2023
3PL Peak Season
Playbook
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Introduction

Peak shopping season may be another quarter of the year away, but we know that key players in the logistics industry—including third-party logistics (3PL) warehouses—can’t wait until the last minute to prepare for the upcoming uptick in fulfillment activity and consumer shopping.

Make no mistake—despite a gloomy economic outlook this year, peak season is still on.

According to Insider Intelligence, U.S. holiday season retail sales are expected to grow 4.5% YoY (almost identical to last year’s 4.8% growth), bringing total retail spending to $1.328 trillion for the 2023 holiday season. That’s trillion with a ‘T.’

Furthermore, retail ecommerce is expected to make up 19.6% of total 2023 holiday sales, making peak season preparations even more critical for 3PLs serving ecommerce brands.

So, the question is, where do you begin with your planning? We hope you’ll find all the resources you need in this Peak Season Playbook.

This year, we decided to try something a little different with our annual Peak Season Playbook by creating a bundle of resources—including a checklist, an infographic, an e-book, and more—covering all the bases for your peak season preparations.

Read on to see what useful tips and tricks we have for forecasting & customer communication, working with freight carriers, shoring up finances, locking down labor, and fortifying IT & systems.
Tackling Customer Communications and Forecasting for Peak Season
Tackling Customer Communications and Forecasting for Peak Season

It’s that time of year again to start formulating—and executing—your seasonal prep work, even if peak order volumes don’t hit until next quarter. The first step? Proactively communicating with your customers about their peak season plans so you can begin forecasting not only demand but also the resources needed to succeed this season. Forecasting and customer communications should be the first step in your holiday season strategy since it lays the foundation for all other necessary preparations coming your way.

Use this checklist to guide you as you gather all the details you need to start peak prep.

Ask Your Customers These Questions

A shocking number of brands do not forecast accurately (or at all), which creates massive problems for your fulfillment operations if you do not know what order volume to expect from your customers during peak season. Make a list of information you need to know from your customers for peak season planning, starting with these questions:

☐ What are your biggest shipping days during the week & shipping dates during the season?
   It is rare for Monday through Friday to be consistent. Also, do you tend to see any major spikes, e.g., is business level through Black Friday and Cyber Monday, or do you have other spikes?
   What expectations do they have for weekend fulfillment (if you don’t already provide)?

☐ What is your promotional cadence for peak season?
   If a brand is offering their holiday sales over the course of a month rather than prioritizing door-busting sales days on Black Friday and Cyber Monday, they may follow more of a “Black November” framework where consumer demand remains consistently elevated throughout the month leading up to the holidays.

☐ What special marketing activities do you have planned (e.g., promo spots on TV, influencer campaigns, etc.)?
   In our experience, a Good Morning America or equivalent national product showcase spot ushers in a significant boost to orders on the day of the show airing and the following day.

☐ What shipping commitments are you making publicly?
   Some brands will have shipping promises on their website that have not been agreed upon with fulfillment partners, and you need to ensure realistic expectations. Especially during peak season, orders can get stuck at a carrier processing center for days, which is not your fault or your customer’s but still affects brand perception and customer satisfaction.

Asking these questions should get customers started on their demand forecasting activities, which will ultimately give you the information you need. Don’t expect good data from your customers in July, but you should put these questions on your clients’ radars as soon as possible so they can start planning.
Compute Internal Forecasts

Your customers are not the only ones who should be forecasting before peak season; whereas they forecast product demand, you need to forecast what internal resources you will need to meet that demand.

When computing your internal forecasts, do your homework:

- Conduct thorough spatial forecasting and utilization calculations. Streamlining your warehouse layout has a direct impact on order fulfillment turnaround time.
  - Is your warehouse configured in the most efficient layout for storage, order fulfillment, and shipping processes?
  - Know which SKUs are the highest movers and place them near aisle caps or other areas that make them easier and quicker to pick.
  - Prepare a specific area for kitting projects, including easy access to all needed products, supplies, and labels.
  - Consider how much space you need for increased inventory positions and use vertical space by stacking products to maximize usable storage space.

- Prioritize labor forecasting to know how much temporary labor you will need to handle peak order fulfillment. This is the biggest obstacle you will face from the trickle-down effect of customers not forecasting properly.
  - Use tools (e.g., labor analytics software, stopwatches) to track the time it takes to pick individual orders, and use the median time to fulfill an order to calculate how many workers will be needed to handle peak order volumes.
  - Embrace predictive scheduling to reduce employee burnout and labor-management issues.

- Consider the technological resources you will need for an increased workload. You will need to have all tech secured well in advance of peak season.
  - Will you need more hardware, like computer workstations or scan guns, and how early do you need to order them?
  - How much time does your IT department need to set up new tech?
  - Do you have enough internet bandwidth to accommodate the new hardware?

The majority of your internal forecasting will follow from the forecasting data provided by your customers, which is why it is so important to have proactive communications with your customers sooner rather than later.

But don’t wait on them to start your own prep work; you can always adjust your internal forecasts based on customer information later.

Extensiv: Your 3PL’s Knowledgable Partner

Extensiv offers more than a software platform to build out your 3PL tech stack. With a robust Consulting Services offering including both technical and onsite consulting, Extensiv is here to get your warehouse ready for peak season—and beyond.

For more information, call us at 833-983-6748 or schedule a demo online.
Expert Advice for Working with Freight Carriers
Expert Advice for Working with Freight Carriers

We asked three industry-leading shipping experts for their top tips for working with freight carriers this peak season. Read on to see their answers to the top 3PL peak season shipping questions.

About Our Experts

**BUKU Ship** is the world's most complete artificial intelligence (AI) solution for all shipping needs. Their Software-as-a-Service (SaaS) platform is built from the ground up delivering real-time intelligence and predictive analytics throughout the entire shipping process making shipping smarter, cheaper, faster, and more reliable. BUKU enables customers to focus on business. With the Extensiv 3PL Warehouse Manager and BUKU Ship integration, you have access to enhanced high-volume label printing and AI-driven shipping solutions to better monetize your shipping operations and minimize errors.

**Pitney Bowes Inc.** is a global shipping and mailing company that provides technology, logistics, and financial services to more than 90 percent of the Fortune 500. Small business, retail, enterprise, and government clients around the world rely on Pitney Bowes to remove the complexity of sending mail and parcels. With the Pitney Bowes and Extensiv partnership, 3PLs of all sizes can optimize their shipping operations, better manage their cash flow, and access a cost-effective way to reach customers.

**ShipEngine** is the platform of choice for world-class shipping and logistics. Global commerce leaders trust the #1 shipping API to unlock significant time and cost savings. ShipEngine believes every company, regardless of size or service, should have the ability to compete in the ecommerce market, to sell for themselves in ways that align with their unique worldview, and to succeed—on their own.
**What is new regarding shipping this peak season compared to last year?**

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<th>BUKU SHIP</th>
<th>PITNEY BOWES</th>
<th>SHIPENGINE</th>
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<td>Shifts in consumer behavior: Consumer expectations and access to funds have evolved. There is a growing demand for faster, cost-effective shipping options. To meet these demands, logistics providers may need to adapt their operations and invest in more efficient delivery networks. Focus on sustainability: There is an increasing emphasis on sustainability in the shipping industry. Customers and businesses are prioritizing eco-friendly practices and seeking out logistics providers that offer greener transportation options. This can influence the strategies and choices made by 3PLs during the peak season.</td>
<td>Online shoppers’ priority has shifted from fast delivery to accurate delivery estimates, with the Pitney Bowes Order Experience Index revealing that more than half of online shoppers consider early deliveries to be inconvenient. That’s not to say speed doesn’t matter—it does. But fastest delivery is no longer the top priority. The emphasis on delivery estimate accuracy doesn’t mean consumers have thumbs hovering over their phones to refresh tracking info. In fact, Pitney Bowes weekly BOXpoll surveys reveal that consumers are checking tracking less often now on average than any other time in the past two years as carrier delays have become less common and delivery times have gotten faster. Combined with stores satisfying consumers’ more urgent purchases, the trust issues consumers once had with in-transit delivery accuracy have diminished.</td>
<td>This year, retailers are taking a critical look at optimizing their shipping and return costs. Another trend to watch out for this year is merchants charging for returns. This year, some merchants will apply fees to an end consumer shipping a return to cover restocking and processing costs.</td>
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**How soon should 3PLs start identifying the best rates for peak shipping demand?**

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<td>To ensure that 3PLs can secure the best rates for peak shipping demand, it is advisable to start the process as early as possible, ideally by August if not sooner. The exact timing may vary depending on the specific industry, shipping routes, and market conditions, but by starting the process early, 3PLs have more time to evaluate options, negotiate contracts, and secure competitive rates. This proactive approach allows for better planning and minimizes the risk of last-minute rate hikes or capacity shortages during the peak shipping season.</td>
<td>The market is undergoing significant changes right now. All carriers are facing excess capacity and therefore are willing to offer significant discounts for delivery services, especially more economical ground services. The time is now, but there may be multiple opportunities over the coming months to reevaluate as capacity changes.</td>
<td>Rather than “when,” 3PLs should place more emphasis on the “how” this year. Meaning, 3PLs should work to identify the right shipment method, for the right customer, with the right product this peak season. For example, some carriers thrive with heavier commercial shipments rather than lighter weight shipments to a residence address. When planning for peak shipping services, 3PLs should consider doubling-down on identifying the end-customers’ needs, rather than a “one size fits all” carrier approach to rates and services.</td>
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What is the number one thing 3PLs should know about preparing for peak shipping season?

**BUKU SHIP**
The number one thing 3PLs should know about preparing for peak season is the importance of planning. Knowing your forecast and demand planning is critical to managing your business at all times, but especially during peak. Another way we suggest 3PLs plan for the upcoming peak season is hosting meetings with each of your clients to learn what they are forecasting for peak and how you can best support that. By prioritizing proactive planning, you can effectively navigate the challenges and capitalize on the opportunities presented by the peak shipping season.

**PITNEY BOWES**
This has become a contentious issue in 2023. All shippers are seeing diminished volumes compared to the heydays of the last couple of years. This makes maximizing earned volume discounts with any one carrier more challenging. As a result, most shippers are consolidating their carrier portfolios.

That's not to say multicarrier isn't important—it is critical for risk mitigation and to ensure shippers have leverage when negotiating carrier rates.

**SHIPENGINE**
Yes, carrier diversification is key. Another critical consideration for 3PLs this peak season is to, again, ensure they have the right carrier service, for the right delivery expectation, for the right product, to the right consumer. As mentioned earlier, a “one size fits all” carrier and shipping strategy is no longer the right move for merchants who want to control their shipping costs while maintaining a high level of customer service.

What are contingency plans 3PLs should prepare in the event that trucks are full/shipments cannot be picked up?

**BUKU SHIP**
It is important for 3PLs to have robust contingency plans in place to address capacity constraints and shipment pickup challenges. These plans should be periodically reviewed, tested, and updated to ensure their effectiveness in various scenarios. Some contingency plans that 3PLs can consider include overcapacity arrangements, expedited shipping options, prioritization and rescheduling, using cross-docking facilities, alternative transportation modes, collaborative partnerships, proactive and transparent communication, and continuous monitoring and planning.

**PITNEY BOWES**
Given the current market, lack of capacity is unlikely. One of the few scenarios in which capacity is unavailable is if one of the large private carriers goes on strike, forcing shippers to switch carriers and most likely flood other carriers’ networks without ample lead time. Shippers should set up a multicarrier strategy ahead of time to avoid being caught flat-footed in case of a strike or other incident.

**SHIPENGINE**
A diversified carrier strategy is key. Additionally, 3PLs should have a strong knowledge of pickup points with their carriers, and an understanding of what their carriers do in the case of unexpected volume (for example, some carriers might simply refuse the volume). To prevent scenarios like this, merchants should consider adding inventory visibility online to help consumers understand which products are available. This is critical to satisfying demand, managing their purchases, and potentially alleviating failed pickups or refused loads.
Shoring Up Financing for Peak Season 2023
Shoring Up Financing for Peak Season 2023

Measuring Your Financial Health

The number one reason that businesses fail is because they run out of cash. In normal times, cash flow is important. In peak season, cash flow can get dire for some businesses. Before this peak season, develop your financial strategy and consult with your finance team to ensure you have enough working capital to cover the increased costs of shipping and labor.

Overview & Scope

Because major carriers (USPS, UPS, FedEx, etc.) often require payment weeks or months before your customer pays your invoice, many 3PLs end up floating the cost for shipping and freight for extended time periods. This can cause a massive drain on cash flow and create real financial pressure for 3PLs (especially in a time of high interest rates).

During peak season, this becomes even more high-risk because of the increased shipping volume and seasonal carrier surcharges, which increases the amount of cash needed to pay for shipping. Compounding this cash pressure, increased labor carries its own additional costs, making peak season precarious for many 3PLs.

How should you prepare? Square away credit card financing and lending options, solidify and tighten billing cycles with customers, and monitor key financial metrics.

Keys to Remember This Year

- As a 3PL, you may not think about financing until it's too late. Especially this year when many businesses have struggled to get their financing needs met, start your planning well in advance and be proactive with your bank and lenders.
- Identify areas where you can free up cash flow, whether through improving efficiency, negotiating better contracts, or consolidating debt where possible.
- You might not be able to use previous year's financing requirements to estimate what you need for this year. Interest rates have increased, making minimum payments and the cost of capital higher than in previous years.
- As a result of increased costs from adding seasonal labor, higher hourly wages, and material costs, your expected required financing needs might be much higher than before. Be sure to include these added costs in your financial plans.

Financial Metrics

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<tr>
<th>METRICS</th>
<th>DEFINITION</th>
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<tr>
<td>Current Assets</td>
<td>Cash, Accounts Receivable, etc.</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>Accounts Payable, Short-Term Debt, etc.</td>
</tr>
<tr>
<td>Working Capital</td>
<td>Working Capital = Current Assets minus Current Liabilities</td>
</tr>
<tr>
<td>Debt-to-Equity Ratio</td>
<td>D/E = Total Liabilities / Total Shareholders’ Equity</td>
</tr>
<tr>
<td>Operating Cash Flow</td>
<td>Operating Cash Flow = Revenue minus Operating Expenses</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>Free Cash Flow = Operating Cash Flow before Interest Payments and after subtracting any Capital Purchases</td>
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How Much Should You Borrow?

Forecast your order volume for the peak season months, multiply that by the average shipping cost per package, and add a buffer to be safe. According to a former 3PL exec, and depending on the size of your operation, expect credit lines into the millions.

Top Action Items

1. Calculate customer-level profitability, which will help you determine if you are charging your customers enough for your fulfillment services. Adjust pricing before the peak season hits if needed.

2. Review customer payment behaviors and average days sales outstanding. Consider adjusting payment terms if possible, and shorten customer billing cycles by automating billable events capture, and digitizing invoicing and payments.

3. Optimize labor for efficiency to minimize seasonal labor needs using labor analytics tools.

4. Review current carrier usage and shipping rates to identify where shipping savings might exist. Identify how your business can leverage—and automate—rate shopping to get the lowest possible rates for each shipment.

5. Stay on top of your company’s creditworthiness, not just during peak season but throughout the year. This can include building a process to pay down lines of credit throughout the year to ensure the most available cash during peak season.

6. Find the most favorable credit terms, which will require some extra research and shopping around.
Locking Down Labor for Peak Season 2023
Forecasting and securing the right number of workers is one of the most important preparations third-party logistics (3PL) warehouses must tackle before peak season.

This year, the labor outlook is complicated: logistics operators cut jobs by almost 17,000 in February due to market dynamics and rising inflation.

Now that we’re approaching peak, 3PLs are in a crunch to find workers to fill the gap as ecommerce demand is starting to recover—the global ecommerce growth rate for 2023 is forecast at 8.9%, marking a 1.8 percentage point increase from 2022’s growth rate.

Pain Points

The inability to accurately forecast internal labor needs is the #1 issue that results from a 3PL’s customers not forecasting demand properly. (See our checklist on Tackling Customer Communications and Forecasting for more info!)

With 1.7 jobs available for every one person in the US economy, 50% of companies find it difficult to hire new workers, impacting labor shortages that inhibit warehouse operations. (Source)

There is 49% turnover annually in the warehouse and logistics industry. (Source: IWLA)

Almost 8 out of 10 companies claimed to hire seasonal staff in their distribution centers and warehouses to keep up with the rush. (Source)

To attract and retain workers for peak season (and beyond), 3PLs must honor the work/life balance of their employees and address workplace toxicity by embracing flexibility in scheduling and highlighting what makes open positions desirable and fulfilling.
**PROBLEM:**
“ Toxic workplace” was cited as one of the top reasons behind the great resignation. (Source: IWLA)

**SOLUTION:**
Make contract workers feel they are part of the team by measuring performance on the same KPIs as regular employees. Create a path for temp staff to become full-time employees. (Source)

**PROBLEM:**
Lack of flexibility in work schedules makes warehouse employment as low as six months. (Source)

**SOLUTION:**
The Zenefits survey concluded that almost 78% of warehouse workers were more productive when they had flexible work schedules planned before the peak season kicks into high gear. (Source) Additionally, flexible schedules and part time options can help attract different segments of the workforce like students and working primary caregivers.

**ALSO...**
83% of front-line workers and line managers are willing to change companies for improved technology. Investments in technology—think wearable tech or even tablets, things that make the job seem more high-tech—help retain and attract better workers. (Source: IWLA)
Fortifying IT and Systems
Fortifying IT and Systems

Getting your technology in order is one of the most important steps you can take to prepare for peak season. Having the right technology in place can make the difference between meeting (even exceeding) service level agreements (SLAs) or missing the mark—and while a miss in off season is one thing, a miss in peak season could be disastrous for your business and retaining your clientele. There’s no two ways about it, you need the right technology that will streamline your operations, and you need it quick.

It’s July, and if you haven’t already started the process of vetting different vendors, weighing the pros and cons of their systems and—most importantly—seeing demos, the clock is ticking for you to start and finish this long and detailed process, much less the ever-important implementation and training stages, before peak season gets underway around October. Especially if you don’t already have tech in place or are missing your current SLAs, you still have (just) enough time to switch to a new warehouse management system (WMS)—if you start the process now.

But, even if you don't start anew with an entirely different system, fortify your existing IT and systems for this year’s peak season. How? By upgrading where you can in this constrained timeframe, increasing training to get the most out of your current tech, and investing in professional services where available to ensure you are following industry best practices.

Upgrade Where You Can

There are a couple of simple upgrades that will make a world of difference for your third-party logistics (3PL) warehouse operations this peak season: buy more scanners and/or workstations and allocate resources for increasing your internet bandwidth.

Peak season requires significantly more labor than the other three quarters of the year, so you are going to need to bring on extra workers to make this season successful. (For more information on that, check out our infographic on labor included in this bundle!)
But this extra labor force is going to need the right hardware to contribute effectively: scan guns and workstations. Without enough physical equipment, it would be like grade school PE class when there weren't enough jerseys to go around, and you had to resort to playing shirts versus skins; no one wants to be caught bare.

Following this point, the second upgrade—enhanced internet bandwidth—is a necessity to accommodate the stress on your IT resources when running more connected devices, namely, the extra scan guns and workstations. There is no point in purchasing a bunch of expensive hardware if you don't also invest in the bandwidth needed to use it.

In addition to these basics, there may be areas where you can upgrade your current WMS without replacing the entire system.

You may already use the mobile scanning package that comes with your WMS software, but what about add-ons that build off this technology?

For example, users of Extensiv 3PL Warehouse Manager that use mobile scanning technology in the warehouse can adopt our Labor Analytics dashboard that delivers real-time metrics on employee productivity, allowing operations leaders to track the cost to serve each customer and measure profitability. Adding additional functionality like Labor Analytics is especially useful during peak season so you can see who your rockstars are and where other teammates may need additional help managing the increased order volume.

And if you don't use Extensiv 3PL Warehouse Manager (yet), assess the add-ons that your software provider offers and determine if any will make your life easier this peak season.

**Bonus tip:** if you use multiple systems in your warehouse—such as WMS, order management systems (OMS), accounting platforms, etcetera—be sure to integrate them all to provide a single source of truth for your operational data. Streamlining systems to work together will save you a ton of time and significantly reduce the chance of error. If you are dead set on implementing new software, consider finding an integration platform as a service (iPaaS), like Extensiv Integration Manager, to manage all your system integrations and keep your data tidy since they typically have far shorter implementation timetables than your typical software solutions.

**Increase Training**

Even the best of us can benefit from some extra practice, especially in processes that we do every day. When processes become routine, people tend to enter autopilot, and while that may be great for efficiency, it is not always the best for accuracy and checking off every detail. Investing in additional training in all your systems over the months leading up to peak season will make sure that all your employees are checking off all the right checkboxes and following industry best practices. The best can always be better, after all.
Investing in training has another benefit beyond tightening up operations; undergoing training may uncover modules of your existing software that could substantially improve workflows but that are not being used to their fullest potential. Does your WMS offer an integrated small parcel shipping solution with automated rate shopping that you barely use because you like to stick with one carrier? With shipping carriers implementing demand surcharges this peak season, learning to use the rate shopping feature of your WMS will undoubtedly save your shippers money and increase customer satisfaction.

What about billing—does your WMS automate billing capture and invoicing for your 3PL? Manually tracking charges in Excel (or worse, on paper) and compiling invoices opens up the opportunity for human error and can take weeks, which lengthens the time it takes for you to get paid.

This is never a good situation to be in, but especially not during the high-volume peak season when your invoices are longer... and heftier.

These are just a few modules included in Extensiv 3PL Warehouse Manager that can be gamechangers for 3PL operations, but if you use a different WMS, there are probably pieces of your platform that you have been overlooking that deserve a second chance. Learning to use all the components of your existing system can greatly benefit you this peak season, even if you plan to start shopping around for a new WMS in the new year.

**Invest in Professional Services**

Professional services are a lot like supercharged training with software and industry experts guiding you to reach your greatest potential. Typical professional services offerings include everything from technical consulting (which includes developer enablement work), systems and workflows consulting (which can be as short as one day to an ongoing commitment), and onsite consulting (which offers the most customization for your workflows). Whether you are looking for a limited, one-time workshop or an ongoing mentorship from supply chain experts, 3PL consulting services offered by your software provider uplevels the training you should have in preparation for peak.

Additionally, now is a great time to familiarize yourself with your software provider's customer success program. You probably have a dedicated customer success manager (CSM) that reaches out on a regular basis to ensure you are satisfied with your WMS or other systems, but they are also a great resource for offering customer support and, ultimately, helping you reach your goals. CSMs want you to get the most out of your software investments and take pride in the success of their customers, so get to know them now so they can better advocate for you if and/or when you need their future support.

**Last Thoughts**

**Bottomline:** you need to have all your tech—both hardware and software—secured well in advance of the rush of peak season. Go time is almost here, so now is the time to upgrade, train, and invest in professional services. And if you realize you need a new WMS provider, before or after peak season, schedule a demo with Extensiv to learn more about how we empower 3PLs to conquer peak season—and the rest of the year, too.
Additional Resources
Additional Resources

Blogs
- Leveraging Best Practices and Consulting to Optimize Your Warehouse
- Best Practices for Cost-Effective 3PL Warehouses
- The Impact of Warehouse Labor Efficiency on 3PL Profitability
- Ecommerce Working Capital & How to Increase It

Webinars
- 3PL Experts Share Secrets to Labor Efficiency
- Understanding International Shipping Trends and Consumer Preferences

Whitepapers
- Proven Ways to Improve 3PL Profitability: A Five Point Warehouse Tune-Up
- Barcode Scanning 101: The History, the Benefits, and Warehouse Adoption

Video
- Labor Analytics from Extensiv
About Extensiv

Extensiv is a visionary technology leader focused on creating the future of omnichannel fulfillment. Through our unrivaled network of more than 2,000 connected 3PL warehouses and a suite of integrated, cloud-native warehouse, order, and inventory management platforms—we allow modern merchants and brands to fulfill demand anywhere with superior flexibility and scale without painful platform migrations.

To learn more, please visit www.extensiv.com.

Request a Demo Here

For more information, please call us at 833.983.6748.