

Transforming operations with a new TMS

Billerud: reshaping outbound logistics with Infios TM



Deciding to move to a new Transportation Management System (TMS) isn't something that logistics managers do without a good reason and careful consideration.

Sometimes, however, a company's hand is forced into making a change. That's where Billerud's outbound logistics team found themselves when their hosted TMS provider announced a required upgrade to maintain support. Instead of settling, the team used that moment to reassess their options and pursue a TMS that fit their operational needs with more stability, efficiency and room to grow.



“We just really felt more comfortable with the Infios software than we did with everything else.”

Michael Dailey
Corporate Logistics Manager

At a glance

Challenge

When their previous TMS provider pushed for a costly upgrade, Billerud's outbound logistics team used the moment to rethink their approach—prioritizing a system that's easy to implement, stable and intuitive from day one.

Solution

Infios Transportation Management (TM)

Results

- Manages roughly 150,000 loads annually through Infios TM
- Optimizes every shipment with Infios TM on AWS
- Handles \$225 million freight spend with precision and control
- Reduced staffing needs from 21 people to 7 while managing the same freight volume

“The biggest thing for us, as a paper company, was to have a system that would be reliable and stable,” said Michael Dailey, Corporate Logistics Manager at Billerud. “We needed to make sure that we didn’t have any customer interruptions.”

Today, Billerud has more than 5,000 unique customers globally. In the paper industry, these customers often have very late cutoff times and next-day delivery requirements. Delivery appointment times can be difficult to pin down. Cutoff times might be at 5 p.m. while the client’s receiving department leaves at 4 p.m. With such tight timeframes, the shipping process must be extremely efficient.

“One of the biggest benefits we get from Infios is that it’s a very stable system,” said Dailey. “With our last system, we had a lot of issues where the interface to the system would go down. With Infios we have done a much better job on the architecture, and we’ve experienced almost no downtime; that’s huge.”

During the evaluation process, the Billerud team looked at both hosted and Software-as-a-Service (SaaS)-based options to replace their existing system. While the need to change may have been thrust upon them, they wanted to make the most of the opportunity to select a system that could help reshape their operations. As the team reviewed the list of critical requirements, it became clear that Infios checked many of the boxes and closed the functionality gaps left by their existing software.



“With Infios TM, we’re able to do as much of the load planning and the routing of freight with just seven people. Optimization takes care of all of that for us now.”

Michael Dailey
Corporate Logistics Manager

Managing the complexities of paper supply chains

Paper companies have a unique transportation network created by the far-flung locations of their paper mills. Mills require a lot of water to process pulp, so locations near a natural water resource are a necessity, but it also means they are located in very rural, out-of-the-way places. Logistics managers have to find carriers who can run loads through these locations while still meeting the tight delivery windows their customers require.

Headquartered in Miamisburg, Ohio, Billerud operates seven mills in the United States, and they are in places like the upper peninsula of Michigan, rural Maine, and in isolated areas of West Virginia and Maryland. There aren’t a lot of other manufacturing facilities in these areas, which reduces the amount of truck traffic that can be contracted to carry shipments.

“The thing that we struggle the most with is just the remoteness of our mills,” said Dailey. “When capacity gets tight, it’s very, very difficult to get excess capacity in the upper peninsula of Michigan, central Wisconsin or Jay, Maine.”

Making the transportation network more complex is that Billerud’s outbound team essentially manages two distinct supply chains. Dailey explains that they make to stock, which is the material that goes into the company’s distribution center, and from there those items go direct to either merchant partners or direct customers. At the same time, Billerud is managing shipments from its mills to its merchant partners or merchant printers.

Today, Billerud manages about 150,000 loads a year through the Infios platform, representing freight spend of \$255 million. Dailey says the biggest benefit of working with Infios are the efficiencies created by using the Transportation Planning optimization software. Billerud uses a version of the Transportation Planning software that automatically runs in the background to help identify the optimal mode and route for every load.

“On the old system, we had a team of 21 people that handled the same amount of transportation we are handling today,” said Dailey. “With Infios TM, we’re able to do as much of the load planning and the routing of freight with just seven people. Transportation Planning takes care of all of that for us now.”

Making implementation and daily tasks easier

Drawing on their poor experience with their prior TMS provider, the Billerud team identified implementation as a top selection criterion for their new TMS. Equally important was finding a solution that would be easy to use for day-to-day transportation management. Dailey explains that they wanted a system that they could get up and running quickly.

“The Infios implementation was a much smoother process,” said Dailey. “We had a great group of people on our end and the support that we demanded from Infios ended up being worth it as well.”

Several years after their implementation of the Infios platform, Billerud continues to find the application to be easy to use. Dailey says that it makes tasks such as rating, routing and tendering freight very straightforward. His team appreciates the simplicity of the system.

“For the way that we utilize Infios TM, it’s super easy to use,” said Dailey. “Infios is an excellent software. Being able to tender in mass and do updates in mass, it’s just very easy to navigate through the system.”

ABOUT INFIOS

Infios is a global leader in supply chain execution, relentlessly making supply chains better every single day. With a portfolio of modular solutions, we empower businesses of all sizes to simplify operations, optimize efficiency and drive measurable impact.

Serving more than 5,000 customers across 70 countries, Infios delivers innovative technologies that evolve with changing business needs. Our expertise and purposeful innovation help businesses turn their supply chains into a competitive advantage. We build resilience and shape a more sustainable future.

Infios is a joint venture between international technology provider Körber and global investment firm KKR.

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