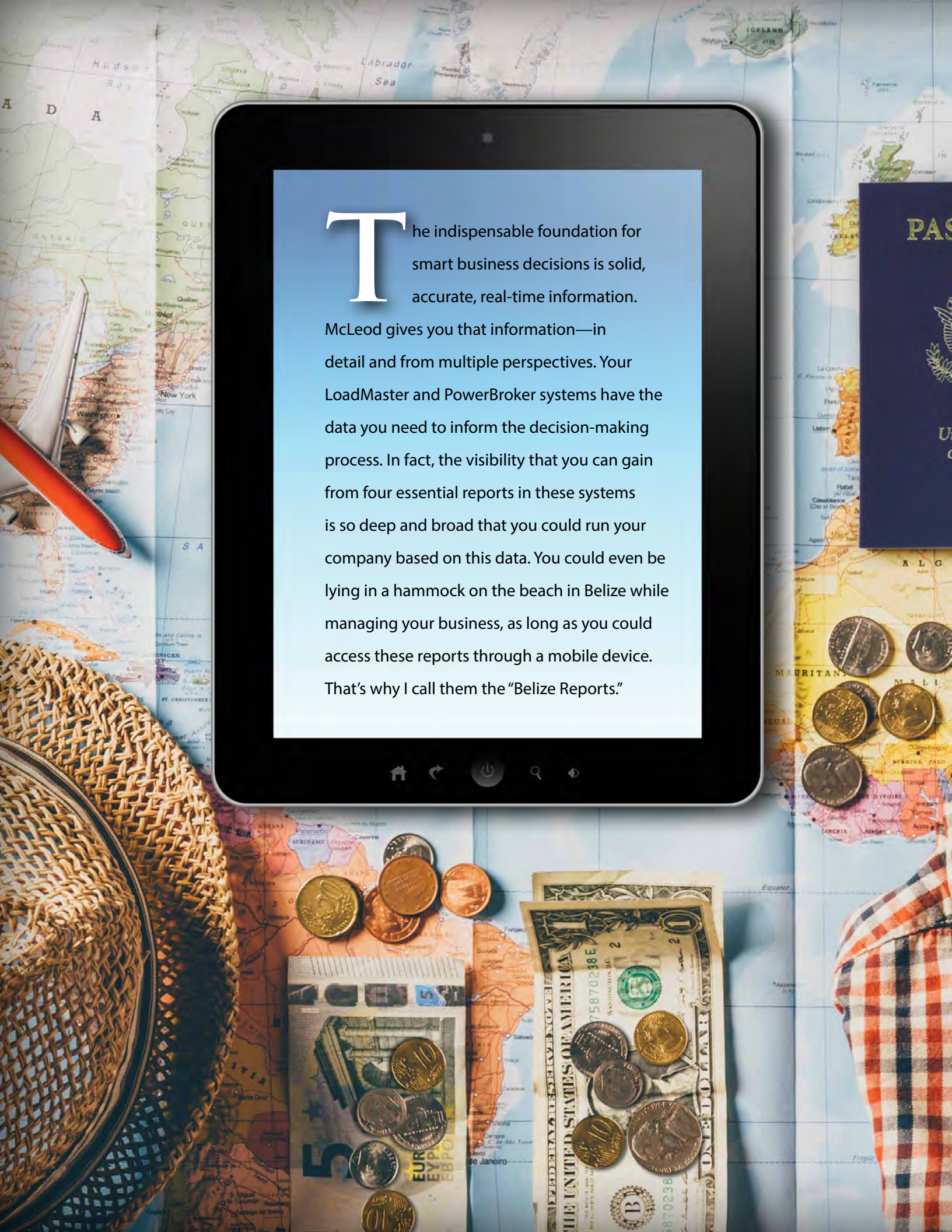


The background of the entire page is a vibrant tropical beach scene. In the foreground, a white rope hammock with wooden slatted ends is strung between the fronds of palm trees. The hammock is empty and hangs over a white sandy beach. In the background, the turquoise ocean meets a clear blue sky with a few wispy clouds. The palm trees' fronds are green and yellow, framing the top and sides of the image.

THE BELIZE REPORTS

**MANAGE YOUR COMPANY
FROM A HAMMOCK IN BELIZE
BY USING FOUR ESSENTIAL REPORTS
IN LOADMASTER® AND POWERBROKER®**

BY RANDY SEALS



The indispensable foundation for smart business decisions is solid, accurate, real-time information.

McLeod gives you that information—in detail and from multiple perspectives. Your LoadMaster and PowerBroker systems have the data you need to inform the decision-making process. In fact, the visibility that you can gain from four essential reports in these systems is so deep and broad that you could run your company based on this data. You could even be lying in a hammock on the beach in Belize while managing your business, as long as you could access these reports through a mobile device. That's why I call them the "Belize Reports."



PACKING FOR YOUR TRIP

Data can be powerful information, but you've got to know how to access it and how to use it. Here are some basic tactics for getting the information you need when you need it.

- **LEARN TO USE THE QUERY FUNCTION**

The query function is your starting place. You can pull up the data that answers your questions. With just a few clicks you can see the results, and you can do it right now. It's an excellent way to find out almost anything about your business in real-time. There's no delay. There's no need to go to your IT staff and get them to dig the data out, because you can find it yourself.

The query function works from multiple screens within the system. Once you start the query, you'll be able to use multiple fields to define your search. For example, from the order entry screen the query will bring up fields for origin and destination, dates, commodities, rates, revenue, and more. You can find out how many loads out of Indiana you had going to Georgia in January that paid more than \$400. Choose the fields, enter the relevant parameters, and boom, there's the data. If needed, the data can be easily exported to Excel for further use.

- **LEARN TO CONFIGURE REPORTS**

Don't think of the reports in McLeod as static and inflexible. You have the ability to configure the data so that it looks the way that supports your specific business goals. It's your data, so make it appear in the ways that tell you the things you need to know about the business. You may be unaware that the information you need is readily available. The trick is setting up your system to display the data you're seeking. Once you design a report, you can save the configuration. Just give it a name and you can pull it up any time you want.

- **WORK IN REAL-TIME**

When you enter data, it's immediately available for viewing. There's no delay. If your people don't dispatch and actively work in real-time, then you're going to see some delays in things, but that's your choice. The point is that there's a lot of data that's live all of the time, but to gain the advantage of live data, you have to access it, look at it, and absorb what it's telling you. The ability to work with real-time data is crucial. It gives you the ability to take action when it matters most, but this works only if you're watching, if you're looking at the data now.

DAILY REVENUE REPORT

The Daily Revenue report can be accessed through Revenue Views or Revenue Reports. You can play with this report to learn a wealth of information about how your business is doing right now. You can view the number of loads, the line-haul revenue, the accessorials, the total revenue, the billed distance, and the revenue per mile. (In this report, accessorials doesn't break out fuel, but you can do that in another report discussed below.)

This report shows what has been put in progress at the moment you run the report. You can have 40 loads planned, but this report shows what you've got on your wagons rolling down the road. If you watch this all day long, every hour, you'll see what's happening with your revenue as the day progresses, and what's happening with your dispatchers. What are they doing at this hour of the day? Pretty quickly you'll be able to discern trends. Seeing trends allows you to take action to make improvements. This is all about managing your business more effectively.

You can click on "Detail" when you run this report. It's the same number of loads, but now you can drill down and you have three more columns—place of origin, ship date, and billed. You can pick one of the revenue codes and look at every single load for that group or division. Click on the revenue column heading and you'll organize the load by revenue. You might discover that some of the loads haven't been rated yet, or that accessorials haven't been entered. You can see instantly which aren't billed yet.

ORDER REVENUE ANALYSIS

This is our Daily Revenue report on steroids. For example, in the Daily Revenue report, all accessorials were under "Other." Now we can break these things out a little bit. You can run this in all kinds of ways, such as by customer, revenue code, commodity, or operation users. You can

choose to look at loads that are shipped, delivered, or billed. I like to look at shipped. Once it's on my wagon, it's my money. I've got to get that money.

You can choose to see your fuel surcharge in the revenue or not in the revenue. You can put other charges in or out. It's all based on whatever your goals are.

Generate a chart based on revenue codes and you can drill down on any load. Or you can summarize, and for each revenue code you get columns that show load count, freight, fuel surcharge, remaining charges, total

revenue, billed miles, loaded miles, empty miles, total miles, empty percentage, revenue per loaded mile, and revenue per total mile.

LANE REVENUE ANALYSIS

Daily Revenue and Order Revenue Analysis tell you what's happening right now. Lane Analysis gives you a broader perspective. You can run it by customer, revenue code, commodities, and more. It brings up everything by state and there's a map that gives you a visual

representation of various metrics. The chart shows details about going into states, coming out of states, and the totals.

Click on any of the columns and the chart shows that metric from first to last. There are plenty of options, such as revenue broken down by state and empty in-bounds by state. The map also changes to reflect that metric. You can see in an instant how your lanes stack up, and be prepared for some surprises. For example, you may discover that you're busiest lanes aren't what you thought they were.

Now try configuring things. Right click to bring up a menu that allows configuration. Start by hiding everything, then click on state, in-bound orders, out-bound orders, total orders, total revenue percentage, and order number difference.



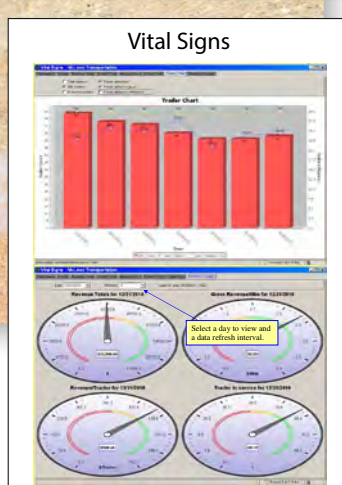
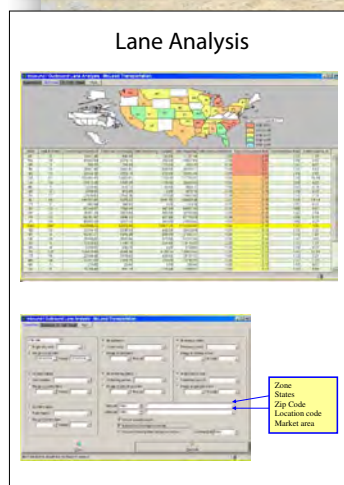
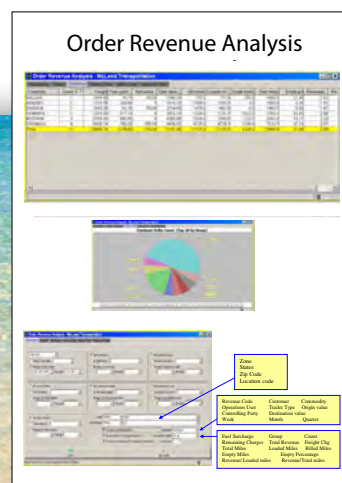
Now you can see it. You can see which state had the most fuel surcharge, the most total expense and/or which logistics partners had the most loads. You can see where you came from for each load in a state or where you went for each load in a state. You can break down states into market areas. You can see that you don't want to go to west Texas. You may want to be in the Dallas-Fort Worth area or around San Antonio.

VITAL SIGNS

Start by deciding what you want to see and what you want your people to see. Do you want your revenue goal on linehaul only, linehaul and fuel surcharge, or total charges? Do you want to filter by customer, revenue code, or something else? Do you want to set up a set of metrics just for your flatbed division? You can set up and tailor any number of Vital Signs screens to deliver the views that each person needs to see.

example, how does your shipped revenue differ by days of the week? You can find that easily. If you see that on average you're shipping \$39,000 on Fridays, it doesn't make sense to set a goal of \$55,000.

Here's something else to consider: we give you a field for entering your cost per mile to operate. What does it cost you to run? \$1.65 per mile? If you don't know it, you should figure it out. Take your costs for the last month, last quarter, last year, and divide by the miles you ran. By putting your cost per mile, Vital Signs can give you an estimated profit at the end of each day. You can walk home and say, "Hey, I put ten



One of the critical features in Vital Signs is the ability to see each metric in fine detail. With every cell in Vital Signs you can drill down into the metric by double-clicking. You also can present data in easy-to-read graphic displays. It's simple to generate charts and you can show your people revenue in gauges. This allows them to see the results of their work. Vital Signs refreshes with each change in data, and these gauges can be set to refresh every 15 minutes.

It may be possible to run your business from a hammock on the beach, but it still requires hard work and skill. Here are some tips for using these reports to manage your business effectively:

- **Begin with a concentrated focus and gradually expand the range of data that you view**—Start

by looking at three or four items, such as number of loads per day, revenue per day, deadhead, and rate per mile. Three of these four can be found in the Daily Revenue report. After it becomes routine to follow these KPIs, start looking at other metrics and break things out in more detail.

- **Use revenue codes to slice and dice your**

data—The ability of LoadMaster and PowerBroker to provide access to data from every angle is so strong that you no longer need the revenue codes to track revenue, but these codes are incredibly useful as a means to slice and dice your data. The revenue code does not have to be tied to accounting. It doesn't have to go to a general ledger. It doesn't have to do

anything. It can serve simply as a place holder. If you want to know how freight out of Georgia compares to freight out of Ohio, you don't have to go pull all of that data out piece by piece. Just give all of your Georgia loads a revenue code, maybe 02, and your Ohio loads 03. The same with any other group. Then you can pull reports based on that code. It's a snap to get that data now. You might have used these

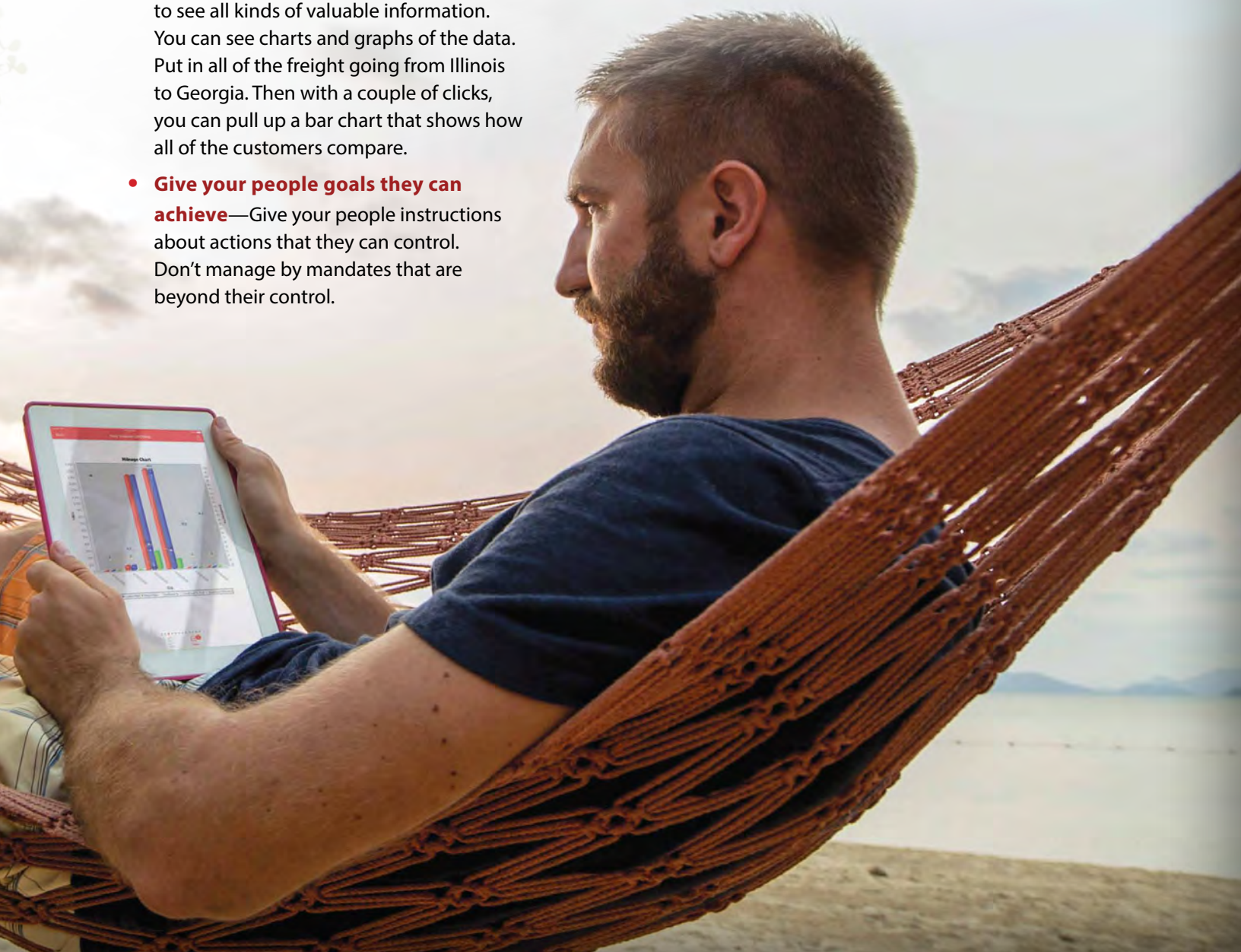
codes to distinguish between van, flatbeds, and reefers, but you can break things down in many more ways than that. Using revenue codes in a variety of ways gives you more visibility into what your business is doing. You pull up very specific data with ease.

- **Configure your system to force certain fields**—You can set up the system so that

certain fields must be filled in each time an order is entered. If you have specific strategies about getting visibility into this or that and you're using revenue codes to identify and sort loads accordingly, you can force your staff to enter these associated revenue codes. For example, if you want data on commodities, you can force your staff to enter data on commodities for each and every order.



- **Make sure all of your data is going into the system**—If you have people, such as your safety people, who are still keeping records on spread sheets and not putting data into the system, you aren't getting the full visibility that you need. Create a corporate culture where everything gets entered into the system, so that you can have a comprehensive view of your business.
- **Take FAK out of your options**—If you allow people to designate your loads as "freight of all kinds," you're missing a chance to record valuable information about your business. You want to know what you're hauling and what is making money for you. Don't shortcut your system. Use it to help your business.
- **Use your access to data to gain a sense of your daily business rhythms**—You want to get a sense of the rhythms of your business and figure out how to make improvements.
- **Use the Totals button**—It's an easy way to see all kinds of valuable information. You can see charts and graphs of the data. Put in all of the freight going from Illinois to Georgia. Then with a couple of clicks, you can pull up a bar chart that shows how all of the customers compare.
- **Give your people goals they can achieve**—Give your people instructions about actions that they can control. Don't manage by mandates that are beyond their control.
- **Use graphics to make data easily understood**—You can create pie charts that give you a dramatic way of seeing the whole picture at a glance. Pull up a pie chart of the revenue from your top ten customers. Or show a pie chart of revenue by mode—van, reefer, flatbed, intermodal. You may have been pouring tons of energy into your intermodal business, but a pie chart may reveal that intermodal is only this tiny sliver that represents two percent of your total revenue. You see in an instant that you're exerting a lot of effort for little return. Don't be afraid to adjust your mix, but you've got to look into the details to know what your mix is.
- **Share data in multiple formats**—You can create reports to be printed or e-mailed.
- **Empower your people to learn more about the business**—Don't be overly protective of your data. Choose which information people need to meet their goals and make sure they have access to the relevant data.



FLY FIRST CLASS WITH MCLEOD

The McLeod system has the data you need to run your business. You don't have to get help from IT to be able to see in fine detail how your business is performing. We give you access to real-time data from every angle. The "Belize Reports" are right there at your fingertips.

McLeod
SOFTWARE

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