



22 DE SEPTIEMBRE DEL 2021

Situación actual del mercado de cross border

MIMLA César García





TRANSPLACE 2021

An aerial photograph of a port at sunset. The sun is low on the horizon, casting a warm orange glow over the scene. In the upper right, a white airplane is flying towards the left. The port is filled with stacks of colorful shipping containers (red, blue, green) and yellow gantry cranes. A large red semi-transparent rectangle is overlaid in the center, containing white text.

**¡¡EXPERIENCIA PERSONAL....
MI HISTORIA!!**

TRANSPLACE

TECHNOLOGY & CORE SERVICE OFFERINGS

GLOBAL TRANSPORTATION MANAGEMENT

- Global Transportation Management System (TMS)
- Managed Services
- Engineering and Consulting Services



ADVANCED TECHNOLOGY PLATFORM

- Control Tower and Visibility
- TMS SaaS Planning, Optimization, and Execution
- Network Services (Dynamic continuous moves, LTL Pooling, Cross-dock, Dedicated Fleet, etc.)
- Business Intelligence, Advanced Analytics, Data Science

STRATEGIC CAPACITY

- TL, LTL, Intermodal, and Specialized Freight Types
- Capacity Design
- Cross-client Collaboration Services

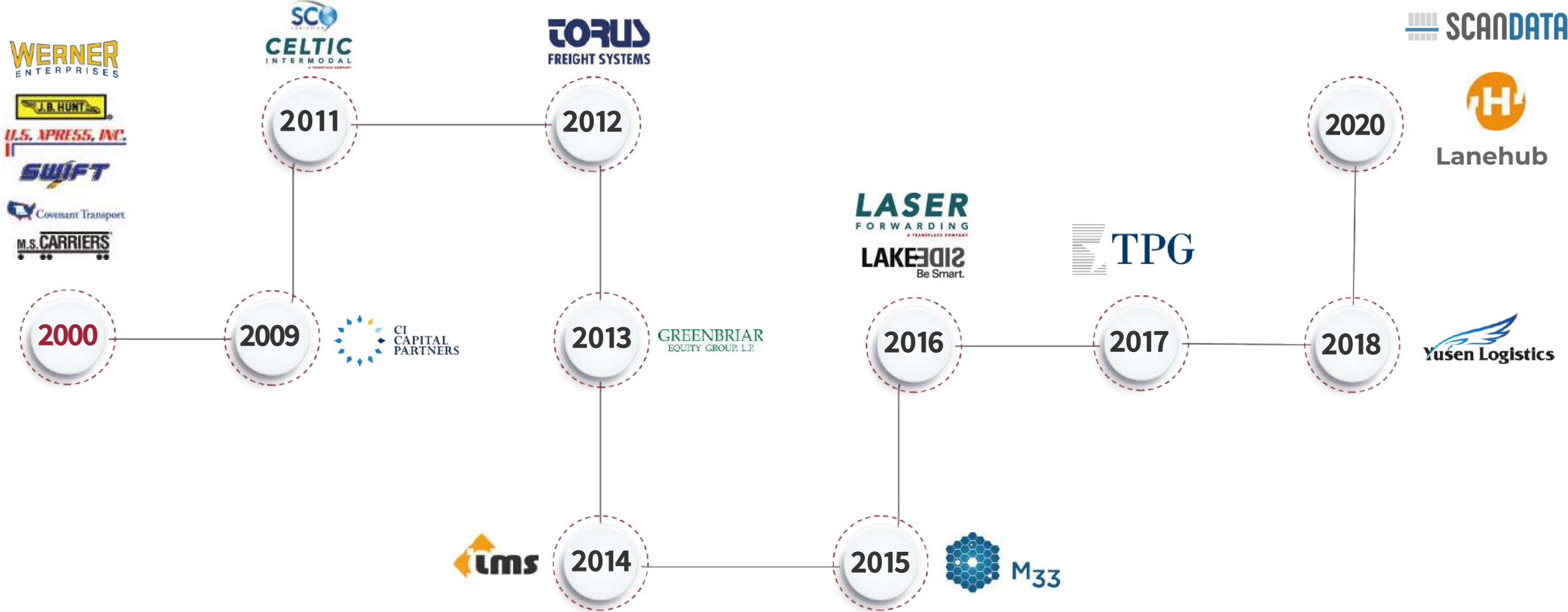


GLOBAL TRADE

- Customs/Cross-border to, from, and within Mexico and Canada
- International Control Tower
- Global Trade Management
- Cross-docking/Transloading



HISTORY



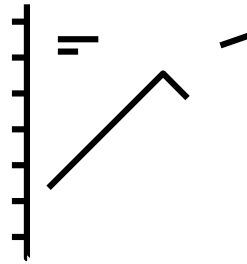
CHALLENGES FACING SHIPPERS



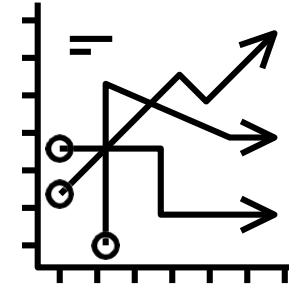
CHALLENGES FACING SHIPPERS



INCREASED CUSTOMER DEMANDS



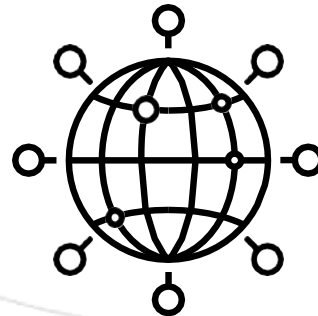
MARKET ISSUES AND VOLATILITY



COST PRESSURES



INABILITY TO FORECAST

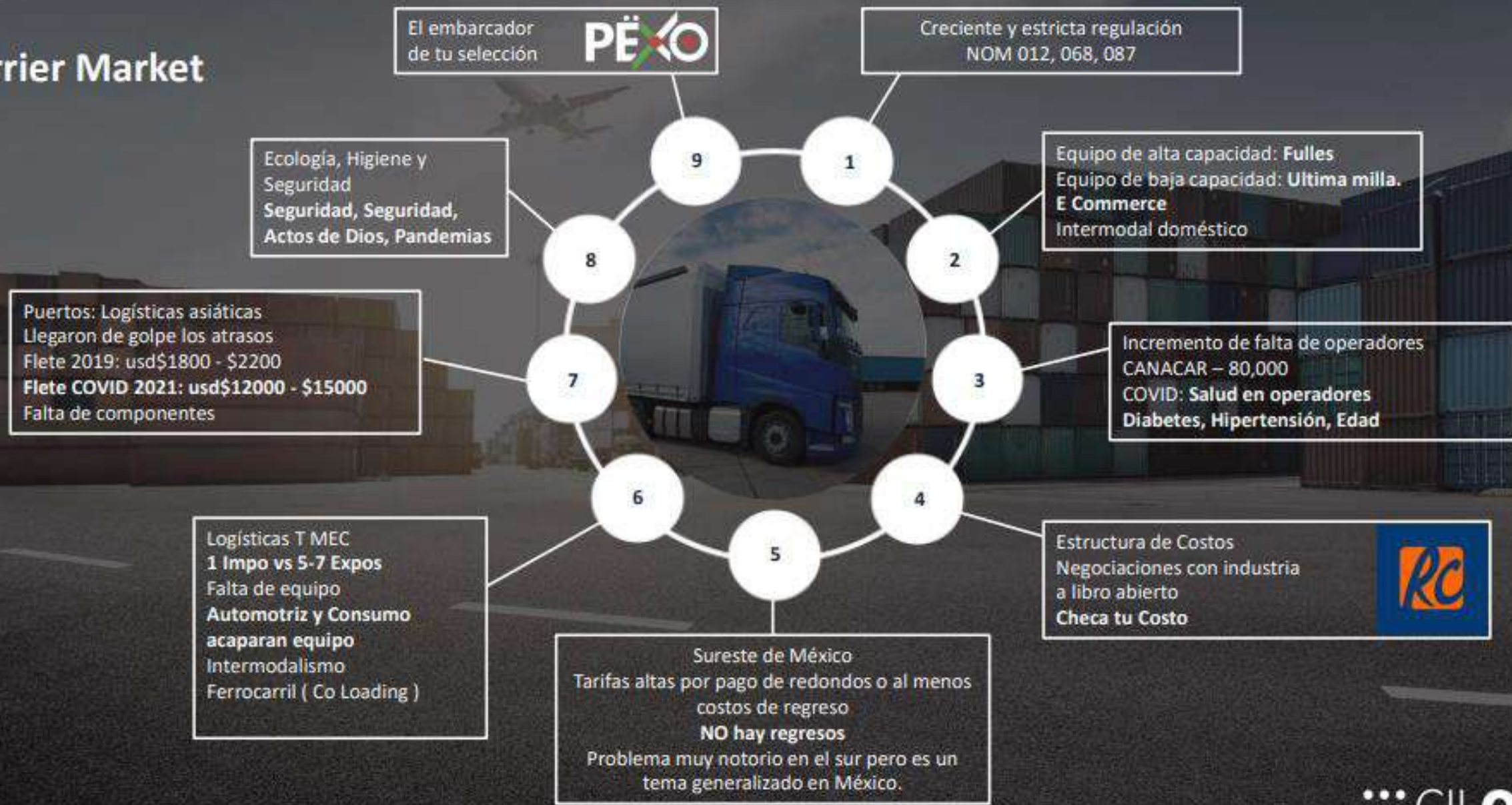


GLOBAL SUPPLY CHAIN COMPLEXITY



ACCESS TO LATEST TECHNOLOGY & TALENT

Shipper Market vs Carrier Market



INTRODUCTION

- The index is for dry van, flatbed and reefer loads in the spot and contract market.
- The index is the compounded van average linehaul rates of all the spot lanes for the given week.
- 200+ dry van lanes are monitored and 400+ flatbed lanes. Each lane has an equal weight in the compounded average regardless of its volume for both spot and contract rates.
- The presentation shows the van spot and contract rates index for week 37 of 2021, starting from 09/06/2020.
- The top lanes by percentage of change include only those with more than 70 shipments in the week.

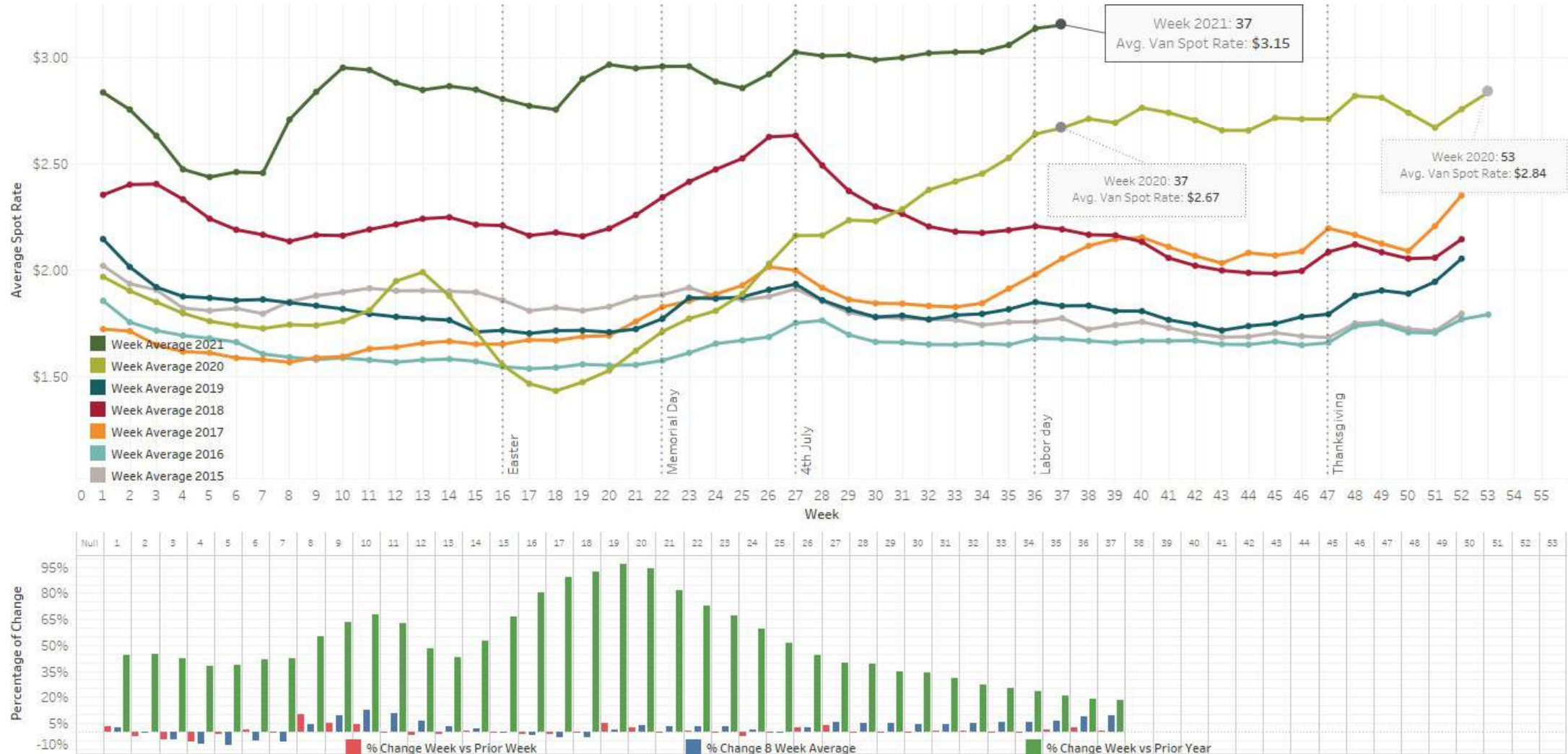
WEEK 37 OBSERVATIONS

- In week 37 of 2021 the overall average van spot rates increased \$0.02 compared to previous week average rates.
- Spot rates were mixed across regions; Northeast, West and Midwest saw increases \$0.13, \$0.05 and \$0.04 respectively, Southwest and Southeast regions saw small decreases of \$0.03 each compared to previous week average spot rates.
- DAT Trendlines show that Dry van spot rates reach new heights; Dry van national average rates broke through the \$2.50/mile barrier for the first time.
- Morgan Stanley slides are updated every two weeks, this report contains updated slides.
- Cass report slides contains August's index.

VAN SPOT RATE INDEX

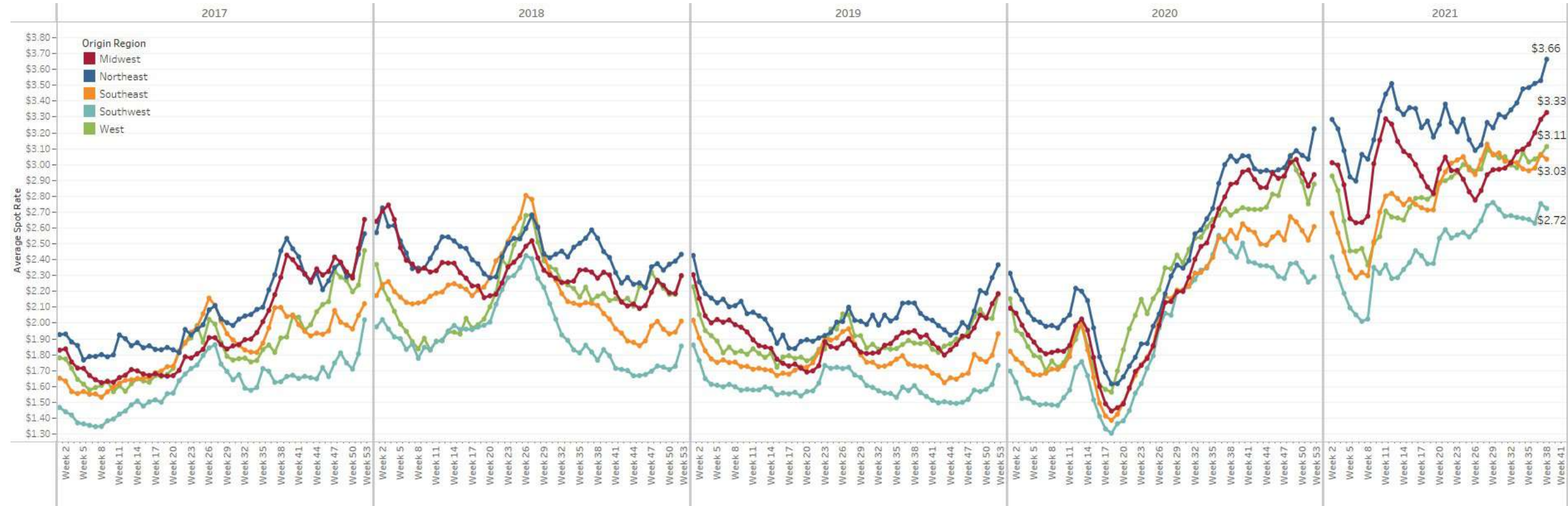
TRANSPLACE 2021

Weekly Average Van Spot Rate



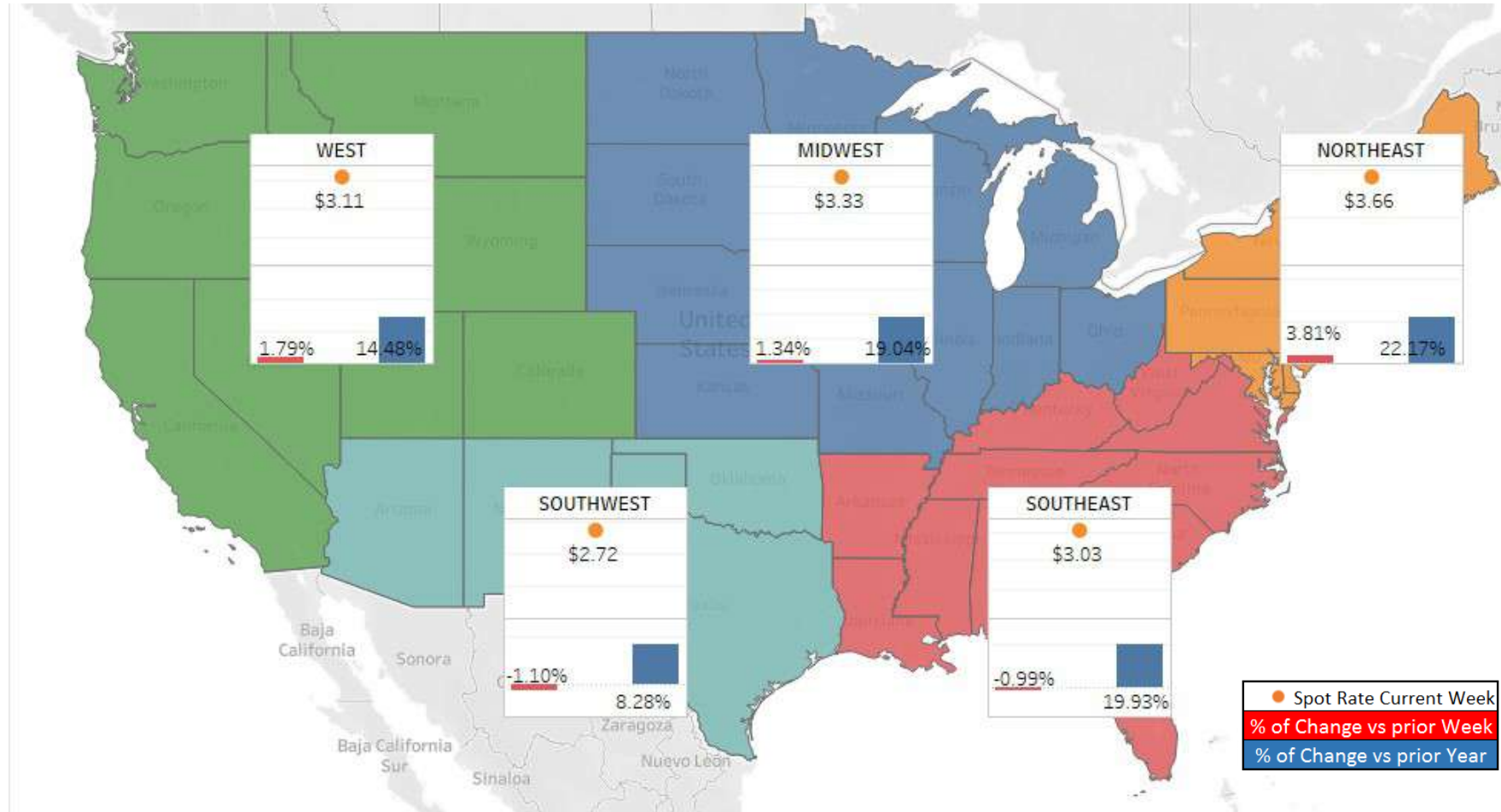
TRANSPLACE 2017-2021

Weekly Average Van Spot Rate by Region



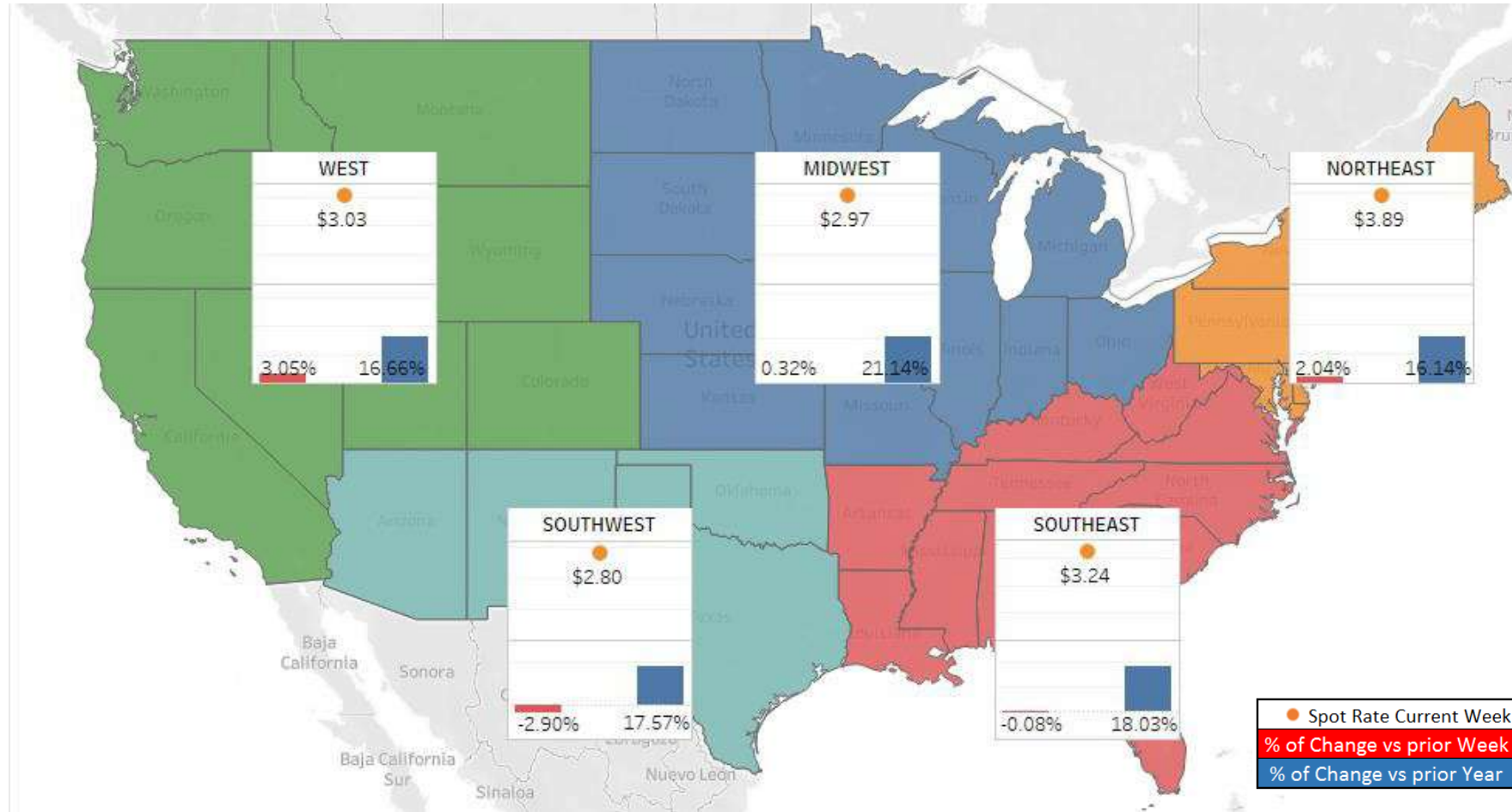
TRANSPLACE 2021

Average Van Spot Rate Index by Origin Regions – Week 37



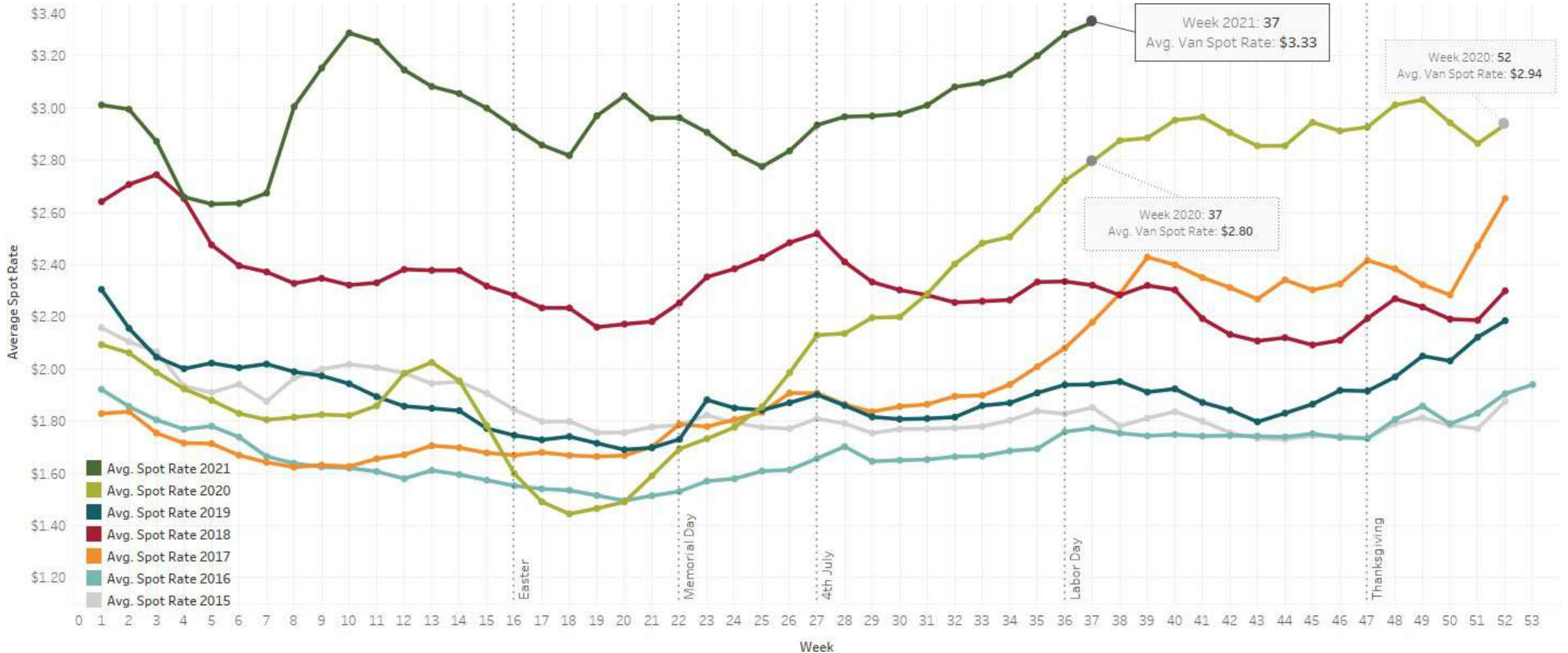
TRANSPLACE 2021

Average Van Spot Rate Index by Destination Regions – Week 37



TRANSPLACE 2021

Midwest Region Weekly Average Van Spot Rate

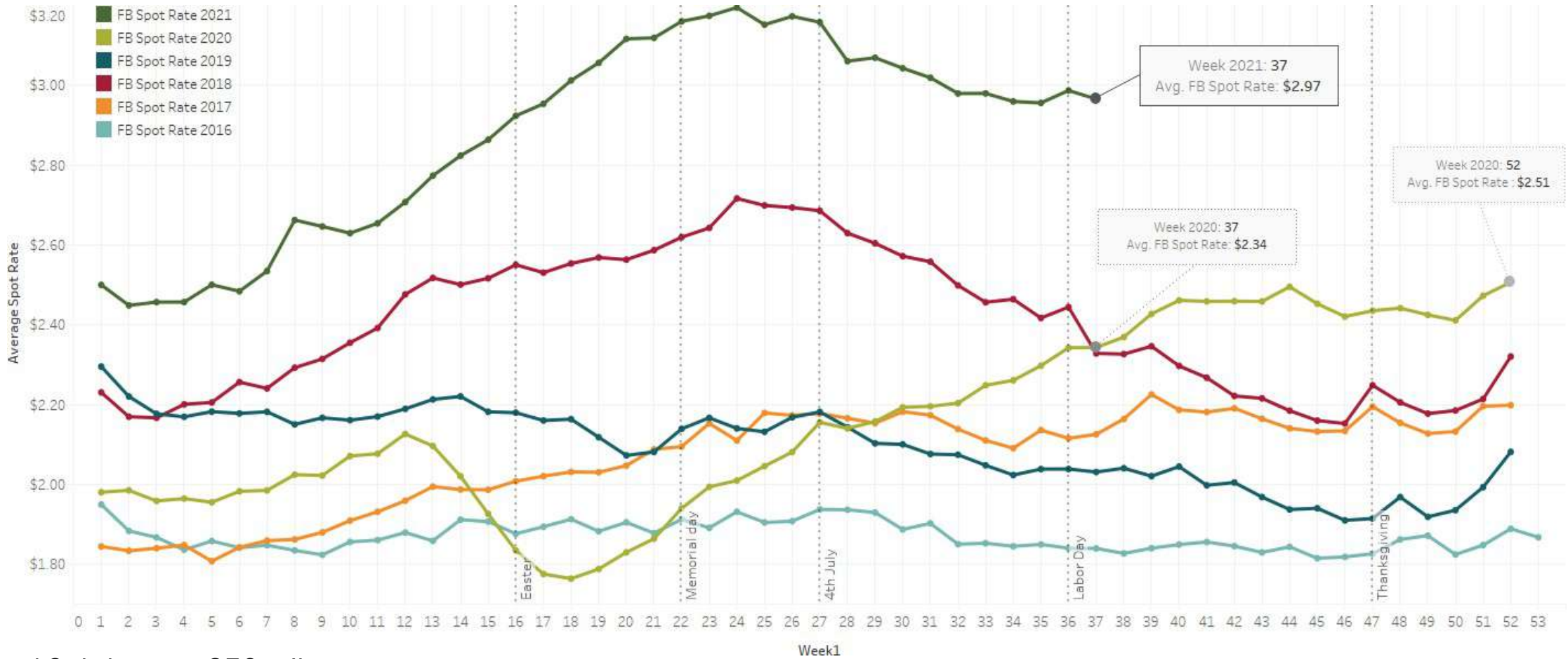




FLATBED SPOT RATE INDEX

TRANSPLACE 2021

Weekly Average Flatbed Spot Rate



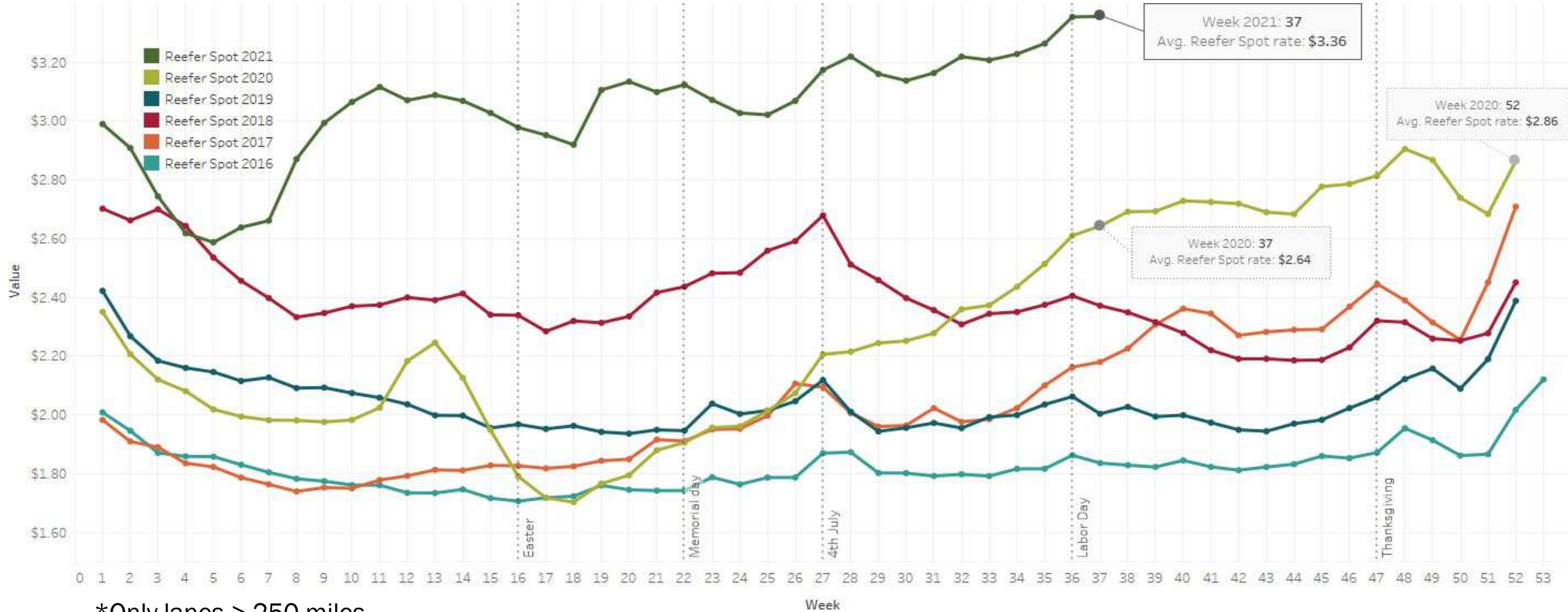
*Only lanes > 250 miles



REEFER SPOT RATE INDEX

TRANSPLACE 2021

Weekly Average Reefer Spot Rate



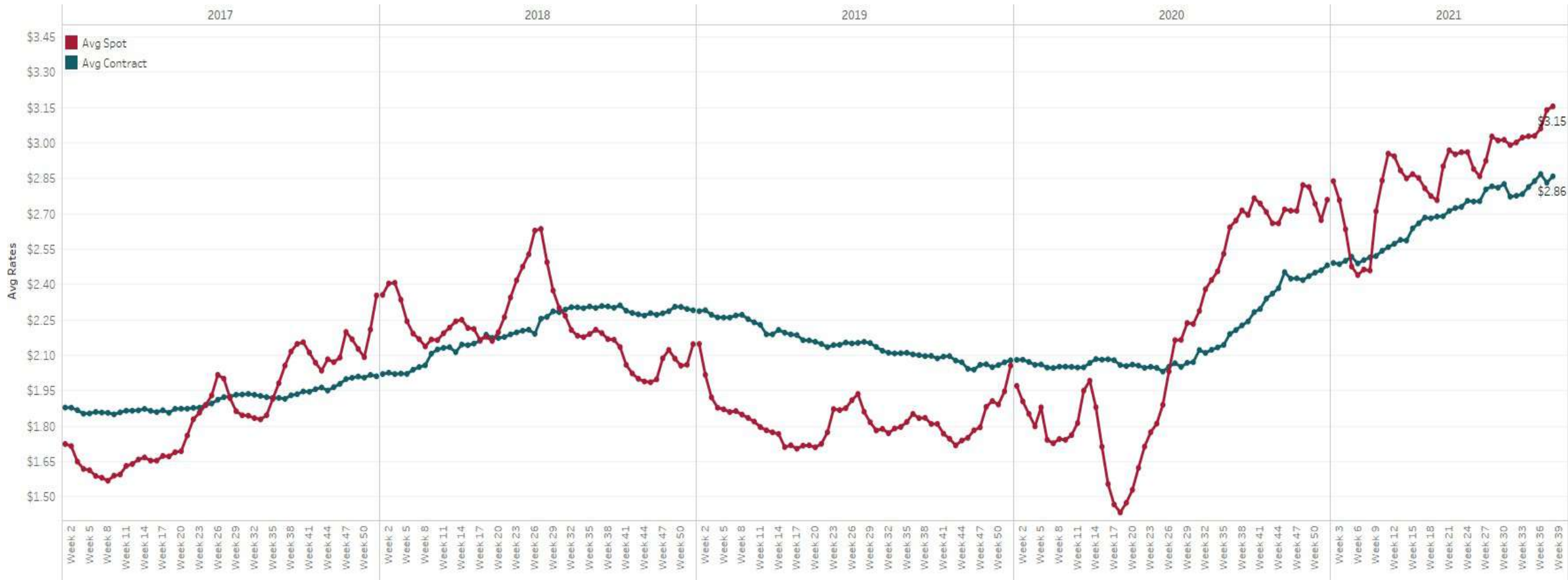
*Only lanes > 250 miles



VAN, FLATBED & REEFER CONTRACT RATE INDEX

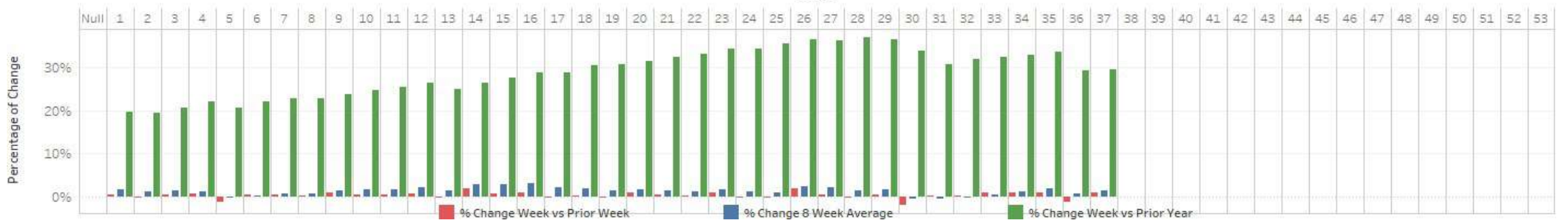
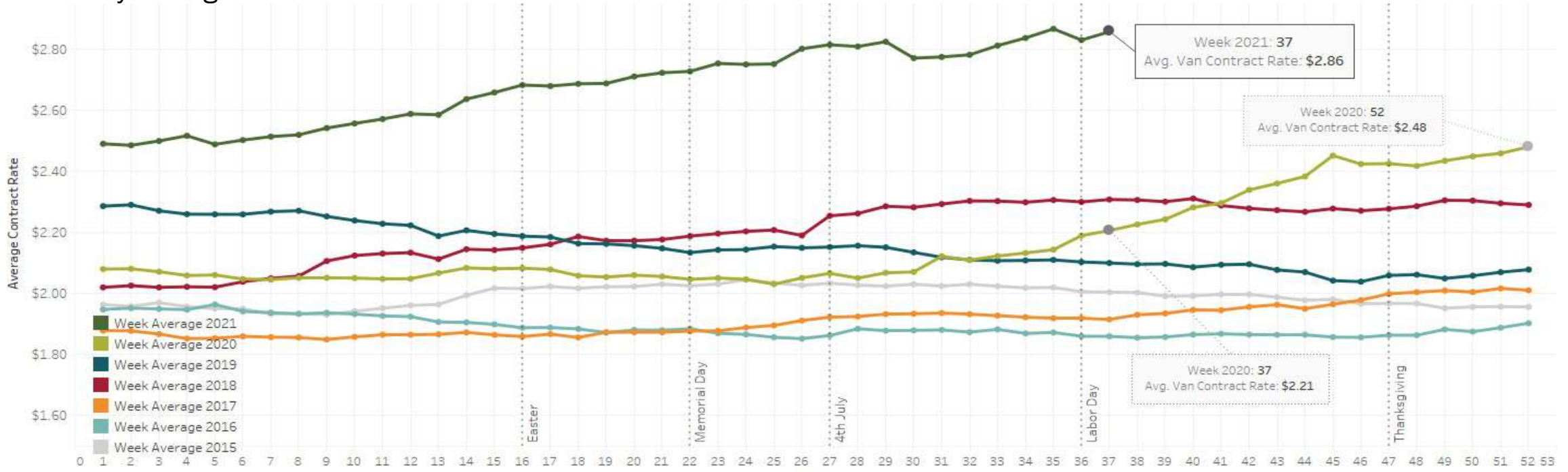
TRANSPLACE 2021

Weekly Van Spot vs Contract Average Rates



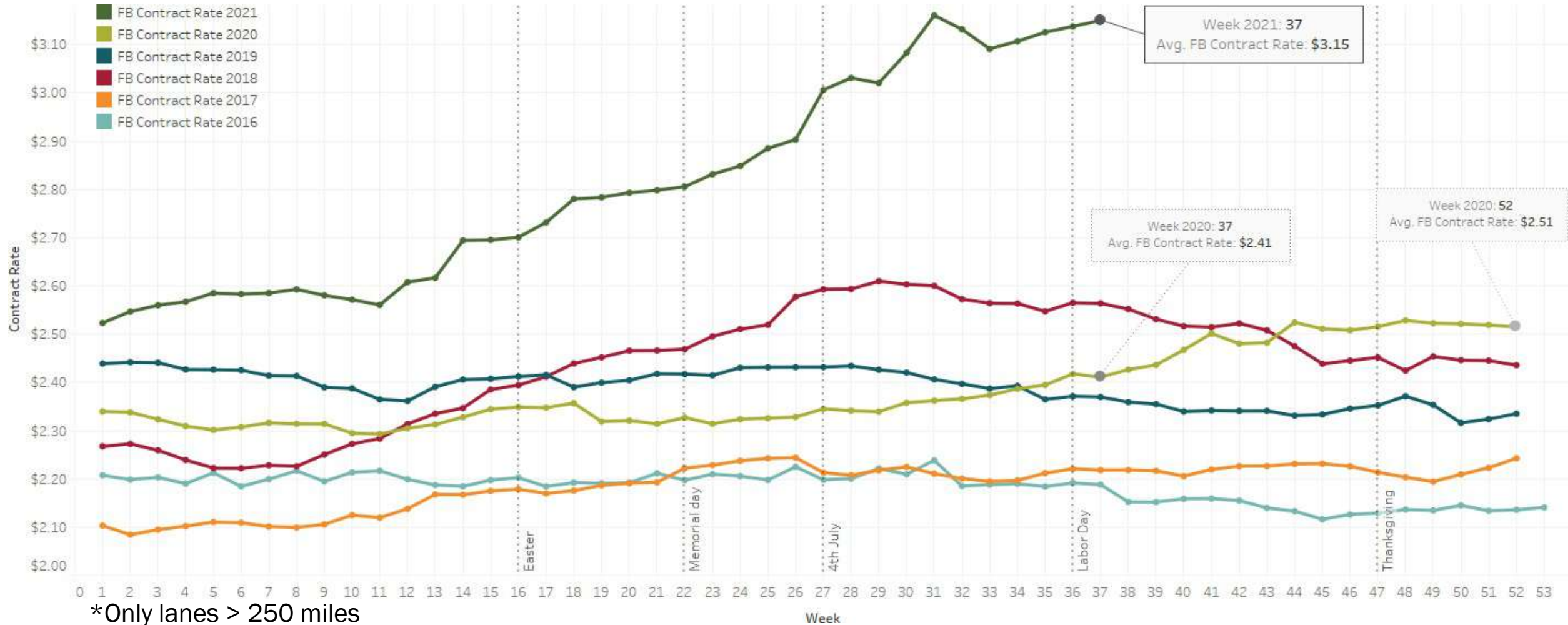
TRANSPLACE 2021

Weekly Average Van Contract Rate



TRANSPLACE 2021

Weekly Average Flatbed Contract Rate



*Only lanes > 250 miles



ADDITIONAL DAT, MORGAN STANLEY AND CASS CHARTS

DAT TRENDLINES

National Spot Rates: Van, Flatbed, Reefer

Dry van spot rates reach new heights



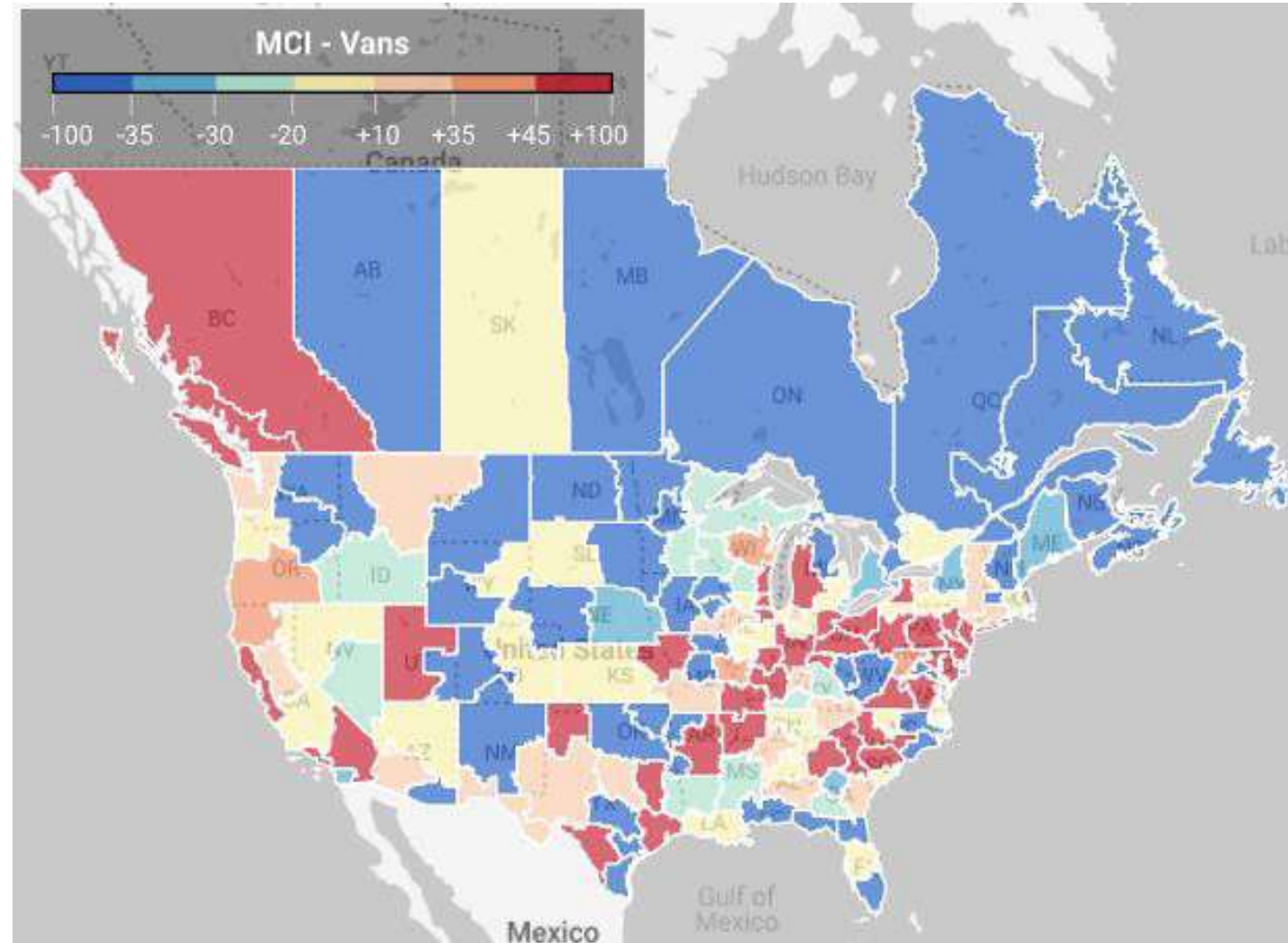
National Spot Rates: Van, Flatbed, Reefer

- Dry van national average rates broke through the \$2.50/mile barrier for the first time
- It was only 16 months ago truckers were in Washington D.C protesting unsustainable freight rates, with the national average around \$1.00/mile at the time. Since then, we've witnessed an historic jump in both freight rates and spot market volumes, resulting in record numbers of new carriers entering the industry.

Source: DAT Trendlines: Sep 6th 2021 to Sep 12th 2021 – <https://www.dat.com/industry-trends/trendlines>

VAN HEAT MAP

Last 7 Business Days

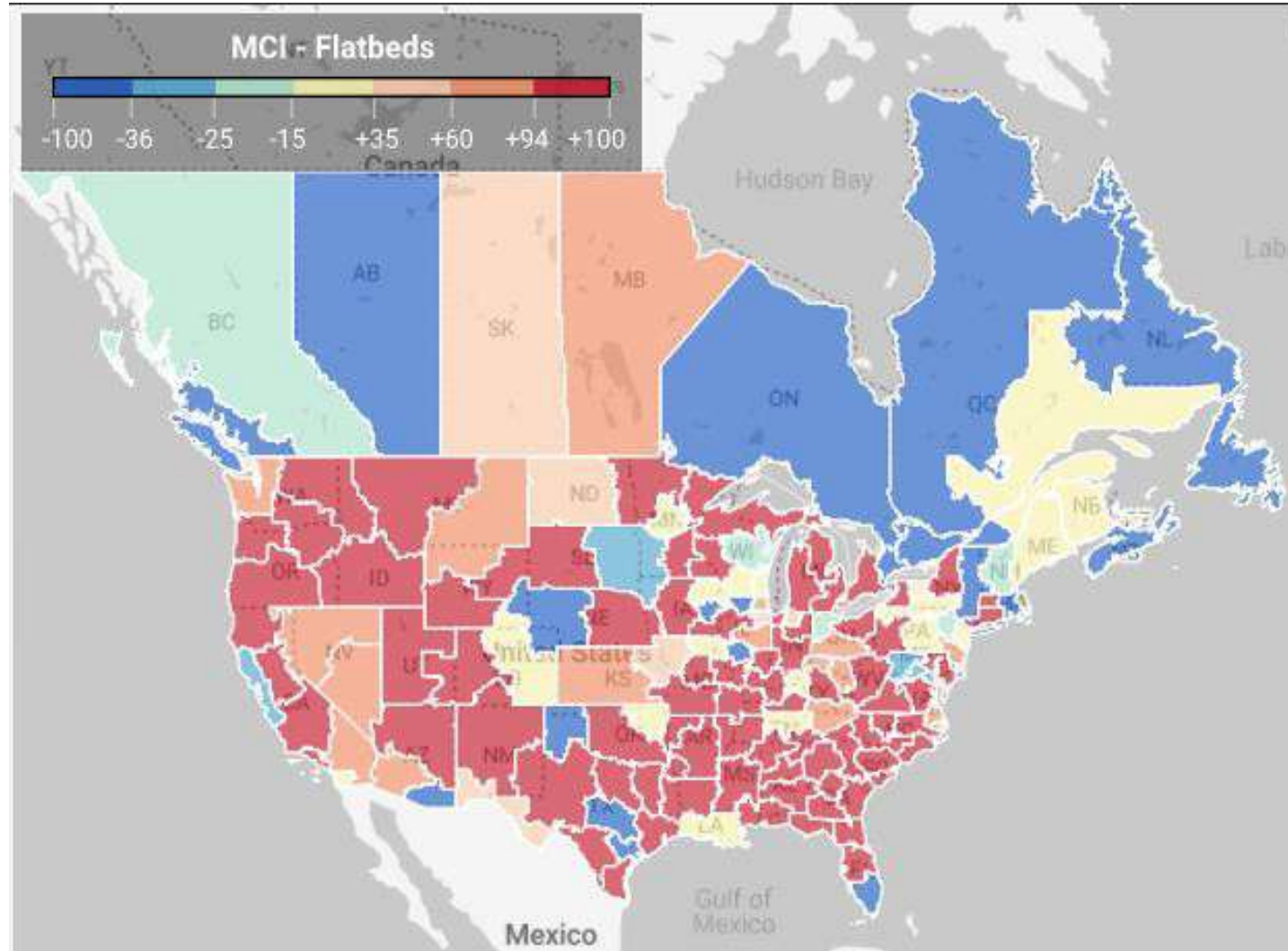


Dry van load-to-truck ratio heat maps, the darker the color, the tighter the capacity.

Source: DAT L/T - Previous 7 days : Sep 6th 2021 to Sep 12th 2021 - <https://marketmaps.dat.com/default>

FLATBED HEAT MAP

Last 7 Business Days

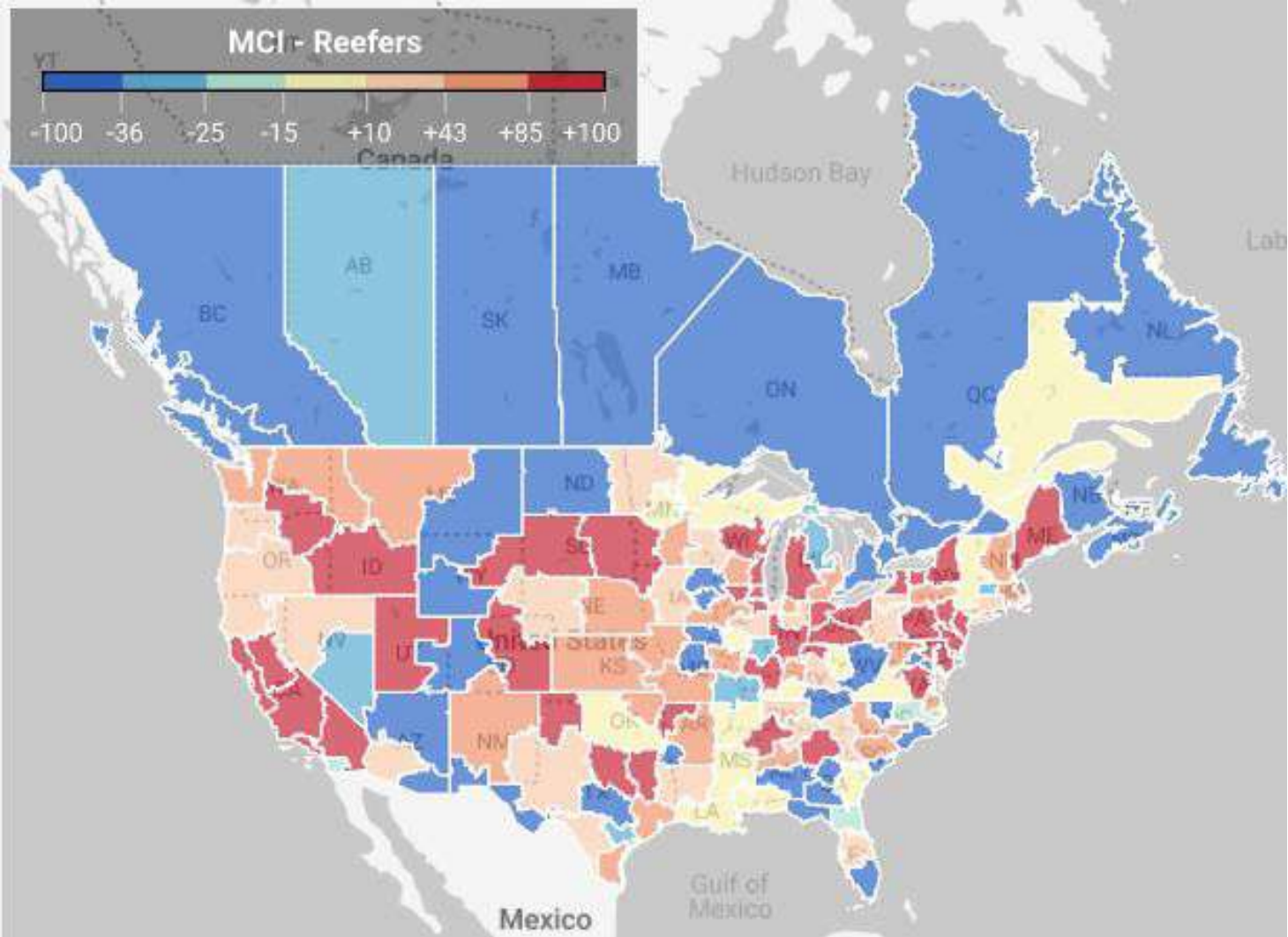


Flatbed load-to-truck ratio heat maps, the darker the color, the tighter the capacity.

Source: DAT L/T - Previous 7 days: Sep 6th 2021 to Sep 12th 2021 - <https://marketmaps.dat.com/default>

REEFER HEAT MAP

Last 7 Business Days



Reefer load-to-truck ratio heat maps, the darker the color, the tighter the capacity.

Source: DAT L/T – Previous 7 days: Sep 6th 2021 to Sep 12th 2021 – <https://marketmaps.dat.com/default>

PLATAFORMAS DE TECNOLOGIA

Concepto de Torre de Control



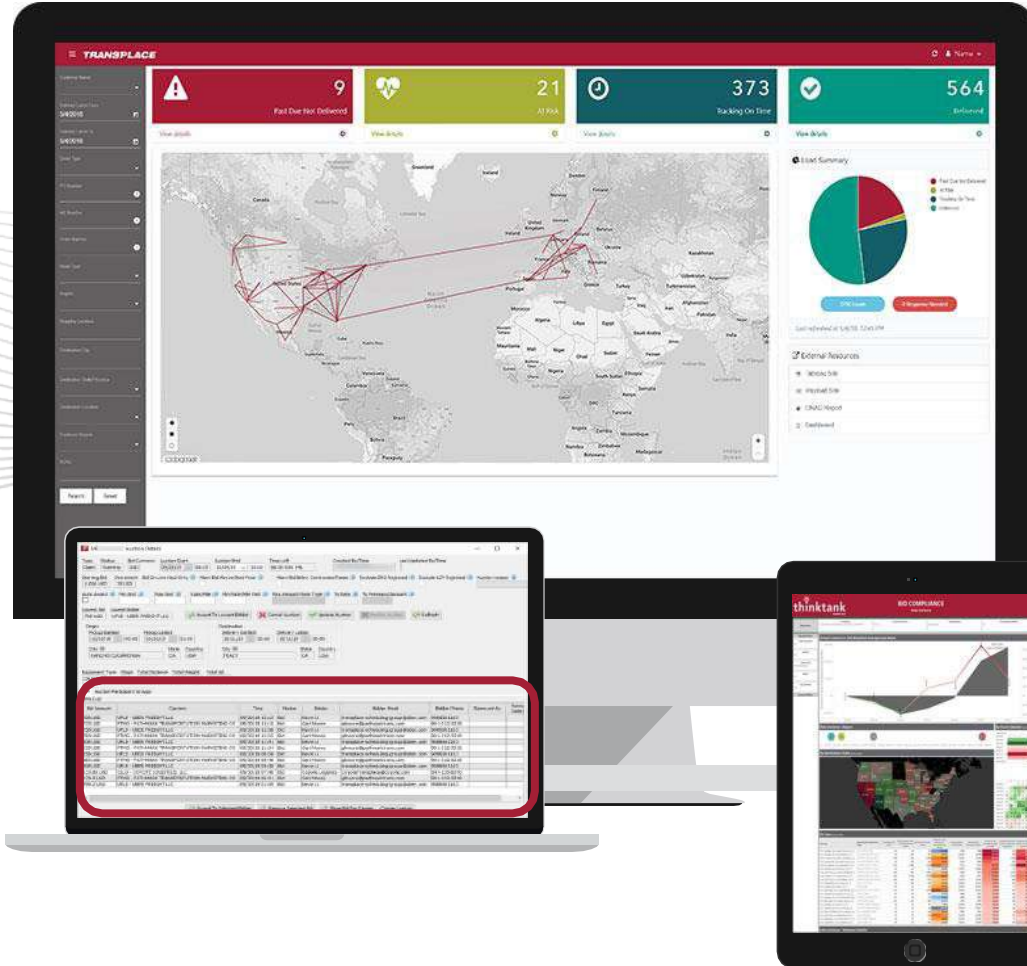
REAL-TIME NOTIFICATION



SHIPMENT LEVEL MAPS



PUBLIC TRACKING PORTAL



SERVICE RISK PREDICTION

Prediccion/Riego del Servicio

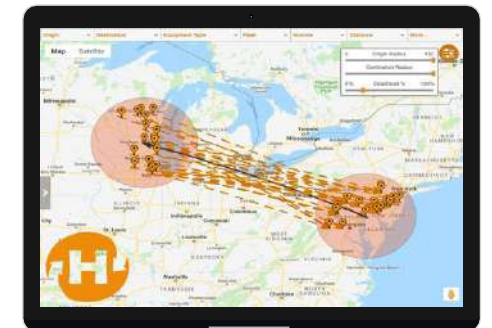


PROACTIVE SHIPMENT
VISIBILITY



ENHANCE EXCEPTION
MANAGEMENT

Ejecucion de Movimientos
Continuous

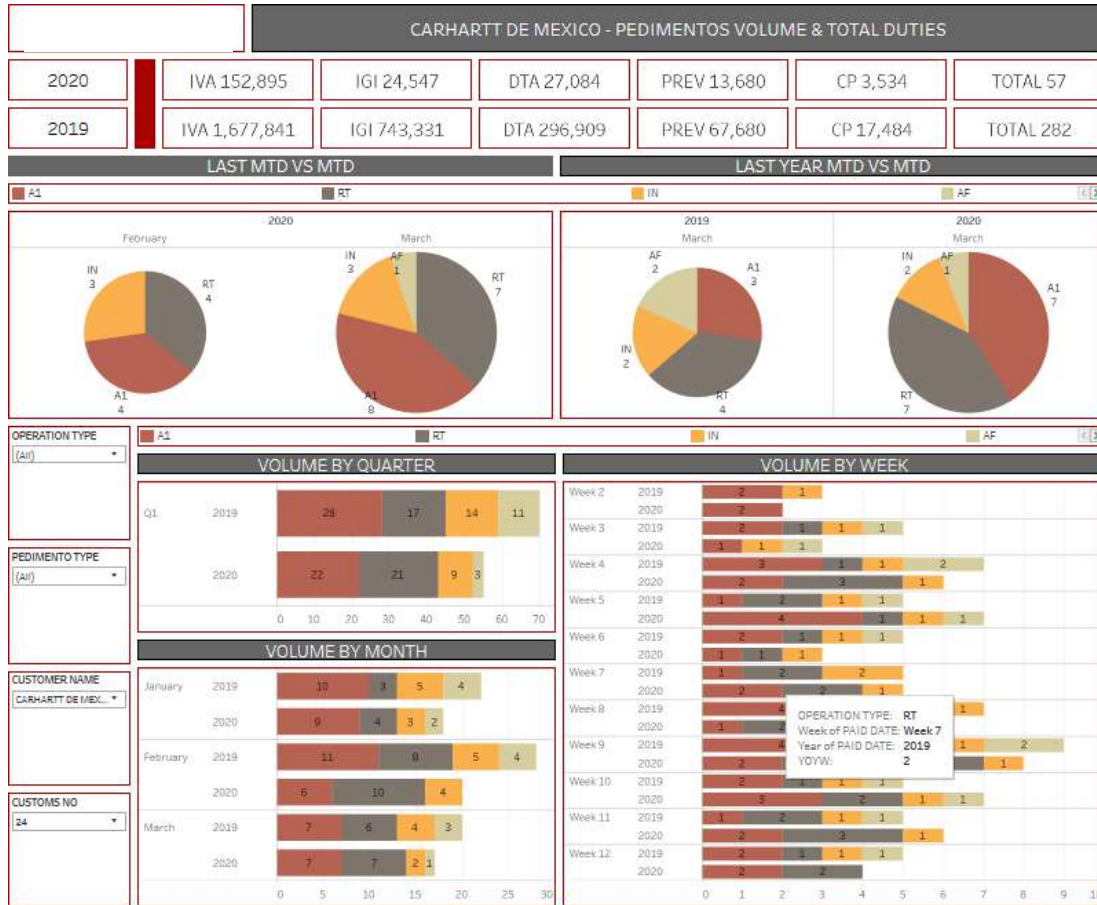


BI, Analitica Avanzada, Data (IA).

TRANSPLACE

PLATAFORMAS DE TECNOLOGIA

Access to BI Tool with Real Time Data!!!



BATTLING BORDER CONGESTION?

CUSTOMS PORTAL

ONE PLATFORM

- SHIPPERS
- IMPORTERS
- PLANNING AND SCHEDULING
- IMPORT AND EXPORT
- LOGISTICS
- FINANCE
- TRUCKERS
- PURCHASING
- RECEIVING AND SHIPPING

ADVANCED TECHNOLOGY

TO IMPROVE COMMUNICATION VISIBILITY AND ACCURACY

- Standardized communication
- Multiple ports of entry
- Multi-modal capability (air, ocean, land)
- PO or ADI-level inbound shipments
- Data automation
- Capable of interfacing with ERP applications

MULTIPLE INTERACTIONS

CUSTOMS PORTAL BENEFITS ADD UP LET US COUNT THE WAYS

CUT TRUCK TRANSIT TIMES

NORTHBOUND/SOUTHBOUND shipment crossing time

ELIMINATE MANUAL LABOR

AUTOMATION WITH DATA INTEGRITY AUTOMATES TRANSMISSION OF

- POs
- ASN of inbound material
- ASN of outbound consolidation
- Commercial invoice information
- Podments information
- Multiple or AMHS reporting (Former Annex 34)
- Electronic invoice data (COYE)

COMPLIANCE WITH CUSTOMS LAWS AND REGULATIONS

WE'RE BRINGING SPEED TO U.S.-MEXICO BORDER FREIGHT

Customs Portal

Inventory at Border Report

Customer: JAB MEXICO SA DE CV

Customs Storage Deck: [MC]

[OK] [Cancel]

TRANSPALACE MEXICO LLC - Import TRANSPALACE MEXICO LLC - Import MEXICAL - Import

Reference	Issue Reference	Reference Date	FUNCTION CODE	ASN	Transport METHOD	Week
010695		Jun 29 2016 4:47:20 PM	N/A	7	CARRTERO	51004
014795		Dec 14 2016 11:24:46 AM	N/A	7	CARRTERO	51004
016288		Jan 27 2017 3:12:35 PM	N/A	7	CARRTERO	51004
017237						
018648						
025633						

Customs Portal

Customer: JAB MEXICO SA DE CV

Item Code: 025633 Inv Date: 02/14

[OK] [Cancel]

ABMEXICO MEXICO

Total Pedimentos: 12 13 / Feb 2019

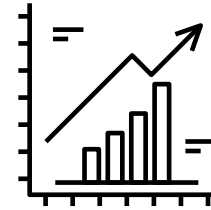
Page: 1

Week: 11

OPORTUNIDADES EN LAS REDES DE SUMINISTROS



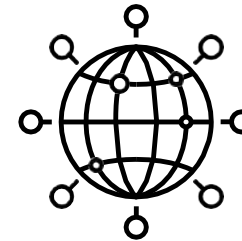
Entendiendo al Cliente



Excelencia Operativa

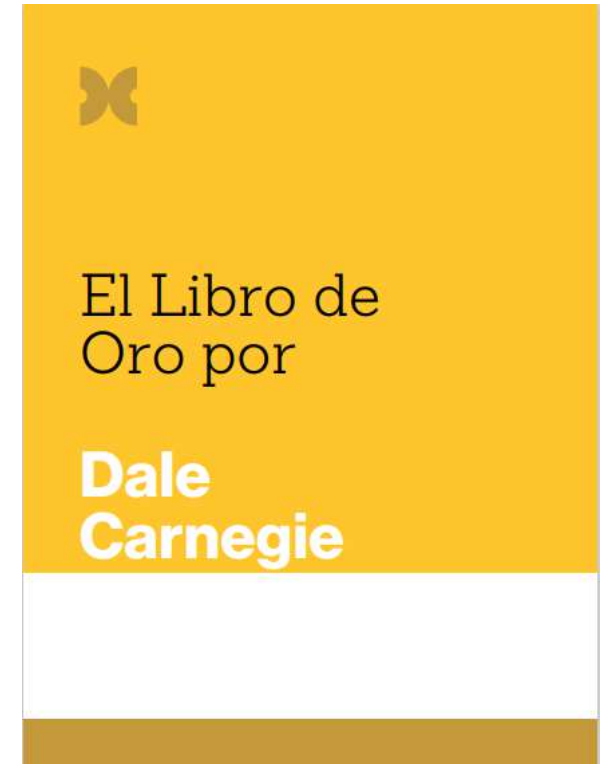
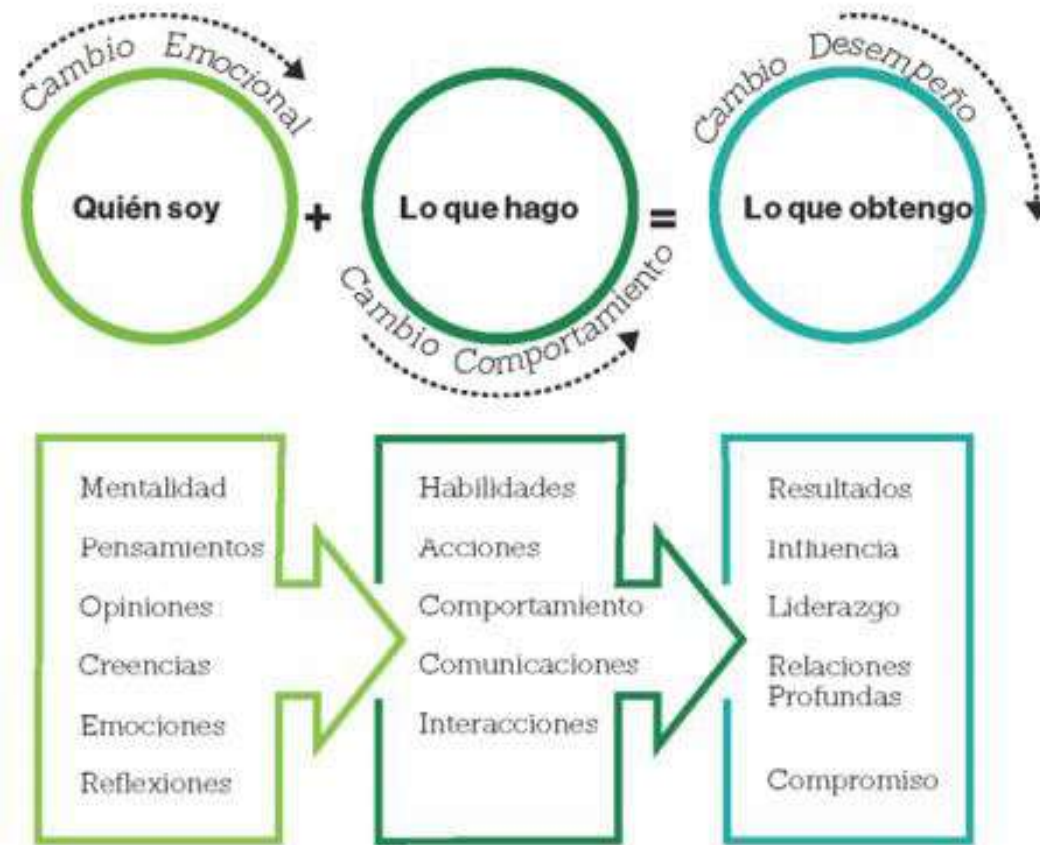


Cadenas de Suministro Integradas (Planeación).

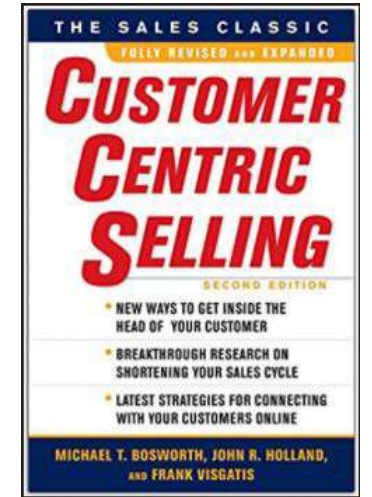


**Colaboración y total
visibilidad - Predicibilidad**

MANTENLO HUMANO...



¿QUÉ ES LA VENTA CENTRADA EN EL CLIENTE?

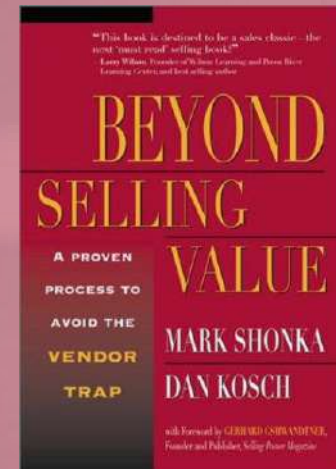


JOHN HOLLAND (CCS)

La venta centrada en el cliente eleva a su cliente y **EMPATIZA** con sus **NECESIDADES** en cada etapa del proceso de ventas. Te **ADAPTAS** a las circunstancias específicas del cliente fomentando un **DIALOGO** bidireccional, **AJUSTANDOTE** a su línea de tiempo y sirviendo como su mejor aliado para **RESOLVER** problemas.

MARK SHONKA (Beyond Selling Value)

**5 MEJORES PRÁCTICAS PARA
VENDER DE MANERA EFECTIVA
EN UN AMBIENTE VIRTUAL**



JEB BLUNT (Virtual Selling)

Parte I. Fundamentos ... y así todo cambio.

Parte II. Disciplina Emocional.

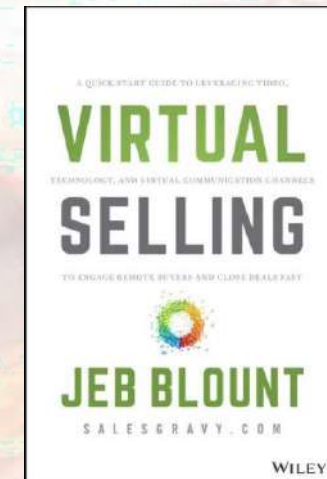
Parte III. Citas de Ventas Virtuales.

Parte IV. El Teléfono.

Parte V. Texto, email, Mensajes Directos y Chat.

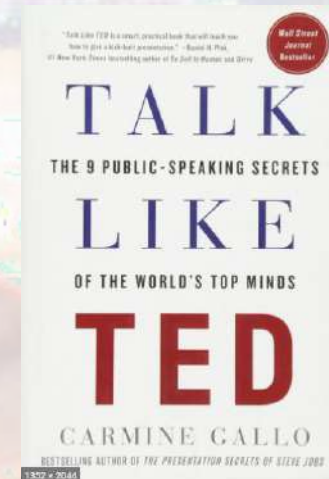
Parte VI. Social Media.

Parte VII. Ventas Virtuales son Ventas.

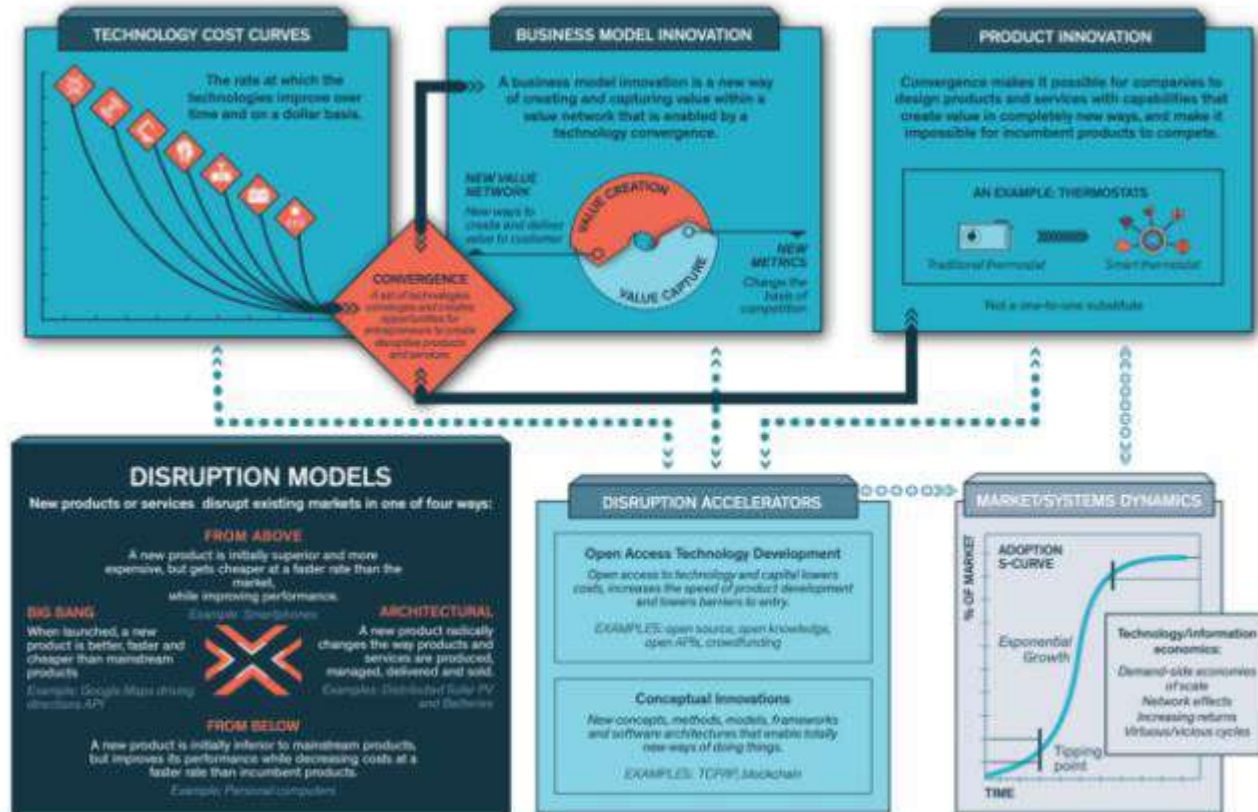


Carmine Gallo (Talk like Ted)

1. Las ideas son como “moneda”.
2. La Pasión es contagiosa.
3. Cuenta una historia.
4. Crea una experiencia Multisensorial.
5. Prepara, practica y Conversa.
6. Enseña a tu audiencia algo nuevo.
7. Genera momentos con Carga emocional.
8. Entrega una presentación dinámica.



Tony Seba (Clean Disruption)





DIFERENTES CANALES DE VENTA SOCIAL



A screenshot of a Twitter profile for Cesar Garcia. The profile header shows a back arrow, the name "Cesar Garcia", and "21 Tweets". The profile picture is a circular portrait of a man with a beard. To the right of the profile picture is a grid of images related to logistics, including a truck, a ship, an airplane, and a control room. Below the profile picture is a blue "Edit profile" button. The bio reads: "I have a +20 years career in several Global Transportation and Supply Chain Logistics firms. I am passionate on Supply Can and Innovation." Below the bio is a link: "https://t.co/oVb0DdLEn2" and "Joined January 2014". At the bottom, it shows "109 Following" and "19 Followers". The navigation bar at the bottom has four tabs: "Tweets", "Tweets & replies", "Media", and "Likes".

Cesar Garcia
@Cesargarcia1972

I have a +20 years career in several Global Transportation and Supply Chain Logistics firms. I am passionate on Supply Can and Innovation.

<https://t.co/oVb0DdLEn2> Joined January 2014

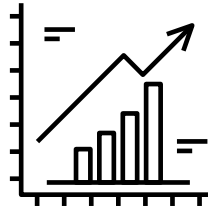
109 Following 19 Followers

Tweets Tweets & replies Media Likes

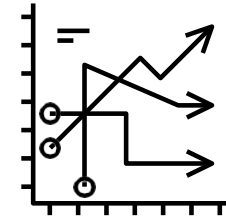
OPORTUNIDADES EN LAS REDES DE SUMINISTROS



Transformación del conocimiento.



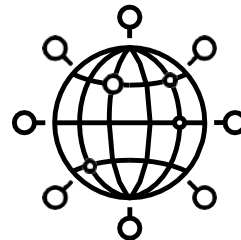
Consciencia real de la salud.



Verdadera omni-canalidad.



Nuevo ecosistema de trabajadores y relaciones.











Transformación en las redes de abastecimiento.







Mitigación de desastres vía ecosistemas.

TENDENCIAS EMPRESARIALES - SUSTENTABILIDAD

Service Type	Description 	Value Proposition 
 Carbon Report 	<ul style="list-style-type: none"> Calculates the transport related CO₂ and creates a customer individual report The report is a static table showing the CO₂ emissions per trade lane 	<ul style="list-style-type: none"> CO₂ transparency and visibility within supply chain triggers CO₂ reduction initiatives Carbon calculation along transparent, public standards gives confidence in figures (verified and certified by SGS)
 Carbon Dashboard 	<ul style="list-style-type: none"> Web-based tool that maps CO₂ throughout the full supply chain Provides CO₂ efficiency KPIs as well as carbon footprint (absolute CO₂ emissions) Shipment level reporting possible 	<ul style="list-style-type: none"> Same as above + Web-based reporting platform allowing to slice data to customer's needs KPI section provides information on how to make supply chain more efficient
 CO₂ Offsetting 	<ul style="list-style-type: none"> Neutralization of CO₂ emissions based on the emission figures as stated by the "Carbon Report" or the "Carbon D'board" The service includes: <ul style="list-style-type: none"> Issuance of annual certificate for public use Annual certification by third party – SGS 	<ul style="list-style-type: none"> Certified offsetting with high quality carbon credits (from reliable providers) Customer can focus on core business while we are taking care of: <ul style="list-style-type: none"> Purchasing & Managing Certifying credits

CO₂ Emissions per Transport Mode:

	600 – 1,260 g CO ₂ /TKM
	80 – 340 g CO ₂ /TKM
	20 – 40 g CO ₂ /TKM
	13 – 40 g CO ₂ /TKM

Direct Emission Factors:

1 liter Kerosene:	~3.15 kg CO ₂
1 liter Diesel:	~2.75 kg CO ₂
1 kwh Electricity:	~0.51 kg CO ₂
1 liter HFO:	~2.98 kg CO ₂

CO₂ Emissions per Transport Mode (Visual):



INTERMODAL CROSSBORDER SERVICES:

INTERMODAL CONTRIBUTES TO A CLEANER ENVIRONMENT

Intermodal contributes to meet your sustainability programs

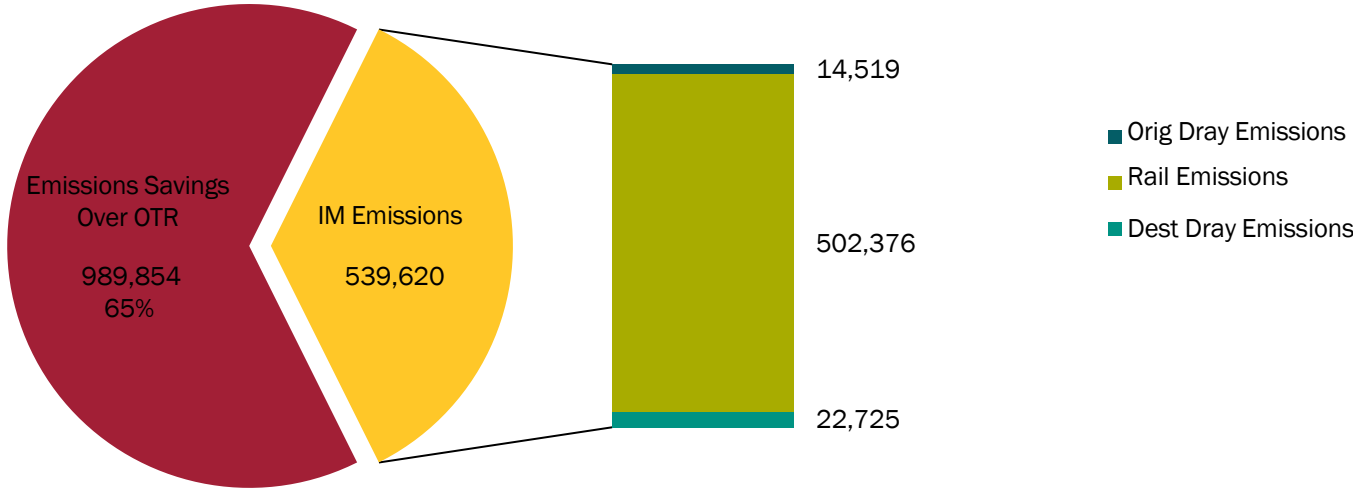
- Savings – IM Fuel surcharge is 45% lower than Trucks
- Fuel efficiency – 3 Times more efficient than Trucks
- Lower emissions – Regular truck generates 3X more nitrogen oxides than a locomotive
- Less Highway congestion – Single IM train takes 300 trucks off the highway in a move



By using Intermodal you are taking tons of CO2 and trucks off the environment in benefit of your family and the community

TOTAL IM CO2 EMISSIONS BREAKDOWN

IM CO2 Emissions as a Portion of OTR CO2 Emissions
(in lbs)



This shows the total number of CO2 emission pounds and the savings generated vs Truck (65%)
The Intermodal emissions number (considering **218 loads per year**) is broken down by the three legs of the IM Service (origin & destination drays, and rail move).

CARBON FOOTPRINT SUMMARY

CO₂ savings = 495 tons per year



765 anual
tons of CO₂
for 218 loads
per year



270 anual
tons of CO₂
for 218 loads
per year

TENDENCIAS EMPRESARIALES - SUSTENTABILIDAD

- 1. Logistics counts – it is not a commodity.** Logistics is not only a chief catalyst of global trade and a defining component behind value creation – it is also a business of strategic importance in the move towards a low-carbon economy.
- 2. Technological change** will be achieved through a concerted drive from companies, governments and financial institutions.
- 3. Collaboration** will increasingly be seen as an enabler to attain sustainability; even erstwhile competitors will cooperate more closely.
- 4. Business models** of logistics companies will change as sustainable innovations open up new opportunities.
- 5. CO2 labeling** will become standardized. CO2 labels allow customers to compare green products. Transparency will raise confidence among logistics customers and end consumers when making climate-friendly choices.
- 6. Carbon emissions** will have a price tag. As reducing carbon emissions becomes more important for companies, governments and customers, it will become part of a business' accounting and decision-making process. This will increase the demand for a price to be attached to CO2 emissions.
- 7. Carbon pricing** will lead to more stringent regulatory measures. Companies will only accept a price tag on carbon emissions if governments ensure a level playing field.

*“when you purchase transportation capacity,
you are buying weight and cube.....*

*.....if your transportation operation is
significantly “constrained” by either factor,
there may be value in considering
collaborative transportation alternatives.”*



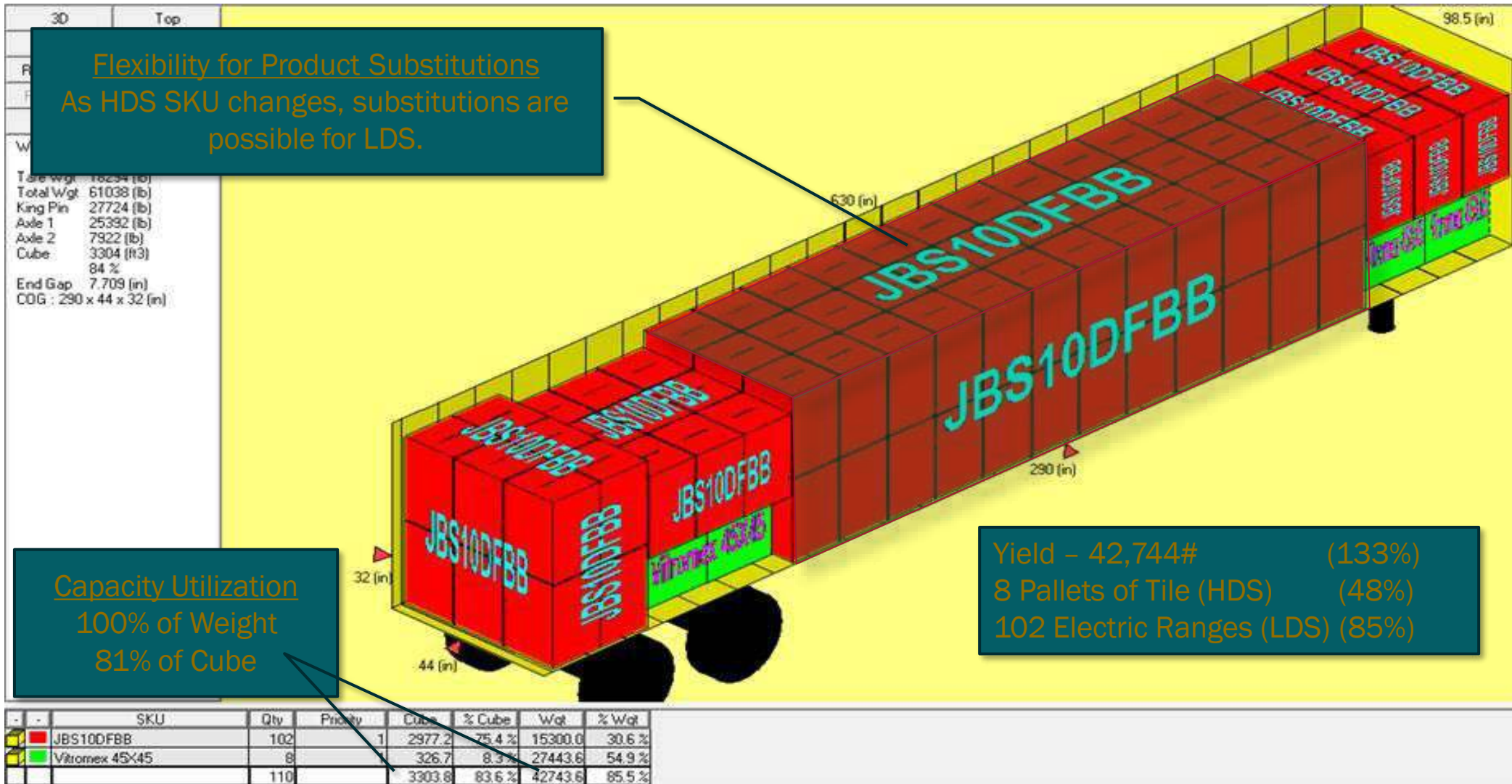
INFLUENCE OF “CONSTRAINTS”

- ▶ Freight characteristics of specific products can create paradigms in regards to how we interpret the utilization of transportation capacity
- ▶ If your tendency is to view transportation capacity as strictly cube or weight, you may be a victim of “constraint based” logic
- ▶ By viewing the “constraint” as an “opportunity”, we can determine if there is significant merit to implementing a collaborative transportation solution
- ▶ With adequate product density differentials, lane similarities, and loading characteristics, collaborative solutions have been proven to reduce the landed cost per unit shipped by 15%-30%



COLLABORATIVE EXAMPLES

SIMULATION TOOLS (OTR/IML)



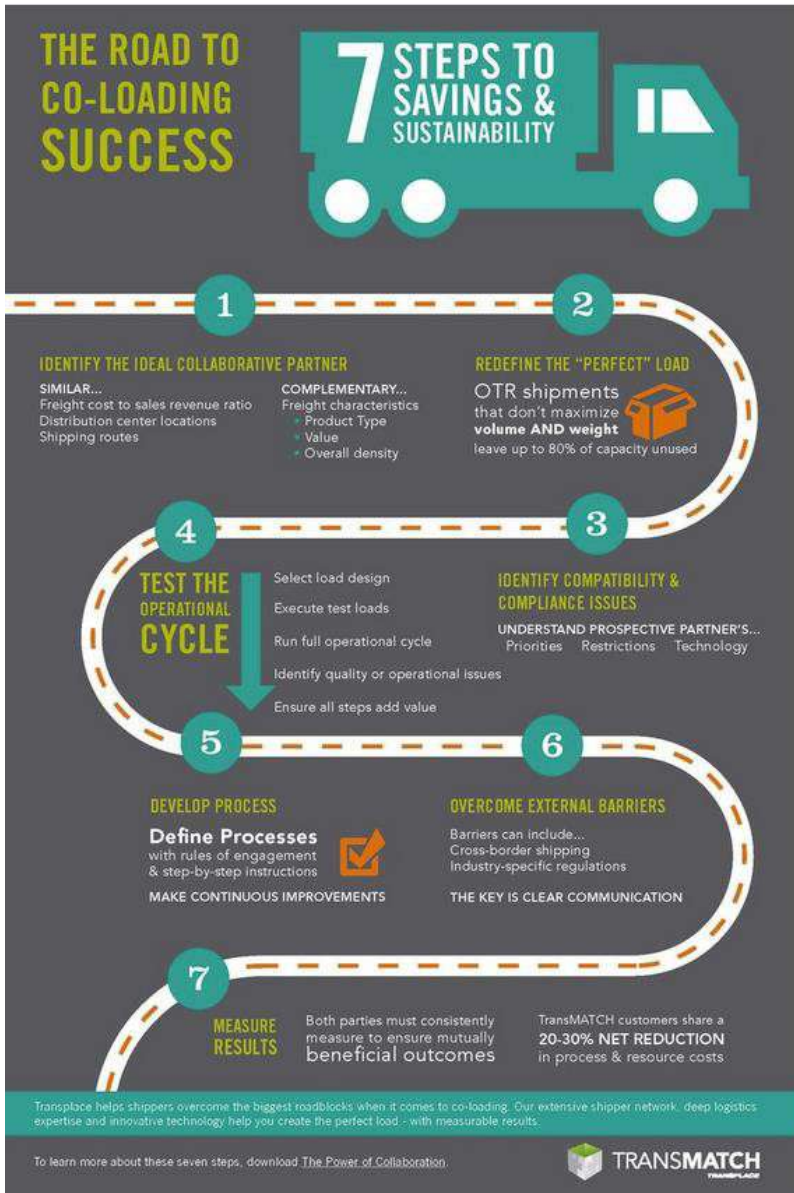
MITIGATING TRANSPORTATION CONSTRAINTS

COLLABORATIVE BENEFITS

- ▶ **Soft Benefits – Environmental & Quality of Life**
 - Carbon footprint – reduced fuel usage, modal improvements
 - Impact on public infrastructure
 - Reduced highway congestion, frequency of accidents

- ▶ **Hard Benefits - Economics**
 - Capacity availability
 - Reduced shipping delays, higher customer satisfaction
 - Reduced logistics \$/unit – 15%-30% Improved financial performance
Additional market share

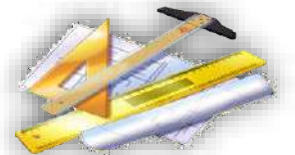
KEYS TO COLLABORATIVE SUCCESS



- ▶ Change Focus - Constraint to Opportunity
- ▶ Recognize the Value of a Facilitator/SME
- ▶ Respect the "Recipe" for Results
- ▶ Design & Implement Solutions
- ▶ Create "Attractive" Benefits Sharing Process
- ▶ Dedication to Execution – Solve Challenges



TRANSPLACE



TRANSPLACE



SHIPPER OF CHOICE

PROGRAM OVERVIEW

History



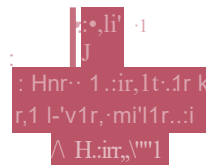
Carrier Advisory Board Discussions



Preferred Shipper Of Choice Standards List

Category: Critical Scorecard Development

Action Plan



Categories



Facilities



Shipper Profile

Preferred Shipper Of Choice



Shipment Planning & Execution



Technology, Claims, Scorecarding

SAMPLE QUESTIONS

Category Standards	Implementation Status	Ease of Implementation	Impact	Self Rating	Carrier Rating	Action Items
SHIPMENT PLANNING & EXECUTION	Transitional	2.0	2.2	2.0	1.8	
Turn trailers within 24 hours	Deployed	3	1	2	1	
Offer balanced tendering throughout the week	Inactive	2	3	0	0	
Minimize loading & unloading times (live loads in < 2 hours max)	On Hold	1	1	1	2	
Provide forecasts, monitor actual volume, & communicate major volume shifts	Planning	3	2	2	4	
Provide ample amount of tender lead time	Deployed	2	2	3	2	
Provide type of commodity with clear identification & requirements up front	Deployed	1	1	4	1	
Tender loads to maximize carrier / driver efficiency	Deployed	3	4	3	2	
Allow reasonable transit times based on compliance with government regulations	On Hold	1	2	1	3	
Bill of Ladings are prepared accurately and in advance of driver arrival	Deployed	3	2	3	4	
Train & educate	Planning	1	4	3	1	
Collaborate with a 3PL	Inactive	2	2	0	0	
FACILITIES	Transitional	1.9	3.0	3.3	2.4	
Offer Drop & Hook capabilities	Planning	1	3	2	1	
Provide shipment status information & updates. Proactively communicate when load will be ready	Planning	2	3	3	1	
Provide 24-hour access to drop / pick-up loads, allow weekend drop / pick-up	Deployed	3	3	4	2	
Ensure staff shows respect & friendliness to drivers	Deployed	1	3	3	2	
Maintain a rapid check-in / check-out procedure	Planning	3	3	2	3	
Provide drivers lounge with amenities (vending, temp control, access to WiFi, clean male/female restrooms)	Deployed	2	3	4	4	
Provide safe & secure parking for breaks, staging lanes for load / unload, allow overnight parking	On Hold	2	3	4	1	
Display clear and visible signage communicating where driver should go within facility	Deployed	1	3	4	4	
Provide yard jockey service to stage trailers, eliminate congestion & help identify maintenance concerns	Deployed	2	3	4	4	
SHIPPER PROFILE	Standardized	1.6	2.4	3.0	1.4	
Improve payment terms & process (reducing time to pay)	Deployed	1	2	4	0	
Demonstrate willingness to explore entire carrier network and suite of services	Deployed	2	3	3	3	
Pay lump sum charges direct to the carrier via invoice	Deployed	1	3	3	2	
Provide fair market accessorial	Deployed	3	4	3	1	
Honor rates & lane awards for agreed upon term	Deployed	1	3	0	0	
Provide the opportunity to negotiate incumbency status within preferred shippers' network prior to bid	Deployed	2	2	4	1	
Provide carriers with feedback on rates, lane requirements, & competitive information	Deployed	1	0	4	3	
TECHNOLOGY, CLAIMS, SCORECARDING	Developmental	1.8	2.0	2.0	1.8	
Automated tendering (EDI) with all information required	Deployed	2	2	2	1	
Direct communication with Shipping Office	Planning	1	2	3	2	
Create & actively monitor a KPI scorecard program.	Planning	3	2	1	1	
Recognize & award carriers / drivers for exceptional performance	Planning	2	2	1	2	
Provide accurate and complete documentation & ensure carrier understands the claim process up front	Deployed	1	2	3	3	
IT Technology Integration	Inactive	3	2	0	3	

Category Standards

	Implementation Status	Ease of Implementation	Impact	Self Rating	Carrier Rating	Action Items
SHIPMENT PLANNING & EXECUTION	Transitional	2.0	2.2	2.5	2.1	
Turn trailers within 24 hours	Deployed	3	1	3	2	
Offer balanced tendering throughout the week	Deployed	2	3	2	2	
Minimize loading & unloading times (live loads in < 2 hours max)	On Hold	1	1	1	1	
Provide forecasts, monitor actual volume, & communicate major volume shifts	Planning	3	2	2	2	
Provide ample amount of tender lead time	Deployed	2	2	3	3	
Provide type of commodity with clear identification & requirements up front	Deployed	1	1	3	2	
Tender loads to maximize carrier / driver efficiency	Deployed	3	4	3	2	
Allow reasonable transit times based on compliance with government regulations	On Hold	1	2	1	1	
Bill of Ladings are prepared accurately and in advance of driver arrival	Deployed	3	2	3	3	
Train & educate	Planning	1	4	3	2	
Collaborate with a 3PL	Deployed	2	2	3	3	
FACILITIES	Transitional	1.9	3.0	2.8	2.1	
Offer Drop & Hook capabilities	Planning	1	3	2	1	
Provide shipment status information & updates. Proactively communicate when load will be ready	Planning	2	3	3	1	
Provide 24-hour access to drop / pick-up loads, allow weekend drop / pick-up	Deployed	3	3	3	2	
Ensure staff shows respect & friendliness to drivers	Deployed	1	3	3	2	
Maintain a rapid check-in / check-out procedure	Planning	3	3	2	3	
Provide drivers lounge with amenities (vending, temp control, access to WiFi, clean male/female restrooms)	Deployed	2	3	3	3	
Provide safe & secure parking for breaks, staging lanes for load / unload, allow overnight parking	On Hold	2	3	3	1	
Display clear and visible signage communicating where driver should go within facility	Deployed	1	3	3	3	
Provide yard jockey service to stage trailers, eliminate congestion & help identify maintenance concerns	Deployed	2	3	3	3	

Implementation Status

Inactive	Shipper does not currently have the resources or capability
Planning	Shipper is developing the process & capability
On Hold	Execution has been delayed or temporary stalled
Deployed	Shipper is actively executing the standard

Category Maturity Level

Developmental	Most of the standards are in the Inactive, Planning, or On Hold status
Transitional	Several standards are deployed, more are in the On Hold or Planning status
Standardized	All Standards are "Deployed" within a Category

Ease of Implementation

1	Within next month @ minimal cost & operational resources
2	Within next quarter, requires moderate resources & planning
3	> Next quarter, requires significant resources & planning

Rating

0	Not yet Implemented
1	Gap to Standard
2	Meets Standard
3	Exceeds Standard

Impact

1	Nice to have but not top priority
2	Needs increased focus
3	Significant to ongoing operation & shipper relationship
4	Critical to carrier in order to continue business

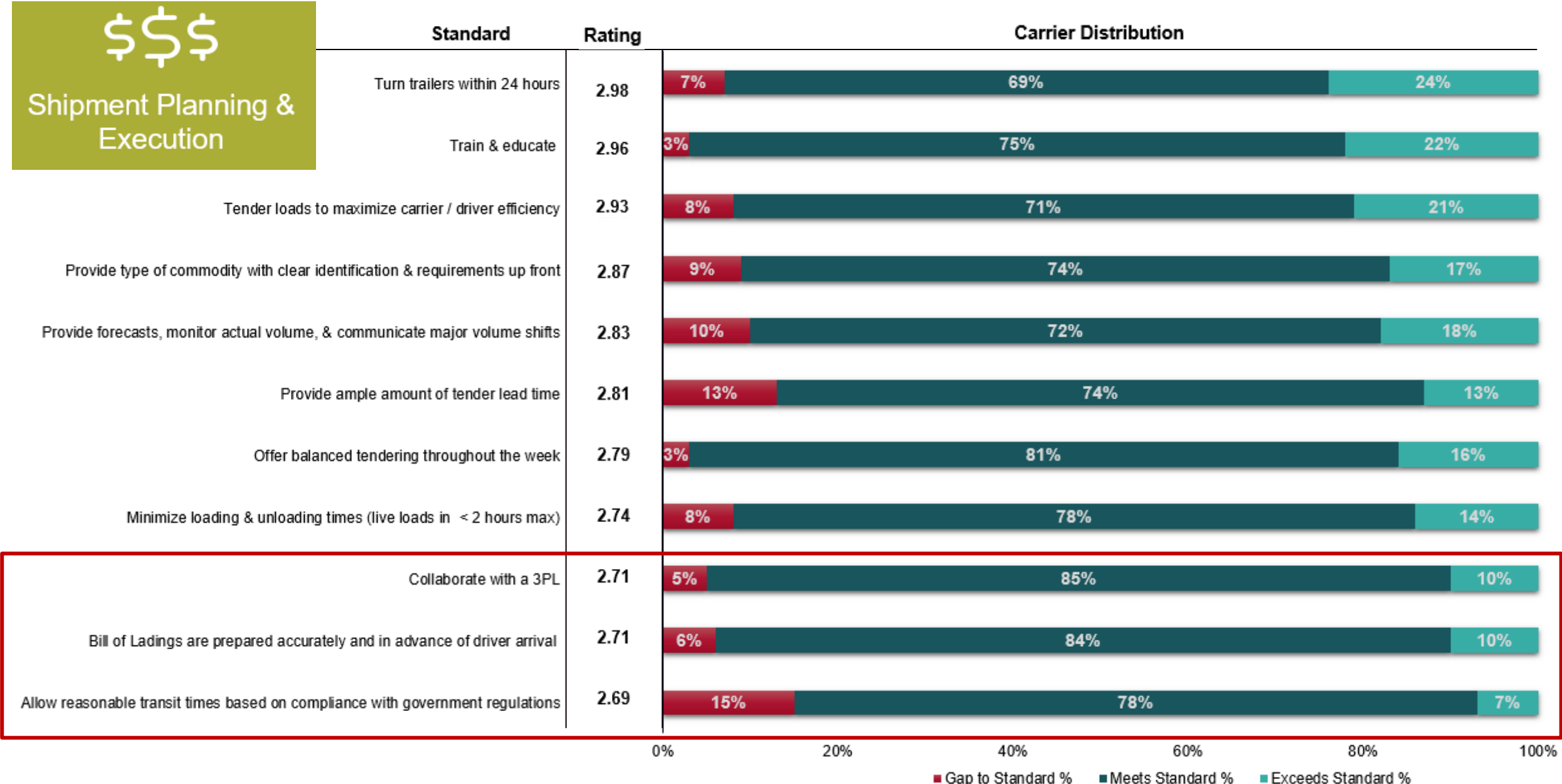
Action Items

What needs to be executed, how will it be done, who will do it, when will it be done, how much will it cost?

SAMPLE RESULTS BY CATEGORY

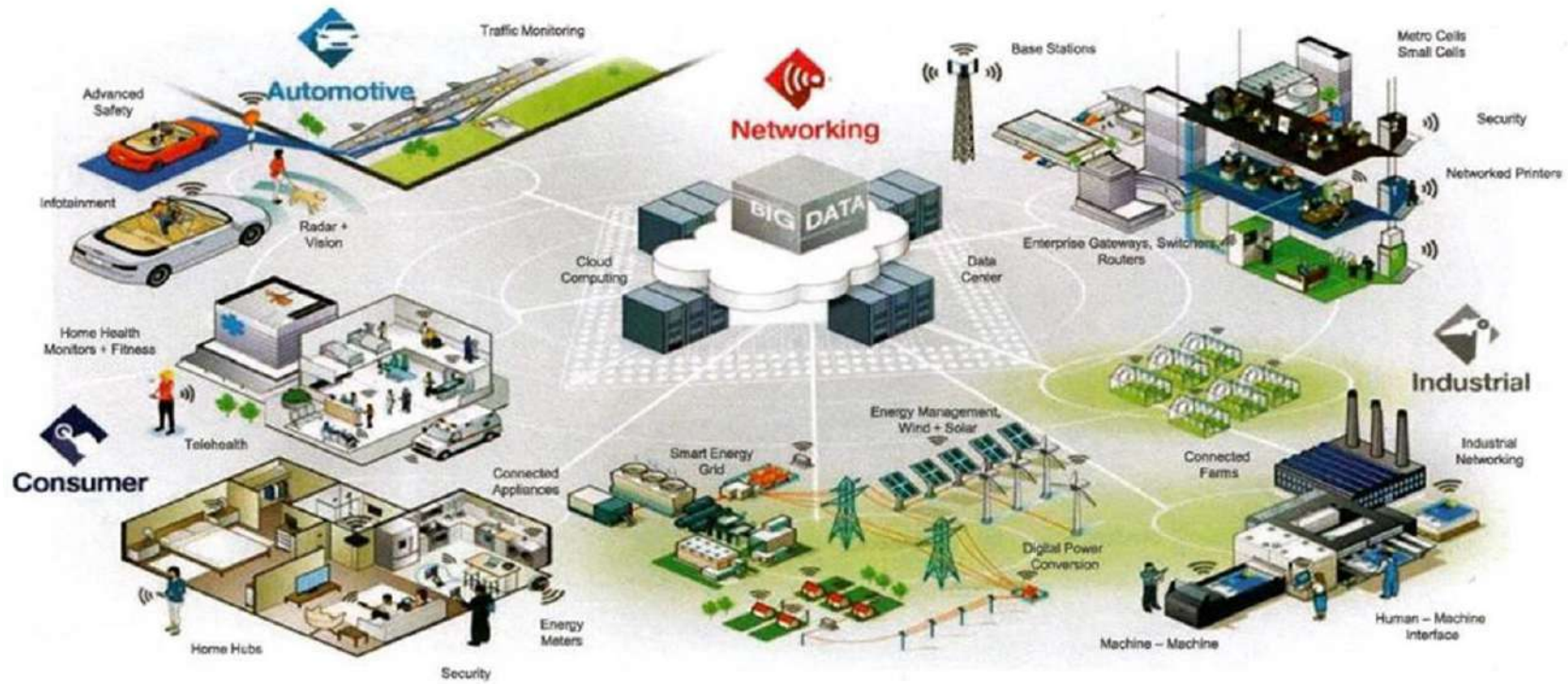


Shipment Planning & Execution



EL NACIMIENTO DEL INTERNET DE LAS COSAS (IOT)

The Internet of Things



TENDENCIAS NOTABLES

- CS - Herramienta competitiva
- Abastecimiento Múltiple
- Análisis Predecible
- “Uber Freight”



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