

## Parcel Shipping in the Age of the Consumer: Could A Unified TMS Be Your Golden Opportunity?

Researched and presented by:





## Executive Summary

Despite the widespread adoption of supply chain management, which views business functions as part of an integrated, interconnected whole, some companies continue to optimize shipments separately based on transportation mode. They may deploy different software to analyze and manage each mode, making it difficult to look at transportation holistically or to accurately compare options and calculate trade-offs. Companies that subscribe to this siloed approach are unable to optimize costs, efficiency, and service across their supply chains.

Yet today's environment—what some are calling “The Age of the Consumer,” where e-commerce has spurred demand for fast, low-cost, perfect service, provided seamlessly across sales, order, and delivery channels—makes the ability to optimize cost and service across modes imperative for parcel shippers. A unified transportation management system (TMS) that fully integrates parcel with other modes, particularly less-than-truckload, is the right tool to help parcel shippers identify and capture the multimodal savings many of them are missing out on.

*It's never been more important to optimize cost and service for small shipments, whether they move via parcel carrier, less than truckload, or across modes. A transportation management system is the right tool to help shippers capture savings many of them are missing out on.*

## Could A Unified TMS Be Your Golden Opportunity?

The central concept of supply chain management—that companies should understand, view, and manage functions in their businesses in a holistic way—has been widely accepted for more than two decades. No function or activity is an island, you could say; what happens upstream in manufacturing and transportation, for example, influences warehouse operations and delivery to end customers downstream. Yet many companies continue to analyze and optimize some of their supply chain activities on an individual basis.

This mindset leads to “modal” thinking, in which shipments in a particular mode of transportation are analyzed and managed separately from those in other modes. One area where modal thinking remains common is in the realm of small shipments. Depending on the circumstances, small shipments may move via parcel carriers or by less-than-truckload (LTL) carrier. Most shippers—even those that use both parcel and LTL—manage them entirely separately.

Companies that subscribe to this approach miss out on opportunities for optimizing costs, efficiency, and service across their supply chains. Technology can be key to bridging that gap, but there are roadblocks. For example, shippers typically deploy different software to analyze and manage parcel and LTL, making it difficult to compare options and calculate trade-offs across multiple modes.

There's another improvement opportunity many shippers are missing. More than half of respondents to a recent DC Velocity survey of parcel shippers are failing to take advantage of a familiar tool that could help them optimize their parcel shipments in terms of price, efficiency, and service: their transportation management system (TMS). This often-overlooked resource is not just for shippers or third-party logistics providers (3PLs) to manage motor carriers, as many people assume. Some TMS solutions have the ability to analyze, manage, and optimize parcel shipments as well—and in some cases, can calculate trade-offs to achieve optimal results across both modes.

Using a TMS to optimize cost and service for small shipments, whether they move via parcel carriers, LTL, or across modes, is a golden opportunity that far too many shippers are missing out on. This paper looks at why multimodal optimization is such a pressing need, and why a TMS is the most effective tool for responding to those business demands.

## New Drivers At The Wheel

If there has ever been a time when parcel shipping has demanded shippers' focused attention, it is now, in what many are calling the Age of the Consumer.

The influence consumers wield over the U.S. economy cannot be overstated. One prominent indicator: Retail—both brick-and-mortar stores and online—is now the nation's largest private-sector employer, supporting one in four U.S. jobs and contributing \$2.6 trillion to the country's annual gross domestic product (GDP), according to the National Retail Federation.<sup>1</sup>

Consumers' escalating demands for fast, low-cost, perfect service, provided seamlessly across sales channels, with the ability to place, receive, and return orders wherever and whenever they wish, are having a profound impact on shippers, carriers, and 3PLs. The Council of Supply Chain Management Professionals' 2016 "State of Logistics Report" found that e-commerce and omni-channel retail are pushing aside traditional drivers of business logistics costs, such as fuel prices, and putting the U.S. consumer in a position of power when it comes to cost, service, and strategy. This is a critical point. The report, aptly titled "Logistics in Transition: New Drivers at the Wheel," identified

“consumer requirements that will stretch carriers’ and 3PLs’ capabilities” as one of four disruptive forces that will shape future costs and performance of the U.S. logistics system.<sup>2</sup>

Explosive growth in consumers’ use of e-commerce has already profoundly impacted parcel shipping—the preferred delivery mode for business-to-consumer (B2C) deliveries. The parcel shipping industry is booming around the world, as a few sample statistics make clear:

- The market research firm Apex Insight’s “Global Parcel Delivery Market Insight 2018” report estimates that global parcel shipping revenues reached almost \$350 billion in 2017, up from \$310 billion in 2016.<sup>3</sup>
- A 2016 McKinsey & Co. report said growth rates for parcel delivery in 2015 ranged from 7 to 10 percent in mature markets, such as Germany and the United States, to nearly 300 percent in some developing markets, such as India.<sup>4</sup>
- The global express carrier DHL reported that in the third quarter of 2017, its daily volumes for time-definite international express service rose by 11.9% year-on-year, while FedEx reported that its average daily volumes of international domestic (intra-country) parcel services grew by 14% from 2014 to 2017.<sup>5</sup>

The U.S. market has been seeing similar trends. Parcel shipping volumes rose 6 percent in 2016, and growth for 2017 is expected to match or exceed that pace when all the numbers are in, according to an analysis by the consulting firm A.T. Kearney in the 2017 “State of Logistics Report.”<sup>6</sup> Statistics from the largest U.S. parcel carriers suggest that forecast is on target. Earlier this year, for example, UPS said that its domestic ground parcel and next-day air volumes were up 5.7% and 4.9%, respectively, in Quarter 4 of 2017 compared to the same period a year earlier. FedEx, meanwhile, said average daily package volume in its quarter ending November 30, 2017, grew 7% compared to the same period of 2016.<sup>7</sup> And volumes will continue to grow: 94 percent of respondents to a recent DC Velocity study said they planned to increase their use of parcel shipping in the near term.

Notably, this rise is not limited to retail. The 2017 “State of Logistics Report” predicts revenues for the U.S. business-to-business (B2B) parcel market will grow by 0.8 percent, reaching an estimated \$36 billion in 2019.<sup>8</sup> And analysts at IDC Manufacturing Insights predict that by the end of 2020, 50 percent of manufacturing supply chains will have the capability to enable direct-to-consumer shipments and deliveries, either in-house or through outsourcing.<sup>9</sup>

Kearney's 2017 forecast also sees U.S. parcel carrier revenues surging from \$78 billion in 2015 to \$93 billion in 2019. Most of that increase can be attributed to rising package volumes. But some of it reflects carriers' price hikes, including annual general rate increases for ground shipments by the largest carriers (UPS, FedEx, and the U.S. Postal Service) that can average anywhere from 3 to 5 percent, depending on the carrier and the service. Pricing for accessorial charges, including residential surcharges and dimensional weight charges, has also been on the rise as carriers attempt to deflect the soaring cost of handling B2C shipments.

While B2B shippers, too, must contend with rising costs, volumes, and complexity, there is no question that changing, often unpredictable consumer demand is the biggest factor compelling shippers to update their shipping strategy and priorities. For that reason, they need the ability to dynamically optimize management of their small shipments, whether those move by parcel, LTL, or across modes. This essentially is not feasible without the effective use of appropriate technology, such as a TMS.

## Challenges For Parcel Shippers

The *DC Velocity* survey, conducted in February 2018, asked subscribers to the publication who use parcel and express services about how they are using transportation management systems. Potential respondents received an invitation to participate via e-mail and a link to an online survey. The survey elicited a total of 80 usable responses.

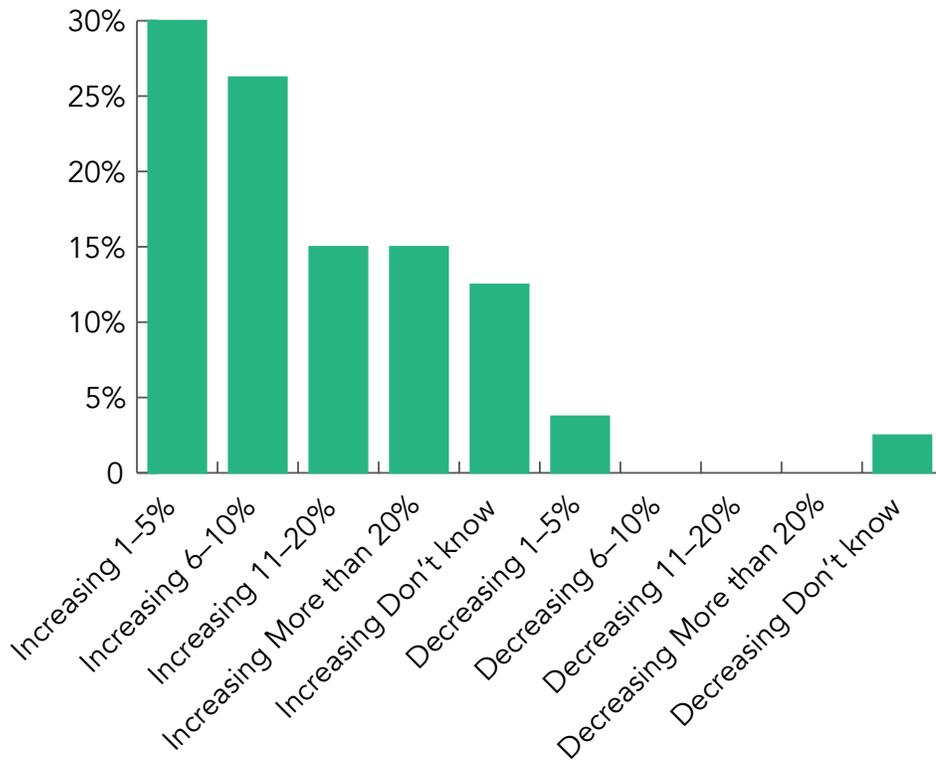
Almost all respondents work with more than one parcel carrier; in fact, just five said that they rely on a single provider. Most use FedEx (87 percent) and UPS (88 percent), while 41 percent use DHL and 28 percent do business with the United States Postal Service. Just a handful of respondents said they also use Purolator, Canada Post, or other carriers.

Reflecting the forecasts of continued rapid growth of parcel volumes cited above, 94 percent of the respondents said they expect to increase their use of parcel shipping in the next 12 months. Significantly, nearly one-third forecast a jump of 11 percent or more in the coming year. Only 6 percent forecast a decline in their parcel volumes. (See Figure 1.)

**FIGURE 1**

Do you anticipate increasing or decreasing your use of parcel shipping in the next 12 months?

(Percentage of respondents)



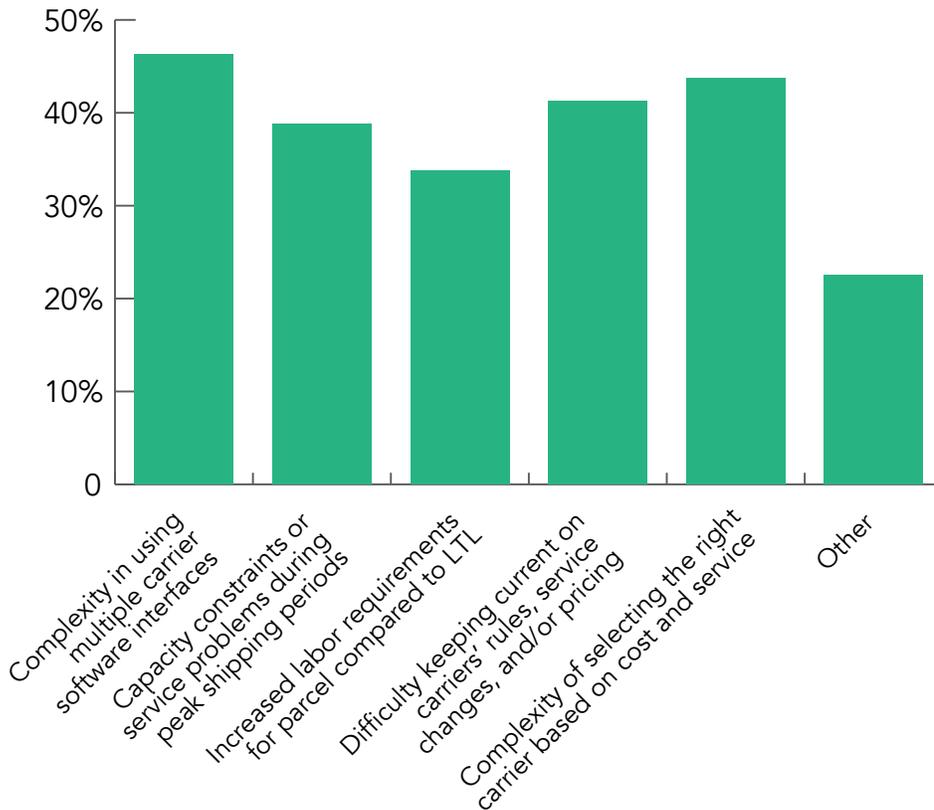
SOURCE: DC Velocity survey of parcel shippers, February 2018

All survey respondents said that they found parcel shipping to be challenging, citing a variety of reasons. Nearly half (46 percent) said they found parcel shipping difficult due to the complexity of using multiple carrier software interfaces. This is an increasingly important and prominent issue as it becomes more common for the initial carrier to hand off a parcel to another carrier for “last mile” delivery. Forty-four percent cited the complexity of selecting the right carrier based on cost and service levels, and a similar number (43 percent) said they have difficulty keeping current on carriers’ rules, service changes, and/or pricing. Other concerns included capacity constraints or service problems during peak shipping periods, how labor-intensive parcel shipping is compared to LTL, and integration with internal software. (See Figure 2.)

**FIGURE 2**

Do you find parcel shipping challenging because of any of the following issues?

(Percentage of respondents)



(Numbers add up to more than 100% due to multiple responses allowed)

SOURCE: DC Velocity survey of parcel shippers, February 2018

Given those challenges, you might expect that respondents would be taking advantage of a widely used technology that has the power to reduce much of the complexity that bedevils many parcel shippers: transportation management systems. A TMS with parcel capabilities can directly address respondents' top three concerns: interfacing with multiple carriers' software, selecting the right carrier based on cost and service, and keeping current on carriers' rules, service changes, and pricing. Yet only 46 percent of survey takers said they are using a TMS or comparable technology to manage their parcel shipments, and 28 percent appear to have no TMS at all.

Adrian Gonzalez, founder and president of Adelante SCM, a research and analysis firm specializing in logistics, supply chain management, and associated

technologies, is not surprised that so few respondents are using a TMS for parcel. Despite the fact that TMS has been around for three decades, plenty of companies today—including some sizable businesses—are not using this kind of solution for any modes at all, he says. For many manufacturers, parcel was typically limited to samples, spare parts, and so forth, and was never a significant enough portion of their transportation spend for them to invest in a parcel TMS. And small-volume shippers that have a contract with a single parcel carrier often use their carrier's free shipping software, he notes.

Some companies are still able to manage their parcel shipments without a TMS, but many have reached an inflection point: "The needle's starting to move as demand for more parcel shipping is pushing shippers to change," Gonzalez says. E-commerce is the big driver, even for manufacturers, which are getting more involved with drop shipping and fulfilling orders directly to consumers, rather than shipping to retailers' warehouses and then letting the retailers fulfill orders, he says.

But beyond e-commerce, changing supply chain practices are centering around small shipments. A lot of manufacturers' customers in B2B are looking for smaller quantities, which drives more LTL and parcel usage. And many retail stores that used to receive truckloads to replenish stock now want smaller, more frequent, just-in-time deliveries so they can be more responsive to customer demand. "Order sizes are becoming smaller and more frequent, which means more are now getting replenishment via parcel or LTL every day based on real-time sales data," Gonzalez says. "They want to order only what they need, when they need it. All this adds up to an increasing need—really demand—for shippers to have better parcel shipping capabilities."

## Overlooked Opportunities

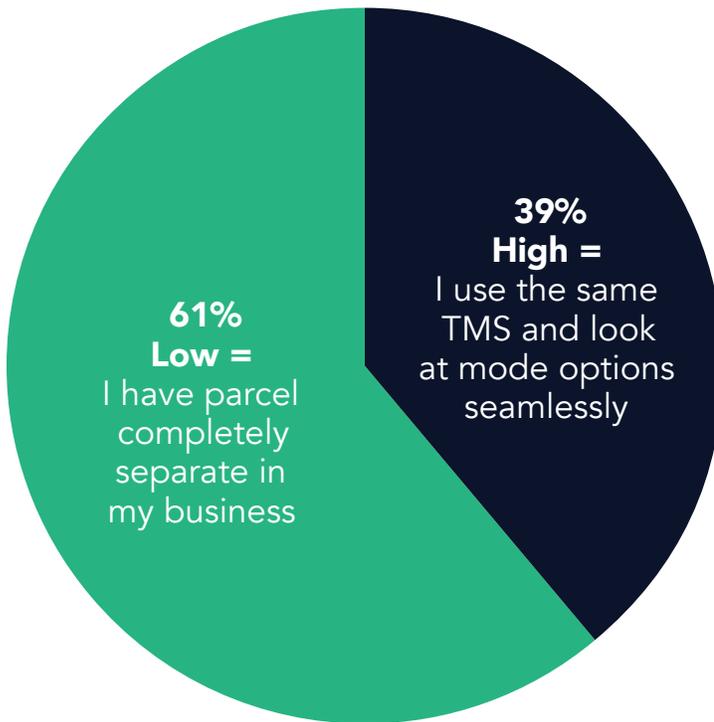
For shippers that do have a transportation management system, Gonzalez says, it's likely their software doesn't have parcel capabilities, or they may have an entirely separate solution for parcel. "Historically parcel has been treated as an add-on in the TMS market, which used to be very fragmented. Companies would implement one TMS for common carriers, another for fleet management, and another for parcel," he says. "A lot of shippers are still working in that fragmented way."

The survey results bear that out. More than half (56 percent) of respondents said they use a transportation management system for other modes but not for parcel, and 61 percent of all respondents said they manage parcel completely separately from other modes. (See Figure 3.)

### FIGURE 3

How integrated is parcel with the rest of the modes of transport you use?

(Percentage of respondents)



SOURCE: DC Velocity survey of parcel shippers, February 2018

Separate, parcel-specific solutions can make sense for some shippers, Gonzalez says. Examples might include e-commerce-only retailers that ship all or almost all of their business via parcel, those that want to give the end consumer options on things like carrier price and lead time as part of the checkout process, or in some cases very high-volume parcel shippers that need parcel functionality at the warehouse level as part of the fulfillment process.

But many parcel shippers that use multiple modes are leaving money on the table in the form of missed opportunities for cost savings. Most commonly this involves both parcel and LTL; in fact, all but a few of the respondents to the DC Velocity survey use both modes. The breakdown between the two modes varies greatly, ranging from 95 percent parcel/5 percent LTL to 80 percent LTL/20 percent parcel, and everything in between. The most common range was 80 percent parcel/20 percent LTL, representing 35 percent of respondents.

The benefits of a holistic approach—that is, deploying a single tool to manage small shipments seamlessly—are many:

**A more accurate view of transportation spend.** Whether considering transportation expenses by time period, by lane, or by customer, having both parcel and LTL on a single TMS platform allows users to quickly know exactly how much they are spending. It also lets them easily compare costs by mode within any of those or other user-set parameters. And with a cloud-based multimodal TMS that automatically updates rates, fuel surcharges, and accessorial charges for every carrier it covers, users can be confident that all costs are accurate and up-to-date. Collecting data through separate software programs, by contrast, not only increases the likelihood of errors and omissions, it also increases the time and labor resources required to conduct the analysis.

**Mode selection based on current options.** With parcel carriers offering a broader, ever-changing variety of services, including less-than-truckload in some cases, the once-clear lines between which shipments should move via parcel and which ones should ship by LTL have blurred. The ability to take into account an up-to-date, expanded menu of services and pricing when selecting modes and carriers is critical. “If you are still working off old rules of thumb, then you probably are missing a lot of opportunities,” Gonzalez says.

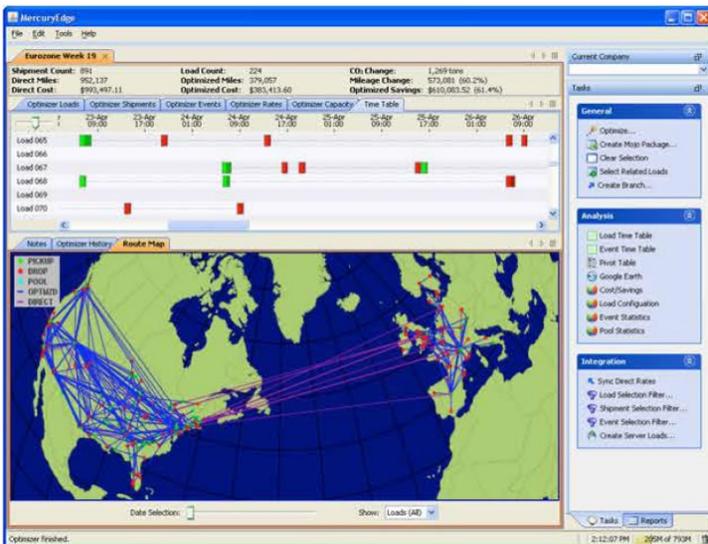
**The ability to compare rates and service without having to switch software or websites.** When shippers and 3PLs rely on separate transportation management systems for parcel and LTL, or on individual carriers’ own software, comparing rates and service levels across modes or multiple carriers becomes a tedious, time-consuming process. The user must also create a framework for conducting comparisons and analyses and may get bogged down in manually transferring data from various sources into that framework for comparison. With all the relevant modes and carriers on a single platform, making comparisons is quick, easy, and automated, saving time and labor. Additionally, there is no need for analysts to master multiple software programs or navigate multiple carriers’ websites.

**Opportunities for cost-saving consolidations.** Parcel-focused systems and traditional TMS for trucking cannot consolidate parcels into larger shipments. With those types of solutions, moreover, it’s difficult to identify and achieve savings across a multimodal network. A TMS that’s designed for multiple modes, however, can enable users to do zone skipping: identifying pool points for consolidating parcels into LTL or truckload shipments (whichever is least expensive within the required service parameters), carrying them across zones, and dropping the parcels into the U.S. Postal Service or other parcel carrier’s system closer to the end consumer. This is no small matter: Many observers estimate that zone skipping commonly produces transportation savings of 20–30 percent or even more.

**The ability to conduct what-if analyses.** With the capability to calculate trade-offs within and across modes, parcel shippers can test various options to determine the impact of price, transit time, and service levels, says Alex Lopatkin, director of international implementation, MercuryGate. Depending on which carriers the TMS supports, users that are considering adding more carriers to their stable of approved providers can preview how switching carriers and modes would affect cost and service. Of particular interest to shippers involved in e-commerce is the ability to preview the potential cost and service impact of increased parcel volumes.

Not all multimodal transportation management systems are equal, of course. MercuryGate has made it a priority not simply to provide the advantages outlined above, but to refine and enhance them as well, developing new capabilities that address customers' current needs and "pain points" while giving them the advanced tools they will need in the future.

Lopatkin cites the example of MercuryGate's parcel solution, the only one on the market that is "native" within a multimodal TMS, rather than an add-on. Because it was designed from the start within the existing platform, interfaces and screens are familiar and comparisons across modes are accurate and instantaneous, without the lag that occurs when information is retrieved and transfers from one platform to another. A key benefit of being on the same platform, he adds, is that the software recognizes the transportation mode involved; it then runs the shipment through the correct process and generates the appropriate documentation for that specific mode. It also recognizes international shipments and, through integration with MercuryGate's global trade management system, imposes the correct process and documentation for the countries involved.



*MercuryGate's Transportation Planning software not only creates zone-skipping plans, but also lets users ensure that they make economic sense and will be profitable.*

Another example is MercuryGate's Transportation Planning software. This powerful tool works with all modes, including parcel, using historical and current data to plan routings, run simulations, conduct parameter-driven analyses, and execute optimized plans. A particular advantage for parcel shipments, Lopatkin says, is that Mojo not only creates zone-skipping plans, but also lets users ensure that they make economic sense and will be profitable.

Lopatkin notes that MercuryGate ensures that its solutions stay ahead of the technology curve to give users the latest technological advances. The solution is cloud-based, allowing customers to give external business partners access based on rights to perform a specific function, he explains. This is critical for international shipments, which involve many parties and "touches" at origin, destination, and points in between. Everyone from shippers and carriers to customs brokers and freight forwarders can play their part while viewing previous activity and receiving alerts when there's a problem or unexpected change.

MercuryGate also incorporates application programming interfaces (APIs), software "intermediaries" that allow two applications to communicate. This approach enables direct communication between the end user and the carrier's own information, such as rate tables and contracts, without having to incorporate the actual data into the TMS; the TMS acts as a conduit or portal that manages the protocol for the exchange, Lopatkin says.

What's on tap for MercuryGate's parcel solution in the future? Users can look forward to an array of new and powerful ways to manage their parcel shipments, Lopatkin says. Most notably, predictive analytics and integration with a constantly growing list of carriers, especially internationally, are ongoing or in the works. In addition, parcel shippers can now take advantage of the MercuryGate Business Intelligence platform to identify relationships and trends across modes and functions—analyzing true cost and profitability from the highest level down to individual customers and even products.

## The Value Of An Integrated Platform

As our case study of Technicolor (page 14) demonstrates, a transportation management system with multimodal optimization of parcel and LTL in a single, integrated platform opens up a new world of opportunities for improving costs, service, and decision support. Gonzalez of Adelante SCM puts it this way: "If you're a shipper that operates across multiple modes, then you're looking for the ability to have a holistic view and an integrated approach to planning and optimization. Having an integrated platform makes good sense."

As is true for any technology, though, no one solution is right for every end user. Yet the risks for parcel shippers of choosing not to take advantage of new technologies to optimize supply chain activities across modes are considerable.

In the past, many shippers were content to be a “laggard” and would wait and see how things work out rather than be an early adopter, Gonzalez says. Today, however, the fast pace of change in regulations, technology, and customer expectations is challenging companies to perform at the highest levels and provide a seamless, perfect experience for customers regardless of sales channel and delivery method. In this environment—which is almost certain to become even more demanding in the future—it’s much more difficult to keep up without current technology, Gonzalez comments. “There’s a greater risk associated with being a laggard now. If you’re not using, for example, a TMS with business intelligence capabilities, you may be so far behind competitors at that point that you’re never going to catch up.

## Notes

- [1] National Retail Federation, “Our mission,” <https://nrf.com/who-we-are/our-mission>
- [2] Council of Supply Chain Management Professionals (CSCMP), 27th annual “State of Logistics Report” (June 2016)
- [3] Apex Insight, “Global Parcel Delivery Market Insight 2018” (January 2018)
- [4] McKinsey & Co., “Parcel delivery: The future of last mile” (Sept 2016)
- [5] Company quarterly and annual reports
- [6] Council of Supply Chain Management Professionals, 28th annual “State of Logistics Report” (June 2017)
- [7] Company quarterly reports
- [8] Council of Supply Chain Management Professionals, 28th annual “State of Logistics Report” (June 2017)
- [9] IDC Manufacturing Insights, “IDC Futurescape: Worldwide Supply Chain 2017 Predictions” (November 2016)

## Technicolor Ups Its Game With A Multimodal TMS

To many people, the name “Technicolor” is synonymous with the cinema. The 103-year-old company pioneered the development and production of color media for movie theaters, an industry segment where it remains a leader. But that’s just a fraction of what the Paris, France-based company does today. Technicolor SA sees itself as a “digital innovator,” providing advanced capabilities in visual and audio post-production services for television, movies, and games; production and assembly of physical media like DVDs, Blu-ray discs, and CDs; and providing new experiences for consumers in theaters and at home. Scientists at its research and innovation labs are making advances in such areas as “connected home” technology, artificial intelligence, imaging science, and immersive entertainment like virtual reality. Exploring Technicolor’s website is like taking a trip to the future of media, data, and entertainment.

But even in an increasingly digital world, consumers still buy physical media and entertainment-related devices by the millions. Technicolor is a leader here, too. Technicolor Global Logistics (TGL), the company’s third-party logistics (3PL) unit, was launched in 2006 to provide fulfillment, distribution, and replenishment to retailers and theaters for four major Hollywood studios. In 2012, TGL began serving a separate, “non-core” business: video game developers, media publishers, and others within and outside the entertainment industry.

TGL today offers a comprehensive array of supply chain services, including manufacturing, inventory management, warehousing, distribution, order fulfillment, transportation, import/export management, and assembly and delivery of point-of-sale displays, among other services. The 3PL handles direct-to-consumer, business-to-business, direct-to-store, and bulk distribution-center shipments throughout North America and around the world. With some 9 million square feet of global distribution operations, Technicolor’s logistics unit can pick, pack, and ship over 5 million units daily in peak periods; in fact, it shipped 1.3 billion CDs, DVDs, and Blu-ray discs last year, says Technicolor Global Logistics Vice President Elaine Singleton.

And if that doesn’t sound challenging enough, consider this: When movie or video game studios announce the release date for a new product, they often turn to Technicolor Global Logistics to ensure that the product is simultaneously delivered to more than 9,000 retail locations for sale on that day. “When you have a new release, it has to be there,” Singleton says. “It’s a disaster if a promotion has been advertised in the store and the product doesn’t arrive on time. ... It simply cannot be allowed to happen.”



## The Late, Late Show

For its Hollywood studio customers—Warner Bros., Universal Studios, The Walt Disney Co., and Paramount Pictures—TGL manages order flows to retailers, either shipping orders for an individual studio or consolidating them where it makes sense. This is a significant volume, Singleton says, noting that her company handles 100 percent of the DVDs the four studios ship to the United States, Canada, and Mexico.

Technicolor had long used a transportation management system (TMS) for its core studio business, but in 2012, when the 3PL launched a transportation management service for its non-core customers, TGL adopted a solution from a different provider, MercuryGate, for the new service. “We chose MercuryGate’s TMS because of its agility, ease of startup, and its ability to add customers that need export/import as well as domestic transportation,” Singleton recalls. The TMS also was well suited to managing cross-border shipments to and from Mexico, Canada, and the United States, she says.

Another important consideration for Technicolor was that MercuryGate’s Transportation Management manages parcel shipments in addition to other transportation modes, including truckload, less-than-truckload, intermodal, air, and ocean. With a \$50 million-plus annual parcel spend, some of it direct-to-consumer and some of it B2B, parcel is a huge part of Technicolor’s transportation activities, says Director of Supply Chain Doug Suddarth. He considers the fact that the parcel management software is “native” to the TMS—it was built into the software from the start and is fully integrated with other transportation modes—to be a critical differentiator. This capability allows Technicolor for the first time to quickly analyze, compare, and make decisions across modes using a single platform.

The emphasis is on *quickly*. “In the parcel space, we’re seeing later and later cut-off requests, which compresses larger order volumes into the evening,” Suddarth says. “Our customers are taking orders late into the night, so we have to be able to consolidate shipments and deliver them in a very limited time frame.”

Singleton agrees that speed is increasingly important and that the parcel solution lets Technicolor successfully manage “high-volume, high-velocity optimization.” Typical order volume is about 18,000 per hour on average, but “on a big, big day in peak season, it could be 50,000 orders an hour—and probably 75 percent of them are parcel,” she notes. With pressure to move that kind of volume later in the day, it’s imperative that parcel orders be processed, rated, and shipped without delay. At the same time, Technicolor must be certain that it can meet customers’ delivery requirements, and that it has access to the necessary capacity to meet those delivery deadlines. And it must do it all at the most advantageous price.

To fill that tall order, Technicolor relies on MercuryGate's Transportation Management. Singleton highlights the Transportation Planning software module, which compares cost and service across all transportation modes and identifies profitable opportunities for consolidations. MercuryGate Transportation Planning enables Technicolor to switch shipments to the most cost-effective mode while still meeting the customer's required delivery date. "We are tagging MercuryGate with the responsibility to process, route, and optimize parcels to make sure we have enough bandwidth to handle the volume," regardless of transport mode, she says.

## Setting A New Standard

As Technicolor's business has grown, both in terms of volume and through the addition of new customers, products, and services, the company's supply chain leaders recognized the need to harmonize transportation management for the core and noncore sides of the business. MercuryGate's Transportation Management, with its fully integrated parcel management capabilities, turned out to be the right tool for the job.

Technicolor Global Logistics is in the process of migrating the core studio business from the legacy TMS to MercuryGate. When the transition is completed in mid-2018, transportation management for all customers will be handled on the same platform. This opens the way for Technicolor to identify the most cost-effective transportation modes and consolidation opportunities for all of its customers, and to apply high-volume parcel optimization across the board.

"Not only does MercuryGate become the standard platform for us to work with all of our customers, but now we will also have standard work processes across business units," Suddarth says. "That will make us leaner, faster, and more agile to respond to customers' changing needs."

**All research in this document is original and was completed by DC Velocity magazine.**

*Technicolor must be certain that it can meet customers' delivery requirements, and that it has access to the necessary capacity to meet those delivery deadlines, all at the most advantageous price.*

## About MercuryGate

MercuryGate provides powerful transportation management solutions proven to be a competitive advantage for today's most successful shippers, 3PLs, freight forwarders, brokers, and carriers. MercuryGate's solutions are unique in their native support of all modes of transportation on a single platform including Parcel, LTL, Truckload, Air, Ocean, Rail, and Intermodal. Through the continued release of innovative, results-driven technology and a commitment to making customers successful, MercuryGate delivers exceptional value for TMS users through improved productivity and operational efficiency. MercuryGate offers business intelligence to improve transportation processes, increase customer satisfaction, and reduce costs.

Find out why MercuryGate has set the industry standard for the most adaptable, comprehensive transportation solutions suite in the industry at [www.mercurygate.com](http://www.mercurygate.com).

## About DC Velocity

*DC VELOCITY* is the market-leading media brand serving the informational needs of logistics and supply chain managers and executives with comprehensive coverage of all aspects of logistics including internal logistics within a distribution center or warehouse, and external logistics relating to the transport of goods and freight.

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