

# THE MONITOR AND MERRIMACK



Newsletter of the  
Greater Hampton Roads Chapter  
District 02 – Chapter 03  
SOLE– The International Society of Logistics  
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**March 2015**  
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## Chapter Management Committee

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Logistics Education Foundation

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Newsletter: Carl Lilieberg

Web Master: Charlie Littleton

District Director:

Dave Floyd, CPL

## From the Chapter Chairman

### *Happy St. Patrick's Day!*

Come join us this month for our joint luncheon with the **National Defense Transportation Association Norfolk Chapter**. Our speaker will be **Mr. Edward O'Callaghan** who will provide an update on the congestion at the Virginia Terminals. Next month **Mr. Jason Eaton, Chief Logistics, Virginia Department of Emergency Management** will be our quest speaker. Come join us!

On page six of the newsletter **Carl Lilieberg**, our **Newsletter Editor**, has added the information on **SOLE's Demonstrated Logistician Program**. This program is a great means to recognize logisticians for their skills and work toward full a professional certification from SOLE either as a **Certified Master Logistician (CML)** or a **Certified Professional Logistician (CPL)**; or other professional certification in the areas of program management, quality or reliability. Let us know if you have questions. The program details can be located at [www.SOLE.org](http://www.SOLE.org).

Charlie Littleton  
Chairman GHRC SOLE

"All the world's a stage and most of us are desperately unrehearsed."- Sean O'Casey



St. Patrick's Day

## Coming Events:

**Thursday, 26 March  
2015**

**Edward O'Callaghan,**  
Audax Transportation  
- Century Express

**"Congestion at the  
Virginia Terminals"**

**11:30 to 1 PM**

**Teppanyaki Grill and Buffet**  
7525 Tidewater Drive, Suite 8  
Norfolk, Virginia

**Thursday, 23 April 2015**

**Jason C. Eaton,**  
PEM, Chief, Logistics  
Section, Mutual  
Aid/Resource Coordinator  
with the Virginia  
Department of Emergency  
Management

**Teppanyaki Grill and Buffet**  
7525 Tidewater Drive, Suite 8  
Norfolk, Virginia

**These events are Joint  
Luncheons with our  
Tidewater NDTA Chapter**

## In this Issue:

CPL Corner	2
Near Term Calendar of Events	3
Our March Business Meeting	4
Our March 2015 Meeting Flyer	5
SOLE DL Program	6-8, 11-12
GHRC Management Page	9
Long Term Schedule	10
Transportation Topics//Book Review	13
Recent Transportation Articles	14
Intl. Frt. Forwarders Cyber Crime	15

## Certified Professional Logistician Corner



The next CPL Exam  
will be given in  
May 2015

## FACILITY/EQUIPMENT LOCATION

1. One of the major strategic decisions that faces a firm is:
  - a. where to locate its producing and storage facilities.
  - b. how much to pay its logisticians.
  - c. how to improve its customer complaint department.
  - d. how many vehicles it will purchase for its private fleet next year.
2. Optimum process layout requires:
  - a. the placing of the departments which have large amounts of interdepartmental traffic adjacent to one another.
  - b. having work stations in separate parts of the production site.
  - c. establishing good work rules for employees.
  - d. establishing work standards which can act as goals for each employee so that productivity can be improved
3. The three principle forms of plant layout are:
  - a. product layout, process layout, and forms procedures layout.
  - b. product layout, fixed position layout, and process layout
  - c. plant payout, fixed position layout, and process layout
  - d. physical distribution layout, warehouse layout and order processing layout
4. Plant location is directly dependent on a number of variables including:
  - a. transportation costs, labor costs, taxes, and profitable markets nearby
  - b. transportation costs, labor costs, land values, availability of skilled labor, and road and port access.
  - c. labor costs, raw material availability, transportation costs, and the proximity of skilled advertising agencies.
  - d. transportation costs, labor costs, Availability of skilled labor, the location of good headquarters buildings, and land values.
5. The location of service facilities is:
  - a. generally easy to accomplish because very little consideration is given to logistics factors.
  - b. complicated by the fact that there are usually a large number of possible locations and several options in the absolute number of service centers that can be selected
  - c. not a heuristic process, but rather one of individual choice based on a cursory evaluation of the data at hand
  - d. purely based on consumer tastes and preferences for location.
6. Facilities planning is an integral part of:
  - a. logistics planning, market planning and transportation planning.
  - b. the divisional production plan only.
  - c. marketing and finance plan only.
  - d. tactical planning and order support planning.

Please see answers on Page 3

**Near term Calendar of Events**

**GHRC SOLE  
 & NDTA Tidewater**

**26 March 2015**                      **Joint Luncheon Edward O’Callaghan**, Audax  
 Transportation - Century Express  
**“Congestion at the Virginia Terminals”**

**3 April 2015**                      **Joint Luncheon Jason C. Eaton**, PEM, Chief,  
 Logistics Section, Mutual Aid/Resource Coordinator  
 with the Virginia Department of Emergency  
 Management

**ASNE**

**Dinner Meetings:**                      Every 3<sup>rd</sup> Tuesday, Springhill Suites, Newtown Road, Va.  
 Beach, (1800-1900 Social Hour); 1900-2030 Dinner and  
 Program; Reservations: on line at ASNE Tidewater site.

**18 March 2015**                      **RDML Brian Antonio**  
**PEO, Littoral Combat Ships**  
**Topic: *Status of LCS***

**15 April 2015**                      **RMDL Mike Smith, NDTA**, President, Board of  
 Inspection and Survey

**CPL/CML CORNER ANSWERS**

**CPL/CML CORNER ANSWERS**

Answers			
1	a	6	a
2	a		
3	b		
4	b		
5	b		





March 4, 2015

**GHRC Business Meeting Minutes**

**Attendees:**

Carl Lilieberg, Administrative Vice Chairman; Charlie Littleton, Chairman; Mike Grimes and; Michele Staley (LCE)

The meeting commenced at 5:00 PM

Charlie gave a financial summary for the Chapter with Rick Treton travel to Hawaii. Lucky him!

Charlie announced that he was working on a speaker for our 26 March luncheon – Ed O’Callaghan to speak on Virginia Terminals trucking backlogs. Mike Grimes is still working on a speaker from Code 500. Charlie is also still pursuing a speaker from the Virginia office of Emergency Management.

A tour of ACU operations is still possible this year. Charlie said that other candidates for this year included Lockheed Martin’s electronic provisioning process and possibly a re-tour of the Simulation Center at Fort Eustis, Virginia. Carl pledged to continue to work with the NDTA on a possible Joint Tour of the Virginia Port Authority. .

Charlie announced that he plans to emphasize SOLE’s Designated Logistician Program more this year and asked Carl to place some articles in our coming newsletters.

Charlie noted that he has SOLE’s Virtual Newsletter on our Website and he encouraged us to check it out.

There being no further business, the proceedings were closed at 5:49 PM.

## Joint Meeting



## Greater Hampton Roads Area Chapter SOLE – The International Society of Logistics

Present

**Edward O’Callaghan,**  
Audax Transportation - Century Express

**“Congestion at the Virginia Terminals”**

**Thursday, 26 March 2015**

**11:30 to 1 PM**

**7525 Teppanyaki Grill and Buffet  
Tidewater Drive, Suite 8  
Norfolk, Virginia**

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Please RSVP by contacting our Chairman, Mr. Charlie Littleton at [clittleton@LCE.com](mailto:clittleton@LCE.com) or phone him at 757-857-1311 (ext: 4203) NLT cob Wednesday, 25 March.

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Driving Directions: From both east and west on I-64 take the Tidewater Drive Exit north and Turn Left into the Southern Shopping Center area (before the Little Creek Underpass).

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Please join us for a highly interesting logistically related tour of facilities and businesses in the Tidewater Area. Spouses and guests, bosses, and co-workers are welcome and you DO NOT have to be a SOLE Member to attend!

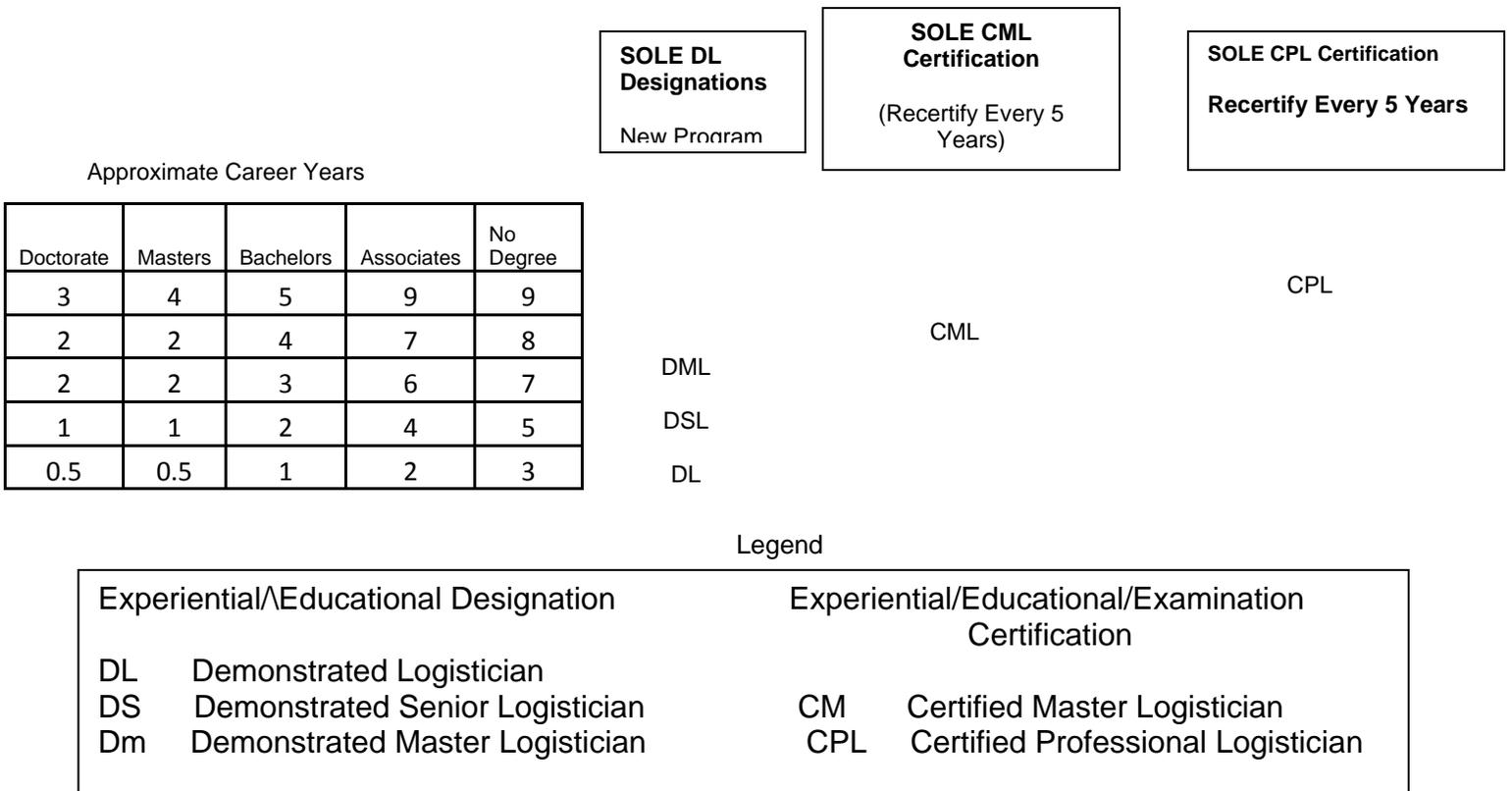
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The Designated Logistician Program of SOLE – The International Society of Logistics (source SOLE.org)

1. Introduction

SOLE – The International Society of Logistics (“SOLE”) provides a designation program for continued professional performance and education of logisticians through its Designated Logistician Program. This program is implemented in the Department of Defense (DoD), military services and industry as an intermediate recognition program as logisticians hone their skills and work toward full professional certification from SOLE either as a Certified Master Logistician (CML) or a Certified Professional Logistician (CPL); or other professional certification in the areas of program management, quality or reliability.

The program as noted in Figure 1-1 constitutes a continuing growth path for each logistician. As shown in the figure, the initial recognition is as a Demonstrated Logistician (DL), the next level is recognition as a Demonstrated Senior Logistician (DSL) and the final step is a Demonstrated Master Logistician (DML). Each step in the process has logistics job performance, continuing education, functional skill training, and enabler skills training requirements.



.Figure 1-1

The Placement of the Designated Logistician Program in the individual career development paths

**Continued on Page 7**

In industry, the employee and his/her immediate supervisor implement the program. Immediate supervisors are required to work with employees to define the optimum combination of training through academic courses, non-academic courses with Continuing Education Unit (CEU) recognition, functional and enabler skill training through local learning institutes or local SOLE Chapter training, and/or the Defense Acquisition University (DAU).

## 2. Designated Logistician Program Elements

### 2.1 Job Performance

To qualify for the next higher level of designation, each logistician must maintain a continuing performance evaluation of “satisfactory” or higher during the entire period. Supervisory evaluations are an integral element in the overall growth of the employee and recognition of the levels of performance is a positive element in the appraisal and growth process. Once awarded the designation is not lost should performance fall below the “satisfactory” level; however, the employee must regain the rating for the designated period before advancing in the program.

Table 2.1-1

Job Performance Experience Requirements for each level of designation based on Individual Education Level

Program Level	Education				
	High School	Associates	Bachelors	Masters	Doctorate
Demonstrated Master Logistician	7	6	3	2	2
Demonstrated Senior Logistician	5	4	2	1	1
Demonstrated Logistician	3	2	1	0.5	0.5

Note: It is anticipated that those with an educational degree at the Masters or Doctorate level may wish to pursue certification from SOLE as a Certified Master Logistician (CML) or Certified Professional Logistician (CPL). However, should they desire, they may pursue recognition under this program prior to attaining their CML or CPL certification(s).

**Continued on Page 8**

## 2.2 Continuing Professional Development and Education

Recognizing that the educational process is a journey and not a destination the requirements for the Designated Logistician Program are built on a continuum of education in three areas:

- Continuing Education
- Functional Skill Training
- Enabler Skill Training

Continuing education is achieved through attendance at academic institutions offering for-credit courses; or non-academic courses offering CEU credits. These must be courses in areas of education where there is a focused association with personal development in the areas of Business, Logistics or Engineering. General Education leading to a degree is acceptable only for the first level of recognition (i.e., Demonstrated Logistician/DL). Non-credit courses with no awarded CEUs, and audited courses are not counted toward this requirement, but may be counted toward the Functional and Enabler Skill Training requirements, below. A suggested list of study areas is shown at Attachment B. (Note that these courses were extracted from multiple college catalogue descriptions and may not be the same in all locations.) It is incumbent upon each employee to work closely with management to select courses that are best suited for his/her individual growth and work requirements.

Functional Skill Training is comprised of those courses generally associated with the performance of the logistics functions and directly related to them. Local industry or chapters as well as DAU offer courses in this area. Alternatively the corporate organizations may present short (4-8 hour) course based on local needs. Such courses must be added to the organization's course catalogue to provided continuing application for all elements of the workforce. Each supervisor and employee must define the applicable courses based on individual employee needs. Courses may be offered on-line or in residence and must be directly applicable to the employee in the specific logistics skill areas as described in Table 2.2-1 and Attachment C.

Enabler Skill Training is comprised of courses not directly associated with the direct job skill areas, but necessary for the continued growth of the employee's performance and functioning in the corporate environment. Examples are those courses associated with employee relationships, financial management or ethics, as described in Table 2.2-2 and Attachment D. (DAU offers similar courses but these tend to focus on the DoD environment rather than the corporate environment.

**GHRC Executive Board Officers:**

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Akalanka Warusavitharana, CPL  
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**We are on the Web at:**

**[www.ghrc-sole.org](http://www.ghrc-sole.org)**



**Long Term 2015 Calendar Greater Hampton Roads Chapter Monthly Schedule**

	Business Meeting	Lunch/Tour	Speaker/Topic
March	4 Mar...	26 Mar.	” <b>Edward O’Callaghan,</b> Audax Transportation - Century Express <b>“Congestion at the Virginia Terminals”</b>
April	2 Apr.	23 Apr,	<b>Jason C. Eaton,</b> PEM, Chief, Logistics Section, Mutual Aid/Resource Coordinator with the Virginia Department of Emergency Management
May	7 May	28 May	TBA

Note: The March and April Luncheons are Joint Meetings with the Tidewater Chapter of the NDTA

**Membership Renewal:**

**Please don’t put off to tomorrow what you can and need to do today. Take the time to renew your SOLE membership dues. The form is available on the Headquarters Website – SOLE.org.**

**Table 2.2-1**  
 Required Continuing Education (College Credits or CEUs)  
 Based on Level in Program and Education Level

Education	Program Level		
	Demonstrated Logistician	Demonstrated Senior Logistician	Demonstrated Master Logistician
		Delta/Total	Delta/Total
Doctorate	0	0	0
Masters	0	0	0
Bachelors	6	6/12	6/24
Associates	9	9/18	12/30
High School	12	12/24	12/36

Note 1: Numbers indicate cumulative college course credits or CEUs required for the recognition.

Note 2: Should an additional degree be earned between levels of designation being awarded the delta continuing educational requirements for the designation at the new degree level will be required.

**Table 2.2-2**

Required Number of Functional and Enabler Training Courses from DAU or Local Offerings

Training Courses	Program Level		
	Demonstrated Logistician	Demonstrated Senior Logistician	Demonstrated Master Logistician
		Delta/Total	Delta/Total
Functional Training Courses *	12	6/18	6/24
Enabler Courses **	10	5/15	5/20

**Continued on Page 12**

Note: Since most local SOLE chapter and DAU courses cannot be equated to the academic hours for credits they are shown as course requirements. DAU resident courses can be applied as three courses in the appropriate area for each week of resident instruction

### 3. Process

Immediate supervisors sit down with each employee and mutually develop a plan for continued growth and development along the requirements established in this directive.

Employees complete the educational and course objectives and notify both individual supervisors, and corporate Human Resource Offices, as appropriate.

Supervisors and Human Resource Offices maintain the individual employee records.

Human Resource Offices, as applicable maintain the employee training records for completion of the local and DAU courses.

At the end of the required job performance period as noted for the designation level, employees and supervisors prepare an Application for Designation (Attachment A) and submit with the required fee to SOLE Headquarters for processing.

Note that employees who have amassed the service requirements for performance at higher levels of the program may enter the program at that level by submitting their first application accompanied by their CV and documentation of all continuing education and skill training as applicable. SOLE will evaluate the application and issue the highest designation that can be presented based on the evidence submitted.

SOLE Headquarters (SOLE HQ) processes the application and records the level awarded; and issues the applicable designation certificate and pin to the individual.

On receipt of the certificate from SOLE – The International Society of Logistics the individual employee forwards a copy to his/her immediate supervisor and to HR for posting in the employee record folder.

Please note that Attachments A through D will be presented in our April Newsletter.



**Spring has sprung!**

## Transportation Topics (reprinted from the Journal of Commerce –Online 11 March 2015)

### [Port of Virginia container volume slips on severe winter weather](#)



The Port of Virginia blamed a 1 percent year-over-year decrease in container traffic in February on severe winter weather and warned it was still grappling with cold and icy conditions that have brought down productivity

### [US shipping activity rises 5.5 percent despite West Coast congestion](#)

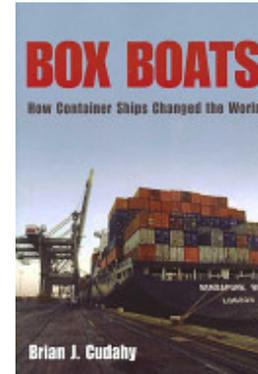
Even before congestion begins to clear West Coast ports, freight shipping activity in the U.S. is rising, a trend that will put more pressure on freight rates and capacity, according to the Cass Freight Index.

### FROM THE EDITOR of JOC.

This is the year harbor trucking gets the attention it deserves, said U.S. Federal Maritime Commissioner chairman Mario Cordero. He's optimistic that marine terminals will "[step up to the plate](#)" with ways to shorten truck lines outside of terminals and improve efficiency at the yard. Automation and additional labor to handle surges will help. Harbor trucking companies and retailers also want terminals to extend gate hours, but that costs extra money. Although the industry still has a ways to go, there are signs things are moving in the right direction. The new Free Flow program, for example, organizes containers for certain retailers and importers in blocks within the terminals, allowing truckers to more easily "peel off" the boxes.

—Associate Managing Editor Mark Szakonyi

## Book Reviews: (Reprinted from Amazon.com)



### Box Boats: How Container Ships Changed the World Dec 2007

By Brian J. Cudahy

Fifty years ago—on April 26, 1956—the freighter *Ideal X* steamed from Berth 26 in Port Newark, New Jersey. Flying the flag of the Pan-Atlantic Steamship Company, she set out for Houston with an unusual cargo: 58 trailer trucks lashed to her top deck. But they weren't trucks—they were steel containers removed from their running gear, waiting to be lifted onto empty truck beds when *Ideal X* reached Texas. She docked safely, and a revolution was launched—not only in shipping, but in the way the world trades. Today, the more than 200 million containers shipped every year are the lifeblood of the new global economy. They sit stacked on thousands of box boats that grow more massive every year. In this fascinating book, transportation expert Brian Cudahy provides a vivid, fast-paced account of the container-ship revolution—from the maiden voyage of the *Ideal X* to the entrepreneurial vision and technological breakthroughs that make it possible to ship more goods more cheaply than ever before. Cudahy tells this complex story easily, starting with Malcom McLean, Pan-Atlantic's owner who first thought about loading his trucks on board. His line grew into the container giant Sea-Land Services, and Cudahy charts its dramatic evolution into Maersk Sealand, the largest container line in the world. Along the way, he provides a concise, colorful history of world shipping—from freighter types to the fortunes of steamship lines—and explores the spectacular growth of global trade fueled by the mammoth ships and new seaborne lifelines connecting Asia, Europe, and the Americas. Masterful maritime history, *Box Boats* shows how fleets of these ungainly ships make the modern world possible—with both positive and negative effects. It's also a tale of an historic home port, New York, where old piers lie silent while 40-foot steel boxes of toys and televisions come ashore by the thousands, across the bay in New Jersey.

## **Demand to outstrip new capacity this year, says brokers**

(Reprinted from Container Management 14 March 2015)

Demand growth in the container sector is expected to outpace capacity expansion this year, according to Clarksons.

“Together with the rapid rate of demolition, the thin order book outside the larger sizes and a likely slowdown of the ‘cascade’, this may in the medium-term lend gradual support to the earnings environment,” the British shipping broker added.

Looking back at 2014, it said global container trade is estimated to have grown by 6%. “The recovery in volumes on the trades from Asia to Europe and the US first seen in 2013 came through strongly in 2014, supplementing the growth in volumes on the intra-Asian trade and a number of regional trade lanes,” it commented.

The fully cellular fleet stood at 18.2m teu at the end of the year, a rise of around 6% during the 12 months, with the order book of 3.3m teu representing 18% of existing capacity.

“The sector still faces issues,” Clarksons cautioned. “Surplus capacity generated by the slowdown in trade during the downturn, and the mismatch between a delivery schedule dominated by very large ships and a more balanced pattern of global demand.

“This is still leading to a substantial degree of ‘cascading’, which keeps the pressure on charter tonnage and creates freight rate volatility. However, surplus capacity from the downturn is gradually being absorbed, with slow steaming accounting for much of it, and levels of boxship demolition remain elevated.”

The brokers’ added that idle boxship capacity stood at around 1.0% to 1.5% of the fleet at the end of 2014, a level significantly lower than that seen in northern hemisphere winter periods in the three previous years. “This could be indicative of slowly tightening market conditions,” it said.

Clarksons’ comments on the container market were part of a commentary accompanying its 2014 financial results.

## **Port of Virginia takes steps to ease East Coast congestion**

By: AJOT | Mar 13 2015 at 06:26 AM | [Ports & Terminals](#)

The Port of Virginia continues to take immediate action to help mitigate the congestion that has beset Virginia International Gateway during the last week.

The port announced the following measures will be taken at VIG:

- Effective Friday, March 13, the port will implement a policy to reduce the number of days an export container can dwell on all terminals to 9 from 10
- In an announcement to ocean carriers, the port extended free-time for all containers at VIG by two days
- Sunday gates have been extended through March 29: 7 a.m. to 5 p.m.
- In order to reduce stack density at VIG, we will begin using barge service to move containers to Portsmouth Marine Terminal (PMT)
- Finalizing vessel calls to move to PMT

The port has already implemented the following congestion mitigation measures:

- Extended evening gate hours until 9 p.m., March 11-13
- Keeping empty container moves out of the gates at both VIG and Norfolk International Terminals (NIT)
- A project to segregate rail and truck cargo at VIG
- Requesting that ocean carriers evacuate as much of their cargo from the terminals as possible
- Using the 64 Express barge service to move containers between VIG and NIT in order to keep that dray traffic out of the gate

## For international freight forwarders cyber crimes are a very real threat (Reprinted from the American Journal of Transportation – online)

By: Matt Miller | Mar 13 2015 at 07:15 AM |  
Channel(s): [Transport Intermediaries](#)

Historically, maritime fraud has generally been a low-tech business built more on simple deception, or failing that, brute force. But that is all changing as Matt Miller writes, the game is changing fast and cyber crime represents the dark side of the highly computerized supply chain.

It was the stuff of a blockbuster film. It was also the shipping world's worst nightmare:

Drug smugglers hacked into computers at the port of Antwerp. They gained control of security codes, enabling their drivers to heist whole containers, where millions of dollars of drugs were hidden among bananas and timber. The elaborate scheme lasted two years. It unraveled in 2013, only after a legitimate driver unwittingly drove off the port with one of the containers. The smugglers attacked the truck, AK-47s blazing.

Think of maritime fraud and decidedly low-tech images usually come to mind: Cargo pilfered, bills of lading forged, bunker fuel diverted, ships hijacked or purposely sunk. As Christian Ott, vice president head of claims for the Danish marine insurer Skuld wrote in a white paper on the subject: "Fraud in commerce is as ancient as commerce itself."

However, maritime security experts warn that the game is changing and fast. Cyber fraud looms large. Just as technology has transformed transport and logistics, its dark side threatens ships, shippers and their agents.

"The system has become extremely efficient. And all these technologies save money," says Capt. David Moskoff, a professor of marine transportation at the United States Merchant Marine Academy (USMMA). "The problem is that every time you make one of these [technological] breakthroughs, you open up a new window of vulnerability."

What's more, the experts say, the growing use of intermediaries in shipping presents further challenges.

"An email is started with the manifest. Then it goes to freight forwarders, to brokers, to three truck lines," says Laura Hains, a Tampa-based maritime security specialist who heads Hammerhead Security Solutions LLC and former US Customs and Border Protection supervisor. "Now, everything is electronic. That opens a lot more doors. [But] the more technology, the more possibility of those doors being broken into."

Just how much damage cybercrime has already been inflicted on the industry is impossible to determine. Cyber security firms such as Kaspersky Lab say they don't track the sector specifically. Many crimes go unreported or undetected.

"A lot more money is being lost than people realize," says Moskoff, [speaking for himself and not in any official or governmental capacity]. "Due to the competitive nature of business, a lot of this may not be getting publicized."

A study last year by the Center for Strategic and International Studies estimated cybercrimes cost the global economy a staggering \$400 billion annually. We tend to think of these crimes in terms of hacked credit cards, stolen bank accounts or pilfered identities. But as the Antwerp incident dramatically demonstrated, cybercriminals can target the delivery system of goods as well.