



ENHANCED PERFORMANCE

THROUGH EASY ACCESS
TO ACCURATE,
REAL-TIME DATA ON LOADS

**Greenbush Logistics
Uses McLeod's
ETA/OOR Module to
Boost Productivity and
Reduce Costs**

**BY TRAVIS WILLIAMS,
DIRECTOR OF
OPERATIONS**

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Greenbush Logistics, Inc. evolved by supplying service to its parent company, Great Southern Wood Preserving, Inc., which is the largest distributor of pressure-treated pine in the nation. By providing "just-in-time" inventory management deliveries for Great Southern's customers, this asset-based logistics company learned how to master the challenges of the time-and-service sensitive freight market. Greenbush operates mainly in the Southeast and today uses a company-owned fleet of more than 225 trucks and more than 450 flatbed trailers.

People, processes, and technology form a three-legged stool for business, because success hinges on the careful management of these three components. You have to understand how they interact with each other and what role each should play. At Greenbush Logistics, we've found that technology is essential for achieving the positive results we seek,

yet we also know that you can't simply install some software, push a button, and expect everything to change instantly. The technology must be used to enable intelligent processes and support hard-working people.

McLeod Software's products play that role for us. We use their LoadMaster™ dispatch system and the ETA/Out-of-Route (OOR) module to empower our staff and facilitate our processes. McLeod's software tools accomplish this by delivering a wide array of data in real-time that is accurate and easily accessible. The ETA/OOR module in particular has provided a significant boost for Greenbush. We've reduced OOR miles, increased asset utilization, and improved on-time performance. We're saving money, achieving more with the same number of staff, and communicating more effectively, both internally and with our customers.



T H E A B I L I T Y

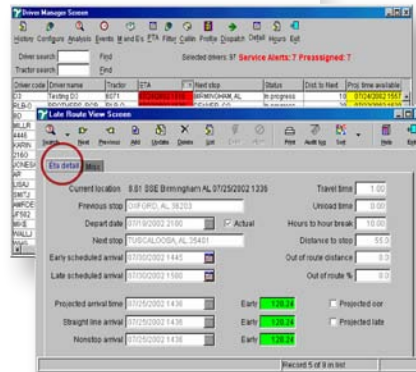
GREENBUSH'S LOGISTICAL CHALLENGES

In order to understand in more detail how technology from McLeod has helped Greenbush improve in these ways, it may help to know a little more about our specific logistical challenges. Greenbush is a full-service freight-management company, which means that we provide dedicated, truckload, 3PL, and brokerage services. We're structured as a for-hire private carrier that runs regular routes, and we manage about 140,000 truckloads annually.

More than anything else, we haul lumber, which accounts for 75-80% of our loads. Keeping lumber yards and building supply outlets stocked requires carefully executed just-in-time (JIT) deliveries. Many of our non-lumber customers request JIT service as well, so our entire operation must meet high-performance supply-chain metrics.

Greenbush is a regional carrier, and though most of our loads are in the Southeast, we now transport freight in over two dozen states. We have 14 terminals spread over 11 states that range from Texas and Missouri, down to Florida, and up to Pennsylvania.

Our average length of haul (LOH) is shorter than that of most linehaul carriers, and more than 80% of our deliveries are next-day. Many of our trucks handle two or three loads in one day, and we frequently have multi-stop runs and jobsite deliveries. These operational challenges provide ample opportunities to make use of well-designed software technology.



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T O D O M O R E

McLeod gives us the ability to manage data in real time. We can view relevant information about loads in progress and take actions proactively to correct small problems before they become big problems.



HOW MCLEOD'S ETA/OOR MODULE EMPOWERS PEOPLE AND FACILITATES PROCESSES

- **We have solid, accurate data.**

McLeod provides us with a wide range of data along with impressively clean analytics, and this makes a world of difference. We capture data that objectively identifies areas of focus for the business. We take the data and push it, pull it, flip it, and spin it in every way possible in our efforts to find ways to improve. We extract, analyze, and identify. A strong case can be made that the business intelligence of our team has gone up considerably because of the data and the way that it's structured. These people now have a clear picture of everything and can see which nuggets of information they need to pull out, figure out, and influence.

- **Information is delivered to us in real-time.**

Having data that is fresh and timely is essential for making the improvements we're seeking. McLeod gives us the ability to manage data in real-time. We can view relevant information about loads in progress and take actions proactively to correct small problems before they become big problems. We're working in a time frame in which actions can make a difference. Also, we can manage by exception, which simplifies the work of monitoring all of our loads. This makes it easier to tighten our schedules when possible or prevent service failures.

- **The data is easily comprehensible and easily accessible to everyone who needs it.**

The ETA/OOR module is our instrument panel, and the data is available in dashboard format. Through the use of dials, charts, and graphs, we can translate raw data into actionable information. It's easy for people to glean the meaning of the various metrics, because the important points are not buried in long lists of figures.

- **Workflow compliance is elevated.**

With fourteen terminals in play, we've found that terminal compliance is critical. Our approach is to create a structure that helps keep everyone moving in the same direction. McLeod provides a workflow compliance feature that helps the central office manage all of the remote teams. Everyone is working within the same framework, and each step in the workflow process is clearly defined for everyone who accesses the system.

T H E A B I L I T Y

- **Everyone is working with the same, objective picture of events.**

ETA/OOR provides powerful tools to capture data that will tell the story objectively. Having accurate data eliminates disputes. We don't have to wonder why this is working and that isn't working. We can see clearly how we're performing, and if we're not doing well, we can see where our deficiencies are. In this way, the module functions as an accountability tool. Everyone knows that the data is accurate and objective, so performance metrics tell the story as it is.

- **Our personnel can track their progress towards specific, concrete goals.**

Greenbush is committed to the pursuit of continuous improvement. We want to deliver the freight on-time every time, but that's not all we're trying to accomplish. We want to meet our customers' expectations, and then go even further. Having easy access to accurate, real-time data supports these efforts. We can give our personnel specific, concrete goals, and then show them precisely how their actions affect the numbers.

WHAT THE ETA/OOR MODULE HAS HELPED GREENBUSH ACHIEVE

- **We've increased yields and driver miles through better asset utilization and better "velocity."**

Data from McLeod has shown us that our drivers are frequently able to arrive at delivery sites ahead of the scheduled appointment times. In the past, when this happened, drivers would have to wait before unloading. Drivers lost time and the company lost asset utilization. We decided that if we're going to be early, we want to make use of that fact and move everything forward. We track loads in progress, and when we see that we're ahead of schedule, we try to re-schedule the delivery time, which allows us to reschedule the pick-up time for that truck's next load. Our drivers are getting more miles, we're getting more out of our assets, and we've improved the metric known as "velocity." Velocity for a trucking company is a metric that indicates how fast loads are being delivered. We first learned about this from Randy Seals, a senior customer advocate, trainer, and consultant for McLeod. We think it's a key metric for profitability, and there's no question that the ETA/OOR module improves velocity.



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- **We've decreased operating costs by reducing non-productive miles and non-productive time.**

One aspect of having a short LOH is that many of our drivers live in the general area. Most of our out-of-route miles occur when drivers swing by their homes. One of the big advantages of the ETA/OOR module is that it monitors the position of each truck and provides alerts when any driver is over a pre-set limit of OOR miles. Timely alerts allow us to intervene before the miles add up, and this reduces non-productive miles. Non-productive time gets reduced as well in these cases and also whenever we're able to move appointments forward. Our drivers are spending much less time waiting to unload.

- **We've increased on-time performance and improved customer service.**

The ETA/OOR module helps prevent service failures by indicating in advance when a truck is running late. Having this knowledge in real-time gives us the opportunity to correct the problem, and that's why our on-time performance is better than ever. Nevertheless, there will be times when a service failure is unavoidable. In those cases, we want to give our customers advance notice and avoid being caught off-guard by hearing about it first from them. We want our team to have the opportunity to devise a potential solution before they talk to the customer, which puts us in a much better position to give them what they need. It also supports one of Greenbush's fundamental goals, which is to have open and ongoing communication with customers.

- **We've improved communication between drivers and dispatchers.**

Our drivers and dispatchers are stronger as a unit and as a team. It's been amazing to watch them work together more closely. The ETA/OOR module pushes dispatchers to be on the phone with drivers about load progress and OOR miles, and thus sets the stage for them to pursue more communication of all sorts. Having a clear, real-time view of each load forces both sides to be accountable to each other and work with each other. The dispatchers need to stay in contact with the drivers about OOR miles, and the drivers need to talk to the dispatchers to ensure that loads are planned as tightly as possible. We pay a percentage of revenue, so our drivers are incentivized to move as much freight as possible. Drivers routinely gain a wealth of knowledge about our business, and through improved communication, our dispatchers are learning much more about the business at the level where the rubber meets the road.

T H E A B I L I T Y

THE RETURN ON INVESTMENT IS SOLID

McLeod's ETA/OOR pays for itself. At Greenbush, we've seen a hard dollar gain. Here are some examples:

- **Our OOR miles are down significantly.**

Before we installed the ETA/OOR module, we didn't have a good way to tackle this problem. Now we can manage it by exception, which is critical, given that the OOR problem has always been confined to a very small percentage of our drivers. We don't waste time tracking every driver. Instead we focus only on the ones who are running out-of-route.

- **Truck productivity is up.**

Productivity on our trucks has increased dramatically. Given the number of runs we make every day, there are plenty of opportunities for improvement. We have fifteen boards, so we're monitoring ten trucks here, twenty trucks there, and so on. The ETAs for every truck can be checked at a glance, so whenever we have the chance, we try to pull our appointments forward. We work with our consignees to get our trucks on to our next load. This has been huge for us, and it definitely shows up on the bottom line. Since going live with the ETA/OOR module, our utilization has shot up like a Saturn 5 rocket.

- **More can be done with the same number of staff.**

We haven't reduced staff, but the ETA/OOR module allows us to do more with the people we have. We're more effective and efficient. One of the key reasons is that we can manage by exception. The software can flag the potential problems for us, so our people know where to direct their attention. We no longer waste hours of our time monitoring matters that are already in order.

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T O D O M O R E

THE ETA/OOR MODULE IS EASY TO IMPLEMENT AND EASY TO USE

We were up to speed with the ETA/OOR module quickly, because it's very simple to get it set up and activated. Settings can be adjusted with remarkable ease, which is a feature that we've come to expect from McLeod. For example, alerts can be set to be triggered along certain parameters. As you use the software, you can see how those limits work in practice. If changes are needed, it's quite simple to go back and enter new figures. Many of the settings literally take only a few seconds, which is in stark contrast to those implementations that require "getting in on the back end of the server" to make a change.

Daily use of the software is also a snap. Screens can be customized to fit the specific tasks of various personnel. Color coding and pop-up boxes makes it easy to see relevant data at a glance. Access to more detail about any item on a screen is usually only one click away. Navigating from screen to screen is simple and intuitive. Thanks to these features and more, everyone at Greenbush has been able to become proficient on the software without needing to slog through a steep learning curve.

MCLEOD PROVIDES THE ENVIRONMENT FOR SUCCESS

McLeod's ETA/OOR module is an example of a tool that frames an environment for success. It functions as a guardrail that keeps everyone from straying off the path. The module focuses attention on the actions and activities that bring you closer to your desired goals. If you've hired good people, then you have staff who are trying to succeed, but they need efficient processes and effective tools. The role of management is to refine the business processes, supply the required tools, and foster a culture that gives personnel the support they need. The software technology from McLeod has proven itself to be invaluable at Greenbush for doing exactly that.



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