

Business Intelligence
See How the US Military Uses It

Supply Chain Professionals
Behind the Scenes Heroes

Business Continuity
Protecting Your Assets

**MEDIA
PLANET**

BUSINESS SOLUTIONS & CONTINUITY INITIATIVES



Rick D. Blasgen
President and CEO of the Council of Supply Chain Management Professionals (CSCMP)

“Increased and faster access to needed products, services, and information improves the quality of our daily lives.”

TIPS

5

TO IMPROVE
BUSINESS
EFFICIENCY

WHAT ARE YOU USING?

Presenting the latest **Business Intelligence, Logistics, Supply Chain Management, and Continuity solutions** to benefit your organization during this economic recovery period



It should be simple, right? You have data. You have users. Your users need that data to make important business decisions. So why's it so hard?

It doesn't have to be. Thousands of organizations have equipped their business users with instant access to all

the information they need to make better business decisions with QlikView.

Hard to believe? A recent IDC survey found QlikView customers access information 51% faster and analyze it 48% faster. It's not fantasy. It's QlikView.

qlikview.com

QlikView

CHALLENGES

“The best thing...,” replied Merlin... “is to learn something... Learn why the world wags and what wags it. That is the only thing that the mind can never exhaust, never alienate, never be tortured by, never fear or distrust, and never dream of regretting. **Learning is the thing for you.**” –T.H. White, *The Once and Future King*.

The #1 competitive advantage

Business is competitive. We, as business executives, seek every advantage to ensure the survival of our organizations. We know that any edge, no matter how small, can spell the difference between success and failure, between profitability and loss.

Over the years, we've adopted a succession of competitive strategies hawked by well-known management consultants: we've streamlined processes, improved quality, put customers first, nurtured our partners, focused on execution, put the right people “on the bus,” and created balanced metrics. A cynic might say that we've exhausted all means of besting our rivals—and yesterday's advantages are merely today's cost of doing business.

Inexhaustible competitive advantage

Yet, there is an inexhaustible source of competitive advantage that we have yet to fully harness. That is: intelligence. More specifically, human intelligence augmented by information. In high tech, we call this “business intelligence.”

Business intelligence delivers the right information to the right people at the right time so they can take action to fix problems or exploit opportunities before it's too late. With business intelligence, we make our average workers smarter and our brightest people more brilliant.

Armed with insights and proactive information, our staff can do all the things high-priced management consultants recommend: streamline supply chains, optimize store layouts, maximize marketing lift, tailor the customer experience, detect fraud in real-time, predict customer behavior, and make better decisions.

Getting started

We know these things make us more competitive. And we want them—badly. Yet, often it's hard to quantify the business value of making people smarter through business intelligence. And building a data foundation that gives workers quick, easy access to clean, integrated, and relevant information to make smart, fast decisions is not



Wayne Eckerson
Director of Education and Research
TDWI

BEST TIPS

- 1** In memory analytics: allows loading of data from any source at a granular level into memory and fast analytical processing.
- 2** Associative search: shows interrelated data elements, including those not part of the current analysis.
- 3** Intuitive visual interfaces: provides for interactions with data so that intuition, insight, and exploration take up 80 percent of the time, with 20 percent taken up by “interactions with the tool”.

cheap or easy.

But improving our corporate IQ through business intelligence is perhaps the last great frontier of competitive advantage. By empowering our workers with information, they become more nimble and intelligent. With business intelligence, we create a learning organization that adapts quickly to market changes and stays one step ahead of the competition.

This supplement is designed to help you understand the many dimensions of business intelligence. It will help you commence your BI journey—if you have not already done so—and take the first steps toward achieving a lasting competitive edge. If you need additional resources, please visit my company's Web site (www.tdwi.org.) Good luck!



WE RECOMMEND

US Army & Business Intelligence **p. 4**
See how their strategy prevails.

The unexpected **p. 11**
Defend against the unexpected with continuity solutions.

MEDIA PLANET

We make our readers succeed!

BUSINESS SOLUTIONS & CONTINUITY INITIATIVES 2ND EDITION, JUNE 2010

Country Manager: Jason Howell
jason.howell@mediaplanet.com
Editorial Manager: Jackie McDermott
jackie.mcdermott@mediaplanet.com
Production Manager: Carrie Reagh
carrie.reagh@mediaplanet.com

Responsible for this issue

Publisher: Angela Kostelz
angela.kostelz@mediaplanet.com
Matt Murphy
matt.murphy@mediaplanet.com
Dave Jackson
dave.jackson@mediaplanet.com
Designer: Missy Kayko
missy.kayko@mediaplanet.com

Contributors:

Tim Radway, Joseph Kelly, Raymond Borhan, Angela Elling, Caitlyn Harts

Distributed within:

Chicago Tribune, June 2010
This section was created by Mediaplanet and did not involve the Chicago Tribune or its Editorial Departments.

Photo credits: istockphoto.com unless otherwise noted

Jaspersoft Business Intelligence Software. Transforming Your Data into Decisions.

POWERFUL REPORTING & ANALYSIS NOW COSTS 80% LESS

Learn more at www.jaspersoft.com

NEWS

Revolutionary BI: Intelligent by design



In the last few years, a host of innovative offerings from BI vendors have quietly fomented a revolution in the BI industry, and changed forever the way BI projects are conceived and implemented.

What is the revolution about? Elif Tutuk, senior technologist at QlikTech—a vendor widely recognized as the leading evangelist of the “new” BI—sees it as involving a shift from analytical thinking to design thinking. Whereas the analytical thinking associated with traditional BI platforms seeks to successively eliminate alternatives until only one remains, design thinking encourages the ability to constantly see more al-

ternatives at every step. Design thinking thereby encourages the formulation of creative solutions which are believed to consistently deliver better outcomes than those delivered by linear analytical thinking. Indeed, many circles in academia and government see design thinking as key to the future competitiveness of America’s companies.

Making empowerment possible

According to Tutuk, to apply design thinking to BI, users must be empowered in three key ways: they should have unfettered and spontaneous access to all data stores; they should be able to manipulate the data in real time and in a manner that does not limit

scope; they should be able to visualize the data in a manner that creates opportunities for insight and exploration. “Revolutionary BI” offerings make this kind of empowerment possible through technologies such as in-memory analytics, associative search,

OPEN SOURCE FACTS

- For improved performance, a number of strong open source analytical database products are available
- Take advantage of the free community version to explore capabilities
- Consider mixing and matching components from different open source vendors
- Use agile development IDEs

and intuitive visual tools which closely match human intuition and flow of thought. There is even talk of using text analytics to apply the kind of user empowerment inspired by design thinking to previously unexploited — and highly valuable—unstructured data residing in social interactions. “It’s about getting both structured and unstructured information close to its time of creation and making it organizational intelligence that is available in real time to every knowledge worker,” says Vivian Dracon, president of ManageScope, a company whose Farsight Project has just such an aim.

There is a plethora of evidence that design-enabling BI tools have greatly benefited the com-

panies who use them. One example is USS-POSCO (a joint venture of US Steel and POSCO) where — according to a senior programmer—“users can follow their intuitions...and investigate data in ways they never before considered.” A study by Gartner found a more than \$1.2 return on investment by Midwestern healthcare insurer Dakotacare, a semifinalist in Gartner’s 2009 BI Excellence Award competition. And a senior VP at Campbell’s Soup says of their design-enabling BI platform, “It revolutionized our ability to manage data throughout our supply chain.”

RAYMOND BORHAN
editorial@mediaplanet.com

Business Intelligence
Real-Time
Human-Centric Search
Communications

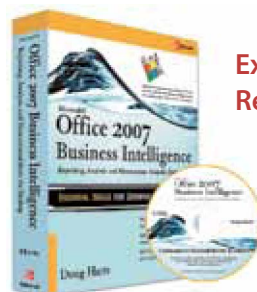
Collaboration
Enterprise Social
Network
Knowledge Mgmt



ManageScope
http://www.managescope.com
310.341.2784
West Hollywood, CA
Denver, CO

Organizational Intelligence
Download The WhitePaper Today

Don't take our word for it, see what readers are saying



Excellent Read!! Highly Recommended! ****

This guy gets it...*****

Well Organized *****

— Reviews

DON'T WAIT!! Order this easy-to-understand personal Business Intelligence book today and receive your FREE Companion CD with all the examples you need to get started.

Increase your personal productivity – practically overnight! [Find out more...](#)

Do you have important information such as client, travel, budget & expense, schedules, or other data that you'd like to view as text or in a visual perspective such as charts, graphs, pivot tables, or color indicators?

Now you can easily learn to track and manage your own business intelligence information at any time – even on the road – and not wait for a techie to do it for you.

This book and CD will help you learn how to manage your own information using EXCEL and MICROSOFT OFFICE 2007 – THE SOFTWARE YOU ALREADY KNOW.

[Click here](#) to order your Book & Free CD now!



www.clhsolutions.com

NEWS

EVEN THE MASSIVE U.S. ARMY IS USING BUSINESS INTELLIGENCE

■ **Question:** How is the U.S. Army responding to a need to streamline their operations to remove wasted actions and avoid wasted dollars?

■ **Answer:** They are using business intelligence and lean six sigma processes to show that they are up to evolving and becoming a more efficient operation.

The U.S. Department of Defense realized several years ago that funding was not unlimited, and that any actions that could eliminate waste and in turn, reduce financial obligations, were becoming more and more needed. In the midst of several great military objectives, how were the people in charge supposed to also keep track of making the best possible choices regarding their overall mission of keeping U.S. soldier's safe and protecting America?

The Business Transformation Initiative of 2009 required all branches of the U.S. Military to come up with, "a comprehensive business trans-

formation plan, with measurable performance goals and objectives, to achieve an integrated management system for the business operations of the Army; development of an enterprise-wide business systems architecture and transition plan encompassing end-to-end business processes and capable of providing accurate and timely information in support of the Army's business decisions; and implementation of these two plans."

Strategy prevails

The U.S. Army uses a Strategic Management System (or SMS) developed by a company called Spider Strategies to help achieve these objectives. "SMS can provide real info to Army leaders based on strategic goals to help them prioritize where their attention needs to go," said Daniel T. Frank, Acting Director of the Business Transformation Directorate for the U.S. Army Office of Business Transformation.

"The ability to stratify performance across multiple levels quick-

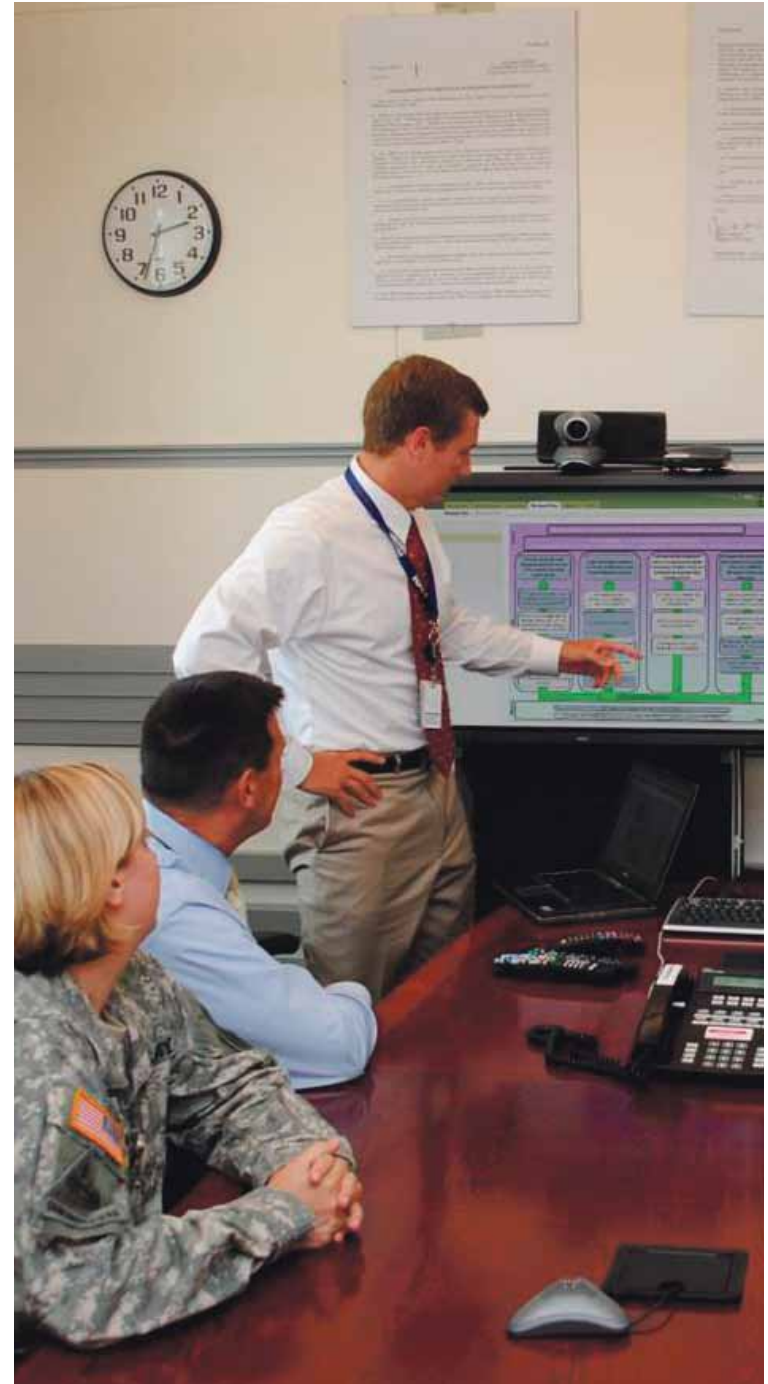
ly and the ability to quickly relate performance from execution to strategy levels are crucial to what we are trying to do," Frank added. "One of the objectives we have achieved thus far using SMS and our lean six sigma processes is called Responsible Reset. This method identifies and prioritizes the use of equipment made available to make sure each piece has an intelligent and cost effective decision made about its next step."

Always thinking ahead now

This shows the forward thinking steps that even massive organizations like the U.S. Army and Department of Defense are taking to ensure that the brilliant strategic minds they have working for them are working to have the most information they can get to make the most effective and efficient decisions possible.

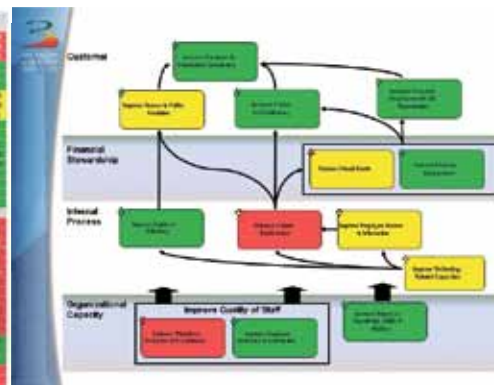
TIM RADWAY

editorial@mediaplanet.com



- Dashboards
- Scorecards
- Strategy Maps

spider strategies
www.spiderstrategies.com



PROFESSIONAL INSIGHT



TIP
2
KEEP IT SIMPLE WITH SIMPLE TOOLS

BI AT THE PENTAGON
Using analytics to develop strategies.
PHOTO: SCOTT O'REILLY

When Walt Disney said, **“It’s kind of fun to do the impossible,”** he must have been referring to logistics and supply chain professionals. Because this is what we do every day...the impossible.

SCM professionals: Everyday heroes

Few of us consider that the food we eat, the products we use, and even the information we receive arrive via a complex web known as the global supply chain. Simply stated, supply chains are the life cycles of products and information as they progress from their source of origination to the consumer; they are composed of all enterprises that contribute to their flow.

Think about a slice of your favorite pizza. The ingredients that make it so enjoyable must travel a complicated path starting at the farm where they are grown to the processors that manufacture them to the distributors that transport them to the marketplace where they are purchased and, finally, to the kitchen where they are prepared. All of this takes place before the end product—pizza—reaches your plate to be consumed.

This incredible journey is made possible by the many collaborative activities and strategies within and across participating com-

panies—activities such as forecasting, purchasing, logistics, and transportation. Smoothly and effectively orchestrating the entire operation is the role of supply chain management (SCM).

Successful SCM links all supply chain processes and functions into a high-performance unit that can significantly impact a company’s growth and competitive advantage. Efficient and effective business operations mean lower costs in the marketplace, providing customers with a better shopping experience. Increased and faster access to needed products, services, and information improves the

quality of our daily lives. Society benefits when SCM skills are applied during disaster relief efforts and other catastrophic events.

Supply chain professionals are the hidden heroes who enable you to enjoy the pizza that you want when you want it, making the behind-the-scenes logistical efforts that took it from the raw materials to the finished product “seem seamless.” So seamless, in fact, that the entire process is invisible.

Logistics and supply chain are undoubtedly pervasive. They impact every part of our lives. The next time you’re held up by a slow-moving freight train or are frustrated by highways clogged with semi-trucks, remember that what they’re carrying might be on top of your pizza tonight.



Rick Blasgen
President and CEO of the Council of Supply Chain Management Professionals (CSCMP)



*Fifty Years of Experience,
Focused on the Future*

NEWS

IN A GLOBAL ECONOMY, 3PLS DRIVE COMPETITIVE DIFFERENTIATION

■ **Question:** Is outsourcing logistics the key to competitive differentiation for today's manufacturer?

■ **Answer:** It may seem counterintuitive, but for a majority of manufacturers the answer is "yes."

In a remarkable departure from what was once considered good management practice, some three-fourths of today's largest manufacturers outsource key functions to 3PL (Third Party Logistics) firms.

"It's not practical, cost-effective or

strategic for a manufacturer to focus extensive resources on warehousing, distribution or transportation," said Gary Neeves, vice president of sales & marketing for Regal Logistics, a top 3PL firm. "It's not their business, it's ours."

Improving function and adding value

Successful 3PLs maintain extensive distribution networks and supply-chain-focused IT systems that any manufacturer would envy. And they are constantly improving them to concentrate not just on the actual function (e.g., warehousing) but

on adding value. This trend will increase as changing economic risks and environmental concerns put more pressure on both manufacturers and 3PLs to improve supply chain performance.

"Using a 3PL to help you handle your supply chain should be a 'value multiplier,'" said Jim Collins, new business development representative of C.R. England. "You want to rely on a 3PL who will be your advocate and help you gain value at every step. That's the real measure of success."

JOSEPH KELLY

editorial@mediaplanet.com

The "smart" supply chain

■ **Question:** What makes some supply chains better than others?

■ **Answer:** Some are just that much smarter about using technology.

Mention the words "distribution channel" or "logistics" and images of huge warehouses, giant forklifts and 10-ton tractor trailers come to mind. But smart supply chain managers know that their job is as much about moving information as it is about hauling product. That means they are increasingly investing in lightweight mobile devices, RFID tags and cloud computing services that deliver anytime, anywhere access to information not just in the warehouse, but across the organization.

A silo no more

"Our customers come from a variety of highly segmented and specialized industries and thus require flexible solutions that can evolve and grow as their business changes," said Anders Gustafsson, CEO of Zebra Technologies. "But what these solutions really do is provide real-time business intelligence and visibility."

"Supply chain technology is no longer a silo," said Kellen Davison, corporate public relations manager of Intermecc Inc., a leading provider of RFID systems and portable computers. "Businesses are looking at a systems-wide approach. Our solutions help them get the information out there—when they need it and where they need it."

JOSEPH KELLY

editorial@mediaplanet.com



We've got it covered.



At Coyote Logistics we move mass quantities of freight every day. Simply. Efficiently. Effectively.

We anticipate challenges before they happen. We adapt when they do.

It's our people. Our processes. Our robust carrier network – all working in synchronicity to solve your every logistical need.

- Freight services
- Transportation management
- Logistics consulting



Coyote
Logistics

SOLVED FROM THE WORD GO.

847.295.2424
coyotelogistics.com

INSPIRATION

How 3PLs drive efficiency



Cost containment is usually the number one factor for businesses to consider outsourcing their warehousing, transportation and other logistics. That means Third Party Logistics (3PL) firms live and die by their ability to deliver on the bottom line. Successful 3PLs employ a range of strategies to make it happen:

Economies of Scale: 3PLs have to know how to make the most of what they have: keeping their trucks and warehouses full and using their logistics expertise to consolidate operations. "Probably the number one component necessary for success today is a lean warehouse opera-

tion," said Marc Levin, senior vice president of Weber Distribution, a provider of 3PL services for over 85 years.

Business Intelligence: Expertise in negotiating contracts, navigating complicated international shipping requirements, responding to sudden disruptions, effectively understanding customer requirements, anticipating challenges and opportunities—3PLs are doing it every day and using their intelligence to drive efficiency and value throughout the supply chain. "Our customers can do things differently if they can see what's happening and understand the implications," said Greg Goluska, vice president, chief information officer, DSC Logistics. "Knowing more and knowing it earlier enables us to keep our business and our cus-

tomers ahead of the curve."

IT Expertise: A smart 3PL provider is as much an information services company as a warehouse or trucking company. Smart investments in the right systems are the 3PL's key to growth: RFID (Radio-frequency identification) for instant visibility on location and deliveries; Electronic Data Interchange (EDI) for automating orders and invoicing; Web-based portals or "dashboards" that make it easy for customers to get an instant read on their supply chain. Getting these capabilities through a knowledgeable 3PL is a way to avoid common and costly mistakes. "With the computer power we have today we are able to pull more and more intelligence out of the terabytes of supply chain and market data we have been collect-

ing over the years," said Jeffrey Silver, CEO of Coyote Logistics, a Lake Forest-based 3PL founded four years ago.

Focus on Your Strengths: The biggest impact of 3PLs may not be what they do, but what they allow their customers to do: focusing on what drives business growth. "Our customers want to build the best widgets the market has to offer," said Jim Collins, new business development representative for C.R. England, which specializes in temperature-controlled transportation. "We are focused on getting those widgets where they need to go faster, smarter, simpler and cheaper."

JOSEPH KELLY

editorial@mediaplanet.com



NEWS

Personal BI

■ Revolutionary business intelligence applied to Supply Chain Management has expanded to include the mobile worker. Key Performance Indicators exist to analyze and measure everything from materials procurement, to manufacturing processes, to inventory tracking, to transport of finished goods, to customer satisfaction and retention, to personal sales goals. Performance indicator data linked to Smart phones, tablet-pcs and other hand-held devices are used to track, view and analyze both company and personal metrics from home, on the road, or on-site with a client.

A familiar, but powerful tool

■ One of the most powerful and well-known tools is Microsoft Excel 2007 which can integrate and deliver data for consumption by these mobile apps, providing tip-of-the-finger access to key information about performance across the entire SCM cycle, from raw materials procurement to finished-goods-delivery. Synchronization of that information to the corporate level allows key data to flow both ways, providing facts and numbers to facilitate better decisions on every aspect of Supply Chain Management, from materials and inventory control, selection of transport methods, tracking of inventory in the delivery process, and quote-to-cash ratios from a single department up to global corporate performance and profitability. BI for SCM has hit the road!

CAITLYN HARTS

editorial@mediaplanet.com

YOUR GLOBAL SUPPLY CHAIN. OUR INNOVATIVE SOLUTIONS.

Weber Distribution is a national logistics provider and is expanding its services in the Midwest.



WEBER DISTRIBUTION

As a full service, complete logistics provider we are experts at contract and shared facility warehousing, LTL and TL services including temperature-controlled, freight management, transloading, cross docking, and pool distribution along with a wide-variety of value-added services. We specialize in working with importers, retailers, food, beverage, CPG, chemical and paper manufacturers. We work with companies such as WalMart, PPG Industries, VONS, General Mills, Hershey, Nestlé, Elmer's, Welch's, and Glaceau.

877-624-2700 www.weberdistribution.com

LOGISTICS MANAGEMENT TOP 50 3PL
INBOUND LOGISTICS TOP 100 3PL
FOOD LOGISTICS TOP 70 3PL

Let us help you make the sale.

Retailers want orders shipped completely, accurately and just-in-time.

You want to meet customer demand.

Regal Logistics delivers faster replenishment cycles, better shelf stock rates, higher sales and lower logistics costs.

- Competitive rates
- Supply chain management
- Real time inventory & shipment dashboard
- No minimum storage requirements
- EDI & RFID
- Retail compliant



REGAL LOGISTICS

Charleston, South Carolina
Fife, Washington

regallogistics.com

866-300-5580

NEWS

OPEN SOURCE BI: COMING TO AN ENTERPRISE/ SAAS/CLOUD DEPLOYMENT NEAR YOU

The ideal of the data-driven organization and pervasive BI is one that more organizations can now afford, thanks to open source BI. Their more modern, lightweight implementations are built on a foundation of simplicity, ease of use, and interoperability - all of which help to avoid the problems of weight, complexity, cost, and low user adoption rates which have traditionally plagued their established proprietary rivals.

“Open source software when combined with subscription-based pricing enables any organization to wade into a product and solution at its own pace, proving the value before or while it is being used” says Jaspersoft CEO Brian Gentile.

Most open source BI vendors offer a community version of their software which allows them to track a large community of developers and end users testing their solutions. The community in effect allows them to stay on top of what the BI market is demanding better than their proprietary rivals.

BI solutions enters new markets

Capitalizing on the inherent advantages of the Open Source model their offerings now include in memory analytics and agile development environments which make extensive use of web 2.0 mash ups - features which put to rest any reservations about perfor-

mance and which allow users to develop and test full apps in a fraction of the time and cost required by proprietary offerings.

And now, open source bi is more pervasive than ever before thanks to extensive SaaS and Cloud deployments. Says Jaspersoft's Gentile, whose company recently won the prestigious CoDiE award for best Cloud application, “The cloud offers many usability, elasticity, scale and price advantages to organizations of all sizes, making BI solutions affordable and accessible to entirely new markets and to larger user populations than we've ever seen before.”

RAYMOND BORHAN

editorial@mediaplanet.com



Seeing risk management in 3D

In a more interconnected world, businesses today requires greater sophistication and deeper analytics to respond to emerging risks, growing international regulatory scrutiny, and rising non-insurable risks across industries and geographies. For a prime example, look no further than the six days of disrupted flights in Europe this past April. “If you were a manufacturer with a product in Asia that needed to get to Europe, your distribution model just fell apart because of a volcanic eruption in Iceland,”

said Gary Lynch, global practice leader for supply chain risk management at Marsh Risk Consulting, a division of Marsh.

“The Iceland volcano incident should lead organizations to assess inventories of component parts and ingredients used in intermediate production or by suppliers several steps removed. Businesses need to look at vulnerabilities in supplier relationships, suppliers' supplier relationships, and logistics channels,” said Lynch.

Myriad connections

To successfully manage business continuity and supply risk you need to measure potential impacts not just operationally, but also from the standpoint of how they add value to the business. And it is not just in the supply chain that businesses need to consider the myriad connections, says Brian Elowe, a managing director in Marsh's Global Risk Management Division. “In today's environment, organizations need to build more effective risk management programs with greater sophistication

and deeper use of analytics to allow them to respond to emerging risks and other challenges.”

In order to address these concerns, organizations are turning to experts' advice on strategic risk planning solutions and analytics. One solution, Marsh 3D, helps clients develop superior organizational intelligence internally and externally.

Business intelligence tools like these address an organization's own limitations by engaging enhanced data analysis and strategic risk management capabilities for

both common and unique risks. For example, an analytic approach can assist in identifying where in an organization costs exceed benchmark standards. From this, specific areas for investment can then be targeted for appropriate risk mitigation strategies. For these organizations, actionable business intelligence improves their workplace risk profiles, reduces costs, and helps them to realize significant returns on investments.

JOSEPH KELLY

editorial@mediaplanet.com



DINO MOLER, EVP Client solutions for LeSaint Logistics, discusses company operations with Romeoville high school seniors
PHOTO: LARRY RANDA



Romeoville High School seniors get an inside look at the global supply chain

■ **Question:** When does working for a logistics firm become a top career choice?

■ **Answer:** When a top 3PL takes the time to talk directly to students.

Ask your average high school student about career plans and it's not too likely that "3rd Party Logistics" will trip off the tongue—unless the student happens to be a senior at Romeoville High School in Romeoville, Illinois, a southwest suburb of Chicago, Illinois.

Students there recently got the chance to get an inside look at what it's like to be a global 3rd Party Logistic (3PL) firm compliments of LeSaint Logistics, one of the industry leaders.

"It was fun and informative for everyone," said LeSaint EVP Client Solutions Dino Moler. "We have a 260,000 sq. ft. state-of-the-art logistics facility here and this was a great opportunity to give the students and teachers an inside look at the role that 3PLs play in our

global economy."

In business for nearly 30 years, LeSaint provides a range of customized, integrated supply chain solutions including warehousing, transportation, fulfillment, inventory management and much more for manufacturers and distributors in specialty chemicals, consumer goods, beverage, healthy lifestyle products, and other industries.

Hugely successful and the recipient of numerous quality awards, the company has 14 locations across the country. In many ways, the student tour was another way to say "hello" to Romeoville High School students. Looking to benefit from the easy access to highways and railroads, LeSaint set up operations there just last year, moving its headquarters and Illinois warehousing operation about 40 miles south from Elgin.

The idea for the student tour came about as a result LeSaint's active involvement with the Romeoville Chamber of Commerce and its participation in the local

PIE (Partners in Education) program. Students first met in the board room to talk with leaders of the company, learned all about the services a 3PL provides, the kinds of skill sets employees need and then received a tour of the warehouse and other facilities. Students also went home with a guide to careers in the 3PL industry—job titles and descriptions and the appropriate educational requirements.

"We are pretty passionate about what we do here," said Moler. "We wanted to convey that to the kids and also give them a leg up in their own career planning so they can make more informed decisions when selecting colleges and courses. You want to get to kids early—I wish someone had done something like this when I was their age."

JOSEPH KELLY

editorial@mediaplanet.com



**COMMITTED TO
CUSTOMER SUCCESS**

www.CatLogistics.com | CatLogistics@cat.com

© 2010 Caterpillar All Rights Reserved
CAT, CATERPILLAR, their respective logos, "Caterpillar Yellow," as well as corporate and product identity used herein, are trademarks of Caterpillar and may not be used without permission.



INSPIRATION



Disaster recovery: timing is everything

■ **Question:** What do organizations need in order to recover quickly from unforeseen disasters?

■ **Answer:** Access to global resources and skilled professionals who have dealt with such incidences before.

On February 27, 2010 a massive earthquake struck Chile, approximately 330 km southwest of its capital, Santiago. The 8.8-magnitude earthquake, the fifth-largest ever recorded, was followed by a powerful tsunami and more than 200 aftershocks.

Damage to residential, commercial, and industrial properties, as well as to infrastructure (roads, ports, airports etc.), estimated in the tens of billions of dollars was widespread. Industries such as

fishing, wine, pulp, and paper were hard hit. Immediately following the earthquake, businesses struggled with operational and human concerns; many continue to do so.

Following such an extensive and devastating event, a timely recovery is vital—but can be challenging. Insurers must respond to the needs of multiple clients, who themselves may have limited on-site staff or expertise with catastrophic claims. Furthermore, a claims adjuster may have just one opportunity to meet with a client to evaluate damage, or need to go weeks between meetings. In addition, the claims expertise required by affected organizations may be in high demand and limited supply.

An international effort

In Chile, Marsh mobilized imme-

diately to help clients quickly establish functioning claims teams to facilitate claims adjusters' initial reviews and their recovery processes. Marsh's global team of forensic accountants and claims advocates supplemented local resources—including Marsh's Forensic Accounting and Claims Services (FACS) Latin America leader, now stationed in Santiago full time, and colleagues from elsewhere in Latin America, the United States, and Europe. Marsh's full service team has assisted numerous clients in assessing damages and filing claims, including extra expense, property damage, loss of inventory, and business interruption claims. Working with clients, Marsh's team has developed preliminary loss, repair, and property damage estimates to share with

adjusters, and compiled advance cash payments requests—several have been secured already and are helping to fund repairs and recoveries.

When facing complex recovery challenges after a devastating natural or human-caused event, affected organizations need access to global resources, local representation, and years of expertise with damage assessment and claims advocacy. For Marsh's clients in Chile, bringing in our team from the beginning has provided the claims support needed to quickly recover and return to business as usual.



QUESTIONNAIRE



Gary Lynch
Global Supply
Chain Risk Management
Practice Leader,
Marsh Risk Consulting

How can businesses successfully protect their operations when disaster strikes?

■ Today's supply chains are complex; organizations that rely on inputs for production or sales of finished products can face inventory delays throughout the supply chain, impacting not only customer satisfaction, but marketplace competitiveness. Organizations that do not operate in a geographic area affected by a particular disaster could still be impacted if their partners do or if their goods move through the area. In today's interconnected world, organizations must monitor events, assess impacts, and prepare contingency plans for sourcing and production, so they can remain in business through a disaster.



QUESTIONNAIRE

Ben Fidlow,
Practice Leader,
Marsh Business Analytics

Given the pressures on bottom line performance and for greater transparency in risk management and decision making, what role does analytics play in business intelligence?

While more data is available for risk decision-mak-

ing than ever before, it is often applied inappropriately—with incorrect assumptions that can create faulty conclusions and potentially impact business performance. Successful organizations make use of analytics, leveraging data-driven anal-

ysis and predictive modeling, to gain a better view of what lies ahead, improve strategic planning, maximize return on investment, and reduce risk. A more disciplined and informed analytics-based approach to business intelligence can support critical

business decisions for organizations of any size and any industry whether the efficiency of insurance programs, expansion of operations, new product launches, a manufacturing plant's exposure to natural hazards, and supply chain resiliency.

NEWS

DON'T LOSE YOUR BUSINESS: DEFEND AGAINST THE UNEXPECTED



■ **Question:** What components make a Business Continuity Plan come together?
 ■ **Answer:** Planning is the key.

Disasters, natural or man-made, will forever impact our lives. So moving forward, organizations need to be ready to handle the impact of an unexpected disruption. For many companies, unforeseen



Karen Avery
 National Practice Leader, Business Continuity Risk Management, Marsh Risk Consulting

events like natural disasters or man-made ones can cripple their entire operation, so implementation of a business continuity and disaster recovery plan is critical!

Utilizing your businesses resources

Unplanned interruptions from a disaster can result in severe consequences; if not complete failure of your business operations altogether. The survival of your business depends on the steps you take to protect it, so experts say implementing a Business Continuity/Disaster Recovery Plan can cushion the blow, and get you back up and running in no time. There are many resour-

es in an organization that need to be properly utilized, in order to create an effective business continuity plan. According to Karen Avery, national practice leader, business continuity risk management, Marsh Risk Consulting, "We suggest that you don't get caught up in planning for specific events, like a hurricane or an earthquake, but instead, look at the key resources; technology as a resource; physical assets, such as buildings; and, relationships, both internal and external." Make sure any approach takes into account an organization's "key products and services," Avery says. Connecting with employees is a central concern. According to

expert, Ilene Merdinger, global practice leader, reputational risk and crisis management, Marsh Risk Consulting, "It's critical to have a plan in place that's been communicated with everyone and that they've been trained in. Employees need to understand their role before, during and after an event." To sum it up, the BCP process identifies the core resources necessary to continue critical business functions, and works in conjunction with a disaster recovery plan to restore and stabilize operations.

ANGELA ELLING
 editorial@mediaplanet.com

Top 5 ways to put a BC/DR plan into gear...

If you don't want to lose your business, the answer is to identify potential risks and develop the framework for a business continuity strategy that will effectively guard your operations from catastrophe, minimizing loss and increasing efficiency.

Rachel Dines, Analyst -of Infrastructure & Operations at Forrester Research, recommends reviewing these 5 steps that will better prepare your business for a disaster.

First, "**Conduct a business impact analysis (BIA).**" This involves identifying your company's

key processes and then mapping these processes to IT systems while also noting any interdependencies. Know the amount of data that can be lost and the amount of downtime the organization can sustain."

Second, "**Calculate your cost of downtime.**" This can help build the business case for DR investment and give you a ball park estimate of how much you should spend to mitigate certain risks."

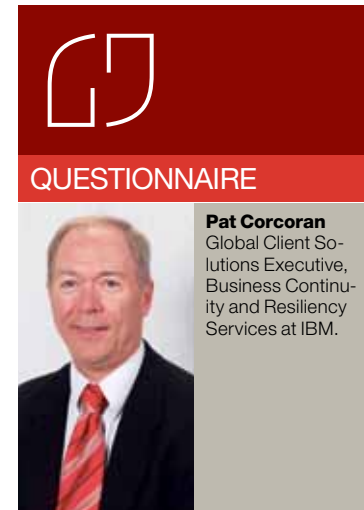
Third, "**Build and regularly test your business continuity plan.**" This includes plans for workforce continuity, including

communications and collaboration during the event, as well as your IT continuity or (DR) plan. After the plan has been documented, testing it regularly is equally important to make sure that processes execute as planned."

Fourth, "**Implement lower-cost DR options.**" Historically, many companies did not have a DR plan because it was too expensive. However, with virtualization, active-active data center architectures, reduplication, lower-cost replication, and cloud providers, DR is now well within reach."

And finally, the fifth step, "**Provide proper training and awareness programs.**" According to a recent survey by Forrester and the Disaster Recovery Journal, one of the top reasons that companies have learned from their disaster invocations is that they didn't have enough training and awareness around their business continuity/disaster recovery plan," says Dines.

ANGELA ELLING
 editorial@mediaplanet.com



QUESTIONNAIRE



Pat Corcoran
 Global Client Solutions Executive, Business Continuity and Resiliency Services at IBM.

In supporting disasters, what do you find are the most common problems?

My 21 years of supporting clients during disasters, have unveiled the three most common problems:

- 1 People:** Will they be available physically, mentally or emotionally? Your most important assets are your people and in most BCP/DRP's, the people are not addressed properly. When creating the plans, think of different scenarios and what your employees might be experiencing. Remember, your employee's most important asset are their families, so will they be available to you in a disaster?
- 2 Communications:** Internally and externally. You need multiple ways to reach your employees and they need to understand how to reach you. In addition, you need a plan to reach out to the media and your clients. Be proactive and be honest. Don't let people assume what's going on, tell them.
- 3 Plan Currency:** Very important and nearly every plan is outdated. Ensure your BCP/DRP's are integrated into the change management process as a critical component.



There is no second chance to get it right the first time.

Marsh provides industry-leading business intelligence, claims, disaster recovery and business continuity services—24/7—to clients around the world.

For more information on how we can help you, call us at 866-252-7492 or visit <http://global.marsh.com/disasterrecovery>.



Emergency Disaster Recovery
Exclusive Services from Marsh

Leadership, Knowledge, Solutions...Worldwide.

MARSH



MARSH MERCER KROLL
GUY CARPENTER OLIVER WYMAN