

CASE STUDY: ZOLL MEDICAL

NOVEMBER 2021



CONTENTS

28F

2 CONTENTS

3 PART I: Challenges

3 An Emerging Threat

3 A Comprehensive Response

3 Mounting Challenges & Adaptive Solutions

4 A Logistical Quagmire

4 Resupplying with a Renewed Purpose

4 Deteriorating Conditions & Pandemic Fatigue

5 PART II: Solutions

5 A Century of Experience

5 Stepping Up in Unprecedented Times

6 Innovative Solutions & Strategic Partnerships

6 Securing Precious Cargo

7 PART III: Results

7 The Successful Execution of a Logistical Feat

8 BACKGROUND

8 About Zoll

8 About 28 Freight

PART I – CHALLENGES

28F

“LIVES WERE TURNED UPSIDE DOWN & INSIDE OUT ON MARCH 16, 2020 WHEN THE COVID-19 VIRUS SHUT DOWN BUSINESSES, PUT MILLIONS OUT OF WORK, DROVE OTHERS TO WORK REMOTELY, SICKENED MILLIONS OF PEOPLE AND KILLED OVER 600 [THOUSAND AMERICANS] IN ONE YEAR – IT WAS TIME TO GO TO WORK.”

– DOUG CROSSLEY, ZOLL

AN EMERGING THREAT

In December 2019, the dramatic impact that SARS-CoV-2, also known as COVID-19, would ultimately have on the world was unknown and unrealized. Yet, as time progressed and case numbers mounted, so did the likelihood that the novel virus, discovered only months prior, would become a worldwide pandemic that posed an imminent threat to people's health and livelihoods.

A Comprehensive Response

As the world reacted, the United States began to prepare. That Spring, the U.S. Department of Health and Human Services began awarding contracts to medical device manufacturers to secure the equipment, medical supplies and treatments required to care for the surge in critically-ill COVID patients hitting hospitals and localities across America.

MOUNTING CHALLENGES & ADAPTIVE SOLUTIONS

Amongst these front-line contractors was ZOLL Medical. On April 6, 2020, ZOLL Medical approached 28Freight with a monumental challenge: HHS had awarded ZOLL a contract to manufacture more than 20,000 ventilators over a period of six months.

While ZOLL had manufacturing covered, finding a partner to safely and securely distribute these critically important medical devices to Health and Human Services' warehouses across the country would be a challenge.

However, when ZOLL approached us, the answer was a no brainer: Recognizing the urgency and importance of getting ventilators into the hands of medical providers during this critical time, 28Freight was all in.

A Logistical Quagmire

However, neither ZOLL nor 28Freight could predict how much more tenuous this task would become over the next six months. As the world shut down, the global supply chain became strained. Exacerbated by a growing shortage of truck drivers, the complex task of manufacturing, transporting and delivering much needed medical devices evolved into an even more challenging undertaking.

Planning and coordinating the transportation of a large quantity of critical care equipment already comes with an inherent level of complexity. However, the impact of COVID-19 on all sectors of the global economy meant this project would ultimately face a number of additional challenges.

Shutdowns, concern for the health and well-being of front-line workers, and a growing shortage of truck drivers, only contributed to what was already a monumental task. However, with extensive pre-planning, ZOLL and 28Freight had prepared for a slate of contingencies, including the last-minute rerouting of deliveries to different destinations, evolving truck, security and staffing needs, and even a flat-tire. The ability to rapidly adapt to an unpredictable and ever evolving situation ultimately would become a cornerstone of ensuring this project's success.

RESUPPLYING WITH A RENEWED PURPOSE

As the pandemic raged on and the ventilator project neared completion, a larger, related project began to emerge.

This time, ZOLL would need to manufacture and ship re-supply kits containing the consumable items used in ventilation to HHS-designated third-party logistics locations throughout the United States.

Deteriorating Conditions & Pandemic Fatigue

The magnitude of this new project rapidly eclipsed that of its predecessor, both in scope and the headwinds it ultimately would face.

With each re-supply kit occupying a full pallet, fulfilling the contract would ultimately see 227 truckloads of critical medical supplies transported from a ZOLL facility in Rhode Island across the country over a period of six months.

However, after months of pandemic-fatigue, the capacity of the domestic trucking industry had deteriorated substantially. Yet, through careful planning, extensive communication, and strong partnerships, 28Freight was once again able to work with ZOLL to accomplish a monumental task in the face of considerable adversity.

PART II – SOLUTIONS

28F

“ONCE AGAIN THE CAPACITY ISSUES IN THE TRUCKING INDUSTRY AT THIS POINT HAD DETERIORATED TO A POINT THAT NEITHER OF US HAD EVER EXPERIENCED. BUT THE PARTNERSHIPS [28FREIGHT] HAD BROUGHT TO THE TABLE WERE ONCE AGAIN THE RIGHT CHOICE.”

– DOUG CROSSLEY, ZOLL

A CENTURY OF EXPERIENCE

Founded in 1928, 28Freight and its subsidiaries Marks Logistics and TruckCourier have spent nearly one hundred years securely transporting freight across the country. Built upon decades of knowledge and experience, when ZOLL sought a reliable partner for critical deliveries in an unprecedented time, we knew we could deliver.

STEPPING UP IN UNPRECEDENTED TIMES

As the global infrastructure was put to the test, fissures began to emerge and expand as the pandemic progressed from months to what would eventually become years. ZOLL needed a resilient and dependable partner in an increasingly challenging environment. And we were ready to step up.

Recognizing the "urgency, importance and impact to human lives at stake," 28Freight leapt into action to meet one of the largest challenges throughout our nearly one hundred year history.

Of paramount importance to ensuring the success of this critical and time-sensitive operation, undertaken in the midst of unprecedented challenges, was a concrete grasp of any and all logistical requirements and needs. Due to the nature of this ever evolving pandemic, ZOLL needed a partner prepared to dynamically respond to last-minute changes in destination, fleet requirements and security.

28F

**“WHAT WE DIDN'T
YET KNOW WAS
THE FRAGILITY
OF THE INFRA-
STRUCTURE
WITHIN THE
COUNTRY AND
HOW MUCH
MORE TENUOUS
IT WOULD
BECOME
DURING THESE
SIX MONTHS.”**

– DOUG CROSSLEY, ZOLL

Regular communication became the touchstone of our partnership. Relying on decades of shared experience, 28Freight and ZOLL remained connected, planning for all possible contingencies and co-developing agreed upon strategies to approach them.

INNOVATIVE SOLUTIONS & STRATEGIC PARTNERSHIPS

Through strategic partnerships, 28Freight was able to rapidly generate auxiliary capacity in a challenging environment. We saw an opening to help the broader industry, ultimately partnering with two additional transportation providers to quickly ramp up capacity.

With shutdowns in full swing, both logistics companies were able to leverage their capacity to meet the demands of this monumental project whilst simultaneously generating the critical revenue streams they needed to stay afloat, keeping personnel employed in an otherwise inhospitable economic climate.

SECURING PRECIOUS CARGO

With each truckload holding millions of dollars of critical medical equipment, ensuring the security of these shipments would be paramount.

Again, through decades of experience, we knew that having trained security professionals and detailed contingency and response plans in place would be the only way to ensure the successful and safe transportation of these critical medical supplies.

By working closely with an accredited security firm, we were able to securely escort proper loads from origin to destination for each of the combined 304 total trips.

PART III – RESULTS

28F

“THE EXECUTION WAS FLAWLESS; EVEN INCLUDING THE HANDLING OF A FLAT TIRE ON ONE TRUCK HEADING TO ATLANTA, WHICH YOUR SECURITY FIRM HANDLED BRILLIANTLY.”

– DOUG CROSSLEY, ZOLL

THE SUCCESSFUL EXECUTION OF A LOGISTICAL FEAT

The cornerstone of all great solutions is clear, constant communication, careful planning and a degree of flexibility that provides the foundation to adapt to evolving circumstances. By maintaining an open line of communication between all relevant stakeholders and proactively developing coordinated solutions, 28Freight was able to successfully deliver more than 20,000 ventilators and associated re-supply kits to HHS-designated sites across the country in just 12 months, all without damage to a single piece of freight.

Over the course of 2020, we traveled tens of thousands of miles across the U.S., all while anticipating potential problems, building in contingencies and putting in place safeguards in the midst of a worldwide pandemic. Yet, despite facing considerable adversity, 28Freight was able to ensure that every single load was delivered on-time, securely and in complete compliance.

Better than any conclusion we could ever write is this excerpt from a letter we received from our client and partner exactly one year after we embarked on this remarkable journey:

Earlier in the second project, you had shared letters and testimonials with me from customers to both your grandfather and father at Marks Dispatch.

I was touched by those letters and the history of the family business and now hoping that perhaps this letter too, will be part of the history of the Marks transportation legacy.

I want future generations to understand the scope and magnitude of what was accomplished.

– Personal Correspondence, Doug Crossley,
Director of Logistics, ZOLL Medical Corp.
Dated April 6, 2021

BACKGROUND

ABOUT ZOLL

ZOLL® Medical Corporation traces its origins to the pioneering research of Dr. Paul M. Zoll, a man who would come to be known as “The Father of Modern Cardiac Therapy.”

Today, ZOLL Medical is a market leading provider of medical devices and software solutions that improve outcomes for patients with critical cardiopulmonary conditions, help advance emergency care and save lives, and increase clinical and operational efficiencies.

ABOUT 28 FREIGHT

Founded in 1928, 28Freight and its subsidiaries Marks Logistics and TruckCourier have spent nearly one hundred years securely transporting freight across the country.

28Freight aims to provide clients with the technologies and strategies to keep them on the cutting edge. Proactively using our experience and innovation to quickly and securely transport critical shipments from points A to B while maintaining the highest standards of compliance, confidence and competence.

