



Liberty Baugher never planned on a career in logistics. But more than 25 years later, she can't imagine doing anything else.

She began her logistics career as a traffic analyst with Jacobson Companies, where she spent nearly a decade, followed by almost five years as an International Analyst with ConAgra Foods. She has now been with Armada Supply Chain Solutions for 12 years, including as part of the Sunset Transportation organization prior to its acquisition by Armada. Liberty is Director of International Logistics.

Approximately 90 percent of Liberty's career has been in logistics, with much of her experience focused on the global supply chain. Liberty attended Southeast Missouri State University and MVC in Business Management and Administration along with Computer Applications degree.

Finding Solutions in Complexity

Liberty thrives on the complexity of international logistics. There are countless pieces to coordinate, customers, suppliers, inventory, equipment, transportation, government regulations, weather, fuel prices and global economies.

For Liberty, putting all those pieces together is what makes the job exciting.

She particularly enjoys taking something complicated and making it simple and understandable for her customers. One philosophy that has guided her career is the idea that when a customer sees your name and knows you are the person who can solve the problem, you have truly earned their trust.

That is the reputation Liberty strives to build for herself, her team and Armada.

Today, she is responsible for international logistics operations, including supply and demand management, inventory, rail, ocean and air equipment utilization, customer service, and remote locations. She also works with suppliers and trade partners, manages customer issues and monitors costs and profitability to identify opportunities for improvement.

One of her most meaningful accomplishments has been helping bring new brands and commodities into international markets, learning about different cultures and finding ways to bring all the pieces and people together.

Embracing the Unexpected

Liberty describes each day in logistics much like Forrest Gump and a box of chocolates, you never know what you are going to get.

And she likes it that way.

The unpredictable nature of the industry keeps her engaged and gives her the opportunity to continually learn. She is fascinated by how interconnected the global supply chain has become and how something happening halfway around the world can affect a customer's business.

Her biggest challenge may be turning that mindset off.

Even when she is away from work, a truck on the highway or a product on a grocery store shelf can trigger a thought about a customer, a new market, or a way to improve a supply chain.

Leading by Understanding

Liberty brings the same philosophy to her leadership style that she brings to customer service: understand the individual.

She stays engaged with her team without being overbearing, providing guidance while giving people room to learn. She recognizes that everyone has different strengths and areas where they need support, and she tailors her management style accordingly.

Her goal is to help her team succeed and move to the next level, and she applies that same philosophy to herself, always looking for ways to become a better manager, leader, and service partner.

Giving Back

Outside of work, Liberty and her husband operate a Needy Fund and Food Pantry for local churches, organize an annual Christmas food drive, and raise funds for families and individuals in need. They also work with other charities to support children in their community.

They have two grown sons and recently added Birch, a one-year-old rescue Border Collie mix, to the family.

Looking Ahead

Liberty's career may have started without a plan to enter logistics, but it has given her exactly what she enjoys most: constant change, challenging problems, meaningful relationships, and the opportunity to find solutions.

For Liberty, logistics is about far more than moving goods around the world. It is about understanding the bigger picture, bringing people and resources together and becoming the person customers know they can count on when they need a solution.

Liberty Baugher is a current member of the National Industrial Transportation League's 2026 Emerging Leaders Program.