



Additional Profit Improvement Plan for an Already Profitable Operation

Company Profile: **\$200 Million Regional LTL Carrier**

Challenge 1: Improve upon an already successful \$100 Million Dollar regional operation. Responsible for improving the operating performance of nine facilities including Cleveland, Columbus, Cincinnati, Toledo, Erie, Pittsburgh (two locations), Charleston and Cumberland. Focus areas included: P&L (profit) Results, Operating Efficiencies, Employee Development, Operations Metric Development, Leadership Development, Goal Achievement, P&D – Dock - Linehaul Cost Improvement, Cargo Claims, Transit Service Improvement, Variable Cost Reduction, and Corporate Strategy Planning.

Challenge 2: Turn Around an underperforming Local Cleveland Operation

Solution: **Implemented Shipmate Logistics Proprietary Improvement Plan**

Results 1:

- Exceeded expectations by successfully outperforming the other region in all 19 measurable categories.
- Consistently Improved the Operating Ratio and Controllable Costs every year.
- Appointed to the “*Corporate Operations Council*” to decide corporate policy and direction.
- Developed two Facility Managers into Regional and Corporate Director positions in Operations.
- Successfully opened up two new facilities into profit centers their first year.
- Achieved profitability at the Cumberland, MD terminal for the first time in its 13 year existence.
- Improved regional profits over \$1.1 million through the first nine months.
- Four out of nine facilities achieved operating ratios in the 70’s (profits greater than 20%) during different periods under my leadership.
- Designed new route optimization plan to reduce P&D miles, labor hours, fuel usage and variable cost.
- Improved Region Operating Ratio to 88.8%.
- Reduced Region Cargo Claim Ratio to .47%.
- Improved Region On-Time Transit Service to 98.5%.
- Lowered Labor/Revenue Ratio for the P&D Operation to 22.6% from 24.9%.
- Instrumental in winning The American Trucking Associations President's Trophy for Safety.
- Implemented new "Teamwork" communications program designed to unify the relationship between operations & sales personnel.

- Established a third party Canadian Partnership to provide service throughout Canada.
- Frequently conducted driver, dock worker and administrative shift meetings throughout the region to address employee concerns.
- Successfully avoided Union penetration by becoming a liaison between the work force and management to discuss grievances and issues.

Results 2:

- Turned around the Cleveland Facility making it one of the most profitable, efficient facilities in the entire company.
- Improved Operating Ratio from 88% down to 77% for a 23% profit margin.
- Improved Transit Service from 85% to 98%.
- Improved Sales growth 61% over 4 years.
- Decreased employee turnover to less than 1%.
- Improved Sales/Operations relationships by establishing a Team Building Round Table.
- Designed new Inbound Planning Routing System to decrease P&D (Local City) Miles resulting in a 7-10 operating point improvement.
- Developed three local facility employees into Regional Trainer Positions.
- Reduced Cargo Claim Ratio to .30% by implementing a team driven total quality focus plan tied to accountability.