THE ULTIMATE LOGISTICS GUIDE FOR EXPANDING YOUR BUSINESS ONLINE

Master shipping and logistics as you take your retail business online or grow your e-commerce presence





INTRODUCTION

AS A RETAILER, you likely know that e-commerce continues to boom.

- Online spending was more than \$500 billion for U.S. merchants in 2018 (up 15 percent from 2017)¹
- Worldwide purchases were \$2.86 trillion online in 2018 (up from \$2.43 trillion in 2017)²
- U.S. millennials make 60 percent of their purchases online (up from 47 percent in 2017)³

With growth like this, it makes sense to turn to e-commerce to expand your business.

Of course, there are many considerations when taking (or growing) your business online: Setting up a domain and a website. Selecting an e-commerce software platform. Building processes around packaging and inventory. Managing search engine optimization and marketing.

While all of these aspects are important, this guide focuses on one key facet of your online business: the shipping and logistics.

In the age of retail giants like Amazon and Wayfair, today's online consumers have come to expect fast, cheap and hassle-free delivery. Whether you sell small items like scarves, or large items like sofas, you need to be ready to compete in this environment.

You may be looking to take your retail store online for the first time. Or you may be aiming to expand your existing e-commerce sales.

Either way, the business of transporting your products from one place to another is critically important to your success.

IN THIS GUIDE, YOU'LL LEARN THE INS AND OUTS OF SHIPPING LOGISTICS, INCLUDING:

- **Inbound** receiving raw materials and/or sourcing imports
- **Parcel** shipping smaller items to your customers
- **Oversized** sending large items, such as furniture, to your customers
- **Cross-border** delivering products between countries
- **Reverse** handling the details of return shipping

So, get ready to master shipping and logistics as you take your retail business online or expand your current e-commerce presence!

¹ https://www.digitalcommerce360.com/article/us-ecommerce-sales/

² https://www.digitalcommerce360.com/article/global-ecommerce-sales/

³ https://www.digitalcommerce360.com/2019/03/26/millenials-online-shopping/

INBOUND SHIPPING

Whatever your products may be, as a U.S. retailer, your supply chain starts with inbound shipping. Simply put, inbound shipping is about you receiving raw materials that you will use to create your final products or imports that you will sell.

The entire process of inbound shipping is complex. It involves multiple steps:

- 1. A dry container is sent to the location where your raw materials or manufactured products originate (China was the largest supplier of imported goods to the U.S. in 2018)⁴.
- 2. The manufacturing plant packs and loads the products.
- 3. The container is trucked to the port or terminal of departure.
- 4. The container is loaded onto a ship or vessel.
- 5. The vessel heads to the U.S. port.
- 6. The container must clear U.S. customs
- 7. Taxes and duties must be paid.
- 8. A truck picks up the container from the port.
- The container is driven to your own (or a third-party's) production facility, fulfillment center, or warehouse – depending on your specific business requirements and ability to accept certain types of containers and goods at your own facilities.



THE CHALLENGES OF INBOUND SHIPPING

Inbound shipping presents a unique set of challenges for retailers. These challenges fall into two general categories: complexity and time.

Complex inbound shipping challenges include: multi-step processes, accepting shipments, paying duties and taxes, and figuring out where each container goes (either to your facility or a third-party logistics facility).

Time related inbound shipping challenges include economic, political, weather impacts on traffic congestion and delays at U.S. ports. If you're using sea freight, it can take up to 6-8 weeks for goods to get to your facility, which can slow down your fulfillment process.

⁴ https://ustr.gov/countries-regions/china-mongolia-taiwan/peoples-republic-china

BY SEA OR BY AIR?

Air freight is a faster alternative to sea freight, but it has its own challenges as well. Consider the pros and cons of each shipping method:

	PROS	CONS
SEA FREIGHT	Cheaper	Slower (6-8 weeks or more)
	Greater capacity	Less direct (must pass through a U.S. port before continuing via truck to the destination)
AIR FREIGHT	Faster (5-7 days)	Costly
	More direct (can land directly in or near the destination city)	Less capacity

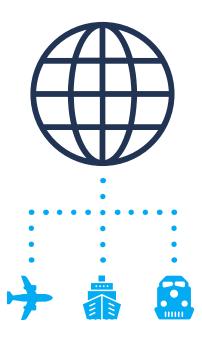
THE SOLUTION: THINK "SIMPLICITY"

You could hire multiple logistics companies to handle each step of your inbound shipping. But, you need to focus on your business, not on logistics.

Consider using a global freight forwarding service to manage the complexity of inbound shipping and find the most expedient and cost-effective methods and routes for your products.

Look to providers such as Crane Worldwide Logistics, D.B. Schenker, and J.B. Hunt.

These types of freight forwarding service providers can serve as a single source to help you manage all of the steps involved with inbound shipping.



PARCEL SHIPPING

There's no question about it. Today's consumers expect fast, free shipping.

In fact, the 2018 Pitney Bowes Global eCommerce Study⁵ found that 91 percent of customers will leave a website if shipping isn't free or fast enough.

As the e-commerce market grows by leaps and bounds, merchants and carriers are working to deliver packages faster and more efficiently. So when it comes to parcel (small package) delivery, how do you compete with leaders like Amazon, Target, and Walmart?



The truth is, you can compete – even if you're a small business.

KNOWING YOUR SHIPPING PROVIDER OPTIONS

There are multiple shipping provider options available to retailers of all sizes. It's important to understand these choices so you can pick the right one, at the right time, for your specific business.

The following options make it possible to deliver a customer experience that rivals those of the e-commerce giants:

- **Postal service** This is a great choice for smaller, lightweight packages of lower value. Postal service is often where retailers begin because it's readily available across the United States (there are USPS locations in every major city and town in the U.S.)
- Small parcel carriers While postal providers started with letters and moved into shipping parcels, these carriers started as more of a courier service. They pick up just about any parcel from anywhere and deliver it somewhere else. These carriers are typically well-known and include DHL, FedEx, and UPS.
- **Regional small parcel carriers** There are regional providers that offer similar service as the small parcel carriers, but are more focused on certain regions of the U.S. Examples include Golden State Overnight (now GLS), which serves California and the West Coast, Lonestar Overnight, which serves Texas and the Southwestern U.S., and Spee-Dee Delivery in the northern Midwestern U.S.

⁵ https://www.pitneybowes.com/us/ecommerce-study.html

TIP: It's worth looking past the big-name parcel carriers to consider some of the regional providers. They're often faster and price-competitive within their region.

 Work share providers – Less recognizable, but still important to be aware of, work share providers are often divisions of the larger parcel carriers. For example, DHL has an eCommerce division, FedEx has a SmartPost division, and UPS has a Mail Innovations and a SurePost division. With these providers, you make an agreement with the carrier, and they handle pickup. At a certain point, they'll hand off the item to a different provider – normally the postal service (domestic or international). Then the postal service will handle getting the item to the customer (also called Last Mile). These services tend to be slower, but often are significantly cheaper than other options.

TIP: Within each shipping provider option, there are a variety of service methods, ranging from expensive and fast with extensive tracking, to cheap but slower and with minimal to no tracking. Be sure to offer a standard shipping option (3-5 business days), and choose the service based on price. If you want to offer a free shipping option to your customers, this is your best option.



OFFERING MULTIPLE SHIPPING OPTIONS TO YOUR CUSTOMERS

While consumers want fast, free delivery, they also want flexibility depending on the specific product they're purchasing. In fact, the 2018 UPS Pulse of the Online Shopper⁶ study recommends offering flexible delivery options to meet consumers' preferences.

Here are four key delivery options to offer:

- **Standard** 3-5 day delivery. This is the option to offer as a free option.
- Express 2-3 day delivery.
- **Overnight** 1 day delivery.
- Same day This option is becoming more prevalent in e-commerce as providers, such as Deliv, offer same day delivery. The rates are often competitive with UPS and FedEx Ground service. For areas in which you have a warehouse or distribution center, this is an important option to offer, allowing you to keep pace with retail giants.



TIP: For an added delivery option, offer alternate delivery locations. Several carriers, including UPS and FedEx, offer this service in which the parcel is delivered to a convenient location near the customer instead of being delivered to their doorstep. This is a great option for high value, small items, such as computers or camera equipment.

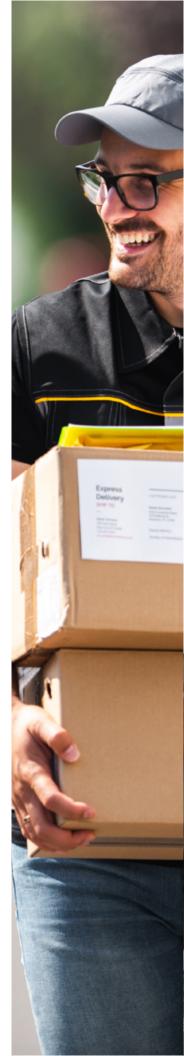
⁶ https://solutions.ups.com/UPS-pulse-of-the-online-shopper-2019-LP.html?WT.mc_id=PRESSRELEASE_PRESSROOM_POTOS_STUDY_073019

OFFERING FREE SHIPPING WITHOUT KILLING YOUR MARGINS

Many online merchants do not offer free shipping because they believe it will impact their bottom line. But that just isn't true. In fact, if you're not offering free shipping, at some level you're likely falling behind the competition.

Here are a few quick tips for configuring your e-commerce shipping strategy to alleviate the cost of free shipping:

- Limit your free shipping by geography. Shipping to Alaska and Hawaii, for example, is generally more costly than shipping to the contiguous 48 states, so you may want to save your free shipping offer for the people in your state or region.
- Set promotional thresholds. As shoppers, we've all run into online stores offering "free shipping on purchases over \$X." The threshold persuades shoppers who may have visited your store for one thing to add extra items to their carts, and ensures you make enough profit on the sale to cover the cost of free shipping.
- Limit free shipping to certain products. Offering free shipping on a refrigerator is likely going to cut into your margin on said refrigerator. Instead, be sure to limit free shipping to lightweight products that are easier and cheaper to ship.
- Offer free shipping to certain customer groups. Segmenting customers can be a great way to reward frequent buyers, long-time customers, big spenders, or any other customer group to whom you'd like to offer free shipping.
- Align price with speed. One strategy to keep shipping costs from getting out of hand is to offer free shipping on slow and low-cost methods like economy and ground (or even delay the dispatch on these goods). You can also charge actual cost, or add a surcharge for two-day or next day shipping.
- Pay attention to dimensional shipping. To save money on dimensional shipping, instruct your pickers and packers to use the smallest box or packaging unit available for the order. And try to pack multi-item orders into one package when possible. You'll automatically save on shipping when you use the smallest size boxes and the least number of cartons.



OTHER CONSIDERATIONS FOR PARCEL SHIPPING

While cost, speed, and shipping options are key considerations when setting up your parcel shipping logistics, there are other factors that come into play. Here are some things to think about as you plan your parcel shipping strategy:

- **Provide full visibility with tracking.** Good tracking is updated in real-time as the package moves through the carrier's network. This can give the customer confidence that their package has not only left your warehouse, but that it's moving in the right direction.
- Plan ahead for perishables and hard-to-ship items. Shipping perishable, oddly shaped, or other difficult-to-ship items requires close attention to temperature, packaging, delivery time, and contingency plans for failed shipments. Consider working with a shipping management provider to ensure your products arrive fresh, intact, and on time.
- Offer a cross-over point to oversized shipping. While some shipments (like a book) should clearly be delivered via parcel service, and some (like a sofa) should clearly be shipped via freight, some items fall in the murkier middle area. For these items that could be shipped either way, allow the customer to decide if they would prefer a faster, more expensive parcel delivery, or a slower and more economical oversized shipping option.

E-COMMERCE SHIPPING IN THE REAL WORLD

Dive Gear Express sells a variety of products, from small, light adapters to huge, heavy scuba cylinders. The company uses ShipperHQ to restrict when the larger items don't qualify for Super Saver, which is their free shipping program.



OVERSIZED SHIPPING

You may be a long-time offline furniture retailer looking to expand nationwide through e-commerce. Or maybe you're a boutique owner looking to expand your market via sites like 1stdibs, Chairish, eBay, or Etsy. No matter what your e-commerce goals may be, when it comes to delivery of oversized, larger-than-parcel items such as furniture, mattresses, and treadmills, you can still compete logistically with Amazon and big box retailers.

Buyers are more comfortable than ever making large online purchases without ever seeing the item in person. In fact, uShip's Realities in Oversized E-commerce Delivery in the Amazon Era report⁷ found that 22 percent of Americans have bought an oversized item online in the past year. Of those, 34 percent say they are more likely to buy large e-commerce items than they were five years ago. But taking advantage of this opportunity requires a thoughtful approach to shipping.

SETTING A SHIPPING PRICE STRATEGY

Shipping costs play a big role in the decision about when and where to buy. Consumers have come to expect fast, cheap delivery – even when it comes to oversized items.

The ideal shipping price approach is cost effective for the seller and meets buyers' expectations for affordable delivery. But landing on the right shipping rate approach can be challenging.

There are four basic shipping price strategies:

FREE SHIPPING/SHIPPING INCLUDED The seller offers free shipping by folding the delivery cost into the price of the product, by covering the entire cost of shipping, or some combination of the two.	SUBSIDIZED SHIPPING The seller offers a low, standard delivery price by subsidizing the shipping fee. In some cases, the seller may offer an additional "bulk discount" for customers who purchase multiple items.
BREAKEVEN SHIPPING The seller charges the customer for the actual cost of shipping.	REVENUE SHIPPING The seller charges the customer more than the actual shipping charge.

Each of these delivery pricing approaches has pros and cons, and you may find that it makes sense to have more than one approach depending on what product is being purchased.

⁷ https://go.uship.com/rs/544-ZAR-489/images/Realities%20in%20Oversized%20E-Commerce%20Delivery%20in%20the%20Amazon%20Era.pdf

TIP: No matter what approach you take to shipping pricing, keep in mind that your products and your customers' expectations likely will change over time. Plan to evaluate your strategy often, and be open to changing it as your business evolves.

Ultimately, the right shipping price approach depends on your specific business. Here are four factors that should weigh into your decision making:

- Average sale price Your customers' willingness to pay for shipping may depend on the amount they're spending on their purchase.
- **Target buyer** Who is your target demographic? Be sure to think about their general willingness and ability to pay for shipping.
- **Product uniqueness** If your products are hard to find or one-of-a-kind high-end items, you might price shipping higher than if your product is mass produced and easily purchased elsewhere.
- **Business goals** Depending on how you approach delivery pricing, you may be able to move the needle on business performance indicators such as conversion and cart abandonment rates.

As you think about these factors, you may find that one area is more significant for your business than another. You also may find that it makes sense to have more than one pricing strategy depending on the product being purchased.



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Business characteristic:	Free/Included (no fee)	Subsidized (low fee)	Breakeven (actual fee)	Revenue (higher fee)		
AVERAGE SALE PRICE						
Expensive	•	•	•			
Lower priced	•	•				
TARGET MARKET						
Higher end	•	•	•			
Lower end	•	•				
PRODUCT UNIQUENESS						
Unique		•	•	•		
Commonly available	•	•				
BUSINESS GOAL						
Reduce cart abandonment rate	•	•				
Compete with big box retailers	•	•				
Generate new source of revenue				•		

E-COMMERCE SHIPPING IN THE REAL WORLD

A small online seller offering modern furniture was using breakeven shipping, passing the actual shipping cost through to the customer. For example, a couch that cost \$1600 had a shipping fee of \$275 to move from their East Coast warehouse to a customer's Texas home. The company was finding that customers were abandoning their shopping carts after seeing the furniture cost and the shipping cost broken out in their cart.. After a cost analysis on each item, the seller decided to increase their item prices to include shipping. By displaying a single price and no shipping fee (positioned as "shipping included"), the seller saw a reduced cart abandonment rate.



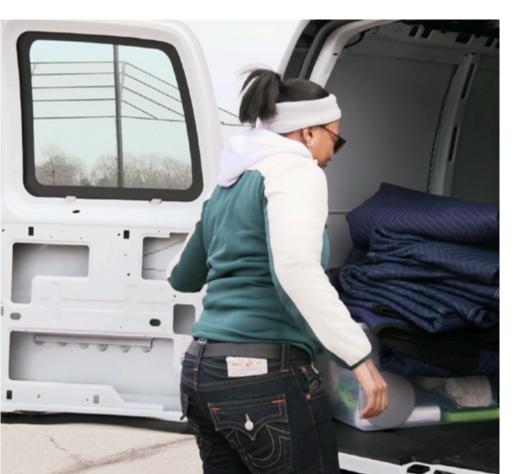
OTHER CONSIDERATIONS FOR OVERSIZED SHIPPING

Setting your pricing strategy is just one aspect of the overall shipping experience you create for your customers. Consider these three important aspects as part of your delivery strategy:

1. Carrier Access

A shipping price strategy is key, but now you need to get your item(s) moved. That's where accessing a reliable carrier network comes in. There are a variety of different ways to get items moved, each with its pros and cons. Traditional trucking companies often have a reliable track record but that can come at a cost. They usually command a premium (and often additional fees) on large and bulky items that don't stack easily. Their trucks are typically designed for dock to dock shipping, not necessarily for tight spots and residential streets. Typically sellers are required to crate or wrap their own items before the carrier arrives.

Non-traditional carriers, like the thousands in uShip's network, operate box trucks, sprinter vans, and pickup-trailer combinations. Similar to how Airbnb has opened up vacation rental space in hospitality, uShip has done something similar with truck space. They are often owner-operators or small fleet owners, and many times they are retired as company drivers so have a lot of experience but have chosen to drive a smaller-footprint vehicle. Blanket wrap service is included in the price, which is definitely more transparent with this network of drivers.





2. Shipping policy

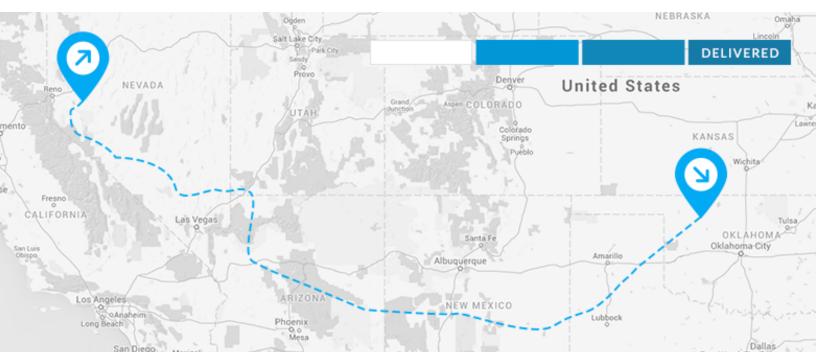
Be sure to set accurate shipping expectations for your customers. For example, if a buyer's shipment will take 14 days to arrive, set their expectation for 14 days. Otherwise, they may be dissatisfied and ask for fee concessions. Also be sure to evaluate how accurately those expectations are being met. If you promise 14 days, but 60 percent of your shipments arrive in 20 days, maybe adjust your customer expectations to a 14-20 day window.

In addition, have a clear shipping policy on your website. For example, if you advertise "fast shipping," explain what you mean by that. Is it processed within one business day? Is it guaranteed to arrive within a certain number of days? Is assembly included? Will it be delivered to the front door or will it be delivered in-home by appointment? The more accurately you set your customer expectations, the better their experience will be.

3. Process automation

Make the entire shipping process as smooth as possible for you and your customers by automating it. Look for a modern shipping technology solution that:

- Uses shipping intelligence algorithms and historical data to recommend delivery rates that increase sales and reduce cart abandonment rates
- Displays delivery rates or free shipping right in your buyer's shopping cart
- Gives you access to a network of reliable carriers
- Have carrier tracking capabilities so your customers have visibility into their delivery experience



CROSS-BORDER SHIPPING

Cross-border shipping can be intimidating. The cost, the complexity of customs, and other factors— all can make an e-commerce retailer want to run the other way.

But the truth is that you don't have to shy away from international shipping. It's more feasible than it used to be. Plus, it presents an opportunity you simply can't afford to miss.

WHY YOU SHOULD BE SHIPPING INTERNATIONALLY

International shipments present a huge opportunity for online retailers. The Pitney Bowes 2017 Global eCommerce Study⁸ found that 70 percent of online shoppers shop internationally. According to PayPal's 2018 Cross-Border Consumer Research Report⁹, 25 percent of online buyers around the world made a purchase from a retailer in the U.S.

The volume of international shipments only appears to be increasing. A Forrester report¹⁰ predicts that cross-border shopping will make up 20 percent of e-commerce in 2022, with sales of \$627 billion.

UNDERSTANDING THE CHALLENGES OF CROSS-BORDER SHIPPING

Of course, with opportunity comes challenges. And international shipping is no exception. Consider these challenges:

- Limited shipping options Traditionally, e-commerce retailers have used postal service for international shipping because it's relatively simple. But this method can be fairly risky. Delivery timeframes are long (often seven to 14 business days or more), and often have no guarantee. Alternatively, retailers have used the international option from small parcel carriers. And while this method is excellent for getting high-priority, high-value goods to their cross-border destinations quickly, it can be extremely expensive.
- **Taxes, customs and duties** With cross-border shipping comes customs and duties. The United States sales tax system alone is extremely complex. Every state has its own tax rate and rules. If you multiply that complexity by thousands of types of product definitions and about 200 countries worldwide with the task of working out duties and taxes and the customs clearing process, it becomes a mammoth project.

⁸ https://www.pitneybowes.com/us/ecommerce-study.html

⁹ https://www.paypalobjects.com/digitalassets/c/website/marketing/global/shared/global/media-resources/documents/PayPal_Insights_2018_Global_Report.pdf

¹⁰ https://www.forrester.com/report/CrossBorder+Services+Will+Help+CrossBorder+eCommerce+Reach+627+Billion+By+2022/-/E-RES137902

TIP: Cross-border shipping is highly regulated. Some countries require a license or other provision before importing goods. Be sure to understand the regulations based on point of origin and shipping destination. UPS offers a resource on shipping regulations based on point of origin and destination.¹¹

You (or your customer) will also likely have to pay duties and taxes, depending on the product, what it's made of, it's value and quantity and where you're shipping from and to. These fees are simply a cost of importing goods into a country.

So as a business, you have two options here:

- **Delivery Duty Paid (DDP)** As the retailer, this means you pay all the taxes and fees associated with shipping internationally. You are generally billed by your carrier for these fees. This is a great option for the customer they pay for a product and it's shipped to them just as a product would be shipped to them domestically. But the work falls on you to figure out the correct amount that's due upfront. Plus, you have to make sure your carrier distributes the correct amount to the proper authorities, in addition to making sure it gets through the destination country's customs process quickly.
- Delivery Duty Unpaid (DDU) This means that the customer is on the hook to pay all taxes and fees associated with the package. If you choose this method, it's important to let the customer know upfront that they will be responsible for this cost. While this method is easier for the retailer, the process can be complicated and time-intensive for the customer. If the customer ultimately refuses the package, then it falls on you as the retailer to pay. You also might end up with an unhappy customer who could otherwise become a repeat buyer.

TIP: Some items are restricted or require extra steps to ship internationally. Keep in mind that some restrictions are carrier-specific. So, if one carrier refuses to ship your product, check with another one.

¹¹ https://www.ups.com/ga/CountryRegs

THE GOOD NEWS ABOUT INTERNATIONAL SHIPPING TODAY

Today, international shipping is no longer something to avoid. While cross-border shipping options were once extremely limited, there are now new options available.

In fact, one factor driving the boom in cross border e-commerce is the emergence of providers offering international shipping services that fall between those of postal service and parcel carriers. They offer a reasonable speed and price point with door-to-door tracking. While you still might want to offer an expedited international shipping option, this service type allows you to offer solid, standard cross-border delivery. Providers of these services include DHL eCommerce and Zenda as well as divisions of parcel carriers like UPS Worldwide Economy.

TIP: If you've held off on cross border e-commerce, it's time to look into it. Consider all the shipping options available today. If you already have relationships with shipping providers, ask them if they have an international shipping service.

In addition, there are now providers that can help you calculate duties and taxes at checkout. If you choose the DDP option, this allows you to collect duties and taxes upfront as part of the shipping cost. If you choose the DDU option, this allows you to let the customer know exactly how much they will need to pay on delivery.



REVERSE SHIPPING

According to the 2019 UPS Pulse of the Online Shopper report¹², a key demand for online shoppers is returning merchandise. Of the consumers surveyed, 73 percent said the returns experience influenced whether they would continue shopping with a retailer.

An Internet Retailer survey conducted by Bizrate found that the number one pet peeve in the returns process are the fees attached to it. Other top complaints include slow returns processing and retailers not including return slips in shipments.

With these consumer sentiments in mind, it's critically important to have a solid plan in place for reverse logistics, or the process of the consumer sending merchandise back.

Consumers generally return items for one of two reasons: the item arrived damaged, or they buyer did not like the item for some reason. The challenge for you as a retailer is to meet consumer demands for quick, easy, and free or cheap returns while minimizing your costs.

HERE ARE 4 TIPS FOR HANDLING RETURN SHIPPING

- Reduce damage claims. Merchandise, especially oversized shipments, can be passed around multiple times among different logistics providers between origin and destination. This increases the likelihood of damage to the product. Look for shipping logistics services that minimize the number of handoffs between transporters to minimize the risk of damage claims.
- 2. Address shipping-related damages. Accidents happen. When accidents occur, have quickacting customer service in place to address the problem. Consider sending a replacement shipment if it's a high-value customer. These type of customers tend to be more forgiving of such issues if they are addressed quickly and professionally.

¹² https://solutions.ups.com/UPS-pulse-of-the-online-shopper-2019-LP.html?WT.mc_id=PRESSRELEASE_PRESSROOM_POTOS_STUDY_073019

Of consumers who have made an oversized e-commerce purchase in the past year, one in five (21%) have ordered something that arrived damaged.



- Oversized E-Commerce Delivery Insights Report by uShip

- **3. Offer insurance.** For oversized and more expensive items, be sure to let your customers know their purchase is protected by insurance. Also, provide a place for customers to find information about what the coverage includes (damage, theft, etc.) and how to get help.
- 4. Avoid the blame game. When an issue with delivery occurs, the easy way out is to point a finger at the logistics company and not take responsibility. However, customers appreciate when you step up to help address and ideally resolve the problem, even if you weren't directly responsible. You can handle carrier management behind the scenes, out of customer view.



TAKE THE NEXT STEP

Retail giants may have set the pace for today's consumer expectations around fast, free and easy delivery. But you *can* compete online – even if you're a small business.

While it's important for you to understand the logistics of shipping for your business, the reality is that you're in the retail business, not the shipping business. That's why we're here, with tools and services to help you automate and simplify your shipping processes — so you can focus on expanding your business online.



uShip makes it quick, easy, and affordable to ship large or bulky items. From cars to cranes and furniture to freight, their straightforward and transparent platform helps people, businesses, e-commerce sellers, and multinational logistics companies ship with greater speed and efficiency.

FIND OUT MORE: uship.com



No matter what you sell through your eCommerce store, ShipperHQ makes it easy to customize your shipping strategy, generate more sales and compete with Amazon. Built on the expertise gained from serving thousands of retailers worldwide, their powerful tools give you the flexibility to show competitive shipping rates and the convenient delivery options customers expect at checkout.

FIND OUT MORE: shipperHQ.com

