



ACC NEWS



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YOUR WEEKLY UPDATES

Week 44 of 2021



Healthcare



Ports



Shipping



Rail



Supply Chain



The International Supply Chain?



Beverages



Retail



C-Stores



Road



Handling

In this week's update

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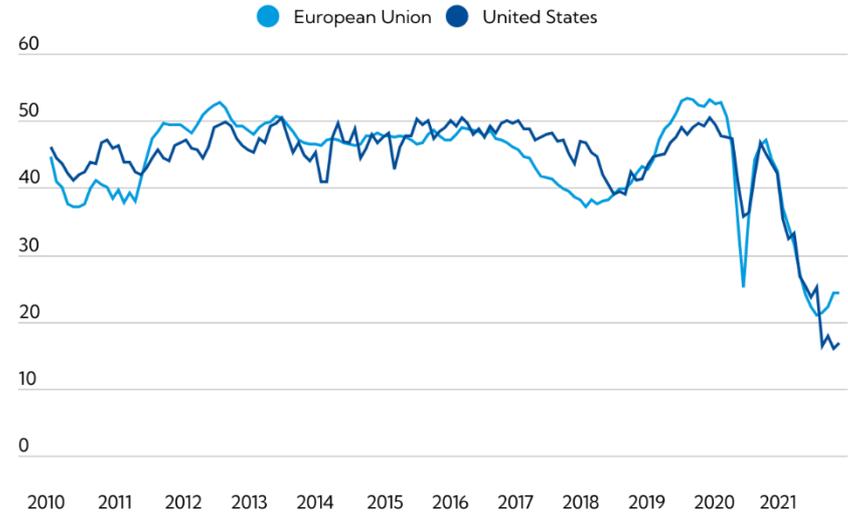
- The U.S. economy is booming, but there's a mysterious hole in the labor force. *The Atlantic*
- Americans are buying more stuff than ever before. That's good. But because of supply constraints, it can feel like there's a painful shortage of just about everything. That's bad. Businesses everywhere are struggling to fill jobs, which sounds bad, but employer pain is workers' gain, and wages are rising, which is wonderful. But because prices are rising too, inflation-adjusted hourly-wage growth actually declined in September, which is not wonderful.
- The strange October economy is a chapter within a broader saga of strangeness. Last year, COVID-19 put our economy in a time warp by forcing tens of millions of Americans to stay home, destroying millions of jobs, and accelerating the digitization of at-home shopping and entertainment.
- The great mystery of this moment is the labor shortage. America's GDP is larger than it was in February 2020. But the total economy is down about 7 million workers. That's akin to the entire labor force of Pennsylvania sitting on the sidelines. In September, the number of people working or actively looking for work mysteriously declined, which is not what you would expect to see in a rapidly growing economy with simmering inflation. Wages are rising. Job openings are everywhere. But we're running out of people who seem to want a job right now.
- What's going on? Where are all the workers? What's most puzzling is that the labor shortage is everywhere.
- Most pandemic deaths have been among elderly people, not Americans of prime working age. And COVID fears have lessened over the past few months. Even so, the number of Americans under 65 looking for work is still shrinking.
- The most complete explanation is that the massive fiscal-policy response to the pandemic reduced the urgency of looking for work. The US has spent trillions of dollars to help families get through the economic deep freeze, via stimulus checks, expanded unemployment benefits, and the moratorium on student-loan interest payments.
- What's more certain is that Americans are quitting their jobs at record numbers, especially in the leisure and hospitality sector. The "Great Resignation" seems to be accelerating, alongside a remote-work revolution in the knowledge economy.



- Supply chain disruptions have become a major challenge for the global economy since the start of the pandemic. Shutdowns of factories in China in early 2020, lockdowns in several countries across the world, labor shortages, robust demand for tradable goods, disruptions to logistics networks, and capacity constraints have resulted in big increases in freight costs and delivery times.
- Our chart of the week shows suppliers' delivery times in the United States and the European Union have hit record highs since late 2020 (the data goes back to 2007). IHS Markit's suppliers' delivery times index is constructed from Purchasing Managers Index business surveys and reflects the extent of supply chain delays.
- To calculate the index, purchasing managers are asked if their suppliers' delivery times are, on average, slower, faster, or unchanged compared to the previous month. Readings above 50 indicate faster delivery times, readings at 50 signal no change, and readings below 50 indicate slower delivery times compared with those of the prior month.
- The recent sharp drop in the delivery times index reflects surging demand, widespread supply constraints, or a combination of both. During such times, suppliers usually have greater pricing power, causing a rise in prices. Moreover, these supply chain delays can reduce the availability of intermediate goods which, combined with labor shortages, can slow down production and output growth.
- Experts believe that there's unlikely to be swift relief from supply chain disruptions. Elevated demand during the holiday season in some of the world's largest economies could cause supply chain disruptions.

Backlogs and bottlenecks: supply chain turmoil

Suppliers' delivery times in the US and EU have slowed considerably – a lower index reflects longer delivery times. (Manufacturing PMI, suppliers' delivery times)



Sources: IHS Markit.
Note: PMI=Purchasing Managers' Index. Readings above 50 indicate faster delivery times, readings at 50 signal no change, and readings below 50 indicate slower.

IMF

IMF



- Chaotic conditions in the freight sector and sky-high prices for transporting goods will persist for “a very, very long time,” the world’s third-largest freight forwarder DSV said on Tuesday. 
- Major trade bottlenecks have formed around the globe due to a surge in demand for retail goods from people stuck at home under pandemic-related lockdowns, and these have worsened as economies recover.
- This has led to record-high freight rates and the situation has worsened in recent months for both air and sea freight, Danish-based DSV said in its third-quarter earnings report.
- “I have stopped using the word ‘normalization’,” Chief Executive Jens Bjorn Andersen told Reuters. “If normalization means that we will come back to a market like we knew it in ’18 and ’19 I do not think it will happen – at least not for a very, very long time.”
- The situation has been particularly severe in major markets such as the United States, where dozens of vessels remain stuck off the West Coast ports of Los Angeles and Long Beach, unable to discharge.
- “The fact that investments in infrastructure has been neglected in the U.S. for many years does not help as the port and railway infrastructure simply is not equivalent to the volume increase that has taken place,” Andersen said.
- He spoke after DSV confirmed strong preliminary third-quarter profit released earlier this month, when it also lifted its 2021 outlook for the fifth time this year on the back of record-high freight rates.

ACC Comment: In early-2013 ACC wrote a paper on the need for an U.S. inland port system. This identified the huge changes being made to east coast U.S. ports such as raising the Bayonne Bridge, widening port channels, adding wharves and new high-capacity cranes and additional rail loops across the larger ports.

It also identified the massive challenges these ports faced in removing inbound containers from ports to destinations across the eastern U.S.

No immediate solution was felt to be to hand by ACC, and it projected that a massive federal injection of capital would be required for the U.S. to cope with volumes and surges.

Further comment surrounded the difficulty this would bring forward as the U.S. system is not geared to such capital availability, rather leaving it to private enterprise and individual States. This opinion has not changed, and a fundamental shift will be required insofar as addressing American infrastructural shortfalls is concerned.





U.S. Online Holiday Sales Seen Growing at Slower Pace This Year SUPPLYCHAINBRAIN

- This holiday season, e-commerce growth is expected to be the lowest in at least six years as comparisons get tougher amid widespread adoption of online shopping and consumers' eagerness to return to stores.
- Online sales are expected to grow 10% in the November-December period from a year ago and reach \$207 billion in the U.S., according to a study from Adobe Analytics. That's down from the 33% increase in holiday e-commerce shopping that took place last year, compared to 2019, and represents the slowest pace of growth since at least 2015. Globally, sales are seen rising 11% to \$910 billion.
- Bottlenecks in the global supply chain represent a new challenge to e-commerce, and out-of-stock items represent a growing concern. When faced with the prospect of not receiving orders in time, consumers may opt to head into stores this year, so they have the certainty of getting their gifts on time.
- The limited supply of products may also lead retailers to curtail the deals that are typical in the final months of the year. Online prices for goods have increased for 16 consecutive months, Adobe Analytics found. This Christmas season, discounts are expected to fall into the 5% to 25% range, compared to the historical average of 10% to 30%.

More Than Half of U.S. Consumers Planning Holiday Shopping Early MULTICHANNELMERCHANT

- Supply chain delays, ongoing carrier issues and expectations of late deliveries or out of stocks have driven a record number of U.S. consumers to jump the gun on holiday shopping, with 52% of those responding to an Oracle Retail survey saying they've already begun or will do so earlier than usual.
- Major retailers are meeting them on the other side of the transaction, with some starting holiday promotions, and experts aplenty advising shoppers to hit their gift lists early or risk disappointment.
- The findings from the Oracle Retail survey were similar to those from NPD Retail, which found 51% of U.S. consumers planned to start holiday shopping before Thanksgiving, a slight increase from 2020.
- A fifth of all U.S. respondents to the Oracle Retail survey, said they plan to order more gifts to hedge against orders that don't arrive, rising to 44% for millennials. And 34% said they plan to buy gift cards, a number that jumps to 58% for baby boomers. The survey, conducted in September, polled 5,728 consumers across North America, Europe, Asia-Pacific and Latin America, including 512 in the U.S.



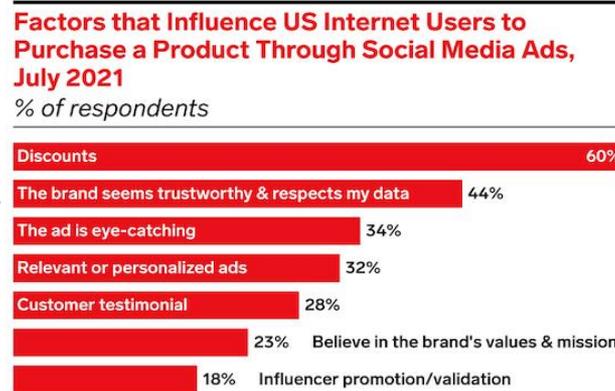


Energy prices are skyrocketing. It's game over for gas | View [euronews](#).

- Europe's most powerful leaders are gathering in Brussels to scramble a response to skyrocketing energy prices, a crisis that could leave tens of millions of Europeans facing a freezing cold winter.
- But the most glaring long-term answer is not on the table: getting Europe off gas.
- Gas prices have increased by an astonishing 500 per cent in little more than a year. Coal prices are also soaring. Across Europe, people are in for a frightening shock as they open their energy bills.
- The impact is real. Even before this crisis, one in four households were unable to sufficiently light, heat or cool their homes. Unpayable bills are about to worsen the lives of many more Europeans – especially low-income families, elderly folks, people of colour, and single-parent households (80 per cent of which are led by women) – who will be forced into impossible choices between heating and eating, health and dignity.
- Nearly a quarter of the EU's energy, and over 40 percent of household heating, still comes from gas. Years have gone by where leaders have failed to address Europe's cold, leaky buildings and invest in insulating homes properly – especially those of people most at risk.

Discounts named the top purchase driver in social media ads eMarketer.

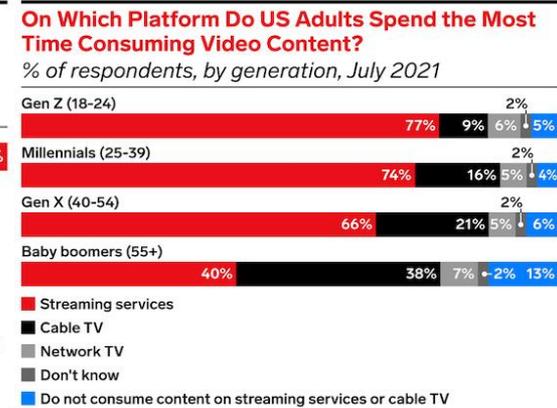
Three in five US internet users said that discounts are what influence them to buy a product through social media ads, far more than the 44% who cited the brand's trustworthiness and customer data practices. Meanwhile, 34% said they are swayed by how eye-catching the ads are, making visuals the third-most significant driver of purchases via social media advertising. (See charts to the right).



Source: Smartly.io, "The Social Advertiser's Guide 2021: How Consumers Will Shop This Holiday Season" conducted by Dynata, Sep 28, 2021

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eMarketer | InsiderIntelligence.com



Note: numbers may not add up to 100% due to rounding

Source: R.R. Donnelley & Sons Company, "The (Un)Expected Report," Oct 5, 2021

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eMarketer | InsiderIntelligence.com

"The secret of change is to focus all of your energy not on fighting the old but on building the new"
Socrates





Bare shelves are seen at a Walgreen's in Minneapolis on Oct 9, 2021 (see right) Daily Mail

- A Morning Consult survey published indicated that half of Americans have not yet begun their Christmas shopping as of October 11 - which means the supply chain crisis could be exacerbated as more and more shoppers look to make purchases.
- About half of shoppers who have started buying gifts experienced supply chain issues, the survey found.
- It's not just toys and goods that are becoming harder to find.
- Stocking the fridge for holiday festivities could also be a challenge, with turkey giant Butterball warning that smaller birds might be harder to find this year.
- Overall food prices are skyrocketing in the U.S., where beef prices have and the cost of bacon increased 17 percent, according to the U.S. Department of Labor.
- Meat, poultry, fish and eggs sold at an eight percent premium this year, with prices up 15.7% since August 2019.
- Katie Denis, vice president of research and industry narrative at the Consumer Brands Association, said the grocery sector is facing supply chain challenges of its own.
- 'We're entering what is going to be one of the busiest times of the year when it comes to shipping,' she said.
- Right now, thousands of freight containers filled with Christmas decorations, toys and other goods are stranded at the ports of Los Angeles and Long Beach, where cargo ships queue for weeks just to unload.
- It takes twice as long as it normally would for a freight order from China to reach its final U.S. destination, Ocean Audit Inc. chief executive Steve Ferreira told Dailymail.com.
- It's also more expensive to move commerce by ocean freight. About a year ago, retailers paid about \$1,100 for a 40-foot crate traveling from Asia to LA, now it costs \$20,000+.



ACC Comment: – the average value of goods in an inbound 40' container to the U.S. is \$47,500 – costs rising c\$20,000 per container see the cost of sales increase dramatically – smaller, cheaper value stores will suffer the most





US ECONOMY: Coronavirus Predictive Indicators for Economic Impact

prevedere

All Categories: Look at these indicators to understand how they are placing upward or downward pressure on the economy.

Last Refresh: 10-25-2021

Category	Indicator	Relationship	Next Update	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021
Business Investment	Average Weekly Hours - Retail	Procyclic	11-10-2021	0.22%	-0.21%	-0.21%	-0.11%	
	Small Business Sentiment	Procyclic	11-13-2021	5.60%	2.72%	0.90%	-1.35%	
	Weekly Economic Index	Procyclic	10-29-2021	10.04%	9.07%	8.26%	8.18%	7.77%
	Weekly Jobless Claims	Countercyclic	10-29-2021	-74.26%	-72.41%	-63.49%	-60.93%	-59.08%
Transportation and Tourism	Google Search "Travel Cancellation"	Countercyclic	11-06-2021	-22.50%	-13.51%	37.93%	68.18%	
	ISM Services Index	Procyclic	11-06-2021	29.45%	17.19%	8.02%	8.62%	
	Restaurant and Bar Sales	Procyclic	11-16-2021	71.48%	49.30%	37.56%	33.90%	
	Sentiment: Vacation Travel Next 6 Months	Procyclic	11-15-2021	25.41%	31.70%	36.18%	33.18%	35.11%
Consumer Big Ticket Purchases	Auto Sales	Procyclic	11-09-2021	56.22%	22.38%	2.74%	-15.11%	
	Consumer Sentiment - Discretionary Spend	Procyclic	11-14-2021	35.45%	27.61%	25.54%	25.01%	20.44%
	Global Luxury Index	Procyclic	11-18-2021	83.08%	74.62%	59.30%	47.80%	43.90%
	Home Building Permits Issued	Procyclic	11-20-2021	37.79%	20.15%	13.42%	6.17%	
Logistics and Manufacturing	Economic Policy Uncertainty	Countercyclic	10-26-2021	-67.33%	-62.07%	-60.80%	-54.03%	-54.17%
	Industrial Production	Procyclic	11-19-2021	14.70%	10.98%	7.52%	5.72%	
	Overtime for Hourly Mfg Workers	Procyclic	11-10-2021	33.70%	21.78%	13.89%	10.62%	
	Purchasing Managers Index - Mfg	Procyclic	11-01-2021	33.02%	20.95%	10.57%	9.00%	
Financial	Financial Stress Index	Countercyclic	10-29-2021	-2140.13%	-515.51%	-151.12%	-410.35%	-259.78%
	S&P 500	Procyclic	10-26-2021	36.08%	37.02%	32.41%	32.55%	29.37%
	US High Yield Index Option - Adjusted Spread	Countercyclic	10-26-2021	-47.05%	-46.59%	-35.14%	-40.06%	-37.59%
	VIX Volatility Index	Countercyclic	10-26-2021	-44.91%	-37.84%	-23.90%	-31.78%	-30.24%

NOTES

Values represent the percentage change from the previous year.

In October, 10 out of 10 indicators are signaling economic improvement from the previous year.

In September, 16 out of 20 indicators are signaling economic improvement from the previous year.

Look to subsequent pages for monthly trend analysis.

■ Upward pressure on economy

■ Downward pressure on economy





Kroger's Home Chef hits \$1 billion milestone THE PRODUCE NEWS

- Kroger and Home Chef have announced the meal solutions brand reached \$1 billion in annual sales, founded in 2013 by Home Chef and merged with Kroger in 2018. Since then, Kroger and Home Chef have advanced the availability of mealtime shortcuts and solutions, offered new product innovations, and continued to transform how customers approach preparing meals.
- Home Chef offers more than 500 products across a variety of categories, including meal kits, heat-and-eat meals, ready-to-eat products, and seasonal meals, among others. The brand will continue to create new products that offer customers a range of fresh mealtime shortcuts, making it easy to enjoy delicious, home-cooked meals no matter how busy they are.

Lamendola First Woman Elected To Serve On Associated Grocers Board

- At its recent annual shareholder meeting, Baton Rouge, Louisiana-based Associated Grocers shareholders elected Daphne Lamendola, the fourth-generation owner/operator of Lamendola's Supermarket in Gonzales, as its first female board of director member.
- Lamendola's is one of the oldest family-owned and operated establishments in Ascension Parish, as well as one of the most tenured retail members of Associated Grocers Inc.
- Lamendola's perspective will not only be unique, but as a single-store operator she represents a large faction of retailers.



Nearly a Third of Parents Spent Child Tax Credit on School Expenses

- Three in 10 families that received monthly Advance Child Tax Credit (CTC) payments spent them on kids' school expenses, and 1 in 4 families with young children used them to cover childcare costs, according to new results from the U.S. Census Bureau's experimental Household Pulse Survey (HPS).
- The IRS began issuing a monthly Advance Child Tax Credit payment to families with children in mid-July and this shows how families used the first three of the six checks. According to the IRS, about 35 million eligible families received up to \$300 for each child under age 6 and up to \$250 for each child ages 6 to 17 in July, August, and September.

"The secret of change is to focus all of your energy not on fighting the old but on building the new"
Socrates





Wakefern celebrates 75th anniversary with \$17.8 billion in sales THE PRODUCE NEWS

- Wakefern marked its 75th anniversary during its annual meeting last week.
- Faced with increasing pressure from big chain supermarkets, eight independent New Jersey grocers came together in 1946 to maximize their purchasing power by forming a buying cooperative — Wakefern. More than seven decades later, the company represents the largest-retailer owned cooperative in the U.S. with members who operate stores under the ShopRite, Price Rite Marketplace, the Fresh Grocer, Gourmet Garage, Fairway Market and Dearborn Market banners. Many of the members are in their third or fourth generation of ownership and have been part of the cooperative since its founding.
- As part of annual meeting, Wakefern also reported retail sales of \$17.8 billion for the fiscal year ending Oct. 2, 2021. During that same period, Wakefern opened four ShopRite stores, four Price Rite Marketplace supermarkets, and welcomed a new member, the Slawsby family. Massachusetts-based Madison Foods is a third-generation grocery business now operating four new Price Rite Marketplace supermarkets in the Boston area.

Instacart to Help Grocers Go Cashierless **Progressive GROCER**

- Instacart is making a \$350 million investment as it looks to become the omnichannel savior for retailers looking to transform the shopping experience for their customers.
- The company announced it is acquiring Caper AI (“Caper”), a leading AI-powered shopping cart and checkout technology platform. With this latest acquisition, Instacart says it aims to help retailers unify the in-store and online shopping experience for customers, supporting their businesses no matter how customers choose to shop.

Microchip Lead Times Reach 22 Weeks Following Chinese Power Cutbacks **SupplyChain247**

Average microchip lead times have risen to a record 22 weeks, attributed the extension of production and delivery dates to the Chinese government's power reduction mandates. The global chip crisis and a spike of coronavirus cases in Southeast Asia previously pushed slow turnaround times for electronic components to a then-record 21 weeks in September. In addition, multiple microelectronics sector leaders and analysts commented that the worldwide parts bottleneck will extend through 2022.





Consumer goods costing more because of supply chain strain, inflation

- With no signs of the consumer product price surge slowing down, some companies have addressed the cost increase customers could see into next year.
- Many of the problems that have contributed to the rising costs are directly linked to the supply chain backlog.
- Unilever, the parent company of such brands as Dove soap and Ben & Jerry's ice cream, announced it has already raised prices by nearly 4% because all its products now cost more to make.
- Oftentimes, consumers do not notice price hikes, the cost of which are eaten by retailers, wholesalers and supermarkets. But according to Unilever finance chief Graeme Pitkethly, this time is different.
- “Consumer-facing price is the last lever we normally use to manage inflation, but we have landed list price increases around the world,” Pitkethly said on the same earnings call.
- The consumer goods giant joined a growing list of those who are passing the cost on to customers.

How disruptive is the rapid delivery model to grocery?

- According to a recent Pitney Bowes BOXpoll survey, 54 percent of U.S. consumers believe grocery delivery within an hour is important to them, well above other categories.
- Increasing expectations around fast delivery are expected by others to drive potential acquisitions in the space by the likes of Amazon.com, Instacart and Doordash as well as partnerships, such as Kroger’s recent Instacart deal to offer 30-minute delivery to its customers.
- Earlier this week, Uber partnered with a French rapid delivery startup to support 15-minute grocery delivery from Carrefour after partnering with Gopuff earlier this year on quicker delivery of “everyday essentials” in the U.S.
- Alina Pedraza, an area manager for Buyk in Manhattan, told CNBC, “The biggest thing we give to people is time.”

Apple says supply issues cost company \$6 billion

Apple revenue fell short of Wall Street expectations in its fiscal fourth quarter on Thursday, which Apple CEO Tim Cook attributed to larger-than-expected supply constraints on iPhones, iPads, and Macs. “Supply constraints were driven by the industry wide chip shortages, and COVID-related manufacturing disruptions in Southeast Asia.”





Shock and au(tomation): How Covid is changing the warehouse fulfillment game **DC VELOCITY**

- A new survey explores the pandemic’s impact on order fulfillment operations and what it all means for the future.
- What a difference a year makes! The rapid growth of e-commerce fulfillment volumes in the wake of the pandemic—coupled with labor shortages, labor capacity restrictions, and social distancing requirements—has driven lasting changes to the warehouse fulfillment landscape. The trend lines point to continued e-commerce growth, even as Covid-19 restrictions ease and more shoppers return to stores, making investments in warehouse automation technologies critical. In fact, 60% of respondents to a survey conducted by DC Velocity and management consulting firm ARC Advisory Group in early 2021 said it’s likely they will invest in some form of automated technology over the next three years.

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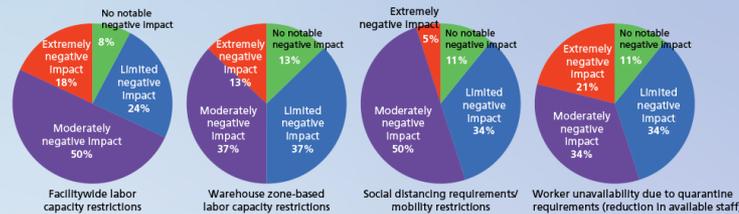


DC VELOCITY INFOGRAPHIC

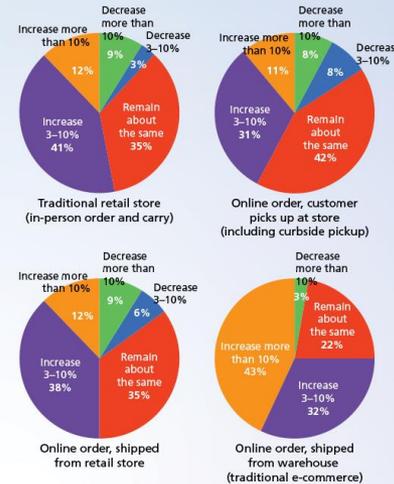
Respondent profile by industry sector
(Percentage of respondents)



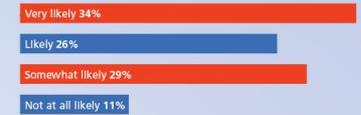
To what degree did Covid-related labor factors affect your operation's productivity in 2020?



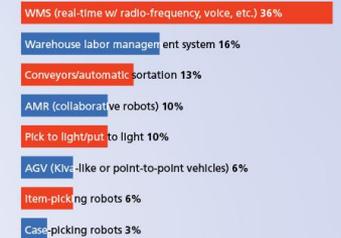
How do you expect your organization's processing and fulfillment of various types of customer orders to change from 2020 to 2021?



What is the likelihood your company will invest in some form of warehouse automation over the next three years?



Which of the following warehouse tech investments is the highest priority for your organization?



About the study: ARC's Order fulfillment upheaval: Understanding the rapidly changing fulfillment environment study explored the changes spurred by the pandemic in 2020 and respondents' expectations for their operations in 2021. The study was conducted among 82 logistics professionals from a variety of industry sectors who submitted responses between January and March of this year.

SOURCE FOR ALL DATA: ARC ADVISORY GROUP, ORDER FULFILLMENT UPEHAVAL: UNDERSTANDING THE RAPIDLY CHANGING FULFILLMENT ENVIRONMENT STUDY

"The secret of change is to focus all of your energy not on fighting the old but on building the new"
Socrates



Alphabet to Test Drone Delivery for Walgreens in Texas SUPPLYCHAINBRAIN

- Alphabet’s drone-delivery operation is expanding to a Walgreens in suburban Dallas where it will make airborne deliveries of toothpaste and other goods to residents of nearby towns.
- Wing LLC, which had earlier obtained certification from U.S. regulators as a small airline, said it hopes to begin test flights within a week and to receive permission to expand service in the area in coming months. It will be seeking community reaction as it waits for approvals, it said in a press release.
- “With a self-contained drone delivery service that can fit in a parking lot, on a rooftop, or next to a storefront, we’re hoping to expand the benefits of drone delivery to more people, in more urban and suburban settings, around the world,” said Jonathan Bass, the company’s head of marketing and communications.
- Wing will deliver items from the Walgreens to the Texas communities of Frisco and Little Elm. Drones will be buzzing over the largest metropolitan area to see such a test to date.
- Wing, Amazon’s Prime Air, United Parcel Service Inc. and numerous other companies are attempting to create a new commercial model in which goods can seamlessly be dropped at customers’ homes minutes after an order.

First train on new China-Hamburg rail service reaches Germany

- The DUUS terminal in Port of Hamburg welcomed on 25 October the first container block train of the new service linking Hamburg with China.
- The 'Shanghai Express' which is operated by Shanghai Orient Silkroad Intermodal Co. Ltd, commenced from Shanghai, traversed Alashankou in Kazakhstan, Belarus and Małaszewicze in Poland, and finally arrived in Hamburg on Monday.
- Fully loaded with fifty 40' containers, the train departed on its first voyage with clothing, shoes, glassware, automotive parts, photovoltaic equipment, cooking utensils, furniture, lamps and other consumer goods, according to a statement.
- Initially, one train per week will leave for Hamburg. In the long term, however, frequency is expected to be boosted with between 2 to 3 runs per week. Until the end of this year, departures are already fully booked, according to the operator.



MANAGE YOUR SUPPLY CHAIN RISK

THE LOGISTICS INDUSTRY IS PRONE TO MULTIPLE TYPES OF VOLATILITY

- SEASONAL TRENDS AND PEAKS
- WEATHER EVENTS
- NATURAL DISASTERS
- TRANSPORTATION DELAYS
- PORT CONGESTION
- CYBERSECURITY ISSUES
- GEOPOLITICAL EVENTS
- WIDESPREAD ILLNESS

ANY TYPE OF VOLATILITY CAN RESULT IN:



SUPPLY CHAIN BURDENS THESE BURDENS ARE FELT ACROSS THE SUPPLY CHAIN



- SUPPLIERS** MAY STRUGGLE TO PRODUCE ENOUGH GOODS
- SHIPPERS** MAY RUN LOW ON PRODUCTS
- CARRIERS** MAY EXPERIENCE EXCESS OR LIMITED CAPACITY
- CONSUMERS** BECOME FRUSTRATED AND SEEK ALTERNATIVES

WHILE PREDICTING DISRUPTIONS MAY NOT BE POSSIBLE,

YOU CAN REDUCE RISK IN

5

KEY WAYS:



LEARN HOW TECHNOLOGY & ANALYTICS CAN HELP YOU MORE PROACTIVELY ADJUST TO SUPPLY CHAIN SHIFTS AT [MYBLUEGRACE.COM](https://mybluegrace.com).





Ocean carriers will pass on fines for lingering containers to importers **American Shipper**

- LA, Long Beach ports pressure liner companies to clear cargo faster, while California Gov. Newsom tries to alleviate shipping backlog
- Logistics industry professionals say retailers and other cargo owners will bear the cost of drastic new fees announced Monday by the ports of Los Angeles and Long Beach in response to mounting congestion disrupting the entire U.S. economy.
- The fees ostensibly penalize ocean carriers for not clearing out imported containers piling up in their terminals, but a lack of details in the press release left freight industry stakeholders confused about how the rules will be applied.
- LA/LB ports said they will begin charging ocean carriers \$100 per container, compounding in \$100 increments each day, for containers scheduled to move by truck that sit for nine days or more, beginning next Monday. For containers moving by rail, shipping lines will be charged if the container has dwelled for three days or more.
- For example, a box that sits longer than the allotted time would cost a carrier \$100 on the first day after storage time for truck moves expires, \$200 on the second day, \$300 on the third day, \$400 on day four and \$500 on the fifth day for a grand total of \$1,500.

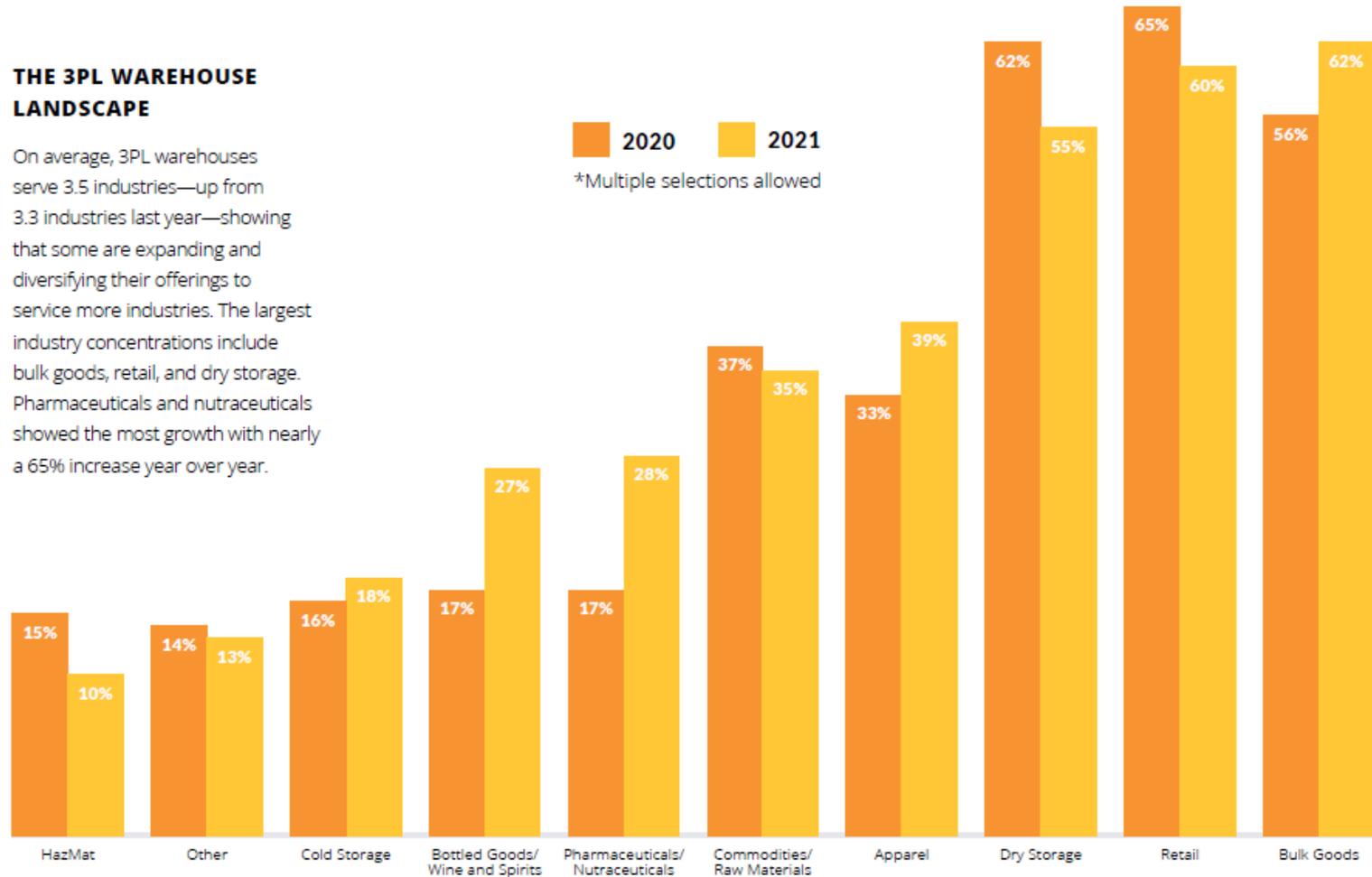
Short supply of mushrooms this holiday season **THE PRODUCE NEWS**

- The current market forces of global supply chain shortages, transportation availability constraints, and a drastically reduced farm labor market combined with seasonal threats of crop disease are heavily negatively impacting U.S. mushroom production, resulting in the forecast of a significantly reduced mushroom holiday supply capability, the American Mushroom Institute announced.
- “Mushroom growers across the country are describing challenges not seen previously in their time working in the industry,” said AMI President Rachel Roberts. “A host of raw materials needed to grow their crops are severely limited, including outright cut-offs of certain critical inputs, for the foreseeable future. In addition to the shortages, the competition for growing medium is greater than ever, with many nurseries, home gardeners, and hobbyists using much of the same growing medium, which is also driving inflation for those products. These factors are not expected to change anytime soon.”



THE 3PL WAREHOUSE LANDSCAPE

On average, 3PL warehouses serve 3.5 industries—up from 3.3 industries last year—showing that some are expanding and diversifying their offerings to service more industries. The largest industry concentrations include bulk goods, retail, and dry storage. Pharmaceuticals and nutraceuticals showed the most growth with nearly a 65% increase year over year.





Effects of the Increasing Truck Driver Shortage **SupplyChain247**

- Over the last decade, the trucking industry has seen an unprecedented shortage in the availability of truck drivers throughout the industry. Logistics technology and innovative tools have made a difference in how shippers deal with disruptions and deviations. The driver shortage has a tremendous impact on the national economy as more than half of all freight shipped in the U.S. travels over the highways. The trucking shortage remains a critical event that merits close monitoring and preemptive planning.
- According to the latest data from the American Trucking Associations (ATA), 60,800 openings existed for drivers in late 2018. If the trend continues at its current rate, that number could exceed 160,000 drivers nationally in the next ten years. Researchers also found that over half of all employers had difficulty finding and securing drivers. So, the shortage of drivers has a far-reaching impact on the industry today.
- The lack of available drivers means those on the road driving are commanding a premium rate, which translates into higher costs for shippers and consumers alike. It can also increase shipping delays and shortages at stores. Lead times become extended and problematic, as does the overhead required to operate in the current market. Profit margins shrink, and budgets become tight, further reducing the ability of the supply chain to scale and adapt as needed.
- The shortage remains a significant concern for all shippers. One of the best way to appeal to new drivers entering the workforce is by offering amenities that touch on the drivers' wants, needs, and goals. By showing that their drivers matter and remain essential, shippers can begin fostering a better relationship with drivers in the industry.
- Drivers equipped with the right tools and technology remain far more productive and willing to work with shippers who stay ahead of the game. Real-time data and collaborative platforms and applications improve every aspect of shipping and make transportation management easier- including driver procurement and driver turnaround times.
- As highlighted by FleetOwner, by embracing more collaborative relationships with third-party logistics suppliers, freight brokers, truck drivers, shippers and carriers, and analytical management providers, shippers can reduce the trucking shortage's impact and mitigate its effects as much as possible.
- Managing trucking shortages by keeping current drivers more efficient remains a critical step for supply chain managers.





Walmart to Open High-Tech Grocery Distribution Center in South Carolina

Walmart has revealed plans to build a new high-tech distribution center for fresh and frozen groceries in Spartanburg County, S.C., which will open in 2024. Measuring more than 720,000 square feet, the facility will create more than 400 full-time regional jobs and employ Walmart associates, automation technology, robotics and machine learning to process grocery perishables, including produce, eggs, dairy, flowers and frozen foods, and deliver them to nearby stores. The grocery distribution center facility will be Walmart's largest to date and will move twice the product of a traditional facility of this type, as well as bringing new technology-oriented job opportunities to the area.

ACC Comment: ACC invited and took Walmart to European automation integrators and automated sites in 2009 as an introduction to world-class automation freezers and warehouses across the EU, where design concentration is focused on (i) cube not square, (ii) high labor cost and availability, and (iii) integrated automation systems and solutions.

Five Warehousing Challenges to Overcome for E-Commerce Success

The dramatic shift toward e-commerce has prompted warehousing operations to embrace multi-channel fulfillment as a matter of urgency, leaving little room for error or inefficiencies. E-commerce retail and the push beyond traditional retail fulfillment offer new opportunities to achieve and maintain a competitive edge. Following are five common warehousing strategies that organizations need to master if they wish to be successful in a multichannel world.

1. **Get flexible enough to cost-effectively handle widely different order sizes** - companies must develop the capability to fulfill ranges of sizes efficiently
2. **Improve visibility of available inventory** - it's important to be highly accurate not just about what you currently have available in the warehouse, but what's going to be coming in.
3. **Figure out how to make returns seamless, without delays or errors** - managing returns is a pain, but e-commerce has made it an essential part of fulfillment and the reverse supply chain.
4. **Re-think labor resources and deployment** – a good WMS will allow you to analyze labor and task performance to optimize product mix and pricing
5. **Adopt a responsive carrier selection strategy to manage last-mile fulfillment** - with the increase of smaller individual deliveries from warehouses, the last mile can easily become a bottleneck.

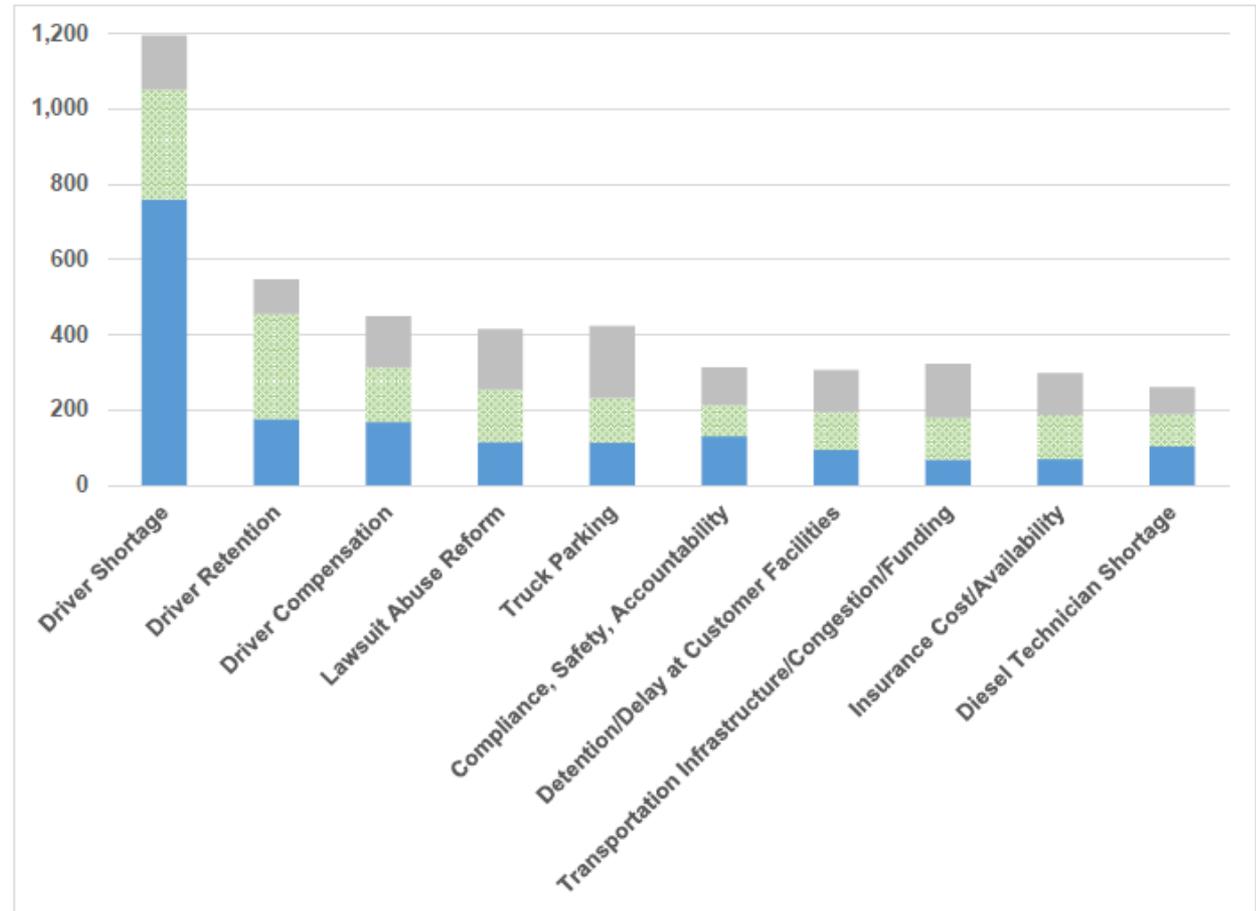




The Top 10 Trucking Industry Issues

In a year marked by growing concerns over global supply chain disruptions, workforce demands placed the Driver Shortage at the top of the list once again, for the fifth year in a row. In fact, no other issue generated as many overall votes on the 2021 Top Industry Issues Survey, including the five percent of the commercial driver respondents who indicated the lack of available drivers was one of their top three industry concerns. Closely related to the Driver Shortage, Driver Retention was ranked as the number two industry issue, up four from its 2020 ranking.

Figure 1: Distribution of Industry Issue Prioritization Scores*





ZIM Kingston fire under control, firefighters on board to eliminate remaining hot spots

- Following the permission by the Canadian Coastguard, all the firefighters and seven members of the crew have now boarded the 4,253TEU ZIM Kingston, which on 22 October lost around 40 boxes at sea and suffered a fire incident off the Canadian coast. (ZIM is an Israeli shipping company and # 7 in the world)
- The Expert's Master, in Victoria, Canada is coordinating with the firefighters on board with respect to the assessment of the fire and the elimination of the remaining hot spots, according to a latest update from Danaos Shipping, the owner of the ship.
- The Greek shipping company also reports that daily plume modeling conducted by Environment Canada to track the smoke shows that it is dispersing before it reaches populated areas.
- "The situation on board is stable and under control," said the Israeli container carrier ZIM, which has chartered the 2008-built boxship, in an announcement on 26 October.



MTC Logistics opens cargo hub in Alabama's 'Port City'



- Baltimore-based MTC Logistics formally opened a large refrigerated cargo facility in Mobile. It is a \$61 million project that will add 75 new jobs and has much future growth potential. MTC broke ground in 2019 on what is now one of the largest distribution centers of its kind in the Southeast, designed to provide shippers with seamless supply chain solutions focused on global commerce.
- Located between APM Terminals and Mobile Aeroplex at Brookley, the building has more than 12.6 million cubic feet of refrigerated space capable of storing 40k+ pallets of frozen vegetables, meat and seafood.



"The secret of change is to focus all of your energy not on fighting the old but on building the new"
Socrates





US: Set procedures make speedy call switches difficult for carriers



Shipping lines trying to switch port calls because of congestion problems have to follow long-established procedures and rules designed to make the system fair for all parties. The procedures apply to all ports. **One month is about the average** between a line announcing a change and the first call at a new port. Another two weeks can be added for management to decide on a different rotation.

MSC: Temporary omission of Seattle call on Eagle Service



Due to the increased waiting time for vessel berthing at Seattle, impacting schedule reliability and causing delays to shipments, MSC has decided to temporarily omit the Seattle call on its Eagle Service, starting as from week 43 with vessel Akinada Bridge, voyage 5N to enhance schedule reliability. The omission will remain valid until further notice.

Retailers in the crosshairs as carriers reject new LA-LB storage fee



With retailers failing to respond to incentives designed to mitigate excessive container dwell times on the docks, LA and LB will hit carriers with punishing storage fees that the lines say they will pass on to their customers.

Russia connecting North Sea Route with Indian Ocean by rail



- Russia is resuming the implementation of an ambitious railways project, which should connect the ports of the Pacific and Indian Oceans with the Northern Sea Route. The project was put on hold during the pandemic but was resumed last month with new financial impetus from RZD, Russian Railways' subsidiary.
- This will take pressure from the Trans-Siberian corridor, an already heavily consumed railway line.
- This is a strategic move by Russia, which also has the highest number of ice breakers in the Arctic Ocean, far outstripping Canada, Norway and the U.S.



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Port authority suggests vessels waiting off Californian coast divert to Florida ports Daily Mail .com

- Florida officials are advising ships, backlogged for weeks in the Ports of Los Angeles and Long Beach, to make for Florida ports. The stranded cargo carriers are exacerbating a national supply chain crisis ahead of the busiest shopping season of the year; California ports broke three new records with 167 ships berthed.
- Meanwhile, Governor DeSantis claims Jacksonville (JAX) port capacity". It will only take a week for ships to move to JAX, through the Panama Canal. The JAX Port Authority said it's the solution to an unprecedented logjam at The Ports of LA/LB, where weeks-long queues are slowing commerce ahead of the year's busiest shopping season.



ACC Comment: This is not as easy or viable as it appears from Floridian statements. There are any number of challenges to such transfers, such as (taking a 11,000 TEU vessel with Category 1a cargo as an example)

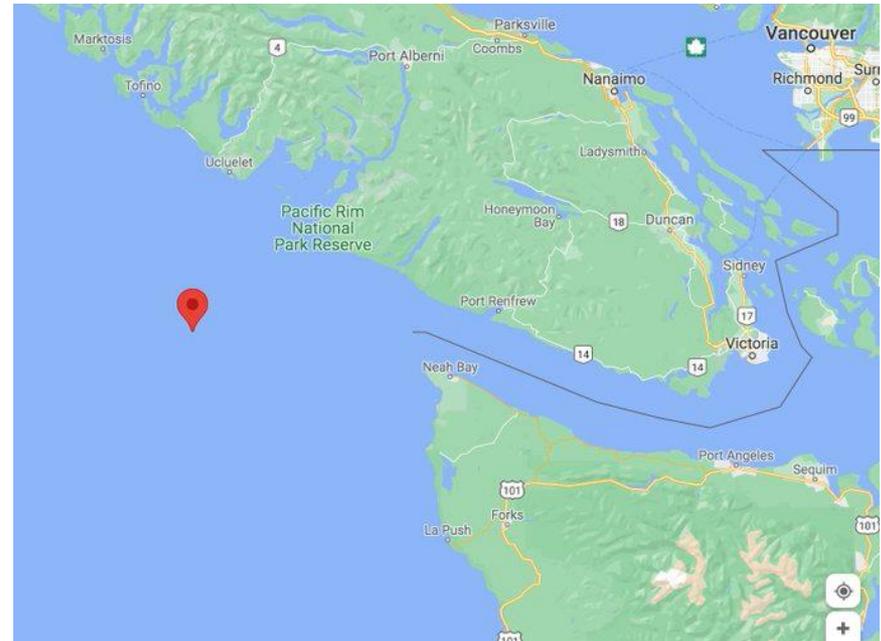
- **Tolls** – the PC levies tolls per TEU – extra \$745,250 for the vessel to passage through the canal
- **Delay** – there is currently a 10-day delay factor through the canal, and it takes a month to change shipping schedules
- **Transit** – it takes longer for a vessel to sail from LA to JAX than a week
- **Bookings** – steamship lines book passages through the canal and unbooked ships need to enter the “auction” process of which 79 out of an available 91 slots are already taken on any given day – further delays
- **Transportation costs** – relocating a 40’ can, now in FL, will cost around \$8,000 - \$10,000 back to the west coast
- **Stowage plans** – vessels operate to stowage plans, relocating to FL will upend these and cause further delays
- **Routing** – vessels may be returning to Asia from LA/LB – FL offloading will take around a month out of their availability – further exacerbating a global deck space challenge
- **Empty cans** – there are 000’s of empty cans waiting transshipment back to manufacturing plants in Asia from LA/LB, meaning the ships will return with less MT cans for Asia – less revenue = added cost to be passed on to shippers





Fire breaks out on cargo ship that lost 40 containers near Vancouver Island **INSIDER**

- Around 40 shipping containers went overboard when a cargo ship hit rough seas on Friday.
- A fire broke out Saturday on the same ship, the Zim Kingston, while anchored near Vancouver Island.
- US and Canadian officials are monitoring the situation, including some containers with "hazardous materials."
- Dozens of shipping containers, including two containing hazardous materials, were dumped into Canadian waters early Friday morning when a ship en route to Vancouver lost some of its load.
- Upon the Zim Kingston, a fire broke out Saturday morning at 11 a.m. amongst damaged containers onboard.
- A Canadian Coast Guard lifeboat was standing by near to assess the unfolding situation and as a safety vessel, confirmed spokesperson Michelle Imbeau.
- On Friday, the bulk carrier encountered rough seas west of the Strait of Juan de Fuca at 12:49 a.m. and listed to one side, causing 40 containers to go overboard.
- After a report to Canada's and U.S. Coast Guard, crews from both agencies have been working to locate the containers. At 10 a.m., a U.S. Coast Guard helicopter located 35 of the containers 60 kilometres off Vancouver Island, said Petty Officer 3rd Class Diolanda Caballero.
- "Two of the containers have been identified as carrying spontaneous combustibles," said Caballeros, in this case, flammable metals and compounds that burn quickly and hard to extinguish by water.
- "They are currently drifting north but we can't predict which way they will go because of the heavy weather.
- The bomb cyclone (storm) is around that area and worsening," she said.





California Governor Eyes Expansion, Automation to Ease Port Congestion SUPPLYCHAINBRAIN

- California Governor Gavin Newsom issued an order that aims to ease supply chain bottlenecks for the state's ports, which are experiencing record backlogs.
- The executive order signed asks state agencies to find sites that can be used for short-term storage of container cargo. Newsom also urged them to identify "priority freight routes" that could get temporary exemptions from weight restrictions to whisk off more goods.
- Trade disruptions from the pandemic, and then a surge in consumer demand for goods as the U.S. economy recovered, have led to snarls all along the supply chain.
- At the epicenter of the crisis is the twin ports of La/LB in southern California, which handle more than a third of all U.S. imports. They've both announced plans to start running around-the-clock operations to alleviate congestion that's led to a record number of cargo ships waiting to dock for days, and in some cases weeks. A shortage of workers, lack of warehouse space and transportation blockages are exacerbating the delays.

\$25B worth of cargo stuck on 80 container ships off California American Shipper

- The time ships are stuck waiting offshore continues to lengthen. There are simply too many vessels arriving with too much cargo for terminals, trucks, trains and warehouses to handle.
- The number of ships at anchor or in holding patterns is once again at record levels. According to the Marine Exchange of Southern California, 80 container ships were waiting off Los Angeles and Long Beach on Sunday, yet another all-time high.
- Marine Exchange data shows that ships waiting offshore on Sunday — including the 80 container ships as well as six additional cargo vessels carrying containers — had aggregate capacity of 580,619 twenty-foot equivalent units.



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Socrates





Maersk continues vessel diversions as Felixstowe congestion rolls on

- Supply chain congestion continues to hamper shippers in the United Kingdom, leading to further vessel omissions at the Port of Felixstowe from shipping line Maersk.
- “The current supply-chain bottlenecks in the United Kingdom continues to negatively affect our customers as well as our service network. The ongoing situation with congestion and port disruptions prolong each port stay our vessels make and significantly disrupts their normal schedules,” the Danish line noted.
- To mitigate further disruptions, Maersk is relocating its ME7 westbound call from Felixstowe to London Gateway.
- The first vessel and voyage to relocate will be the W Klaipeda, of which its ETA is November 1st.
- Constraints in capacity driven by a lack of truck drivers are causing several challenges, including terminal congestion in key ports such as Felixstowe with limited inland haulage options.
- Last week Felixstowe was forced to suspend the return of empty containers due to a very high yard density and increasing dwell times in the container yard.

ACC Comment – diverting a vessel away from its original port requires shippers to now arrange (i) landside handling in a different port, (ii) transportation to the original consignee address, but now from a more distant port and (iii) return empty ocean containers within an already constricted liner free day period. It also requires a revise stowage plan for the vessel and a re-worked loading and unloading plan, coupled with empty container loading.

Inland Capacity Threatens Global Shippers

- Ports in LA and Long Beach are currently overloaded as shippers try to get ahead of the holiday retail season by ordering stock early. Combining this with an ongoing lack of equipment to handle these shipments, rail cars to move the freight inland, and qualified drivers to transport goods to final destinations, the backlog intensifies. Without alternatives, shippers in many industries are left unable to deliver goods to their customers. Consumers and businesses can expect delays or limited inventories as global supply chain woes continue.
- This will require Federal action, the role of trade tariffs play in equipment shortages, strategies shippers can take to mitigate these risks and how supply chain visibility can improve effective decision-making under pressure.





This ghost kitchen pays delivery drivers up to \$88,000 a year **INSIDER**

- Ghost kitchen pioneer ClusterTruck is paying its delivery drivers up to \$88,000 a year.
- To support those wages, the Indiana-based company does not use a third-party delivery model.
- It also never oversaturates the driver pool, which aims to ensure they are making enough money.
- Ghost kitchens, which are used for delivery-only restaurant services, became hugely popular at the start of the pandemic. Now, more than 18 months later, they've maintained their presence, despite the reopening of many dining rooms.
- According to market research firm Euromonitor, the ghost kitchen industry could be worth \$1 trillion by 2030.
- One of the main drivers of growth in the industry is the changing cost structures of the foodservice market.
- Ghost kitchens' delivery-focused model allows businesses to significantly cut down on rent and staffing costs by employing fewer people "Drivers are our core constituency at ClusterTruck" its CEO Brian Howenstein told Insider.
- He said ClusterTruck is vertically integrated, meaning it manages the entire process — from cooking up orders made by in-house chefs to using its own delivery drivers.
- The company's use of its own delivery fleet is particularly notable. According to Howenstein, all delivery drivers are gig drivers contracted to ClusterTruck, rather than through a third-party delivery service like Deliveroo or Uber Eats.
- Their jobs are assigned on an on-demand basis. "If a courier decides they want to start delivering for ClusterTruck, they can go into the app and hit 'I'm available.' "As soon as we have demand, we'll send them a notification and they'll start heading to our kitchen to start delivering," Howenstein said.
- The company works to never oversaturate its driver pool. "If we have 100 orders, we may only bring on 20 or so drivers to deliver those," Howenstein said. "We want to make sure each driver makes enough money to be happy and that it's a good gig for them financially.
- Such a structure has allowed the company to pay drivers no less than \$15 per hour. In many cases, however, they can make more than \$80,000 per year, as a result of the on-demand business model. Insider has viewed documentation provided by ClusterTruck showing the payment of such salaries.





Tens of millions of filthy, used medical gloves imported into the US

- Trash bags stuffed full of used medical gloves, some visibly soiled, some even blood-stained, litter the floor of a warehouse on the outskirts of Bangkok.
- There are many more warehouses just like it still in operation today in Thailand -- trying to cash in on the demand for medical-grade nitrile gloves, which exploded with the coronavirus pandemic. And they're boxing up millions of these sub-standard gloves for export to the United States, and countries around the world amid a global shortage that will take years to ease.
- A months-long CNN investigation has found that tens of millions of counterfeit and second-hand nitrile gloves have reached the United States, according to import records and distributors who bought the gloves -- and that's just the tip of the iceberg. Criminal investigations are underway by the authorities in the US and Thailand.
- Yet, despite the potential risk to frontline healthcare workers and patients, US authorities have struggled to get a handle on the illicit trade -- in part because import regulations for protective medical equipment were temporarily suspended at the height of the pandemic -- and remain suspended today.
- The gloves, produced almost entirely in south and east Asia, rely on a finite supply of natural rubber, highly-specialized factories and niche manufacturing expertise. Ramping up supply couldn't happen quickly and production from trusted, established brands was spoken for years in advance. Late last year Tarek Kirschen, a Miami-based businessman, ordered about \$2 million of gloves from a Thai-based company called Paddy the Room, which he then sold to a US distributor.
- Kirschen got to see the product for himself when a second container arrived in Miami. "These were reused gloves. They were washed, recycled," he told CNN. "Some of them were dirty. Some of them had bloodstains. Some of them had markers on them with dates from two years ago... I couldn't believe my eyes." An independent inspection carried out at a LA warehouse and verified by CNN confirmed that most of the gloves he bought were not nitrile, but lower-grade latex or vinyl, and many were very obviously soiled and second-hand.



*“The secret of change is to focus all of your energy not on fighting the old but on building the new”
Socrates*





FDA Advisers Vote To OK Low-Dose Pfizer Vaccine For Kids Ages 5 To 11



- Determining that the benefits outweigh the risks, the Food and Drug Administration's vaccine advisory panel voted 17-0, with one abstention, to recommend that Pfizer's covid shot be allowed for younger children.
- An advisory panel to the Food and Drug Administration voted in favor of authorizing the Covid-19 vaccine made by Pfizer and BioNTech for children ages 5 to 11. After sometimes tense deliberations that weighed the benefits of vaccination against potential risks, the Vaccines and Related Biological Products Advisory Committee voted 17-to-0 with one abstention on Tuesday that two 10-microgram doses of the vaccine should be granted emergency use authorization, a clearance that will remain in effect only as long as the pandemic is considered a public health emergency.

Insurer wants ASC policy scrapped after alleged failure to disclose malpractice suits



- National Fire & Marine Insurance Co., a Berkshire Hathaway company, alleges that seven lawsuits alleging professional negligence and malpractice were not disclosed in a renewal application from Newbury Park-based California Minimally Invasive Surgical Center.
- One of the seven lawsuits was brought by a patient who accuses John Chiu, MD, of performing spine surgery on a patient one day before he surrendered his license, according to the report. The surgery, a discectomy, was an "unnecessary and invasive procedure" that resulted in severe injuries and emotional distress, according to the patient, who said he would not have had the procedure done had he known that Dr. Chiu was set to surrender his medical license the next day.
- The insurer told the U.S. District Court for the Central District of California that it would not have entered into an insurance contract with the ASC and surgeon if it had known about the seven malpractice lawsuits.

FDA Issues final ruling [Compliance4alllearning](#)

- The FDA issued its final rule revising its medical device and certain biological product labeling regulations to explicitly allow for the optional inclusion of graphical representations of information, or symbols, in labeling without adjacent explanatory text (referred to as "stand-alone symbols") if certain requirements are met.





Healthcare supply chain problems expected to worsen BECKER'S **ASC REVIEW**

1. Premier and Resilinc have partnered to boost visibility into the healthcare supply chain and help health systems avoid disruptions to their supply chain.
2. The National Institutes of Health is investing \$70 million to bring more at-home COVID-19 tests to market.
3. A CNN investigation found that tens of millions of fake, secondhand nitrile gloves have been imported to the U.S. during the COVID-19 pandemic.
4. HHS invested more than half a billion dollars to boost manufacturing of supplies needed to increase domestic COVID-19 testing.
5. Federal authorities are investigating several shipments of fake 3M N95 masks sent to Cleveland Clinic during the pandemic.
6. Cook Medical recalled all lots of its transeptal needles after receiving complaints of rust on some of the needles.
7. Medline plans to invest \$77.5 million to build a new distribution center in Bonner Springs, Kan.
8. Supply chain bottlenecks that are being felt across the globe are going to get worse, according to a Moody's Analytics report.

COVID-19 leads to significant cognitive and behavioral problems in patients, new study reveals **Healthcare Newsdesk**

- COVID-19 patients suffer from cognitive and behavioral problems two months after being discharged from hospital, a new study presented at the 7th Congress of the European Academy of Neurology (EAN) has found.
- Issues with memory, spatial awareness and information processing problems were identified.
- The research also found that one in 5 patients reported post-traumatic stress disorder (PTSD), with 16% presenting depressive symptoms.
- The study, conducted in Italy, involved testing neurocognitive abilities and taking MRI brain scans of patients two months after experiencing COVID-19 symptoms. More than 50% of patients experienced cognitive disturbances; 16%% had problems with executive function (governing working memory, flexible thinking, and information processing), 6% experienced visuospatial problems (difficulties judging depth and seeing contrast), 6% had impaired memory, and 25% manifested a combination of all these symptoms.





Definition: brute-force attack

A brute-force attack is a trial-and-error method used by application programs to decode login information and encryption keys to use them to gain unauthorized access to systems.

What is communications platform as a service (CPaaS)?

- Communications platform as a service is a cloud-based delivery model that allows organizations to add real-time communications capabilities, such as voice, video and messaging, to business applications by deploying application program interfaces (APIs).
- Third-party CPaaS services allow in-house developers to incorporate these features, typically by providing tools such as standards-based APIs, sample code and prebuilt applications. Some services may even offer software development kits with libraries.
- CPaaS allows these communications features to be added to applications without companies having to invest in building their own back-end infrastructures.
- CPaaS is typically billed on a monthly basis at a fixed rate for blocks of messages or minutes. Some CPaaS providers offer a pay-per-call, per-video or per-message billing model. Rather than developing their own custom applications, CPaaS offers organizations a faster and lower-cost alternative to enable communications in applications.

CPaaS tools driving the market



Definition: cyberstalking?

Cyberstalking is where someone harasses or stalks a victim using electronic or digital means, such as social media, email, instant messaging (IM), or messages posted to a discussion group or forum. Cyberstalkers take advantage of the anonymity afforded by the internet to stalk or harass their victims.



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Socrates





Japan Airlines to acquire up to 100 Vertical Aerospace eVTOLs from lessor Avolon [FlightGlobal](#)

- The order, which sees JAL hold options to lease or purchase another 50 units, comes as it enters into a strategic partnership with Avolon, with the goal of introducing electric vertical take-off and landing (eVTOL) ride-sharing services in Japan.
- Avolon in June announced an order for 500 aircraft, which are currently developed by UK company Vertical Aerospace.
- Vertical is aiming type certification from UK and EU regulations in 2024.
- JAL, Vertical, as well as Avolon will work with Japanese civil aviation authorities to get the eVTOL aircraft certificated, to allow for service entry by 2025, in time for the Expo 2025.
- “The introduction of VA-X4 will also contribute to reduce our environmental impact and we fundamentally believe that sustainability will be the engine for future growth across our business and region,” says Tomohiro Nishihata, managing executive officer of Japan Airlines.
- The VA-X4 will carry five people (including one pilot), fly at speeds exceeding 174kt (322km/h) and have range exceeding 87nm (161km).
- Since Avolon’s order in June, a number of carriers have indicated their intentions to purchase or lease the eVTOLs, including Brazilian carrier GOL, Virgin Atlantic, as well as American Airlines, which with Avolon announced intentions to become Vertical equity investors. JAL is Vertical’s second Japanese customer for the VA-X4 eVTOL, after Japanese conglomerate Marubeni Corporation announced a pre-order option for up to 200 aircraft in September.

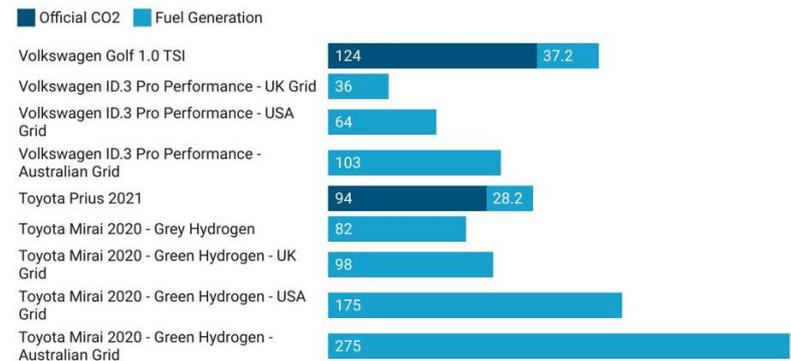




Electric Vehicles Are Not Zero Emissions - But They Are Much Greener Than Fossil Fuel And Hydrogen **Forbes**

- Now that COP26 is almost upon us, there is a lot of visibility for climate change-related stories in the mainstream UK news. One of the most frequent myths you will encounter is that conventional fossil fuel-powered cars and their hybrid siblings are really less-CO2-emitting than EVs, because of the emissions from electricity generation.
- Starting at the tailpipe, beginning with a regular internal combustion vehicle, a VW Golf 1.0 TSI is a frugal car, officially emitting 124g/km of CO2. However, also consider the CO2 generated by producing the fuel used by this car. This lengthy process varies in emissions depending on where the oil is produced, starting with getting oil to the refinery, refining it, and transporting it to the pump. The average figure for emissions from fuel production was calculated to be 30% extra on top of tailpipe emissions for petrol/gasoline and 24% for diesel by Auke Hoekstra, a senior advisor in smart mobility at Eindhoven University of Technology. In other words, the “well to wheel” emissions for the Golf are 162g/km of CO2. Not terrible, but a considerable bump on the published figure.
- A similar calculation for a battery-electric vehicle and with the Volkswagen ID.3 with the Pro Performance powertrain (58kWh battery and 204PS motor), because it’s a similarly sized vehicle to the Golf and is essentially the latter’s BEV replacement. The ID.3 Pro Performance has a top WLTP energy consumption rating of 250Wh/mile, or 156Wh/km. Obviously, the vehicle itself emits no CO2, but the electricity used to charge the battery does. On average, a kWh of electricity in the UK produced 233g of CO2e in 2019 during generation. This varies a lot worldwide. The US national grid produced 417g per kWh in 2019, and in China the figure was over 600g per kWh. Australia, with one of the world’s worst polluting national grids, generated 656.4g of CO2 per kWh.
- Taking these figures into account, this would mean the ID.3’s electricity would have produced 36g/km of CO2 in the UK, up to 103g/km in Australia. So even with one of the most polluting national grids, BEVs really are greener “well to wheel” than fossil fuel.

CO2 emissions "well to wheel"



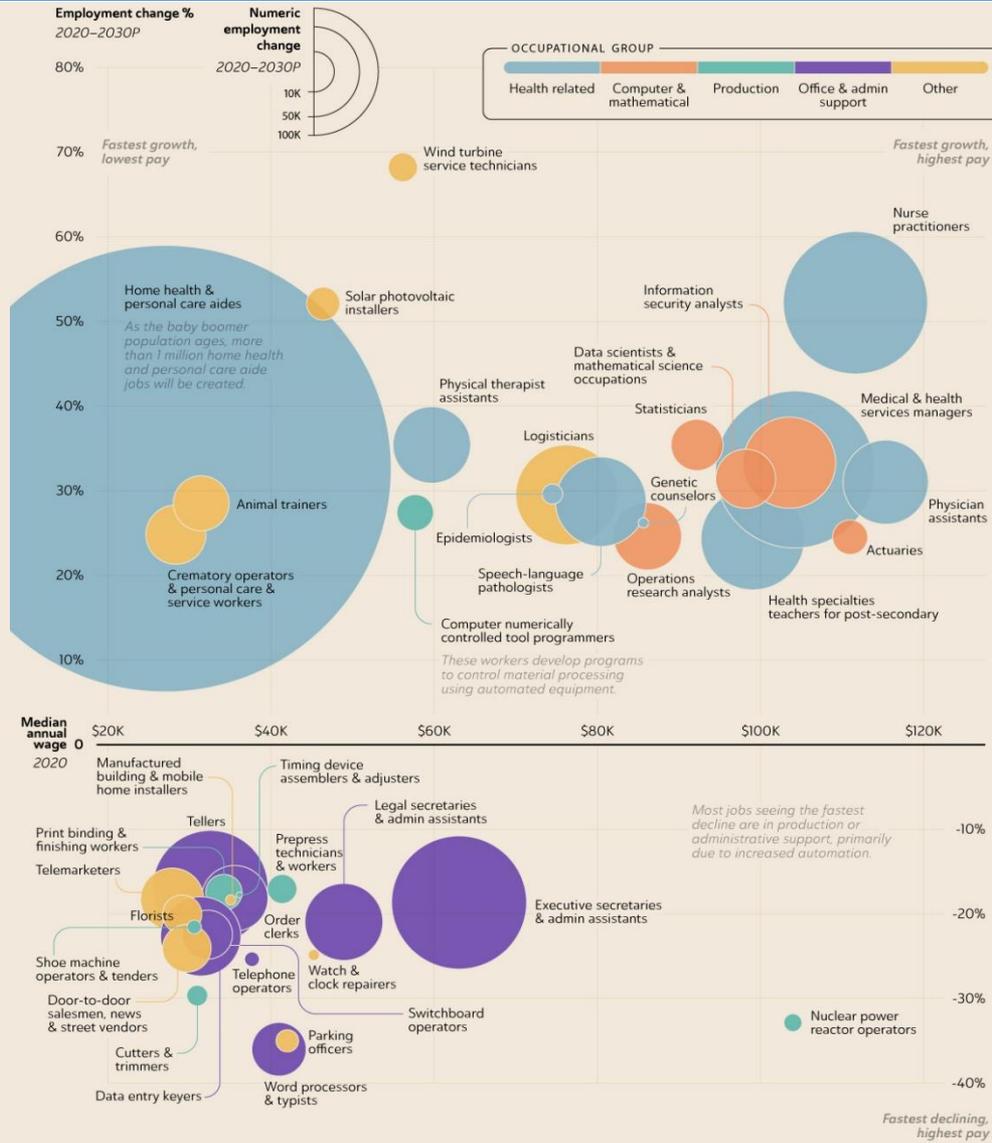
CO2 emissions in g/km
Created with Datawrapper

“The secret of change is to focus all of your energy not on fighting the old but on building the new”
Socrates





The 20 Fastest Growing Jobs in the Next Decade



“The secret of change is to focus all of your energy not on fighting the old but on building the new”
Socrates





Over Half of U.S. Young Adults Now Live With Their Parents

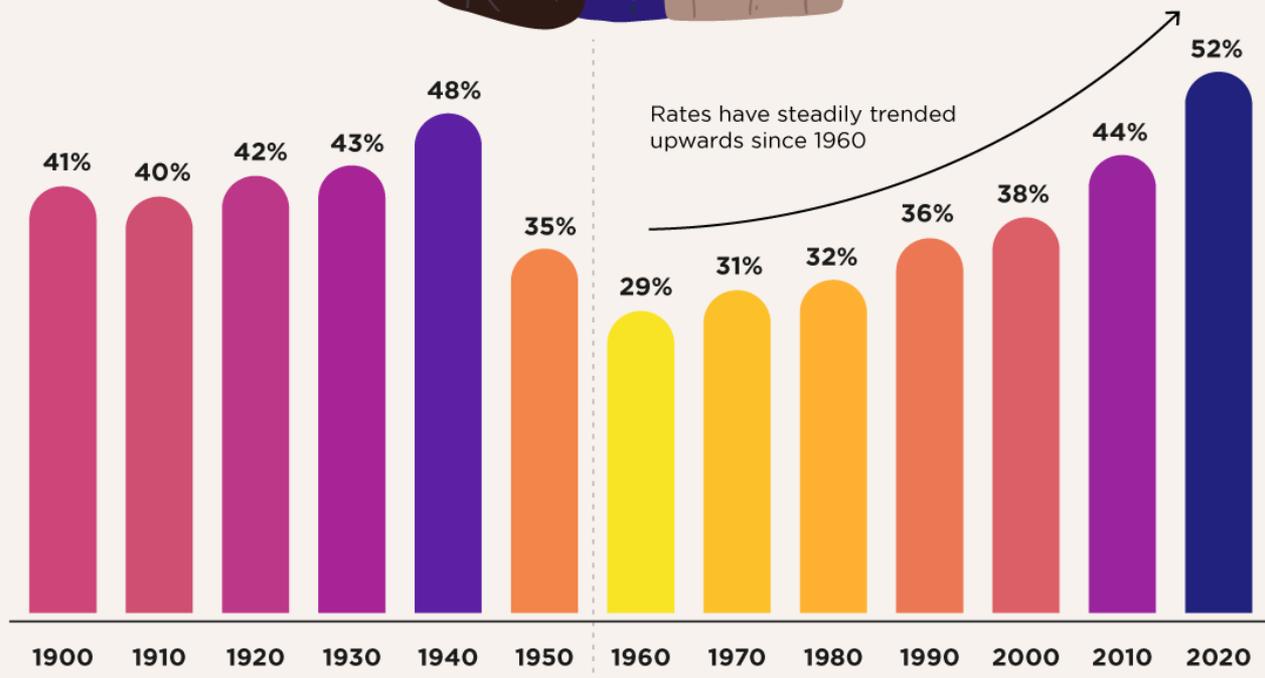
For the first time in the last 120 years, the majority of young adults (age 18-29) are now living with their parents



Societal, cultural, and economic factors have influenced the rate at which people leave home.



Economic instability has disproportionately affected young workers and many college campuses remain closed.



The proportion of young adults living at home reached its low point in 1960 at the tail end of the baby boom.

Historically, white young adults were less likely to live with their parents, but that gap has now narrowed considerably.

“The secret of change is to focus all of your energy not on fighting the old but on building the new”
Socrates





The World's Biggest Real Estate Bubbles in 2021

Index scores for the housing markets of select cities, 2021



■ Bubble risk (>1.5)
 ■ Overvalued (0.5 to 1.5)
 ■ Fair-valued (-0.5 to 0.5)
 ■ Undervalued (-1.5 to -0.5)
 ↕↕↕ Change vs. 2020

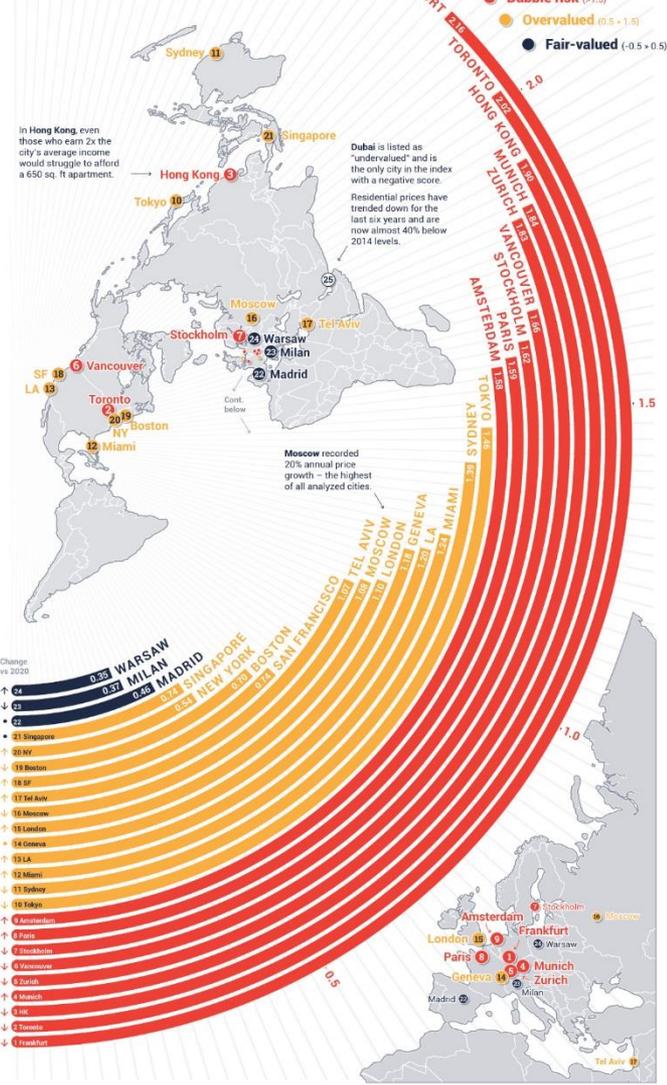
Source: UBS

Inflation-adjusted price growth rates, as of 2nd quarter 2021, in %



■ Year-on-year
 ■ Last 5 years, annualized
 ■ Housing market risk assessment

Real Estate Bubbles UBS Index, 2021



For years, house price appreciation in city centers was all but guaranteed as construction boomed and people were eager to live an urban lifestyle. Remote work options and office downsizing is changing the value equation for many, and as a result, housing prices in non-urban areas increased faster than in cities for the first time since the 1990s.



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