focused on oral care, personal care, home care and pet nutrition. Colgate-Palmolive sells its products in more than 200 countries and territories around the world under such internationally recognized brand names as Colgate, Palmolive, Mennen, Softsoap, Irish Spring, Protex, Sorriso, Kolynos, Elmex, Tom's of Maine, Ajax, Axion, Fabuloso, Soupline, and Suavitel, as well as Hill's Science Diet and Hill's Prescription Diet.



CHALLENGE

According to a letter from Colgate-Palmolive's Chairman and CEO Ian Cook, "Colgate-Palmolive is deeply committed to advancing technology that can address changing consumer needs and improve the quality of life throughout the world." The company's business model reflects its focus on progress for its customers, while its leaders search for and obtain technology that supports this mission.

In October of 2007, Bradley Blizzard came to Colgate-Palmolive as director of Logistics. Bringing with him a wealth of logistics experience at other top consumer products companies, Blizzard thoroughly assessed Colgate-Palmolive's third-party logistics (3PL) solution and saw significant gaps in the data it provided. Blizzard's primary issue was that he "couldn't measure data that he couldn't see."

At the time, the company was managing its carrier base 30 days in arrears. Additionally, while Colgate-Palmolive had started an initiative to consolidate freight, they were only doing it manually. Faced with a challenging economic environment and cut-throat industry competition, Blizzard knew he needed to do better to support Colgate-Palmolive's market leadership position.

He saw a clear need for a third-party logistics provider with consumer goods industry expertise that could provide Colgate-Palmolive with real-time access to multiple levels of data that could be customized as the company's needs shifted.

SOLUTION

Colgate-Palmolive began a search for a new 3PL in late 2008. Blizzard and his team led the search for a provider with consumer goods industry expertise and the technology foundation to provide real-time supply chain visibility.

After a comprehensive search, says Blizzard, "We chose Transplace to assist with our third-party logistics needs because their people clearly demonstrated capability to shed light on our logistics processes by using proprietary technology to give real-time visibility to our transportation needs."

"Colgate-Palmolive was looking for a consumer goods expert that could consolidate its transportation needs, define its criteria and then measure the delivery. By outsourcing the management and evaluation of these processes, Colgate-Palmolive is able to focus on its own core values and deliver its high-quality products to nations worldwide," says Vincent Chiodo, senior vice president, Transplace. "Transplace proved that our people were well-versed in the consumer goods business and can offer acclaimed business intelligence on-demand reporting tools that are needed for continuous improvement and delivery of Colgate-Palmolive's commitments to its consumers."

In fact, Colgate-Palmolive invested a significant amount of time with Del Monte, a Transplace Customer Advisory



Board member, and one of the country's largest and most well-known producers, distributors and marketers of premium quality, branded food and pet products, to discuss the extensive work Transplace has done with Del Monte over the years. This helped Colgate-Palmolive understand the return it could see by teaming up with Transplace.

Additionally, Colgate-Palmolive was impressed by Transplace's Lean Six Sigma initiative, which provides a proven set of tools and principles for training employees on how they can bring greater value and efficiencies to customers.

As Transplace began its venture with Colgate-Palmolive, the team first took necessary steps to ensure its people, processes and technology remained in alignment with its customer's strategic business goals. Transplace approached the challenge with Colgate-Palmolive's three fundamental values in mind: caring, global teamwork and continuous improvement.

The implementation across the U.S. was a three-month process that included all the requirements gathering, business rule analysis, code development, internal testing and carrier set-up, hiring and training. Solutions involved include: reporting and dashboarding, inbound and outbound transportation management, load control center, shipment planning and optimization, carrier selection, shipment monitoring, collaborative bid management, rate maintenance, business rule management, carrier automation compliance management, reporting (standard and ad hoc), business intelligence reporting, carrier web suite, onsite Transplace personnel, appointment scheduling, claims, and engineering support and analysis.

RESULTS

Since the implementation began in late 2008, Transplace has worked with Colgate-Palmolive to redesign several major logistics processes:

- ▶ **Carrier assignments via Systematic Routing Guide:** All carrier assignment is then done through the Transplace Systematic Routing Guide (SRG).
- ▶ **Real-time access to data:** Reporting data on carriers is available just 1 day after a load is delivered – reduced from its previous 30-day lag – and real-time visibility to shipment transit information is on hand.
- ▶ **Automatic shipment optimization for more consolidated shipments:** Shipment optimization is no longer done manually. Now, it is completed automatically using Transplace's Scenario Pro TechnologySM (SPT) optimization engine. With Transplace SPT, Colgate-Palmolive's consolidated shipments have increased from 0.5 to 10 percent.
- ▶ **24/7 coverage for tracking and tracing freight:** With Transplace's automated system, freight now can be tracked and traced 24 hours a day, seven days a week.

According to Blizzard, Transplace shares Colgate-Palmolive's commitment to teamwork and continuous improvement, which made it fairly simple to integrate each team's cultures and attain his company's goals. "In the end, our customers and vendors have benefitted from visible metrics, without experiencing any issues or interruptions as we made the transition," adds Blizzard.

As Transplace moves forward in its relationship with Colgate-Palmolive, the 3PL will leverage its role to play an even more significant part in Colgate-Palmolive's quest to fulfill its social, environmental and economic responsibilities as a global corporate citizen. Transportation consolidation and collaboration are keys to making a difference, and the density of Transplace's network brings measurable value to Colgate-Palmolive's cause.





Transplace transportation solutions drive improved optimization and performance at RockTenn.

“ RockTenn had a significant opportunity to save money and improve its freight management, but it needed to completely rethink how we managed freight. ”

Ben Cubitt
Vice President, Logistics and Transportation



CHALLENGE

RockTenn, a leading manufacturer of packaging products, merchandising displays and recycled paperboard, recognized three years ago the need to overhaul its logistics operations. The \$3 billion company, based in Norcross, Georgia, spent more than \$150 million annually in transportation costs, and the company's decentralized approach limited cross plant and divisional visibility—compromising its ability to identify and capitalize on cost savings and optimization opportunities.

Each of RockTenn's 80+ plants and converting sites independently handled its own freight, from carrier and mode selection to scheduling and billing. At some of the sites, employees managed freight full-time, while other sites had customer service representatives or other staff handling transportation in addition to their primary responsibilities. There were no standardized transportation management practices in place and no regular carrier performance or key performance indicator (KPI) monitoring required.

The lack of freight visibility across the national network prevented RockTenn from recognizing and taking advantage of milk-run routes, backhauls and similar optimization opportunities. Although RockTenn is a highly integrated company – where, for example, the waste division sells waste paper to the mills and then the mills ship paperboard to its folding carton and corrugated divisions – truck drivers who delivered to a paper mill rarely carried a load back out. In addition, lack of transportation expertise at some sites and reliance on manual processes exacerbated the inefficiencies of the existing system.

SOLUTION

RockTenn hired outside consultants to conduct a comprehensive assessment of the company's transportation operations. After an extensive review process, their findings pinpointed that RockTenn had substantial opportunity to reduce costs and improve delivery performance by overhauling its freight management approach.

The company's first step was to bring Ben Cubitt on board as vice president, Logistics and Transportation, to design and launch a centralized transportation management system. "RockTenn had a significant opportunity to save money and improve its freight management, but it needed to completely rethink how we managed freight," he recalled. "We had to migrate from a decentralized model, where each plant did its own thing, to a center lead approach with standardized practices and technology to leverage the company's entire spend."

RockTenn defined its goal as a shift from a "daily shipment" model to a "transportation optimization" model. Utilizing a Transportation Management System (TMS) to automate planning, scheduling, optimization, execution and reporting and a Load Control Center (LCC) to provide national network visibility and computerized decision support, RockTenn would be equipped to leverage total freight spend, facilitate adoption of best practices and drive strategic cost savings initiatives.

In order to effectively make the transition, RockTenn needed to select a partner that met the company's unique requirements. "We wanted a company with great

technology relevant to our specific needs, a strong customer base and a proven third party logistics provider management model," Cubitt explained. After analyzing the capabilities of several potential providers, RockTenn selected Transplace.

Transplace offered a robust TMS that included all the technology RockTenn considered essential to meeting its optimization objectives. Specifically, Transplace's unique Freight Allocation Module (FAM) tool would support RockTenn's carrier optimization by identifying capacity and transportation partners. In addition to its technology platform, Transplace brought an experienced team with knowledge of RockTenn's industry, carrier network and customer base. "Transplace had many customers – both within our industry and outside of it – with a similar model and experienced significant success," Cubitt said.

Before moving ahead with its TMS implementation, RockTenn focused on creating a centralized transportation group, closing gaps with industry best practices and implementing the highest potential optimization initiatives. "First, we had to build the infrastructure, standardize practices, and help the plants to think collaboratively," Cubitt explained. "It was important to create some early successes so we would already have credibility and positive momentum when we introduced the TMS."

At the onset of introducing the TMS, Transplace began with its 'On-Boarding' methodology, which is an extensive and detailed 'current state' and 'future state' set of maps that were developed collaboratively with RockTenn. Once

Transplace brought an experienced team with knowledge of the industry.

finalized, Transplace's On-Boarding team undertook the detailed configuration of the TMS and modeled all required workflows and functions needed to support RockTenn's business operations.

Given the extensive scope of change management involved, RockTenn decided to rollout the TMS implementation in phases to generate positive momentum for change and strengthen credibility. The roll out began with a few selected sites within the paperboard and folding carton divisions, including the two largest, which represented 60% of RockTenn's freight spend. Successful change management involved building credibility on several levels, from encouraging RockTenn employees to undertaking the additional planning and structure that Transplace's TMS required on the front end of the carrier selection process, to assuring them that customer service would not suffer under the new automated system.



“With a great deal of our freight having a short lead time and many of the freight moving to production facilities, being on-time is critical.”

Ben Cubitt
Vice President, Logistics and Transportation



RockTenn also has aggressively used Transplace's Freight Allocation Module (FAM) tool to control approximately 200 loads a week and identify the lowest cost capacity per load and per lane. This tool also allows RockTenn to respond to short lead times, as 65% of its

RESULTS

The benefits of implementing the Transplace TMS have surpassed RockTenn's very high expectations. The company can now track on-time delivery and pick-up as well as monitor and improve carrier performance and customer satisfaction levels. Pre-TMS, RockTenn had to rely on anecdotal rather than statistical evidence to identify poorly performing carriers. "Our KPI metrics give us strong ammunition now to go back and demonstrate with facts when certain carriers aren't performing," pointed out Cubitt.

Migrating to a centralized system has greatly increased visibility of RockTenn's entire network. Being able to conduct carrier bids as part of Transplace's network has allowed the company to achieve significant savings. A recent bid using Transplace's collaborative bid module will result in additional savings for the upcoming year.

freight has less than 24 hours for procurement. "With a great deal of our freight having a short lead time and many of the freight moving to production facilities, being on-time is critical," commented Cubitt.

Added visibility is generated through the use of Transplace's Business Intelligence (BI) reporting, allowing RockTenn to view comprehensive dashboards that contain critical performance data down to the plant level. Comprehensive dashboards allow the company to view and analyze key performance data. "Using advanced BI reporting; we are able to view performance by plant, division and RockTenn as a whole. These customized dashboards capture data around our shipments and help us to better secure the best lanes and rates with our carriers."

After the previous success of working with Transplace, RockTenn is currently transitioning the final two divisions onto the TMS and LCC. RockTenn also continues to add new sites that join the company via acquisitions. Leveraging Transplace's people, processes and technology will allow other divisions within RockTenn to consolidate LTL shipments and utilize cross-customer consolidation, improve operational efficiency and drive the company's bottom line.





Del Monte is one of the nation's largest producers, distributors and marketers of premium quality, branded food and pet products with \$3.4 billion in annual sales. Based in San Francisco, Del Monte has an extensive and recognizable product mix, where brands such as Del Monte, College Inn, Meow Mix and Milk-Bone, among others, are found in nine out of 10 American households.

Through dedicated customer service team and capitalizing on better data, leading CPG company attains best-in-class levels for on-time service performance.

CHALLENGE

Del Monte is one of the nation's largest producers, distributors and marketers of premium quality, branded food and pet products with \$3.4 billion in annual sales. Based in San Francisco, Del Monte has an extensive and recognizable product mix, where brands such as Del Monte, College Inn, Meow Mix and Milk-Bone, among others, are found in nine out of 10 American households.

In January 2006, Del Monte Foods was looking to improve transportation service to customers and increase visibility to cost data. Del Monte launched an accelerated RFP process for a qualified 3PL Transportation Management provider. Del Monte's key criteria were:

- ▶ A 3PL with scale and expertise in Del Monte's primary and most service critical mode, Full Truckload
- ▶ A 3PL with a solid TMS and a robust data model for analytics
- ▶ A 3PL with solid engineering capabilities for network studies and other projects

Del Monte's goal was to be live across their entire network by May of 2006. The scope of the RFP was for transportation management services, specifically tender, track and pay.



SOLUTIONS

Able to demonstrate the ability meet all of these requirements, Transplace – a leading transportation management and logistics technology provider – was selected by Del Monte in February 2006. The implementation work was challenging for both parties due to the abbreviated nature of the timeline. Transplace was required to make some key system enhancements in addition to establishing standard EDI connections for order processing, status tracking and freight payment. Further, Del Monte conducted a national carrier bid as part of the implementation. Transplace provided electronic bid tools and engineering support for this effort. Finally, business processes needed to be documented and trained.

The first 90 days of operation were focused on stabilizing the implementation including developing Del Monte business knowledge among the Transplace associates, establishing and refining the routing guide, putting capacity commitments in place with core carriers. A dedicated Transplace on-site manager was positioned in Del Monte's Pittsburgh office for the initial 3 months. The focus on service improvement continued for the second quarter of operations. Weekly metric and performance reviews took place between Del Monte and Transplace. This was critical in communicating Del Monte priorities that were clearly understood by all Transplace personnel touching the business. Del Monte, with support from Transplace, established a carrier scorecard process aimed at improving service to Del Monte customers and plant locations. Key aspects of the process included:

- ▶ Identify poor performing carriers, lanes and origins
- ▶ Conduct monthly carrier performance reviews with the worst offenders
- ▶ Put action plans in place with owners and due dates
- ▶ Provide a forward-looking view on the upcoming month

After a few months of steady improvements, Transplace placed a dedicated Customer Service Manager (CSM) in Del Monte's Bentonville office. This made an immediate impact on building a stronger relationship between Transplace operations and Del Monte's sales team. Communication doors were opened and the CSM began participating in customer reviews with Del Monte.



“ Del Monte has a laser-focus on service to its customers. ”

Mark McEntire
Vice President of Operations
Transplace

RESULTS

Today, Del Monte has best-in-class on time performance levels that includes six consecutive quarters of year-over-year improved OnTime Delivery, and recognition from key customers for service improvement and performance.

“Del Monte has a laser-focus on service to its customers. The day we put a CSM in the Del Monte customer team office, we saw improvement to service and collaboration. It's been a huge differentiator for Transplace,” said Mark McEntire, vice president of Operations for Transplace. “We've had so much success with this practice that other CPG customers like Colgate-Palmolive have followed suit and asked for a CSM on-site as well to manage and grow these relationships proactively.”

Transplace's dedicated account team is focused on driving collaboration opportunities during Del Monte's peak volume seasons emphasizing capacity planning and service execution, and introducing Lean Six Sigma initiatives.



Opportunities realized through Transplace's continued focus to deliver successes to Del Monte's overall business include:

- ▶ On-time service improved from 90% (2006) to 97.9% (2009)
- ▶ Supported multiple "surgical" procurement events
- ▶ Continued quarterly carrier compliance reviews
- ▶ Implemented quarterly "voice of the customer" survey to assist Transplace with improving on expectations and value added services
- ▶ Implemented method to capture value – reporting back to Del Monte and sharing a 'Cost Effectiveness Matrix'
- ▶ Designed and implemented collaborative continuous movement tours with Del Monte and other Transplace customers

Del Monte has used data from Transplace in order to drive process improvement within their organization. "Transplace and Del Monte conduct weekly, monthly and quarterly reviews to uncover new improvement initiatives, discuss the ones that are in process and track the progress to figure out what savings will be yielded," added McEntire.

Del Monte's relationship with Transplace has continued to mature to a point where sharing information is beyond trucks and trains. Bill Pollard, vice president of Transportation & Customer Service for Del Monte, understands the value of having Transplace know his business and the people inside its four walls. He has armed Transplace with information across Del Monte's business, further allowing Transplace to improve processes and uncover areas of opportunity.

An example of this close collaboration between Del Monte and Transplace was the recent undertaking from Pollard to establish a transportation mission for Del Monte. He brought together the two groups to collectively come up with a statement that captures what Del Monte accomplishes day in and day out. The end result was a message that gives immediate purpose and clarity to anyone who does business with them. What was developed and is being acted upon with strong success today is: Deliver Del Monte Products from Source to Shelf. We Own the Service. We Own the Cost.

In today's environment, best-in-class companies such as Del Monte are focusing on taking visibility to a new level. Transplace provides that visibility through proactive reporting developed to focus on improving order appointments and continuously review weak performing lanes. In addition, Lean Six Sigma projects improve upon business processes for peripheral transportation activities that Transplace does not directly manage, reducing EDI 210 error rates, bettering the carrier rate addendum process and increasing the automation of primary tender.

Transplace demonstrates complete dedication to successfully delivering transportation execution for high service levels, lowering costs, and searching for collaboration opportunities for this leading consumer goods company.





Cott Corporation is the world's largest retailer brand soft drink provider, and one of the largest non-alcoholic beverage companies in the world. In over 60 countries across the globe, Cott markets or supplies over 200 retailer, licensed and company-owned brands of carbonated soft drinks, sparkling and flavored mineral waters, energy drinks, juice and smoothies, ready-to-drink teas, beverage concentrates and other non-carbonated beverages, including Vintage, Stars & Stripes, Vess and So Clear.

Cott improves service and reduces cost with transportation solutions from Transplace.

CHALLENGE

Serving supermarkets, mass merchandisers, drug stores and convenience stores, Cott operates 20 bottling plants in four countries and works in conjunction with more than 10 outside bottlers across North America. As Cott continued to reduce its North American transportation costs, the company recognized the need to improve its transportation management operations and employ a solution that would provide sufficient equipment and driver capacity and improved visibility as well as control of its shipments.



“ We were looking for a strategic partner that could come in and immediately improve the efficiency of our entire transportation process. ”

Arnaud Joliff
Vice President, Supply Chain, North America

Cott's on-time service rate was 63% when it needed to be in the mid-90s. The lack of on-time deliveries resulted in Cott receiving hefty fines and penalties and low service with its customers.



SOLUTION

Cott decided to look for a 3PL that could work collaboratively with their supply chain management team in the planning, development and execution of a transportation management solution. “We were looking for a strategic partner that could come in and improve the efficiency of our entire transportation process,” said Arnaud Joliff, vice president, Supply Chain, North America.

After a comprehensive search, Cott selected Transplace as its logistics provider for all domestic outbound shipments. Transplace brought a web-based technology platform that could successfully manage all of Cott’s U.S. transportation processes, optimize carrier assignments and improve service levels to customers.

By automating communication with all carriers using standard EDI transaction through the Transplace Carrier Web Suite, Cott was able to efficiently manage load procurement and interaction with carriers, including shipment tender/acceptance, delivery appointment scheduling and receiving shipment status updates. The Transplace Carrier Bid Module (CBM) was used to bid and lock in rates and help ensure on-time pickup and delivery.

RESULTS

“Utilizing the Transplace TMS has helped us to improve service levels and reduce transportation-related expenses,” says Joliff. “The capturing of carrier shipment status updates to confirm loading and delivery activity time to minimize detention issues has greatly improved Cott’s service levels, which increased from 63 percent to 96 to 98 percent.”

Transplace has helped Cott secure better rates—enabling the company to reduce substantially its transportation spend since 2006.

Since the implementation, Cott has experienced several additional benefits, including:

- ▶ **Streamlined appointment setting process:** Automating the process allowed for better tracking of customer requested product delivery helping ensure on-time delivery; reduce fines for missed and late shipments and increase service to its customers.
- ▶ **Multi-shipper CBM activity:** Combining its freight spend with other shippers allowed Cott to achieve competitive advantages by gaining more leverage.
- ▶ **More diverse carrier base:** Using Transplace’s CBM, Cott was introduced to new carriers, which helped drive down cost and increase service.
- ▶ **Identified mode switch opportunities:** Through Transplace’s Lean Six Sigma program, Cott identified lanes for possible mode switch from truckload to intermodal.



The Cott logo, featuring the word "Cott" in a stylized, cursive red font.

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>| GOING the DISTANCE

