SAVE THE DATES

DECEMBER 2018

Tuesday, December 11th, 2018

CMA Annual Holiday Party
From 6:00 pm - 10:00 pm

Sign of the Whale
6 Harbor Point Road, Stamford, CT 06902
(plentiful street and surface lot parking close-by and use of the Harbor Point garages is available — before 6pm just say you are going to SotW and after 6pm the barriers are up!)

We invite our members to
Come Celebrate the Season at our Annual Party
Free of charge to CMA Members in good standing

(All we ask is that you bring an unwrapped toy for the U.S. Marine Corps. sponsored “Toys for Tots” program OR make a cash or check donation to the CMA Education Foundation (any donation welcome).

JANUARY 2019

Thursday, January 24, 2019
CMA Monthly Speaker Luncheon

Speaker & Topic TBA
Water’s Edge at Giovanni’s II
2748 Post Road, Darien, CT 06820

Cash Bar: 12 Noon – Seating for Lunch 12:45 pm
Members: $50 per person / Non-Members: $60 per person

For Reservations for all CMA Events please call Lorraine at +1.203.406.0109 Ext 3717, or email conferences@cmaconnect.com or LParsons@marinemoney.com

President’s Notes

Today I looked back at the December 2017 newsletter, to remind myself of where we were a year ago. Ballast water treatment regulation enforcement had recently started in the United States, agreements with our trading partners were changing and the 2020 sulphur cap was still two years away. One year from now, the shipping industry will likely have completed cleaning an unprecedented number of bunker tanks in anticipation of compliance of the sulphur cap regulation. At the same time, for those investing in scrubber technology, there are some evolving issues to contend with, namely banning the use of open loop scrubbers in a number of places, most recently by Singapore. So, as we look back at one year, and ahead to another, it’s a reminder that our industry is constantly evolving to contend with pressures from both inside and outside. The one
I am so sorry that I was unable to attend our November lunch at the Harvard Club, where we welcomed John Hadjipateras, Chairman and CEO of Dorian LPG as our speaker. We are so thankful for his participation – I have heard a great deal of positive feedback from that event. We really look forward to hosting this event each year in Manhattan, where we have the opportunity to bring an event closer to our Manhattan-based members. Thanks also to our Vice President, Chris Aversano, for hosting this event in my absence.

The Connecticut Maritime Association Holiday Party is only a few days away, on Tuesday, December 11th, at Sign of the Whale. The party is free to members in good standing, but all are asked to bring a toy for Toys for Tots. This is always a very well attended event, making it a great networking opportunity for our members, and a great evening of donations for the good people at Toys for Tots. We hope that all of our members will be able to attend for the evening.

Shipping 2019 is only a few short months away, which is a little bit difficult to wrap my head around at the moment. You might have noticed that the link to Shipping 2019 on the CMA website is already up and running, and you can book your spot any time for the Conference. We are already hard at work putting together the program for Shipping 2019, and we are confident that our members will find the program relevant and useful, and we look forward to seeing you all there!

Finally, I want to take a moment to thank all of the CMA Board Members for their hard work and commitment to this great organization. The Board is made up entirely of volunteers, and we sure appreciate their willingness to take on this work on top of their day jobs and family commitments. Thanks also to the great folks over at IMS: Jim Lawrence, Lorraine Parsons and their whole crew, without whose top notch marketing skills the CMA would not be the globally recognized organization that it is today. As I have mentioned, 2019 is bringing some change to the CMA, particularly to the Conference, and for this we have partnered up with Informa. Working with Informa has been excellent, and their enthusiasm for the CMA and the Conference is wonderful. Finally, I want to thank all of CMA’s members. The Board is here for the members, and of course, it’s the certainty is that things will always be interesting for us, and as our industry evolves, it keeps getting better and more efficient.
Thanksgiving Day passed as a blur in time. Food shopping and preparation, the football game, family, the meal, the desserts and finally the tryptophan torpor. Having been spared a news report all day it was comforting to listen to Arron Copland’s Tender Land Suite (1949) on the way home. It reminded me of the second part of Emma Lazarus’ poem (The New Colossus) etched on a plaque hanging inside the base of The Statue of Liberty overlooking New York Harbor.

“Give me your tired, your poor, your huddled masses yearning to breathe free, the wretched refuse of your teeming shore. Send me these, the homeless tempest-tossed to me, I lift up my lamp beside the golden door.”

The dichotomy between Lazarus’ 1883 poem and today’s politics further reminded me of the Preamble to the United States Constitution. If you haven’t read it since your high school American History class, its only one sentence and the entire Lazarus poem is just two paragraphs. Read both documents. I think you will feel better about our country. Maybe better, look at and listen to the patients being treated by the doctors and nurses from the US Navy hospital ship USNS COMFORT both on and offshore Columbia.

The November luncheon at the Harvard Club in New York brought out some very interesting people that are unable to join us in Connecticut. The conversations were fun but there was one question that popped up more than once. How did CMA get started and who founded it? Being among the original members I replied that “Success has many parents. Failure is an orphan.” CMA has had many great parents and we continue to flourish.

About 1993, then CMA President, Bill Crawford, using a professional facilitator, convened a special meeting of the Board of Governors and several members at large to look at what CMA had become in its first ten years AND to discuss what it could be in the future.

At that time some members thought CMA should become an industry advocate or maybe even a lobby. That was rejected and we have retained the founding mission of educating ourselves, the industry and government (at any level), if they request our help. We chose social interaction as a means to bring together all the professional sub-communities that make up shipping as a way to grow and educate.

As we look forward to 2019 and beyond, it appears that shipping will continue undergoing nearly simultaneous change to more aspects of the business of shipping than at any other era. While shipping is seen by policy makers as a “mature” industry, yet it continues to change in ways great and small. CMA’s Shipping 2019 will try to address as many aspects of change as possible. Save the dates---April 2-3-4.

It may seem premature as you read this, but we wish all of you and your families a Happy Hanukkah and a joyous Christmas.

Don Frost
OFF -SPEC

A FOLLOW UP TO OCTOBER’S LUNCHEON TOPIC

Charlotte Rojgaard
Rob Leventhal
Bureau Veritas Marine Fuel Services, VeriFuel

Our thanks to CMA for hosting October’s luncheon. The following is an update.

“Based on the results of the extensive fuel analyses performed by the various fuel testing labs represented in the International Congress Machine and Combustion Engines (CIMAC Fuels), no final and concrete conclusion can be made as to what specifically in the fuel formulation may have caused these incidents.”

While the conclusion does not provide “comfort” to the industry it does:

• Highlight issues in using in-house procedures to identify and quantify potential culprits
• Highlight the need for further transparency
• Highlight the need for developing approved procedures in advanced diagnostics

Over the course of time, endemic cases have regularly appeared and then disappeared in the shipping industry. When there are potential contamination issues investigative

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CMA HOLIDAY PARTY

TUESDAY EVENING, DECEMBER 11, 2018

We invite our members to Come Celebrate the Season with us at the CMA Annual Holiday Party on Tuesday evening, December 11, 2018 from 6pm until 10 pm. This year we are repeating last year’s venue, which was a big hit, Sign of the Whale, 6 Harbor Point Rd, Stamford, CT 06902. As last year the entire restaurant will be ours for the evening and note that there is plentiful surface lot and street parking close by, and that for evening events you can also park in the garages at Harbor Point, one which is right around the corner to SotW. If you arrive before 6pm just say you are going to SotW, and if after 6pm the barrier will be up anyway.

And we know that the timing and food is always of interest so you can plan your evening, and so below is the timing for the evening, along with the planned menu – you will not go hungry!

Full Open Bar | 4 Hours
Appetizers | 6:00-7:30 PM
Goat Cheese, wild mushroom fritters, onion marmalade, crème fraiche | Smoked Chicken – Mozzarella Croquettes, fire roasted piquillo sauce | Braised Chicken Spring Rolls, ricotta cheese, roasted fire pepper sauce | Coconut Crusted Shrimp w/sweet sesame chili sauce | Beef Empanadas w/Argentinean chimichurri | Scallop Wrapped in Smoked Bacon – honey-thyme drizzled | Cuban Pulled Pork Tacos – Sour orange cabbage, chipotle mayo, soft tortilla | Roasted Vegetable Empanadas w/charred green onion aioli | Cheeseburger Sliders – rosemary butter, cheddar | Hand Cut Truffle Fries | Fig & Prosciutto Pizza – black mission fig spread, bleu cheese, gruyere, caramelized vidalia onions | BBQ Chicken Pizza – BBQ chicken, caramelized vidalia onions, mozzarella, monterey jack | Tomato-Pesto Flat Bread – cherry tomatoes, parmesan | Apple-Brie Flat Bread – granny smith apples, roasted mushrooms, brie, mozzarella, sage oil.

Dinner Buffet | 7:30-9:30 PM
Classic Caesar Salad with garlic croutons, parmesan, creamy caesar | Roasted Beet Salad – baby arugula, goat cheese, cherry tomatoes, candied hazelnuts, sherry vinaigrette | Roasted Butternut Squash Ravioli | Lemon Rosemary Chicken - rosemary butter, roasted garlic, cognac reduction | Local Beer Braised Beef Stew – roasted vegetables, pearl onions, half full bright ale – Stamford, CT | Creamy Potato au Gratin

Have we convinced you to join us???!!!

This event is free of charge to CMA Members but RSVPs are required.

In the spirit of the season, all we ask is that you bring an unwrapped toy for the U.S. Marine Corps. Sponsored “Toys for Tots” program OR make a cash or check donation to the CMA Education Foundation (any donation is welcome).

For reservations please contact Lorraine Parsons at Tel: 203-406-0109 Ext 3717, or email Lparsons@marinemoney.com

We look forward to a festive evening!
methods come into play. Sophisticated methods such as Fourier Transform Infrared Spectroscopy (FTIR) and Gas Chromatography Mass Spectrometry (GCMS) are used for in-depth view of marine fuel composition. However, not all components can be detected by FTIR or GCMS and analysis of identical fuel may give different results depending on the set-up and library of chemical spectra used.

There are many different ways to pre-treat the sample before starting the identification. Determining which pre-treatment to apply depends on the investigative method and which components are expected to be found.

In addition to polymers, FTIR can be used to characterize functional groups indicating presence of e.g. alcohols, ketones, and acids. Further analysis e.g. by GCMS would be required in order to identify the actual component.

The GCMS analysis generates a detailed spectrum of components. Components are then identified by comparing them to a library of known spectra. As part of the quality control, the laboratory needs to set an appropriate match quality and validate the findings by comparing to proper reference standards. The concentration of each component is known by its signal strength.

These steps are time-consuming. Some labs apply fast screening methods such as Headspace GC-MS. As HS GCMS compromises on time and accuracy, it will, therefore, detect only the more volatile components that can be separated from the fuel in a relatively short period of time.

GCMS will always find components in various concentrations; however, fuel testing companies only report what they consider “unusual components”.

Running a fuel sample through investigative analyses such as GCMS is only the start. The challenge lies in interpreting results and understanding the link to the vessel’s problems. Currently there is no compiled list of components or concentrations expected to be found by the analysis of marine fuels.

No testing facility runs full investigative analysis routinely on marine fuel oils. As such, no reference database exists and no one knows which components are commonly found in harmless fuels nor at which concentration
Further no in-depth study of individual components and their combinations, in varying concentrations and the operational impact on engines as well as fuel systems exists.

Many testing companies base conclusions on their own experiences. These are heavily biased towards fuels causing problems when on-board issues are reported. With no reference data available, objective evaluation becomes difficult. As such questions remain:

- Is this component only found in fuels that cause problems?
- Is it present in non-problematic fuels too?
  - At which concentration does this component cause problems?
- What is the condition of the engine the fuel is being used on?

Here is a quick look at the bigger past contamination issues:

**Polymethacrylates, Houston 2010-2011**
Multiple fuels supplied in the Houston area contained polymethacrylates. The fuels complied with ISO8217:2012, table 2, but caused severe fuel pump sticking. As not detected by GCMS other advanced techniques involving FTIR had to be applied.

Investigation showed polymethacrylates present in fuels supplied from specific barges. It became apparent that the barges in question carried cargos containing polymethacrylates between bunker fuels deliveries. No screening method would have detected this component. Only by intensive evaluation and testing of both problematic as well as usable fuels from the same location, period, suppliers and barges, a clear cause and effect conclusion could be made.

**East Russia Fuels, 2015**
In 2015, harmful fuels were supplied in the Slavyanska area. Also in this case, all the problematic fuels met the ISO8217:2012, limits. These fuels were heavily corrosive. Filters, separator disks and fuel pumps were impacted. GCMS and FTIR indicated no presence of unusual components.

A dedicated testing method for testing these specific fuels was developed by Bureau Veritas’ Inspectorate laboratory in Antwerp. The findings indicated that the fuels behaved differently from the regular heavy fuel oils with regards to their potential corrosiveness.

**Styrene**
Styrene can be a misleading component. It’s a volatile component picked up by HS GCMS. Styrene has the ability to polymerize forming polystyrene which is known to cause filter blocking. So some fuel testing agencies recommend that fuels containing styrene are not to be used, but is this advice helpful to an operator?

An investigation of vessels that, unknowingly, have bunkered fuels containing styrene, reveals that none experienced any issues consuming the fuel.

A small number of vessels have reported filter blocking and styrene was detected in the fuel by GCMS analysis. However, investigative work performed on filter deposits showed neither a presence of styrene nor polystyrene.

In conclusion, linking identified components to the cause of operational problems is a big task requiring analysis of identical fuels supplied from same port within a given period of time and collecting operational feedback from the vessels. As such sophisticated methods can be very useful in endemic cases. When an identical component is found in measurable concentrations in fuels that have caused similar problems to numerous ships, and where the same component is not found in fuels having caused no problems, can the industry have a clear indicator of a harmful, cause-and-effect component.

As we move to 2020 it is important to separate the recent fuel incidents to from the introduction of 2020 fuels. There is no indication that these cases should be a precursor for what to expect in 2020. All the recent cases happened with high sulphur fuels, lower sulphur fuels supplied in the same areas did not cause similar problems and there were no consistent findings supporting a deliberate use of an alternative low sulphur blend component. While there may be some operational challenges with new fuels there will be no correlation to the recent Houston issues.

Our thanks to Bureau Veritas:
Charlotte Rojgaard is Global Technical Manager of VeriFuel (formerly known as Inspectorate)
Copenhagen, Denmark
Rob Leventhal is Business Development Manager Americas, VeriFuel, Linden, New Jersey
Thank you to the 100 attendees who attended our final CMA speaker lunch of the year on November 15th at The Harvard Club in New York City.

We were pleased to welcome John C. Hadjipateras, Chairman & CEO of Dorian LPG as the lunch speaker this year for our 7th Annual event. It was great to see John’s daughter Marina and son, Peter in attendance for his keynote address, which was enjoyed and appreciated by all.

It was a worthy lunch event to end the season!

CALL FOR PAPERS

The Connecticut Maritime Association (CMA) and the CMA Education Foundation are seeking entries from students attending American maritime colleges and universities with programs and/or courses that deal with shipping, international trade and marine transportation.

The Connecticut Maritime Association, Inc., is a not-for-profit organization established in 1984 and has an educational mission. It is an association of individuals representing every aspect of shipping and international trade, both ship and cargo interests.

CMA’s annual Trade Show and Conference, April 2-3-4, 2019, will feature a session entitled “Student Research Presentations on the Business of Shipping” on Wednesday, April 3, 2019. To qualify a student must be an individual working towards a Bachelor’s or Master’s degree in a US university.

All papers are to be original manuscripts and the topics should have practical application to industry problems, issues, or policies. Papers will be reviewed by teams from academia and industry. Three papers will be selected and awarded certificates, with a first place award of $2500, second place award of $1500, and third place award of $1000. The awards are courtesy of d’Amico Shipping Group. Papers, presentations or portions of the submissions may be published in industry publications and/or on the CMA Education Foundation website or annual report.

All topics of the “Business of Shipping” are acceptable. Possible topics that students may wish to explore might include:

- Financial pressures and survival among owners of ships – tankers, bulk carriers, containerships
- Imbalance between the supply of, and the demand for, ships and their implications
- Global warming and its effect on the output of agricultural goods and demand for bulk carriers
- Global maritime policies such as those covering safety, environmental emissions, invasive species and ballast water issues, market competition, etc.
- Regulation, enforcement and governance in the maritime field
- Energy – oil, gas, coal, wind, solar – what are its effects on the shipping industry?
- Vessel operating issues – for example, crew recruiting, retention and education
- Ship waste disposal, environmental ship scrapping, population growth and migration and their impact on demand for resources
- Piracy – risks, results and solutions
- The environment – regulations and technological solutions
- Cyber security and data protection for vessel and shore-side offices
- Others, such as: the Maritime Labor Convention, emission issues and technological solutions

Submit your paper and presentation by January 14, 2019. Submissions are to be e-mailed only. Feel free to contact Shmuel Yahalom if you have any questions.
Submit to: Shmuel Yahalom, Ph.D.
Distinguished Service Professor
State University of New York, Maritime College
6 Pennyfield Ave.
Throggs Neck, NY 10465
Phone: 718 409 7290
Email: syahalom@sunymaritime.edu
As you have seen in emails in recent months, the CMA’s annual trade show and conference, CMA Shipping, is now being managed by KNect365 Maritime, part of the UK based Informa Group.

In the past those CMA Members wishing to attend the conference as delegates could apply for that rate when signing up, by checking a box. For 2019, to be held April 2-4, 2019 (Tuesday-Thursday) it will be slightly different. For any CMA Members wishing to sign up as conference delegates you will now need to use a Promo Code to get this discount.

Please go to www.cmashipping2019.com and apply the promo code FKT3549CMA and it will give you a $300 discount.

Alternatively go directly to a pre-loaded url https://goo.gl/k83iho where the discount will automatically be included.

There is also an early bird sign-up rate available, so the current discount can be up to $500 per person until February 2019 – for planning purposes the first agenda will be launched late December 2018, with much fine-tuning from then until show time.

Sometimes some of our members choose to renew membership at the same time as signing up as a conference delegate. If this is the case you should now renew directly through the CMA’s regular website: www.cmaconnect.com or by contacting our Membership Administrator, Kim Edwards, per the information on the website.

For CMA Shipping 2019 I will continue to assist with the show transition, so feel free to reach out to me at any time with questions. I will repeat this discount information on a regular basis moving forward and will also include in future issues of the monthly CMA Newsletter.

Thank you for your support.
Best regards, Lorraine
Lorraine Parsons, Event Director, CMA
Candidate 10: Seeking new challenges within the shipping market
After nearly 30 years in Dry Cargo shipping field I am seeking a medium to large broker firm and/or new adventure within the maritime industry.
Experience includes:
10 years with international trading house
10 years as in-house owners broker
10 years as competitive broker
Currently located in Greenwich, Ct.
Holding dual Citizenship (Canada/Norway) and Green Card for the USA.
Contact: David C. Wold
Cell: +1 203-274 1433
E-Mail: dcwold@gmail.com

Candidate 11: Experienced Operations Manager looking for new position in Tanker Operations
Professional dedicated to delivering excellence in Team Leadership, Operations/Captain and decision making. As such, my focus is on meeting the needs of the organization. I have extensive experience in understanding customer needs. Over 30 years’ experience gained both at sea and ashore from leading tanker companies foreign flag and US Flag (MSP and John’s Act)
As a hardworking and detail-oriented producer, I am also a project leader with expertise in long term planning. My team building, cross functional communication, and problem solving skills enable me to give a positive and immediate response to the needs of the company.
Area of expertise:
- Commercial tanker operations.
- Risk Analysis - Ship’s Operation and Maintenance.
- Marine Quality Assurance & Regulation Compliance
- Marine Incident Investigation.
- Operations Management of ships.
- Third party ship managers interaction as Owners representative or vice versa
Some recent accomplishments include:
- Proposed and implemented modifications on tanker barges allows to increase safety and efficiency of operations
- Developed and implemented program for vessels helping Crew to achieve SIRE Zero observations goal
- Increased productivity by establishing and implementing department procedures, increasing progress and productivity
- Increased efficiency by coaching and training crews and junior operations staff
I look forward to discussing how my qualifications could be an immediate asset to your company.
Cell: (713) 249 2304
E-Mail: fedorov0413@comcast.net
Notes: Full resume available upon request.
Candidate 12:
Objective
Recent graduate looking for a mechanical engineering position that offers hands-on engineering opportunities. Additionally, I am seeking opportunities in conceptual and prototype testing as well as implementation and operation of legacy and emerging systems.

Education
The United States Merchant Marine Academy
June 2011 - June 2013
Kings Point, New York
Major: Marine Systems Engineering
Texas A&M University Galveston
September 2014 - December 2017
Galveston, TX
Major: Marine Engineering Technology
Marine Engineering Technology is an interdisciplinary education in applied Mechanical Engineering programs and is accredited by the Engineering Technology Accreditation Commission of ABET. The curriculum is a blend of Mechanical Engineering programs as applied to shipboard propulsion (steam, gas turbines and diesel), electrical power generation (steam, gas turbines and diesel electric power generation operations), electronics, and shipboard-related engineering.

Experience
Liberty Maritime Corporation
November 2012 - February 2013
• Junior Engineer aboard the M/V Prestige, New York. 120-days at sea. Global Circumnavigation.
• Supervisor: Chief Engineer Josh Reed
• Responsibilities: Engine room maintenance and operations for Large Slow Speed Diesel propulsion plant; Electrical generation and load balancing; hotel services (HVAC), water distillation. Duties also included making rounds and comparing mechanical gauges to the automation system and adjusting/calibrating discrepancies within the automation. In-port maintenance included disassembly, maintenance and repair of pistons, piston rings, cylinders, fuel injectors, turbochargers, and alpha lubricators for a MAN B&W 7-cylinder, large, slow speed Diesel. In-port duties included maintenance and repair of 3 medium speed, 10-cylinder, Hyundai Diesel Generators, and associated fuel filters, fuel and lube oil purifiers, jacket water temperature management systems, as well as management, and maintenance of an Aalborg, rotary cup, smoke in tube, auxiliary boiler for engine room service and hotel steam.

McAllister Towing and Transportation, Providence, RI
August 2013 - September 2014
• Port Engineering Intern and Operating Engineer aboard M/V Rainbow, M/V Reliance and M/V Puma
• Supervisor: Port Engineer Ethan Gifford
• Responsibilities: Operator of tugboat twin diesel propulsion plant and electrical plant generation for M/V Rainbow, M/V Reliance and M/V Puma for at sea harbor tug and escort operations. In-port maintenance included oil changes, injector testing, jacket water chemistry, and overhaul of 4-cylinder Detroit diesel generator. Other maintenance included bow mat restoration welding, ballast management, installation of radar upgrade package, and installation of wheelhouse remote engine and rudder controls.

Candidate 13: Looking for entry level work in transportation loss prevention, vessel/port planning and operations, marketing/business development, and personal assistant positions at a maritime-related company, government agency, nonprofit, investment bank or public/private partnership in the NYC region. Available to work October 2nd, 2017.
Graduated from SUNY Maritime College with a Master of Science in International Transportation Management in January 2017. Worked as a Loss Prevention Summer Intern for the American P&I Club in New York City until October 2017. Co-authored a member alert on collision avoidance in anchorages off of Chittagong, Bangladesh and a club guidance on seafarer’s mental health, in addition to organizing survey compliance data on member vessels. Former tugboat dispatch intern with McAllister Towing and a former intern/admin assistant for Ted Panourgias at All Marine Spares International in Stamford, CT. Former CMA intern at Holland and Knight LLP, in New York, NY and the Seamen’s Church Institute in Port Newark, NJ. Co-wrote article for the Greek magazine “Shipping International” titled “The Challenges of Modern Piracy”. Published in October 2012. CV and recommendations available upon request. Willing to commute within the NYC metropolitan region.

Lakewood Yacht Club, Seabrook, TX
September 2014 - June 2017
(Summertime and weekend employment while enrolled at Texas A&M)
• Green Fleet Optimist Dinghy Sailing Coach
• Program Director: Marek Valasek, Lindsay Valasek
• Responsibilities included taking care of, and teaching 6-12 year-old children how to sail and be successful at sailboat racing.
• This job requires patience, and the ability to communicate with children. Additionally, it helped develop my ability to organize groups of people towards common goals. Goals for children include: learning to rig a boat properly; sailing up wind; navigating a racecourse; and encouraging teammates to rise to their potential regardless of their current skill set.
• US Sailing Level 1 Certified Instructor
E-Mail: napingalls@gmail.com

Candidate 14: Transformation, Innovation, Technology & Blockchain for Shipping
Experienced NYC metro area shipping industry executive is seeking a new management role directing transformation, innovation, automation, etc. in the maritime industry. Let me help your company become more competitive, develop strategy, save money and be better prepared for the massive changes coming to shipping in the near future. Are you ready to start discussing and executing plans for automation, blockchain, analytics, IoT, cybersecurity, artificial intelligence, machine learning and discovering new ways to model your business and connect with the rest of your supply chain? Let’s discuss your future plans today and see how I can help get you on the road to the future.
E-Mail: transformation@dx9.io