Tackling Challenges and Opportunities Within the Retail Supply Chain

RCC West – Vancouver – September 25, 2025

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The Glory Days of Retail...
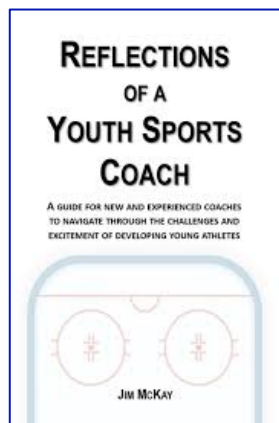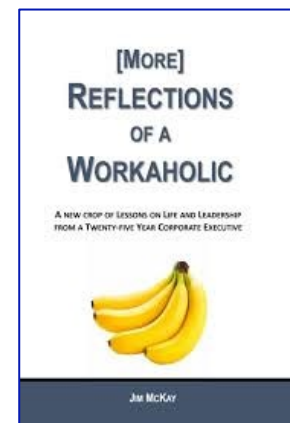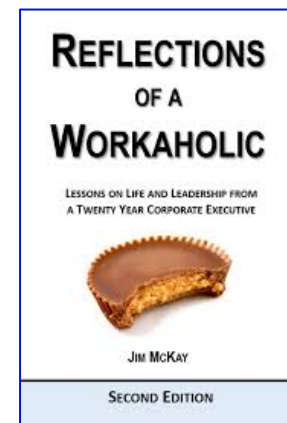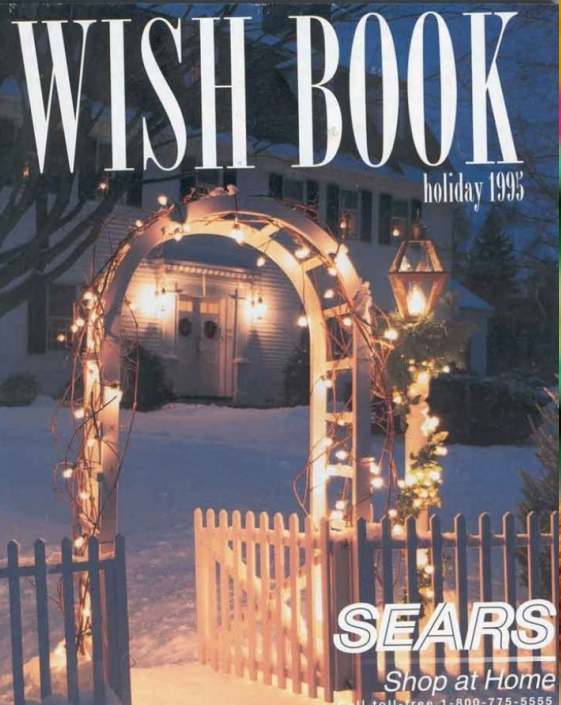
So What has Changed?

[aka I miss the good old days...]

Retail is Changing...
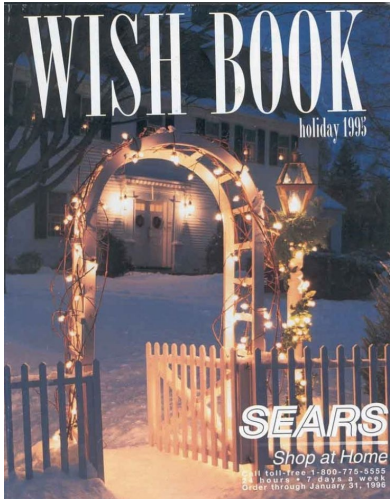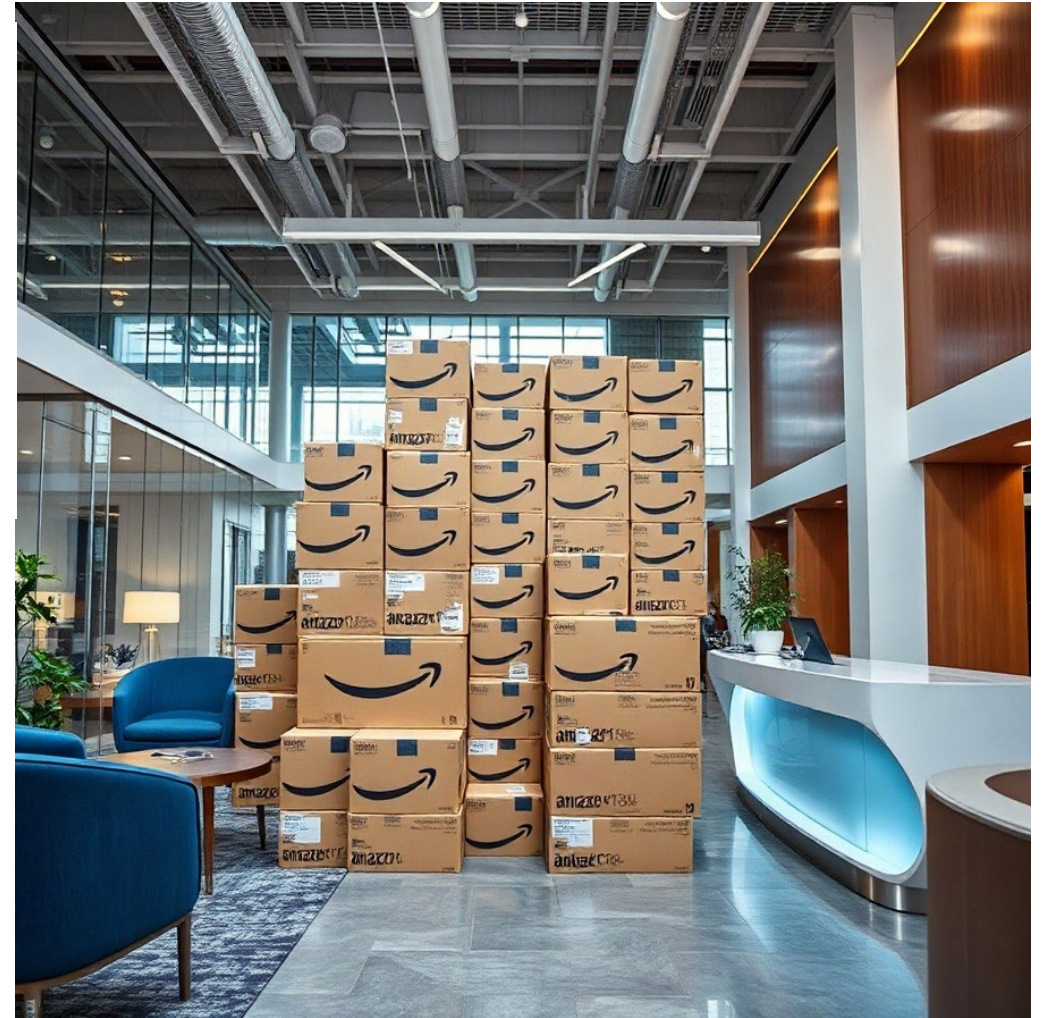
The Historical Challenge – 2000's

- Supply Chains growing longer, more complex

- Offshoring to obtain lower merchandise cost

- Leverage brick and mortar footprint

- Finding ways to reduce touches and complexity

Expansion!
The 2010's

- Retail / Food Giants evolve (and fail?)

- eCommerce

- Click and Collect

- Stores as Fulfillment Centres

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2020's – WTF?

- COVID
- Fuel / Carbon
- Ocean / Carrier Rates
- Port / Postal Labour
- Market Insecurity
- Driver Inc.
- Tariffs / CUSMA $$$
- De Mimimis ~~$800~~

How Can Retailers Cut Through the Issues?

[from someone who understands your issues...]

Understand BALANCE in Supply Chain...

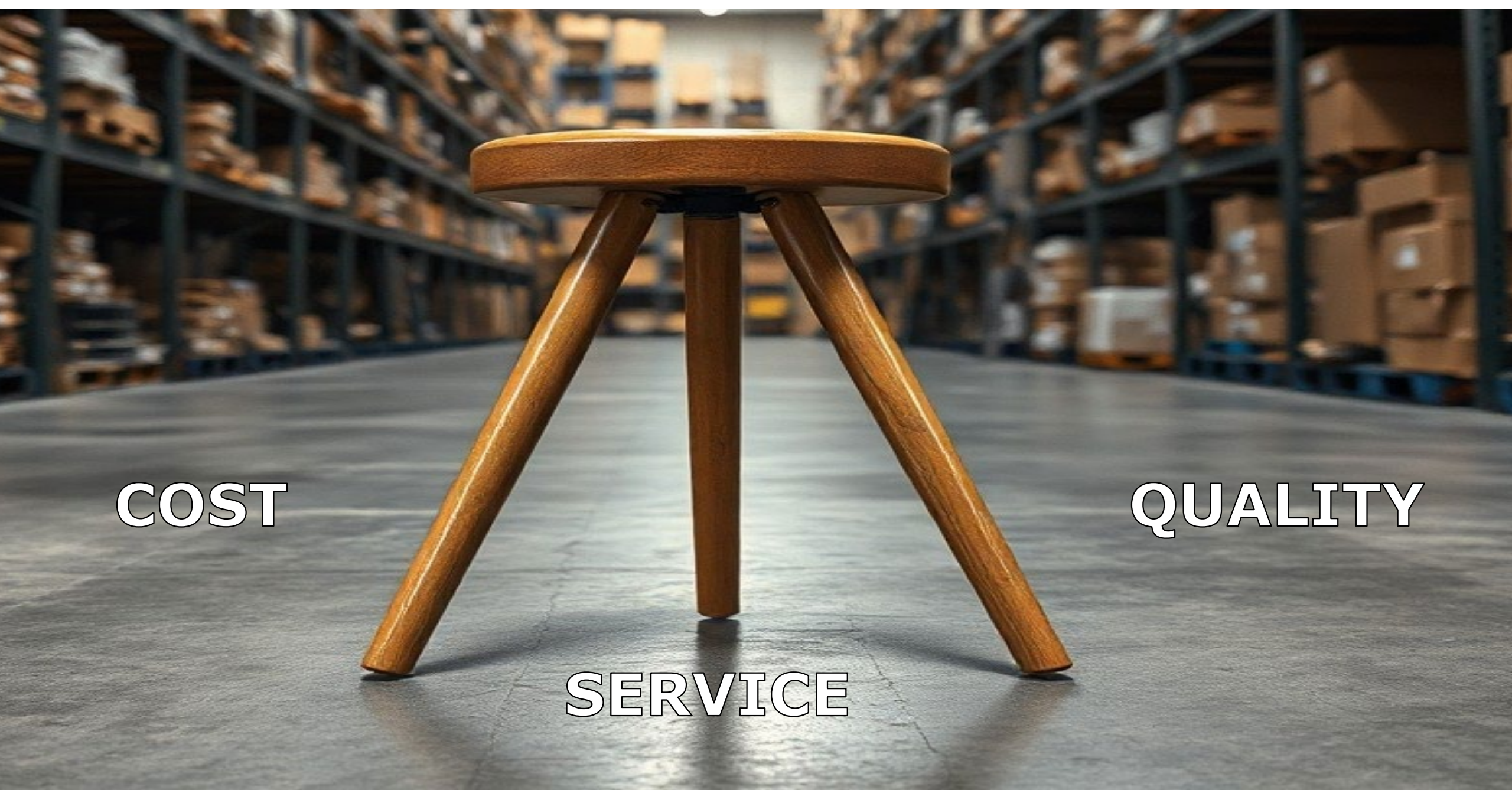"Anything is possible in return for something else..."

COST

QUALITY

SERVICE

Parcel Example

Parcel Market Example
Not all Packages are Treated Equally…

Cost – Service – Quality are all important – but to some more than others

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Parcel Example:

COST	SERVICE	QUALITY
HIGHER	Guaranteed Service	**HIGHER** — Chain of Signature
	Re-Direct Options	Proof of Delivery
	Expedited Delivery	Delivery Notification
	Adult Signature	Milestone Alerts
	Out of Home	Driver Tracking
	Second Attempt	Insurance
LOWER	Delivery Attempt	**LOWER** — Call Centre – "WMS"

"Anything is possible in return for something else…"

Freight Example

Multi Touch Supply Chain:
The Patio Set Example

- Planning up front can save substantially downstream
- End to end focus is required vs a commodity / stream approach

OCEAN   **PORT**   **WAREHOUSE**   **GROUND**   **STORE**

Even the largest and most sophisticated supply chains can struggle...

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Patio Set Example
Closed Loop Network

Number of touches before the patio set is sold:

1. De-stuff at port
2. Palletize
3. Stage for storage / shipment
4. Load unit for shipment
5. Transport to Import Distribution Centre
6. Unload at Import DC and stage
7. Put in racking at Import Distribution Centre
8. Pull from racking at Import Distribution Centre
9. Load truck at Import Distribution Centre
10. Ship to Regional Distribution Centre
11. Put in racking at Regional Distribution Centre
12. Pull from Racking at Regional Distribution Centre
13. Load truck at Regional Distribution Centre
14. Ship to Store
15. Unload / put away at store
16. Move to modular at store

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* Assumes closed loop network, unit is sold and not moved to back room or worse, removed from store and sent back to WH…

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Best Practices

Best Practice 1:

Define WHAT Issue(s) You Are Trying to Solve

- Cost?
- Service?
- Quality?
- Some of Them?
- All of Them?

" You can't solve if you can't define what it is you want to fix…"

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Best Practice 2:

Determine Options for Your Network Solution

- Capability in your own network provides security, control (and touches)

- Capability in open network provides better service (at higher cost)

- Find ways to consolidate / reduce cross border costs

" You only get paid to touch it once (not 16x)…"

Best Practice 3:

Choose Your Partner(s) Wisely

- Are they an established carrier with a proven track record and capacity?

- Know the difference between the "parking lot warrior" carrier and a reputable service provider

" You get what you pay for"

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Best Practice 4:

Build and Foster Trust With Your Partners

- The call for quotation or RFP is just the start

- Ensure you set up and maintain regular check points: collaboration!

- A transactional relationship is fine for some and may seem like a great deal, but ALWAYS costs more in the long run

"You need your supplier in the same way they need you…"

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Best Practices – In Summary:

1

Define the issue you are trying to solve

2

Determine options for your network solution

3

Choose your partner(s) wisely

4

Build and foster trust with your partners

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Thank You

Jim McKay, CCLP
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North America

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