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Logistics: the backend of the Big Box

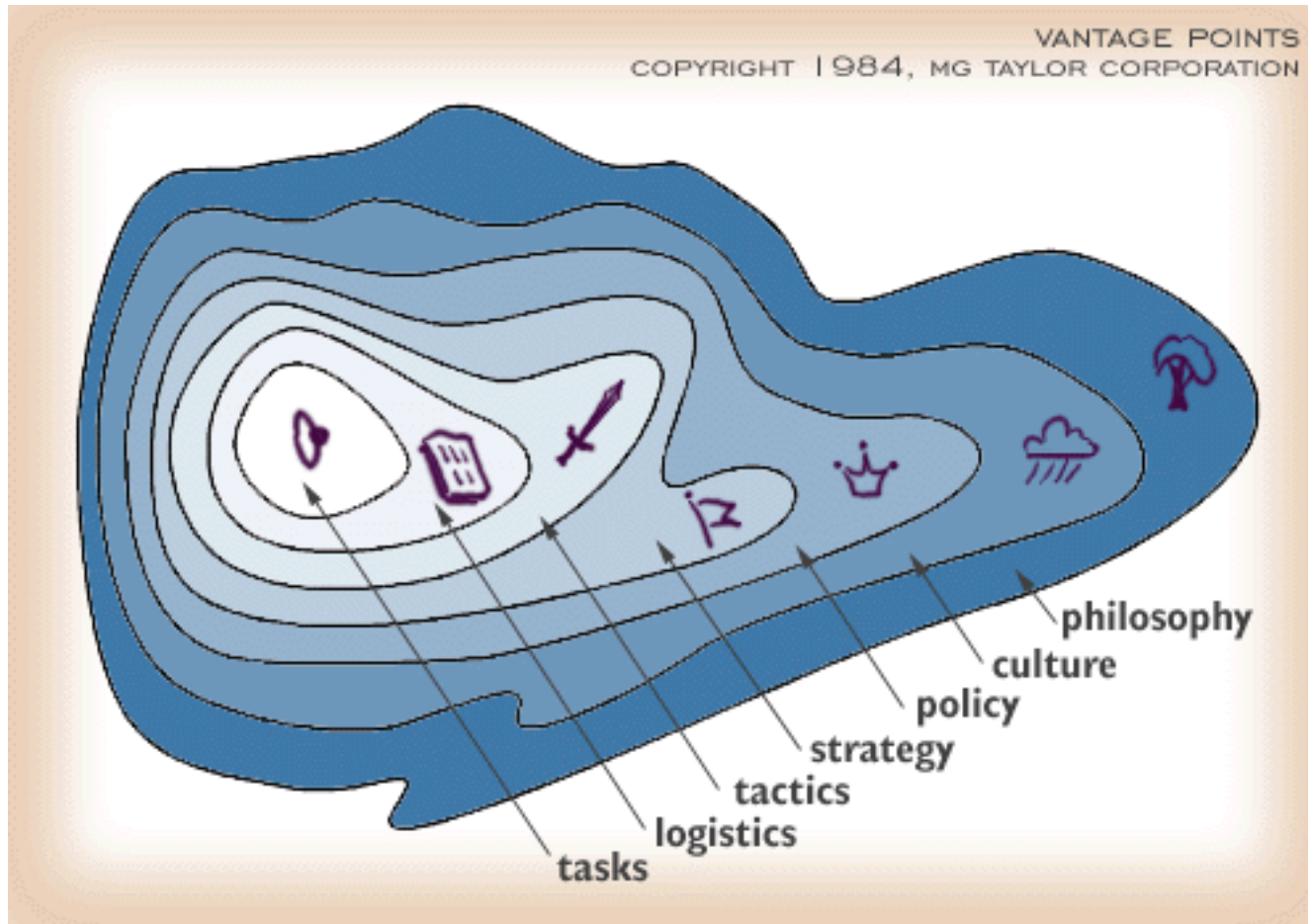


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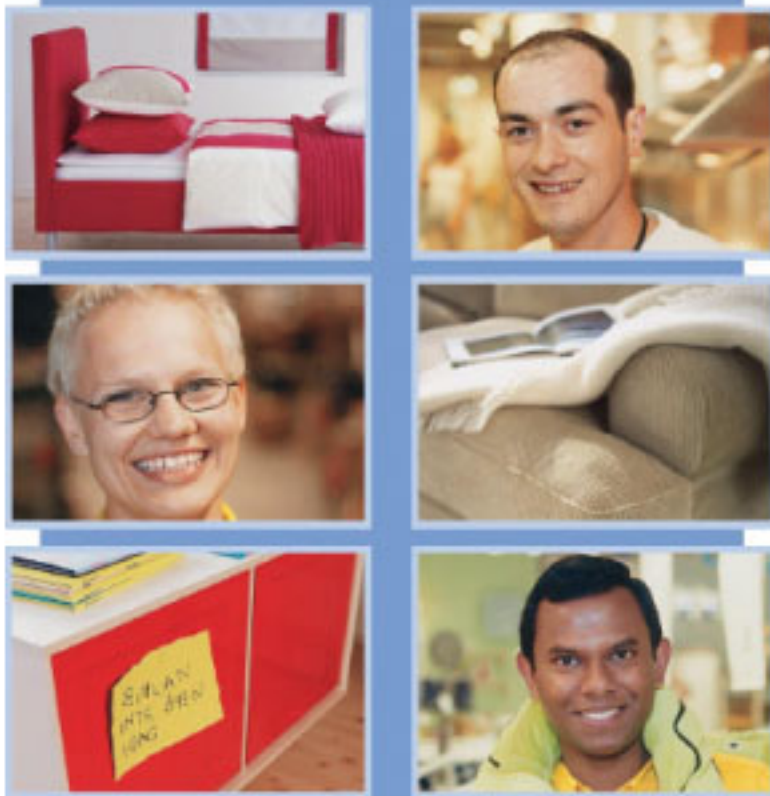
"To repeat. Strategy is the art of making war upon the map, and comprehends the whole theater of operations. Grand Tactics is the art of posting troops upon the battle-field according to the accidents of the ground ... Logistics comprises the means and arrangements which work out the plans of strategy and tactics. Strategy decides where to act; logistics brings the troops to this point; grand tactics decides the manner of execution and the employment of the troops."

The Art of War, by Baron Henri de Jomini, 1836

Logistics: the backend of the Big Box



Top five **sales** countries



Germany	20 %
United Kingdom	12 %
USA	11 %
France	9 %
Sweden	8 %

Top five **purchase** countries



China	19 %
Poland	12 %
Sweden	8 %
Italy	7 %
Germany	6 %



One code of conduct for all IKEA suppliers

IKEA products shall be manufactured under acceptable working conditions by suppliers who take responsibility for the environment. For that reason, in 2000 we established a code of conduct "The IKEA Way on Purchasing Home Furnishing Products" (IWAY).

IWAY specifies the minimum criteria for suppliers and what suppliers can expect of IKEA. IKEA suppliers are themselves responsible for ensuring that their own suppliers also fulfil IWAY criteria.

There are rules for working conditions, minimum wages, overtime rates, trade union representation rights, waste management, chemical management, and emissions to air and water. IKEA will not tolerate child labour, discrimination or the use of timber from intact natural forests.

IKEA has few factories of its own. Instead production takes place at around 1,600 suppliers in Europe, Asia and North America, frequently in low-cost countries. By helping suppliers to live up to the IWAY criteria, IKEA also helps to raise standards and increase prosperity in developing countries.

IKEA has specially trained inspectors who visit suppliers all over the world. They continually check that IWAY criteria are met, and help suppliers who are experiencing difficulties. IKEA also employs independent auditors to carry out random checks and verify working methods and results.

IKEA's work with social and environmental issues is an ongoing process. The many small steps forward are an expression of our aspiration for continuous improvement.



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The 20-Ton Packet

Ocean shipping is the biggest real-time datastreaming network in the world.

By Stewart Taggart

Staggering in from the sea, a cargo container ship heaves into the Port of Singapore every few hours. At the mouth of the harbor, tugboats take charge, guiding the ship into port like paramedics escorting a stretcher. Within minutes of each ship's docking, multiton containers are shifted from the decks. Sweaty crane operators, dangling in glass booths from the hoisting arms, hump cargo with amazing speed. They'd better hustle. The ships sail again with the tides.

Away from the water's edge, trucks roar in and out of the port's gates. As each arrives, digitized data about its load is transmitted to a central port computer. Within seconds, the driver's beeper is paged by the computer, sending instructions for where to drop the truck's load among acres of five-deep container stacks. The cargo will land in a spot that minimizes the number of times it'll be moved before sailing.

Lest it seem that transporting physical goods by sea is hopelessly offline in a world of next-day delivery, consider that 95 percent of world cargo volume still moves by ship. FedEx and Airborne Freight, which handle but a tiny fraction of earth's cargo, generally carry small, high-value, time-sensitive goods, things like blood supplies or *Wired* magazines. The real heavy lifting happens down here, amid the grunting trucks and heaving cranes of cut-rate economy class. This is the domain of the lower-value, higher-volume majority of the world's cargo. Stuff like clothing, stereos, construction goods,

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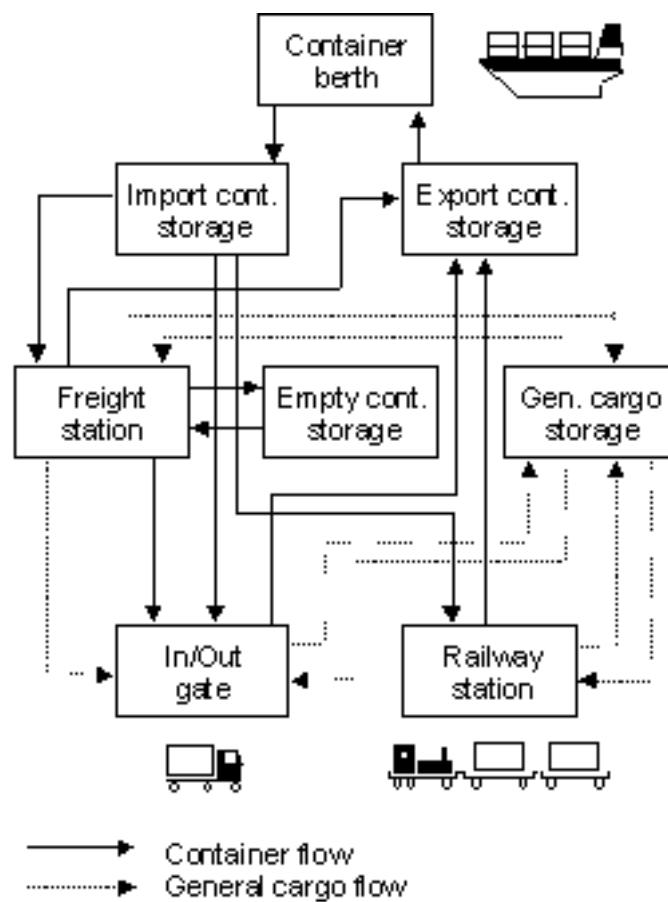


Figure 2. Structure of BCT Material Flows

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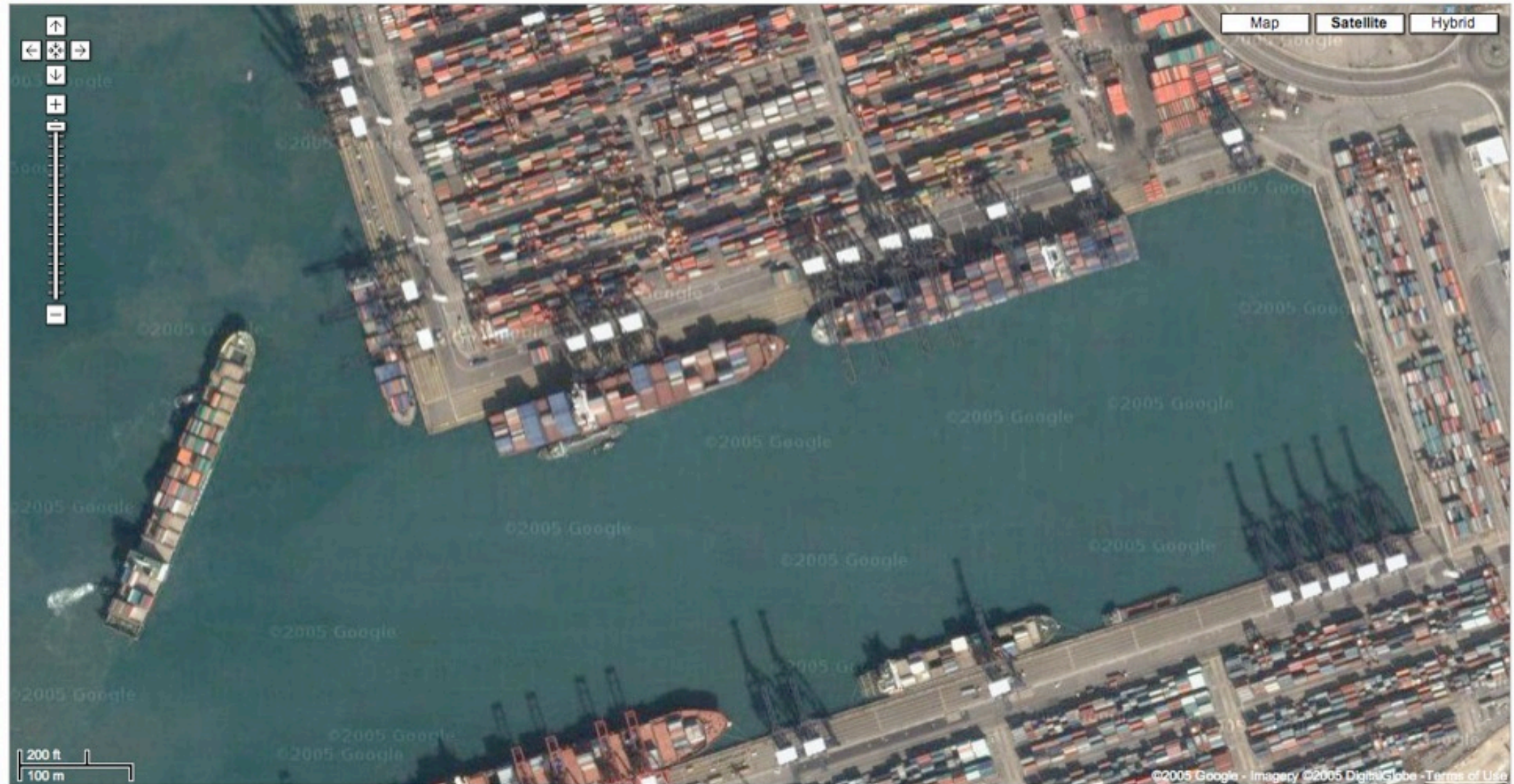
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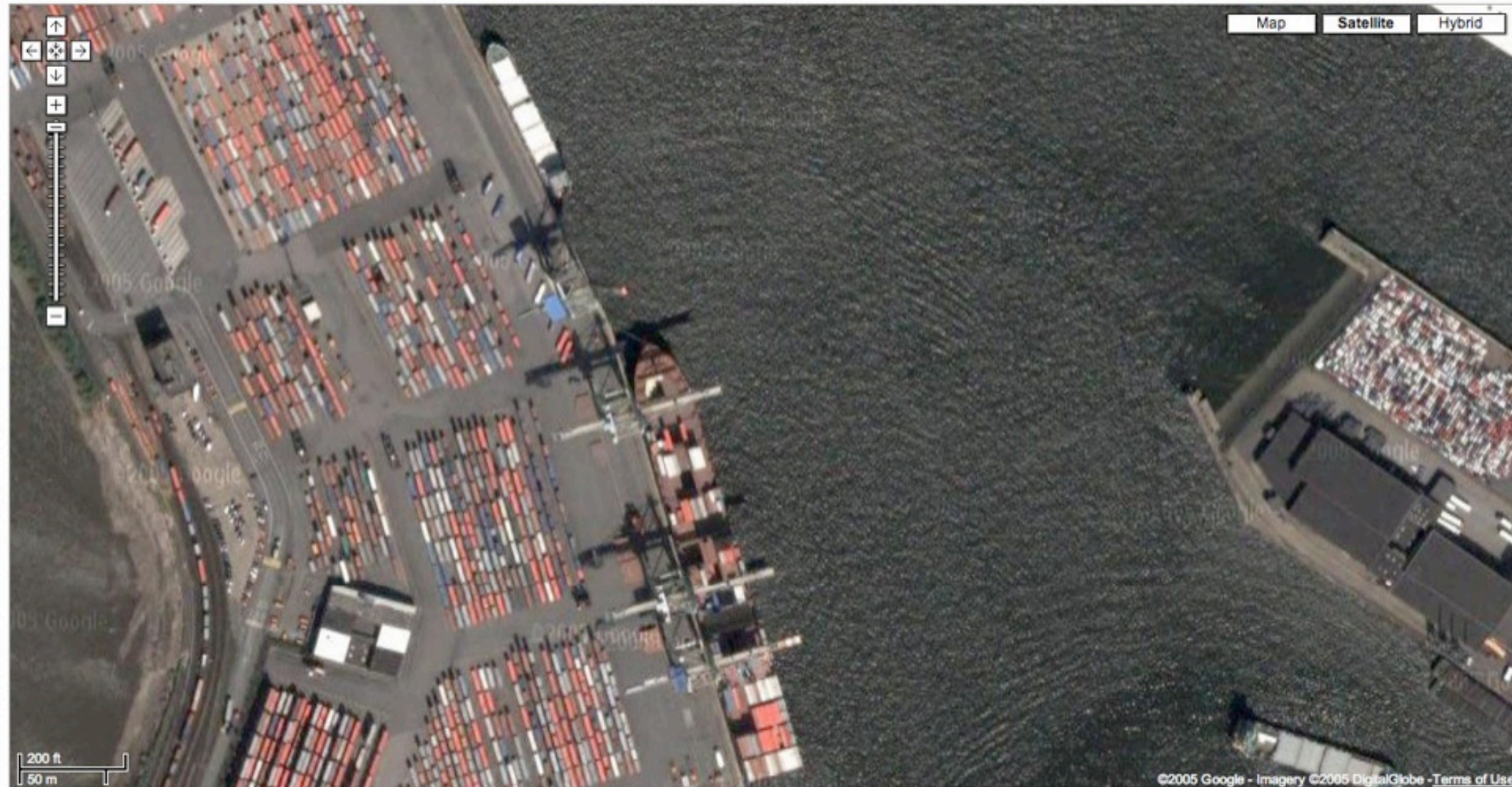
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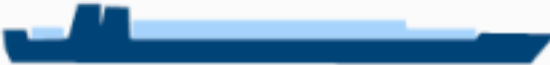




First Generation (1956-1970)

 Converted Cargo Vessel	Length 135 m	Draft < 9 m < 30 ft	TEU 500
 Converted Tanker	200 m		800


Second Generation (1970-1980)

 Cellular Containership	215 m	10 m 33 ft	1,000 – 2,500
--	-------	---------------	------------------


Third Generation (1980-1988)

 Panamax Class	250 m	11-12 m 36-40 ft	3,000
	290 m		4,000

Fourth Generation (1988-2000)

 Post Panamax	275 – 305 m	11-13 m 36-43 ft	4,000 – 5,000
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Fifth Generation (2000-?)

 Post Panamax Plus	335 m	13-14 m 43-46 ft	5,000 – 8,000
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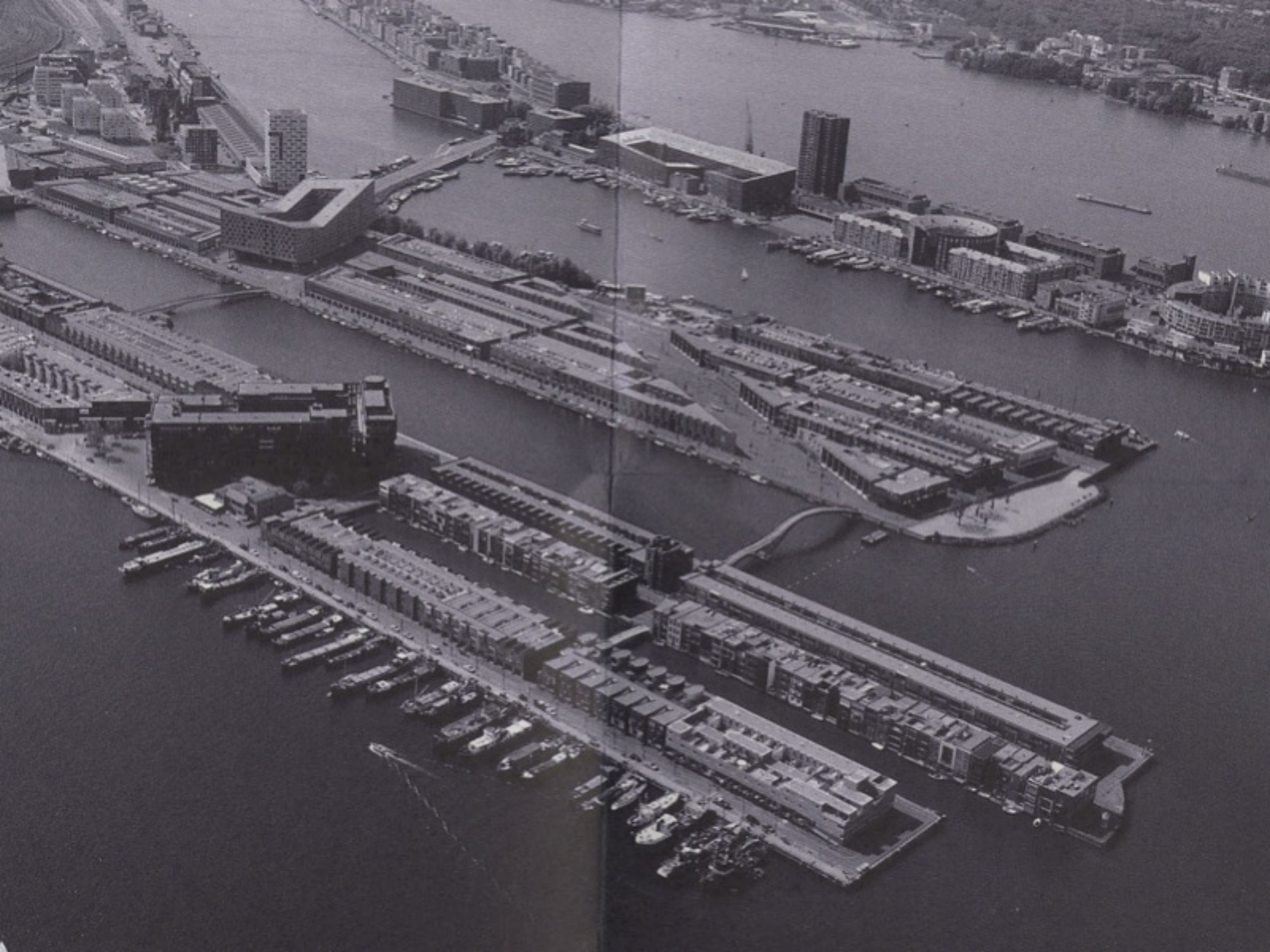
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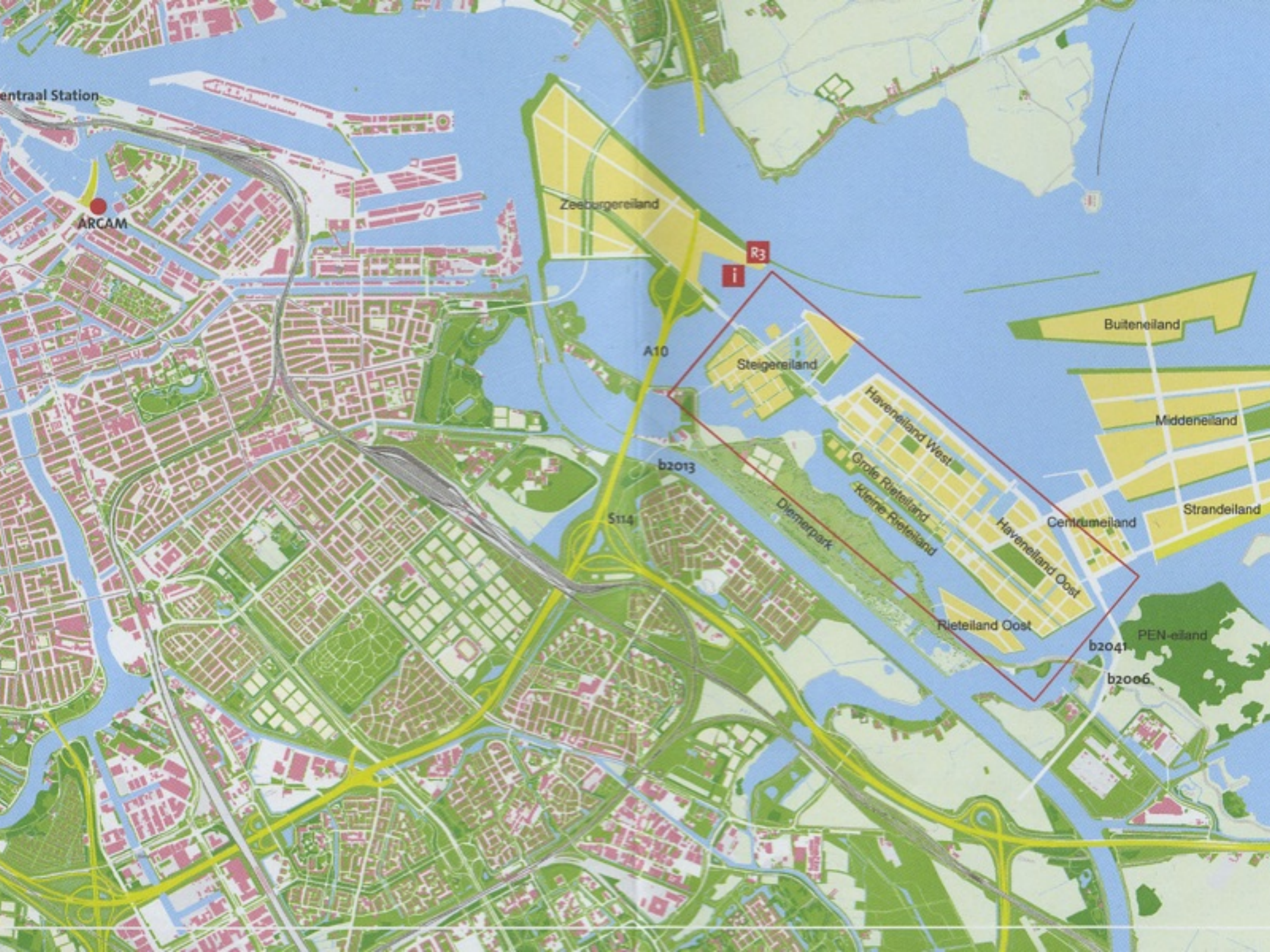
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Zeeburgereiland

R3

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A10

Steigereiland

Buiteneiland

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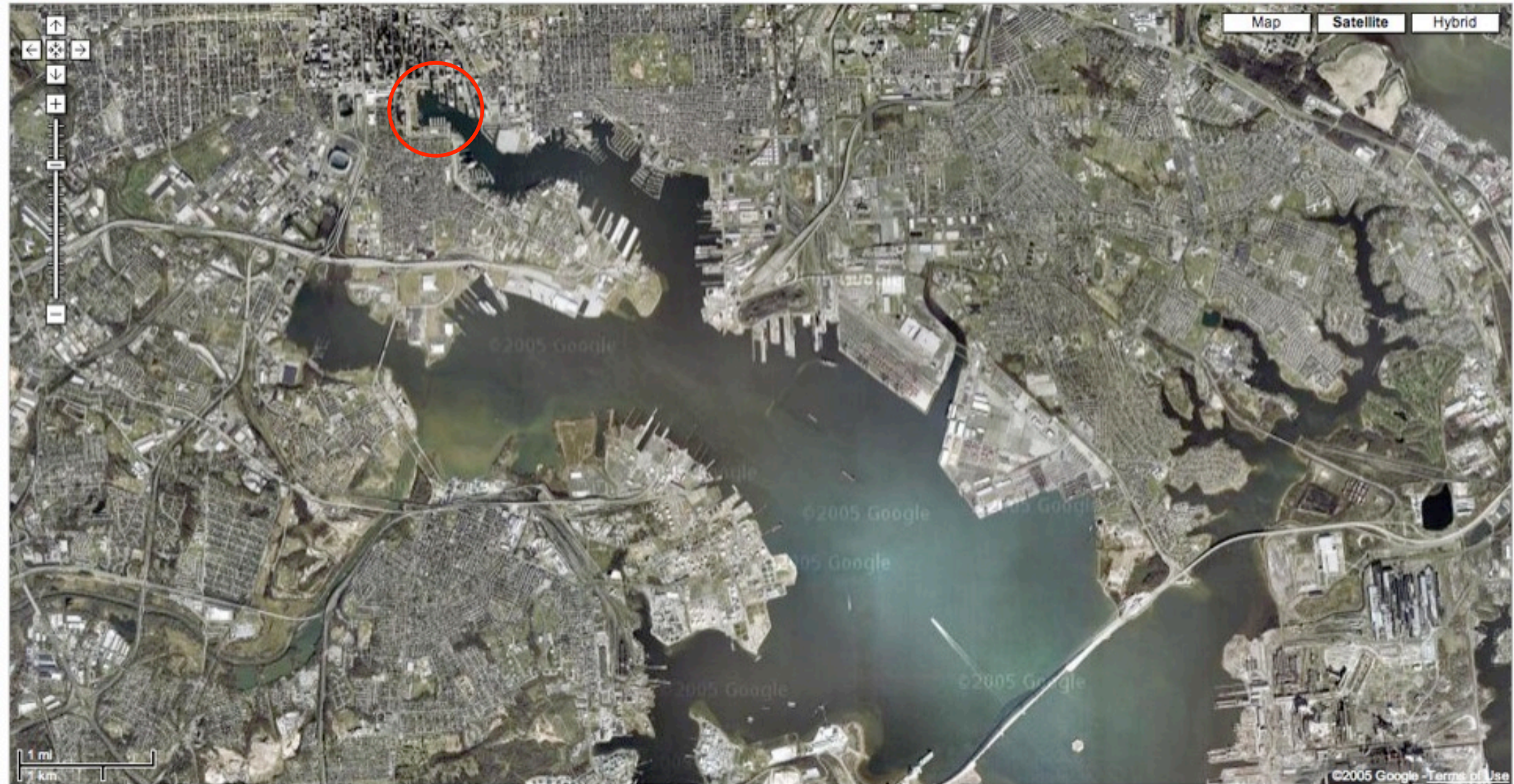
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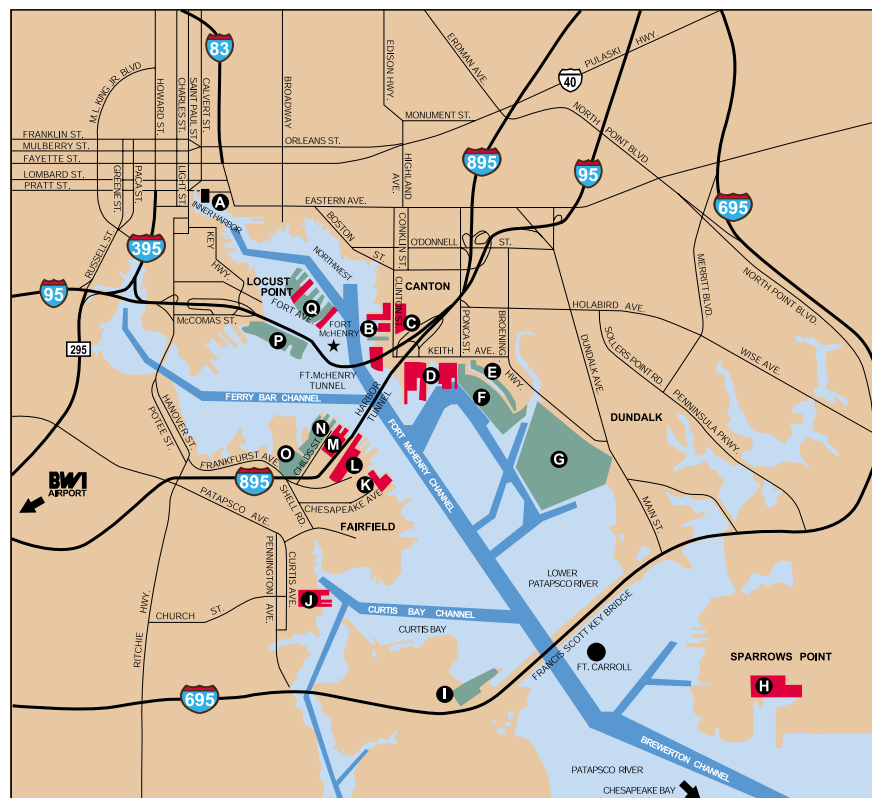
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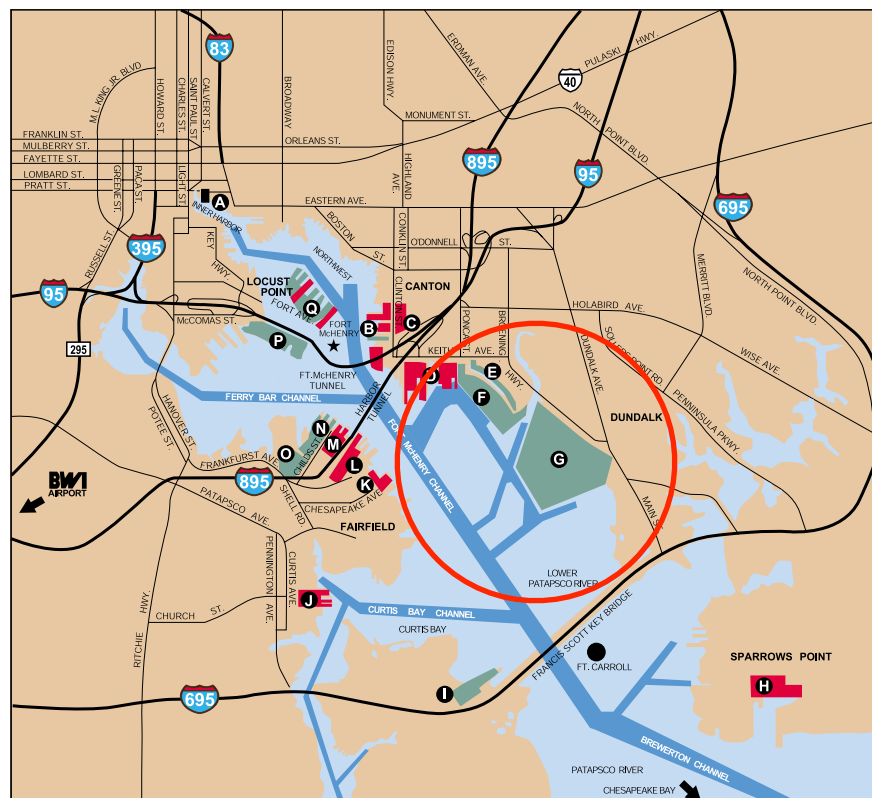
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- B** Clinton Street MPA Terminal
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- D** CNX Marine Terminal
- E** Intermodal Container Transfer Facility (I.C.T.F)
- F** Seagirt Marine Terminal
- G** Dundalk Marine Terminal
- H** Chesapeake Bulk Stevedores
- I** Hawkins Point Terminal
- J** CSX Coal and Ore Piers
- K** Chesapeake Terminal (Auto Facility)
- L** ST Services
- M** Atlantic Terminal (Auto Facility)
- N** Fairfield Auto Terminal (Toyota)
- O** Masonville Marine Terminal (Auto Facility)
- P** South Locust Point Marine Terminal
- Q** Countrymark co-op grain pier, BM&CT
- Q** North Locust Point Marine Terminal



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- MPA Terminals
- Channels
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- B** Clinton Street Marine Terminal
- B** Clinton Street MPA Terminal
- C** Private terminals: Rukert, Transcom
- D** CNX Marine Terminal
- E** Intermodal Container Transfer Facility (I.C.T.F)
- F** Seagirt Marine Terminal
- G** Dundalk Marine Terminal
- H** Chesapeake Bulk Stevedores
- I** Hawkins Point Terminal
- J** CSX Coal and Ore Piers
- K** Chesapeake Terminal (Auto Facility)
- L** ST Services
- M** Atlantic Terminal (Auto Facility)
- N** Fairfield Auto Terminal (Toyota)
- O** Masonville Marine Terminal (Auto Facility)
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- Q** Countrymark co-op grain pier, BM&CT
- Q** North Locust Point Marine Terminal

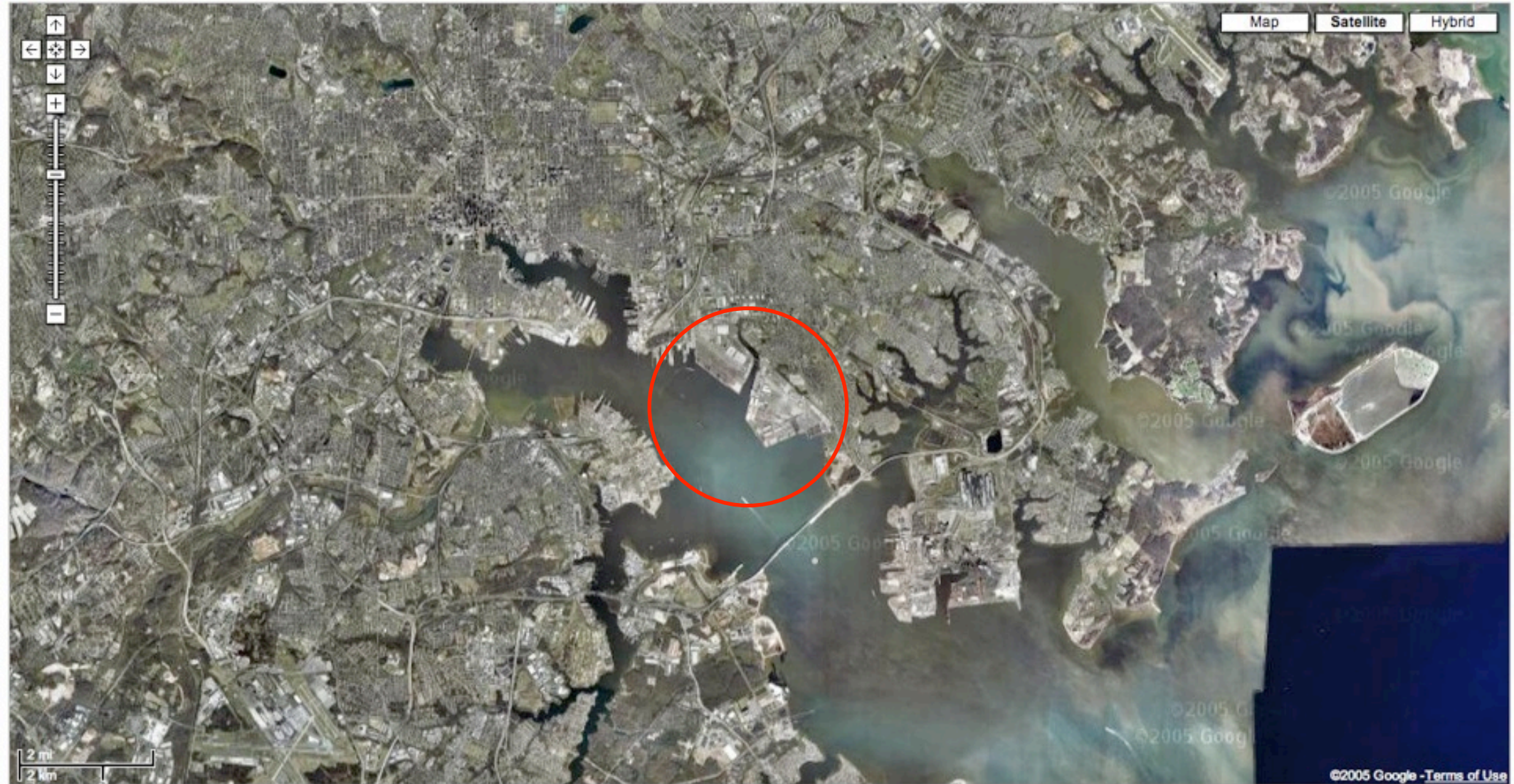
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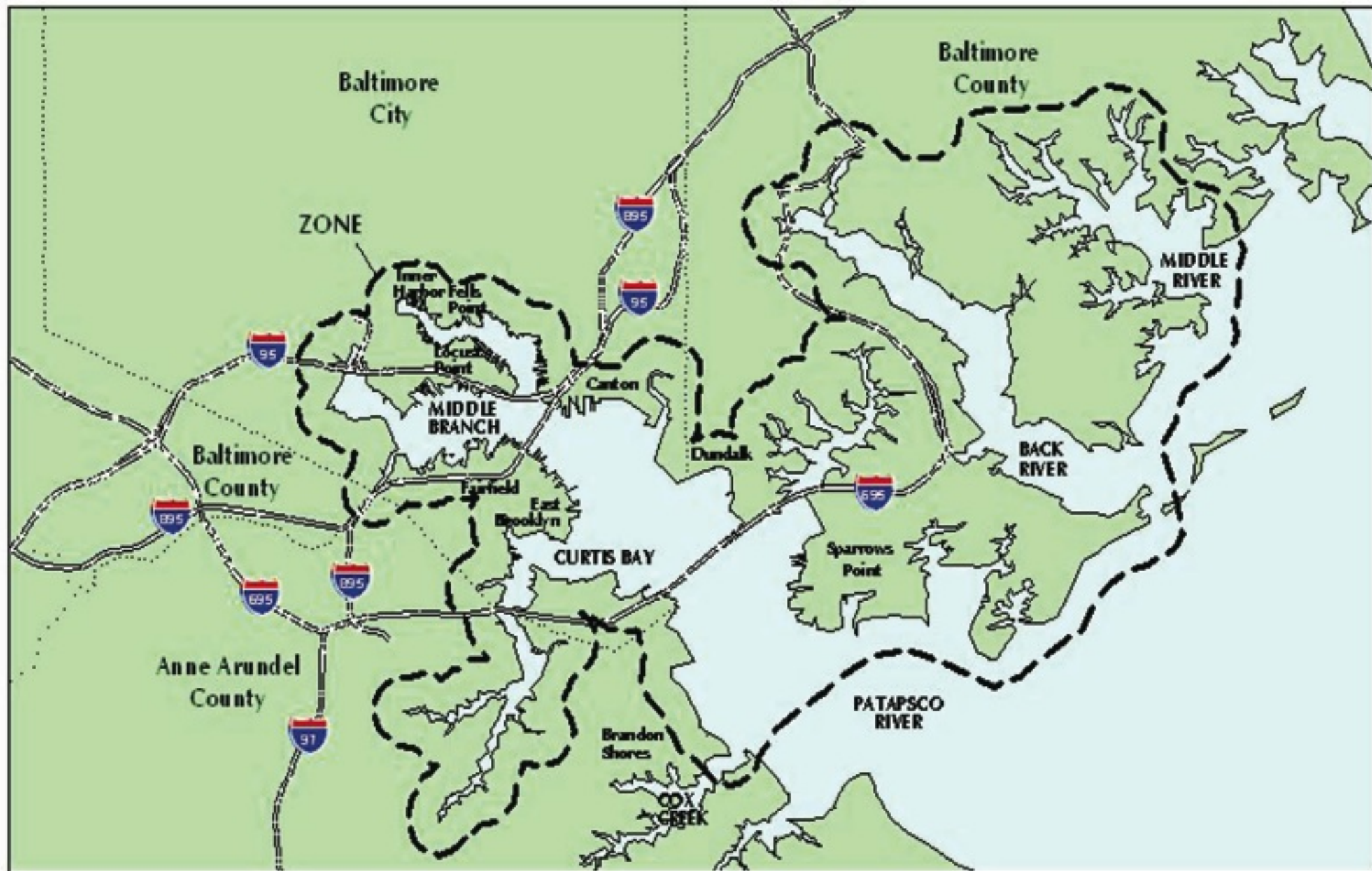
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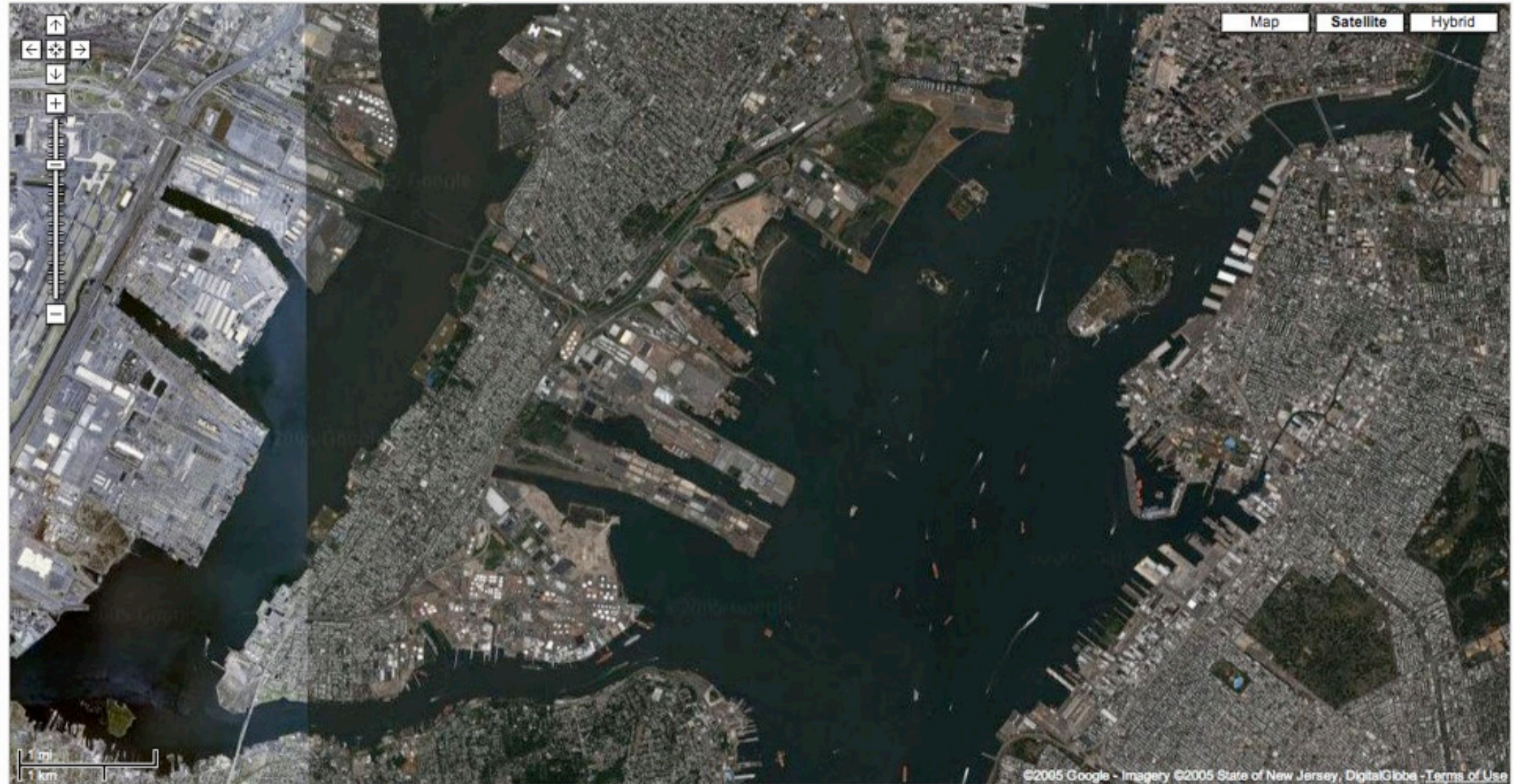
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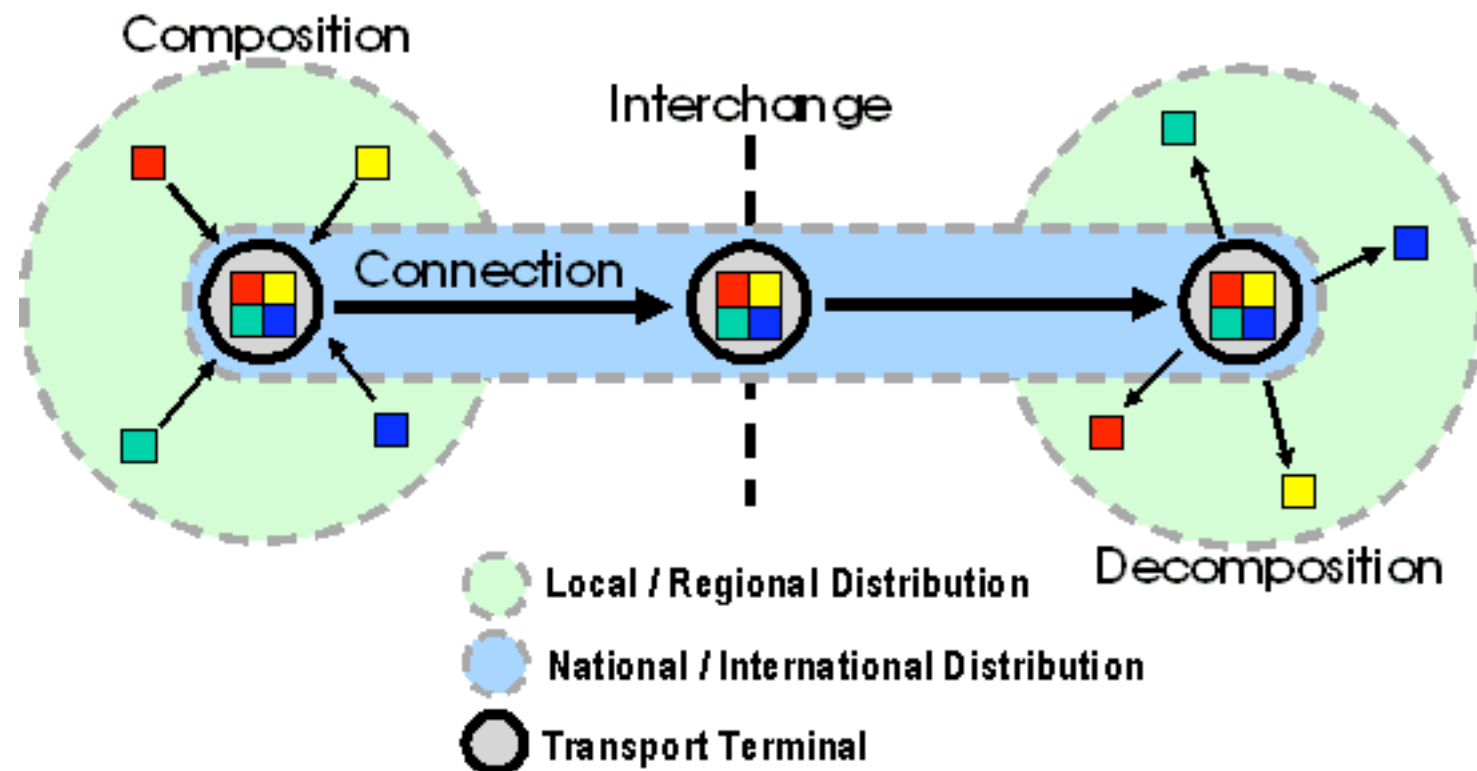
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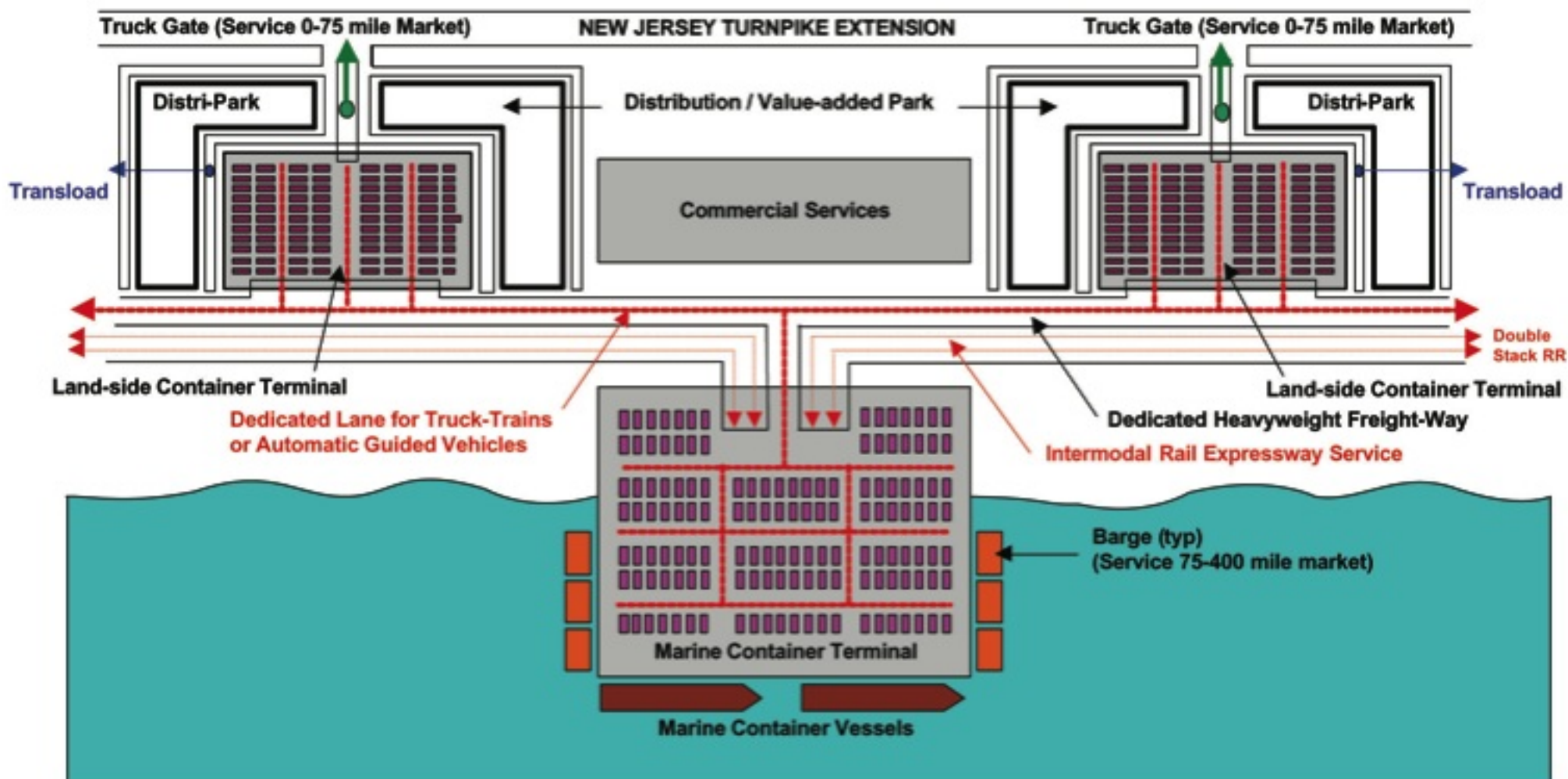
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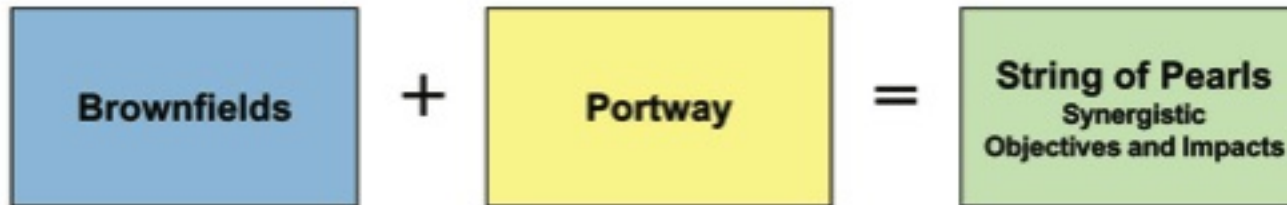
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**Figure 3: Flow Diagram of “String of Pearls” Concept
PONYNJ Marine Terminal to Land-side Container Distri-Parks**



Objectives for NJTPA Region (75 mile radius from the PONYNJ)								
	Promote New Business Formation	Promote Job Creation	Promote Greater-Region Economic Development	Reuse of Brownfields Sites	Reduce Truck Congestion	Reduce Cost of Trucking Containers	Minimize Need to Expand Marine Container Terminals	Promote Program Financial Self-Sufficiency
Brownfields	Directly create value-added distribution activities associated with processing Asian import cargoes	Direct creation of value-added distribution jobs accessible to inner-city employees	Spin-off impact from value-added jobs created by increased port trade	Direct integration of currently unused land resources; Impact in terms of both environmental and economic development				
Portway	Indirectly attract new truck-dependent businesses along Portway corridor	Indirectly create new jobs with businesses locating along Portway corridor	Indirectly create new businesses and jobs along Portway corridor		Directly by providing an improved connector road between terminals and Turnpike	Directly by providing an un-weight restricted truck corridor linked to container terminals		
Brownfields						Directly by allowing mass movement of containers between marine container terminal and inland container yard and by providing and add'l gate complex at inland yard	Directly by providing add'l space for loaded and empty boxes at inland container yard, thus reducing dwell and increasing land-use productivity at marine terminal	Direct revenue production by adding: 1) container yard space; 2) mass movement of boxes; and 3) value-added distribution centers

**Figure 4: Synergy of Objectives
Portway, Brownfields and “String of Pearls” New Objectives**

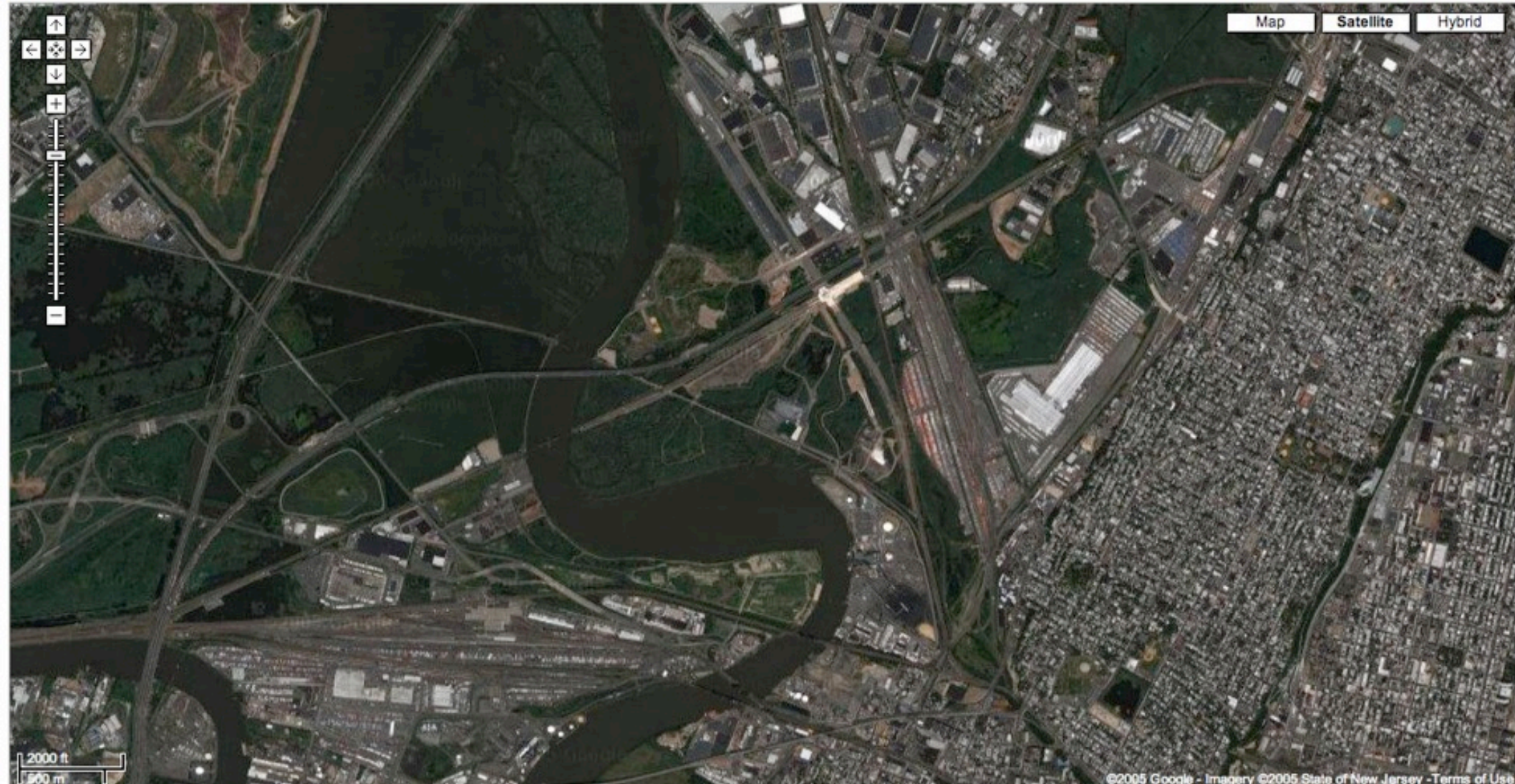
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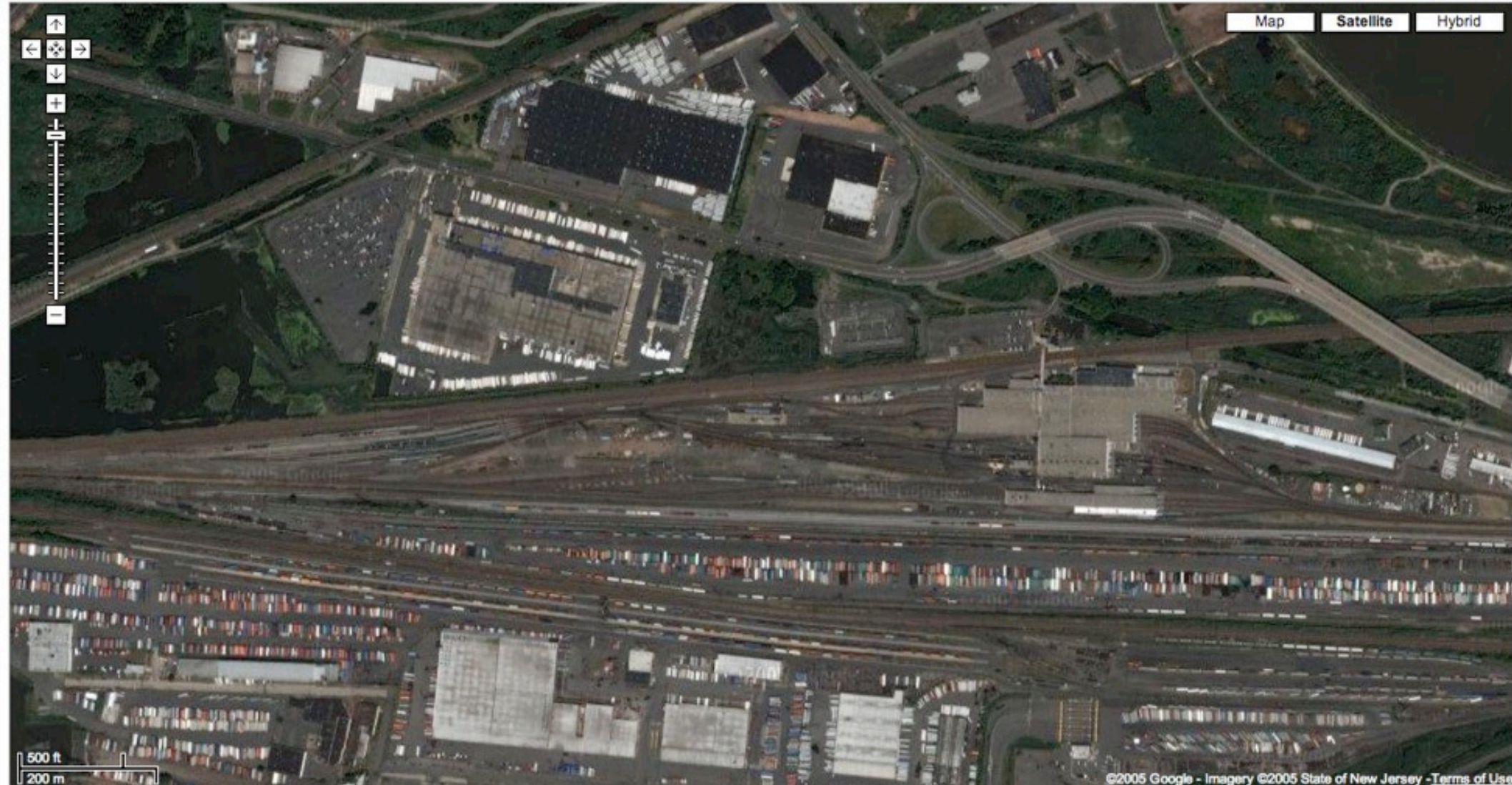
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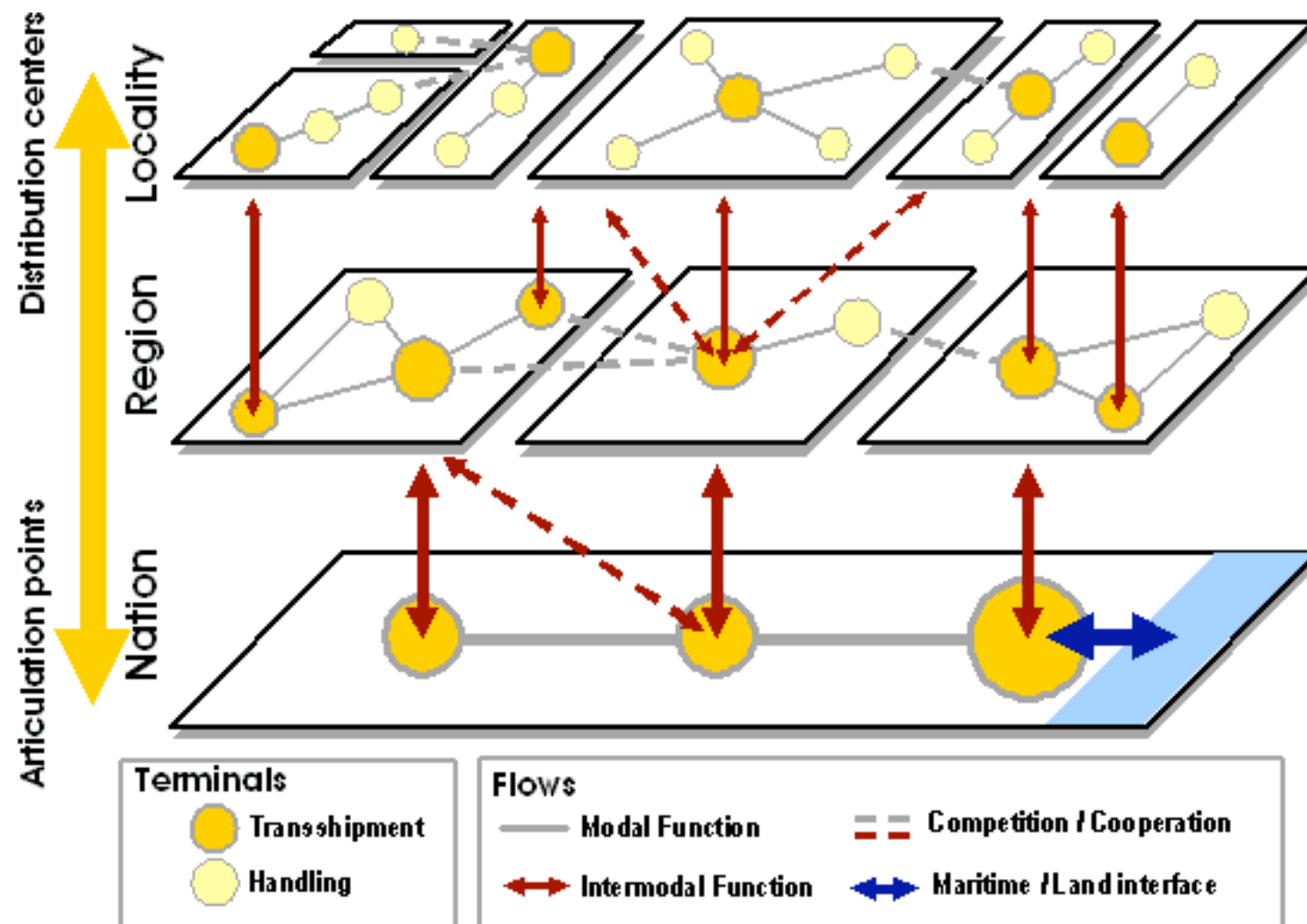
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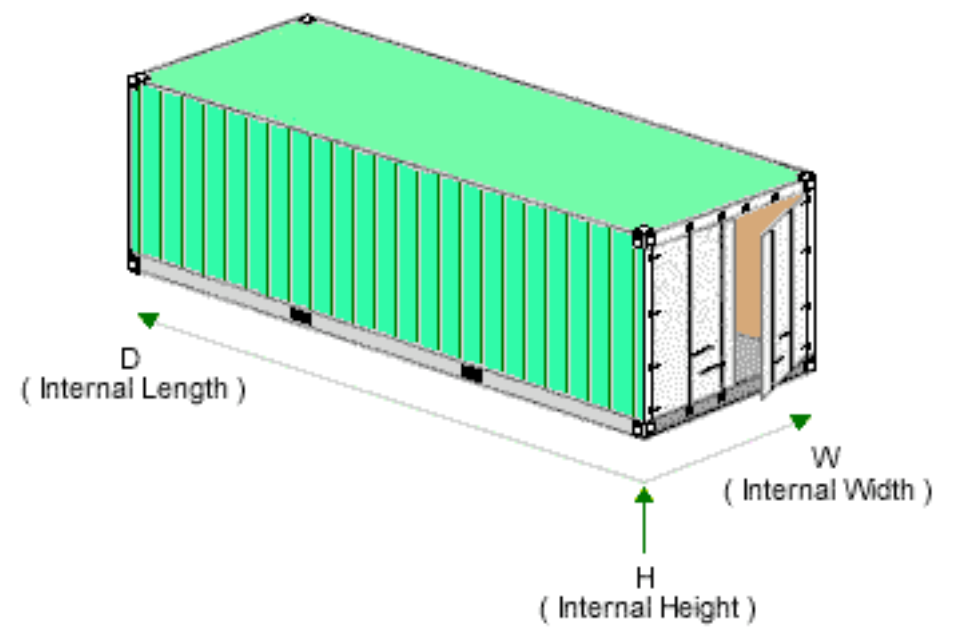
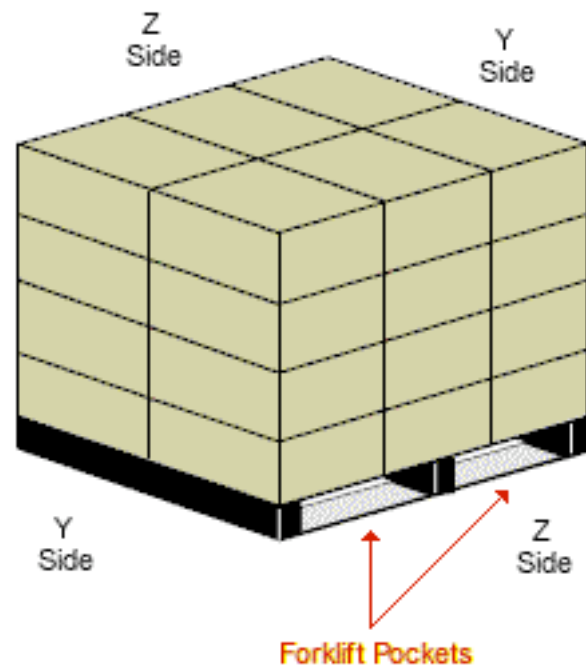
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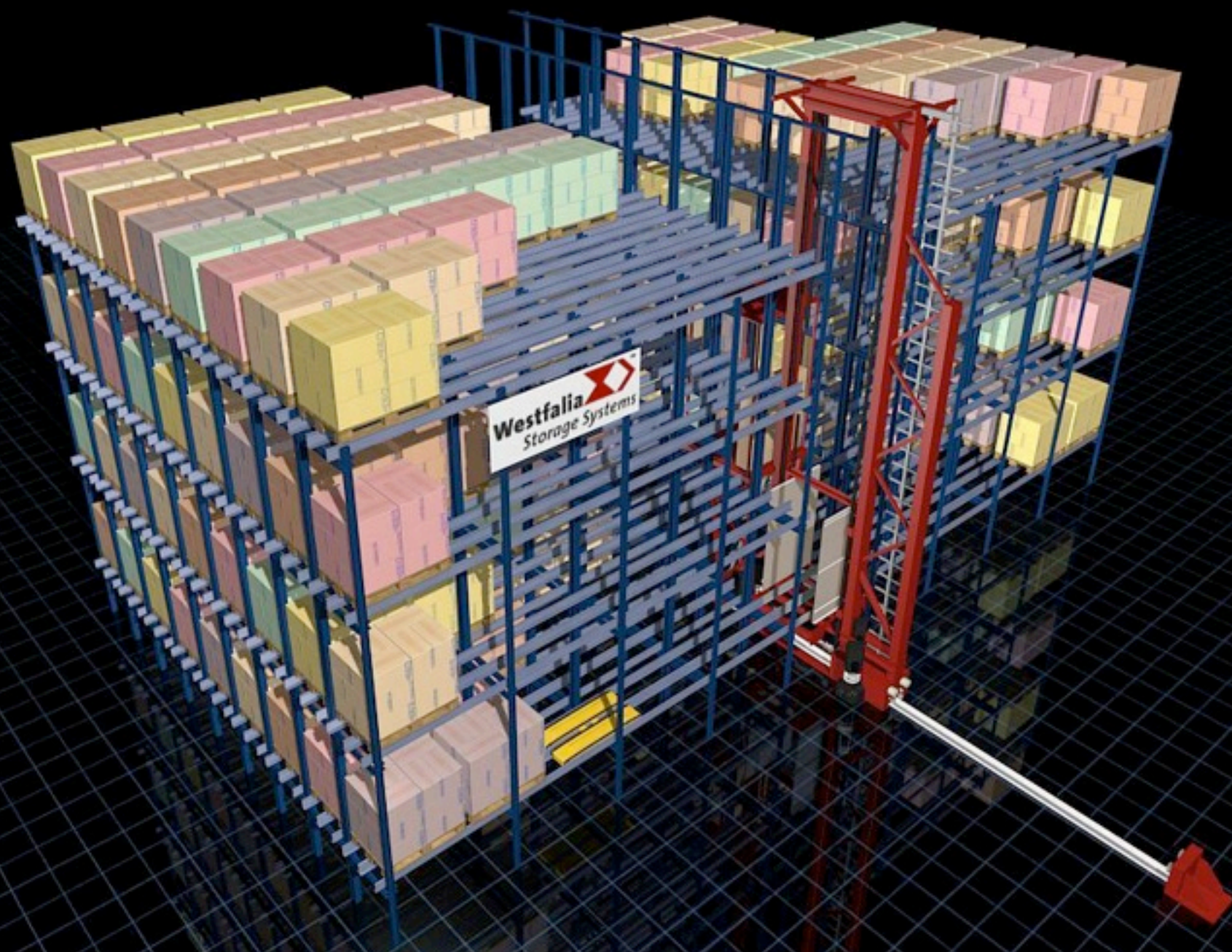
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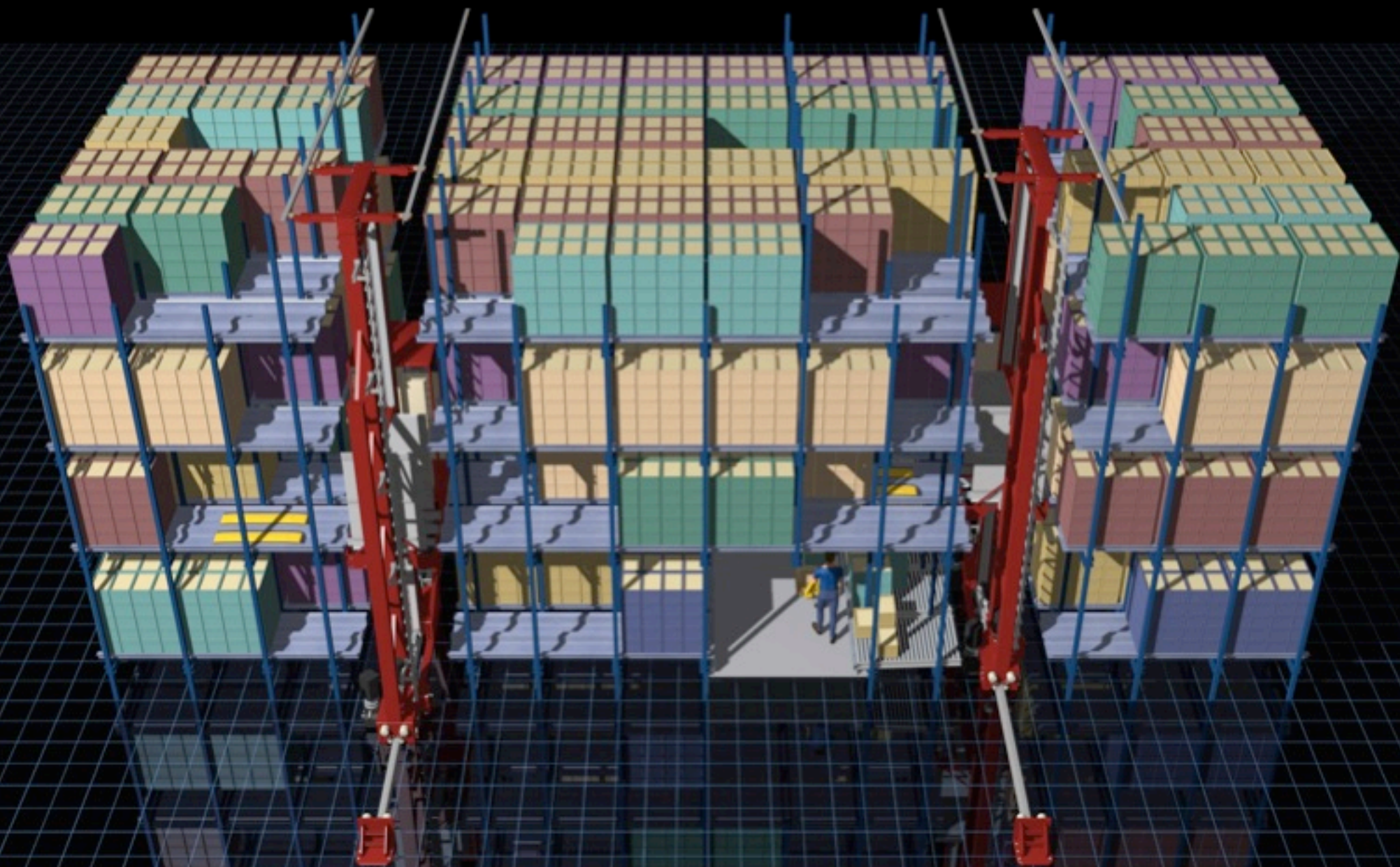


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