Discover the future of Canada’s rapidly evolving logistics industry.

McKeil Marine is the reliable tug and barge company that specializes in customized cargo shipping in the Great Lakes, St. Lawrence Seaway, and the Arctic. With over 35 years of providing innovative marine solutions, you can trust McKeil Marine to move any cargo to your destination.
In the past decade, the logistics industry has seen many changes. From the lack of skilled workers to the increasing use of softwares, logistics is undergoing constant evolution.

**The物流 legacy**

"Leaders win through logistics. Vision, culture, strategy, yes. But when you go to war, you need to have both toilet paper and bullets at the right place at the right time. In other words, you must win through superior logistics. Go back to the Gulf War. After that war ended, the media stories focused on the strategy that was devised by Colin Powell and executed by General Schwarzkopf. For my money, the guy who won the Gulf War was Gus Pagonis, the genius who managed all of the logistics." — Tom Peters on Leadership

These words about leadership are the legacy of the logistics industry. Having the correct mix of logistics leaders has always been a backbone to the visions and strategies that have created engines and sustained their worth. For every great battle fought throughout history, it’s the names of those that got lost in history books. Who remembers the names of the logistics leaders?

**Behind the scenes**

So the legacy continues on into the world of business. Behind every successful business venture, there’s a Gus Pagonis. Whether it’s an in-house logistics manager or an outsourced logistics company, there is someone quietly working behind the scenes, translating the corporate vision and strategies into a plan for success. And yes, true to the legacy, the logistics hero is still the unsung hero getting recognition for making it all happen.

**The unsung hero**

Experts on leadership maintain that logistics are the strength heroes of the global economy. Even with the recognition that it carries as much weight, experts on leadership believe it is the logistics professionals who keep the supply chain afloat, making sure the systems and protocols are running smoothly. The logistics hero is often what makes the difference.

**Legacy of the un-noticed hero**

Despite the fact that they seldom hit the headlines, these heroes do! They are the ones who make sure the systems and procedures are running on time and that the supply chain is on track. In a world that is becoming more complex and fast-paced, the logistics hero is the unsung hero who makes it all happen.

**Security**

The security of the supply chain was a major concern, while logistics and supply chain management were on a backseat to the visions and strategies. These words about leadership are the legacy that was devised and executed by Colin Powell and his team. The strategy that was devised by Colin Powell and executed by General Schwarzkopf. These words about leadership are the legacy that was devised and executed by Colin Powell and his team. The strategy that was devised and executed by Colin Powell and his team. The strategy that was devised and executed by Colin Powell and his team.

Supply chain management is very complex. It has become more strategic (compared to tactical) and technology is now playing a leading role to provide information processing improvements. This enhances collaboration among the stakeholders within the supply chain, and provides better visibility, while shortening product cycle times. Companies now align information gathered throughout their supply chain to coincide with their own company’s internal strategies to become a competitive advantage.

**Opportunities**

Throughout the years, labour has become a key issue. A survey completed by the State of Logistics: The Canadian Supply Chain Sector Council (CSCC) addressed the need for a better trained workforce. Over 8000 new employees are needed to fill jobs vacated by retirees, since the industry has an increasingly aging workforce. We need skilled educated people with strong analytical skills to fill plant and office roles. Industry experts and companies have been assisting colleges and universities to help develop the right programs.

**A team effort**

So what is a hero, without a parade, without one? He is to continue on as usual, which means doing the same thing as before, with earning one. The logistics hero is a status that is earned by acquiring one. It is a status that is earned by acquiring one. It is a status that is earned by acquiring one. It is a status that is earned by acquiring one.

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**The changing face of supply chain**

From the lack of skilled workers to the increasing use of softwares, logistics is undergoing constant evolution. This is evident in the growing use of technology to streamline processes and improve efficiency. The logistics legacy is well-deserved because it is the logistics professional who keeps the supply chain afloat, making sure the systems and protocols are running smoothly. The logistics hero is often what makes the difference.

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Transportation providers focus on reducing operating costs and maximizing their fuel efficiencies and minimizing their environmental footprint. These organizations have typically reported dramatic reduction in average fuel costs, reduced carbon footprint and increased carry capacity due to reduced product obsolescence. Today’s sophisticated systems enable them to leverage their enterprise platforms so that it becomes an appreciating asset enabling organizations to leverage their enterprise platform so that it becomes an appreciating asset enabling organizations to differentiate their offering to the customer with higher efficiency and performance.

The optimization in software solutions is yielding benefits through better management of supply chain risks (e.g. supply risk due to changes in material price or supply uncertainty), better collaboration of business processes and partners, and transparency ahead of commitments by adopting social media technologies (not just 'crawling' and aggregating news feeds, but also engaging in social collaboration), analytics, and mobile solutions. The changing dynamics of consumer tastes (demand) and demand for more real-time information on freight and inventory is driving a lot on technology innovation and adoption.

There are known cases of how multiple companies, including high-tech technology companies, have been spending IT costs by around 4–10 percent with adoption of Cloud and modernization efforts. The cash flow directly adds to much needed capital investment in process automation and integrated global supply chain trends and increase the capacity to streamline processes, mobile solutions, better visibility of operations and decision making, reduce inventory, significant asset utilization improvements, and reducing operational costs and maximizing transportation providers focus on reducing operating costs and maximizing their fuel efficiencies and minimizing their environmental footprint. These organizations have typically reported dramatic reduction in average fuel costs, reduced carbon footprint and increased carry capacity due to reduced product obsolescence. Today’s sophisticated systems enable them to leverage their enterprise platforms so that it becomes an appreciating asset enabling organizations to leverage their enterprise platform so that it becomes an appreciating asset enabling organizations to differentiate their offering to the customer with higher efficiency and performance.

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Port of Thunder Bay
Located at the head of the James Bay System, the Port of Thunder Bay is Canada’s Gateway to the West. Keenor Terminal, home to a new Libbey IMR-4000 avonhead barge-handling system, handles overland project cargo for wind farms, mining equipment and heavy construction equipment in western Canada. The terminal has access of laydown areas, as well as direct access to the Transcanada Highway, CN and CP railways.

Port Alberni Port Authority
The Port Authority is located around the heart of the Alberni Inlet off the coast of Vancouver Island from Barkley Sound. The Alberni Inlet provides protected, calm waters that are ice free year round, free of any navigational hazards, and a very diverse cargo base, handling over 1 million metric tonnes annually, including dry and liquid bulks, break bulk, containers, and cruise. It is the most important single port in the country.

Saint John Port Authority
Located in Southern New Brunswick, Port Saint John serves the region as North America’s first inbound port gateway, and is strategically located as North America’s leading iron ore port. The Port of Saint John is accessible by sea, river and land to all connected world markets. Port Saint John is a proactive partner looking at ways to improve shippers’ logistics and competitiveness, by bringing together all modes of transport, the Port of Trois-Rivières and its partners design logistic solutions that provide shippers with highly efficient supply chains in order to meet their particular needs.

Port of Halifax
The Port of Halifax is situated on the Atlantic coast of Canada, where the country’s first inbound port gateway is located at its mouth and the interior, and infrastructure to handle the largest container vessels. With diverse handling capabilities, the Port of Halifax can provide access to the largest and most modern North American gateway, and break bulk containerized cargo as well.

Prince Rupert Port
With the distinct advantage of being the closest North America port to Asia by up to three days, the Port of Prince Rupert is uniquely positioned on the shortest trade route between the world’s most dynamic economies — an facilitation to serve shippers and producers, facilitate trade, and grow the Canadian economy. With over 17 world-class terminals, including the fast-gesturing container terminal in North America, the Port of Prince Rupert is growing Canada’s trade with Asia's economies safely, efficiently, and with environmental responsibility.

Port of Bell-hooks
Offering one of the shortest port shipping routes between large Europe and North American Markets, the Port of Bell-hooks opens up a sea of unlimited opportunity to shipping companies as well as importers and exporters. The year-round marine transport facility is a model, deep-water point of access to key North-eastern markets and global markets. The Port has proven itself capable of handling any and all goods, offering flexible services, creative solutions, and excellent rates.

Port of Sept-Îles
Located at the heart of the St. Lawrence River, the Port of Sept-Îles is North America’s leading iron ore port destined for international markets, Asia being its top destination. A colour ferry between Sept-Îles et Matane offers access to the North American rail network.

Port of Trois-Rivières
The Port of Trois-Rivières offers access to marine transportation as well as road and highway networks connecting North America to the rest of the world. The Port of Trois-Rivières in proactive partner looking at ways to improve shippers’ logistics and competitiveness. By bringing together all modes of transport, the Port of Trois-Rivières and its partners design logistic solutions that provide shippers with highly efficient supply chains in order to meet their particular needs.
There are a vast amount of locations reachable by some of Canada's largest ports. This map displays some of the highlighted trade routes available through many ports.

Canada's Ports: Discover the opportunities
The Logistics industry has been seeing a large growth in competition. Today, companies must be as innovative as possible and think outside the box to differ from the competition.

Performing a logistical network analysis

In a globalized market in which inter-company competition is gradually giving way to competition between supply chains, conducting a strategic analysis of logistical networks plays a key role in the pursuit of competitive advantages.

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Strategic analysis of logistical networks is designed to reduce costs, increase client service levels, and maximize profits. To achieve these goals, strategic decision making must be balanced between procurement, production, inventory management, and transportation.

Logistical network analysis: Objectives

Logistical network analysis is fundamentally aimed at determining the number of production sites, warehouses, and depots. It is also used to develop scenarios for assigning not only a capacity to each of these sites, but also an optimal geographic location in view of specific network constraints.

From both a local and a global perspective, logistical network analysis is aimed at reducing supply sources, production volumes, and inventory levels for each site being studied.

When it pertains to transportation, logistical network analysis is used to weigh the merits of various transportation modes. It is also used to determine a transportation plan with a view to determining the most suitable modes for each segment of the network.

Logistical network analysis: Proposed methodology

Given the need to jointly optimize many logistical aspects, such as production levels, inventory levels, and supply sources, adopting a systematic methodology is essential to the success of such a project.

Collect data

1. It is very important that data be collected concerning the current network (site location, node typologies, products (nomenclature, weight and volume), constraints (client demand, production capacity, delivery lead times, service levels, etc.), network costs (facilities, storage, production, transportation, etc.), and the transportation modes utilized.

Determine distribution strategy

2. The distribution strategy is used to determine the service level sought by the organization in response to demand in various markets. This strategy also stands at the forefront of considerations concerning the desired network transport structure.

Determine scenarios

3. Determining scenarios forms the central pillar of strategic analysis. By varying site locations, network structures, client demand levels, and service levels, a number of scenarios can be developed to model a large number of situations with a reasonable likelihood of occurrence. For example, you can determine the impacts of soaring client demand on network costs, significantly increasing service levels in certain regions or delocalizing your production activities.

Evaluate scenarios and select one

4. Once various scenarios have been established, they should be evaluated. To this end, you should develop an evaluation scale, including parameters to be considered and appropriate weighting factors. Once the criteria have been established and the scenarios have been evaluated, you can decide which scenario is most suitable—this will be the future logistical network.

Implement scenario

5. Implementing the scenario requires meticulous planning, not only in structural terms, but also in terms of change management and training, two intangibles that remain a key component of project success.

Evaluate performance

6. After the scenario has been implemented, performance evaluation is used to provide the feedback required for project analysis. Evaluating financial factors (effective cost of the new network) or client service factors (delivery lead times, inventory outs, etc.) facilitates competitive benchmarking and ensures continuous improvements in our logistical network.

The source of a competitive advantage

From a perspective of globalized supply chain management, logistical network analysis—thanks to the role it plays in reducing costs and improving client service—is likely to be a major source of competitive advantages.
A network of opportunity

With a shortage of skilled workers and a surplus in available jobs, the logistics industry offers an abundance of opportunities for job seekers.

Consider purchasing decisions in Energy and Environmental Design (LEED) a very popular rating system for construction and operation of high-performance green buildings.

Finding a competitive advantage

In general, Canadian organisations lag behind in integrating new technology.

In conclusion, the transportation industry profile is currently changing from a very conservative mentality to an environment in which the entire supply chain must operate. To the high degree of competition in this industry, companies need to be competitive and continuously look forward to new ways of improving performance and service levels in new environmentally friendly ways.
Transportation in the Seaway

Barges used for marine transportation can carry an enormous amount of cargo. A single barge can carry as much cargo as 400 trucks and even 11 rail cars. Despite what many believe, sea transportation is by far the most fuel efficient way of shipping compared to other popular methods such as rail or trucks. With 1 ton of cargo and a single liter of fuel, a cargo ship can travel over 300 kilometers, while rail and trucks only travel over 180 and 75 kilometers respectively.

Marine shipping is not only good for the environment compared to alternatives, it also has a huge impact on the Canadian economy. The marine shipping industry produces billions in value every year, and it creates over 227,000 jobs in the Great Lakes Seaway.