

# AMWARE NEWS

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A Message from

**OUR PRESIDENT**



Rob Doyle  
President

## Amware Launches First International Distribution Center

Amware Logistics Services, leading 3PL in the Southeast U.S. launched its first international operation this past January when it helped open a food distribution facility in Kingston, Jamaica for Landstar Global Logistics and Grace Foods International. We were honored to be chosen to spearhead this endeavor and we are proud of the many accomplishments and achievements to date.

Under the banner of TLW Jamaica Inc, the Amware team was contracted to help open up, start up and operate the newly constructed facility. While the ink was drying on the contract in December of 2009, the seasoned Amware start-up team aimed its vast start up experience at its first international endeavor, with first "boots on the ground" in late December 2010. The start-up process itself began in January 2010.

***Our team came together with an inspiring "can do" attitude and made our first international start up feel like it was another day at the office as***

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Amware in

**Jamaica**

*A Global Success*

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**they aggressively attacked any challenges that arose. What started as a shell of a building seven months ago is now a thriving high volume distribution center utilizing a blend of dry, cooler and freezer storage all under one roof while utilizing SAP WM as it's newly installed operating system.**

The start-up team led by Tom Burke deserves to be commended as they not only handled the typical start up duties but also helped with managing several other projects including assisting with the general contractors constructing the building and also as Project Manager in moving much of the product into the facility from the other previous warehouses. Tom was assisted by fellow Amware employees, Eric Potts, Hugh Tait, Mike Beckwith, Inga Causey, Joel Jones, Don Poteat, Dave Williams and Dina Garnsey of Landstar Global Logistics. The assistance and input from the Grace Kennedy team was invaluable and helped ensure a successful start-up and as in all times of challenge, strong bonds between our two companies were cultivated for which will hope will last many years.

This edition of our company newsletter is devoted to the Jamaica operation where you will find many interesting facts regarding this operation. I sincerely appreciate the efforts of the Amware Logistics/TLW Jamaica team as their attention to detail, focus on perfection and "can- do" spirit was inspiring and in keeping with the long tradition of successful start up and operational excellence we have come to expect from our team of Craftsmen.

Rob Doyle, President



Amware Logistics Services, Inc.  
robd@amwarelogistics.com

## Amware Goes International A Global Success

2010 continues to be a record setting year for Amware Logistics. Consistent with the vision of Mark Wilhelm, Jim Smith, Rob Doyle, Mike Beckwith, Hugh Tait and the entire Amware Logistics Team, Amware launched its first operation on the international stage- TLW Jamaica Ltd.

**Beginning in January, TLW Jamaica (Transportation, Logistics and Warehousing) in partnership with Landstar, began DC operations for GraceKennedy (GK). Our mission is to provide for the management and operation of the new GraceKennedy Distribution Center; a state-of-the-art, 250,000 sq. ft multi-temperature DC located in Spanish Town, Jamaica.**

**I'd like to take the next few minutes of your time to provide a brief "tour" of the GraceKennedy project including the country of Jamaica, our exceptional business partner GraceKennedy, the incredible TLW Jamaica team, the GK Distribution Center, TLW Security, SAP WM and some of the many notable TLW accomplishments of this past year.**



### Welcome to Jamaica

Originally a Spanish Colony known as Santiago, in 1655 Jamaica became an English and then British colony. In 1962, Jamaica achieved full independence.

Jamaica, the 3rd largest island in the Caribbean, is located in the Caribbean Sea about 90 miles south of Cuba. The island measures 145 miles in length and 50 miles in width. Chief towns in Jamaica include the capital Kingston, Portmore, Spanish Town, Mandeville, Ocho Rios, Port Antonio, Negril and Montego Bay. The new Distribution Center is located in Spanish Town, Jamaica.

The climate of Jamaica is tropical with hot and humid weather most of the time, although evenings in the fall and winter can be very pleasant. Jamaica lies in the hurricane belt of the Atlantic Ocean and because of this the preparation at the plant for natural disasters is significant. (In fact, as I am putting the finishing touches on this article, Tropical Storm Tomas is about 50 miles south of Kingston Jamaica heading our way. The TLW team has spent most of the day deploying the emergency preparedness and business continuity plans that we have developed over the past several months with GraceKennedy.)

Since being on the island we have enjoyed seeing some of the many beautiful sites of Jamaica including the beaches of the North Shore, Montego Bay, and Ocho Rios including Duns River Falls and Mystic Mountain.

According to the latest census, Jamaica's population stands about 2.8 million; roughly 7,000 Americans live in Jamaica.

The official language of Jamaica is English; however a lot of Jamaican's speak an English-African Creole language known as Jamaican Patois, which has become widely known through the spread of reggae music with incredible musicians including Bob Marley, Shaggy, and Gregory Isaac.

Jamaica is a mixed economy with both state enterprises and private sector business. Major business sectors of the Jamaican economy include agriculture, mining, manufacturing, tourism, financial, insurance services and tourism. An estimated 1.3 million tourists visit Jamaica every year.

Sports are also an integral part of the national life in Jamaica. Jamaica consistently produces world class athletes in track and field, cricket and soccer. The fastest man in the world, Usain Bolt is from Trelawny, Jamaica.

### GraceKennedy

GraceKennedy is one of the Caribbean's largest and most dynamic employers. The company started in Jamaica in 1922 as a small trading establishment and has grown and diversified over the years, changing from a privately-owned enterprise to a public company listed on the stock exchanges of Jamaica, and Trinidad & Tobago.

Today, the GraceKennedy Group comprises a varied network of some 60 subsidiaries and associated companies located across the Caribbean, North America, Central America and the United Kingdom. The operations include food processing and distribution; banking and finance; insurance and remittance services; and building materials retailing.

Under the guidance and leadership of Douglas Orane (Chairman and CEO), GK developed its 2020 Vision whose objective is to transform GK from a trading company to a global consumer group located in Jamaica. As part of the 2020 Vision, GK Food selected Amware as its 3rd Party Logistics (3PL) provider to operate the new DC, helping GK Foods to achieve significant improvements in operations and customer service; cost reductions and continuous improvement initiatives; and to provide future enhancements to the operation and further GraceKennedy business decisions.



Mark Wilhelm  
Chief Executive Officer



Jim Smith  
Chief Operating Officer

**Any logistics company can meet your expectations, we won't quit until we EXCEED them**

## Meet the Amware/TLW Team

As with any great organization the commitment, drive, focus, and passion for doing an outstanding job for your customer starts and stops with your employees. Over the past year, I have been blessed with the incredible opportunity to work with some of the most committed and professional people from both GraceKennedy and the TLW Jamaica team.

TLW Jamaica partnered with Dawkins Brown of Dawgen to build the DC team. Today that team consists of over 100 employees managing 4 separate GK divisions. Over a 4 month period, the TLW team integrated the cross-functional responsibilities for each division, synthesizing all business operations for these divisions into a single business unit, supported every step of the way by Amware corporate.

Congratulations to the entire TLW Jamaica Team. It was truly a team effort. I am proud to introduce some of the many TLW leaders to you:

<b>General Manager:</b>	Don Poteat
<b>Operations Manager:</b>	Samuel Reid
<b>Director of Security:</b>	Dave Williams
<b>Transportation Manager:</b>	Rosie Roberts
<b>Maintenance/Engineering Manager:</b>	Leonard Edwards
<b>Administration Manager:</b>	Georgia Simon
<b>World Brands:</b>	Carlton Holness
<b>Grace Foods International</b>	Jason McLean
<b>Grace Foods International</b>	Colin Kenton
<b>Cold Division:</b>	Kevin Rose
<b>Receiving &amp; Return:</b>	Patrick Haughton
<b>Replenishment:</b>	Derrick Hyman
<b>Order Processing:</b>	Peter Lynch
<b>Outbound Operations:</b>	Everton Solomon
<b>Delivery Contractors:</b>	Patrick Reid
<b>Customer Service:</b>	Racquel Fyffe
<b>Inventory Management:</b>	Angela Moore
<b>Inventory Management:</b>	Lenroy Leslie
<b>Custom Assembly:</b>	Cecil Tucker
<b>Transportation:</b>	Anesha Hemmings Wilson
<b>Administrative Assistant:</b>	Harmine Ellis
<b>TLW Driver:</b>	Lynch O'Connor

## The GraceKennedy Distribution Center

As part of their growth strategy, GraceKennedy constructed one of the largest and most advanced food distribution centers in the Caribbean. The DC sits on approximately 19 acres of land located in Spanish Town, Jamaica. The land was originally part of the Bernard Lodge Estate.

The distribution center is a multi-temperature, state-of-the-art 250,000 sq. ft DC including 17,000 sq. ft of office space on three (3) floors. The footprint of the facility is 309' wide x 745' long with a ceiling height of 50' at the center. The building is a Kirby, custom engineered metal building system designed to withstand up to 149 mph winds - a category 4 hurricane.

The DC is fully racked – 6 pallets high and holds over 25,000 pallet positions in dry, frozen and chilled zones; has 50 dock doors; utilizes SAP WM – a fully RF enabled, bar-coded driven ERP; comprehensive fire and security protection and is in full compliance with all environmental, health/safety standards and energy efficiency.

The DC distributes a wide range of food and non-food products under the Grace brand as well as the brands of GK's international principals. GraceKennedy's distribution network covers strategic markets in the Caribbean, Latin America, North America, Europe, Asia and Africa.

The facility includes significant back-up systems in the event of a hurricane or other type of natural disaster. Back-up systems include two (2) 800KW standby generators with 22,700 litres of fuel storage. Water for the entire facility including the fire suppression system is stored and managed by a 160,000 gallon storage tank. Also in the "yard" is a driver/contractor area; container parking for fifty 53' containers and truck parking for 30 delivery trucks.

## SAP

As the world's leading provider of business software, SAP (Systems, Applications and Products in Data Processing) delivers products and services that help accelerate business innovation for its customers. Founded in 1972, today SAP has customers in more than 120 countries and sales and development locations in more than 50 countries worldwide.

GraceKennedy uses the SAP ERP system throughout the organization and deployed the SAP WMS module for the new DC operation. The SAP Warehouse Management application provides flexible, automated support to assist in processing all goods movement and in maintaining current stock inventories in the GK DC complex.

With the new SAP solution for warehouse management activities, TLW is able to optimize GK warehousing activities – including inbound and outbound processing, facility management, physical inventory storage and management, order processing, quality control, checking and all dock operations.



The DC is fully equipped with wireless network access and UPS protection for all IT equipment. Within the DC, all forklifts are equipped with wireless computers and barcode scanners. Wireless hand-held scanners, wrist computers with scanners and mobile belt printers are used for receiving, put-away and replenishments, order picking, checking, inventory management and quality control.

## TLW Security

As Director of Security, Dave Williams is responsible for providing overall security for the entire DC compound. The TLW security system is comprised of three (3) major components:

Guard Security Force  
TLW Loss Prevention Officers  
Video Surveillance Control and Management System

### Guard Security Force

TLW partnered with the Guardsman Group, one of the leading security services provider in Jamaica, to provide our guard security force. Established in 1977, Guardsman principal activities center on armed/unarmed guards for corporate and residential clients; and the training and management of guard dogs for canine protection services.

The TLW Guardsman security force is made up of both armed and unarmed guards. Security is tight from the time you enter the DC complex. Guards are stationed throughout the DC, including the front security gate, roving patrols, and within the DC itself. Security for the DC is 24/7/365. Guard dogs and drug detect dogs are used randomly to ensure the full integrity of GraceKennedy's product at all times.

### TLW Loss Prevention Officers

Beginning in December, TLW will add 10 Loss Prevention Officers (LPO's) capable of providing additional inventory management and security coverage 24/7/365 when required. The TLW LPO assures the inventory integrity, safety and security of the contents and personnel within the DC at all times.

As part of the LPO's responsibility, they will utilize audio and video operations to look for irregular activities, theft, and/or damage to product. The LPO's also control and manage the card access system which allows our customers, employees, vendors and contractors different access points internal and external of the DC.

### Video Surveillance System

GraceKennedy partnered with The Saltex Group/E-Tech Systems to design and install a state-of-the-art security system with unlimited functionality. The system is designed to reduce security labor costs while improving the overall system efficiency. This is done by receiving filtered video which allows for fewer TLW operators to monitor a greater number of locations.

The system provides for video surveillance, access control, burglar system and fire detection system. Each system is integrated into a single management solution. The system is managed within the control room or "eye in the sky" – a two man control booth with full video wall and alarm monitoring for access control and burglar system.

The control room is a two man control room that provides a full video wall system monitoring 96 camera images and 12 entry/exit points both internal and external of the DC. Located throughout the DC and in the yard are 5.0 megapixel resolution cameras that are IP addressable. These cameras are designed to deliver full motion high definition video across the GraceKennedy network and offer 6 times the resolution of standard resolution cameras.

The system is also extremely powerful in investigation work carried out by Dave and the security team. Full video investigations provide camera management, sophisticated recording and archiving, and full "matrix functionality". This allows multiple camera angles of the same event to be synced and viewable simultaneously.



## Notable TLW Jamaica Accomplishments

### February, 2010

- TLW officially Kicks-off the GK project. TLW management staff begins planning the move and execution for each division in the new DC. Met throughout the month with top GK Executives, Managers and Supervisors to discuss and review all business requirements for each division.
- TLW begins working with the GK IT team as subject matter experts to configure, test and install SAP WM into the new GK DC. This project will be ongoing thru the end of the year as the system is deployed for GFI, WBS, GFS and ultimately Cold.
- TLW Corporate trainers, led by Joel ????and Eric Potts begins to educate, train and certify new TLW employees on over 80 pieces of state-of-the-art Raymond MHE including electric forklifts, electric pallet jacks, and order picker.
- TLW begins working with GK Engineering Group – Philip Alexander and Deryck Taylor to assist with the completion of construction on the new DC. TLW developed detailed “completion punch lists” and worked with contractors to ensure successful completion of contracted work.

### March, 2010

- TLW assumes operational control for two GK Divisions; Cold and GFI (Grace Foods International).
- TLW processes 1st International order thru SAP. TLW worked very closely with the GFI and Cold management team to understand their business requirements. We immediately began developing our Operational processes around GK expectations. TLW hired Jason McLean to manage the GFI Division and Kevin Rose to manage the Cold Division. 30 days after assuming Operational control of the GFI Division, TLW offered GK a plan whereby GK could increase the GFI business by 50%. When TLW assumed operational control for GFI, the average weekly volume was 12 – 15 containers. We currently load between 18 and 20 containers/week with a top capacity of 25 containers/week assuming orders are available within the system.
- TLW assumes operational control for World Brand Services (WBS). On day 1 TLW processed just under 1,000 cases; within 8 days we were processing over 3,975 cases/day and within 13 days of the initial start, TLW processed over 9,000 cases/day - 2,500 cases/day over WBS normal daily average. Today, the TLW team is capable of processing over 45,000 cases/day.

- Complete and distribute Capacity Analysis for RF hardware, material handling equipment and racking. TLW provided purchase recommendations for RF and material handling equipment. TLW redesigned facility to accommodate an additional 1,000+ pallet locations requiring the purchase of labor only; no additional racking was required.

- The TLW capacity analysis provided GK with information that saved GK millions of dollars (US\$) in potential loss revenue. Because we were able to provide this information to GK, the GFS transition was postponed until all equipment was on site and the facility was redesigned.

### April 2010

- TLW successfully launches and manages the GFS Transition Task Force to project managed the GFS transition from RTDL to TLW. Task Force consisted of a 25+ member team whose mission is to prepare all business systems including Operations, Customer Service, Transportation, Maintenance/Engineering, Inventory Management and Security for a smooth and timely transition from RTDL to TLW. Additionally, the task force ensured that TLW was able to begin and maintain day-to-day operations within the new DC. The TLW team hit every milestone on time throughout the entire project.

*Crafting quality-driven,  
cost-appropriate solutions  
for your warehousing and distribution needs*

### May 2010

- May: Facility redesign
  - Redesigned three areas in the GK DC; Custom Assembly, Candy Room and Dry Storage.
  - Custom Assembly redesign doubled the size of the Custom Assembly area to accommodate 2 shrink-wrap tunnels and 12 fulltime operators. The volume of CA jobs for July and August were 114 jobs completing 81,440 kits in July and 82 jobs completing 20,388 kits in August.
  - The Dry area redesign successfully added over 1,000 primary/reserve locations to the existing facility with no additional racking costs; only the labor needed to move and re-secure the racking.
  - The candy room redesign was completed in less than 2 days in response to the Bureau of Jamaica Standards. The area had to be split between labelled and unlabelled product.

### June 2010

- TLW assumes operational control for GFS; the largest division within the Grace family. Due to the efforts of the entire GFS task force the move was completed on-time, with no delays and no lost production days. Because of the leadership of TLW and the combined efforts of the entire task force, the GFS Division started on time and as planned on June 8th. On day one, TLW processed 7,500 cases; week one we processed a total of 53,115 cases; week 2 we processed 65,000 cases and on week 3 73,000 cases. By the end of the first weekend, TLW had cleared all back-log orders starting with a clean slate on Monday, 7/14.
- Beginning in January, TLW/Awware, along with the GK team, began training on the DC Expert program. Led by Hugh Tait, TLW completely re-slotted the entire GK - Dry section of the plant. This is over 16,000 pallet locations. This provided two significant enhancements. First this allowed TLW to start-up the GFS business with no lost sales. Due to the efforts of the task force and the Amware Corporate support, the DC was completely re-slotted from the onset of the GFS move-in and the result was a smooth start-up for the GFS Division.

The second and even greater benefit to the re-slotted plan was the ability for the WBS division to resume normal Replenishment and Order Processing operations. Once TLW successfully –re-slotted the WBS Division, we resumed normal operating conditions and immediately saw a 15% improvement in operational efficiency.

After successfully project managing the complete GFS transition from RTDL, TLW officially terminated the GFS Task Force. Mission accomplished!!

### August 2010

- TLW launches the Phase II Taskforce outlining the requirements, responsible party and timeline for the implementation of best practices throughout the plant. Areas we are concentrating on include Operations, Security, Damages, Loss Prevention, Transportation, Safety, Training and Quality Control.
- August; Physical Inventory audit completed for GFI, GFS, WBS, Hi-Lo and Cold Division; TLW assumes full responsibility for all GK inventory management.

### September 2010

- The GK state-of-the-art security system with the assistance of TLW’s Director of Security – Dave Williams is completed.

### Today

- TLW Jamaica has just completed its largest weekly and monthly case volume since beginning operations in February. For the week ending October 29, we shipped 203,700 cases to 2,002 GK customers; a daily average over 40,000 cases/day. 100% of all orders were completed and shipped on time. The month of August was also our heaviest month to date. TLW Jamaica shipped 653,000 cases.

Congratulations to the entire TLW Jamaica Team. It has been an honor and privilege to have worked with such an outstanding and committed team.

To your success!!

“Ya man, Everyting criss”

## Distinguished Craftsmen

At Amware we pride ourselves on hiring employees who are craftsmen in their chosen profession; we continually train to that highest standard. Occasionally, our employees will raise the bar and distinguish themselves amongst their peers.

We believe that extra commitment is deserving of special recognition. So each month we honor employees who have demonstrated an extra level of craftsmanship on the job with the designation of Distinguished Craftsman.

Congratulations to the following 3rd Quarter, 2010 recipients!

### July 2010

Baltimore	Daryl Garcia
Barrington	Rey Cruz
Benson	Jose Chevez
Birmingham	Adam Solis
Charlotte	Eduardo Pacheco
Elloree	Ronnie Ragin
Jackson	Dennis Adam
Jacksonville	Mike Carbonella
Mauldin	Robert Rosales
McDonough	Carlos Priest
Petersburg	Joshua Lilly
Pompano	Jose Ramirez
Salem	Pedro Crivelli
Suffolk	Gerald Warren
Wilmington	Antonio Lora
JAX-TPM	No Nominee
Douglas-TPM	Jaime Ramirez
ADW - Morrow	Julian Narciso
NKM-Selig	Stephanie Moody
Amware Jacksonville ALS	Noah Yarbrough
Amware Logistics - MJ Warehouse	Yaxayan Inthiraj

### August 2010

Baltimore	Juan Garza
Barrington	Frank Ford
Benson	Manuel Rodriguez-Soriano
Birmingham	Manuel Hernandez
Charlotte	Rafael Hernandez
Elloree	Larry Hill
Jackson	Ruben Garcia
Jacksonville	No Nominee
Mauldin	Miguel Padron
McDonough	Javier Mendez Ortiz
Petersburg	Christopher Willis
Pompano	Manuel Zamorano
Salem	Doris Aguilar
Suffolk	Thomas Garces
Wilmington	Raymond Joyner
JAX-TPM	Javier Pagan Torres
Douglas-TPM	No Nominee
ADW - Morrow	Herman Sutton
NKM-Selig	Eduardo Buenrostro
Amware Jacksonville ALS	Jimmy Langley
Amware Logistics - MJ Warehouse	Karon Hines
	Millroy Small

### September 2010

Baltimore	No Nominee
Barrington	Francis Ford
Benson	Shawna Wheelless
Birmingham	Ronald Bonet
Charlotte	No Nominee
Elloree	Pablo Vidal
Jackson	Joseph Vaughn
Jacksonville	Jorge Cruz
Mauldin	Martin Castillo
McDonough	Omar Rosas
Petersburg	Charles Brown
Pompano	Arturo Paredes
Salem	Ricky Davis
Suffolk	William Britt
Wilmington	Javier Bazquez
JAX-TPM	No Nominee
Douglas-TPM	Benjamin Dennis
ADW - Morrow	Marquina Morales
NKM-Selig	Becky Jordan
Amware Jacksonville ALS	Bill Stansbury
Amware Logistics - MJ Warehouse	Tandy Ebanks

Amware

# Transportation

Amware Logistics is excited to announce the launch of its expanded transportation service solutions. While we have provided transportation services to our customers over the years, this increased emphasis and additional resources and capabilities will allow Amware to provide even greater cost effective, customer focused solutions that are critical to our client's supply chain success. This transportation offering, coupled with the distribution services in our 22 warehouses, positions Amware for continued excellent growth with current and future clients.

#### Customer benefits:

- Experienced professionals
- Integrated solutions
- Visibility and Control
- Flexibility
- Cost advantages
- Product track and trace
- Hazmat certified

#### Services:

- Truckload
- LTL
- Dedicated
- Local delivery
- Drayage
- Intermodal
- Parcel
- Brokerage

[amwarelogistics.com](http://amwarelogistics.com) ■ 678/ 377-8585 ■ [sales@amwarelogistics.com](mailto:sales@amwarelogistics.com)



**AMWARE**  
LOGISTICS SERVICES

Rob Doyle  
4505 Newpoint Place  
Lawrenceville GA 30043  
(678) 377-8585  
[www.amwarelogistics.com](http://www.amwarelogistics.com)



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