



ACC NEWS



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YOUR WEEKLY UPDATES

Week 49 of 2021



Healthcare



Ports



Shipping



Rail



Supply Chain

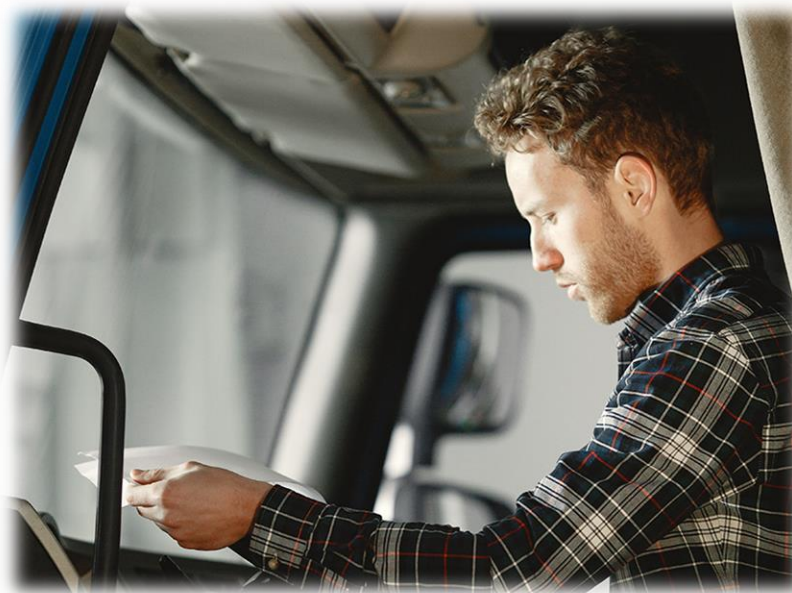


Photo: Oleg Baliuk/ Canva.

Teen Truckers Are Here



Beverages



Retail



C-Stores



Road

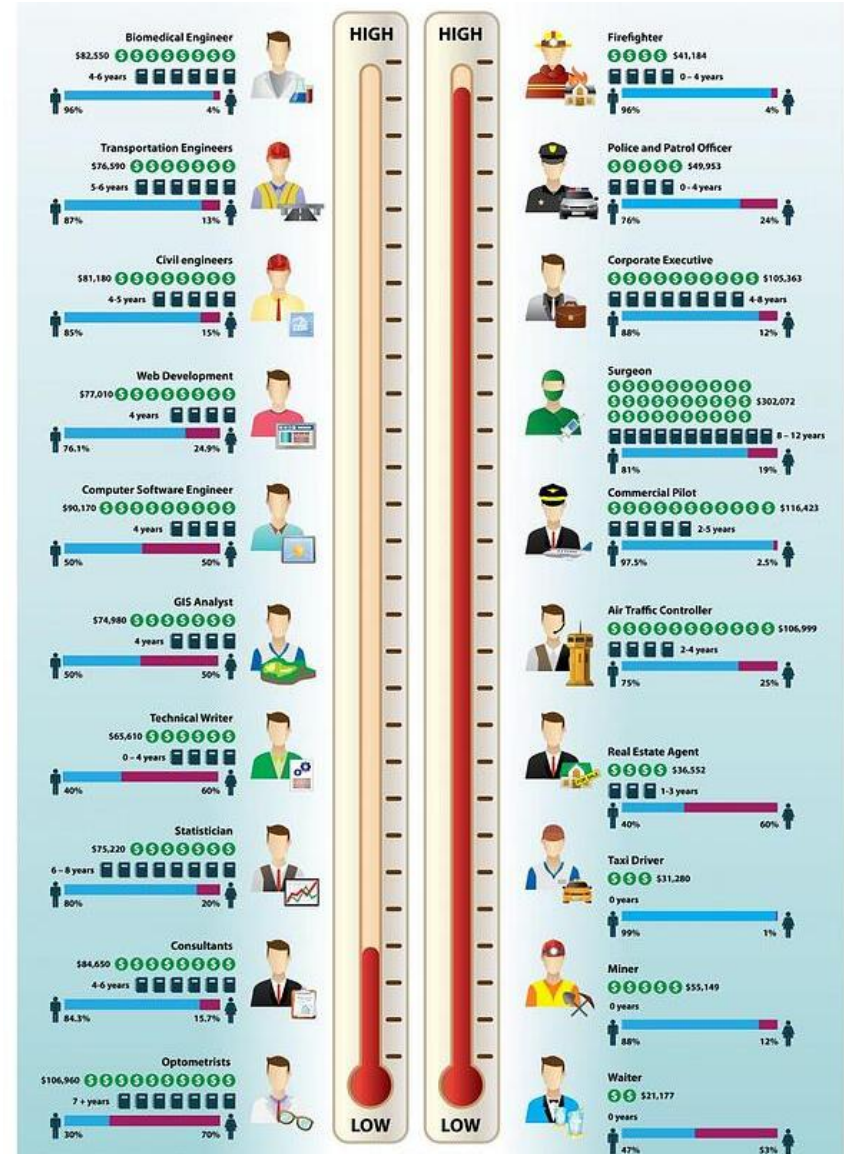


Handling

- Slide 3 – Most and Least Stressful Jobs
- Slide 4 – COVID-19 Retail Indicators
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- Slide 13 – Supply Chain Update
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- Slide 36 – Visualizing Millennials by Region

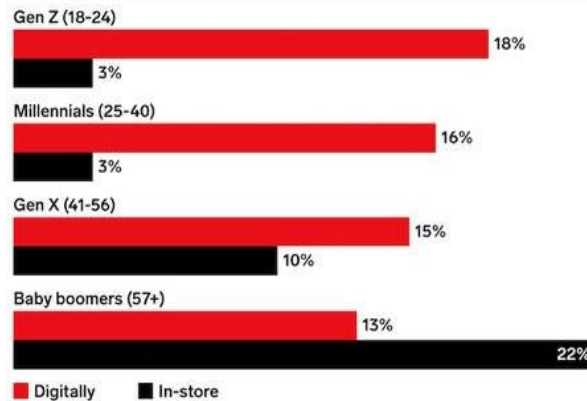


- How many of you get stressed out at work? It's a given that we all get stressed out at one time or another. According to a survey by Nielsen, 80% of Americans are stressed out on the job. But not all jobs are created equal. There are just some functions that are inherently more stressful than others. This infographic ranks the most and least stressful jobs around:
- negative effects of stress include:
 - Poor decision-making
 - An increase in mistakes
 - Increased sickness and absence
 - High employee turnover
 - Poor interpersonal communication
- Three suggestions will help employees at any level, including leadership, to create a less stressful daily work environment.
 - #1. Just Say No to interruptions
 - #2. Healthy Habits to Energize the Rabbit
 - #3. Broken? Fix it!



Internet Users Worldwide Who Plan to Do Their Entire Holiday Shopping Digitally vs. In-Store, by Generation, Sep 2021

% of respondents in each group



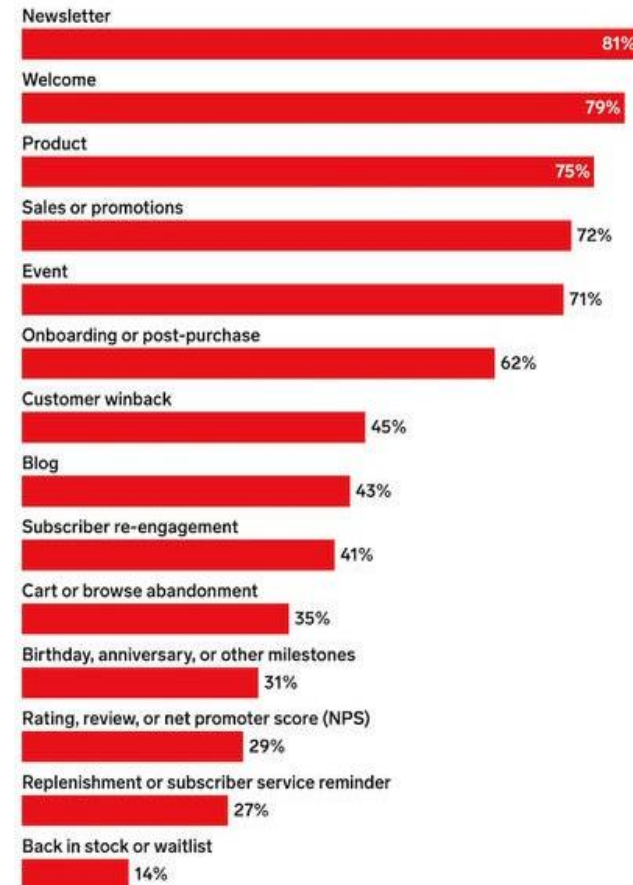
Actions of US Shoppers Who Could Not Purchase an Item Due to Availability, Oct 2021

% of respondents



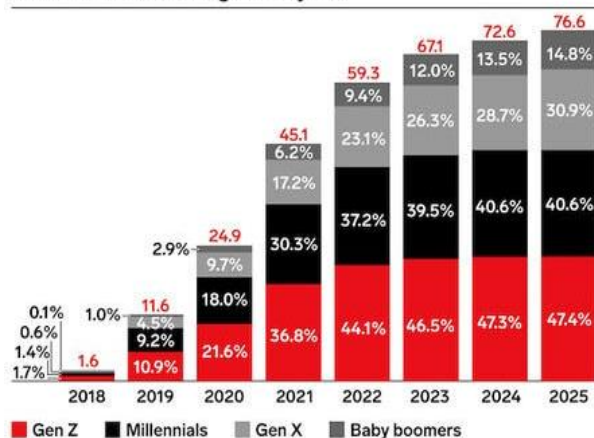
Types of Emails Marketing Professionals Worldwide Currently Send, July 2021

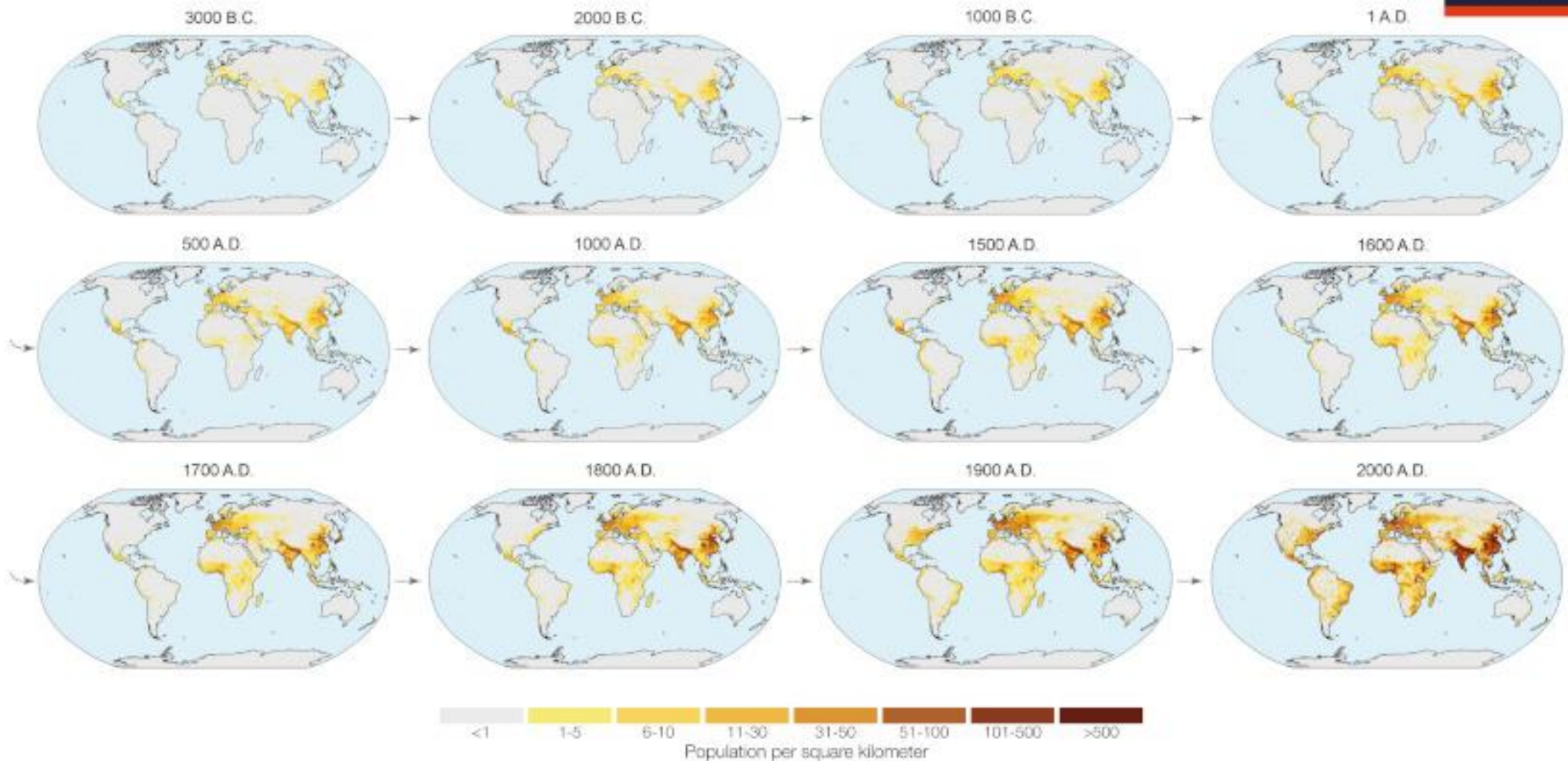
% of respondents



US Buy Now, Pay Later (BNPL) Service Users, by Generation, 2018-2025

millions and % of digital buyers





Source of the original visualization: Klein Goldewijk, Beusen and Janssen (2010) – Long-term dynamic modeling of global population and built-up areas in a spatially explicit way: HYDE 3.1. In *The Holocene* 20(4) 555-573. The original visualization was adapted by OurWorldinData.org.



Jacobs Farm del Cabo progresses ClimateLab initiative THE PRODUCE NEWS

- Jacobs Farm del Cabo is making significant progress in its ClimateLab efforts, a program focused on building a more inclusive, climate-resilient food system. For close to 40 years, the company has helped hundreds of small-scale, organic family farms and increased farmer incomes by 10 times, yet climate-related events have rapidly become the most significant threat to protecting and ensuring those gains for thousands of farmers and their families.
- The first cohort of 60 farms participating in the ClimateLab represents up to 1,400 workers and 3,750 acres (1,520 hectares) of land spread across five climate zones in the Baja California peninsula, each with unique climate challenges. Rather than a one-size-fits-all approach offered by traditional certifications, participating farms contribute to their own plans of climate action that meet their individual needs. The work of the ClimateLab team and farmers is focused in the following areas:
 - **Climate Resilient Soils:** Even with organic growing practices in place for decades, more than half of the farms participating in The ClimateLab believe their soil quality has degraded in the last 10 years.
 - **Climate Risk Alerts:** Reliable forecasts for impending high temperatures, hurricanes, and flood warnings, as well as guidance on disaster reduction measures, are high on the priority list for participating farms.
 - **Gender Inclusion and Equity:** In 85 percent of participating farms, women make up anywhere from 50 to 90 percent of the workforce.
 - **Plastic Waste Reduction:** Plastic is a central concern, and the recent swap from plastic clamshells to Jacobs Farm del Cabo's new paperboard pack has already reduced the company's plastic waste by more than half a million pounds this year.
- The initial focus of the ClimateLab program has been in northern Baja, and the ultimate goal is to see successful program practices implemented across all Mexico and California operations. The company will establish key areas of focus and a 2022 work plan for their Northern California farms by early next year.
- "In many ways, this is business as usual," Brookes said. "For over three decades we have been supporting farmers with sound organic farming practices, food-safety resources, capital for establishing crops, boots on the ground, and experienced agronomists. The magnitude and velocity of climate events has now renewed our call to action."





2021 Restaurant Trend Report 2021restaurants.com

After a challenging year in 2020, the restaurant industry needed a bounceback in 2021. Instead, it got a year that was equally hard to navigate. But despite the supply chain disruptions, COVID-19 Delta variant and unprecedented worker shortage that crippled pandemic recovery, restaurant owners refused to throw in the towel, doing everything they could to keep diners in good spirits and balance sheets in the black.

1. ***Rising Operating Costs Force Restaurants to Find New Efficiencies*** - According to the National Restaurant Association, 91% of restaurants paid more for food this year, 84% paid more for labor and 63% paid more for real estate. As the already-thin margins of their industry grew thinner, restaurant owners pivoted to stay profitable.
 2. ***“New Normal” Begins to Emerge Beyond the Pandemic*** - Dining rooms and offices are open across the country. As people emerge from their homes and re-enter the world, they are defining what the “new normal” looks like for diners. Restaurants that understand and react to the shifting landscape will be rewarded.
 3. ***Restaurant Technology (Slowly) Becomes Less Fragmented*** - The right combination of technology makes restaurants leaner, faster and more profitable. However, fragmentation has made it difficult for restaurants to find the right tech stack for their needs. The pandemic cast a light on this issue, leading restaurants to demand and embrace integration.
 4. ***Restaurants Take Ownership of Online Guest Relationships*** - For years, third-party ordering apps have dominated the digital dining landscape. They have used this dominant market share to nickel-and-dime restaurants with steep commissions. During the pandemic, restaurants started fighting back — and it’s working.
 5. ***Online Ordering Trends Reflect Changing Landscape*** - Before the pandemic, online ordering was a secondary source of revenue. During the pandemic, it was basically the only source of revenue. As it settles into its future role — somewhere between those previous two — several important trends are emerging.
- The biggest trends of the past two years have emerged in response to COVID-19, which made them difficult to forecast. As the world and industry slowly begin to stabilize, it’s easier to look forward and plan ahead. Here are five emerging areas to keep an eye on in 2022 – (i) Restaurants Evolving as Employers, (ii) Automation Solving Staffing Issues, (iii) Creative First-Party Data Solutions, (iv) Evolution of Food Delivery and (v) Rise of Alternative Menu Items





10 trends that will impact grocery retail in 2022

- For 10 years, Brick Meets Click has been connecting today's grocery business with tomorrow's needs. To celebrate this 10th anniversary, we focus on 10 trends that will be important to grocery retailers and brands in 2022.
- What we're seeing: Over the last several years, a growing number of companies have been applying digital tools in creative ways that allow them to unlock exponential growth – and as they grow faster than historically, they are also creating challenges that many are not prepared address or overcome.
- The result is bigger performance gaps than we've seen in the past, especially for those who don't challenge the status quo by interrogating their own assumptions and business models.
- Grocery retail's "heads-up" list for 2022
 1. Digitalization emerges as a more important source of competitive advantage.
 2. More companies discover their growth is driven by hyper localization.
 3. Inflation causes changes in pricing strategy and other business practices.
 4. Price becomes a more challenging part of the retailer's value equation.
 5. CPGs increase the number of brands and products they sell exclusively to one retailer.
 6. Grocery delivery becomes more affordable.
 7. Grocery pickup options expand with new models.
 8. Inventory optimization becomes "mission critical."
 9. The growth of hard discounters disrupts more market areas.
 10. Amazon Fresh pushes further into "attribute driven" assortments as a way to reinvent the grocery shopping experience.

Jack in the Box announced plans to buy Del Taco for \$575 million. RESTAURANT DIVE

The deal is expected to close during the first quarter of 2022 and will result in a combined unit count of more than 2,800 across 25 states. Both brands have used similar strategies in the past 18 months. In addition to adding new loyalty programs, the two chains focused on unit growth, with Jack in the Box restarting franchise development and Del Taco deploying new prototypes and expanding through Reef.





Toy maker's 'War Room' Goes 24/7 So Gifts Can Reach U.S. Stores SUPPLYCHAINBRAIN

- The journey of Tonka's Mighty Dump Truck toy from its Asian factory to U.S. stores offers a window into what it takes for a small toy maker to survive 2021.
- What used to cost \$2 to transport the classic toy by boat from China to Los Angeles is now up to \$12, representing half the sticker price. That's eating into profits for its manufacturer, Basic Fun, a Florida-based midsize firm that's been preparing for battle this holiday season. "We're not getting a break at a single step," CEO Jay Foreman said in an interview. "We have to monitor every single stage of the supply chain."
- The final months of the year are crucial for toy makers of all sizes, but smaller companies are staring down an existential crisis in navigating the world's worst traffic jam.
- Basic Fun — also known for Lincoln Logs and K'Nex building sets as well as Care Bears — created two "war rooms" in Hong Kong and Boca Raton, Florida, where 18 employees are working in shifts around the clock. The teams are coordinating every step of the once humdrum logistics process, from picking up orders at a factory in China to ensuring they make it out of warehouses in Los Angeles and New Jersey to retailers' shelves.
- Playtime heavyweights Hasbro Inc. and Mattel Inc. say they'll be able to keep up, thanks in part to their ability to expand shipping capacity and secure access to additional ports.
- Foreman doesn't have those strings to pull. Control of about 80% of the global shipping market and 95% of the transpacific routes is concentrated in the hands of nine companies based mainly in Asia and Europe, according to S&P Global Platts, and they exert near-total control over the prices. It currently costs \$10,000 to \$15,000 in the spot market to ship a 40-foot container from China to the West Coast, more than five times the pre-pandemic rate.
- The manufacturing sector has been struggling in China, where 83% of toys globally are made, according to Richard Gottlieb, founder and chief executive officer of the consultancy firm Global Toy Experts. Local conditions are worsening amid higher price components, according to the industry's latest reading. Labor shortages aren't helping either, and inventory levels and delivery times continue to deteriorate.
- "Christmas is not going to move to January," said Joel Berger, executive vice president of Tara Toy Corp. in Long Island, New York. "It's sort of like a cliff. You've got to get this done before you fall off." But this holiday season might be different. Basic Fun's Foreman said he anticipates a "huge" January as customers cash in on gift cards.





What's best for Kohl's?

- Kohl's is the latest retailer to be feeling the heat from an activist investor looking to spin off its e-commerce operations from the rest of its business.
- The chain has been urged to consider selling and leasing back its real estate assets by Engine Capital in an effort to unlock shareholder value in the near future, according to a Wall Street Journal report.
- The hedge fund maintains that Kohl's share price has consistently underperformed its retailer peers and the market in recent years and is in need of a shakeup. Engine maintains that Kohl's online business would be worth \$12.4 billion as a separate entity and that buyers would pay at least \$75 a share to acquire the retailer's real estate.

Walmart to acquire Foodmaestro, enhance online experience

- Walmart announced plans to acquire Foodmaestro, a Toronto-based digital start-up that will offer customers more choice, transparency and personalized content when they shop online.
- Foodmaestro is a data platform serving retailers and consumer package goods companies across Europe and North America with strong capability to turn substantial amounts of data into usable attributes. The platform delivers transparency and rich digital experiences for customers focused on health and diet and offers customized content activation, such as meal planning.
- The integration is part of enhancing Walmart Canada's e-commerce experience as it transforms to be the best and first omnichannel retailer for Canadian families. This acquisition would allow Walmart Canada to offer more personalization capability for its customers, such as highlighting safe products for those with food allergies or healthier options for people living with diabetes.



Dollar General to open 1,110 stores in 2022; plans international expansion

Dollar General unveiled aggressive expansion plans that includes its first stores outside of the U.S. and the acceleration of the rollout of its more upscale Popshelf store concept. The discounter's 2022 real estate plans include 1,110 new stores — including its first stores in Idaho, its 47th state — and 1,750 remodels. Dollar General will also open its first international stores, with plans to open up to 10 locations in Mexico.





Dollar General's Popshelf expansion shifts into high gear [RetailWire](#).

- Dollar General is planning to accelerate the expansion of Popshelf, its concept targeting suburban women, with a goal of reaching 1,000 locations by 2025. Introduced last October, Popshelf focuses on home decor, seasonal entertaining and health and beauty, with 95 percent of items priced below \$5.
- The format uses continual merchandise changes and treasure-hunt items to encourage frequent trips. Depending on the time of year, the mix may include toys, throw pillows, Christmas ornaments, pumpkin-shaped disposable paper plates, balloons, bath bombs and specialty food items such as hot cocoa and cheeses for a charcuterie board, Dollar General chief merchant Emily Taylor, told CNBC.
- Slightly larger than a traditional Dollar General at 9,000 square feet, Popshelf targets younger and more suburban women versus Dollar General's rural and slightly older customer. The household income target ranges from \$50,000 to \$125,000 compared to Dollar General's reach into household's \$40,000 or less. The color scheme is a more adventurous pink and white versus Dollar General's green and yellow.



Tesco: Distribution centre workers plan pre-Christmas strikes



Up to 1,200 workers at Tesco distribution centres across the UK are set to strike in the run-up to Christmas, the Unite union says. The workers, including warehouse staff and HGV drivers, are based at sites in Antrim, Belfast, Didcot and Doncaster. It comes after the supermarket offered a 4% pay rise which Unite said amounted to a "real terms pay cut" due to inflation. Tesco said the deal was fair and that it would mitigate any disruption.

Dutch online retailers unite to form labor agreement [Ecommerce News Europe](#)

Dutch online retailers have formed an employer's organization called E-commerce Netherlands. The organization is supposed to strengthen the branch, which is growing quickly. It will also bring Dutch ecommerce closer to forming a collective labor agreement.





Consumer Research Study: 2022 Shopping Outlook

Despite how tenuous the state of the world remains, in some ways, life seems to be snapping back to “normal.” With more than half of the United States population vaccinated, many Americans are once again socializing with friends and family, enjoying meals at their favorite restaurants, traveling, and more. But even so, many consumers haven’t fully returned to their pre-pandemic shopping and spending habits. Shopkick surveyed more than 15,000 consumers across the country to get a pulse on financial security, spending expectations, concerns around inflation and supply chain shortages, and more as we head into the new year



63%

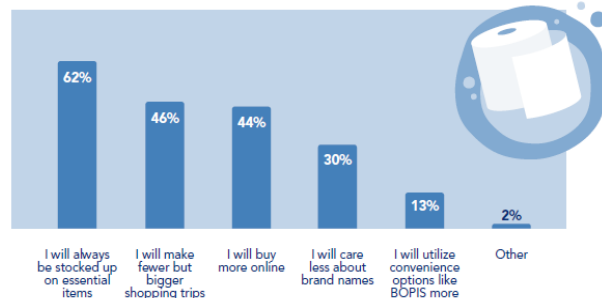
of consumers feel that their general shopping habits will be forever changed by the pandemic



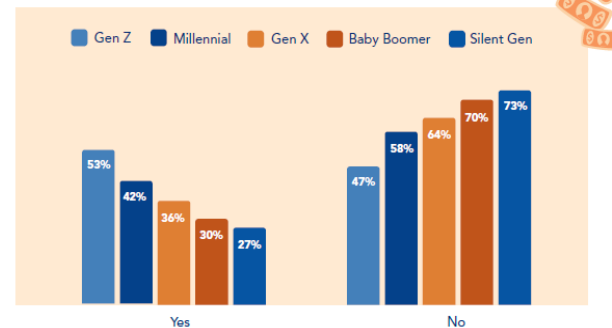
68%

of consumers feel their outlook on health and safety when it comes to shopping in-store will be forever changed by the pandemic

How do you foresee your shopping habits permanently changing due to the pandemic?



In 2022, do you anticipate shopping more frequently and spending more money at retailers/with brands that align with your core values?



When do you anticipate your spending habits will return to “normal”?



Where do you expect to do the majority of your essential and non-essential shopping in 2022?



Which do you think will be more of a priority for you in 2022?





Global Freight Forwarding Forecasts 2021 – 2025

- Global freight forwarding market worth €195,072m, driven by impressive regional and air freight forwarding growth.
- Ti's latest market projections reveal the global freight forwarding market grew 19% in H1 2021, largely driven by impressive growth in North America (22.6%), Asia Pacific (21.8%) and the air freight forwarding market (26%).
- Global trade has accelerated significantly this year, but supply chain disruption, capacity constraints and Covid-19 will continue to impact recovery and market growth. As a result, Ti's CRT21 data projects that the market will be 2.3% larger than it was in 2019. Looking ahead to 2025, growth will continue with the market forecast to grow at a CAGR of 5.1% through to 2025.

Vaccines to be required for foreign truckers who cross border

- The U.S. will require Canadian and Mexican truck drivers who cross the American border to be vaccinated beginning Jan. 22.
- FreightWaves reports that fewer than 50% of Mexicans are fully vaccinated against COVID-19. In Canada, it's c80%.
- Trucking groups, including the Owner-Operator Independent Drivers Assn. and the Canadian Trucking Assn., believe the mandate could afflict catastrophe on cross-border supply chains.
- The CTA predicts that more than 20%, or 22,000, of Canadian truck drivers might stop crossing the border after the rule kicks in. It estimates another 16,000 U.S. drivers could do the same when a similar Canadian mandate also takes effect in January 2022.
- The administration has not revealed how truckers will be checked at each border for their vaccine status.

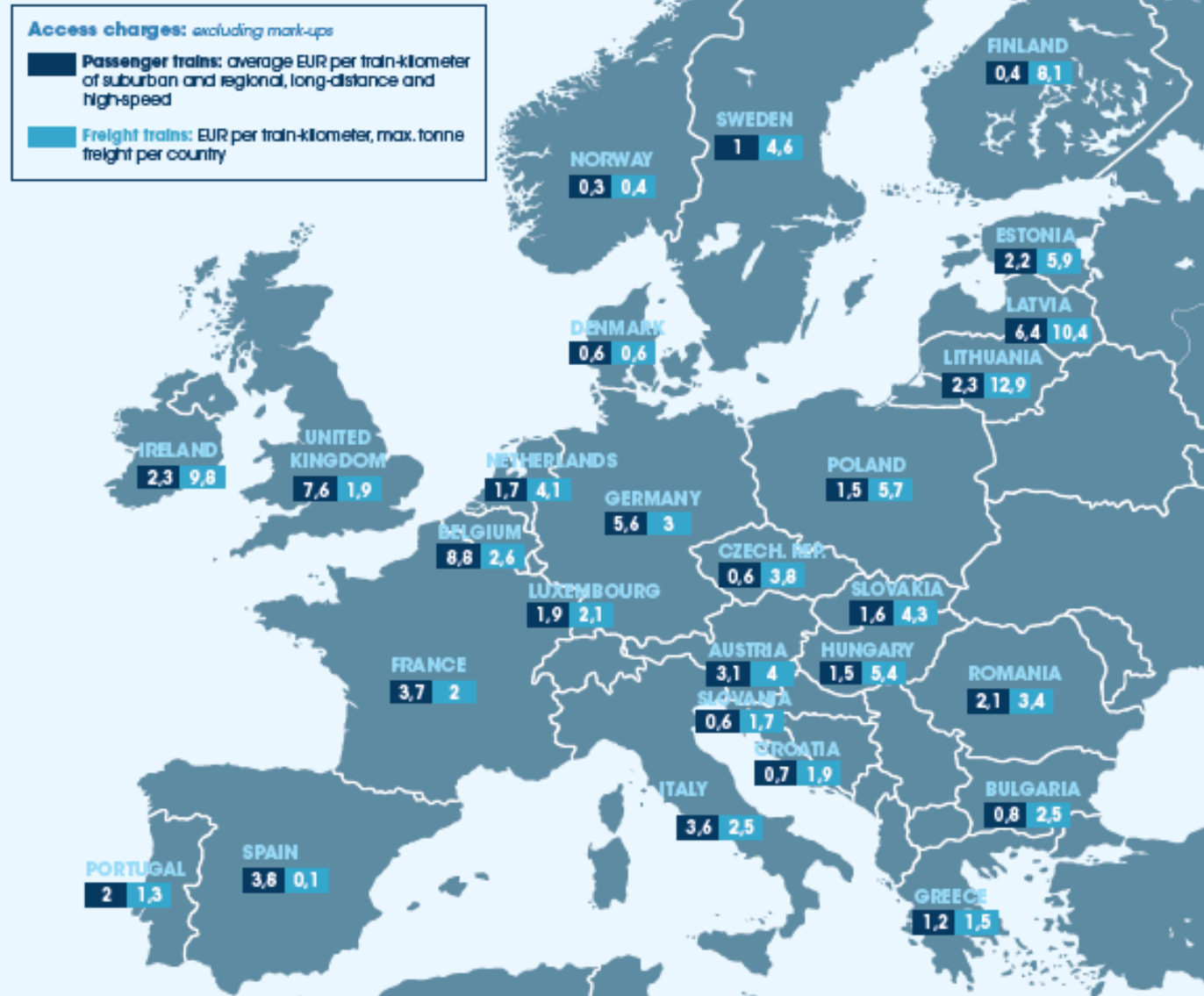
Four-state commercial vehicle enforcement effort ongoing this week

- Police in four states along I-94 will be stepping up enforcement this week.
- Law enforcement in MI, OH, IL and IN are staging "Eyes on 94," a coordinated operation aimed at commercial motor vehicles, running Monday, Dec. 6, through Friday, Dec. 10. According to the MI State Police, during this initiative, motor carrier officers will focus on violations by commercial vehicles that are most likely to contribute to a crash, including distracted driving, following too close, improper passing, speeding and improper lane use.



Track access charges in Europe

Track access charges play an important role in the competitiveness of the rail sector compared to other modalities. European rail policy has significantly evolved over the past years towards an integrated European railway area. However, there are still big differences in track access charges per country. In this infographic you find an overview of the access charges per country for both passenger trains and freight trains



Small Parcel Shipping Outlook Q1 2022: TransportationInsight

- Trends that we are seeing in the end of 2021 will carry over into the first quarter of 2022. Most notable will be higher shipping costs and last-mile capacity concerns.
- FedEx and UPS announced increases in fuel surcharges effective in November 2021. The FedEx fuel surcharge for Ground increased, with the lowest base surcharge rising from 7.25% to 10.50% and the highest base surcharge rising from 10.25% to 13.50%.
- According to FedEx, “The tight labor market and ongoing shifts in volume have created the need for frequent network adjustments and the repositioning of aircraft, vehicles, and other equipment on a regular basis. This has increased our total fuel consumption, and the corresponding increase in the fuel surcharge will allow FedEx to provide customers with the best service possible as we adjust to rising fuel costs and spikes in demand.”
- Meanwhile, effective November 15, UPS fuel surcharges for Ground increased, with the lowest base surcharge rising from 8.25% to 9.25% and the highest base surcharge rising from 11.75% to 12.24%. In addition, both carriers announced a 5.9% average annual General Rate Increase for 2022. As noted in the charts, however, the rates are higher than 5.9% for both carriers.
- To succeed in e-commerce, shippers need to have strong supply chains. “We’re very focused on controlling everything that we can, and there’s a lot that’s within our control,” American Eagle COO, Michael Rempel, told analysts in September 2021. Indeed, the retailer acquired Airterra in August 2021 and Quiet Logistics in Oct 2021, and more logistics acquisitions are on the way for the retailer.
- Meanwhile, to diversify its revenue streams, Walmart introduced Go Local. This service commercializes its last-mile technology platform, including its crowd sourced delivery service, Spark, for same-day and next-day deliveries. Its first customer is Home Depot

Example Regional Carrier and Coverage Map





APM Terminals Elizabeth courts customers needing intermodal rail service to Midwest

- APM Terminals Elizabeth in New Jersey wants shippers to consider using its terminal for their intermodal needs, citing “abundant space” at the Millennium Marine Rail facility, a 12-hour dwell time for import rail cargo and four outbound train departures daily to the Midwest.
- The terminal on Friday said it is seeking to expand intermodal cargo volumes to and from the Midwest and Canada. CSX, Norfolk Southern and Canadian railway CN all serve the terminal complex.
- “Our rail service has been very stable and consistent — thanks to our longshore labor partners doing a fantastic job with productivity and availability,” Jon Poelma, managing director of APM Terminals Elizabeth, said in a release. “Rail carriers are benefiting from the strong import and export market as they see their intermodal cargo volumes continue to grow. Locomotive and railcar availability throughout the pandemic has been steady and reliable.”
- APM Terminals Elizabeth says it has a direct-to-rail landing zone section at the terminal, which enables the terminal to expedite rail cargo to its near-dock Millennium Marine Rail facility, an APM Terminals joint venture, in a span of about 12 hours on average after discharge. The facility has 18 tracks where it can build double stacked trains that eventually go to inland markets two to four days away. Shippers can also use the terminal to get exports loaded onto vessels.

FTC to investigate supply chain disruptions **THE PRODUCE NEWS**

- In order to figure out what the “hold up” is, the FTC is ordering nine large retailers, wholesalers and consumer good suppliers to provide detailed information that will help the FTC shed light on the causes behind ongoing supply chain disruptions and how these disruptions are causing serious and ongoing hardships for consumers and harming competition in the U.S. economy.
- The orders are being sent to Walmart, Amazon, Kroger, C&S, AWG, McLane, P&G, Tyson Foods and Kraft Heinz. The companies will have 45 days from the date they received the order to respond.
- “Supply chain disruptions are upending the provision and delivery of a wide array of goods, ranging from computer chips and medicines to meat and lumber. I am hopeful the FTC’s new 6(b) study will shed light on market conditions and business practices that may have worsened these disruptions or led to asymmetric effects,” said the FTC Chair.





Teen Truckers Are Here, Easing U.S. Shortage and Stoking Concern **SUPPLYCHAINBRAIN**

- The new infrastructure law signed by President Joe Biden will let some drivers as young as 18 make interstate trips, a move aimed at easing the nation's supply chain squeeze but one that's raising safety concerns.
- The three-year pilot program was opposed by safety advocates who point out that teenagers crash at four times the rate of older drivers. But it was included in the infrastructure law at the urging of the industry, which says it's 80,000 drivers short of where it needs to be to meet demand projections.
- That lack of drivers has sent a ripple through the economy, contributing to backups at ports and kinks in the supply chain that threaten delivery of holiday gifts. Like lowering the age of drivers, some of the other proposals for government action to get more people behind the wheel raise their own safety concerns.
- A proposal to relax federal rest requirements, for example, has been mired in controversy since the Obama administration. But there is renewed pressure to do it as a way to ease the backlog.
- "Regulatory flexibilities, especially during emergencies, are vital to supply chain continuity," a coalition of about 100 different trucking-related associations wrote in a Nov. 3 letter to Biden.
- The Department of Transportation's rules currently limit truckers to 11 hours in a workday and 70 hours in a week. And they have to be given at least one 30-minute break during the first eight hours of their shift. An exemption put in place by the Trump administration last year allows drivers making trips within a few hours of their starting point to work a 14-hour shift.
- Safety groups have said Congress should steer clear of relaxing the scheduling rules for truckers.
- "Long workdays, excessive driving hours, and unreasonable delivery demands jeopardize the safety of truck drivers and motorists," Dawn King, president of the Truck Safety Coalition, said in a statement.
- The coalition of industry groups that represent frequent shippers that wrote to Biden includes the Agricultural Retailers Association, the American Farm Bureau Federation, the American Trucking Associations and American Frozen Food Institute. They also want truckers to be left out of the federal vaccine mandate that is currently on hold after a federal court temporarily halted implementation. The industry argues that truck drivers should be exempt because they spend most of their time driving alone. "We're not anti-vaccine, but in our survey of 120,000 truckers, 50% were vaccinated and 50% weren't vaccinated," said Bill Sullivan, EVP of ATA.





Knight-Swift builds out LTL network with \$150M acquisition of MME **FREIGHTWAVES**

- Knight-Swift Transportation announced today further expansion into the less-than-truckload market. The carrier acquired RAC MME Holdings, parent of LTL carrier Midwest Motor Express and truckload carrier Midnite Express, for \$150 million in cash.
- Bismarck, North Dakota -based Midwest Motor Express was founded in 1918 and operates 33 terminals (800 doors) throughout the Upper Midwest and Northwest. Through carrier partners like Pitt Ohio, Saia and Southeastern Freight Lines, it provides next-day and second-day service throughout the U.S. The company also provides a full lineup of international logistics services through its non-vessel operating common carrier Midwest Motor Express Global Lines.
- West Fargo, North Dakota-based Midnite Express provides full truckload service with a fleet of company and owner-operator trucks. It also provides contract logistics and warehousing services.
- Collectively, the group is known as MME, which has approximately 460 tractors, 930 trailers and 800 employees.

7-Eleven Launches California's First Autonomous Commercial Delivery Service

- 7-Eleven Inc. and robotics company Nuro are teaming up to pilot autonomous delivery in Mountain View, Calif., marking the first autonomous commercial delivery in the Golden State.
- Customers in the area can now order through the 7NOW delivery app to have their products delivered via bot.
- Here's how the service works:
 - Customers simply download the 7NOW delivery app or visit 7NOW.com.
 - They browse items such as pizza, chips, beverages, household goods and more, and add items to their shopping cart.
 - Customers begin the checkout process and choose autonomous delivery.
 - The 7NOW delivery app will send updates as the order is processed.
 - Then, customers meet the autonomous vehicle outside, grab their items from the back and enjoy.
- Autonomous vehicle deliveries are available daily from 8 a.m. to 9 p.m. at no additional charge for Mountain View customers. Orders arrive in approximately 30 minutes. "Residents in the state of California — a major hub of innovation — have never been able to experience the commercial delivery of goods by an autonomous vehicle."



Florida farmers are grappling with transportation problems

- While global supply chain issues are reportedly easing, Florida farmers have made clear that perishable items with short shelf lives continue to struggle in being moved from fields to markets. During a meeting of the Senate Agriculture Committee, growers said the industry faces transportation and labor shortages in getting products out of the ground and to market.
- Tori Rumenik, commodity services and supply chain manager for the Florida Fruit & Vegetable Association said that what used to take two days to move products is now taking weeks and, for some, months.
- Suggestions for easing conditions included lowering the age and hours of operations for commercial truck drivers on interstates as a way to entice more workers into that part of the industry, limiting the ability of shippers to depart Florida ports with empty containers, encouraging consumers to buy domestic products and increasing transportation weight limits for agricultural products.

Hudson Tunnel Project receives green light for construction **RT&S**

- In a milestone event, the U.S. Army Corps of Engineers announced on Dec. 1 the issuing of a permit to allow construction of the tunnel and tracks under the Hudson River. The Hudson Tunnel Project looks to have finally broken through the last barrier leading to construction.
- With President Biden signing the infrastructure bill in November, the financing part of the \$12.3 billion project now appears to be easier to achieve. Work on two new tunnels and the rehabilitation of the two 111-year-old existing tunnels could begin as early as 2023.
- “This step brings us much closer to the beginning of construction on the Hudson Tunnel Project, which is part of the single-largest critical infrastructure effort in the nation,” New Jersey Gov. Phil Murphy said in a statement. “I am looking forward to continuing work with our partners in the Biden administration, New York, Amtrak, and our congressional delegation on completing the entire Gateway Program.”
- The Gateway Development Corporation said federal financing for the Hudson Tunnel Project could be ready by the end of 2022. The project is expected to be complete in 2035.

Laos hopes for economic boost from Chinese-built railway

- A new \$6 billion Chinese-built railway line opens in Laos this week, bringing hopes of an economic boost to the reclusive nation, but experts are questioning the benefits of a project that has seen thousands of farmers evicted from their land.
- The 414-kilometre (260-mile) route, due to open on December 3, took five years to construct under China's trillion-dollar Belt and Road Initiative, which funds infrastructure projects aimed at increasing Beijing's clout globally.
- Struggling strawberry farmer Anouphon Phomhacsar is hoping the new railway will get his business back on track.
- His farm usually produces up to 2 tons of the red heart-shaped fruits a year, but the pandemic has hit the 2021 harvest hard.
- It currently takes him 3 to 4 hours to send his strawberries to Vientiane by road, but he hopes the new railway will cut this delivery time in half. And he says it will also be easier for tourists to travel to camp under the stars and pick berries.
- "In the future, foreign tourists coming to the farm could be in the tens of thousands," he told AFP.
- The train route will connect the Chinese city of Kunming to the Laos capital, with grand plans for high-speed rail to ultimately snake down through Thailand and Malaysia to Singapore.
- Infrastructure-poor Laos, a reclusive communist-run country of 7.2 million people, previously had only four kilometres of railway tracks.

yahoo!
news

Laos-China Railway

Part of six international economic corridors under China's Belt and Road Initiative (BRI)





Port of Vancouver descends into 'distress' as B.C. flooding severs rail lines, highways



- Extreme weather in British Columbia has exacerbated a bottleneck of cargo ships, holding up consumer goods arriving from Asia and delaying exports of bulk commodities from the West Coast.
- On Sunday morning, there was a backlog of 54 ships at anchorage, up from 40 on Nov. 19, according to data from the Vancouver Fraser Port Authority. The vessels included nine container ships in and around the Port of Vancouver, another 13 waiting to fill up with coal and 16 with grain.
- Before the pandemic, it was much easier to get a berth time slot instead of having ships at anchor, with about a dozen or so vessels waiting their turns on a typical day, said Marko Dekovic, the vice-president of public affairs for GCT Global Container Terminals Inc., which operates two sites that handle containers in the Vancouver region.
- "If ships keep coming but rails aren't moving, we can't accept any more ships," Mr. Dekovic told The Globe and Mail during a tour of GCT's Deltaport container terminal in the Vancouver suburb of Delta.

LA/LB ports postpone congestion surcharge for 3rd time

- The ports of Los Angeles and Long Beach announced Monday they will again hold off charging shipping companies for long-stored containers because of progress in reducing cargo heaps. Meanwhile, a major ocean carrier took a different approach to the freight gridlock, saying it will introduce an incentive program that pays importers cash to clear out shipments faster.
- It is the third time the twin ports have postponed the controversial fee since it was scheduled to kick in Nov. 15 to pressure cargo owners not to use the docks as makeshift warehouses. The surcharge begins at \$100 and escalates by \$100 per day on shipping units scheduled to move by truck that dwell nine days or more, with rail moves penalized after six days or more. It ostensibly targets ocean carriers because the port authorities have contractual relationships with ocean carriers and their terminal divisions but is universally expected to be passed on to importers.
- The port authorities said the fee was delayed after a virtual meeting in the morning among White House port envoy John Porcari, ocean liner companies and terminal operators. Since announcing the container overstay fee on Oct. 25, the amount of old cargo on the docks has declined 37%, they said.





Retailers open pop-up container yards to bypass Savannah port jams FREIGHTWAVES

- Overflow lots set up by large retailers this month as temporary staging areas for imported containers have helped bring down congestion levels at the Port of Savannah, and Georgia officials expect further efficiency gains with this week's opening of two more port-sponsored pop-up sites.
- The Georgia Ports Authority, in partnership with the Norfolk Southern, will start accepting loaded containers on Monday at the freight railroad's nearby Dillard Yard and later this week will begin routing shipping units to a general aviation airport in Statesboro, located about 60 miles west of Savannah, Chief Operating Officer Ed McCarthy told FreightWaves.
- Moving containers to off-port properties is part of the recently announced South Atlantic Supply Chain Relief Program designed to reclaim space at the Garden City Terminal, where container crowding is making it difficult for vessels to unload and for stacking equipment and trucks to maneuver. In October, Savannah handled an all-time record of 504,350 twenty-foot equivalent units for a single month, an increase of 8.7% over October 2020. The volume surpassed the GPA's previous record of 498,000 TEUs set in March. For fiscal year 2021 ended June 30, container volumes increased by 20% over last year.
- Four or five more pop-up container facilities are scheduled to open around Georgia by mid-December and the port authority is talking with freight railroad CSX about an auxiliary storage site in Rocky Mount, North Carolina, the COO said in an interview.
- The sites are mini-versions of inland ports where containers are brought to strategically located sites by intermodal rail, shortening the distance trucks travel to collect imports or drop off exports and reducing traffic in and around busy seaports. The concept essentially brings the seaport closer to manufacturing, agriculture and population centers.

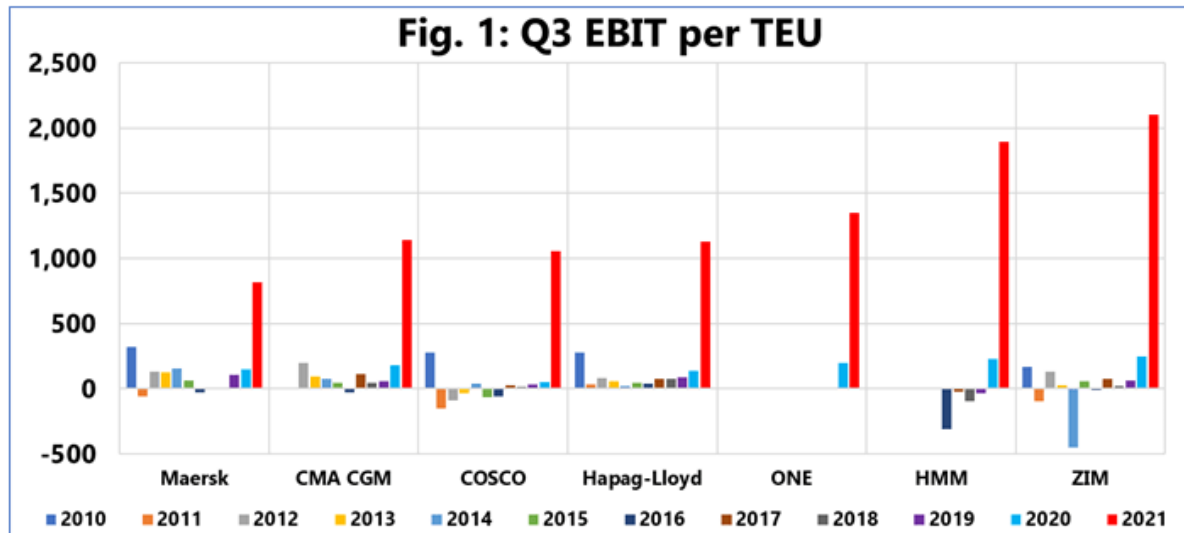
ACC Comment – ACC wrote a network paper in 2010 regarding the need for an inland port infrastructure addressing the lack of expeditious removal of inbound loaded containers from U.S. ports, particularly along the west coast. This need has been illustrated by the current pandemic with the consequent congestion challenges. The ACC paper further pointed to smaller ports entering the container network and short shipping to larger ports.





Container lines report record profitability in the third quarter

- All global ocean carriers saw revenues increase substantially from record-high freight rates, with year-on-year revenue growth ranging from 83.9% for Maersk to 274.1% for Wan Hai, according to data from Sea-intelligence.
- In terms of earnings before interest and taxes (EBIT), the shipping lines made a whopping US\$37.24 billion in operating profit in Q3 of 2021 alone, according to the Danish firm.
- "Combine this with the 2021 first half operating profit of 42.10 billion, and the carriers have made nearly US\$80 billion in operating profit so far this year," noted Alan Murphy, CEO of Sea-Intelligence.
- This does not include MSC, the world's currently second-largest carrier, which as a privately held company is not required to publish its accounts.
- "To put this into perspective, the combined 2010-2020 operating profit across all quarters was US\$37.86 billion," added Murphy.
- In short, the industry has doubled its operating profit during the three quarters of the year, compared to the entire 10-year period of 2010-2020, reflecting an unprecedented level of profitability.





96 container ships are waiting to dock at SoCal ports American Shipper

- There were 40 container ships waiting for berths within 40 miles of the ports of LA/LB on Friday. But there were also 56 container ships waiting farther out to sea, putting the actual tally at an all-time-high of 96, according to new data from the Marine Exchange of Southern California.
- The Marine Exchange has just unveiled its new methodology for counting container ships waiting outside the 40-mile “in port” zone.
- A new queuing system has been in place since mid-November that encourages container ships to wait outside of a specially designated Safety and Air Quality Area (SAQA) that extends 150 miles to the west of the ports and 50 miles to the north and south.
- This has sharply reduced the number of ships closer to shore, leading to suggestions that efforts to tackle port congestion are cutting into the offshore queue — a misconception that should be dispelled by the Marine Exchange’s new counting method.
- In addition to the 96 ships waiting offshore on Friday, there were 31 container ships at terminal berths, bringing the grand total to 127, at or near an all-time high. The total number of container ships either at berths or waiting offshore continues to rise: It is up 25% from the beginning of November, 41% from the beginning of October and 79% from the beginning of September.



MSC needs a single New Panamax vessel purchase to dethrone Maersk

- It is a matter of time before MSC surpasses Maersk, becoming the largest container shipping company in the world.
- After approximately 20 years, the Danish shipping giant will not be the “king” of the oceans, but “that’s not the end of the world,” according to Maersk’s CEO Soren Skou, who back in July stated that “Our focus is on having a much higher turnover per container we ship.” The gap between the existing fleets of the two 2M Alliance partners is now just 13,381 TEU, which translates to one New Panamax container vessel, according to Alphaliner data.





The Port of San Antonio begins attending container ships within the framework of the 'Cherry Express' service



- The port of San Antonio is getting ready for the start of the high season for cherry exports to China, which brings with it various logistical challenges for companies in the sector, carriers, and terminals in concession.
- In this context, C&L Fruit representatives visited the DP World San Antonio facilities to learn about the container unloading process and equipment coordination.
- 11 ships are expected to call in the port of San Antonio from November 28 to January 1, 2022, all with cherries bound for China. The first will be the Cosco New York, a 294 meters long vessel with a capacity of 5,089 TEU. It will be followed by the Ever Lawful, a 334 meters long ship belonging to the Evergreen shipping line that has a capacity of 8,000 TEUs.

COSCO Ship Loses Containers During Pacific Crossing Captain

- A COSCO containership en route to Long Beach, California reportedly lost dozens of containers overboard in the Pacific Ocean last month.
- The ship, identified as the 4,500 teu MV Cosco Nagoya, has returned to Korea and AIS shows its last known position in Gwangyang.
- The incident reportedly occurred on or shortly after November 23rd as the vessel was sailing from Busan, South Korea to the United States, according to marine claims consultancy WK Webster, which first reported on the accident.
- The company sent a surveyor to assess the damage who reported back 59 containers impacted including 27 collapsed and 32 overboard. A spokesperson for the company noted that the accident was not as serious as initially thought.
- The incident follows the loss of more than 100 containers from the ZIM Kingston during a powerful storm in October off British Columbia as it awaited entry to the Port of Vancouver.



© Rich English
MarineTraffic.com





ZIM Kingston Underway to Port Nanaimo to Discharge Damaged Cargo *Captain*

- The ZIM Kingston is underway today to British Columbia's Port of Nanaimo to unload damaged containers following October's cargo fire.
- Today's short voyage marks the first time the ship has left the Constance Bank anchorage off of Victoria where the fire broke out back in late October.
- As we have reported, ZIM Kingston lost 109 containers overboard during a storm off the coast of British Columbia as it awaited entry to the Port of Vancouver, to the west of Straits of Juan De Fuca. Following the incident, the ship proceeded to the Constance Bank anchorage where the fire broke out shortly after.
- The Canadian Coast Guard reports that the Incident Command Post responding to the accident has now been closed, but the agency will continue to oversee container debris and removal from northern Vancouver Island beaches and will coordinate follow up assessment with the ship owner as required.



In-transit ships to prolong LA-LB congestion despite fewer vessels at anchor JOC.com

Trans-Pacific carriers are slowing their vessels en route to Los Angeles–Long Beach, but the reduction in vessels at anchor does not mean cargo volumes have in any way been diminished.

Investment options abound for container lines riding profit windfall JOC.com

Liner carriers find themselves in the unusual position of having cash to both repay debt and invest in a range of ways, from new ships to technology to strategic acquisitions.

'Tramp' ships coming to NY-NJ port, hoping for berth space JOC.com

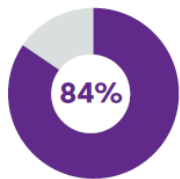
The sky-high ocean freight rates into the US East Coast have beckoned an increasing number of 'tramp' ships trying to secure berth space for container discharge at the NY-NJ port.



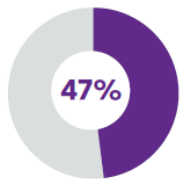


Building a resilient restaurant

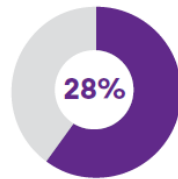
- The COVID-19 pandemic created significant challenges for restaurants. Yet, it also highlighted the amazing creativity of restaurateurs to explore new ideas, adapt their business models and reach customers in new ways.
- **Meeting an unprecedented challenge**
 - **Labor shortages:** Restaurants are struggling to keep up with the rising demand for both in-person dining and takeout ordering due to labor shortages.
 - **Rising cost of goods:** Labor shortages, production delays and supply chain disruptions continue to drive prices higher for the basic supplies and ingredients that keep their businesses running. The U.S. Department of Agriculture recently reported a 5% jump in year-over-year food costs for restaurants and consumers. The “right” COGS to target depends on the type of restaurant you operate, its location and other factors. In general, experts recommend aiming for an average food cost percentage of 28-32%.
- **The future of dining out is dining in** - It can be tempting to imagine the huge spike in off-premise dining that came with COVID-19 was a blip on the radar, that the restaurant industry will soon get back to normal. After all, 68% of consumers told the National Restaurant Association they are more likely to purchase takeout from a restaurant now than before the pandemic.
- **Resiliency in action:**
 1. Boost revenues and profitability
 2. Reach new customers and grow awareness
 3. Simplify delivery operations
 4. Make ordering more convenient for customers



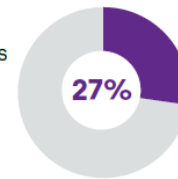
84% of restaurant operators report lower-than-normal staffing levels.¹



47% say they are more than 20% below their pre-COVID staffing levels.²



28% of those restaurateurs expect it will take 7-12 months before staffing returns to normal.



27% believe it will take more than a year.





An Alzheimer's Nasal Spray Vaccine Is About to Enter Human Trials For The First Time **sciencealerts**

- The field of Alzheimer's treatments may finally be opening.
- Brigham and Women's Hospital announced it would spearhead the first human trial of a nasal vaccine for Alzheimer's, designed to prevent or slow the disease's progression.
- The trial is small – 16 people between ages 60 to 85 with Alzheimer's symptoms will receive two doses of the vaccine one week apart. But it builds on decades of research suggesting that stimulating the immune system can help clear out beta-amyloid plaques in the brain.
- The sticky plaques are a hallmark of Alzheimer's disease. They form when pieces of beta-amyloid protein accumulate between nerve cells, potentially disrupting a person's ability to think or recall information.
- The vaccine sprays a drug called Protollin directly into the nasal passage, with the goal of activating immune cells to remove the plaque.
- The nasal vaccine trial comes during a prolific year for Alzheimer's treatments.
- In June, the Food and Drug Administration approved the first new Alzheimer's drug in nearly 20 years, an antibody infusion called Aduhelm. But that approval quickly became controversial: Many scientists questioned whether the drug warranted the FDA's green light, since it didn't definitively improve memory or cognition in clinical trials.

'I Can Go Anywhere': How Service Dogs Help Veterans With PTSD **KHN**

- A growing body of research into PTSD and service animals paved the way for President Joe Biden to sign into law the Puppies Assisting Wounded Servicemembers (PAWS) for Veterans Therapy Act. The legislation, enacted in August, requires the Department of Veterans Affairs to open its service dog referral program to veterans with PTSD and to launch a five-year pilot program in which veterans with PTSD train service dogs for other veterans.
- That comes as no surprise to Maggie O'Haire, an associate professor of human-animal interaction at Purdue University. Her research suggests that while service dogs aren't necessarily a cure for PTSD, they do ease its symptoms. Among her published studies is one showing that veterans partnered with these dogs experience less anger and anxiety and get better sleep than those without a service dog. Another of her studies suggests that service dogs lower cortisol levels in veterans who have been traumatized.





Private equity surgical investments by region from 2000-2020 BECKER'S **ASC REVIEW**

- Most practices acquired and funded by private equity firms from 2000 to 2020 were in the South, according to a cross-sectional study published Nov. 1 in JAMA Surgery. The study examined acquisition and funding of surgical practices and facilities from Jan. 1, 2000, to Oct. 30, 2020, using financial databases Zephyr, S&P Global and PrivCo.
- Here are investments made by private equity investors to fund or acquire surgical practices by census region from 2000 to 2020:

2000-05:

South: 17

West: 7

Midwest: 2

2006-10:

South: 15

West: 7

Midwest: 6

Northeast: 2

2011-15:

South: 28

West: 16

Midwest: 7

Northeast: 10

2016-20:

South: 28

West: 11

Midwest: 13

Northeast: 23





Overloaded: 3 Reasons Healthcare Systems Need Call Deflection Podium

- Today's healthcare systems are overloaded and overwhelmed. Patients expect real-time communication about more information and data than ever before. Yet only 17% of patients currently engage with their providers in the most real-time channel—text. And healthcare systems are tasked to direct those conversations and onboard the growing number of patients through one channel—the phone at the front desk. The result? The call volume in healthcare hasn't stopped rising: (i) 52% increase in call volume for telehealth, (ii) 29% increase in call volume for urgent care and (iii) 23% increase in call volume for hospitals
- Beyond COVID-19, patients demand greater personalization and faster communication. Patients expect to speak with staff or doctors as soon as possible and get answers to their questions quickly. And they're not keen to wait on hold, navigate phone trees or repeat themselves. In fact, 52% of consumers say that repeating themselves is a top frustration. And 49% of consumers named long hold times as one of the top reasons phone calls are so frustrating.
- **Call deflection: the answer for healthcare.** - Call deflection, at a basic level, reroutes incoming patient phone calls to alternate channels of patient communication. It's typically implemented in one of two ways: a phone tree or an optimized website. But the options are riddled with challenges. 3 ways text call deflection can help healthcare;
 - *Reduce incoming calls* - Text call deflection allows front desk staff to handle more than one conversation at a time (in many cases, up to 8 conversations at once). With the right text platform in place, patients can text their healthcare provider's office to schedule an appointment, ask questions about their billing, follow up on lab results, and more.
 - *Increase patient satisfaction* - Healthcare patients are tired of waiting. Whether they're on hold for front desk staff, anticipating test results, or watching the clock for the provider to enter the exam room, wait times for patients are twice as long as other professional service categories (including the government). Texting offers patients a communication channel they prefer—the convenience and familiarity of their mobile device.
 - *Improve patient engagement* - Text messaging boasts a higher response rate than any other digital platform—209% higher than phone calls, emails, or even Facebook.¹⁶ And if connected to other platforms—such as web chat or email—the benefits of a texting solution grow exponentially.





Definition: Power over Ethernet (PoE)

- Power over Ethernet (PoE) is a technology for implementing wired Ethernet local area networks (LANs) that enables the electrical current necessary for operating each device to be carried by Ethernet data cables instead of standard electrical power cords and wiring.
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Definition: network topology

- A network topology is the physical and logical arrangement of nodes and connections in a network. Nodes usually include devices such as switches, routers and software with switch and router features. Network topologies are often represented as a graph.

Definition: network operations center (NOC)

- A network operations center (NOC) is a centralized place from which enterprise information technology (IT) administrators -- either internal or third party -- supervise, monitor and maintain a telecommunications network.
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Definition: NACK (NAK, negative acknowledgment, not acknowledged)

- NACK, or NAK, an abbreviation for negative acknowledgment or not acknowledged, is a signal used by computers or other devices to indicate that data transmitted over a network was received with errors or was otherwise unreadable.
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SA ranked the highest CO2 producer in transport

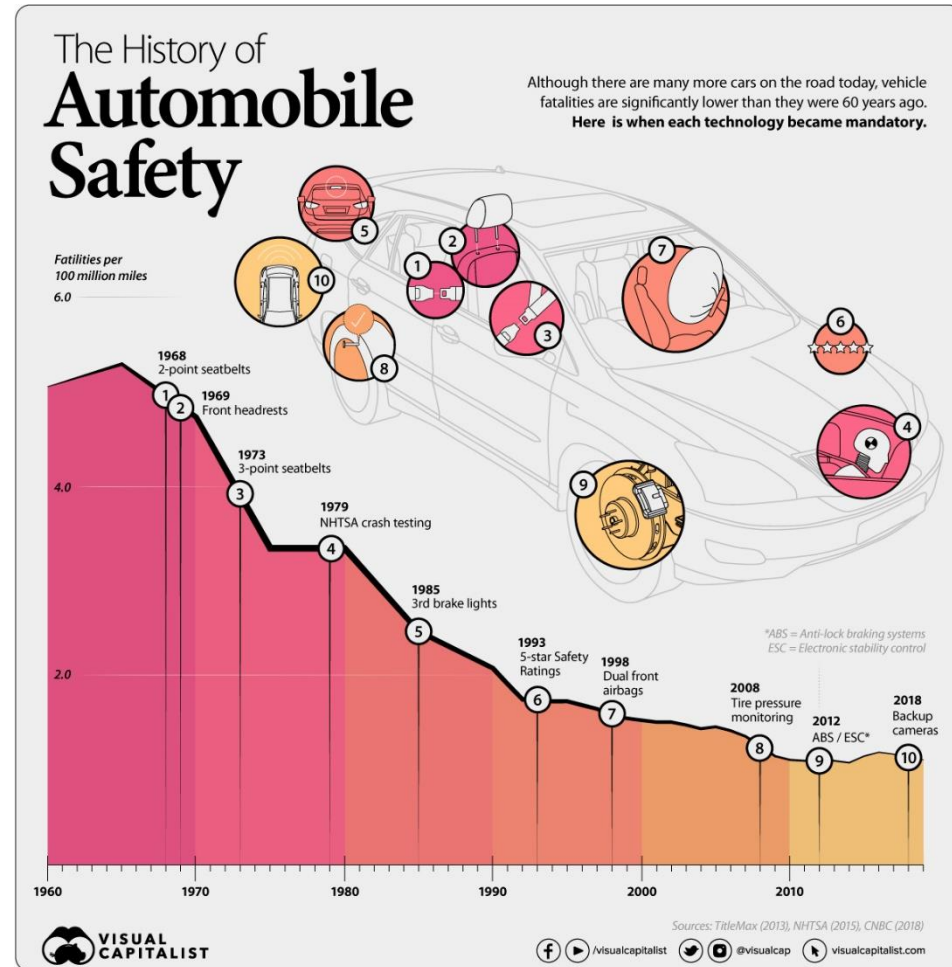


- New research published by Moneybarn reveals South Africa is ranked the highest when it comes to producing the most CO2 emission from transport.
- Despite the numerous hard lockdowns (due to COVID-19 restrictions) and being homebound, South Africa still finds itself on the red list when it comes to producing the highest transport carbon emissions around the world.
- Globally, transport accounts for around a quarter of CO2 emissions. And much of the world's transport networks still remain focused around the car. Road vehicles – cars, trucks, buses and motorbikes – account for nearly three quarters of the greenhouse gas emissions that come from transport.

The electric vehicle threat to Canada's auto sector

U.S. President Joe Biden is in a tight spot — he has to take major action in the fight against climate change while ensuring no American jobs are lost. And so, U.S. protectionism has reappeared — Biden's proposed Build Back Better Act grants American consumers tax incentives for electric vehicles built only with U.S. union labour and aims to keep U.S. investment in EVs at home. Where does this leave Canada, with an economy heavily dependent on the U.S. auto sector? **THE CONVERSATION**

How Has Car Safety Improved Over 60 Years?



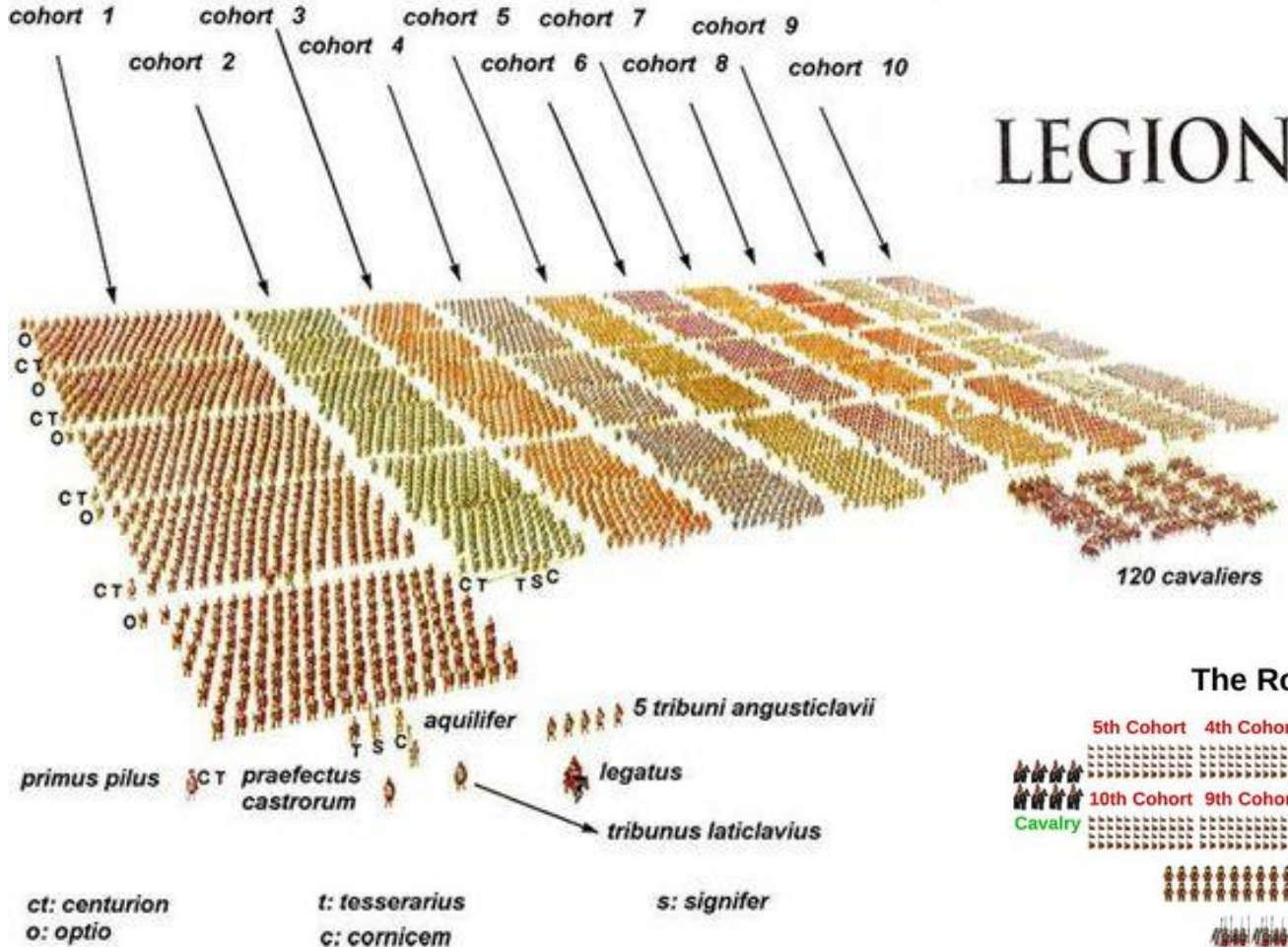


This bubbly electric Canoo pickup is like the opposite of a Cybertruck *Driving.ca*

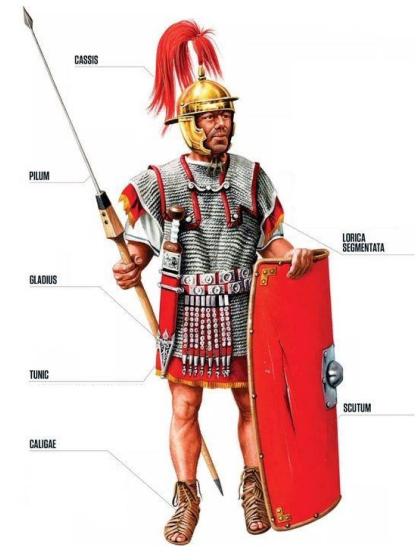
L.A.-based EV startup Canoo is close to fully unveiling its unique pickup

- The little truck has yet to be named, though it's officially been designated a "lifestyle vehicle" on Canoo's website. Based on the concept, we're inclined to call it the "Portage."
- Canoo hopes the vehicle will challenge Tesla's Cybertruck, just like every other electric truck brand hopes to. However, Canoo has a few aces up its sleeve that make it stand out — namely, its size.
- It stands at 184 inches long, 78 inches wide, and 82" tall, which gives it about the same footprint as an old VW Type 3 "Westfalia."
- The bed also sports some unique features, such as a pull-out that extends it to eight feet; and a tailgate that can be swung out like barn doors to create even more space. Also in the bed are multiple tool storage bins and charging ports, and there will even be a camper topper available.
- The vehicle will be available in either rear-only or dual-motor configurations. Range will be over 200 miles (320 km), and dual-motor versions will have up to 600 horsepower and 550 lb-ft of torque.

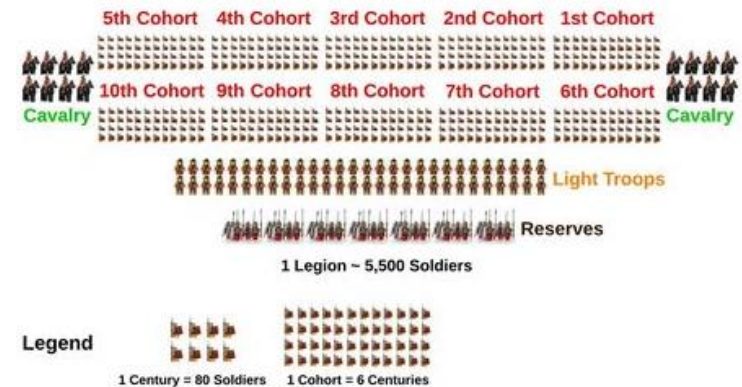




LEGION



The Roman Legion



HISTORY OF YESTERDAY





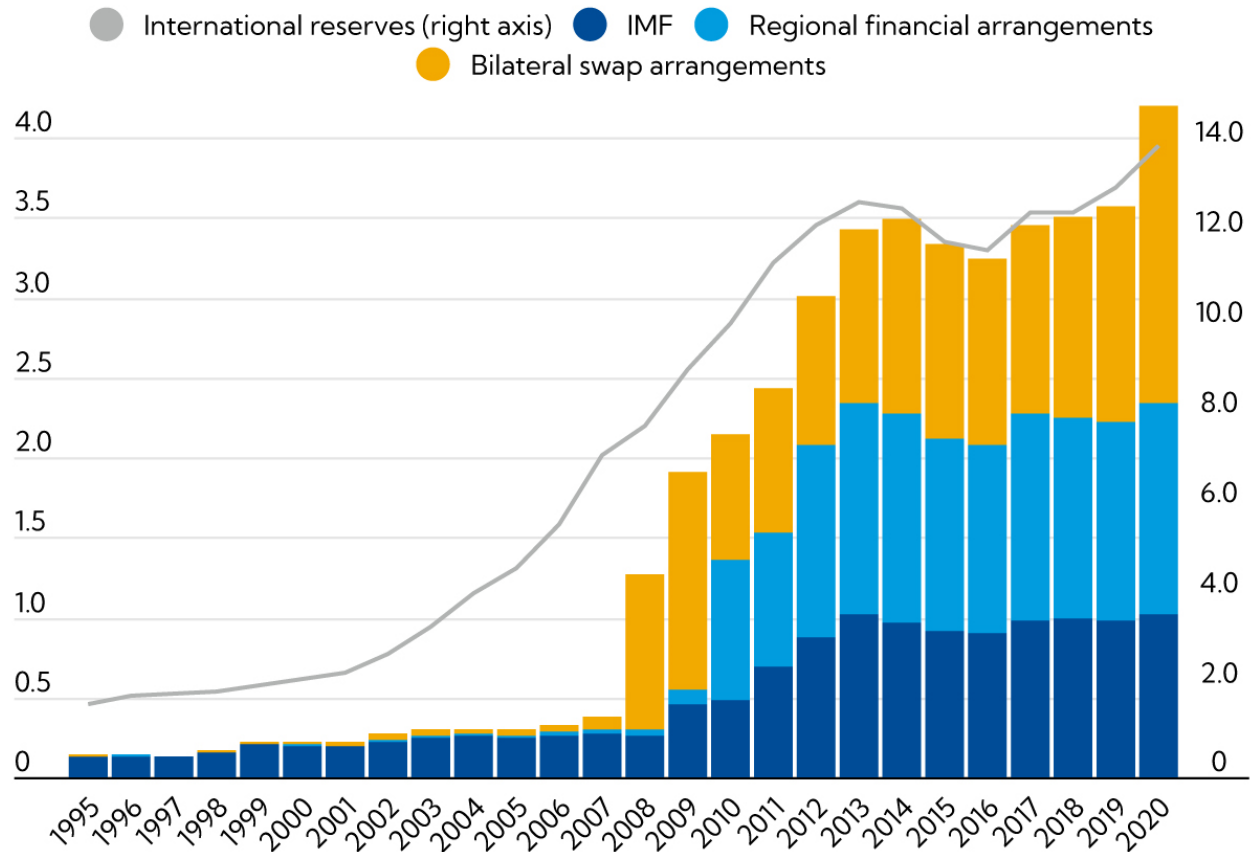
- When economic crises hit, such as the one caused by the pandemic, countries have a number of financial resources—both internal and external—to draw on. The global financial safety net is a set of institutions and mechanisms that provide insurance against crises and financing to mitigate their impact.
- This safety net has four main layers: countries' own international reserves; bilateral swap arrangements whereby central banks exchange currencies to provide liquidity to financial markets; regional financial arrangements by which countries pool resources to leverage financing in a crisis; and the IMF.
- As our chart of the week shows, this global financial safety net has expanded significantly in the past decade and its sources have become more diverse.

IMF

Financial firepower

The global financial safety net has expanded significantly and become more multi-layered, providing stronger protection from crises.

(trillions of USD)



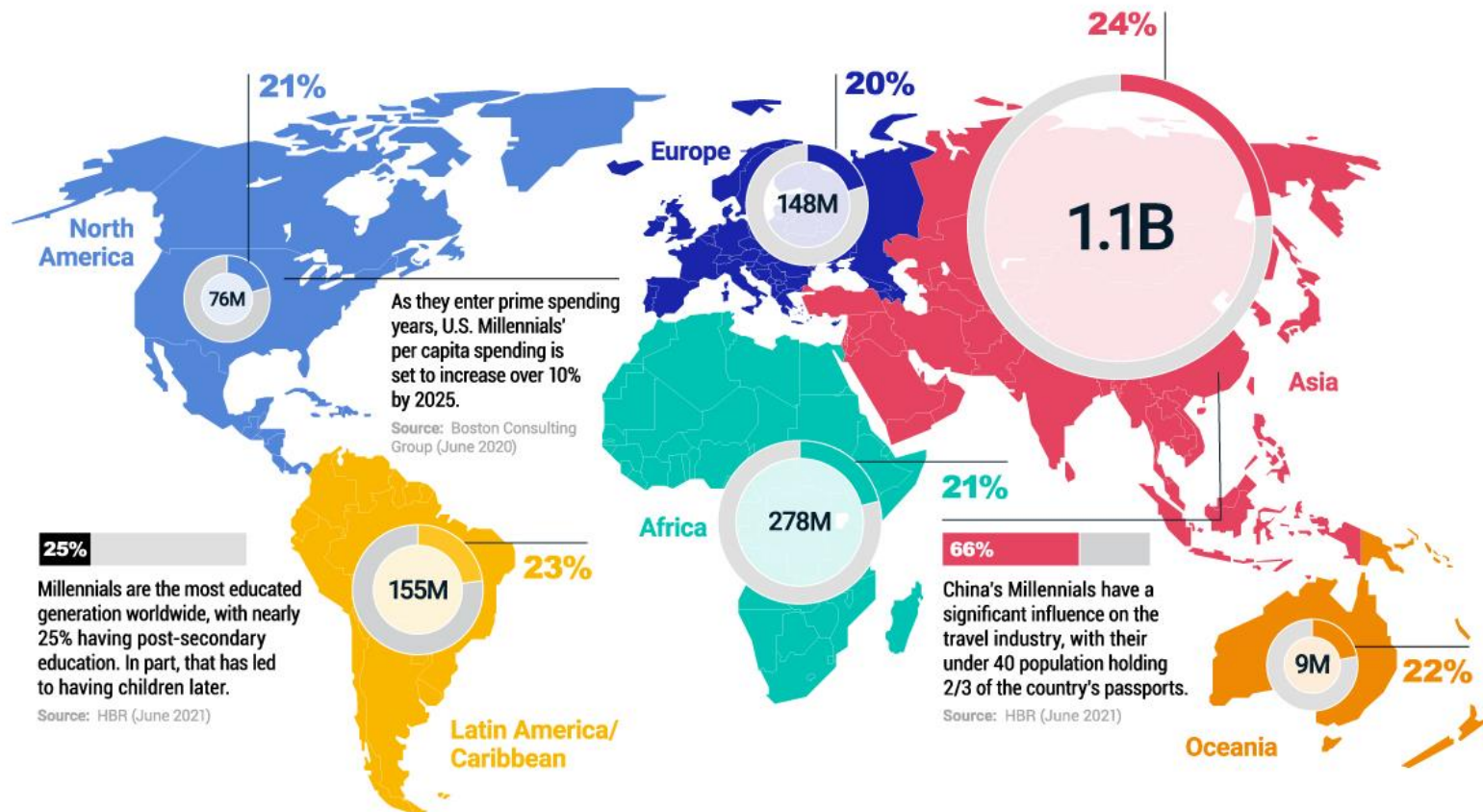


Visualizing Millennials by Region

36

Millennials are now the largest adult cohort worldwide, spanning 1.8B people. Here's a breakdown of millennials by region, and why they have significant potential to shape society going forward.

Millennials: Born between 1980 and 1994



Yesterday's news is tomorrow's fish and chips paper – John Blaney

