



## Transportation: Strategies for Success

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### 1. Can EMDs Or ELDs provide analysis to reduce dwell times?

Where the ELD mandate has proven to deliver value is the data carriers can now derive from their own activity. They can more easily identify inefficiencies in the supply chain, such as longer than average dwell times, and work with clients to address these issues in a collaborative fashion.

We are investing a lot of capital in our technology to drive efficiency and value into our carrier relationships. Through data science we are leveraging our scale to drive waste out of the supply chain and better aligning the right capacity with the right shipment. By doing this, we are reducing empty miles and eliminating waste.

Beyond that, being prepared and having a plan to guide you always gives you a better chance of succeeding.

### 2. Long term: Will we need more drivers, more trucks or more efficient utilization?

Yes. Ultimately as I showed on our slides today that we have seen an increase in both truck capacity and drivers over the past year or so, and that has helped to create parity in the market place. Over time as the economy continues to grow and consumers' consumption of goods increases, more trucks will be needed, especially considering US overall fleet sizes are still down relative to pre-recession levels. On the driver side, we do have that age bubble to deal with as well as a larger percentage of drivers will be retiring. Ultimately, efficient utilization of capacity is always a good thing and as tools continue to improve, so should this aspect of the equation.

### 3. What can retailers and suppliers do jointly to improve transportation costs?

As timing becomes more important for carriers, so does the need for organized, known, and efficient loading and unloading processes. To help optimize drivers' time and reduce wait time, shippers can offer appointments in an expanded window of time throughout the day.

Appointments allow drivers to have flexible and known loading schedules, which, in turn, helps them effectively manage their drive time and make the most productive use of their time as allowed within HOS rules.

4. **At what point in the future will driverless technology start to have a noticeable impact on tractor orders and the need for new drivers in long-haul market?**

We believe we have a ways to go until driverless technology has a noticeable impact on these markets.

5. **Are the large corporate truck lines using regulations to their advantage to push the owner operators and small operators to be less competitive? Does the ATA only really represent the large fleets' agenda?**

Certainly all elements of our industry will utilize their strengths to their advantage. Large carriers may leverage their scale, while smaller carriers may utilize their ability to be more agile as a differentiator.