THE INTRODUCTION OF NON-NATIVE SPECIES TO MARINE ENVIRONS: AN UNINTENDED AND HIDDEN CONSEQUENCE OF INTERNATIONAL SHIPPING

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INTRODUCTION

One unintended byproduct of the increase in global trade and the phenomenon generally known as “globalization” has been the introduction of non-native species (NNS) to new environs (Ruiz and Carlton, 2003). Since a great proportion of cargo destined for foreign markets is transported by ship, the international shipping trade has become a powerful vector for spreading NNS. As biologists continue to monitor this expanding threat to marine, coastal, and freshwater ecosystems, companies are also beginning to acknowledge responsibilities related to the “greening” of the supply chain, including concern for the introduction of NNS. This article provides an overview of the role international shipping plays in the spread of NNS, describes damage inflicted by ship-borne NNS, describes regulatory responses to the problem, then offers strategies for addressing the issue at the supply chain level.

HISTORICAL OCEAN TRADE ROUTES AND THE GROWTH IN GLOBAL SHIPPING

This is not a new problem. Man’s travels have not been with a light foot. Domesticated animals—herds, flocks and pets—have been a part of our travels for thousands of years. The Spaniards brought horses to the North American continent in the 16th century. Escaping horses set upon the prairies producing herds of offspring.

Our experience in North America is not unique. Australians brought camels to help move products in the Outback, and began releasing them in the 1920’s. The population, now over 700,000, is set to double about every eight years. Their selective grazing on some trees and shrubs has led to local extinction of these species. Watering holes, along with agricultural infrastructure are also being damaged (Carbonell, 2005).
FIRM ADOPTION OF PROACTIVE STRATEGIES TO MINIMIZE THE PROBABILITY OF SUPPLY CHAIN DISRUPTION: A PRE AND POST 9/11 EXPLORATORY INVESTIGATION

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ABSTRACT

As supply chains become more lean, inventory velocity increases, and customer requirements become more stringent, business continuity assumes an ever greater level of importance. This study investigates the changes adopted by some companies since 9/11, at the company and supply chain level, to support efforts to minimize the probability of supply chain disruption.

INTRODUCTION

Prior to September 11, 2001, planning for potential supply chain interruptions primarily focused on the probability of product delays caused by natural disasters, production break-downs, labor issues, and/or transportation delays (Gilbert and Gips 2000; Zsidisin 2003). These issues remain high on the agenda of supply management professionals as they seek to maintain supply management integrity within the firm and across the supply chain. However, following the events of September 11, 2001, it is evident that supply management professionals must also be cognizant of the possibility that supply chain disruption may occur due to pre-planned, coordinated efforts to disrupt trade on an individual firm, national, or even a global basis.

The planning needed to manage the supply disruption that might be caused by more or less random events resulting from weather, labor issues, transportation delays, etc. may be addressed by using alternative sources of supply, or a change in transportation routes and/or providers, etc. The ability to turn to “Plan B” can usually be sufficient to mitigate the effects of these individual short-term events. However, deliberate efforts to disrupt commerce have the potential to affect both related and unrelated supply chains on a global basis with no regard for product, industry, or national affiliation. In this case, the level of disruption may extend from
INVESTIGATION OF METHODOLOGIES USED BY LESS-THAN-TRUCKLOAD (LTL) MOTOR CARRIERS TO DETERMINE FUEL SURCHARGES

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ABSTRACT

The objective of this study was to discover how less-than-truckload (LTL) carriers develop and utilize fuel surcharge policies to recover their fuel expenses. Thirty-nine top LTL carriers were contacted to explain their perspectives and methodologies with regard to fuel surcharge policies. Part-to-whole qualitative analysis was conducted to summarize responses from a standardized interview protocol. In addition, twenty-five published fuel surcharge policies were analyzed. Findings show that, while carriers were reluctant to discuss their fuel surcharge development, in practice there were two primary methodologies that left all carriers with very similar fuel surcharge policies.

INTRODUCTION

The less-than-truckload (LTL) motor carrier industry serves the niche between parcel and truckload (TL) motor carrier transportation. In serving this market, LTL motor carriers exhibit characteristics of both parcel and TL carriers. Like parcel services, LTL firms maintain a work force of local drivers to collect shipments, which are taken to local terminals and consolidated into larger shipments according to their destinations (Belman 2005). Like TL carriers, LTL carriers make line haul moves consisting of these consolidated shipments and transport them long distances between the origin terminal and the destination terminal. Since deregulation, competitive pressure on LTL carriers has emerged on two fronts. Parcel carriers have been aggressive in pursuing larger shipments thus eroding the market for smaller LTL shipment sizes, while TL carriers, in association with TL consolidators, have encroached on the higher end of LTL capacity. This increased competition has reduced the market for LTL shipments from their full capabilities down to a range from 300 to 2,800 lbs. (Belman 2005, Schulz 1991). In addition, the popularity of the core carrier concept has put pressure on LTL firms to compete on price and service in order to edge out competition for a space on shippers’ short lists of core carriers (Hannon 2006, Rakowski 1994). The increased
EXPLORING THE 3PL VALUE PROPOSITION

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ABSTRACT

Marketing scholars suggest core competitive advantage in modern markets is most effectively represented by the firm’s value proposition. While much of the value proposition research is rooted in the marketing discipline, it is increasingly a topic of interest in supply chain literature. Value propositions are analyzed by the contracting organization when contemplating the hiring of a third-party logistics firm for example. This investigation responds to theory-based calls into 3PL research by employing a grounded theory based content analysis of 3PL websites, with the intention of understanding the structure of the 3PL value proposition. The results indicate that 3PL’s produce a range of value propositions that coalesce around three distinct value propositions associated with solutions, services and integration.

Firms project their go-to-market strategy through the value propositions they project in the marketplace (Flint and Mentzer 2006; Vargo and Lusch 2004). This may be inherent in the brand (Ballantyne and Aitken 2007) or seen through marketing and sales messages (An 2007; Kassarjian 1977; Spears 2001). While much of the value proposition research to date is rooted in the marketing discipline, it is increasingly a topic of interest in the logistics and supply chain literature (Swink 2006; Global expenditures on third party logistics providers has reached $225 billion (Lieb and Butner 2007), with approximately 65 percent of Fortune 500 firms now employing 3PL’s (Lieb and Kendrick 2003). These 3PL’s provide a wide range of logistics-based value offerings to their customers ranging from simple, single function activities like transportation or freight claims management to more complex, comprehensive arrangements requiring the 3PL to combine multiple functions into a coordinated offering (Langley 2007). Studies indicate that logistics outsourcing choices are evolving to become key strategic decisions, particularly for those firms competing in a global marketplace (Lieb and Butner 2007). Research into 3PL phenomena has been primarily oriented toward the practitioner and covers a variety of topics, including overall industry growth, shifts in outsourcing trends, frequency that specific logistics functions are outsourced, the rationale for outsourcing, 3PL selection methodologies, and the impact of globalization on the outsourcing decision (Aimi Tuominen 2004). This is especially true in regard to the value projected by firms collaborating to form a supply chain network (Pil and Holweg 2006). Supply chain firms may be influenced to align with others through their perception of the external marketing messages (e.g., value propositions) disseminated by potential partners (Bititci et al. 2004). The relationships formed with third-party logistics (3PL) firms is a prime example.