

# THE PORTAL

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## The Changing Faces of India

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By Terry R. Head  
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### There Is Real Value in Involvement

**T**ime is perhaps today's single most valuable commodity.

It's the one thing of which there is a finite source. There are only 24 hours in a day, 7 days in a week, and 52 weeks in a year.

In today's fast-paced world we are all time-starved and few of us can afford to make commitments, particularly those that involve time (and money) that don't benefit us and our companies/employers in some way.

Therefore, when you invest your time in a professional association like the Household Goods Forwarders Association of America, I'm confident that you have considered all the pros and cons, as well as evaluated the various other options and organizations like ours that represent the moving and relocation industry.

Countless individuals employed by almost 2,000 companies in over 160 countries have different reasons for supporting and participating in HHGFAA and look to the Association as an essential part of their professional world, as well as a key component in marketing their companies and developing themselves as individuals.

The scope and breadth of our organization are considerable, with each member bringing different strengths, aspirations, and skills to the Association. Collectively, our members bring an impressive array of skills and personal perspectives to HHGFAA, as well as cultural knowledge and viewpoints that many organizations would and do envy.

On a daily basis I have reason to be very thankful for the involvement and support provided by our members and the Association's professional staff. I particularly appreciate the volunteer leaders who serve on the Executive Committee, Associate Membership Management Board (AMMB), and the YP-35 Management Board, and the individuals who take the time to be actively involved by serving on one of HHGFAA's various Standing Committees.

However, nothing would get done if it were not for the participation and support we receive from the rank-and-file members who pay their annual dues (*on time*) and choose to invest their precious time in traveling to and attending the Annual Meeting. Both those opportunities for involvement will soon be announced, and I do hope you will continue your membership and join your colleagues at our 2008 gathering in Hawaii.

Nonetheless, many of our other functions and activities would be useless if members didn't invest the time to become involved and contribute industry news and/or advertise in **The Portal** magazine, sign up to receive the electronic newsletters, send us updates on customs requirements in their home countries, alert us to new issues facing the industry, respond to our new electronic surveys, and support our grass-roots activities aimed at influencing Congress and other regulatory bodies around the world.

When you think about it, without the involvement of our members there would be no value in even having an association. Making a choice to be involved is what creates the real value for all concerned — and for that I thank and congratulate you all.

## India: A Primer

Aryan tribes from the northwest infiltrated onto the Indian subcontinent about 1500 B.C.; their merger with the earlier Dravidian inhabitants created the classical Indian culture. The Maurya Empire of the 4th and 3rd centuries B.C.—which reached its zenith under Ashoka - united much of South Asia. The Golden Age ushered in by the Gupta dynasty (4th to 6th centuries A.D.) saw a flowering of Indian science, art, and culture. Arab incursions starting in the 8th century and Turkic in the 12th were followed by those of European traders, beginning in the late 15th century. By the 19th century, Britain had assumed political control of virtually all Indian lands. Indian armed forces in the British army played a vital role in both World Wars. Nonviolent resistance to British colonialism led by Mohandas Gandhi and Jawaharlal Nenu brought independence in 1947. The subcontinent was divided into the secular state of India and the smaller Muslim state of Pakistan. A third war between the two countries in 1971 resulted in East Pakistan becoming the separate nation of Bangladesh. India's nuclear weapons testing in 1998 caused Pakistan to conduct its own tests that same year. The dispute between the countries over the state of Kashmir is ongoing, but discussions and confidence-building measures have led to decreased tensions since 2002. Despite impressive gains in economic investment and output, India faces pressing problems such as significant overpopulation, environmental degradation, extensive poverty, and ethnic and religious strife.

### Geography

One-third the area of the United States, the Republic of India occupies most of the subcontinent of India in southern Asia. It borders on China in the northeast. Other neighbors are Pakistan on the west, Nepal and Bhutan on the north, and Burma and Bangladesh on the east. The country can be divided into three distinct geographic regions: the Himalayan region in the north, which contains some of the highest mountains in the world, the Gangetic Plain, and the plateau region in the south and central part. Its three great river systems — the Ganges, the Indus, and the Brahmaputra — have extensive deltas and all rise in the Himalayas. India dominates the South Asian subcontinent and lies near important Indian Ocean trade routes.

India has the fourth-largest reserves of coal in the world, among other important natural resources: iron ore, manganese, mica, bauxite, titanium ore, chromite, natural gas, diamonds, petroleum, limestone, and arable land, which comprises nearly half (48.83%) of its land area.

The country regularly must cope with natural hazards, including droughts, flash floods, widespread flooding from monsoonal rains, severe thunderstorms, and earthquakes. On Dec. 26, 2004, a tremendously powerful tsunami ravaged 12 Asian countries. Nearly 11,000 people perished in India. Monsoon rains in late July and early August 2005 caused devastating landslides and floods that killed about 900 people in and around Mumbai. An earthquake with a magnitude of 7.6 struck Pakistani-controlled Kashmir on Oct. 8, 2005. More than 81,000 people were killed and 2.5 million left homeless. India suffered about 1,300 casualties.



Its climate varies from tropical monsoon in the south to temperate in the north. As is the case in other developing nations, the government must address environmental issues that arise from a huge and growing population: deforestation, soil erosion, overgrazing, desertification, air and water pollution, and a lack of potable tap water in some areas of the country.

### The people

India is home to nearly 1.2 billion people, according to Central Intelligence Agency estimates. Nearly a third (31.5%) are 14 years old or younger; 63.3% are between 15 and 64 years of age; and 5.2% are over 65. The estimated population growth will be 1.578% in 2008, and life expectancy is 69.25 years.

English is the most important language in India for national, political, and commercial communication; Hindi is the national language and primary tongue of 30% of the people; there are 21 other official languages: Assamese, Bengali, Bodo, Dogri, Gujarati, Kannada, Kashmiri, Konkani, Maithili, Malayalam, Manipuri, Marathi, Nepali, Oriya, Punjabi, Sanscrit, Santhali, Sindhi, Tamil, Telugu, and Urdu; Hindustani is a popular variant of Hindi/Urdu spoken widely throughout northern India but is not an official language

### The government

India, a federal republic, won its independence from the United Kingdom on August 15, 1947. Its capital is New Delhi. The country has 28 states and 7 union territories. Its legal system is based on English common law and provides for judicial review of legislative acts; separate personal law codes apply to Muslims, Christians, and Hindus. Universal voting rights apply to citizens 18 years of age.

India's president is elected by an electoral college consisting of elected members of both houses of Parliament and the legislatures of the states for a 5-year term (no term limits; the next election is to be



held in July 2012); the vice president is elected by both houses of Parliament for a 5-year term. The prime minister is chosen by parliamentary members of the majority party following legislative elections. The Cabinet is appointed by the president on the recommendation of the prime minister.

### The economy

India's diverse economy encompasses traditional village farming, modern agriculture, handicrafts, a wide range of modern industries, and a multitude of services. Services are the major source of economic growth, accounting for more than half of India's output with less than one third of its labor force. About three-fifths of the work force is in agriculture, leading the United Progressive Alliance (UPA) government to articulate an economic reform program that includes developing basic infrastructure to improve the lives of the rural poor and boost economic performance.

The government has reduced controls on foreign trade and investment. Higher limits on foreign direct investment were permitted in a few key sectors, such as telecommunications. However, tariff spikes in sensitive categories, including agriculture, and incremental progress on economic reforms still hinder foreign access to India's vast and growing market. Privatization of government-owned industries remains stalled and continues to generate political debate; populist pressure from within the UPA government and from its Left Front allies continues to restrain needed initiatives.

The economy has posted an average growth rate of more than 7% in the decade since 1997, reducing poverty by about 10 percentage points. India achieved 8.5% GDP growth in 2006, and again in 2007, significantly expanding production of manufactures. India is capitalizing on its large numbers of well-educated people skilled in the

English language to become a major exporter of software services and software workers. Economic expansion has helped New Delhi continue to make progress in reducing its federal fiscal deficit. However, strong growth combined with easy consumer credit and a real estate boom fueled inflation concerns in 2006 and 2007, leading to a series of central bank interest rate hikes that have slowed credit growth and eased inflation concerns. The huge and growing population is the fundamental social, economic, and environmental problem.

### Communications systems

Recent deregulation and liberalization of telecommunications laws and policies have prompted rapid growth; local and long distance service provided throughout all regions of the country, with services primarily concentrated in the urban areas; steady improvement is taking place with the recent admission of private and private-public investors, but combined fixed and mobile telephone density remains low at about 20 for each 100 persons nationwide and much lower for persons in rural areas; fastest growth is in cellular service with modest growth in fixed lines

Mobile cellular service was introduced in 1994 and organized nationwide into four metropolitan areas and 19 telecom circles, each with about three private service providers and one state-owned service provider; in recent years significant trunk capacity added in the form of fiber-optic cable and one of the world's largest domestic satellite systems, the Indian National Satellite system (INSAT), with 6 satellites supporting 33,000 very small aperture terminals.

Country code: 91.

Internet use has been growing exponentially in India. In 2007, there were 2.306 million Internet hosts. In 2005, there were some 60 million Internet users.

### Transportation

- **Railways:** total: 63,221 km (16,693 km electrified, according to 2006 data).
- **Highways:** total: 3,383,344 km; paved: 1,603,705 km; unpaved: 1,779,639 km (2002).
- **Waterways:** 14,500 km; note: 5,200 km on major rivers and 485 km on canals suitable for mechanized vessels (2006).
- **Ports and harbors:** Chennai, Haldia, Jawaharal Nehru, Kandla, Kolkata (Calcutta), Mumbai (Bombay), New Mangalore, Vishakhapatnam. Airports: 346 (2007).

*SOURCES: Central Intelligence Agency ([www.cia.gov/library/publications/the-world-factbook/geos/in.html](http://www.cia.gov/library/publications/the-world-factbook/geos/in.html)), and [www.infoplease.com/ipa/A0107629.html](http://www.infoplease.com/ipa/A0107629.html))*

## INDIA AT A GLANCE

- **Labor force:** 516.4 million  
(Agriculture: 60%; industry: 12%; services: 28%)
- **Population below poverty line:** 25%
- **Unemployment rate:** 7.2%
- Inflation rate (consumer prices): 5.9%
- **Agriculture products:** Rice, wheat oilseed, cotton, jute, tea, sugarcane, potatoes, cattle, water buffalo, sheep, goats, poultry, fish
- **Industries:** Textiles, chemicals, food processing, steel, transportation equipment, cement, mining, petroleum, machinery, software
- **Oil production:** 834,600 barrels/day (2005 est.)
- **Oil consumption:** 2,438 million barrels/day
- **Exports—commodities:** Petroleum products, textile goods, gems and jewelry, engineering goods, chemicals, leather
- **Export partners (2006 figures):** US (17%); UAE (8.3%); China (7.7%); UK (4.3%)
- **Imports—commodities:** Crude oil, machinery, gems, fertilizer, chemicals
- **Import partners:** China (8.7%); US (6%); Germany (4.7%); Singapore (4.6%)
- **Currency:** Indian rupee (currently US\$1 to 39.9 rupees)

## India: Moving and the New Economic Revolution

*By Anil Jagtiani*

India—land of mysteries and spices—a civilization over 5000 years old, in historical times the bridge between Europe and America through the old Silk Road. Bounded by the mighty Himalayas in the north and the Indian Ocean in the south, India has through the centuries witnessed different ruling dynasties. This potboiler of religions and castes is now on a groundbreaking economic journey that began 10 years ago.

India is the largest democracy and the second most populous country in the world, a nation where until the 1990s the process of globalization of the Indian economy was constrained by policy barriers to trade. Investment liberalization and the entry of Foreign Institutional Investors was initiated in the 1990s, which has progressively hastened the pace of globalization.

A decade and a half ago, when India in its wisdom decided to open up its economy to the world, the first multinationals came rushing in to harness the economic power of the great Indian middle class, then estimated at over 30 million people. Two years later, however, these organizations realized that the potential market they were hoping to tap did not really exist and it left many of them licking their wounds. Then they did the next best thing: reducing costs, cutting back. Some left, but others brought in Indian managers in place of the expats and trained this lower-cost resource to serve their needs. This in turn brought a new class of middle-level managers who would be at the forefront of the economic revolution in years to come.

Even before the liberalization policies adopted by the government in the 1990s, the Indian giants Infosys, TCS, Wipro, and others had carved out a small niche for themselves in the world market and, realizing the potential, others rushed in. This time, they stayed and prospered. First the IT companies employed the middle classes, changing the way Indians looked at themselves. A new working class was created, one with limited wealth, but they didn't hesitate to spend it. On the heels of this came a new credit policy. Indians were now able to borrow at rates like never before, and borrow and spend they did. The manufacturers who had stayed on in the 1990s got into this market first; others followed and are still following. And so goes modern India's economic story.

Today, India is a major offshore outsourcing haven. Over the years there has been a steady growth of current account transactions. More and more areas have opened up for foreign direct investments and portfolio investments, thus facilitating entry of foreign investors in telecom, roads, ports, airports, insurance, and other major sectors. Globalization has intensified interdependence and competition between economies in the world market. This is reflected in India's economic growth, especially with respect to trading in goods and services and in movement of capital. The government has also realized that building up the country's infrastructure - ports, airports, roads, hospitals - would be critical to its success. All the amenities are getting attention and things are getting better by the day. Meanwhile, the media keeps the government on its toes.

The Government of India also proceeded in April 2000 to announce the introduction of Special Economic Zones policy in the country, deemed to be foreign territory for the purposes of trade operations, duties and tariffs.

The story today is that the young population is earning more than their forefathers ever did and the rich Indian is richer — the spending power of the new generations, along with easy accessibility to credit and information — thanks to the Internet - has led to a generation of young Indians totally different from their parents as far as wealth creation and spending is concerned. There is another India as well which we will not touch on at this time, but whose presence is also being acknowledged. India knows that without the advancing the opportunities for this "real" India in times to come, this story cannot progress.

India's story is similar to the stories of other developed and developing nations; however, the context is different. In times to come, as value is added to the processes being developed, the more labor-intensive parts of work will move to other developing countries, because cheap labor as it currently exists will no longer be available.

The development of the IT industry led to a mobilization within the country as well as externally. This was perhaps the first mass mobilization other than the handful of manufactur-

ing multinationals who were been around for years before Indira Gandhi started nationalizing them in the 1970s.

This mobilization led to a total change in the composition of cities like Bangalore and Pune, which were noted for their population mix. There were no barriers except those of individuals' own limitations, and thus practically overnight individuals with a single truck became movers and packers.

Over time, however, there has been a shakeout in which companies and individuals recognized that a truck and roadside labor do not constitute a service. The entry of multinationals in this field and their strict policies of processes left a number of these by the side. The older international moving companies (only a handful in number) also took stock of themselves to face this new competition. Moving companies the world over began to gather into groups, leaving the old vision of individual places and tie-ups with others behind. Companies now wanted a presence in multiple locations, but those who did not want to branch out formed strong groups to challenge the multinational, multi-location companies.

The current Indian labor market is still in flux. Where they once accepted their karma, they now create their karma. They are willing to work hard and in return they expect to be paid a fair wage. As a result, the new India is more efficient, but then wages aren't the bottom-of-the-barrel wages that everyone has come to accept from Third World countries. Land values also have soared. Mumbai is only slightly cheaper than Tokyo, New York, and Sydney, and prices are still rising. Cheap is no longer a word that can be associated with India or Indian products — competitive is a more apt term these days.

The new India has attracted new companies, including moving businesses. Mergers and acquisitions have resulted in new companies with different focuses. Thus began the Santa Fe story in India. Santa Fe, already in other parts of Asia, chose to enter the Indian market in 2008 when it acquired two Indian businesses in relocation (Ikan) and moving (IR Moving), respectively. Those companies had already carved out a place for themselves, and while the relocation business was 10 years old, the moving company was just 3 and was competing in areas unimagined by the older movers.

Other moving companies have now started looking at India and a few are taking steps to consolidate their position in the market; others are exploring different kinds of partnerships with the local companies.

**Moving has undergone a sea change.** There is a degree of expertise that has come in and the public has begun to treat the moving industry with the respect it deserves (the government too — they even slapped a service tax on the industry).

In the future we look forward to Asia being like Europe. Imagine China and India exchanging shipments over the Himalayan passes. Imagine a situation wherein neighbors can send shipments across the border into Pakistan, Afghanistan, Iran, the Middle East, and CIS countries. This would also help unlock the immense potential of these countries and catapult them into a new world with new opportunities. Moving would take on a dynamic as never before, and new and innovative methods of logistics would be the sole driver compelling these regions to face the future. Probable? No. Possible? Absolutely — only man stands in the way.

*Anil Jagtiani is the chief operating officer at Santa Fe Relocation Services/IR Moving in India.*

## Mumbai Prepares for the New Century

**M**umbai —formerly known as Bombay — is India's biggest city, which makes rehabilitating its massive infrastructure challenging, to say the least. The state government of Maharashtra, of which Mumbai is the capital, wants to tear down the slums housing some 600,000 people to redevelop the area and its new infrastructure to create a multibillion-dollar world-class financial center by 2015.

The resourceful people who live in the area have taken recycling to a whole new level: They shred plastic, mend clothes, strip computers, sort and bundle paper, fix machinery, flatten cardboard, and clean and crush glass, according to an article in *Time* magazine. Author Simon Robinson calls the level of specialization “extraordinary” — for example, in one workshop in the Dharavi section of the city, women use hammers to pound the metal nibs out of the ends of plastic pen refills. Others clean the refills, and still others shred the plastic into tiny granules that are sold for a small profit.

Mumbai is regularly crippled by monsoon rains, clogged rivers and drains. But property prices are still higher than those in midtown Manhattan. As the redevelopment plans take shape, 14 million to 18 million people will be displaced. Dharavi is home to poor immigrants who flooded into Mumbai during the past century. They live in tenements built of concrete, corrugated tin, and even cardboard. A dozen or so people from two or three families may live in a single tiny room that doubles as a workplace by day.



**Replacing aging infrastructure is just one of the many challenges facing teeming Indian cities such as Mumbai.**

needs to fulfill its contract to build new apartments for all the slum dwellers. An estimated two-thirds of the people who live in the slums work at the airport, and they worry that they will be relocated miles away from their jobs.

Meanwhile, business leaders are hoping for better infrastructure to support the city's — and India's — booming economy. This will include a massive new highway built across the bays to relieve some of the congestion from overcrowded city streets and a new subway system that is being planned.

*SOURCE: Time*

## Travel Tales: Discovering India

By Christine Giordano, CAE

The American Society of Association Executives (ASAE) & The Center for Association Leadership's recent study tour to India inspired me to explore, get to know, and appreciate the country that the McKinsey Global Institute predicts will be the world's fifth largest economy by 2025.

I recently read the book *The Elephant and the Dragon: The Rise of India and China and What It Means for All of Us* by Robyn Meredith (W.W. Norton, 2007), and firmly believe it should be required reading for any association or business executive who is exploring the possibility of collaborations in Asia. Our study mission to India was very timely, as my organization (the Society for Biomolecular Sciences) supports scientists engaged in early drug discovery, and pharmaceutical companies recently have been increasing their footprint throughout Asia.

During our six-day visit, we traveled to Mumbai and Delhi, where we met with local dignitaries representing the government, economic and business development, health care, the educational system, and the press. Our education began with the history of India, which is one of the richest and most ancient civilizations of the world, established more than 5,000 years ago. This wealth made it an attractive target for invasions throughout the centuries leading up to 1947, when Indians finally gained their independence from British rule. In 1950, India became a republic, and today it is the second fastest-growing major economy in the world, with a steady growth in Gross Domestic Product of 8% to 9% per annum. By the year 2025, India will be propelled into the middle-income category, and by 2050, India's economy will rise to third place, running just slightly behind China and the United States.

India is working toward building a knowledge economy by reducing illiteracy, with increased emphasis on increasing student enrollment in science, engineering, and information technology. Currently there are insufficient trained faculties to meet the growing student population, and India wants

industry to become a more active partner in expanding higher education. It also is turning to Web-enabled learning for transmission of courses across the nation.

The health care system has great growth potential. India has 1.1 billion people, and is growing at a rate of 1.4% per year. Investment in national health care in 2004 was 5.5% of Gross Domestic Product, or US\$60.9 billion, but this does little for the average

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### India is the second fastest-growing major economy in the world, with a steady growth in GDP of 8% to 9% per annum.

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citizen. Life expectancy in India is 63. Malnutrition remains a serious problem for some 20% of the population, and child mortality (under the age of 5) is 8.5 per 1,000. Doctors are observing a shift from infectious diseases to lifestyle diseases. India faces increased problems with obesity, junk food, and cardiac disease. Privately-owned 10-bed medical facilities are found in major cities, but they typically don't meet acceptable standards for care. Hospitals, however, have well-trained professionals, and health tourism is a growing industry.

Telecommunications have greatly changed the way India stays in touch. India has become the third largest network, with 254.8 million connections (8 million subscribers are added each month). But India faces serious infrastructure problems. City streets are congested. It is not uncommon for a 15-minute trip to take two hours. The rail system is not much better, operating at 120% capacity. Tata Industries recently announced the introduction of a new, affordable car called the Nano, which the company believes will replace many of the two-wheeled vehicles now on the road — creating more congestion and pollution.

Tata, the largest employer in India, has progressive human resources policies. In 1912, Tata introduced the eight-hour work-day in factories; in 1915, free medical aid; in 1917, education facilities for children; and in 1920, Tata introduced family leave without pay.

English is used in all business matters. One needs to accept the fact that the infrastructure is inadequate (roads, power, and water); bureaucracy abounds; and the judicial and administrative processes are slow. Patience is not only a virtue, but a prerequisite.

India's young workforce is energetic but impatient. Risk factors include political turmoil, difficulties with conducting due diligence, protection of intellectual property, a rapidly changing business environment, taxation issues, and ethnic tensions. Once you are ready to proceed, you will need a good local business partner who can offer good legal advice on how to set up your business. This person should be well-respected and persistent; make sure you document your understanding of what you have agreed upon. He or she can help you find suppliers and employees; set up your financial books; and serve as a sounding board for cultural issues, ideas, marketing, and more.

I was forewarned about the crowds, and how the city never seems to sleep, and this was no exaggeration. The streets were teeming with people. Security at the hotel was very tight.

In 1991, India's and China's economic development were on par with each other; yet today China's standard of living is three times that of India. Many Indians live below the poverty level, on less than \$2 per day. India's land mass is about one-third the geographical size of the United States, but it is home to a population second only to China, with 71% living in rural areas.

*Christine Giordano, CAE, is executive director of the Society of Biomolecular Sciences in Danbury, Conn.*

# Globe Moving & Storage Company Pvt. Ltd.

*By S. Ramachandran*

**G**lobe Moving & Storage Company Pvt. Ltd., formerly known as Globe Packers, was run as a family business with only one branch in India. Since taking over from Globe Packers, we at Globe Moving & Storage Co. have expanded into a private limited company with operations in all major metro cities in India.

Though traditionally moving companies are mostly family run, Globe Moving has ventured to establish itself as a full-fledged professionally managed private limited company with expansion plans and ventures that meet any international moving needs.

With over 35 years of experience, Globe Moving & Storage Co. is one of India's finest moving companies today. Headquartered in the high-tech city of Bangalore in the southern part of India, we have

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## HHGFAA MEMBER PROFILE

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seen tremendous changes and challenges in the moving business in this part of the globe. We have prepared ourselves to meet the challenges presented by India's economic boom by remaining focused and customer-centric. Our team of dedicated and customer-friendly staff, backed with self-owned warehouses, our fleet of vehicles, and our rich experience gained over the years working with our loyal customers, allow us to offer competitive services.

Our emphasis on quality has earned us the prestigious FAIM certification. We take pride in being the very first and only company in the high-profile city of Bangalore to receive the FAIM certification. A validation from FIDI that we are an accredited international mover only reaffirms that our processes and operational procedures and standards are of the highest quality and of international standards. For us this is no small feat, but a result of intense dedication and hard work on the part of our staff and management.

We remain motivated in continuing our pursuit of excellence when customers like Sridhar Kulkarni of Pepsi say, "I intend to use your services in the future irrespective of the company I join. Your entire crew is very professional." We are also members of international associations, including HHGFAA, the British Association of Removers (BAR), and the American Moving & Storage Association (AMSA).

Along with maintaining competitive costs, we target niche customers who have learned to expect high-quality services from us. Our staff is trained periodically both on the job and through classroom training to keep up with the changing needs of our customers. Our business flourishes thanks to strong collaborations and networking with agents and partners who give us market information and customer feedback to help us continually improve our services.

Although we handle all types of moving services like household moves, industrial relocation of goods from aircraft wings to satellite communication equipment, pet moves, fine art, storage and insurance, we specialize in international moves. We also offer relocation services to our customers.

Our biggest challenge today is to remain competitive in meeting the growth and boom India has seen in recent years. We have seen a higher volume of moves, increased competition, and a need to increase staff and facilities. We have witnessed colossal increases in rental costs, labor and material costs, with decreasing margins and, sadly, delayed payments. A tremendous amount of time is devoted to employee retention and staff retraining. Some customers expect value-added services, such as free storage, free delivery to additional floors, and free handyman services, squeezing our margins even more. The moving industry in India is subject to pressures of poor communication, bad infrastructure, administrative delays and corruption, which are extremely challenging to deal with.

Even though foreign investments in India is very impressive with business process outsourcing (BPO) generating more than \$36 billion (nearly 5% of the GDP), and the IT sector is booming and real estate markets seeing frantic construction of malls, housing developments, and new roads, India still struggles with high illiteracy and poverty, old customs and traditions, and poor infrastructure.

Our company provides opportunities to improve our employees' economic challenges by offering competitive salaries and better working environments. We have also employed physically challenged staff members in the past and in fact have had two deaf and dumb staff members working with us for the past 10 years! They work diligently and are extremely hardworking and loyal to our company.

We feel that we are ready to take on the tremendous growth opportunity ahead of us in this booming economy through our services. Yet we continue to depend on the loyalty of our staff, agents and partners, the positive feedback and loyalty of our customers to meet remain on top of this game.

**Globe Moving & Storage Co. Pvt. Ltd.**

E-mail: [info@globemoving.net](mailto:info@globemoving.net)

Web site: [www.globemoving.net](http://www.globemoving.net)

## 21st Century Relocations

By Yogesh Thakker

**21st Century Relocations** is an integral part of an Indian family-owned and managed business known as the Thakker Group of Companies, which was formed by Mr. Jamnadas Thakker, a veteran in the business of customs clearance and freight forwarding. He has more than 50 years' experience in the field of customs clearance and has been recognized on several occasions by prestigious associations for his valuable contributions to this industry. Proudly assisting him in running the company are his elder son Mr. Chandrakant Thakker,

### HHGFAA MEMBER PROFILE

younger son Mr. Yogesh Thakker, grandsons Nirav Thakker and Amit Thakker.

21st Century Relocations focuses on providing quality service at an affordable price. Today, after nearly 20 years of continuous hard work and willingness to improve, 21st Century Relocations is an internationally respected name in the moving industry among international relocation companies worldwide.

Repeat business is an important reason for our success. Customers who have dealt with 21st Century Relocations once do not want to deal with any other company.

Headquartered in Mumbai, the company has operations throughout India's busiest ports, airports, and inland container depots and a delivery reach to the remotest corner of India — all spelling success for 21st Century Relocations.

With the strong backing of a network of most reputable and reliable agents worldwide, 21st Century Relocations can handle moves into, within, and from India, and even third-country moves.

21st Century Relocations, in coordination with its group company 24x7 Logistics Private Limited, is able to offer its customers seamless in-house customs clearance and customs brokerage, warehousing, and logistics services.

Besides offering professional international packing and moving services, including complete origin and destination services, 21st Century Relocations offers auxiliary services like job search, orientation, home search, rentals, and pet moving. Dozens of pets are successfully moved across countries by 21st Century Relocations every year, making it one of the true global pet specialists.

Our collective experience of over a century of quality experience makes us a smart choice, as well as cost-effective for our clients. At 21st Century Relocations we commit to each move as if it is our first one. This philosophy, embraced by all its staff, from top management through its employees, creates a sense of constant learning within the organization. We aggressively solicit valuable feedback from our each of our clients. This gives us the input we need to pursue constant improvement. At 21st Century Relocations our success is driven by two important concepts:

- Be constantly innovative, and
  - Accept one's mistakes and learn from them.
- If we possess and develop these qualities we do not require any professional organizations to guide us toward our success.

21st Century Relocations regularly conducts training sessions for its employees, from the packer and loaders to its relocations coordinators and other office staff.

**Future plans.** We are in the process of expanding our presence to be closer to our customers. We want to keep them informed through a dedicated 24/7 toll-free phone line. This helpline will provide them with useful information about requirements for moving into and from India, customs rules and regulations, prompt rates, 24/7 shipment packing and pick-up service, online shipment tracking, and much more. This will give our customers security and knowledge at their fingertips and will be benefit international clients as well, despite differences in time zones.

Soon, our Web site will also provide instant cargo tracking information, accessed via login, e-mail, and SMS tracking. We expect to enlarge our existing warehouse space and offer multiple storage locations, and open new branches all over India to provide better services to our clients. Investments in better trucks with GPS tracking are also planned for efficient and timely deliveries.

21st Century Relocations is slowly and steadily moving from brand recognition to brand preference to brand recall to brand loyalty.

Today 21st Century Relocations is a brand widely considered as “an option” for international relocations. We want it to make it “the option.”

*Yogesh Thakker is president, international business development of 21st Century Relocations, Mumbai, India. He is an Eastern & Southeastern Asia Representative serving on the HHGFAA's Associate Members Management Board.*

## India: A Long Road to Success

*By Yogesh Thakker*

In the 19th century, Europe had global economic influence, and the 20th century belonged to the Americans. But the 21st century belongs to the Asians. India, with its rising influence in South Asia, will be a force to reckon with!

India's dominance in this region is felt in all these areas — political, economic, military, cultural and demographic. India contributes 77% of South Asia's population, 75% of its GDP, 77% of South Asia's territory, 80% of its defense budget and 82% of its armed forces.

India is the most populous democracy and the largest economy in the region. India's impressive growth rate of 9.2% has attracted investments from all corners of the world. India shares truly great relations with all the major super powers in the world — a result of not only its growing global influence but also its growing power potential coupled with New Delhi's skilled diplomacy.

Today, India has the largest defense budget in this region, possesses nuclear weapons, intermediate-range ballistic missiles, and its own aircraft carrier. Its development in space (on April 28, it launched 10 satellites simultaneously on a single launch — the PSLV-C ejected all 10 satellites within minutes of each other at 9.20 a.m. soon after liftoff), its research in weaponry and armaments, will make it self-sufficient in all these areas.

India is on the verge of becoming a great power in the international system. As a large, multiethnic, economically powerful, non-Western democracy, it will play a key role in the great struggles of the coming years. Washington has recognized the potential of a US–Indian alliance, but translating that potential into reality will require engaging India on its own terms. India does not like to bow down under pressure.

After the United States, China and Japan, India is the fourth largest economy today. By 2010, it is predicted that India will be the third largest economy in the world.

After disappointing itself for decades, India is now on the verge of becoming a great power. The world started to take notice of India's rise when New Delhi signed a nuclear pact with President George W. Bush in July 2005, but that breakthrough is only one dimension of the dramatic transformation of Indian foreign policy that has taken place since the end of the Cold War.

Following more than a half century of false starts and unrealized potential, India is now emerging as the swing state in the global balance of power. In the coming years, it will have an opportunity to shape outcomes on the most critical issues of the 21st century: the construction of Asian stability, the political modernization of the greater Middle East, and the management of globalization.

Although India's economic growth has been widely discussed, its new foreign policy has been less noted. Unlike their US counterparts, Indian leaders do not announce new foreign policy doctrines. Nonetheless, in recent years, they have worked relentlessly to elevate

India's regional and international standing and to increase its power. New Delhi has made concerted efforts to reshape its immediate neighborhood, find peaceful relations with China and Pakistan (its two regional rivals), and reclaim its standing in the nearby regions: parts of Africa, the Persian Gulf, Central and Southeast Asia, and the Indian Ocean region. At the same time, it has expanded relations with the existing great powers — especially the United States.

India is arriving on the world stage as the first large, economically powerful, culturally vibrant, multiethnic, multi-religious democracy

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### In the coming years, India will have an opportunity to shape outcomes on the most critical issues of the 21st century

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outside of the geographic West. As it rises, India has the potential to become a leading member of the “political West” and to play a key role in the great political struggles of the next decades. Whether it will, and how soon, depends above all on the readiness of the Western powers to engage India on its own terms.

#### A three-point strategy

India's grand strategy divides the world into three areas. In the first, which encompasses the immediate neighborhood, India has sought primacy and a veto over the actions of outside powers. In the second, which encompasses the so-called extended neighborhood stretching across Asia and the Indian Ocean littoral, India has sought to balance the influence of other powers and prevent them from undercutting its interests. In the third, which includes the entire global stage, India has tried to take its place as one of the great powers, a key player in international peace and security.

#### Indian ambitions and concerns

Indians are very bullish about their country's future. Indians see themselves as already playing a major role on the world stage, second only to the United States. They also believe that India has a large and positive influence on Asia. Many Indians say they want India to play a more active role in the world. Solid majorities of Indians believe that increasing their country's economic and military power would be positive.

Indians are more concerned about regional security threats than economic issues at the top of their foreign policy priorities. Combating international terrorism is viewed as an important goal by 60% of Indians, followed by preventing the spread of nuclear weapons (56%).

Protecting Indian jobs, promoting economic growth and combating world hunger are priorities for 54% of Indians, followed by securing adequate supplies of energy (52%).

Both Asians and Americans view India's economic growth as a positive. Most Americans consider India a partner, rather than a rival. Americans wrongly assume, however, that India and China are rivals. A recent survey shows that a majority of Chinese (56%) see India as a partner and that a plurality of Indians (46%) view China the same way. Most Americans (66%), in contrast, believe China and India are rivals.

The next 10 years will surely see India making its presence felt in the world and especially in Asia as THE country to watch out for.

*Yogesh Thakker is president, international business development of 21st Century Relocations, Mumbai, India. He is an Eastern & Southeastern Asia Representative serving on the HHGFAA's Associate Members Management Board.*

#### **SOURCES:**

1. *Wikipedia*—Regional Powers
2. Chicago Council on Global Affairs
3. *World Public Opinion: Global Public Opinion on International Affairs*
4. *India and the Balance of Power*, by C. Raja Mohan

### **INDIA: Fast Fact**

Bhaskaracharya, who calculated the time taken by the Earth to orbit the Sun hundreds of years before astronomer Smart, found in the 5th century that it took 365.258756484 days.

SOURCE: One India One People

## DHS Sets \$844 Million in Security Grants for Ports, Infrastructure

The Department of Homeland Security said it is awarding more than \$844 million in grants to protect US ports and infrastructure.

DHS also said it was awarding a highway security grant to an Alexandria, Va., group, effectively ending American Trucking Associations' four-year Highway Watch program. The 2008 fiscal year grant was awarded to HMS Company from a field of 11 competitors, according to the Transportation Security Administration, which is part of DHS. It was the first year it was up for competitive bidding.

ATA said in a statement that it was "disappointed" that it was not selected to continue the program and that it was proud of its past accomplishments.

It is unclear how long Highway Watch will continue to operate, but a research component of program evaluation and assessment will continue through the 2008 calendar year, ATA said.

The funds will be used to prevent, protect against, respond to and recover from terrorist attacks, major disasters and other emergencies, the department said.

The awards, which represent a 29% increase from last year, include:

- **Port Security Grant Program—\$388.6 million.** These grants support efforts to enhance access control and credentialing, protect against explosive other non-conventional attacks and to conduct exercises for disaster-response scenarios. The seven highest risk port areas will receive \$220.9 million, up 26% from last year. Another 40 port areas that will receive a total of \$138.1 million, and 16 port areas will be awarded \$17.3 million.
- **Freight Rail Security Grant Program—\$4.9 million.** This program provides awards to railroad operators that transport security-sensitive materials through high-density population areas. This is the first year of funding for this program, which will prioritize the development of vulnerability assessments and security plans, and for security training of front-line railroad employees.

Other grants include those for transit security programs (\$380.1 million) and passenger rail (\$25 million).

*SOURCE: Transportation Topics*

## GAO Report Cites Port-Security Flaws

A US Government Accountability Office report shows gaps in a federal government port-security program, the Associated Press reported. The report assesses the Customs–Trade Partnership Against Terrorism, (C-TPAT), a federal program established to deter potential terrorist strikes via cargo containers entering the United States.

Under the program, about 8,000 importers, port authorities and cargo carriers are granted benefits such as reduced scrutiny of their cargo, in exchange for submitting security plans that meet US Customs and Border Protection standards.

A 2005 GAO report on C-TPAT had found that many of companies were receiving the reduced cargo scrutiny without required vetting by Customs. Customs has made some improvements since then, but the new report found that officials still could not guarantee that companies were in compliance, AP said.

GAO urged Customs to require consideration of third-party and outside audits and take steps to certify that companies comply with any additional requested security improvements, AP reported. It also called for technological improvements to help improve consistency and better information-gathering in Customs' security checks, AP said.

*SOURCE: Transportation Topics*

## INDIA: Fast Fact

According to the Gemological Institute of America, up until 1896, India was the only source of diamonds in the world.

## Hot Off The Presses!



The 2008–2009 HHGFAA Membership Directory has been mailed to HHGFAA members. Use it often to locate and contact partners and colleagues worldwide.

To order additional copies, please use the order form on page 50 of this Web version of **The Portal.**

## US Military Logistics Partnership Is Launched

The United States Transportation Command, Defense Logistics Agency, and General Services Administration have established a formal partnership designed to improve supply chain management for the armed forces. The agreement sets up a customer support partnership among the three organizations.

An Executive Steering Committee will oversee initiatives assuring that each organization's performance aligns with mutually shared expectations. The ESC will comprise executives from all three agencies and will establish and direct Joint Working Groups, to ensure that goals and objectives for the overall initiatives are followed.

The partnership establishes methods for each agency to combine performance measurements, collaborate across organizational boundaries and achieve the operational effect of adopting shared efficiencies in delivering goods and services to frontline personnel.

The agreement, which outlines specific responsibilities for each agency, identifies the partnership's goals as improving operations, information sharing and integrated supply chain operations planning; adopting shared processes to gain efficiencies in the delivery of goods and services to the warfighter; determining information technology requirements to enhance warfighter support capabilities and implementing solutions approved by the ESC; developing shared customer relationship activities and initiatives; sharing supply chain, distribution business intelligence and current events information related to ongoing or potential initiatives and innovations, and collaborating across boundaries of the organizations and seeking partnering opportunities whenever the opportunity arises.

USTRANSCOM provides air, land and sea transportation for the Department of Defense. The Defense Logistics Agency is DoD's largest logistics combat support agency, and provides supply support and technical and logistics services to the US military and several federal civilian agencies. GSA serves as a centralized procurement and property management agency for the federal government.

*SOURCE: Journal of Commerce Online*

## Next United States Transportation Command Leader nominated

*By Bob Fehringer, USTRANSCOM Public Affairs*

Gen. Norton A. Schwartz, commander United States Transportation Command, informed members of his command about his retirement and the nomination of his successor, Air Force Lt. Gen. William M. Fraser III, during a commander's call April 23.

Fraser currently serves as assistant to the Chairman of the Joint Chiefs of Staff and is slated to become the USTRANSCOM commander Nov. 14. Fraser's nomination is subject to confirmation by the Senate Armed Services Committee; a hearing on the confirmation is expected in June.

"The plan will be to do this in an orderly, disciplined way," Schwartz said. "We'll prepare General Fraser for his confirmation hearing, which will probably occur in June.

Fraser entered the Air Force in 1974 as a distinguished graduate of the Texas A&M University ROTC program. His operational assignments include duty as a T-37 instructor pilot and evaluator; B-52 aircraft commander, instructor and evaluator; and deputy commander of a B-1 operations group.

Fraser was the first commander of the 509th Operations Group, then served as the vice wing commander for the 509th Bomb Wing at Whiteman AFB, Mo. He commanded the 28th Bomb Wing at Ellsworth AFB, S.D., and 2nd Bomb Wing at Barksdale Air Force Base, La.

Fraser's staff duties include tours on the Air Staff, Joint Staff and Joint Strategic Target Planning Staff at Offutt AFB, Neb. He also has served as chief of the Nuclear Requirements Cell at Supreme Headquarters Allied Powers Europe and chief of staff for US Strategic Command at Offutt AFB.





**H**HGFAA's 46th Annual Meeting will be held at the beautiful Hilton Hawaiian Village Beach Resort & Spa, October 4–7, 2008. Hawaii is one of the Association's most exciting and eagerly anticipated meeting sites. This year we expect another record attendance, so please make your travel plans now.

Due to overwhelming demand, **HHGFAA opened hotel room reservations as of February 15, 2008.** Actual Annual Meeting Registration will not be available until mid-July.

A personalized HHGFAA group hotel reservation page has been set up and can be found at **[www.hilton.com/en/hi/groups/personalized/HNLHVHH-AYZ-20080929/index.jhtml](http://www.hilton.com/en/hi/groups/personalized/HNLHVHH-AYZ-20080929/index.jhtml)**

If you are making reservations over the phone or via fax, be sure to use the **HHGFAA Group Code: AYZ** to get the special room rates.

Additional Information on the 46th Annual Meeting in Hawaii will be provided as it becomes available.



# Young Professionals

“Leadership Through Innovation”

## COMING ELECTIONS

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Prior to the 2008 HHGFAA Annual Meeting, YP-35 elections for YP-35 Chair and Vice Chair will be held. Any YP-35 member in good standing is eligible to run.

If you are interested in running for or nominating someone else for either of these positions, please contact one of the following individuals:

Julia Paiva ([julia@hawaiimovers.com](mailto:julia@hawaiimovers.com))

Eric Carden ([ericc@setrans.us](mailto:ericc@setrans.us))

or

Patrick Burghardt ([patrick.burghardt@ims-moving.de](mailto:patrick.burghardt@ims-moving.de))

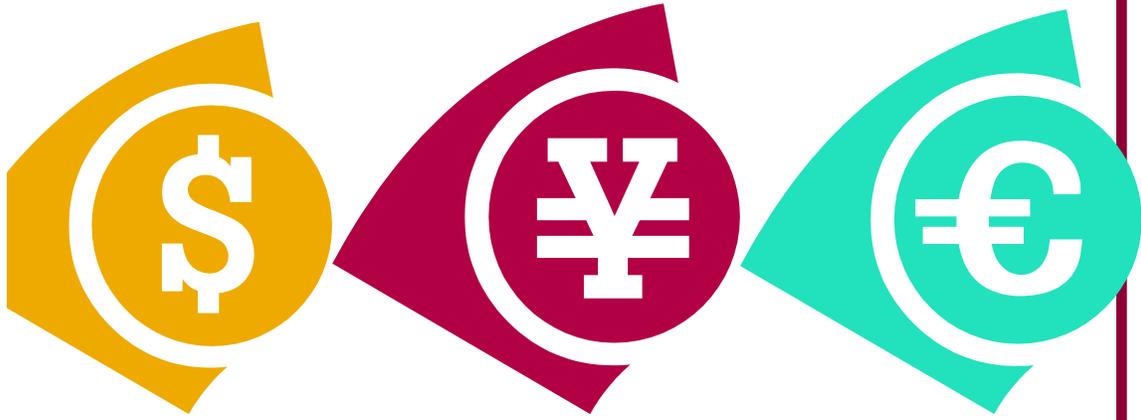
**IMPORTANT NOTE:** The deadline for nominations is **July 11, 2008**.

Visit [www.yp-35.org](http://www.yp-35.org) and review the YP-35 By-Laws for information about the responsibilities these positions entail. Results will be announced at the Annual HHGFAA meeting in Honolulu, Hawaii, October 4–7, 2008.

**ATTENTION YP-35 MEMBERS:** Please check your contact details and e-mail address on the YP-35 Website ([www.yp-35.org](http://www.yp-35.org)) and let us know if any corrections need to be made so that we may properly contact you and keep you informed. Make sure that your birth date is listed! If you have difficulty accessing the Web site, or if you have questions or ideas concerning YP-35, and to supply your updated contact information, please e-mail [pcolmenares@portan.com](mailto:pcolmenares@portan.com)

**Website: [www.yp-35.org](http://www.yp-35.org)**

An organization within the HHGFAA for Young Professionals 35 years of age and under



**Is someone in your company  
attending college?**

**BECAUSE EDUCATION IS THE CORNERSTONE  
OF OUR INDUSTRY,**

**The Household Goods Forwarders Association of America  
and the “Young Professionals” (YP-35) organization,  
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**Alan F. Wohlstetter Scholarship Fund**

offers to qualifying individuals

**5 Annual Scholarships**

in areas of academic study relating to

**Transportation • Physical Distribution  
Logistics • Information Technologies  
Business • Accounting and Finance**

**\$4,000 Scholarships**

## ALAN F. WOHLSTETTER SCHOLARSHIP UPDATE

The Alan F. Wohlstetter Scholarship Fund is the cornerstone for the HHGFAA Scholastic Assistance Program, which is aimed at promoting and supporting individuals engaged in higher education involved in the areas of transportation and logistics. Donations (by major annual giving levels) to the Alan F. Wohlstetter Scholarship Fund received in the last 12 months are as follows:

### Platinum (\$5,000 or more)

Matson Navigation Company, Inc.

### Gold (\$2,500–\$4,999)

ABBA International, Inc.  
Approved Forwarders  
Continental Van Lines  
Royal Hawaiian Movers, Inc.  
The Pasha Group

### Silver (\$1,000–\$2,499)

Adele Forwarding  
Arpin International Group

Cartwright International Van Lines

Covan International  
Deseret Forwarders  
DeWitt Transportation Services of Guam  
Evergreen Forwarding, Inc.

### Bronze (\$500–\$999)

American Red Ball International, Inc.  
Apollo Forwarders Inc.  
Gateways International Inc.  
H&B Forwarding, Inc. (dba Axis International)  
Terry R. Head  
Robert and Jean Kelly

Logistics International Inc.

**Sandra Rowe Maier**  
Ocean Air International Inc.  
S&E Transportation, LLC  
True North Relocations

### In Kind or Other

Jackie and George Agner  
American World Forwarders  
Belvian and Gloria Carrington  
Claims Adjustment Technology  
Dell Forwarding  
Pearl Forwarding Inc.

**Boldface type** denotes repeat donors (within the 12-month period).

Join this prestigious list of contributors by sending your contribution TODAY! For more information on how to donate, please go to [www.afwscholarship.org](http://www.afwscholarship.org). Make checks payable to Alan F. Wohlstetter Scholarship Fund.

**Alan F. Wohlstetter Scholarship Fund**  
**5904 Richmond Highway, Suite 404 • Alexandria, VA 22303**  
**Phone: (703) 317-9950 • Fax: (703) 317-9960**

The Board of Directors of the Alan F. Wohlstetter Scholarship Fund urges you to consider a contribution or donation to the Scholarship Fund as part of your year-end tax strategy or as you formulate your company budgets for next year. Please advise your employees that scholarships are available to qualified candidates of any HHGFAA company worldwide. For further information, visit [www.afwscholarship.org](http://www.afwscholarship.org).

## Horizon Primed to Launch US Coastal Service

Horizon Lines has containership tonnage immediately available for US coastal services that could start some time this year.

Shortsea and feeder cargo services are a rarity in the United States, in contrast to Europe and other parts of the world where much greater use is made of coastal and inland waterways.

But Horizon Lines president and chief executive Chuck Raymond believes the time is now right to start moving more freight by ship along both US coasts, and is keen to press ahead with plans unveiled earlier this month.

The US-flag carrier has five unemployed vessels of between 1,200 and 1,500 teu capacity that were displaced when Horizon Lines phased in a series of 2,800 teu new vessels in 2006 and 2007.

The idea is to transport both deep-sea container traffic and domestic trailer and ro-ro cargo by ship rather than road or rail.

Europe has been well ahead of the US in promoting shortsea services because of both the higher price of fuel that added to the cost of land transportation, and greater environmental awareness. Several major rivers and inland waterways, as well as an extensive coastline peppered with ports and harbours, also give European shipowners an advantage.

But it is neither soaring gasoline prices nor a recognition of shipping's green credentials that is driving support for more shortsea services, according to Raymond.

Rather, it is commuter pressure, with the general public complaining more vociferously than ever about trucks on their already crowded interstate highways.

"Americans are still in love with their cars," said Raymond. Neither do they like freight trains holding up passenger services, and have been equally outspoken on that score.

With inland infrastructure at breaking point, alternative ways to move freight around the United States are being explored, with coastal services the most obvious option.

Horizon is focusing on the US east coast first, where there is already a good port infrastructure. Plenty of harbors have water deep enough to handle ships of the size suitable for coastal shipping, and are able to accept containers transshipped from transat-



**Horizon Lines has five unemployed vessels of between 1,200 and 1,500 teu capacity.**

lantic services. What may require more investment would be facilities for extra long truck loads.

Domestic coastal services would not be open to foreign carriers, with the Jones Act limiting access to those lines operating US-built, -flagged and -manned tonnage.

Raymond defended those restrictions, arguing that the development of shortsea services under Jones Act rules would benefit the country's shipbuilding industry that could then build vessels of the size required for coastal services under Title X1 loan guarantees. The US ship repair industry would also benefit from a larger US-flag fleet.

Horizon, which operates services in the Puerto Rican, Alaskan, and Hawaii/Guam domestic trades, has a number of possible routes along the US Atlantic and Gulf coasts under consideration. Raymond said the first could begin this year.

The west coast also offers potential for coastal shipping, but there is less immediate pressure along the Pacific seaboard. The imperative, said Raymond, is to ensure any coastal services are fully competitive with road and rail in terms of price.

But one potential hurdle has already been overcome, with maritime unions keen to talk through the proposals with Horizon. Raymond said he was working with the unions to design a viable labor model for a coastal container shipping network.

(Editor's Note: Use of waterborne traffic lanes along both coasts could be one answer to the US domestic household goods market's concern with driver shortages and high fuel costs.)

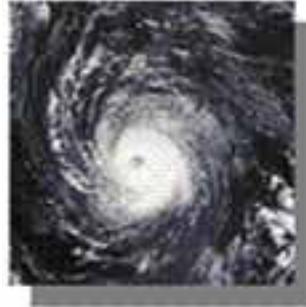
*SOURCE: Janet Porter, Lloyd'slist.com*

## Forecast: More Hurricanes Likely for USA/Gulf of Mexico

AccuWeather.com Hurricane Center meteorologists have released an early hurricane season forecast for 2008.

They believe the warming La Niña conditions and a continued warm water cycle in the Atlantic Basin will be the two defining factors influencing the 2008 hurricane season, causing the number of storms to be slightly above average but, more important, increasing the chance for storms making a US landfall.

“The warming is not uniform across the entire Atlantic,” said Chief Long-Range and Hurricane Forecaster Joe Bastardi. “In some areas where hurricanes normally form — the central and eastern tropical Atlantic — ocean water temperatures are near or below normal. This should limit the number of storms, so we do not expect a near record high number like in the 2005 season. However, considering other factors, the number of storms should be slightly higher than historical averages. The warmest waters relative to normal will be in the northern areas of the Atlantic, especially toward the North American continent. This could potentially increase the threat of major landfalls to the US coast.”



*SOURCE: Energy Current/Hughes “Today’s News”*

## US Ports Need Adequate Dredging

It was recently reported that a group of maritime industry associations and companies collectively warned a US House of Representatives subcommittee that US ports are at a “crossroads” without much-needed dredging. The coalition cited a recent Army Corps of Engineers study that found almost 30% of the 95,550 vessels calls at US ports are constrained due to inadequate channel depths. It blamed the US port dredging crisis on the federal government’s failure to spend tax revenues collected through the Harbor Maintenance Tax. The coalition urged House lawmakers to draft legislation that mandates the fund be used for its intended purpose — to dredge the nation’s harbors.

*SOURCE: AmericanShipper.com*

### INDIA: Fast Facts

USA-based IEEE has proved that the pioneer of wireless communication was Prof. Jagdeesh Bose and not Marconi—a century-old suspicion.

SOURCE: One India One People

# Transforming Indian Ports into World-Class Facilities

T.E. Raja Simhan

Benchmarking helps organizations to continuously improve. This applies to India's major ports as well. The Port of Rotterdam, in its report, *Co-ordination of Business Plans for Major Ports in India*, has made a comparison of Indian ports with those in northwest Europe. The report throws up some interesting facts.

In India there are 12 major ports in the Kandla-Kolkata range, over a coastline of some 7,000 km, while the so-called H-H range (Hamburg-Le Havre) in northwest Europe covers 11 major ports over a coastline of just 1,000 km.

Worldwide, the trend with respect to port infrastructure is that port development takes place in deeper water because of the predominantly large vessels calling at foreign ports. The economy of scale is applied, with the focus on reducing the costs per unit, which allow for larger projects. Industrial clusters are established to obtain synergies and notch up higher efficiency, and logistics clusters are established in or near ports to provide the necessary linkages, especially given the increasing role and needs of the private sector.

It is also clear by now that the trend toward economy of scale fits in well with the Indian situation. However, the availability of natural deep water ports is a problem, though there is room for large-scale industrial and logistics clusters. The Government also promotes the expanding role of the private sector. Hence, the various boundary conditions for Indian ports to be transformed into world-class facilities do exist, but there is still a major effort to be made, the report says.

The goal of the development of business plans was that Indian ports should be transformed into world-class facilities; one of the important aspects various consultants had to cover in the course of the project was to provide benchmarks.

The Ministry of Shipping, Road Transport and Highways mandated that each of the 12 major ports develop a business plan in a bid "to transform Indian ports into world-class facilities suited to the requirements of the future economy of India." The major exercise was conducted in a year's time. The consultants submitted a kind of "helicopter view" for each port for the years to come, and the Port of Rotterdam provided a "satellite view."

The Indian port sector is quite a peculiar market — the 12 major ports have a market share of some 75%, and therefore form a kind of cartel. Major decisions with respect to tariff-setting and investments to be made in infrastructure, for example, are made in New Delhi. Traffic forecasts are made in Delhi as well. In some ports there is the

feeling that these forecasts are a target, or obligation that needs to be fulfilled. The major ports hardly compete with each other, and all or most information is shared, including strategic objectives and goals.

There is a limited level of autonomy. Given the scarcity of port facilities, the port sector is a demand market. This is also reflected in the role of the private sector.

Huge revenue shares are offered to port trusts by players wanting

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## The Port of Rotterdam has made a comparison of Indian ports with those in Northwest Europe.

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to grab the opportunity to operate within a port. The build, operate and transfer principle, "almost nowhere applied in its purest sense," namely that the private sector invests in all the infrastructure, is applied in India. As such, the port trust has limited investments to make (mostly in dredging) but in return receives high revenue shares from the private sector, the Port of Rotterdam report says.

In general, and at least until recently, the ports in India were "berth-minded." This means that as soon as a port was reaching capacity, the decision was taken to construct (an) extra berth(s). The performance or efficiency at the berths was only rarely taken into account, while here the cheapest and fastest port capacity increase could be achieved.

Minor ports and public ports falling under the States, are sometimes becoming fierce competitors for the major ports. The biggest threat is the development of private ports, not hampered by old infrastructure, bureaucratic procedures and inefficient cargo handling systems. Fortunately, the newest major ports, such as JNPT and Ennore, serve as examples for the other major ports with respect to efficient cargo-handling operations. JNPT has, in fact, already reached the goal of becoming a world-class facility, the Report says.

Ennore, with much of its port area still to be developed, has the potential to become a world-class facility if careful, long-term planning is taken into account.

SOURCE: [www.thehindubusinessline.com/2008/02/25/stories/200802250150600.htm](http://www.thehindubusinessline.com/2008/02/25/stories/200802250150600.htm)

### Self-Employed Women Differ From Their Wage and Salary Earning Counterparts

Self-employed women differ from their wage and salary earning counterparts in several human capital areas. Most notably, self-employed women tend to be older, are better educated, and have more managerial experience than wage and salary earners. These findings are contained in a report, *Human Capital and Women's Business Ownership*, released recently by the Office of Advocacy of the US Small Business Administration.

"Human capital factors such as education and experience have long been known to have a positive correlation with entrepreneurship," said Dr. Chad Moutray, Chief Economist for the Office of Advocacy. "This report delves deeper into women's business ownership and shows that factors such as occupational skills and entrepreneurial preparedness are essential to women's entrepreneurship."

The report, written by Business Development Advisors with funding from the Office of Advocacy, also compares human capital factors of self-employed women and men, as well as between self-employed whites and minorities.

The authors presented the report during the annual meeting of the Urban Affairs Association in Baltimore, Md.

Comparing self-employed women to other working women, the authors found that:

- Self-employed women have greater educational attainment.
- Self-employed women are more likely to be in managerial occupations.
- Self-employed women are more likely to work in non-traditional occupations.
- Self-employed women are likely to be older.

For more information and a complete copy of the report, visit the Office of Advocacy Web site, [www.sba.gov/advo](http://www.sba.gov/advo).

### Small Firms Hit Hardest by Rising Energy Costs

Small firms are hardest hit by rising energy costs, according to a study recently released by the Office of Advocacy of the US Small Business Administration. The small manufacturing and small commercial sectors top the list of burdened industries, on an energy cost per value of industry shipments and an energy cost per sales basis.

"This report shows that, on a disaggregated basis, energy prices can affect different industrial sectors in different ways," said Dr. Chad Moutray, Chief Economist for the Office of Advocacy. "Previously, most research in this area had focused on the macro level. With this report, the spotlight turns to individual industrial sectors and the small firms within them."

The report finds that for 10 of 17 manufacturing sectors for which data were available, small firms spent considerably more for energy than large firms did, on a per value of industry shipments basis. For food manufacturers, leather and allied products manufacturers, and computer and electronic products manufacturers, the costs per dollar of output were more than double those of their larger counterparts.

The author also finds that in 26 of 31 commercial industries studied, small firms have higher energy expenditures on a cost per dollar of sales basis. The median commercial sector industry has a small entity energy cost per sales ratio that is 2.7 times the ratio for large entities.

The report, *Characterization and Analysis of Small Business Energy Costs*, written by E.H. Pechan & Associates with funding from the Office of Advocacy, uses available data to analyze the impact of changing energy prices on various sectors of the economy.

For more information, a complete copy of the report, and tables of analyzed industry sectors, visit the Office of Advocacy Web site, [www.sba.gov/advo](http://www.sba.gov/advo).

### INDIA: Fast Fact

The world's first university was established in Takshila in 700 BC. More than 10,500 students from all over the world studied more than 60 subjects. The University of Nalanda built in the fourth century BC was one of the greatest achievements of ancient India in the field of education.

SOURCE: One India One People

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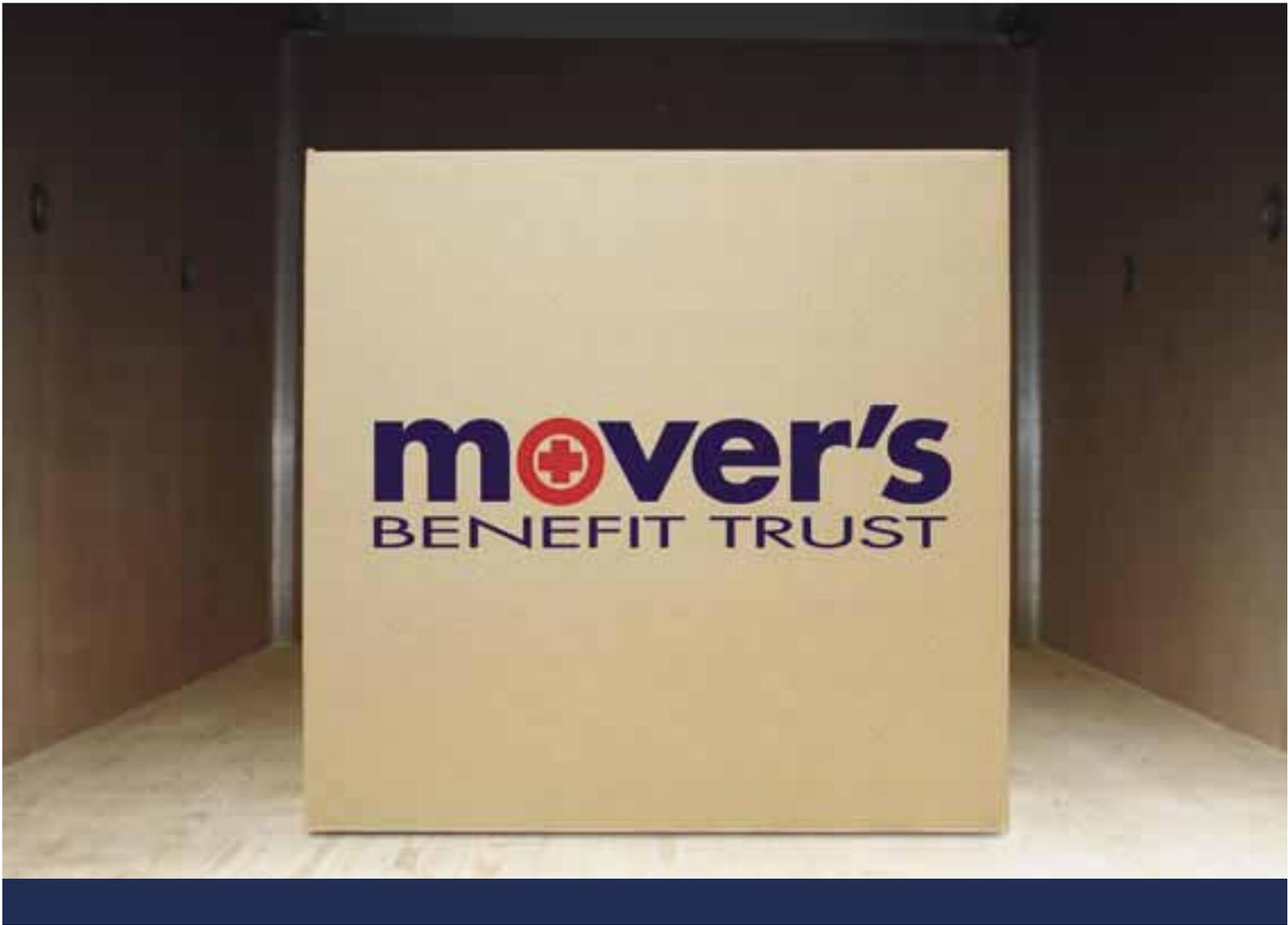
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## Facebook Fights to Expand Its Global Network

By Jonathan Richards

The battle for the social networking realm has gone global, as Facebook announced the first in a series of local language sites designed to attract users in non-English-speaking countries.

Facebook users in Latin America and Spain now can “dar un toque” — send a “poke” — and use all of the other features of the site in Spanish. Similar “local” versions of Facebook in France and Germany will follow.

The move is significant because it shows the urgency with which English-based social networking sites are trying to expand their global footprint as markets in more established countries such as the UK begin to mature.

Experience suggests that once one player has gained a foothold in a country, it becomes extremely difficult for others to compete — as in the US, where Facebook has struggled to catch up with the more dominant MySpace, and in the UK.

Facebook said that more than 60% of its users were outside the US, including more than 2.8 million in Latin America and Spain. To help translate the site, Facebook recruited locals, including one Spanish-speaker who wrote 3% of the new site.

“Our goal has always been to allow people to use Facebook in their native language,” said Mark Zuckerberg, Facebook’s chief executive.

Facebook is aware that MySpace, which is already the larger site globally—with 78 million users (compared with Facebook’s 38 million)—has developed 13 foreign language sites, including Finnish, Norwegian, and Japanese.

MySpace, which is owned by News Corporation, parent company of Times Online, has employed local management teams to help tailor content in other countries, and plans to roll out soon in Russia, Poland, and Brazil.

The speed with which the race to win over the world’s would-be social networkers has accelerated shows how important such sites have become. MySpace waited a little over two years before it released its first non-English-language site—a French version—in 2006. It has taken Facebook—the younger of the two sites—just 16 months.

France, where social networking is not as popular as in the UK, has emerged as one of the most fiercely contested battlegrounds. In December, 2.6 million people visited MySpace, which has a French version, whereas 1.9 million came to Facebook, according to Nielsen Online.

By comparison in Brazil, Orkut, which is owned by Google, is the runaway leader, with 15 million users—equivalent to 70% of the population who use the Internet at home. MySpace has only 781,000 Brazilian users, and Facebook 256,000.

The trend is not confined to networking sites. YouTube, the world’s largest video-sharing site, has also rolled out in 12 languages across 19 countries, including, Polish, Japanese, and Russian. In the early days it faced competition from foreign language sites that focused on locally produced content, but now the Google-owned site tailors its home page to promote such content alongside English videos.

DailyMotion, a French-language video site, still competes strongly with YouTube, but the US site has pulled away from its competitor since launching a French version of its site last June.

The path to creating take a successful, foreign-language site is not always smooth, however. When eBay, the auction site, created a Chinese version of its site simply by translating the US one, local users complained that it wasn’t Chinese enough.

The company subsequently partnered with a local firm, which changed aspects of the way the site was laid out to appeal to Chinese sensibilities, and the result has been more successful.

Facebook’s announcement comes as part of a more widespread growth spurt. The Silicon Valley-based firm revealed last week that it expects to more than double its number of employees—from 450 to 1,000—this year. It is also advertising for a range of positions that indicate it intends to expand globally, including a UK-based director of international business development.

SOURCE: Times Online

## Technology Talk: Social Networking

By Michael Goldstein

Social networking no longer means working a room with your business card. Now it means working a virtual room full of “friends,” in places like MySpace, Facebook, or LinkedIn, with your computer.

Not just for search and shopping anymore, the Internet is becoming one big social network. Some people call this the “conversation-based” economy—word of mouth moving at information-superhighway speed.

And social networking, also known as social media or Web 2.0 technology, isn’t just for kids or 20-somethings. Some 40% of Facebook users are 35 to 55, while two-thirds of the 56 million MySpace users are over 25.

But there is some truth in the “used by kids” misnomer. Communications via Facebook, YouTube video, podcast, blog, and other social media “are the native tongue to the younger workers in an organization,” notes The Economist.

SOURCE: Meeting Industry’s MegaSite (online)

## Fired for E-mail and Internet Abuse

More than half of all employers combined fire workers for e-mail and Internet abuse, according to the 2007 Electronic Monitoring Surveillance Survey from American Management Association (AMA) and The ePolicy Institute. Some other highlights of the study:

- 66% are monitoring Internet connections.
- 45% are tracking content, keystrokes, and time spent at the keyboard.
- Another 43% store and review computer files.
- Of the 43% that monitor e-mail, 73% use technology tools to automatically monitor e-mail, and 40% assign an individual to manually read and review e-mail.

## Wireless Skills Needed?

Technology workers should focus on wireless technology know-how, according to research commissioned by the Computing Technology Industry Association (CompTIA). The survey of more than 3,500 information technology (IT) managers reveals wireless and RF mobile technology is the skill set expected to increase the most in importance over the next five years. In all but two of 14 countries surveyed, IT managers say wireless skills will increase the most in importance over the next five years.

## E-Notes

You can use your voice to send e-mails and text messages. Sign up for this free service from Jott ([www.jott.com](http://www.jott.com)) and you will get a toll-free number to call and record a voice message and then have that message sent to someone as text. You can send messages to yourself as a reminder, or e-mail or text-message friends.



To save paper and ink when printing from the Web, use the print preview function and print only the pages you need. Also helpful is the free program GreenPrint, which automatically removes blank pages before printing and can remove banner ads and other elements. You can either print to your regular printer or save the file as a .pdf. <http://printgreener.com>

*SOURCE: Bottom Line Personal*

## Pacer Stacktrain Initiates Expanded Intermodal Services

Concord, Calif.-based Pacer International, Inc., a leading North American logistics and freight transportation provider, announced expanded intermodal services between its Pacer Stacktrain unit and BNSF Railway, thus allowing Pacer Stacktrain to begin full service on their network effective April 1, 2008. Pacer Stacktrain — for the first time — has access to the entire BNSF intermodal network within the United States. Interline service is available to and from Pacer-served CSX and CN locations.

Pacer said that the service expands the existing Stacktrain network that already operates on Union Pacific and CSX. That service has been provided by Pacer since it acquired Stacktrain in 1999.

Pacer Stacktrain is one of the largest intermodal providers in North America with an equipment fleet exceeding 58,000 domestic containers and chassis. The new service opens access for customers to both the double stack and expedited BNSF service networks, served exclusively with 53-foot containers. The expanded BNSF services will be merged with existing Pacer Stacktrain customer support and equipment reservation processes. PacerDirect door-to-door service will also be available. Gate reservations will not be required for BNSF moves.

Web site: [www.pacer-international.com](http://www.pacer-international.com)

## Congressional Action Sought on Drug, Alcohol Testing

The American Trucking Associations recently called on Congress to help the US trucking industry to improve highway safety by supporting efforts to enhance drug and alcohol testing for the nation's 3.4 million truck drivers, according to *Transport Topics*.

The move coincided with the recent release of a 74-page report of a flawed oversight system that allows truckers to fail a drug test and yet move on to driving for another company, the *Dallas Morning News* reported.

The report found that some trucking companies do not conduct required pre-employment and random drug tests and have limited incentives to do so, the paper said.

Only about 2% of all trucking companies undergo checks each year by state agencies and the Federal Motor Carrier Safety Administration, GAO found, according to the *Morning News*.

"Trucking has worked diligently to eradicate drug and alcohol abuse from its work force [and] we've made great progress in recent years," said ATA President Bill Graves. "But we are requesting additional help from the government since it is a federally required program involving significant federal oversight.

"Today's [GAO] report confirms the need for what ATA has been recommending for many years — a national database of drug and alcohol test results," Graves said.

ATA is urging Congress to take swift action to authorize and fund a national database of drug and alcohol testing results of commercial drivers "to make a good testing program even better."

Consistent with GAO's recommendations, ATA is asking Congress to ban the manufacture, sale and distribution of products that help some drivers evade drug tests; for penalties for those who use them; and to provide the Transportation Department with additional authority to improve oversight of specimen collection facilities and practices.

ATA also urged Congress to direct the Substance Abuse and Mental Health Services Administration and DOT to allow the testing of alternative specimens such as hair, which allows illegal drug use to be detected for a longer period of time.

SOURCE: *Transport Topics*

## New Customs Requirement In Panama

Walter M. Laffitte of **Canal Movers & Logistics Corp.** in Panama City, reports that customs authorities in Panama are requesting that all Ocean Bills of Lading (OBL) be rated (i.e., show cost). If the OBL has already been issued without the cost shown, you should request the ocean carrier to authorize their representative in Panama a freight rate certification.

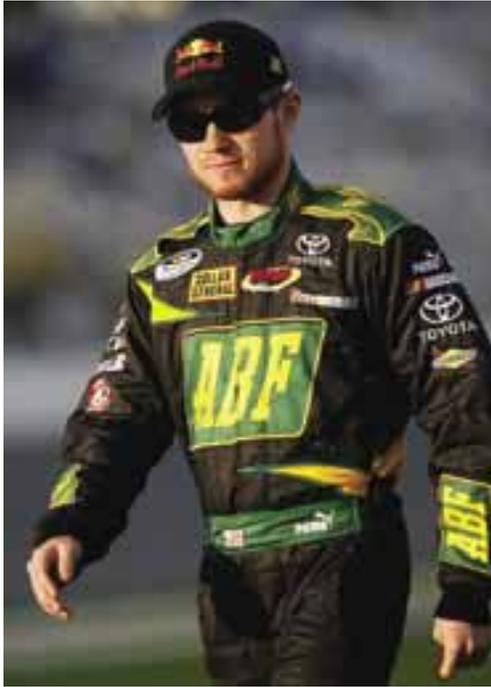
## Railroads Four Times More Fuel-Efficient Than Trucks

According to the Association of American Railroads (AAR), for every 27 gallons of diesel consumed by trucks to haul one ton of freight, railroads burn seven gallons to reach a similar distance. The AAR also notes that last year US railroads moved a ton of freight an average of 436 miles per each gallon of fuel, a 3.1% improvement versus 2006 and an astonishing 85.5% improvement from 1980. Railroads continue to take steps to further reduce fuel consumption and air emissions, such as by working with suppliers to develop technologies that reduce locomotive idling, as well as hybrid and gen-set switchers for yards, and other hybrid and fuel-cell locomotives.

SOURCE: *ProgressiveRailroading.com*

## India's Rail Transformation

The *Journal of Commerce* reports that the Government of India plans two dedicated freight corridors between the Delhi region and ports on the west coast, which are targeted for a combined investment of \$170 million by 2015. One of the two corridors, which runs between Delhi and Mumbai, is designated as a \$100 million industrial corridor that is expected to transform industry and increase the demand for gateway ports in western India.



**ABF Freight System, Inc., and Braun Racing have signed Brian Vickers to drive for Team ABF Racing in the 2008 NASCAR Nationwide Series.**

## **Brian Vickers to Drive for ABF Racing**

**A**rkansas-based **ABF Freight System, Inc.**®, and Braun Racing have signed Brian Vickers to drive for Team ABF Racing in the 2008 NASCAR Nationwide Series.

In a growing partnership with Mooresville, N.C.-based Braun Racing, Brian Vickers will drive the #10 and #32 ABF Toyota Camry for eight races in 2008. In addition, ABF will serve as a full-time major associate sponsor of the No. 38 Great Clips Toyota Camry driven by Jason Leffler. This is ABF's third year of NASCAR sponsorship. Last season, ABF Racing helped make history when driver Dave Blaney captured Toyota Camry's first NASCAR Nationwide series pole at California Speedway.

Vickers is currently slated to drive the ABF Camry in eight Nationwide Series races beginning with the 2008 season opener at Daytona. Vickers will pilot the No. 32 entry at Atlanta Motor Speedway, Texas Motor Speedway, Michigan International Speedway, California Speedway and Richmond International Raceway. During select events where Braun Racing's stable expands to three cars, Vickers and ABF Racing will compete as the No. 10 entry, including at Daytona International Speedway in February, Lowe's Motor Speedway in May and Bristol Motor Speedway in August. Vickers will once again have the guidance of crew chief Trent Owens leading the team in 2008.

"I'm looking forward to running these races for Braun Racing and Toyota in 2008," said Vickers. "They asked me back this year after some strong runs last season and I'm excited we have another opportunity to get this team some wins. They bring a competitive race car to the track week in and week out, and I'm confident we can make the most of this partnership with ABF Racing to get them into Victory Lane."

Vickers began his Nationwide Series career in 2001. In 2003 he took home the Nationwide Series Championship in his first full season of competition, becoming NASCAR's youngest champion at 20 years of age. In 80 series starts, Vickers has captured three wins, 16 top-fives and 31 top-10 finishes.

### Employee Turnover Less Likely in Unstable Economy

Here's a silver lining to our brewing business storm: Turbulent economic seas mean that workers are less likely to jump ship. "People should always be cautious when making a decision whether or not to change jobs," says Annie Stevens, managing partner with ClearRock. "But in a slower economy, employees have to consider the potential negative consequences of switching employers more closely than during a better business environment." Stevens and fellow ClearRock Managing Partner Greg Gostanian offer some insights into what to expect from your workforce:

- **Competition is more intense for jobs, and it's a buyer's market.** "Qualified candidates are more plentiful when a greater number of employers are trimming their labor forces," says Stevens. "The supply of unemployed candidates will help employers hold the line on salaries, and compensation packages may not be as attractive as in a better economy."
- **There will be more pressure on new hires to obtain results more quickly.** "There may be a much shorter time period during which successful candidates will have to achieve their objectives, since employers may be looking for new hires to increase sales, cut costs, and improve earnings and productivity more quickly," says Gostanian. "While in better times, employers may give new employees six months or so in which to attain their goals, this window can be cut by half or more during a slowdown."
- **There will be more candidates to choose from if a new hire fails.** "The shorter time period new hires have to achieve results, and the greater availability of qualified talent, mean more employers may pull the trigger sooner," notes Stevens. "They may offer new hires less generous severance packages to enable them to make a change more quickly."
- **There is a greater potential of negative fallout from employers if workers are discovered trying to change jobs.** "Employers

who learn a valued employee is seeking to change jobs may try to make things more attractive for him or her to remain onboard," says Gostanian. "But an employer who discovers a problematic employee is job-hunting may decide to let the worker go - and take advantage of the availability of qualified candidates to find a replacement."

- **There's increased emphasis on "fit" between new hires and their new employers.** "Employers may be less forgiving of new

### The supply of unemployed candidates will help employers hold the line on salaries.

hires who don't fit in with the culture of their organizations, or with co-workers and their supervisors," Stevens points out. "How well new employees relate interpersonally to their supervisors, colleagues, and direct reports counts more heavily when a business needs to be turned around, or its earnings and profitability are off."

*SOURCE: Inside Training On-line*

### INDIA: Fast Fact

Algebra, trigonometry and calculus came from India. Quadratic equations were made by Sridharacharya in the 11th century. The largest numbers the Greeks and the Romans used were 106 whereas Hindus used numbers as big as 1,053,910 to the power of 53 with specific names as early as 5,000 BC during the Vedic period. Even today, the largest used number is Tera 1,012,910 to the power of 12.

**SOURCE:** One India One People

## Talent Management Tally

Figuring out whether you have the talent your company needs before a crisis arises is no small feat. According to a recent survey by Development Dimensions International (DDI) and the Economist Intelligence Unit (EIU), the problem may be worse than you suspect. More than half of senior leaders anticipate their companies' performance soon will suffer because they don't have the right talent in place. Here are some other key findings from the report, *Growing Global Executive Talent: High Priority, Limited Progress*:

- **All talk, no action.** "Leaders see the opportunity, they talk about it, they invest in it, but this is a job that requires their direct involvement, and most just aren't skilled or experienced at doing it themselves," says Matt Paese, vice president of executive solutions for DDI. "It's astounding given that they recognize the business impact of having the right people - yet they're outsourcing accountability for it."
- **Missed opportunities.** Eighty-five percent of CEOs say talent management is as important as or more important than other business priorities. But only 2 in 10 leaders say they often spend time managing talent, and 1 in 10 often review it with their boards. "Many leaders don't recognize their involvement in talent management initiatives could turn the tide for the organization," Paese says. "It's a missed opportunity for those leadership teams."
- **Ill-prepared.** Executives say their greatest obstacle to executing business strategies well is not having the right person in the right job. For some organizations, this means not making the right promotion decisions, and for others, it's not having enough talent ready to move into critical roles. "This suggests while organizations fully recognize the criticality of talent management," says Paese, "they often are not prepared to replace leaders who are not executing effectively."
- **Not making the grade.** Half the leaders surveyed say their organizations are doing sub-par work developing their leaders, and more than half say they are fair or poor at identifying talent. What's more, 60% of organizations are not satisfied talent is growing fast enough to meet their most critical business needs. "This is dramatic," says Paese, "because this tells us leaders are grading themselves poorly on the two most fundamental elements to growing talent-identifying and developing leaders."

## Retention a Top Priority

More than 80% of business executives consider employee retention a top priority, according to the annual Employee Turnover Trends survey by TalentKeepers, Inc., a provider of employee retention research. The survey finds 81% of executives consider employee retention an important business priority, a staggering jump from the 41% in 2007 who considered employee retention a top priority. The survey gathers turnover data from major US-based organizations representing every major industry. This year's survey response was the largest yet, with more than 600 participating organizations.

*Note:* Turnover remains steady despite a slowing economy. Read how a Salary.com survey reveals how workers are likely to continue in their job searches.

## Simple Wisdom, Difficult Lessons?

*By Peter de Jager*

**B**enefit from others' life experiences by adhering to adages such as "Look before you leap" and "Slow and steady wins the race." Then adopt one as your personal motto, and apply it to your everyday living and professional work. This writer believes a personal motto can bolster problem-solving skills.

We call them many things, from adages and aphorisms to maxims, proverbs, old sayings, and memorable quotations. However, regardless of how we've labeled these sage old saws, they all deliver exactly the same thing: snippets of wisdom, lessons learned, sometimes at great expense through hard-won life experience. They provide a large library of life lessons, all neatly encapsulated into pithy phrases. Sometimes they're repeated so often that they lose meaning through excessive exposure.

Somewhere along the line we arrive at a point where we shun the simple in favor of the complex. We'd rather take a long, expensive university course in ethics than adhere to the ancient Golden Rule, "Do unto others as you would have them do unto you." We'd rather invest in extensive quality programs than follow the advice of an old carpenter, "Measure twice, cut once." And we need to be beaten into submission before taking regular backups rather than remembering, "An ounce of prevention is worth a pound of cure."

Despite our proven reluctance to follow these inherently simple bits of advice, all of them demonstrate a remarkable ability to survive in our global consciousness. Every country, every culture has a variation on "Look before you leap," "A stitch in time saves nine," and "Slow and steady wins the race." They persist from one generation to another because, even though we don't always pay them heed, we offer them as our best possible advice. We practice a bizarre contradiction: We know these sayings contain deep truths, but we choose to ignore both our own knowledge and the wisdom of the past.

While there are many management (and personal) challenges, the most important of them all, and perhaps the most intractable, is the answer to the question, "Why don't we do what we know we should do?"

While I don't think there's a simple answer to the question as to why we ignore what we know, I do believe there's a proven strategy to overcome this human flaw. Pay conscious attention to what we're doing, and compare what we're doing to what we know we should be doing.

That's so obviously true that it's almost one of the maxims we're discussing. In a sense it's nothing more than a verbose variation of "Look before you leap" or even "An ounce of prevention is worth a pound of cure." Is it any less true because of that similarity?

One could examine our organizations and identify problems solvable and avoidable if only we consistently followed a set of simple maxims, but that could get awfully complicated faster than we could blink. Imagine having a department of aphorism audits and accounting, or an administration of adept adages. The mind boggles and things just get silly.

A simpler approach (and that's the goal, right?) is to adopt a personal motto and measure all our actions against its succinct guidance. No, my personal motto isn't "Keep it simple, stupid." Mine is a little more suited to the world's laziest man: "Never do today what you can put off until tomorrow." (Consider this advice carefully; it doesn't necessarily mean what most people take it to mean. As an exercise for the reader, think of it in terms of the Pareto principle, or 80-20 rule, and a rationally prioritized to-do list.)

The obstacle to all of this sage advice (the traditional proverbs and maxims, not my ramblings) is still the point identified in the second paragraph: We shun the simple, and insist on elevating the importance of the complicated, and costly. The phrase "This can't work; it's too simple" is heard frequently in most organizations, along with another thought: "If it costs more, it must be better." (The retailers of the world salute this thought process.)

So? If all the accumulated wisdom of the world is to have any value, we have to pay attention to at least one small snippet of it. What truth will you make your own? What one bit of advice will you measure all your actions against?

If you get comfortable enough with that concept, what one truth would you select as the foundation of how your team, department, or organization operates? Start with just one, and if that becomes second nature, then add another one. Move slow and steady and win the race. Remember that big trees fall under small strokes. Aw, heck ... you get the idea.

*Peter de Jager is the associate director of the Global Future Forum in Brampton, Ontario, Canada.*

*SOURCE: ASAE Global Link*

## Engagement Entropy

Employees who would rather tune into their iPod than the needs of your customers are nothing new. But is the problem getting worse? As they text and instant message friends about their discontent, or walk the length of the hallway just to gaze longingly at the parking lot, that's not a bad question to consider. A new report, *The State of Employee Engagement 2008*, issued by global consultant BlessingWhite, reveals that fewer than one in three North American workers are fully engaged. Moreover, 19% are completely disengaged, and a further 13% are disillusioned and at risk for becoming disengaged. The study, based on a survey of more than 7,500 employees and interviews with 40 human resource and line managers on four continents, identified five levels of employee engagement in North America:

- **Engaged: 29%.** These employees are contributing fully to the success of the organization and find great satisfaction in their work. They bring discretionary effort and initiative.
- **Almost engaged: 27%.** A critical group, these employees are among the high performers and are reasonably satisfied with their job. BlessingWhite says organizations should invest in them because they are highly employable and have the shortest distance to travel to reach full engagement.
- **Honeymooners or hamsters: 12%.** Honeymooners are new to the organization or their role and have yet to become fully productive. Hamsters may be working hard, but are, in effect, spinning their wheels, focused on the wrong things, and contributing little to the success of the organization.
- **Crash and burners: 13%.** "Crash and burners" are disillusioned and potentially exhausted. They are top producers who are not satisfying their personal definition of success and satisfaction. Sometimes bitterly vocal, these workers, if left alone, may slip into disengagement and bring down those around them.
- **Disengaged: 19%.** Disengaged employees are the most disconnected to organizational priorities and are not getting what they need from work. If left alone, people in this group are likely to collect a paycheck and enjoy favorable job conditions but contribute minimally. Some disengaged employees will leave, but more likely they will just talk about leaving. "While organizations are keen to maximize the contribution of each individual toward corporate imperatives and the metrics," says BlessingWhite CEO Christopher Rice, "individual employees need to find purpose and satisfaction in their work."

*SOURCE: Inside Training (Magazine) On-line*

## Mother of a Problem

How much did mothers — particularly those in the workplace -- have to celebrate on the recent Mother's Day holiday? Ilyse Shapiro, founder of job search Web site MyPartTimePRO.com, collected some stats on US women's earnings:

- In 2007, women earned median weekly wages of 80.2 cents for every dollar earned by men, down from 81 cents in 2005 (US Bureau of Labor Statistics).
- At the nation's largest 500 companies, women account for 50% of managers, but hold only 15.4% of senior executive jobs, down from 16.4% in 2005 ([www.catalystwomen.org](http://www.catalystwomen.org)).
- Of the 59 million women currently earning a salary in the nation, just 47% have a pension plan (US Department of Labor).
- Although 48% of law degrees granted in 2006 were to women, only 17.9% were partners at US law firms (National Association of Law Placement).
- Some 60% of today's working moms say part-time work would be ideal; however, only 24% hold part-time jobs (US Bureau of Labor Statistics).

## **Turnover Tumult**

A significant number of employees in the USA are leaving their employers due to ineffective leadership and a lack of opportunities or challenges within the organization, according to an online survey conducted by Right Management, a provider of integrated human capital consulting services and solutions. Thirty percent of 1,308 respondents say they left their jobs to seek new challenges or opportunities that were lacking with their previous employers. In addition, 25% of respondents report leaving employers because of ineffective leadership; 22% cite poor relationships with their managers; and 21% say their contributions were not valued.

## **The Cost of Long Hours**

Did you know that employees' long hours affect companies' performance? Nearly half of US employers surveyed say that stress caused by employees' long hours is harming business by increasing absences, health-care costs and employee turnover. Only 5% of companies are doing anything about it.

*SOURCE: Bottom Line Personal*

## New International Airport Opens at Bangalore

Rajeev Singh, general manager of Santa Fe Relocation Services in Bangalore, India, recently advised HHGFAA that the Ministry of Civil Aviation (MoCA) was scheduled to commence full commercial operations for the new International Airport at Bangalore on May 23, 2008. The airport, partly owned by Unique Zurich and Siemens AG, did open, one day later than scheduled. Six thousand employees worked around the clock seven days a week to ensure the deadline was met in a country where large projects routinely go into time overruns by years, sometimes even decades.

Singh advised that there could be some delays in the export/import clearance for the initial weeks as the airport gets into shape to handle operations. The new facility is designed to serve some 11 million passengers a year, up from the 5 million first planned, as traffic growth to the hi-tech city has skyrocketed with its flourishing economy.

Bangalore International Airport in the southern Indian city handled 341 flights on its first day, the company said. The opening was delayed on instruction from India's Ministry of Civil Aviation.

Bangalore, India's silicon city, is host to companies including Intel Corp. and General Electric Co. and is the base of India's second- and third-biggest software exporters, Infosys Technologies Ltd. and Wipro Ltd.

The former Bangalore airport, located at a defense facility, is incapable of handling the rising number of passengers arriving in the city as computer services, aerospace and biotechnology companies increase business in the area. The new airport has a 4-km runway.

## Allergy Help

Travelers with serious allergies to peanuts, shellfish, and other foods can order allergy emergency cards in several languages at [www.selectwisely.com](http://www.selectwisely.com). The cards can be used at restaurants and hotels in other countries to communicate what you are allergic to. Cost: \$5.50 and up.

*SOURCE: Bottom Line Personal*

### RESOURCES FOR EXPATS

[www.transitionsabroad.com/listings/living/](http://www.transitionsabroad.com/listings/living/)

Those seeking information on living abroad should visit the Transitions Abroad ([www.transitionsabroad.com/listings/living/](http://www.transitionsabroad.com/listings/living/)) site. This site is full of resources about living abroad, but you'll find something useful here even if you're just traveling to another country just researching a country for business opportunities. There are articles and links about home rentals, home exchanges, and real estate; financial matters; expatriate communities; schools; survival guides; finding an apartment, a job, or business opportunities; researching a market (click on "Expatriate Resources by Country"); and much more. Written about American expatriates, there is plenty of useful information here no matter what country you're from.

*This item is copied from the newsletter Really Useful Sites for International Trade Professionals, a free, biweekly e-mail publication of FITA—The Federation of International Trade Associations.*

## ATA Forecasts Marginal Decline in Heavy Summer Demand

The Air Transport Association of America (ATA), the industry trade organization for the leading US airlines, joined by Airports Council International-North America (ACI-NA), recently released its summer forecast and steps that passengers can take to help ensure a more enjoyable travel experience.

ATA forecasts that slightly fewer passengers will travel June 1 through Aug. 31 compared to the same period last year. Approximately 211.5 million passengers are expected to fly this summer, down approximately 1% from the 214.2 million passengers who traveled during the summer months of 2007.

“For a variety of reasons, slightly fewer people will fly this summer and planes will be approaching 85 percent full,” said ATA President and CEO James C. May. “While New York remains a chokepoint, airlines, airports and government are doing all they can to avoid lengthy delays when possible and to provide a pleasant travel experience for all.”

Record-high jet fuel prices, a weakening economy and airline capacity cuts are the main reasons for the reduction in the number of passengers; still, airplanes will be flying with relatively full loads. And, with the cost of jet fuel approaching \$170 per barrel, airlines will be taking every conceivable step to minimize delays and improve operational efficiencies.

With hundreds of millions of passengers expected to fly during the busy summer season, ATA offered the following travel tips:

- 24 hours or less prior to departure, visit the carrier’s Web site and print out boarding passes (if possible); check flight status and determine what type of meal service will be offered; be aware of carrier carry-on and checked-baggage policies, and plan accordingly.
- Place amenities in carry-on bag, including prescriptions or other medicines and snacks (and for those traveling with children, baby food/diapers) in case of delay.
- If carrying liquids or gels in a carry-on bag, pack them in a one-quart zip-top bag and place them in a readily accessible location. Familiarize yourself with the list of TSA permitted and prohibited items.
- Remove extraneous metal objects (e.g., coins, keys, pens, cell phone, watch, camera) and place them in carry-on baggage.
- Have your government-issued identification and boarding pass ready at the security-screening checkpoint.
- Consider purchasing bottled water or other liquids after the security checkpoint.
- Tag each bag, inside and out, with traveler name and contact information, and remove all destination baggage tags from previous trips.

## China Customs Update

**A**sian Tigers advises HHGFAA members that China Customs continues to experience a rapidly changing policy with regard to customs requirements and clearances across China. Much of this is associated with the lead up to the Beijing Olympics and the political environment surrounding the Beijing Olympics. These changes either are in addition to current policies or supersede current policies where applicable. China Customs does not provide advance notice of these changes.

### Shanghai changes

The company advises that all household goods and PE shipments, air and sea, from Germany and France will undergo 100% inspections beginning immediately. It is expected that this will cause moderate to severe delays in the clearance times for both air and sea shipments as shipments from both countries are now being given a lower priority. This policy also affects all exports of household goods and PE shipments going TO France and Germany.

For export shipments through the ports of Shanghai, customs authorities have implemented a very strict policy regarding the inclusion of pirated DVDs and CDs in any household goods and PE shipments. If pirated DVDs or CDs are found during an inspection, customs will confiscate those items AND FINE THE CLIENT as well. HHGFAA members should inform their customers accordingly.

This policy may spread to other ports in the near future.

### Beijing changes

All non-diplomatic inbound shipments now must undergo a security examination and will incur additional fees as a result. Customs declarations must be submitted within 2 days of shipments arrival.

For clients holding work and resident permits valid for 1 year or more, the company may apply for import permit for both the air and the sea shipment at the same time. For work and resident permits that are less than a full year (365 days) then the following will apply:

- If between 355-364 days, an explanation letter to customs will need to be prepared.
- If between 335-354 days, Customs will require a deposit.
- If less than 335 days, either full duty or a deposit will be required, subject to approval and agreement from customs.

Where a deposit is taken, this is refunded after papers are submitted valid for a minimum of 365 days.

## US Sanctions on Syria Not Applicable for HHG/PE

**H**HGFAA member **Nazha & Darwish** in Damascus, Syria, has requested clarification in **The Portal** to dispel widespread confusion over what may and may not be shipped from the United States to Syria. “We, the moving companies in Syria, are suffering significant losses due to this confusion,” wrote the company’s business manager, Magda Sabbagh. “Unfortunately, we are now facing the same issues as previously [in May 2006] with shipping lines once again refusing to accept HHG shipments bound for Syria and some movers and forwarders being uncertain as to whether or not to accept such shipments.” The following information was sent to the company by the Department of Commerce, Bureau of Industry and Security (BIS):

*“We have determined that the Dept. of Commerce, Bureau of Industry and Security (BIS), is the agency with responsibility for licensing exports and its Export Administration Regulation has an exemption which permits shipments of household goods and personal effects from the United States to Syria for personal use under 15 C.F.R. Part 740, License Exception. ... The specific regulation is 15 C.F.R. Sec. 740.14, Baggage (BAG), which permits persons leaving the United States to ship (1) personal effects, (2) household goods, (3) vehicles and (4) tools for trade as long as the items are owned by the shipper or his family, are for personal use, and not for sale or other disposal. This is a general license exception which does not require any special agency approval.” (Per Boris Populoh, HHGFAA, 19 May 2006)*

“We hope that this will reassure all concerned and that we will once again be able to work with our American partners to bring in our clients’ household goods [from the United States] without any hassles from confusion over the sanctions,” said Samer Darwish of Nazha & Darwish.

## A look at the people and events shaping HHGFAA member companies

### APPOINTMENTS



**Ware**



**Cheyne**

**Asian Tigers** has announced several promotions in its Bangkok office.

**Paul Ware**, formerly Asian Tigers Transpo's international sales and marketing manager, has been promoted to general manager of the Moving Services Division. Ware previously worked in Hong Kong for Asian Tigers K. C. Dat and has been with the Thailand office since 1997. His long tenure in Thailand has provided him the foundation and knowledge of the market to move up and run the division.

**Derek Cheyne**, a 14-year veteran of Thailand and previously the general manager of Asian Tigers Thailand Ltd., which also included the Relocation and Property Division, has been promoted to be regional director, Southeast Asia, for the Asian Tigers Transpo Group. Asian Tigers Transpo International (Vietnam) Ltd. (both Hanoi and Ho Chi Minh City), Asian Tigers Transpo International (Cambodia) Ltd., Transpo Property (Vietnam) Ltd., Laos and Asian Tigers Transpo's Thailand's Relocation and Property Group will report directly to Cheyne.

Cheyne will focus on the regional development and growth of the company's service and product bases, while Ware will concentrate on the further growth of the Thailand household goods operation.

William C. Reinsch, as Chairman of the Group, will oversee not only the Asian Tigers Transpo International Ltd. activities but also various joint ventures and group activities of the broader Transpo Group of Companies.



**Van Gessel**



**Suzuki**



**McNair**



**Ortiz**

At **Asian Tigers'** Tokyo office, **Sandra Van Gessel** has been named sales manager. Van Gessel had joined Asian Tigers Premier Worldwide Movers in 2005 as a corporate account manager. As sales manager, her focus will be on training and supporting the company's surveyor team, while continuing to be in charge of its European sales development.

Also at the Tokyo office, **Hitoshi Suzuki** was recently appointed senior manager, partner relationships. Suzuki has 16 years' experience in a variety of roles in the industry. In his new role, he will work to expand the company's efforts to communicate more frequently. In addition to working on partner development, Suzuki will also continue to be a key member of the branch's local corporate account development team.

Recently certified by US Customs as a C-TPAT member, Chicago-based **New World International**, the international forwarding



**Marx**



**Eberhardt**

arm of New World Van Lines, continues its growth and global brand recognition. Launched in 2001, C-TPAT is a voluntary supply chain security program led by US Customs and Border Protection.

Since 2005, New World International has enjoyed significant growth in its commercial business as well participation in both GSA and US Department of State business. Due to the increases in annual tonnage, New World International has added to its experienced staff to accommodate the growing business. Recent restructuring has led to key management changes and now reporting to Managing Director Mike Cazalet are **Patricia Marx**, manager, global customer service; **Matt Eberhardt**, manager, global quality assurance; **Leah McNair**, manager, global alliance management and pricing; and **Juan Ortiz**, supervisor of international revenue accounting.

**Bolliger, Inc.**, headquartered in Stamford, Conn., has announced that **Gerry Lynch**, the company's head of international operations, has retired after 30 years of service at the company. Lynch will remain an owner and take a reduced role in overall company operations.

Lynch leaves behind a team well equipped to assume the services he had overseen. Vice President and General Manager **Alan Gerard** will be responsible for heading international operations. **Chris Daniels** and **Tina Daniels** will continue to manage all imports into New York for agents



**Watts**

and clients, while **John Savona** and **Jay Amin** will manage all exports. **Terrence Darling**, **Micki Knight**, and **Danielle Bryant** support billing and claims and are able to handle any import or export request as well. Lynch's recent staff additions of Lucrecia Sikora and Marcella DiBartolo will handle all US imports and exports outside of the New York Area as well as all third country moves.



**The Euro Group** has appointed **Phil Watts** as group sales manager. Watts, a well-known figure throughout the international moving industry for many years, has worked in England, Canada, and the United States for various prominent international moving companies.

As group sales manager, Watts's primary role will be to integrate and expand the company's agency network throughout the world and help develop new business lines to benefit the Euro group.

Although based in Charleston, S.C., Watts will also be working closely with the company's offices in England and France.



The manager of Scotland-based international removal and storage firm **Clark & Rose**'s Stirling office has been appointed



**Maready**

area secretary of the British Association of Removers (BAR).

**Phil Stewart** will begin his new role effective immediately and his main responsibilities will include coordinating all of the Association's activities north of the border, liaising with member organizations and assisting with raising the profile of the association, which is dedicated to promoting excellence in the removals industry for the benefit of both members and customers.

Commenting on his appointment, Stewart said, "BAR is the recognized voice of the professional moving industry, providing a comprehensive range of essential services to its members, and acting as the guardian of professional standards for the benefit of its members and their customers. I'm delighted to be taking up this role and with Austin Clark, the current chairman. It also reflects well on Clark & Rose."

Stewart has worked in the removals industry for the past 15 years, the last 5 with Clark & Rose.



**Bekins Van Lines, LLC**, has named **Robert Martin** senior vice president of business development.

Martin brings to the position over 30 years of extensive industry experience in



**Chevaux**

general management and sales at both the agent and van line levels, as well as vast knowledge of national account and relocation markets. Martin comes to Bekins from a competitive van line, where he most recently served as vice president and general manager. He has held several executive-level positions in domestic and international moving as well as serving as president of a midsize relocation company.



**Mallory Alexander International Logistics**, headquartered in Memphis, Tenn., has named **Terry Maready** chief information officer. Since joining Mallory Alexander, Maready has identified key initiatives, including enhanced help desk support, development of a more robust Wide Area Network, and an improved Web presence in the marketplace.

Most recently Maready was vice president/chief technology officer at Aegis Communications Group, a provider of business process outsourcing services and technology solutions. Prior to joining Aegis he developed and implemented technology systems for leading mid-size supply chain service providers.

Maready entered the supply chain sector in 1998 when he joined Exel Transportation Services, Inc. (formerly Mark VII Transportation), advancing to corporate senior director of the Technology and Global Freight Management Division.



The **Seegmuller Group** has named **Laurent Chevaux** as manager of its Paris office, where he will focus on business, management and quality development. He brings to the position proven sales and management skills, through his experience at groups such as Agfa and Daimler Chrysler.

## EXPANSIONS

**Arpin International Group** has opened a customer service office in Wiesbaden, Germany, located near Frankfurt, which expands the company's presence in Central Europe.

Driven by the company's growth in bookings, global expansion and its goal to continually improve customer service, the Arpin Germany office has been established to handle overseas moves and intra-European moving needs for its clients.

Peter Matischak, director of global sales for Arpin Group, Inc., is the office general manager. Matischak maintains overall responsibility for running the Germany office including every aspect of day-to-day operations as well as the analysis of performance-based results.

During the past three years, Arpin International Group has seen a period of rapid business growth. In response to customer needs, the company has added new service centers in major metropolitan areas around the world including New York, London, Singapore, Toronto, Houston and now Frankfurt, Germany. In April, the Boston office moved into a larger facility to accommodate a growing staff.



In February the Customs Department in Jakarta underwent a major reorganization that was aimed at curbing widespread smuggling and corruption. This process included reducing the number of Customs officials by 50% and suspending most bond store licenses, including all household goods bond store licenses.

During that time, **Santa Fe Jakarta** was engaged in extensive discussions with the Customs Department at a senior level in order to reactive the company's household goods bond store license. Jason Will, managing director, Santa Fe Relocation Services—Indonesia, reported that the agency "recognized our professional clean historical record, international reputation and strict operating procedures and ... our bond store license has been reactivated effective 11 March 2008."

Therefore, according to Will, "currently Santa Fe is the only moving company in Jakarta who is able to offer its clients the security and safety of a household goods bond store. The Bond Store is located inside the company's main household goods warehouse at its Jakarta Head Office. All customs inspections are conducted in the presence of Santa Fe staff to ensure that all items are handled safely and repacked to international standards, Will added. In addition, he said, all inspected items are resealed with an "Inspected by Customs" tape so the client is aware of what has been inspected.



**Crown Wine Cellars**, an exclusive wine-storage facility and private members club in Hong Kong hosted the grand opening for its second location in Beijing, on April 10.

Crown Wine Cellars, Beijing is the ultimate wine storage facility and private members club in mainland China. Beijing's wine cellars follow Crown's successful and world-renowned wine cellar in Hong

Kong, which is recognized as Asia's leading wine cellar facility and private club.

Attendees included wine specialists, together with enthusiasts and representatives of international corporations. Guests were transported by Crown coach, from the China World Tower to the wine cellar at Crown's flagship facility in Beijing, the Ultracenter — Beijing's most exclusive fine arts and logistics facility.

Crown Beijing's wine cellar is located underground, six meters beneath the Ultracenter. It is adjacent to a fine-arts storage area, which allows members to enjoy excellent wine amid Beijing's finest collection of art and wine.

The clubhouse is comprised of two distinct areas: A wine cellar, which measures 100 square meters, and a wine-drinking lounge of 133 square meters.

The Beijing facility has an underground cellar, which stores up to 50,000 bottles of wine, and a private members' wine lounge — the ultimate environment for wine enthusiasts.

Crown Wine Cellars' superb interior design and lighting solutions were penned by renowned interior designer Peggy Paik.

## Pickfords Moves Home

**The TEAM Group**, Europe-based independent corporate international mobility company, announced that one of its managed companies had included a deal to purchase from SIRVA, Inc. its moving services operations in the United Kingdom and the Republic of Ireland.

The sale includes Pickfords, UK-based moving and storage business, and Allied's international moving service business in the UK. SIRVA's relocation operations in the UK and Continental Europe are not part of the transaction.

Yogesh Mehta, TEAM Group managing director, called the transaction "another significant piece in our corporate plan [that] reflects our commitment to providing the highest quality mobility solutions globally. We will naturally continue to operate Pickfords under that famous brand and feel sure our expertise within this core market will ensure renewed success for this fine company."

Pickfords, which was founded in 1646, was recently recognized as one of the UK's top "Superbrands," a program identifying the country's strongest brands. Pickfords was the only removal company to be named a Superbrand and was recognized as providing the finest moving and associated services within the UK.

Cees Zeevenhooven, CEO TEAM Allied, said that "the addition of the international corporate business in the UK now completes the coverage for our international moving arm, TEAM Allied."

The latest deal means that The Group, which has many of Europe's leading brands within its portfolio, now employs 2,100 staff and operates from 106 locations in 15 countries.



**Bekins personnel load Sidney's favorite rocking chair.**

## **Bekins Donates Moving Services To Family in Need**

**B**ekins Van Lines recently assisted a family in need of moving some of their most needed items to their temporary home in Miami from Minnesota to be closer to their baby recovering from a multi-visceral organ transplant surgery recently performed. Baby Sidney Markie received this transplant surgery in March and is getting stronger everyday, but has a long recover ahead. Bekins will also donate moving services to the family when the baby is able to go back home to Minnesota.

Bekins was put in contact with the family when one of their customers, Les Velte of Consumers Relocation Services contacted Bob Dalaskey asking Bekins for assistance. Bob Dalaskey, vice president of sales for Bekins, stated, "Bekins is very happy to assist Sidney and her family in their time of special need. We all wish her the best, and will keep her in our thoughts and prayers." In addition to the moving, Mark Eschbacher of AE Worldwide, Mahwah, N.J., donated their crating service for their items so they were assured of damage-free items on the move. Dalaskey credited Kevin Mortland of Twin Cities Moving Systems in Eagan, Minn., and Joseph Sabga of Bekins of South Florida in Ft. Lauderdale, who helped with the loading and unloading of the goods.

Cheryl Murray, grandmother of Sidney Markie, added, "We couldn't be happier with the service provided. Everyone was so nice this morning, so professional and caring. May God bless you all! You are all part of a little miracle in process. Thanks again to Bekins for their help."

Bekins Van Lines has a long-standing tradition of assisting others in time of need. Whether it is raising money for nationwide organizations like Ronald McDonald House Charities, or local groups like the Hibiscus Children's Center in Florida, assisting in the aftermath of national emergencies like 9-11, or weather related tragedies like Hurricane Katrina, the Bekins Van Lines family rises to meet the challenges. "With the ever increasing pace and challenges of day to day business," said Dalaskey, "it is good to take time to recognize the human part of our business, and to be able to assist someone who needs our help and support."

To learn more about Sidney, visit <http://cotaforsidneym.com/>

## Crown Provides Logistics Support for International Art Fair

Hong Kong's first truly international art fair in a decade was held at the Hong Kong Convention and Exhibition Centre May 14–18.

As this issue of The Portal went to press, **Crown Fine Arts** was to be responsible for moving works of art for 80 galleries, for on-site art storage, hanging and installation, and other logistics services for the duration of the event. Crown is also the recommended provider for international shipments into Hong Kong, utilizing Crown's global network of fine-arts offices.

ART HK 08 showcased art from the world's leading contemporary- and modern-art galleries, and promises to elevate the Hong Kong art scene to the global stage. The Fair will attract approximately 15,000 visitors from Hong Kong and around the world and has Lehman Brothers, the global investment bank, as its lead sponsor.

Asia Art Archive (AAA), the nonprofit, arts-education centre dedicated to visual art from the region, is running an education program during the Fair, titled "Hong Kong Conversations." It was a series of talks given by a body of renowned collectors, artists and experts, including Sir David Tang, collector, entrepreneur and honorary patron of the fair.

In celebration of the glamor of the event, Shanghai Tang, the fashion and lifestyle emporium, collaborated with one of the Mirage's featured artists to create a piece of Shanghai Tang-inspired wearable art that will be modeled at the event and showcased in the central store, prior to the Fair.

High-profile works up for sale were to include Andy Warhol's 1962 Avanti Cars from Ben Brown Fine Arts, worth an estimated HK\$29 million (US\$3,800,000); Basquiat's Untitled (Car) from Max Lang Gallery, New York for HK\$56 million (US\$7,000,000) and a number of works by Damien Hirst offered by Seomi & Tuus.

Sherry Liu is manager of Crown Fine Arts Division.

ART HK 08 was well placed to attract not just Western collectors seeking Asian art but also Asian collectors seeking blue chip and emerging Western art. Hong Kong is the third largest art market in the world after New York and London, by auction turnover, and Hong Kong's status as a free port also gives it a clear advantage over many other locations in Asia with no tax on the import or export of art.



**A small selection of the "coin mountain" collected by Move One for donation to the local Red Cross.**

## Pennies for a Good Cause

Hungary's smallest coinage, the 1 forint (ft) and 2ft pieces, have been withdrawn from general circulation. So many people are donating their coin collections to local charities that promise to put the money to good use. In an effort to assist donations of 1ft and 2ft coins, **Move One Relocations** organized a collection of the coins at a recent meeting of the a women's group. A virtual treasure chest of money was amassed and added to the already substantial mountain of coins brought in by staff at the Move One offices. Move One dropped off some 14 kilos of coins to the Red Cross at the end of April alone.

## **Crown Worldwide Enhances E-Learning Program**

**Crown Worldwide Group** recently introduced a new e-learning program for its 4,000 worldwide employees.

Employee training is an important aspect of the professional and personal development of its worldwide team. Training efforts, hosted under the umbrella of Crown University, comes in many forms ranging from facilitator-led workshops, to on-the-job training and e-learning.

Crown's e-learning program has recently been re-launched under the name CU-Online. This next generation of e-learning was developed and designed specifically for the Crown Worldwide team. The global staff is trained on the same systems and held to the same high standards of service. Its well connected network enables the company to standardize training, provide consistent reporting and deliver uniform service.

Norah Franchetti, group vice president of learning and development, led this new initiative. She noted, "As technology has developed we have been able, through this new e-learning application, to enhance and develop new online courses that include video, audio and other multimedia, making the learning more interactive and interesting which in turn brings a higher employee retention rate of the specific subject.

"We have over 4,000 employees who work in over 200 Crown operations around the world and collectively speak more than 37 languages. The challenge is always to try and get training/learning to staff members sitting in over 50 countries and I view e-learning as part of the solution that can support face to face or 'on the job/chair-side' learning.

"We remain relentless in our efforts to continually improve our training, nurture our staff, maintain our employee retention rates and continue to develop our most important asset--our people."

# MILESTONES

## ETSA Marks 25th Anniversary

On Jan. 23, the German company **Express-Transport-Shipping-Agency, GmbH** received two letters, one from the Chamber of Commerce and the other from the Mayor (Buergermeister) of the city of Bremerhaven, Germany, both of them congratulating the company on its 25th business anniversary. Woody Zobel of ETSA noted, “To be honest, it’s like other anniversaries — unless someone reminds us, we tend to forget, maybe not the years, but certainly the exact date.”

The Chamber of Commerce noted that a 25-year anniversary is something to be proud of. “They’re probably right,” said Zobel, “but more than that, it is something to be grateful for. The hard work that went into it does not need special mention. Many people work hard at their businesses, but fail to reach the benchmark of 25 years. No, it’s a combination of many factors, not least of which is the outright friendships with many customers and, yes, even some competitors, which have grown over the years.

“I am personally grateful for being able to work in such an exciting, and rewarding industry,” said Zobel. “Looking back at the 25 years of E.T.S.A. and my own 35 years in the moving industry (I attended my first HHGFAA convention in 1976), I find that almost everything in how we operate our businesses has changed due to modern technology. During my time we have gone from telex machines and snail mail to e-mail, shipment tracking, and document transfer via the Internet.

“One most important factor has not changed,” Zobel added. “In spite of the challenges which face us daily in our dealings with customers and business associates, integrity is still the one ingredient which pays the most dividends. I am very proud that this has been and will be an integral part of our business philosophy.”

### **INDIA: Fast Fact**

India invented the number system. Zero was invented by Aryabhata

SOURCE: One India One People



**A scene from Asian Tigers' 10th Anniversary gala.**



**Managing Director Nick Masee (right) presented Andrew Olea and Rie Satoh with 10-Year Employment Awards.**

## **Asian Tigers Marks 10th Anniversary**

Over 150 guests, including corporate clients, vendors and employees, joined the **Asian Tigers** 10th anniversary celebration April 1. The party launched a year celebrating a decade of service with the theme “Ten Years Strong.”

Joining Managing Director Nick Masee to celebrate was Asian Tigers Group Chairman Gordon Bell, who, with other members of the board, including Eric Lim, Jean-Jacques Borgstedt, Gerry Lane, Allen Fan, Bill Reinsch and Joseph Song, flew into Tokyo to attend.

In his welcome speech Nick Masee praised his team and thanked the board for their continued support.

“Our future looks incredibly bright as we continue becoming a stronger company each year,” said Masee. “After 10 years of hard work by a very dedica-

tors, we are the market leader here in Tokyo.

“Our reputation for quality has enabled us to attract and retain the continued support of hundreds of different multinational companies. As we look forward our goal is to continue to improve our quality and the overall experience our clients enjoy. With the help and support of our valuable customers we know we can grow into an even stronger company.”

Masee ca!

and reputation in the Japan market. A diverse approach to our marketing in Tokyo played another very important role as we used a combination of advertising, sponsorship and direct selling to get our name known. Ten years later, we see the results of our overall effort by the ever-increasing number of referrals we get from so many sources.”

During this evening of festivities Masee presented to two staff, Andrew Olea (director of sales and marketing) and Rie Satoh (import manager), their Ten Year Employment awards. Masee also achieved his Ten Year award.

“When we started the Asian Tigers office in Japan, we had no customers, accounts, database or marketing materials,” said Olea. “Together with our initi!

ten years later. It has been exciting and fun to get to where we are now.”

Satoh remembered when the business was started at a little office with small number of staff but grew so fast that they moved to their larger office in Toranomon only a few years later. “After 10 years,” she said, “we have emerged as the leader in our industry in Japan. I’m proud of b!

## HONORS AND AWARDS

**A**ce Transfer and Storage Company of Oklahoma City, an Atlas Van Lines agent, was a recipient of the 2008 NDTA Quality Award, formerly known as the SDDC Quality Award. The prestigious award was presented by Lt. Gen. Kenneth R. Wykle (Ret) and Maj. Gen. Kathleen M. Gainey at the SDDC Symposium in Orlando, Fla., on April 30. The Quality Award honors the commercial transportation industry for commitment to excellence to the US Department of Defense (DoD), the world's largest customer to the moving industry. Nominations are submitted by DoD transportation offices for companies that provide the highest quality of transportation services to their activities. The competition is open to the tens of thousands approved DoD transportation providers in all modes and services. Over 3,000 nominations were submitted. Ace Transfer & Storage Company was one of 10 companies recognized as having the highest levels of commitment to excellence.



**Bekins** President & CEO Michael Petersen recently announced the Bekins President's Club Goal Achievers for 2007. This sales contest recognizes Bekins's top salespeople who achieve the highest percentage sales growth in the company's household goods division or high value products/tradeshaw division based on volume group categories. The contest runs for the entire calendar year and President's Club Winners receive a trophy and a cash prize. The award recipients were as follows:

- **Bruce Crabtree** (Hansen Bros. Transfer & Storage, Seattle, WA)
- **Jeff Badgett** (Bekins Moving Solutions, Coppell, TX)
- **Mike Boerman** (Boerman Moving & Storage, Woodridge, IL)
- **Gail Bovey** (Bekins Moving Solutions, Chatsworth, CA)
- **Tom Busnardo** (White Moving & Storage, Denver, CO)
- **Ann Denis** (Brandon Moving & Storage, N. Little Rock, AR)
- **Joe Hagemaster** (Hagemaster Moving & Storage, Chicago Heights, IL)
- **Jim Mazzuca, Jr.** (Boyer-Rosene Moving & Storage, Bensenville, IL)
- **John Mentel** (Good & Fair Carting & Moving, Kenmore, NY)
- **Robert Neiman** (Bekins A-1 Movers, Woodbridge, VA)
- **Anthony Parente** (Liberty Movers, Leicester, MA)
- **Dean Quarino** (Pinnacle Relocation Services, Lake Zurich, IL)
- **Brian Reppert** (Hansen Bros. Transfer & Storage, Seattle, WA)
- **Randy Rhodes** (True Van Lines of Hilton Head, Bluffton, SC)
- **Adolph Silva** (True Van Lines, Farmers Branch, TX)
- **Jim Simpson** (All Around Moving & Storage, Romulus, MI)
- **Evelyn Wanless** (Springfield Van & Storage, Springfield, IL)



**VCK Logistics** in Rotterdam, Holland, has been audited and ISO 9001 certified.

# WELCOME NEW MEMBERS



**Randall Groger**  
AirLand Forwarders,  
Inc.  
HHGFAA Chairman

On behalf of the Household Goods Forwarders Association of America, Inc., I want to extend a warm welcome to those who are new to our organization.

## ASSOCIATE MEMBERS

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### Federal Transportation Systems De Mexico, SA de CV

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Tel: (52) 55 9000 4465  
Fax: (52) 55 9000 4464  
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### Flatrate International

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New York, NY 10013  
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Fax: (757) 238-9628  
E-mail: cumullen@movingsoftware.com  
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Fax: (977) 1426 5455  
E-mail: nepal@jvkkasia.com  
P.O.C: Binod Thapaliya

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Tel: (0050) 334 5986  
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E-mail: sales@oceanlogistics.com.mv  
P.O.C: Mohamed Waheed  
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Website: www.osishipping.com  
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Fax: (617) 924-5949  
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Website: www.olympiamoving.com  
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Tel: (351) 219 151 1502  
Fax: (351) 218 151 1593  
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portugal@premierinternationalmovers.com  
Website: www.premierinternationalmovers.com  
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Fax: (55) 11 3697 1463  
E-mail: info@speedymoving.com.br  
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Fax: (38) 044 576 73 71  
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Doha, 5763 Qatar  
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• SEALS MUST BE ORDERED IN SETS OF 400 •

## Price List for Selected HHGFAA Publications and Miscellaneous Items

TITLE	CONUS MEMBERS	OVERSEAS MEMBERS
2008–2009 HHGFAA Membership Directory	75.00	95.00
Additional Copies of <b>The Portal</b> (1-year subscription)	100.00	125.00
Defense Transportation Regulations Part IV (replaces the PPTMR)	120.00	150.00
Rate Solicitation I-19 or I-20	120.00	150.00
Active Members Mailing Labels	20.00	25.00
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Mailing Address \_\_\_\_\_

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Item	Cost
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Please charge my  VISA  MasterCard  American Express# \_\_\_\_\_

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3- or 4-digit verification (security) code on front or back of card \_\_\_\_\_

Signature \_\_\_\_\_

All orders must include check/money order payable to HHGFAA or credit card information. Mail with this form to:

**HHGFAA • 5904 Richmond Highway, Suite 404 • Alexandria, VA 22303  
OR, fax with credit card information to (703) 317-9960**

## House Committee Adopts Defense Authorization Bill

In mid-May, the House Armed Services Committee completed its work on a FY09 Defense Authorization bill that makes major policy changes in moving the strategies for the future military operations forward. In addition, it makes some specific changes in programs and operations that could have a direct impact on HHGFAA members. The House approved the bill and the Senate has already completed its work on their version of the bill. A conference committee appointed early this summer will resolve the differences.

Debate on the bill in the House Committee was often heated during a 16-hour session but ultimately the bill was passed by a vote of 61-0. The Committee rejected amendments dealing with anti-missile shields in Europe and for the Future Combat Systems — a next generation of weapons for the Army. Over \$70 billion for operations in Iraq and Afghanistan was approved.

The major debate was over the option (proposed by President Bush) to shift funds for futuristic weapons systems or to pay for health care needs of military families. The House chose not to support the futuristic weapons but did allocate billions of dollars for ship and airplane programs that create jobs in members' districts.

Specifically among these programs was the authorization to build one new *Virginia*-class submarine plus several billions to begin advance procurement of parts for future subs. Consequently, the Navy will be able to procure two subs a year in fiscal 2010 and fiscal 2011 and move this proposed schedule up by two years. By comparison, the Senate bill would allow only one submarine in FY09 and nothing again until FY11.

Responding to some immediate needs with the National Guard, the House bill allows an \$800 million increase over the President's budget for the Guard and its reserve equipment and more than \$900 million for operations and maintenance funds.

The House bill also approved a 3.9% pay raise for military personnel but rejected the President's proposed increases in premiums, fees and co-payments for the Department of Defense's Tricare health care program.

**Of particular interest to HHGFAA members in the bill are the following items:**

- **Contractors' disclosure forms.** This is a provision that would require defense contractors who derive the majority of their funding through government contracts to disclose information about the officers. (This provision is still subject to interpretation as to application to all contractors).
- **An allowance for an increased travel and weight allowance for transportation of baggage and household effects for certain enlisted members.** This is an authorization for

noncommissioned officers in the grades of E-5 through E-9 for increased weight allowances for shipping household goods during permanent changes in station.

- **An authorization for additional weight allowance for transportation of materials associated with employment of a member's spouse or community support volunteer or charity activities.** This section would authorize an additional 200 pounds in the weight allowance for shipping household goods during permanent changes in station for the purpose of shipping

By Jim Wise  
PACE, LLP



materials associated with the employment or community support activities of the service member's spouse.

- **Transportation of family pets during evacuation of nonessential personnel.** This would authorize service members to transport two family household pets at government expense when non-essential personnel are evacuated from a permanent station located in a foreign area.

In addition, the Committee also adopted the following recommendations:

- **Compensation.** The committee is committed to successful recruiting and retention in a wartime environment. Accordingly, the committee recommended an across-the-board pay raise of 3.9%, or one-half of 1% above pay raise levels in the private sector as measured by the Employment Cost Index (ECI). This would be the 10th consecutive year that the pay raise would exceed the ECI level and would result in an average cumulative pay increase of 52% over the last 10 years.
- **Benefits.** With respect to other benefits, the committee recommended that more must be done to protect the annuities of surviving military spouses. Further, the committee recommended that there be increased compensation and benefits that support members during permanent changes of station. For example, the committee included provisions that would authorize the survivors of active duty deaths to receive a survivor indemnity allowance and an increase in the allowance for temporary lodging.
- **Morale and readiness.** The committee also expressed a desire to protect and enhance the military exchanges, commissary, and welfare and morale and recreation programs. To this end, the committee included provisions that would make military resale stores and morale, welfare, and recreation activities more efficient and effective programs.

## IMPORTANT NEW INFORMATION CONCERNING PORTAL ADVERTISING RATES AND DIMENSIONS

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**NOTE:** Prices shown are the **total cost** for one year (six issues). **All new ads must be in color** (electronic files must be supplied).

### Deadlines to receive new artwork:

July/August Issue..... July 16, 2008  
**September/October Issue..... September 3, 2008**  
**(ANNUAL MEETING ISSUE)**  
November/December Issue..... November 12, 2008  
January/February 2009 Issue..... January 22, 2009  
March/April Issue..... March 12, 2009  
May/June Issue ..... May 21, 2009

### IMPORTANT NOTICE ABOUT ELECTRONIC ADS

**The Portal** now accepts computer-generated files, graphics, and ads supplied on PC- or Mac-compatible Zip disks or CD-ROMs. **ADS SENT BY E-MAIL MUST BE PDF FILES.**

When providing electronically-generated advertisements, your disk **MUST** be accompanied by a printout showing what the ad should look like. **HHGFAA will not accept disks that arrive without a hard copy proof.**

In addition, advertisers must provide the following information along with the disk. Please use this checklist to ensure that you send everything that will be needed to accurately place your ad:

- Disk with ad (Zip or CD-ROM)
- Printout or hard copy proof
- Note format:   \_\_PC   \_\_Mac
- Note program used to create the ad
  - \_\_\_ Quark: specify version \_\_\_\_\_
  - \_\_\_ PageMaker: specify version \_\_\_\_\_
  - \_\_\_ Corel: specify version \_\_\_\_\_
  - \_\_\_ Illustrator: specify version \_\_\_\_\_
  - \_\_\_ Other (specify): \_\_\_\_\_

PLEASE NOTE: **We do not accept ads created in Publisher.**



**For further information about Portal display advertising, contact Belvian Carrington at HHGFAA:**  
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Phone: (703) 317-9950 • Fax: (703) 317-9960 • E-mail: bel.carrington@hhgfaa.org

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## Industry Calendar

### October 4-7, 2008

HHGFAA 46th Annual Meeting  
Honolulu, Hawaii

### October 6-10, 2008

SDDC Pacific Workshop  
(Industry Portion: Oct. 8-9)  
Honolulu, Hawaii

### October 29-31, 2008

ERC Global Workforce Symposium  
Washington, DC

### February 8-11, 2009

AMSA Education Conference and Expo  
Dallas, Texas

### March 15-18, 2009

LACMA Conference  
Trinidad & Tobago

### April 26-30, 2009

FIDI Global Alliance  
City TBA

### October 10-13, 2009

HHGFAA 47th Annual Meeting  
Orlando, Florida

### September 29-October 2, 2010

HHGFAA 48th Annual Meeting  
San Diego, California

### September 12-15, 2011

HHGFAA 49th Annual Meeting  
Denver, Colorado

**EDITOR'S NOTE:** Visit [www.hhgfaa.org/calendar.html](http://www.hhgfaa.org/calendar.html) for an expanded list of meetings and events of interest to HHGFAA members.

### What's New?

Keep your friends and colleagues around the world informed about developments at your company. Send your announcements, releases, news, and photos to

[bel.carrington@hhgfaa.org](mailto:bel.carrington@hhgfaa.org)

### INDIA: Fast Facts

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SOURCE: One India One People