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The first 15 years



TOPGOLF in Orlando. Where else?



Overcoming the risk of relocating

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Back to migration

An eye on the future



The golden prize of digital inventories seems tantalizingly close right now. But is it really, or are the challenges beyond us? Steve Jordan finds out more. Pg 29

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President.
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São Paulo, Brazil
E: lars@teamworkintl.com.br



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Carolina, Puerto Rico
E: aida@rodicargo.com



George Naumann
Treasurer.
Swiss Moving Services,
Zurich, Switzerland
E: george@swiss-moving-service.ch



Steve Dozois Secretary. Humboldt International, Boston, USA E: sdozois@humboldt.com



Juan Carlos Ortiz
Director.
Moving Systems SAC,
Lima, Peru
E: juancarlos.ortiz@movisystems.com



Matthias Tischer
Director.
Carl Hartmann GmbH & Co. KG,
Bremen, Germany
E: m.tischer@carl-hartmann.de



Giselle Angelica Muñoz Director.Goetz Moving and Storage, Inc,
Parañaque City, Phillippines
E: giselle.munoz@goetzmoving.com



PAIMA Management/PAIMA Report
Antonio Tremols, Executive Director,
Pan American International Movers Association,
5201 Blue Lagoon Drive, 9th Floor, Miami, FL 33126, USA
T: +1 (954) 880 - 1085 F: +1 (786) 497 - 4017
E: paima@paimamovers.com www.paimamovers.com

Advertising Enquiries: paima@paimamovers.com



DAIMA President Lars Lemche

Issue 3 2021

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Pan American
International
Movers Association



PAIMA President, Lars Lemche

Dear members,

I hope you all are doing well and preparing for the holidays ahead of us. This has not been a fun year and thank God, it is about to be over. Although there are rumors of new lockdowns in Europe and Asia which mean that we all need to keep a careful eye on the future, I'm very positive about 2022 and confident that our industry will soon be back to normal.

We are seeing more requests and more bookings coming in. This is a sign that people are beginning to be happy about moving again and corporations are willing to spend the extra ocean freight fees to have their people on the go. We are also seeing confirmations of conferences, concerts, tradeshows and shows around the world.

Although air travel is still hard to book and expensive right now, I expect prices to drop soon ... fingers crossed!

PAIMA has been very busy this vear with the new Tradewing platform and with developing a new tonnage platform. We have invested to make communication and trade easier for all of you. We hope you are taking advantage of all this. It is great exposure for your company. Don't waste your time, write on the Tradewing platform and send us some stories. Also, make sure you enter your tonnage on the new platform, you can only benefit. I really hope and have high expectations for 2022. Meanwhile, PAIMA wishes you all, and your families, GREAT holidays.

I look forward to seeing you all again soon.

All the best, Lars Peter Lemche President – Board of Directors

Letter from the Editor

We seem to have packed a lot into this issue. I guess as the world transits from a 100% focus on the pandemic, to tackling more operational issues, the breadth of topics that exercise the mind expands. That's got to be a good thing.

I have looked at the migration market and what we might expect from it, expanded the debate on digital inventory technology, and even dipped into the dangerous world of predicting the future. My intention was to fuel debate. It seems to me that the more we discuss the factors that drive our industry, the better prepared we will be to deal with them. That said, there must come a time when the talking stops and the action starts. That, of course, is up to you. I merely sow the seeds; it is you who harvest the crops.

I have also added my small voice to the tonnage reporting issue. I know it's overstepping my brief a bit, but it does seem illogical that PAIMA has provided a golden opportunity for members to get new business, yet some still don't do it. Their apparent reluctance does seem odd.

Finally, we have reached that time of year again when we focus on family and take a breath; just a beat, long enough to reflect on our blessings and resolve to do what we can to make the lives of others a little easier. It doesn't matter what faith you have, or none, as the year turns, we can do that together. I hope you have a lovely Christmas and that 2022 has many happy moments for us all.

All the best, Steve Jordan, Editor Please send your contributions to: steve@thewordsworkshop.co.uk or via the PAIMA office.

PAMA Office Report



Dear PAIMA members and friends,

Greetings from the PAIMA office, we certainly hope that this message finds you all well and healthy. It undoubtedly can be said that the years 2020 and 2021 have been a challenge for our industry due to the worldwide pandemic and now the freight pandemic, as well. Yes, we are heroes just for being alive, and still being in business.

PAIMA does have some good news to report despite the challenges with the COVID-19 pandemic.

As you all are aware, the PAIMA Board of Directors and the PAIMA office have continued to work hard to find possible solutions that will assist our member base and provide more value for the Association as a whole. This focus carried

over after our last live convention in Chicago in 2019 when the Board of Directors noted that it was important to protect the Association's trademark and logo. This of course was accomplished by securing an official United States Patent Office registered trademark on our Association name and logo. It was a critical step in protecting our Association's intellectual property rights.

PAIMA, like all our members, was also forced to use a variety of technological tools after the start of the pandemic which really assisted in brainstorming with the PAIMA Board of Directors and the PAIMA office. We tested a variety of video conferencing platforms and ended up settling with the Zoom platform for virtual meetings, not only with the Board of Directors, but with all our PAIMA members around the world. This series of virtual meetings were well received and will be a part of the future of PAIMA as it enables us to meet regularly, more than before the pandemic.

During these calls, there was also a focus on what tools PAIMA could possibly add in the future, to assist our members in communicating and sharing news from around the world. A tool that would be exclusive to PAIMA members and give them the ability to communicate and share moving industry news with the PAIMA family. These requests spawned the investment in our 'PAIMA Tradewing Community Platform' (PTCP) which now

gives the Association a dedicated tool for its members to communicate and share news, in real time, from all around the world. The PTCP platform is being constantly evolved by the platform provider which includes a continual effort to improve the platform and add more tools for the PAIMA members. We remind you all that you can add up to five employees per company to the platform and we continue to encourage all our members to add content to the platform. As we have learned, news is knowledge so let's all become more active in the platform.

I am happy to inform you all, that there is more coming down the road for all PAIMA members. We are also working on a totally new and more robust PAIMA Tonnage Portal! The new Tonnage Portal will transfer the portal onto our WordPress platform and feature much better reporting capabilities compared with the older, more labor-intensive platform the Tonnage Portal currently sits on. More to follow on this upgrade soon.

In summary, we have worked hard during difficult times to improve our Association and add more value-added tools for all our members. PAIMA is well positioned to continue to grow strategically and provide innovative technologies and ideas for our Association.

Antonio Tremols, PAIMA Executive Director.





- International Relocation
- Company Logistics
- International Logistics
- Global Personnel Placements



Suddath voted Jacksonville's best

Suddath has been voted the 'Best Moving Company' in the 2021 Bold City Best competition, hosted by the *Florida Times Union*. This marks the fifth consecutive year that Suddath has won the highest honor in the moving company category. Suddath has operated in Jacksonville for over 100 years.

Known as 'The Official Community Choice Awards', the contest consisted of two rounds of voting, with an initial phase to determine the top three finalists and a second wave to select the ultimate winner in each respective category. In total, 132 companies or individuals

were recognized as Bold City Best winners.

"Every member of our team takes great pride in serving the needs of our local communities," said Dick Eschbacher, President and General Manager for Suddath's Jacksonville branch. Our drivers, crews and account management personnel work diligently to keep Jacksonville moving efficiently, safely and with the highest quality services and care. To be recognized as the voters' top choice for the fifth year in a row is a true honor, and we're very proud to continually earn such high levels of trust and support."

Martina Burke joins Gerson Relocation as head of operations

Gerson Relocation has announced the appointment of Martina Burke (pictured above) as head of operations.

Martina has a proven track record within the international removals and relocation industry which, the company says, makes her the ideal candidate to help drive the continued expansion of Gerson Relocation.

"I am very excited to join AGM
Group and Gerson Relocation,
this new role will allow me to
work with our teams internally
and our external customers to
deliver a first-class moving and
relocation service," said
Martina.

Martina.

Suddath sponsors football seat upgrade

Suddath is sponsoring a seat upgrade program throughout the NFL's Jacksonville Jaguars 2021 season for military personnel.



During every home game at TIAA Bank Field, up to four members of the military will be selected to enjoy the game from premium, club-level seats, courtesy of

Suddath and the Jaguars.
Recipients are drawn at random from the United Service
Organizations (USO) seating section.

Suddath is the single largest domestic and international US government and military household goods moving supplier, relocating more than 38,000 military members and their families each year.

"Whether they're embarking on a Permanent Change of Station or transitioning to civilian life, our primary goal is to help make every military member's move as positive and stressfree as possible," said Scott Kelly, President, Suddath Government Services. "Contributing to programs that support and honor the men and women of our armed forces and their family members is just one of many ways we strive to show our respect and appreciation for the personal sacrifices they've made."

Boonma participates in the Thailand Logistics Event 2021

Boonma in Thailand has taken part in TILOG-LOGISTIX 2021, an exhibition dedicated to the use of technology for business.

"This was the first comprehensive Logistics Exhibition in ASEAN that connects Thai logistics service providers with international logistics service providers and buyers," explained Tiddy S Teerawit, Executive Director of Boonma Group. "Boonma Moving and Storage was

invited to participate in the Warehouse and Loading Zone for demonstrating various services to the visitors, e.g. warehousing systems, shelving systems, equipment, pallets, containers, loading equipment, etc."

The exhibition was intended to help logistics professionals and entrepreneurs keep up to date with the ever-changing needs of customers in an age of disruptive technology.





Tiddy S Teerawit Certified in Exhibition Management

Tiddy S Teerawit, Executive Director of Boonma Group, has successfully completed the Certified in Exhibition Management (CEM) qualification, awarded by the International Association of Exhibitions and Events (IAEE).

The qualification is recognized globally as the highest professional standard in the exhibitions and events sector. The CEM was first created in 1975 to raise professional standards in the event industry and it continues to be the premier mark of professional achievement.



AMR International Relocation joins FIDI

PAIMA member in China, AMR International Relocation, has announced that it has also become a member of FIDI. The company is headquartered in Shanghai and has offices in Beijing and the Taiwanese capital, Taipei.

AMR originally applied for membership in late 2019 and expected to be audited by EY in November 2020. Unfortunately, the COVID-19 pandemic prevented the auditor traveling to China and the application was stalled for several months.

After a long period of waiting, FIDI decided to conduct the audit virtually on 5 August and the certificate of compliance was awarded on 9 September, 2021.

AMR's Director Allen Lu said, "It was a long marathon with FIDI, but it has been an interesting journey." As well as PAIMA, AMR International Relocation is also a member of BAR, IAM and ERC Worldwide Relocation.

Pictured above: The AMR Team (Allen Lu 4th from left).

Updates to PAIMA's Community Platform

PAIMA has announced updates to its PAIMA Tradewing Community Platform (PTCP) that has proved very popular since its introduction in July this year.

The PTCP is rather like LinkedIn but just for PAIMA members. It allows members to post interesting articles and discuss industry matters with colleagues and partners.

The new updates provide the opportunity to search, not only by name for a specific PAIMA member, but also by company name, country and specific job title making the search field much more robust. The platform now also allows users to be much more specific when updating their own profiles to provide more detailed information.

For more information and, if necessary, training, please contact Antonio on paima@paimamovers.com.



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The PAIMA Board of Directors has approved a promotional *PAIMA Report*, COVID-19 advertising discount for 2021. The intention is to help members by reducing the cost of exposure within the PAIMA family, during the COVID-19 crisis. This applies to both current and future advertisers.

The PAIMA Report is published tri-annually and is saved in PDF format on the PAIMA website. Hard copies are mailed to all PAIMA Members.

Please send your information, and photographs, to the editor, Steve Jordan, at steve@thewordsworkshop.co.uk.





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Did you know there is a hack every 39 seconds and that the estimated cost of a breach is \$15 million? Aires will keep watch so you don't have to.

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The first 15 years

Celebrating 15 years of Teamwork International Moving in Brazil, reproduced with the kind permission of the Brazilian Review, official magazine for the Danish-**Brazilian Chamber of Commerce.**

t has now been 15 years since Lars Lemche launched his fledgling company Teamwork **International Moving from a** small office in São Paulo, **Brazil. Despite his Danish** roots, Lars has spent most of his working life in Brazil's international moving industry, rising through the

ranks to sales director of one of the country's major players. "There were changes happening in my old company and I decided the time was right for me to move on," said Lars. "Things were pretty good at that time in Brazil, and I figured it was a good time to start something new and different."

As a European, Lars had always been frustrated by the way business was conducted in South America and deplored what he described as the mañana mañana attitude that prevailed in many organizations at that time. "I've always been taught to be proactive and to keep to timetables and I was determined to run the new business in that way," he said.

"We rented a small office in São Paulo and all we had were a couple of laptop computers,

> furniture, a telephone line and two mobile phones. I remember turning to my assistant and saying 'What now?' It was an exciting but at the same time frightening moment." Lars spent the next few weeks traveling the world visiting his former corporate clients and partners and asking

> > for their business.

"I built up a lot of air travel, hotel and rental car points over the years and decided to use them to re-establish contact with some of my old friends that I'd done business with in the past. That was how we got the business started, but it was three months before we signed our first customer."

Lars' initial vision to change the mentality and work ethic of the stereotypical Brazilian worker was a major factor in getting the business off the ground. "Right from the start we trained our people to keep customers informed at every stage of their move, there were no excuses," said Lars.

To begin with, Teamwork had no vehicles or warehousing and used other moving companies to undertake the physical work while concentrating on developing its sales and operations personnel and creating its own move management software. Lars explained, "We wanted a system that would make it easy for people to keep customers informed without having to manually send e-mails to keep them in the loop. The software we devised still works well today, although we are continually upgrading it as the business evolves; it's what we call here in South America 'a never-ending bag'."



people. I believe our customers value our family spirit and work ethic and know they can rely on us to get things right."

Lars Lemche,

CEO of Teamwork International Moving.

One milestone moment came only a few months after Teamwork started trading when Lars cold-called Citibank in São Paulo and was summoned to the office the following day. "To say the least I was surprised," said Lars. "My appointment was for 10 AM, and it was a two-hour drive. I set off at 6 AM and arrived at 8 AM just to make sure I wasn't late." The meeting was successful and marked the start of a business relationship that has continued to this day.

Lars believes that personal contact and building friendships is the best way of doing business which is why he is now president of PAIMA and also a member of IAM and FIDI.

Since those early days, Teamwork
International Movers has grown beyond all
recognition and now has offices in both São
Paulo and Rio de Janeiro with 11,000 square
meters of warehousing, 120 people and nine
vehicles. Five years ago Teamwork
implemented SAP accounting, purchasing,
human resource and control functions to
provide better business control.

So, what will the next 10 years bring?
"Things here in Brazil are not as favourable
as they were back in 2006 when we started,
but Teamwork is in good shape and I'm
optimistic about the future," said Lars. "Over
the next few years we will be carefully
controlling our costs but at the same time
investing in and developing our people. I
believe our customers value our family spirit
and work ethic and know they can rely on us
to get things right."

Recently Lars received the Silver Medal for his contribution to and support of the Scandinavian Society and Feira Escandinava. Jens Olesen from the organization commented: "Lars Lemche has made his Teamwork facilities available many times for the Danish community as well as the Scandinavian club 'Nordlyset'. Lars' contributions and help are valuable and we thank him." Jens said that without Lars' support the Feira Escandinava would not be possible.

Feira Escandinavia (Scandinavian Fair)

The Scandinavian Fair, organized by the Nordlyset Scandinavian Beneficent Association, has been held for over five decades and is a tradition in the calendar of charity events in the city of São Paulo. It has the help of the embassies and consulates of the Nordic countries and also the sponsorship of transport, communication, dissemination, assembly services and dozens of Brazilian and Scandinavian companies. All income is used to finance Brazilian social projects, including providing shelter, education, food and comfort to thousands of needy children and teenagers.

Pictured opposite: Lars with his Silver Medal from Scandinavian Society and Feira Escandinava.

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Boosting the employee experience

Aakanksha Bhargava, CEO of PM Relocations in India, looks at how to look after staff during challenging times.

he past year, things were different and strenuous for everyone. No matter wherever people were, they were affected by the ongoing pandemic in one or other ways. The most affected section of the society were employees as COVID-19 was jeopardizing their physical and mental wellbeing. With fear in the air, people were forced to stay in one place and work from home while taking care of their family members.

It might seem like an add-on benefit, but it somehow became a stressful situation in disguise for the employees. The employee had to manage their office work, even working extra hours if necessary, while taking care of their family. It wasn't just mentally exhausting but also affected their physical health. With no proper office, people were working at any place that they would find comfortable - kitchen slabs, bedrooms everyone tried their level best to convert their spaces in the home into a workplace. As a result, they suffered from physical pain in their bodies. Hence, the idea of working from home failed for a lot of employees, adversely affecting their productivity and performance.

We at PM Relocations, who are always searching for ways to improve the clients' moving experience, had to address this grave situation. Relocation is a tricky task even when people are in the office because of the unforeseen challenges that might come up

uninvited. Without any interaction with their colleagues, the situation had become laborious for employees. As an organization that is always working to thrive for the best, we had taken this situation as a challenge and were determined to work it out successfully.

We planned virtual meetings, organized various webinars amongst teams to uplift their spirits, and included stress-buster game activities regularly to prevent employee burnout. With regular meditation sessions organized by the HR department, we tried to take care of our employees' emotional wellbeing.

Being in the relocation industry, people are prone to stress and burnout; however, the pandemic worsened the situation. With the borders sealed and restrictions increased, we felt the need to connect in a better way than before. As CEO, I used virtual media to communicate with the teams regularly across India.

New updates were shared so that the team could carry out the delivery of the goods seamlessly. Frequent team meetings were held to solve the challenges faced while shipping the goods internationally so that the employee didn't have to tackle them all alone. And to keep up with the pace, monthly reviews were done to assess the challenges and monitor employees' performance so that they could work on themselves and improve on the areas they were lacking.

Times were hard, and so were we. As a company, we made sure that our employees weren't alone in this battle. We tried to be there for our employees, empowering them on the professional and the personal front. No matter how far we were from each other, we never missed an opportunity to celebrate any occasion. From birthdays to work anniversaries, we tried to make even the smallest celebration merrier through virtual mediums.

We at PM Relocations understand that a hassle-free relocation is a key to retain clients, but having a robust management system for unanticipated events is needed to run a business successfully. With our team's effort and constant hard work, we crossed all the hurdles and moved to our new and swanky office. This office has been specially designed to keep in mind the comfort and wellbeing of our team. It's got spaces where one can connect closer to the vision of the organization and feel at home. We have a grand café and a recreation room along with several cozy corners to stay vibrant. Moreover, we recently celebrated the 35th birthday of our organization; though things were quite different this time, the enthusiasm was no less than before. Completing 35 years in a dynamic industry has immense importance. It showcases the strong beliefs that the company holds regardless of the unanticipated waves of despair and uncertainty.





Global survey finds executives prefer hybrid working

report from The Economist Intelligence Unit (EIU) based on a global survey conducted in May 2021 of more than 360 business executives, studies the implications of remote working during the pandemic on organizations, their employees and productivity. The report, sponsored by Kyocera Document Solutions, revealed that two in three (66.7%) of respondents said working from home (WFH) or remote working, is likely to continue in some form. The most preferred WFH ratio expressed by respondents is 30% home and 70% office.

The survey found that a number of factors are responsible for the different outcomes vis-à-vis productivity, the most important being the size of the company and the nature of its business. This is true across all regions, suggesting that what one does has a greater impact on productivity than where one lives. This was consistent in the findings of a much higher percentage of respondents in the financial industry (61.3%) reporting a productivity increase, compared with the overall percentage reporting such an increase (38.9%).

Naka Kondo, Senior Editor at The EIU and editor of the report said, "Remote work is likely to continue well beyond the pandemic in some form or another. Our research reveals organizations that have successfully adopted technology have had a better experience with employee productivity. It's crucial to note also that the top contributing factor to productivity decrease was the 'difficulty in collaborating with team members', signaling that the value of in-person interactions can never be replaced. While nothing certain can yet be said of the future workplace, we hope the survey findings provide insight into the steps we could be taking in reimagining the ways we work."



New PAIMA member in Guatemala City

nternational mover Brizmud, based in Guatemala City, has joined the PAIMA network. The company was founded in August 2018 by General Manager Rocío Briz (pictured right) and business partners José Antonio Muñoz and Juan Emilio Gutiérrez.

Rocío Briz has over 25 years' experience in the removals industry and she and her team are looking forward to providing destination services in Guatemala for PAIMA members, as well as meeting new international partners for reciprocal business.

brizmud.com



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RenoRelo Worldwide joing PAIM



enoRelo Worldwide LLC, based in Reno, Nevada, has joined the PAIMA network. The company, run by Rick Hosea and Richard Soeder - who respectively served as presidents with Armstrong Relocation and Crown Worldwide Moving & Storage - was established in 2018.

Rick commented, "Richard and I started our business with a couple of cell phones, some laptop computers, big dreams, and importantly, the support of America's United Van Lines. We opened our doors intending to bring the highest quality of service to what I saw as an underserved community when it came to moving and storage."

In 2020, Rick and Richard opened new branches in Bois, Idaho and Spokane, Washington and now employ over 55 people handling moves for both private and corporate clients throughout the US, Europe, Asia, Mexico and South America. Rick continued, "We decided to join PAIMA because of my nine years' experience working with PAIMA members, which stems back to my time as chairman of the California Moving & Storage Association (CMSA). I first attended a PAIMA convention back in 2012 in Washington, DC accompanied by Steve Weitekamp, President of the CMSA. I quickly understood the value of this intimate group of professional movers and left the convention realizing the value that PAMIA offered their membership and the emphasis they put on reciprocity between members."

"PAIMA don't just preach that need, they track it, and rewarded the different levels of contribution to their membership. Many organizations encourage reciprocity, but few take it further than that; PAIMA delivers that value year after year," said Rick. "The

other factor that helped us make the decision to join was the leadership of Antonio Tremols."

Worldwide

"All that said, the most important factor for joining was the quality of the members I met all those years back. In working with this group, it was clear that there was something special about the level of respect garnered to their Board of Directors and members alike. Clearly the best three days I spent were at that first convention in Washington, DC."

"As new PAIMA members we can offer other members a level of consistency for quality international moves, and we look forward to their commitment to doing the same for us." said Rick. **renoreloww.com**

Picture above: L/R Richard Soeder and Rick Hosea.



Over 30 PAIMA members took part, who had braved the travel, despite the obvious handicaps of COVID worries, from throughout the American continent, plus intrepid travelers Samah and Tarik Diab all the way from Jordan.

everyone.

PAIMA Executive Director Antonio Tremols said that the Association was extremely happy to host a small PAIMA member networking outing for PAIMA members that were fortunate enough to attend this year's IAM convention. "Despite having to cancel our PAIMA 2021 Convention in Orlando due to the pandemic and the multiple factors we have communicated to our members, the PAIMA Board of Directors along with the PAIMA office felt that is was quite important to maintain a presence at IAM this year."

"We also wanted to support IAM as they had contractual obligations to meet and PAIMA stepped forward to support and participate.

PAIMA was particularly pleased to see such a good turnout of new members: Jordanian Coast, Brizmud, Earth Relocation (USA), Delight from UAE, AA Aliianz from Costa Rica, RenoRelo, Universal Relocations, Star International and Roadrunner. Board member Juan Carlos Ortiz from Peru - Moving Systems S.A.C. was also able to attend.

TOPGOLF is not really like the real thing. Which was probably fortunate for many. The balls all carry microchips so the flight is traced and animated back to the tables so everyone can admire each player's skill – or lack of it.

"We certainly missed all of our PAIMA members that were not able to attend," said Antonio, "and we thank the PAIMA members that set aside a little time to get together. We very much look forward to seeing all of you in Seattle, Washington in 2022."

Picture top right: Juan Carlos Ortiz shows how it's done.







Think about it. Everything that you post on social media is from you and your company. Yes, it can be shared, liked, etc. but the original post, in most cases, was home grown. Yet, somehow we seem to think that's OK. It's fine to boast about your achievements online. Everyone does it after all. Well, yes they do, but it's not very endearing is it? Wouldn't it be oh so much better if someone did the shouting for you?

And now to the point of this story. The PAIMA Report is your opportunity to have someone else blowing your horn. If you have a story published in the magazine the reader instinctively knows that the editor believes it to be interesting; has checked it out, as far as possible, to make sure it's true; has cut out all the self-congratulatory stuff that nobody wants to read; and has presented your story clearly, concisely and without bias. In fact, it's the editor saying to the readers, I saw this story and thought you'd be interested to read it. Not you saying, "Look at me, aren't I good!", which is the social media route.

In the 21st century the lines have become a little blurred. People accept social media posts for what they are and probably don't believe most of them anyway. But something published in the PAIMA Report has much more gravity.

So, the next time you are posting something on social media, why not copy in your trusty PAIMA Report Editor, Steve Jordan. It's best to put it on e-mail and attach some nice highresolution photos as well to steve@thewordsworkshop.co.uk. That way he can include it in the next edition of the magazine and you can enjoy the genuine appreciation of others, not just rely on self praise.



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Save the date of t

Edith Relocation Joins PAIMA

New Jersey-based international moving specialist, Earth Relocation, has become one of the latest companies to join the PAIMA network. The company was founded in 2011 by its current CEO Samir Shah and has branches in Irvine, California and Mumbai, India.

Earth Relocation is able to provide origin and destination services throughout the US using its own fleet of vehicles and also via its strong network of partners across the country.

Samir Shah began his career in the moving industry working for his father in his native country, India.

Samir explained, "My career started in our family business back in India where my

father owns a customs clearance and freight forwarding firm. After gathering a few years of experience, I came to the United States to pursue a Master's Degree in Business Administration with specialization in international trade."

"I always had the zeal to get into a business that would give me the opportunity to travel and grow internationally. The international moving industry was the perfect place to pursue my goal as it is a very personable industry, which involves understanding people's individual needs. An international move can be very challenging for people, and I think being an expat myself helps me understand the experience better."

"While gaining further work experience, I saw many challenges that I believed could be solved with better communication and organization, so in 2011 I decided it was time to form Earth Relocation. Now, as a company, our goal is to understand every client's requirements and provide customized solutions to cater for their needs. Over the years, we have completed over 10,000 successful removals and continue to grow strongly."

"By joining PAIMA I am hoping to expand my network of partners and look forward to doing reciprocal business with other members around the world," said Samir.

earthrelocation.com

Overcoming the risk of relocating

Vivi Cahyadi Himmel, CEO and Co-Founder of AltoVita and Ibraheem Khan, Chief Information Security Officer, look at how technology can reduce the risks of relocating in a changing world.

efore the pandemic, 1-2% of a multinational company's employees were expats. That landscape has now changed entirely, with the rise in work from anywhere (WFA) and virtual assignments meaning that 20-30% of a company's workforce could now be mobile employees. With global giants, including Shopify, leading the way in becoming 'digital by default', it's now time for the working world to unlock the benefits of going remote.

home phenomenon to rethink how work can be done - and what role offices should play, if any - in supporting their employees. The concept of the 'third workplace' has, therefore, never been more popular.

With the relocation industry now reaching \$25 billion annually, the modal shift in work over the past 18 months has accelerated the trend of WFA, making corporate relocation a more viable and desired option for

companies and travel-minded employees alike. More crucially, this has shed light on the importance of corporate compliance and regulation in navigating these transformations.

Risks of relocation

While remote working has many benefits - it allows companies to save on real estate costs; hire and utilize talent globally; mitigate immigration issues; and induce

However, while many businesses are adopting the 'third workplace' model, with employees splitting their time between their homes, offices and remote locations across the globe, working from anywhere does come with a level of risk that needs to be considered. An employee's right to work, as well as the tax implications and legalities around establishing residency and working in a new country, are just a few of the considerations that businesses must make. To combat this, smart technology is helping organizations around the world to remain compliant, reap the benefits of WFA, and help

Changing travel trends

employees relocate fuss-free.

Across industries, leaders have used the lessons from this large scale work from





productivity gains - there are underlying concerns surrounding the legal jurisdiction of the employee as well as data security. If working outside of where the employer operates, the employee can be exposed to certain tax implications. In addition, companies need to be aware of where confidential assets are being accessed and if the location they are being accessed from is compliant with data privacy requirements. Organizations should be compliant across various aspects, including: 24/7 customer line and support, room-experience and safety amenities, high cleaning standards, data protection, and information security.

When people around the world began working from home due to the pandemic, what followed was a mass surge of phishing attacks and other forms of cybercrime as hackers took advantage of employees working in an environment where security may not be at optimum levels. The same may also apply when employees act upon new corporate WFA policies. Here's an example:

Let's assume an employee decides to work in another country. What would happen if their corporate device suddenly stopped working or their laptop was lost - how would they be issued with a new corporate one whilst based elsewhere in the world? The easiest solution would be to allow the employee to use their personal device but an organization cannot guarantee that personal devices have the right level of security controls installed, such as AntiVirus, encryption at rest, or adequate access controls to prevent unauthorized individuals (such as friends of family members) from accessing confidential information. It is up to the organization to ensure they are fully prepared for all types of scenarios and provide their staff with information security training so they know what to do should an incident occur.

Keeping on top of laws and regulations is crucial for every business that wants to succeed, particularly those operating globally, where varied international laws and acts make the process of relocation more complex. With different tax, data, and legal policies across the world, technology is playing an integral part in

> helping companies comply, keeping their reputation and employees safe, all while prioritizing safety, security and the employee

For example, data protection acts are different in the UK vs the Middle East. If an employee were to relocate to Dubai or Qatar and accessed customer data belonging to UK nationals, the company would need to ensure there are sufficient controls and procedures in place to comply with data protection regulations. As of right now, the Middle East does not have a

the same would apply should an employee move from London to a country within the EU, even though most countries within the EU are within the GDPR (General Data Protection Regulation) approved list. It is the responsibility of the company to ensure the data at rest and during transfer is compliant. With global relocation taking off, it's hard for every company to monitor each individual employee, which is where technology can help. By booking through a company-approved accommodation platform, companies can more easily monitor the experience of the employee, where any potential issues can be flagged early on, resulting in a better experience for the organization and employee.

Corporate relocation tax is often deemed a grey area when it comes to businesses and organizations resettling employees. Moving a company to a new location also provides the possibility to increase or decrease overhead costs by changing taxes. This means that relocation expenses for employees paid by an employer are all considered taxable income to the employee including household goods transportation, temporary living accommodation, and miscellaneous allowances. The increase in corporate mobility post-pandemic has forced companies and businesses to restrategize their business protocols. For example, we are now seeing a clear pattern in tax-driven relocation moves towards post-Brexit winners like Luxembourg, Paris, and Frankfurt.

Businesses are under pressure to be more transparent when it comes to the impact relocation has on tax, immigration, labor and employment law. To combat this, booking platforms can support companies facing complications around relocation taxes. All-in-one technology platforms assist assignees from one end of the booking process to the other by offering faster and easily manageable information, including providing guidance and assistance with tax implications, as well as finding them their ideal accommodation.



Why the travel sector won't stop moving

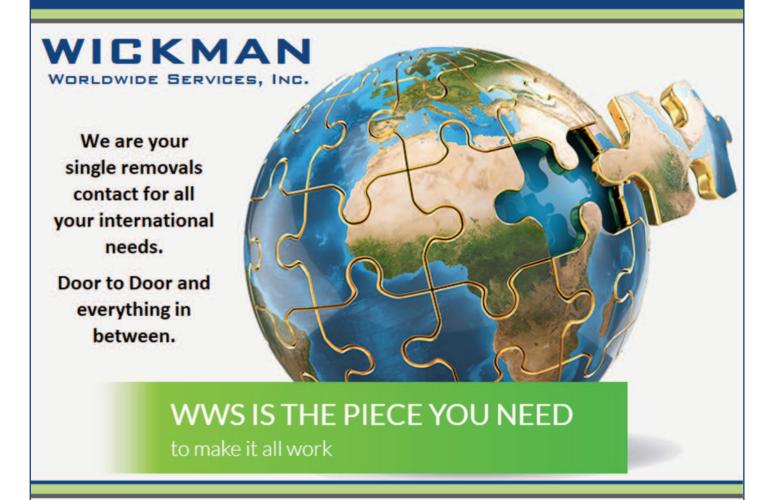
Working from anywhere is here to stay. Despite restrictions on travel, attitudes toward relocation have changed and large organizations, such as Apple, are pioneering the third workplace movement with hybrid working models. Allowing employees to work on a flexible basis, as well as blurring the boundaries between office and home space, is a representation of why business giants are showing strong commitment to flexible working for good.

With company and employee expectations changing around how we live and work, technology is providing the sector with hope that working from anywhere in the world is truly possible. Technology will now be crucial in helping businesses across the globe take the necessary steps to becoming compliant when it comes to employee safety and satisfaction, as well as legal risks. In an age

where anyone can access data from practically any location in the world and via any device, companies need to be more aware of how their and their customers' confidential data can be leaked. This is where technology plays an integral part in helping companies adopt the WFA mentality. For instance, virtual desktops or Data Loss Prevention tools can play a great part in ensuring confidential data is not leaked by removable media, cloud applications, or via e-mail. And if an organization's supply chain does the same, this enables WFA to truly succeed. Supplier due diligence becomes a major factor during the onboarding process.

It all starts with the way that we search for and book these new working spaces. From increased personalization, to more choice and access to vetted and verified accommodation, WFA can be a seamless and stress-free possibility for any company. Organizations simply need to leverage the right tools to ensure that safety, security, and compliance are not forgotten.

Photos: Vivi Cahyadi Himmel, CEO and Co-Founder of AltoVita (page 21) and Ibraheem Khan, Chief Information Security Officer, (opposite page).



Back to migration

Steve Jordan talks to members of the industry about the effect of COVID on their migration work and their hopes for the future.

igration is one of the main market sectors for international moving companies worldwide. Even if you do not operate in one of the traditional migration routes - UK to Australia or Hong Kong to Canada, for example – there are always private citizens who wish to move internationally to seek a new life and take advantage of what they see as better prospects elsewhere. The grass is always greener on the other side of the fence or maybe it's that, in some eyes at least, the pot of gold still sits at the end of the rainbow.

There has always been some level of stigma however, about this work, often called COD, when compared with corporate moving. It's viewed as downmarket with less need for quality as every job is a one off, with no long-term contracts or opportunities to secure multiple moves. Inbound work again is seen as very transactional with little chance of return work when the assignee's contract ends in three years' time.

But that's not true now and, for those of us who have been close to that market in the past, it never has been. The migration work has always been competitive, yes, and the cost of entry has been lower, but it's a lucrative market in which many movers have flourished. Yes, the rates have been a little tighter than corporate work, though that's probably not true today. But even in the heady days of the 1980s and 1990s, margins were only a little down on corporate levels, insurance revenues were excellent, storage was good and, above all, you got paid up front (the concept of COD (Cash on Delivery) was never a real one). Add to that the trend for more corporate assignees now to be given a lump sum to cover their

relocation expenses, turning a corporate customer into a private one, and the warm glow of the corporate world seems a little chillier. Private moving is back

But then, of course, March 2020 came along and - wham! Although corporations still moved people when they could, mainly repatriating people to the security of home in the early days. Migration stopped, dead, for some at least. National borders were closed to everyone except returning citizens. Only now, as I write in October 2021, are restrictions beginning to ease. Even then it's like forcing open a creaking, rusted gate: slow, difficult and always with the potential for it to slam shut again. Bringing back the migration work will take time. For some companies, it will take too long.

Many would say, of course, that a reconciliation of the market for private international moving is no bad thing. There will have been many, smaller, opportunistic companies, who tried to cash in on this lucrative market and, in the process, dragged margins to the bottom and helped to create the sector's unflattering image, who will have gone. Unfortunately, there will be some good companies, perhaps those who specialized too much, who will go with them. But the market will return and, for those who have been able to ride the storm, maybe good times are ahead. But there is a way to go yet.

Morne Rudolph from Magna Thompson in Johannesburg said that the pandemic had a huge impact on his business. "The ban on international travel and South Africa being on the red list for most countries definitely had a negative impact on our business," he explained. "Most of the South Africans are

emigrating to Australia and New Zealand and their borders have been closed so our clients couldn't relocate. Now that Australia and New Zealand are opening their borders, we should see some movement again."

Andrew Wilson from Grace has seen the same thing from the other side of the ocean. "Migration into Australia has been paused completely since the start of the pandemic as the nation's borders are effectively closed," he explained. "There has been a surge in expat Australians wishing to return to Australia, however the reduction in commercial flights and bottlenecks associated with mandatory 14-day hotel quarantine requirements have exacerbated the pressure on inbound arrivals leaving no capacity for migrants, resulting in local labor and skills shortages."

The situation is similar in New Zealand. "Overall we feel that there is significant demand for people wanting to relocate to New Zealand," explained Fiona Conroy, from Conroy Removals Ltd, "but with our borders currently closed and New Zealand citizens from around the world unable to return due to high demand/low capacity in our managed isolation facilities, it could be some time before we see any real progress. Right now we are seeing a drop with our inbound traffic due to a combination of both the closed borders and effects of the global shipping disruption. We are optimistic that we will start to see this improve mid-2022 as the vaccination levels across New Zealand increase and restrictions ease."

Steve Dozois from Humboldt in the USA said that the travel restrictions imposed by the US government had added an extra dimension.

"It has also caused greater delays in people coming to the US to find new housing as they haven't in most cases been allowed to house hunt in advance, so they can only do so once they arrive," he explained. "Many companies have restrictions on visitors coming into their buildings, so people are forced to take virtual tours and decide over the Internet what they want to rent. This has also caused more shipments to go into storage once arrived putting greater strain on warehouse availability."

Laura May Carmak from Aires in Pitsburgh agreed that travel restrictions were still having an effect. "Due to health concerns, governments across the world introduced travel restrictions and visa stoppages that impacted current visa holders and applicants," she said. "For instance, for close to a year, certain categories of nonimmigrant employment-based visas were suspended. Still, today, many countries have travel bans or requirements in place relative to COVID developments and these often times impact foreign national travel into that country."

Laura May added that the pandemic had also caused many consular posts around the world to be short staffed, limiting their operational capacity. "As a result, immigration delays followed for applicants and continues to be the case today in many instances," she said.

There is also a global shipping crisis which isn't helping anyone. Steve Dozois said that some shippers are sending their shipments in advance even though they are not allowed to enter the country themselves. He said this has increased the strain on the supply chain with some vessels being delayed by many weeks. "Ports' availability to handle the imports has been greatly strained, especially Long Beach, now with over 110 ships sitting outside port waiting for berth space," he said, pointing also to a lack of drivers to remove containers from warehouses and many moving companies refusing freight because their own warehouses are full.

Laura May hinted that the problems with the supply chain might not be resolved quickly. Mandated COVID vaccine requirements are giving many people reason to consider early retirement, changing professions, or moving toward a single-earning family," she said. "The moving industry is not exempt to the general labor shortage. Most locations US-wide are short staffed with moving crews. It is taking longer to secure pack dates and

longer to get delivery dates based on crew and driver availability."

Morne said that the shipping crisis was affecting his business too. "The riots we had in South Africa a couple of months ago didn't help matters at the port in Durban and it is still struggling to recover. I hope to see light at the end of the tunnel soon, as long as it's not an oncoming train. It does feel that way at the moment."

The UK has also suffered. **Ian Palmer** from White & Company said that there has been some migration traffic maintained but it's been limited. "Popular destinations have had closed borders and migration has frankly not been possible for most," he explained. "There is certainly an up-swell of new enquiries, and old ones being revisited. The old ones are very shocked at the new freight rates and origin costs." Imports, by contrast, have remained high with many British people returning.

Scott Naylor from Tippet Richardson in Canada has seen the beginnings of an improvement. "The Canadian inbound immigration market in 2021 has been marginally better than 2020 but has not returned to the volumes of 2019," he said. "Shipments tend to be of smaller sizes and we have experienced more groupage traffic this year than in any of the past five years. Groupage has been from our traditional market of the UK, and we have seen more groupage shipments from Europe, Hong Kong, Australia and the Middle East."

As always, there have been exceptions, with some companies doing well despite the adversity. **Liam Witham** from PSS in the UK said that migration work has held up well, especially to Australia and New Zealand, initially with returning nationals. "Now some are being packed up and stored until they can enter and others are on critical skill shortage lists so they have been able to go if they can get flights and book quarantine hotels."

Which, rather neatly, demonstrates the determination of some people to head for a new life, once they have had the idea to do so. That urge, of course, is unlikely to diminish. In fact, the way in which many European countries have been so badly hit by COVID, might make the desire to leave for a life in the sunshine even stronger. As Scott Naylor said, "The recurring theme we get from the migrants moving to Canada are the opportunities it affords families, the educational system, the clean environment and the standard of living."

As Fiona Conroy said, as vaccination rates improve, and infections becomes less dangerous, she hopes to see an uptick in migration once again. Andrew Wilson feels the same way: "Australia has now reached internationally high levels of vaccination, especially in Sydney and Melbourne, so the expectation is for a staged renewal of migration in 2022 with quite high levels forecast for 2023 and beyond as the economy recovers post-COVID."

lan Palmer put it very succinctly: "We are waiting for the cork to come out of the bottle."

And the sound of popping corks might not be that far away, despite the shipping problems. Choosing to migrate is a major decision, especially for those who have families. So the urge does not subside just because the door is closed for a while. All those people who wished to migrate in 2019, probably still do in 2021. There may well be something of a harvest around the corner for those migrant shippers that have survived the crisis. The good days may well be ahead, for a while anyway. Let's hope there's some space left on the ships so they can take advantage of the opportunity.

Customers can afford to pay

Some might be concerned that the increased cost of shipping might put people off from shipping their goods when they migrate. I don't believe that to be true. Certainly, society has changed, with people being less attached to material goods, so shipments will be smaller.

But consider this, when I started in the migration business in 1974 it cost around £2,500 to ship a 20ft FCL door-to-door from the UK to Australia. Then the average house price was £10,000. Today it costs around £5,000 with the average house selling for around £300,000. I am sure the story is similar in other countries.

The customers can afford to pay. The problem is whether the costs of shipping will start to exceed the value of the goods.

Steve Jordan

Why your companies of the should report tonnage to PAIMA

here is no greater benefit of membership to any organization than to receive new work as a direct result. It is this exchange of business that is the driving force of any association. It is the true and greatest commercial benefit of membership.

But the global moving industry relies on reciprocation between origin and destination agents. Companies, despite their friendly relationships, are understandably reluctant to ship to a member who they perceive might have little to give in return. Conversely, those companies that can demonstrate that they have a regular flow of traffic will be more likely to receive inbound shipments from their partners.

By reporting your tonnage to PAIMA, you show to your Association partners that you are a strong player on the world stage and that shipping to you provides them with the best possible opportunity for return traffic.

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PAIMA tonnage

The following report shows the tonnage reported by PAIMA members during the first period of the 2021-22 season. Although the number of participants is a little lower than last year (22 compared with 28), the total tonnage reported is up by 28% and the number of shipments is also up from 238 to 286 (20%). PAIMA wishes to thank all the members that contributed tonnage through the system, helping to maintain close bonds and providing excellent services to customers worldwide.

TONNAGE REPORT	Total	Booked
Company	Booked	Tonnage
RELOSMART LTD, Hong Kong, China	22	482,246
DELIGHT INTERNATIONAL MOVER LLC, Abu Dhabi, UAE	31	297,882
AIRES, Pittsburgh, USA	72	230,826
NFB INTERNATIONAL RELOCATIONS AS, N-1340 SKUI (Oslo), Norway	35	210,688
GLOBAL INTERNATIONAL RELOCATION, Lisbon, Portugal	20	109,768
SOBOLAK INTERNATIONAL GMBH, Leobendorf, Austria	14	86,762
AMR INTERNATIONAL RELOCATION, Shanghai, China	24	49,528
STAR INTERNATIONAL MOVERS, LLC, Dulles, USA	9	49,273
TEAMWORK INTL. MOVING, Osasco, Brazil	6	42,901
SMART RELOCATORS PTE LTD, Singapore, Singapore	4	42,326
MYANMAR EXPRESS INTERNATIONAL MOVING SERVICES CO., LTD., Yangon, Myanmar	4	32,894
FUSION SPECIALIZED SHIPPING & LOGISTICS LLC, Dubai, UAE	6	31,905
MUDANZAS INTL GLOBAL, C.A., Caracas, Venezuela	16	26,670
WICKMAN WORLDWIDE SERVICES, INC., Fishers, USA	2	19,160
MULTI TRANSPORTES MEX, S.A. DE C.V., Mexico City, Mexico	3	18,295
BURKE BROS MOVING GROUP LTD., Wolverhampton, United Kingdom	2	14,000
MOVING SYSTEMS S.A.C., Lima 1, Peru	1	11,662
GERSON & GREY TRANSPORTES LTDA., São Paulo, Brazil	2	8,341
AQUA GLOBAL LOGISTICS WLL, Hidd, Kingdom of Bahrain	2	5,496
MUDINMAR, Madrid, Spain	5	3,856
ROYAL RELOCATIONS MALAYSIA, Selangor, Malaysia	3	3,766
BOONMA MOVING & STORAGE CO LTD., Bangkok, Thailand	3	2,826

TOTALS - Booked: 286 Booked tonnage: 1,781,071

2021 Annual Convention Tonnage Award Recipients

ad PAIMA been able to hold a convention in 2021 the presentation of the tonnage awards would have been a key event.

However, PAIMA is delighted to acknowledge the winners and runner-up in each region and to thank the Tonnage Stars who also filed tonnage reports during the year. All the tonnage awards have been

posted to the winners, all of whom are invited to send in a high-resolution photograph of their staff proudly brandishing their awards, for inclusion in a future issue of *PAIMA Report*.

NEW MEMB	ERS	Booked Tonnage	MIDDLE EAS	ST	Booked Tonnage
1st Place	THE MOVERS-PREMIUM MOVE SVCS.	192,765	1st Place	DELIGHT INTL. MOVER LLC	1,210,675
2nd Place	COMPAS INTL. MOVERS NV	71,851	2nd Place	ISS RELOCATIONS LLC	1,178,336
OCEANIA			NORTH AME	ERICA, CANADA & MEXICO	
1st Place	CONROY REMOVALS LTD.	29,875	1st Place	FORMULA GLOBAL MOBILITY	1,188,883
2nd Place	NONE	NONE	2nd Place	AIRES	698,781
ASIA			SOUTH AME	RICA	
1st Place	RELOSMART LTD.	769,603	1st Place	G-INTER TRANSPORTES LTDA.	465,165
2nd Place	P.M. RELOCATIONS PVT. LTD.	364,628	2nd Place	MOVING SYSTEMS S.A.C.	214,751
AFRICA			EUROPE		
1st Place	GREEN INTL. LOGISTICS SERVICES P.L.C.	105,335	1st Place	NFB INTL. RELOCATIONS AS	928,744
2nd Place	MAGNA THOMSON INTL. MOVERS LTD.	104,209	2nd Place	CARL HARTMANN GMBH & CO. KG.	577,736
CENTRAL A	MERICA & CARIBBEAN		OVERALL HI	GHEST TONNAGE REPORTED	
1st Place	RODI CARGO INTERNATIONAL GROUP	335,299	DEWITT MO	WE WORLDWIDE	4 465 970
2nd Place	SWISS GLOBAL MOVERS	234,769	DEWITT MOVE WORLDWIDE 1,465,879		

Recognition for members in each country that have participated in Tonnage Reporting this year: the PAIMA Tonnage Stars.

Argentina

- EDELWEISS SPEDITION
- MERCOVAN ARGENTINA SRL
- NEYGI MOVING SRL

Austria

 SOBOLAK INTERNATIONAL GMBH

Brazil

- GLOBAL PACKAGING INTL. MOVERS LTDA.
- GERSON & GREY TRANSPORTES LTDA.
- TEAMWORK INTL.
 MOVING

Canada

- TIPPET RICHARDSON
- INTERCONTINENTAL VAN LINES, INC.

China

 AMR INTERNATIONAL RELOCATION

Costa Rica

• ABC MUDANZAS, S.A.

Denmark

 EUROPEAN REMOVAL & STORAGE CO.

France

DEMECO SAS

Germany

- HENK INTERNATIONAL GMBH
- FRIEDRICK KURZ GMBH

India

- **CLINTUS NETWORK LIMITE**
- SERVILE RELOCATIONS PVT. LTD.

Indonesia

PT KELLYS EXPRESS

Ireland

 CARELINE INTERNATIONAL MOVING & STORAGE

Italy

BLISS MOVING & LOGISTICS SRL

Japan

• FUKUOKA SOKO CO. LTD.

Kingdom of Bahrain

AQUA LOGISTICS WLL

Malavsia

- PIONEER MOVERS SDN. BHD.
- ROYAL RELOCATIONS

Mexico

- MULTI TRANSPORTES MEXICO, S.A. DE C.V.
- CIME
- MUDANZAS GOU, S.A. DE C.V.
- MORENO INTERNATIONAL S.A. DE C.V.
- TRAFIMAR RELOCATION SERVICES

Myanmar

- GLOBAL MOVING & STORAGE LTD.
- MYANMAR EXPRESS
- INTERNATIONAL MOVING SERVICES CO., LTD.

Nigeria

- CONOTE SERVICES LIMITED
- KOEMAN NIGERIA LIMITED

Netherlands

- GLOBAL MOVING AND SHIPPING BV
- **UNIMOVE BV**

Philippines

GOETZ MOVING & STORAGE, INC.

Portugal

 GLOBAL INTERNATIONAL RELOCATION

Singapore

- SMART RELOCATORS PTE, LTD.
- ORIENT EXPRESS FORWARDING PTY

South Korea

HIGH RELOCATIONS
 WORLDWIDE

Spain

MUDINMAR

Sri Lanka

TRANS-GLOBAL RELOCATIONS
 (OVT) LTD.

Switzerland

SWISS MOVING SERVICE AG

JAE

- MASSTRANS FREIGHT LLC
- **DXI LOGISTICS LLC**
- FUSION SPECIALIZED SHIPPING & LOGISTICS LLC

United Kingdom

- GALLEON INTERNATIONAL SHIPPING CO. LTD.
- BURKE BROS MOVING GROUP

 ITD
- GERSON RELOCATION LIMITED

USA

- RODI CARGO INTERNATIONAL
- SUDDATH
- WICKMAN WORLDWIDE SERVICES, INC.
- STAR INTERNATIONAL MOVERS, LLC
- HUMBOLDT INTERNATIONAL
- STEVENS INTERNATIONAL
- UNIVERSAL RELOCATIONS INC.

Venezuela

- MUDANZAS INTERNATIONAL GLOBAL C.A.
- JJ MARI INTERNATIONAL MOVERS

The digital inventory opportunity

The golden prize of digital inventories seems tantalizingly close right now. But is it really, or are the challenges beyond us? Steve Jordan finds out more.

he good old handwritten inventories, with their carbonless multi parts, have been with us for decades. But they do have their limitations: they require a neat hand to be legible, can easily be misunderstood especially when it comes to recording exceptions, they require manual input to computer systems, and they are hard to translate. They really have no place in a digital age. Digital inventories, by comparison, are much more flexible. They do away with the limitations of their analogue predecessors and offer valuable efficiencies for the entire moving industry.

ISO Standard 17451:2016

Some companies are already using them, they have been around for some time, but the adoption of digital inventories has been slow. Then recently their use received a massive potential boost. A couple of years ago the International Association of Movers (IAM) led the publication of the ISO Standard 17451:2016 parts 1 and 2 entitled Packaging - Codification of Contents for Inventories for Shipments of Household Goods and Personal Effects. Part 1 established a common numeric coding for inventories; Part 2 established the structure for transmitting the data.

The difficulties

So why are we not all using them now? Well, it's not that simple. Nothing ever is. Ray daSilva is from Mobility Exchange, a technology company that is taking on the challenge. "It always comes with a lot of investment, retraining and agony in the beginning," he said. "There is always resistance when we take people from a paper to a computer system. You must have a champion at the top that will be determined to do it anyway. You have to have strong leadership to do that."

But is it just about leadership? Or are there technical obstacles to overcome as well? Ray daSilva again. "The value of the ISO Standard is the interchange of the data, and that is currently not happening at all between disparate systems. The origin and destination agents' systems don't talk to each other. That



bridge has not been built yet." It's not surprising. It would require every system to have an interface to every other system to allow the flow of information to take place. "The technology companies know how to do it, but it requires a lot of resources," Ray explained. "It also has to be maintained to accept new terms over time."

So, we have the technical ability, but do we have the drive? And there is always the possibility of backing the wrong horse. Inevitably one dominant technology will emerge, it always does, but that's no consolation if you've just spent a fortune gearing up to use the wrong one. We may have to wait a long time for a clear track to emerge.

US Forces to the rescue

Enter the US Department of Defense. The DoD has around 400,000 shipments a year of household goods for its service personnel. It has recently issued a new draft Tender of Service to which all providers of household goods moving services must adhere. It stipulates that, by no later than May 2023, all

suppliers must: Prepare an accurate, electronic, legible, HHG Descriptive Inventory with a clear condition description of articles during the packing, pickup and delivery. These electronic inventories must be in accordance with ISO17451-1.

That changes things. The world's biggest buyer of household goods moving services is instructing suppliers to provide digital inventories for all moves. If your company is in the US military business, anywhere in the world, you need to take notice. Whether you continue to provide those services might depend on your ability to do something that you can't do right now. And the question remains: how would customers that were not capable of navigating information on smartphones and tablets deal with checking the inventories online unless printers were required to be carried by every crew? Impractical?

However, David Cox, Executive Vice President at JK Moving in the US said his company has been using digital inventories exclusively for the last three years. "The process is paperless with most customers being perfectly comfortable with signing digitally then receiving an e-mailed pdf version of the inventory," he explained.

But, of course, that's only part of the story. The real efficiencies come if you can keep the information in a digital format so it can be exchanged, downloaded and translated quickly and easily. With the combined forces of the US military, 400,000 moves a year and thousands of small companies worldwide involved, it looks as if the critical mass needed to speed up this transition and allow the dominant technology to emerge is just around the corner. Once that nut is cracked, other government departments, the governments of other countries, and major corporations will not be far behind.

Brian Limperopulos, IAM Vice President, agrees. "The problem will be solved because customers will demand it," he said. "The US Department of Defense's requirement for digital inventories is the first step, but it is transforming this discussion so that it is no longer 'if' but 'when'. Companies that invest in this new technology will have to overcome some obstacles, but they will be well-positioned to serve the clients of the future."

The technology

Much will depend on the abilities of the technology companies to develop digital inventories and allow them to be exchanged securely and simply for all staff, including road crews, to use.

Max Kreynin, from Voxme, said that the creation of the digital inventory is far from sorted. He said that it's the ease of use that is critical. "It's not just the app, it's the fact that it needs to be rolled out to independent drivers and subcontractors, often working for multiple agents and therefore having to push the inventories back to the agents' systems," he explained.

"Then there's a topic of making inventories available for electronic/barcode-based checkoff at all points of transfer, including delivery and even checkoff by the client," he continued. He said that this could be done either by transferring the data between the agents' systems; or, by the origin agent allowing other move participants to scan the inventory. "We are active in both," he said.

Siddharth Mohan from Yembo looked at it differently. He said that with the Yembo technology the pre-move survey would capture images and details of the inventory, so the driver doesn't have to start from scratch.

Transferring the information is simple if both agents are using Yembo as the information is available within the system. If not, the company has made APIs (Application Programmable Interfaces) to make the

transfers possible. "Any 3rd party vendor can directly integrate with Yembo's APIs," he explained. "If the origin agent is a Yembo customer but the destination agent is not, this would be the approach. Where the destination agent is our customer, we can easily integrate other vendor APIs since we have a capable engineering team." Siddharth said that the challenge would come if vendors don't have the necessary engineering capability to integrate their APIs or make their own APIs available to others.

Brian Limperopulos again: "Transferring data between different systems happens every day," he said. He gave the example of airlines that share data so that customers can easily compare options on aggregation platforms. "We all use these platforms because it makes the buying experience better. This can be done because the airlines have agreed on standards that govern the capture and exchange of their data. The moving industry can do the same, but we must come together to use the existing standards and figure out how to take that next step to exchange data between systems. It is not so much a technical problem but a collective action one where we must coordinate all elements of a fragmented industry towards a common goal."

Benefits

So, what will be the benefits of digital inventories for movers? It makes inventories easier for customers to understand, especially if they speak a different language. Crews become more efficient. Data can be exchanged electronically, thereby reducing data entry work and eliminating transcribing errors. But whatever the benefits, you may not have a choice; like the US military, your customers will demand it.

And if half the world is already using the same system, you probably don't have much choice on the kind of technology you use either. But how might that dominant system emerge?

Max Kreynin said that there are currently two trends: 1) the integration of a digital inventory system as part of a comprehensive move management system; or, 2) the development of a dedicated electronic inventory system. "The drawback here is to integrate with the move management systems to streamline operations and data exchange."

Siddharth said that he was neutral on this as Yembo would be publishing its APIs anyway. "Other 3rd party vendors with a capable team can integrate easily," he said. "If a vendor wants to build such an interconnect function, they would need to have a highly capable technical team and take responsibility for babysitting vendors who have poor teams. In general, what appears to be a trivial solution is practically a pretty challenging problem to execute well."

And next ...

Of course, digital inventories are just the first stop along the way. Once the significant challenges of making them work have been overcome it's a comparatively simple step to make shipment advices, bills of lading, etc. available to be accessed by anyone that needs them. "Technology is accelerating exponentially," said Ray. "We already have the technology and the expertise to do it. It's the politics and the lack of leadership in our industry that is preventing us."

David Cox, meanwhile, though acknowledging the challenge, is positive about the future. "The survey process will be fully digital," he said. "Images created during the survey will flow forward to create the inventory. Images of items moving (and not moving) will dramatically improve estimating accuracy and will greatly reduce subjectivity in the inventory. Digital images will replace condition codes for confirming pre-existing damage. Proactive image review will move the industry out of escalation management, and into proactive issue resolution."

In David's opinion this will reduce the problems movers have with dramatic changes between estimate and actual due to scope change, and transferees who claim pre-existing damage.

How and when this will all shake out is hard to say. There can be little doubt that the awarding and implementation of the DoD contract will have a significant effect, but there will still need to be a strong resolve in the industry, both from representative groups and individual companies, to make it happen. There is also some urgency. In a world where technology advances exponentially, as Ray daSilva said, there is always a danger of procrastination, waiting for the next big technological advance that will make it all so much easier - and so it never gets done. There is also the everpresent risk that if we don't do it, someone else will.

An eye on the future

What our industry's leaders think the future may hold, by Steve Jordan.

couple of years ago we were all happily grumbling about prices, reducing shipment sizes, compliance and over-zealous procurement departments. Now we have a whole new set of challenges to add to the list. What, realistically, does the future hold?

Well, firstly, I should say that predicting the future is not easy. I have a book on my shelf called *The book of predictions*. I bought it in 1982 because I wanted to know what to expect in the future. Contributors include eminent scientists, economists, writers and university professors. It was interesting at the time. Now it's a comedy.

By 2020, according to these giant brains, we will be able to prevent earthquakes, nobody will suffer from body odour, aging and death will be banished from society and the UN will be located on the Moon. They didn't mention mobile phones, the Internet, global warming or, of course, a pandemic. It's a good read though, if you are in need of a laugh.

I mention this purely to illustrate the difficulties of trying to work out what might happen tomorrow. But that doesn't mean the exercise is futile. In business we must all plan even though we know our best guesses will certainly be wrong. So, to try to help, I spoke to the leaders of some of the world's major moving and relocation companies, to see what their crystal balls were telling them.

Ian Palmer

lan Palmer, Chief Executive of White & Company in the UK, chose to focus on the present to indicate the future. His main concern was about staffing levels. "It's not just vocational drivers, recruitment at every level is very difficult," he said. "There's a huge sense of 'entitlement', especially amongst those who we normally consider to be of trainee status." Should, for example, those in their twenties expect to be able to work from home? He is also shocked at the lack of ambition to even obtain a car driving license. "We would have always considered it to be

our top priority as a key to independence and freedom from the oppressive adult state."

But Ian said that sales opportunities are exceedingly high, particularly in the quality domestic market, with surveys at an unprecedented level, both physically and through virtual survey platforms that are popular with many potential customers. Business pipelines remain strong and the rates being obtained are now at the level the industry has long needed. "We don't feel any pressure to reduce prices going into winter," he said. "Our warehouses are at capacity levels, and of course, what comes in, has to go out. The appetite for storage has never been greater, with the position being heightened by the increased need for transit storage caused by the delays in securing containers for deep sea shipments." He added that customers seemed, though reluctantly, to accept the additional costs.

That said, Ian is concerned about the shipping crisis. "The issues with shipping lines are already well documented, but it's a real challenge for move managers to manage customers' expectations at this time, we always appear to be giving customers bad news, and I am concerned at just how long it will take to return to a normal booking situation."

lan said he was anxiously awaiting the 'bounce back' in the international market, once borders are reopened. "There appears to be a significant increase in enquiries for movements to Australia now that the Federal Government has tentatively opened the border," he explained. "This is being matched with enquiries for North America, particularly Canada."

"Moves are now more aspirational," he said, "with customers either returning to their country of origin or moving to be with family members abroad. Of course, European moves are still driven by the Brexit situation, particularly in the financial and pharmaceutical sectors."

However, lan remains positive for the future. "Many challenges remain for the whole industry but I remain broadly optimistic. I imagine that we all have healthy balance sheets, despite the challenges that our industry has had to meet. It's a brave new world."

Gary Burke

Also in The UK, Gary Burke agreed that the lack of trained staff is a problem. "There is a vast skills gap across the industry," he said, made worse by some people choosing to retire early.

"Looking to 2022, we believe that the demand for moving will be there, but there will still be problems from the shipping crisis; moving companies won't have control over the containers and the cost of shipping may start to outweigh the value of the goods. The corporate market will ship more, but there might not be the experienced staff to deal with it."

Gary believes that fewer people will travel to conferences. "Fewer people will travel to attend physical events and this trend will probably continue for the next 2-3 years. This means that the relationships we have with agents will lose the personal touch, and as those who are at the latter end of their career retire, there won't be such close relationships with their successors."



"It may be that 2022 will see international movers streamlining their activities and working in partnership with others more," continued Gary. "There will be more coloading, agents will work more closely together and even competitors will work together. International movers may have to specialize in particular countries."

As people retire earlier, Gary thinks there will be more migration with countries such as Panama seeing increased interest. "It's not the end of shipping, it's the start of it. There will be an ever-growing market of people looking for new opportunities, better lifestyles and wanting to immerse themselves into new cultures. The future of international moving is bright, but the industry needs to gear up for it."

Laura Ganon

Swapping continents, Laura Ganon, CEO of FINK in Brazil, said that the moving industry has been facing a negative trend for several years with smaller allowances, lump sum programs, and less attachment to household goods. The pandemic accelerated and intensified this.

"Having said that, I believe the future of the industry will always be positive for those companies that invest in technology, size the company to the market and diversify as much as possible," said Laura.

"I think we must learn from history too. The most serious crises have always been the time when humans developed the most. It's no different with the pandemic. It has also forced companies to leave their comfort zone and start looking into new ways of doing business, reviewing their processes to make them more productive and efficient and to cut superfluous costs."

Laura said that she expected people to continue moving. Some of the difficulties we have now will dissipate. "I believe that by mid-2022 the ocean freight situation will be more stable and there will be normal availability of containers and space on the vessels.

Corporations will get used to more expensive freight rates. This will not prevent them from investing in different countries."

She said that the lack of packing material is already stabilizing, and they are getting used to the higher costs. "The increase in cost of these materials also led creative companies to look for alternatives, which are also more sustainable. Additionally, maintaining a fair and long-lasting relationship with your suppliers, with quality and ethics being more important than the lowest price, pays off at the difficult times, when companies help each other."

Laura believes that diversification will continue to be important. "Those companies that diversify, care for DE&I (Diversity, Equity and Inclusion) and offer quality services will always have business," she said. "In the last 100 years we have learned to see difficult periods as important opportunities for us to learn and grow. But we always focus on our main principles: to always keep our quality, our ethics and, more importantly, to always keep our people, as these are our most valuable assets."

Bill Graebel

Bill Graebel, CEO of Graebel in the USA, believes that the old principles of what constitutes a 'good' company will change.

"I think one of the crucial realities is recognizing and embracing an increasing number of converging forces that are reshaping the definition of 'good' for our industry," he explained. "Specifically, I think we are all seeing that expectations and measures related to governance, transparency and cybersecurity are more precise. As well, technology continues to reshape our operating capabilities, customer experience, analytics and the expected speed at which we operate."

"Of course, the supply chain constraints, coupled with labor and materials shortages,

have increased prices at unprecedented rates. In addition, the employee experience now must be more health and safety conscious, more flexible, and provide an environment that is complementary to each person's lifestyle. Finally, the definition of 'good' now needs to change in terms of establishing and measuring your firm's performance and goals related to ESG (Environmental, Social Governance), DE&I and in some cases, whether you are paying enough tax!"

"The strategic complexity of what has been in motion over the past five years prior to the pandemic, in addition to new complexities, expectations and opportunities spawned during the pandemic, have raised the bar related to the definition of 'good' for our industry. No longer is it just transferee satisfaction, reducing claims and finding ways to be more efficient and pass along savings to the client. Those features remain intact, but what clients define as 'good' is changing."

Bill concluded: "With that as background, 'good' companies coming out of the pandemic who are doing everything they have done before, just a little better, or perhaps a little faster, are likely to find that what got them to be seen as good companies in the past, may not be sufficient to keep pace with the convergence of multiple external forces redefining customer expectations and the notion of 'good'."

So, allow me to sum up. Getting good staff will continue to be a problem. When you do get them, they will be more demanding. Costs are likely to remain high for a while and moving companies will need to work more closely to achieve the levels of efficiency needed to be competitive. Conferences will become less well attended. The lessons learned from the pandemic will make companies more efficient; but they must stick to their basic principles of service quality and they must look after their staff. What have always been thought of as the hallmarks of a good company in the past are changing. It's not enough to do the old things better.

I have a small prediction myself. There is little doubt, it seems, that when the cork does come out of the bottle, we will see a boom in shipping. As costs have risen, so have the opportunities for profit. It would be nice if we were able to maintain those increases so companies were able to achieve the rewards they deserve. But, I predict that when markets settle, so will prices. We must not become complacent. Now, more than ever before, we need to stay sharp.

Juan Peralta Ecology Award 2021

he PAIMA office was delighted to receive a record four entries for this year's Juan Peralta Ecology Award, perhaps this is an indication of the importance attributed to sustainability in today's moving industry.

Submissions were received from: Conroy in New Zealand, ISS in Dubai, NetMove in Brazil and TriGlobal in the Netherlands. Having studied all submissions, the PAIMA Board named the 2021 winner as NetMove.

NetMove, São Paulo (winner)

NetMove has combined sustainability with fun with its NetMove ECO FUN project. ECO FUN encourages employees to use left-over packing materials to make toys, even during working hours. The toys are available for everyone who wants to take them home: employees, service providers and customers. Some are also donated to customers' children on moving day.

The company says that contributing some time to a good cause has a positive impact on employees' working lives, including better communication, less stress, a healthy relationship between co-workers, and more creative thinking. NetMove also donates some of the toys to Lar Mae do Divino Amor, in São Paulo, an organization that provides education and support to people who have autism and their families.

NetMove has been recycling cardboard, plastic and metal since 2012. During that time the company has recycled almost 200,000 tons of material. In addition, the company's employees are encouraged to operate in a sustainable way by avoiding the use of singleuse plastics, upcycling used pallets to make furniture, buying materials from certified sustainable providers and by issuing everyone with a NetMove Eco-friendly tote bag to use for their shopping - pictured below right.

ISS Relocations. Dubai

ISS has devised a plan to recycle 1,800 large wooden boxes used to import IT servers for a client. The boxes were very large and strongly built. Each box is carefully dismantled, the nails and screws removed and waste materials segregated. The different types of wood (timber and plywood) are separated, cleaned and finally heat treated and ISPM stamped for use in export packing.

TriGlobal, the Netherlands

TriGlobal has a dedicated Corporate Social Responsibility (CSR) Team that has been working on a range of environmental activities throughout the year. These include:

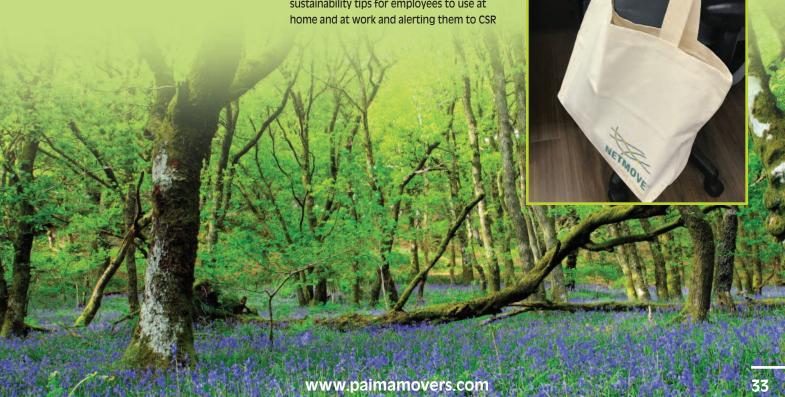
1) An arrangement with a local farmer to provide fresh, locally-sources vegetables to staff. 2) An ecological Christmas box using only sustainable, non-plastic materials.

3) A monthly CSR newsletter with sustainability tips for employees to use at home and at work and alerting them to CSR.

challenges and charity events. 4) The separation of all waste materials for correct disposal. 5) The use of recycled paper for all notebooks and printing materials. 6) Educational guest lectures to increase awareness of environmental issues amongst staff

Conrov. New Zealand

The company is making the best use of the huge amount of used cardboard it receives, largely from inbound containers. Nearly-new cartons are reused for domestic removals. Damaged or older cartons are recycled through the company's long-term partner Oji Fibre Solutions. Conroy's Christchurch office invested in a baler in 2016 allowing it to send used cartons back to the mill for recycling. The Auckland facility now also has a baler capable of processing an average of 12 tonnes of cardboard a month. Since operating this baler the Auckland office has reduced its disposal costs by over 50% and achieving rebates from the mill of around NZ\$800/month. In total the company projects the financial benefit of recycling to be in the region of NZ\$50,000 annually.





2021

Argentina

- ARGENVANS TRANSPORTES
- EDELWEISS SPEDITION
- MERCOVAN ARGENTINA SRL
- NEYGI MOVING SRL

Austria

SOBOLAK INTERNATIONAL

Bahrain

AQUA GLOBAL LOGISTICS WLL

Belgium

COMPAS INTERNATIONAL MOVERS

Bolivia

- EXPRESS CARGO SERVICES S.R.L.
- INBOLPACK SRL
- TOTAL BOLIVIAN MOVERS

Brazil

- ATLANTIS INTERNATIONAL
- BRAZIL LINK MUDANCAS LTDA - ME
- COSMOPOLITAN
 TRANSPORTES LTDA
- G INTER (GRANERO INTERNATIONAL)
- GERSON & GREY TRANSPORTES LTDA
- GLOBAL PACKING INTERNATIONAL MOVERS
 ITDA
- NETMOVE ASSESSORIA INTERNACIONAL LTDA
- TEAMWORK INTERNATIONAL MOVING

Canada

- CANADIAN ASSOCIATION OF MOVERS (CAM)
- INTERCONTINENTAL VAN LINES, INC
- TIPPET RICHARDSON

Chile

- ALS MOVERS (CHILE) S.A.
- REMSSA S.A.

China

- AMR INTERNATIONAL RELOCATION
- NEWLAND INTL MOVING

Colombia

- JB LOGISTICS LTDA
- TRANSPACK LTDA

Costa Rica

- ABC MUDANZAS
- ALLIANZ MOVING CR S.A.
- APA WORLDWIDE MOVERS

Denmark

EUROPEAN REMOVAL
 & STORAGE CO

Dominican Republic

- L&G INTERNATIONAL MOVERS, S.A.
- LA ROSA DEL MONTE
- LATINO EXPRESS. S.A.

Egypt

EXPRESS INTERNATIONAL GROUP

Ethiopia

 GREEN INTERNATIONAL LOGISTICS

France

- DEMECO SAS
- EUROPEAN RELOCATION SERVICES
- GROUPE BERTON INTERNATIONAL
- LES GENTLEMEN DU DEMENAGEMENT
- NEER SERVICE FRANCE

Germany

- CARL HARTMANN
 GMBH & CO KG
- FRIEDRICK KURZ GMBH
- HENK INTERNATIONAL
- SCHENKER
 DEUTSCHLAND AG

Guatemala

- BRIZMUD
- SWISS GLOBAL MOVERS

Honduras

- MUDANZAS AIRLIFT INTERNATIONAL
- MUDANZAS INTERNATIONAL

Hong Kong

RELOSMART

India

- CLINTUS NETWORK
 LIMITED
- GRACE RELOCATIONS PVT LTD
- LINKINDIA LOGISTICS PVT LTD
- P.M. RELOCATIONS PVT LTD
- SERVILE RELOCATIONS PRIVATE LIMITED

Indonesia

- ACE INTERNATIONAL
- PT KELLYS EXPRESS

Ireland

 CARELINE INTERNATIONAL MOVING & STORAGE

Israel

SONIGO INTERNATIONAL SHIPPING & MOVING LLC

Italy

- BLISS MOVING & LOGISTICS SRL
- MAGNOLIA MOVING SRL
- T&T SERVICES INTERNATIONAL ITALIA SRL

Japan

- FUKUOKA SOKO CO, LTD
- KOKUSAI EXPRESS CO, LTD

Jordan

 JORDANIAN COAST CARGO SERVICES

Latvia

FF INTERNATIONAL MOVERS

Malaysia

- PIONEER MOVERS SDN BHD
- ROYAL RELOCATIONS MALAYSIA

Mexico

- AUTOTRANSPORTES
 INTERNACIONALES S DE R. L.
 DE C V
- CIME COMPAÑIA INTERNACIONAL DE MUDANZAS Y EMBARQUE S.A. DE C.V.
- MEXPACK INTERNATIONAL REMOVALS
- MORENO INTERNATIONAL, S.A. DE C.V.
- MUDANZAS GOU S.A. DE C.V.
- MULTI TRANSPORTES MEX, S.A. DE C.V.
- SANCALSA
 INTERNATIONAL SERVICES
- TRAFIMAR RELOCATION SERVICES, S.A. DE C.V.
- TRANSCONTAINER

Myanmar

- GLOBAL MOVING
 & STORAGE LTD
- MYANMAR EXPRESS INTERNATIONAL MOVING SERVICES CO. LTD

Nepal

ORIENT INTERNATIONAL RELOCATIONS

PAMA members

2021...

New Zealand

CONROY REMOVALS LTD

Nicaragua

MUDANZAS MUNDIALES, S.A.

Nigeria

- CONOTE SERVICES LTD
- KOEMAN NIGERIA LTD

Norway

NFB INTERNATIONAL RELOCATIONS AS

Oman

- ALLIED LOGISTICS LLC
- THE MOVERS PREMIUM MOVE SERVICES LLC

Panama

- BALBOA MOVERS, INC
- BLU LOGISTICS, S.A.
- PANAMA INTERMOVING RELOCATIONS

Paraguay

ASUNCION VANPACK SRL

Peru

- ATLAS INTERNATIONAL SERVICE, S.A.
- DOOR TO DOOR TRANSPORTS, S.A.C.
- MOVING SYSTEMS S.A.C.

Philippines

GOETZ MOVING & STORAGE, INC

Portugal

- GLOBAL INTERNATIONAL RELOCATION
- INVICTUS RELOCATION SERVICES
- PREMIER INTERNATIONAL MOVERS

Puerto Rico

- GARCIA TRUCKING SERVICE, INC
- LA ROSA DEL MONTE
- RODI CARGO INTERNATIONAL GROUP

Russia

M & TM FREIGHT

Saudi Arabia

MOVE ONE RELOCATIONS, SAUDI ARABIA LTD

Singapore

- CROWN LINE PTY LTD
- GEOMETRA WORLDWIDE MOVERS PTE LTD
- ORIENT EXPRESS
 FORWARDING PTY
- SMART RELOCATORS PTE LTD

South Africa

• MAGNA THOMSON
INTERNATIONAL MOVERS
(PTY) LTD

South Korea

- HIGH RELOCATION
 WORLDWIDE KOREA
- PUMYANG SHIPPING CO. LTD

Spain

- GRUPO AMYGO, S.A.
- MUDINMAR MOBILITY
- PASSER MOVERS, S.L.
- WILLMOVE WORLDWIDE SLU

Sri Lanka

 TRANS-GLOBAL RELOCATIONS (PVT) LTD

Switzerland

SWISS MOVING SERVICE AG

Thailand

- BOONMA MOVING & STORAGE CO. LTD
- UNITED RELOCATIONS (THAILAND) CO. LTD

The Netherlands

- GLOBAL MOVING AND SHIPPING BV
- SCHMIDT GLOBAL RELOCATION BV
- TRIGLOBAL BV
- UNIMOVE

U.S. Virgin Islands

BOB LYNCH MOVING
 & STORAGE, INC

United Arab Emirates

- DELIGHT INTERNATIONAL MOVERS LLC
- DXI LOGISTICS LLC
- FUSION SPECIALIZED SHIPPING & LOGISTICS LLC
- ISS RELOCATIONS LLC
- MASSTRANS FREIGHT LLC

United Kingdom

- ARROWPAK
 INTERNATIONAL MOVERS
- BURKE BROS MOVING GROUP LTD
- GALLEON INTERNATIONAL SHIPPING CO, LTD
- GERSON RELOCATION LTD
- PREMIER RELOCATION LTD

Uruguay

INTERTRAFIK SRL

USA

- AIR ANIMAL PET MOVERS
- AIRES
- BLASON INTERNATIONAL MOVERS
- DEWITT MOVE WORLDWIDE
- EARTH RELOCATION
- FORMULA GLOBAL MOBILITY
- HUMBOLDT INTERNATIONAL
- INTERAMERICAN MOVERS & FORWARDERS LLC
- JOHNSON INTERNATIONAL
- LA ROSA DEL MONTE
- MITCHELL MOVING & STORAGE
- NEW HAVEN MOVING EQUIPMENT
- PLANES MOVING& STORAGE
- RELOCATION INSURANCE GROUP LLC
- RENORELO WORLDWIDE LLC
- ROADRUNNER, LTD
- RODI CARGO INTERNATIONAL
- SUDDATH
- STAR INTERNATIONAL MOVERS, LLC
- STEVENS INTERNATIONAL
- TG INTERNATIONAL INSURANCE BROKERAGE, INC
- UNIVERSAL RELOCATIONS, INC
- WICKMAN WORLDWIDE SERVICES, INC
- WITHERS WORLDWIDE

Venezuela

- EQUIXPRESS, C.A.
- J J MARI INTERNATIONAL MOVERS
- MUDANZAS INTERNACIONALES GLOBAL, C.A.

Vietnam

ASIA PRIME RELOCATION VIET CO., LTD

Zimbabwe

 CHAVILON INTERNATIONAL MOVERS & LOGISTICS PVT LTD



Regional Directors

Region I - North America - Canada & Mexico

Alexandra Schmidt

Mexpack International Removals • Mexico City, Mexico Email: info@mexpack.com

Jeff Nadeau

Dewitt Move Worldwide • California, United States

Email: JeffN@Dewittmove.com

Region II - Central America & Caribbean

Fabian Ortiz

APA Worldwide Movers • San Jose, Costa Rica Email: fortiz@apaworldwidemovers.com

Region III - South America

Jorge Reguera Azcuenaga

NEYGI Moving SRL • Buenos Aires, Argentina Email: jorge@neygimoving.com

Region IV - Europe

Bjorn Carlsen

NFB International Relocations AS • Skui, Norway Email: bjorn.carlsen@nfbir.com

Region V - Africa

Kehinde Arowoselu

Koeman Nigeria Limited • Lagos, Nigeria Email: arowoselu@koemannigeria.com

Region VI - Middle East

Benson Davis

Fusion Specialized Shipping & Logistics LLC • Dubai, UAI Email: benson.davis@fusionshipping.com

Region VII - Asia

Arvind Joshi

Clintus Network Limited • New Delhi, India

Email: arvind@clintus.com

Sudeep Shah

Orient International Relocations • Kathmandu, Nepal Email: moving@orientfreightgroup.com

Region VIII - Australia/New Zealand

Fiona Conroy

Conroy Removals • Auckland, New Zealand

Email: fignac@conroy.co.nz

