



Develop a Go-To-Market Strategy Integrating LTL & TL Divisions

Company Profile: **Highly Profitable \$300 Million Regional LTL & TL Carrier**

Challenge: Project required an immediate focus with an aggressive time deadline.

Develop a completely new revenue generating sales program for an extremely profitable regional LTL carrier with a TL division. Objective was to integrate the two separate divisions (LTL & TL) using Volume LTL shipments.

Additional target objective regarding the integration of Volume LTL shipments into the operation was to improve local P&D and Linehaul lane balance. Especially during peak or seasonal surges.

Scope of the project involved sales, pricing, marketing, operations, administration and information technology.

Solution: Reviewed the operations of the LTL and TL divisions to determine where synergies are possible.

Designed a Go-To-Market strategy plan that integrated the two separated operations.

Results:

- Finished project in 1 week and ahead of schedule (working day & night).
- Completed project included a 23 page binder report which was well beyond the detail and requirements for the project.
- Senior Executives from the carrier were extremely pleased with the content and detail of the program resulting in a voluntary over- payment of 50% above the agreed upon rate for the project.
- Operations Plan included:
 - Inbound shipment routing and proactive driver positioning (P&D and Linehaul mileage reduction)
 - Linehaul route management and driver accountability
 - Local P&D dispatch responsibilities
 - Dock load planning and shipment securement
 - Integration and communications between the two separate divisions (LTL & TL)
 - Cargo claim liability
 - Hours of Service compliance
 - Customer commitments and requirements
 - Contingency plans in the event the logistics break down
 - Strategy to reduce excess equipment and driver capacity resources

- Efficiency and productivity improvements
- P&L Management and variable cost reduction

➤ Sales, Pricing & Marketing Plan included:

- Sales rep strategy and target market
- How to price volume freight effectively
- Ideal shipment characteristics
- Sales training program
- Strategy on how to cost-effectively market the new service offering
- How to sell the operational capabilities and not exceed internal expectations
- Transit time standards, improvements and limitations

➤ Administration & Information Technology Plan variables included:

- Procedures on how to handle and manage... bill of lading imaging, centralized billing, delivery receipts, printed freight bill, setting appointments, load planning, dock paperwork flow, driver payroll, driver logs, hours of service, auditing, invoicing, revenue attainment between the two divisions, customer service contact info, cargo claim management, driver communications, proof of deliveries, web site enhancements, collection of funds, tracing shipments, load manifesting, haz mat accountability, pick-up calls, data entry functions, communications between the two administration and IT divisions, refusals –redeliveries & re-consignments, inbound planning and dispatch visibility, as well as any software or hardware developments needed to properly manage the process effectively