

# Are You Best-in-Class?

KJ Schmidt  
Director, North America

May 13, 2014

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# » Global Landscape



● C.H. Robinson office

**NORTH AMERICA**  
**3** COUNTRIES | **8913** EMPLOYEES

- |               |                   |
|---------------|-------------------|
| Truckload     | Customs           |
| LTL           | Managed TMS®      |
| Consolidation | Sourcing          |
| Intermodal    | Consulting        |
| Air           | Project Logistics |
| Ocean         | Warehousing       |

**SOUTH AMERICA**  
**5** COUNTRIES | **167** EMPLOYEES

- |           |                   |
|-----------|-------------------|
| Truckload | Managed TMS®      |
| Air       | Sourcing          |
| Ocean     | Warehousing       |
| Customs   | Project Logistics |

**EUROPE**  
**19** COUNTRIES | **1105** EMPLOYEES

- |               |                   |
|---------------|-------------------|
| Truckload     | Customs           |
| LTL           | Managed TMS®      |
| Consolidation | Sourcing          |
| Intermodal    | Project Logistics |
| Air           | Warehousing       |
| Ocean         |                   |

**ASIA**  
**8** COUNTRIES | **1491** EMPLOYEES

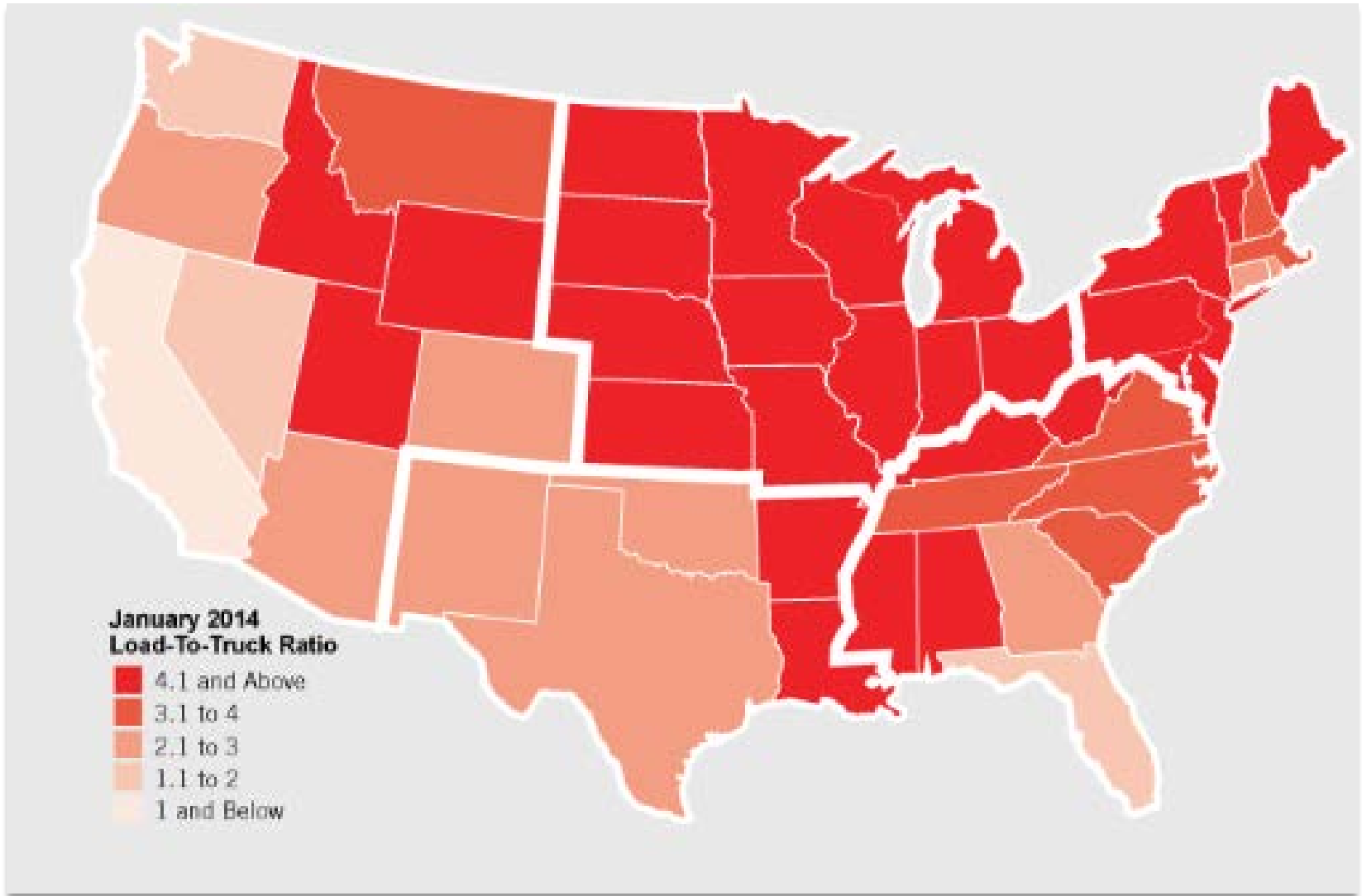
- |           |                   |
|-----------|-------------------|
| Truckload | Warehousing       |
| Air       | Managed TMS®      |
| Ocean     | Project Logistics |
| Customs   | Sourcing          |

# » Agenda



- + Industry Updates
- + Route to Best-in-Class
- + Key Takeaways

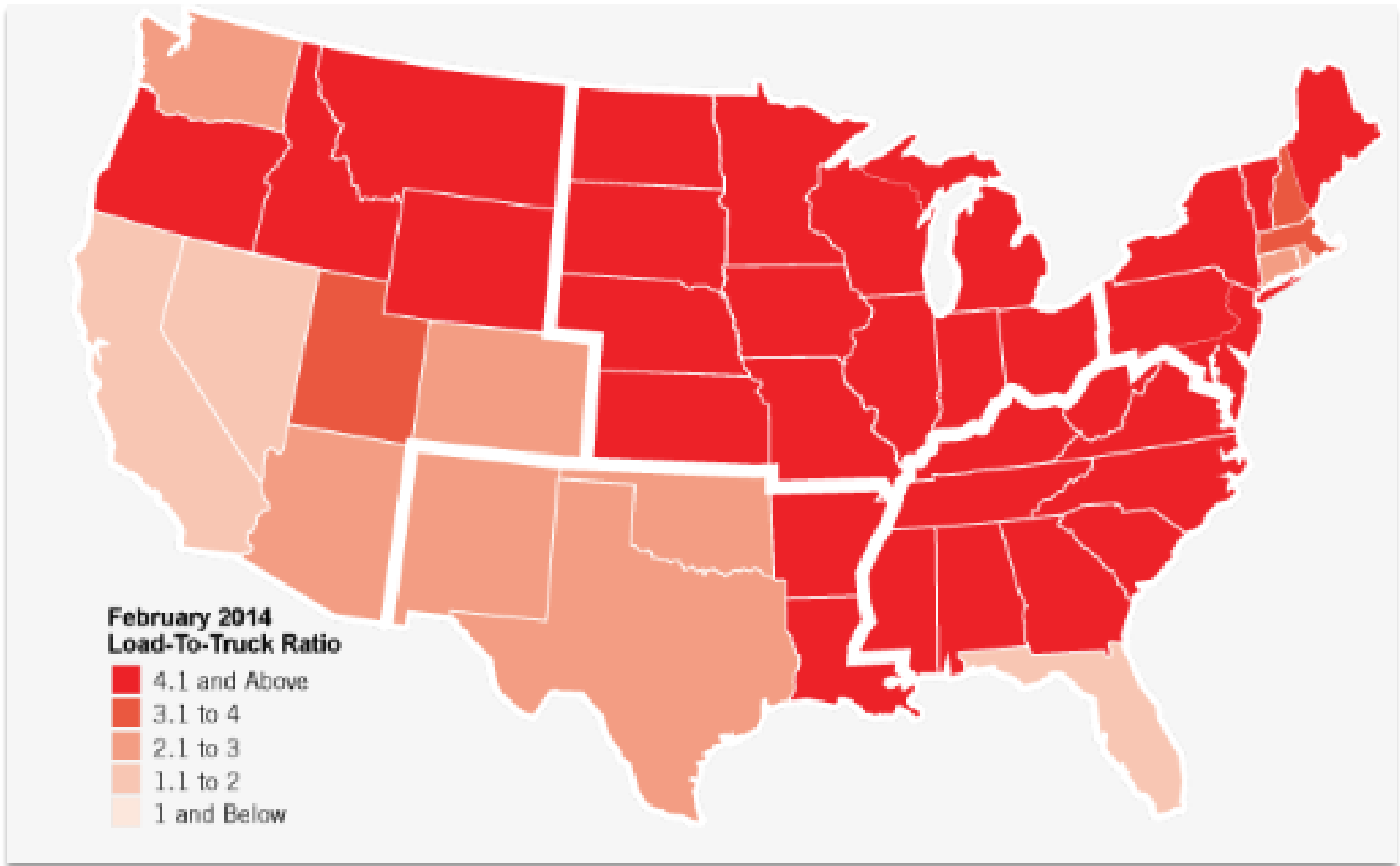
## » Industry Update: DAT Trends – National Van Demand & Capacity (Jan)



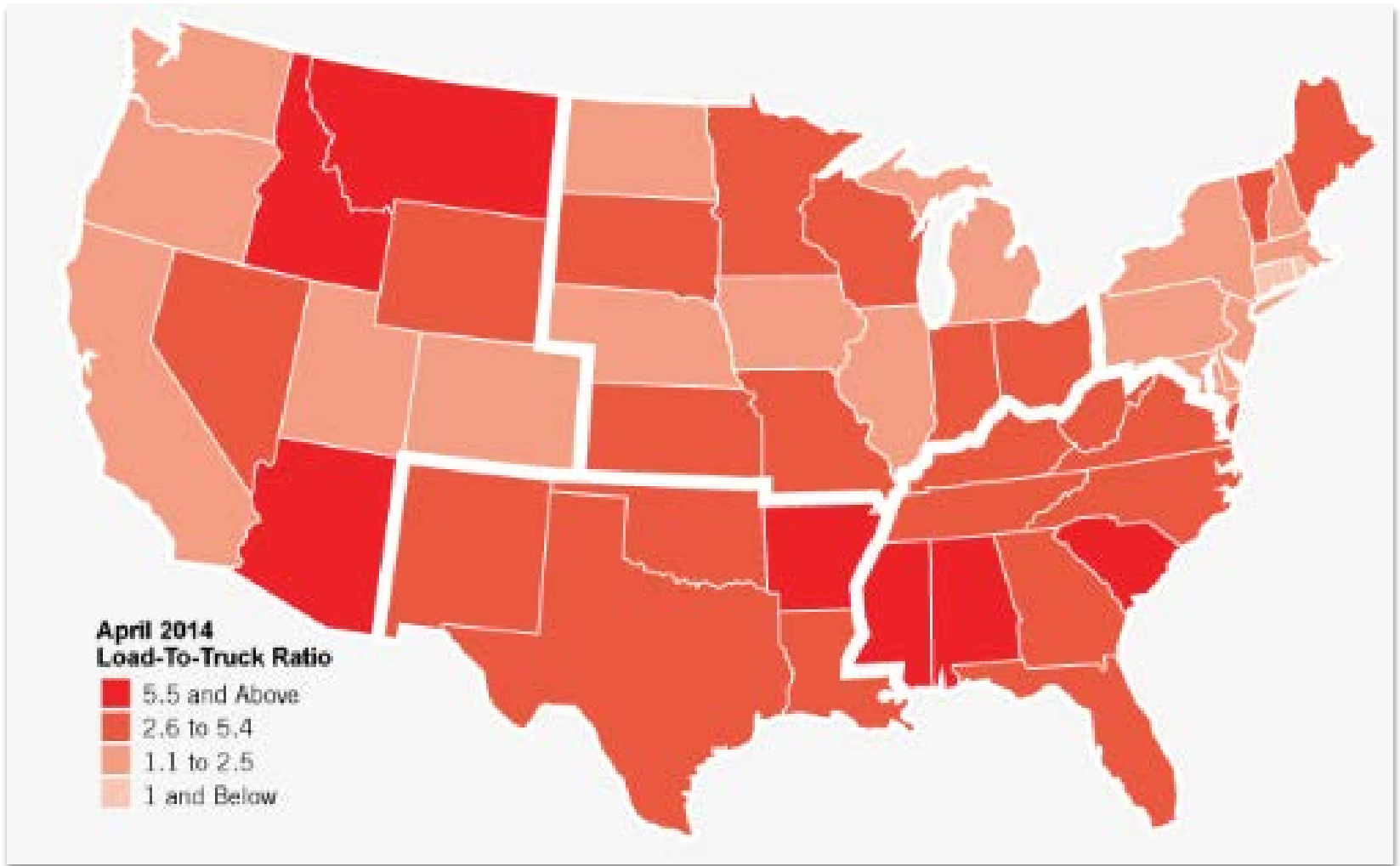


- ***6,500 Flights Cancelled in January***
- ***Ave IMDL speeds declined 3mph***
- ***Capacity Needs Peaked to 2005 Levels***

## » Industry Update: DAT Trends – National Van Demand & Capacity (Feb)

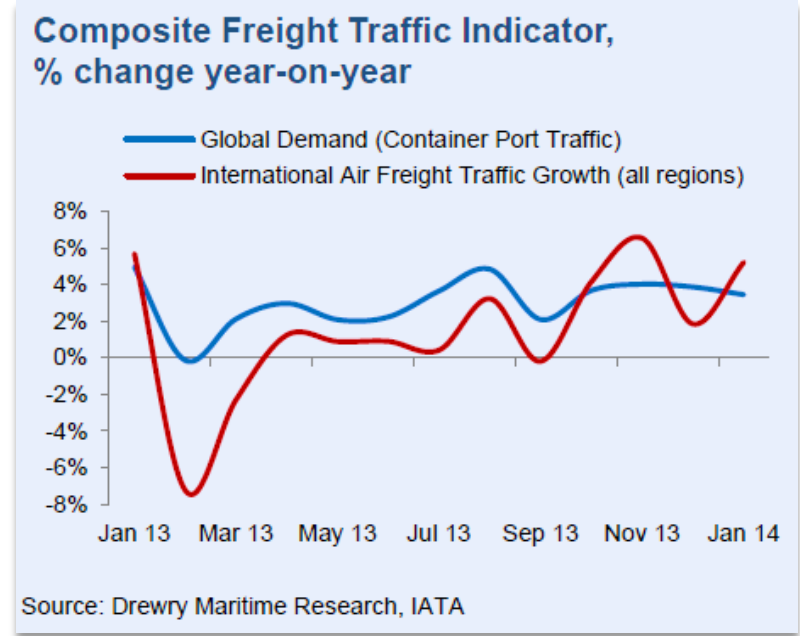
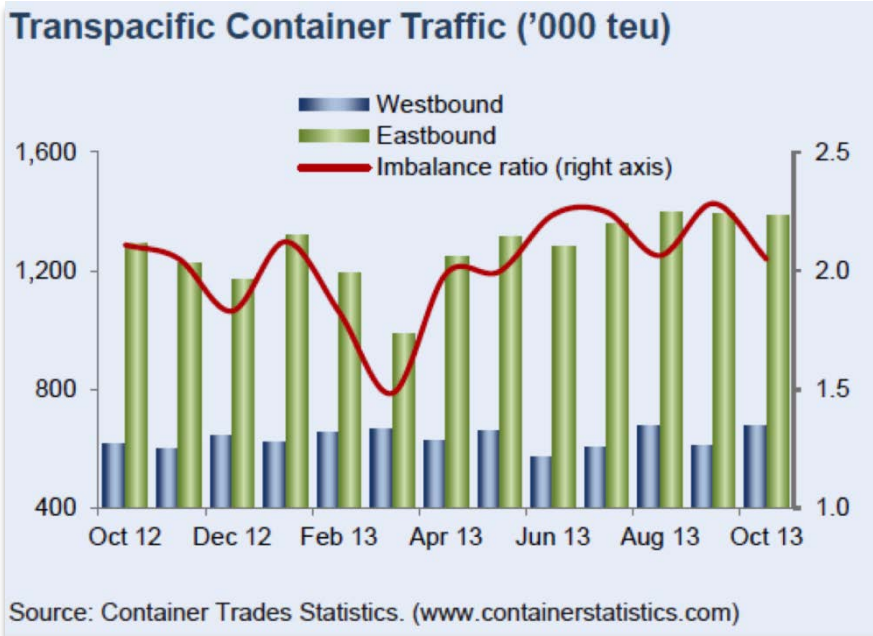
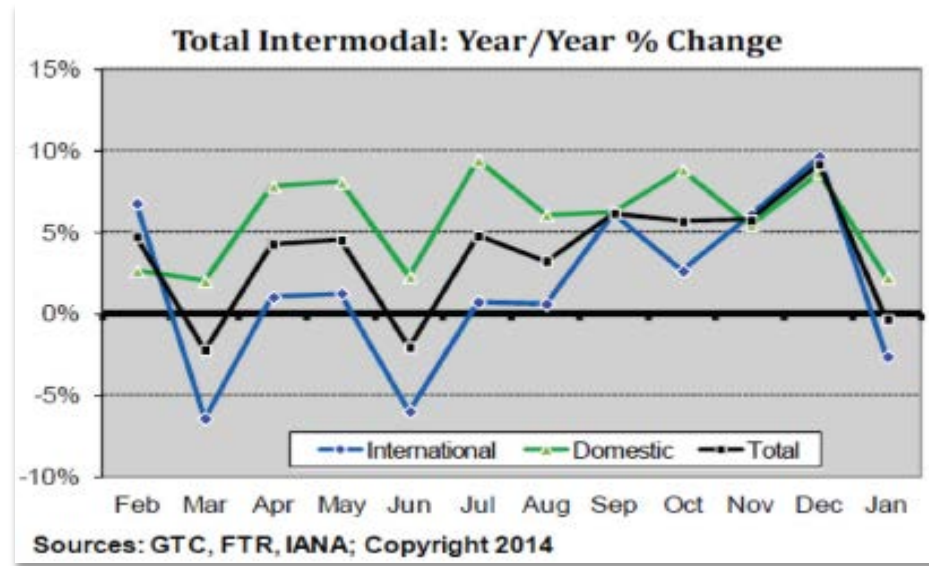


## » Industry Update: DAT Trends – National Van Demand & Capacity (Apr)





# » Modal





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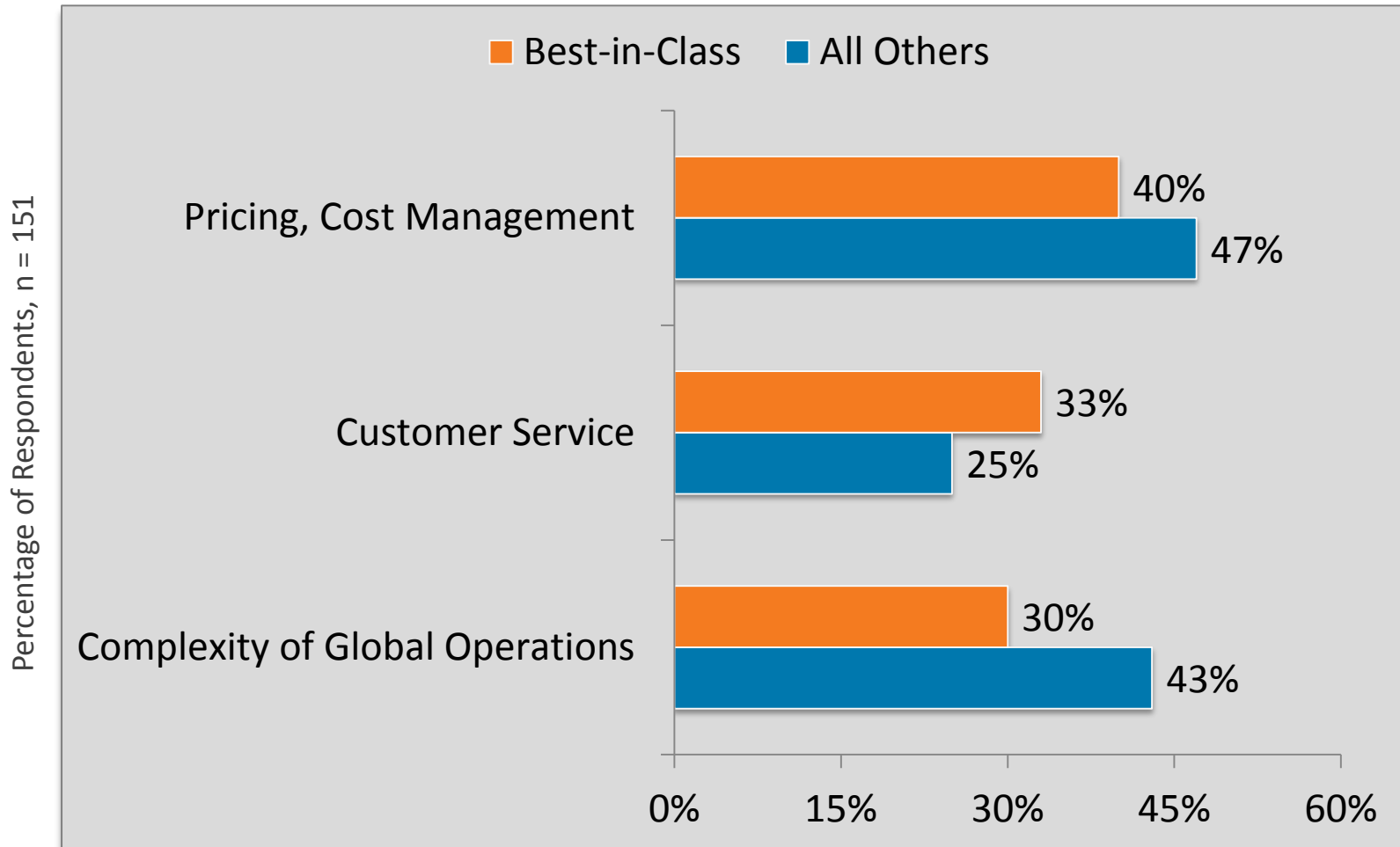


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## » Pressures Driving Priorities



Source: Aberdeen Group, November 2013

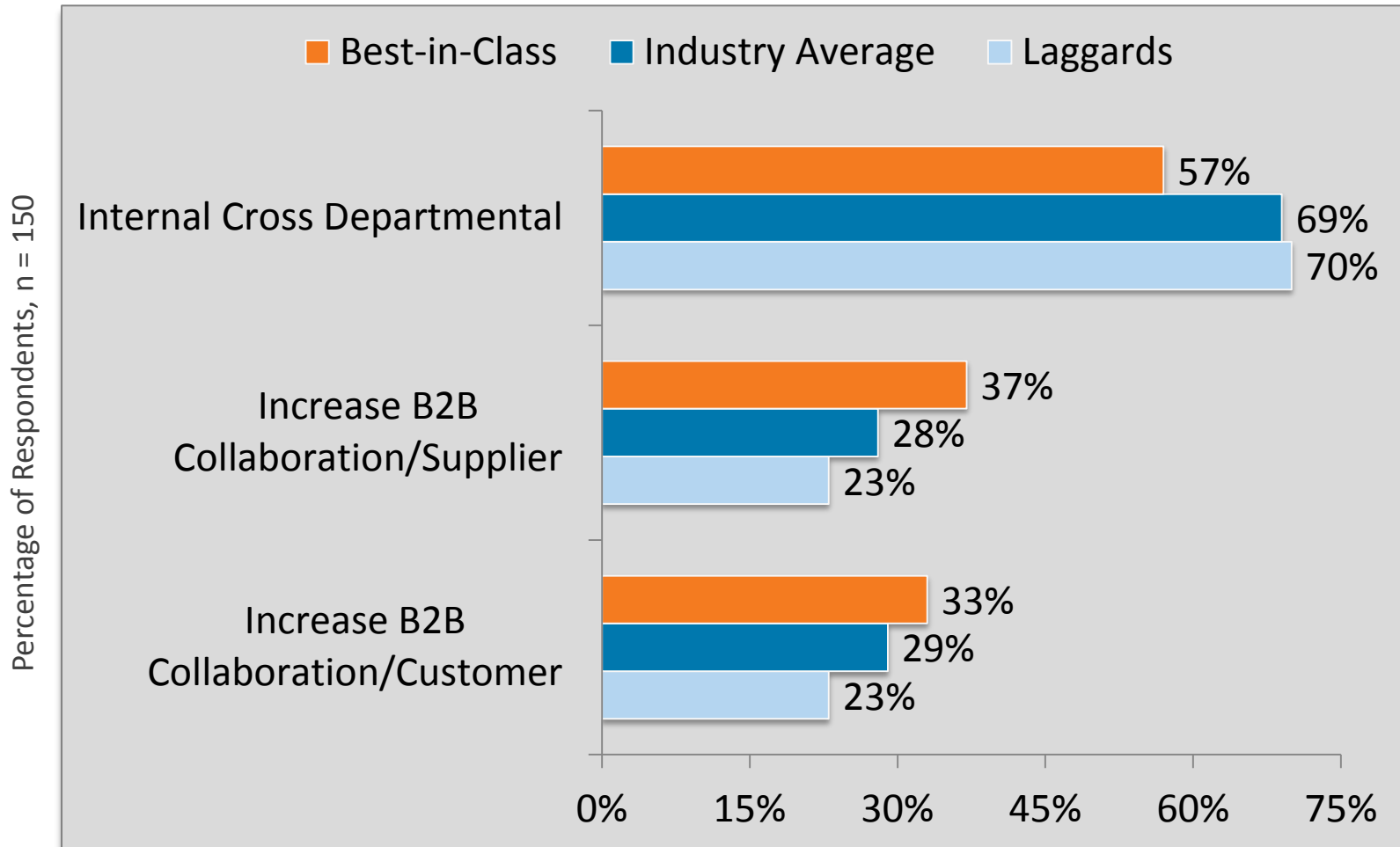
## » Defining the Best-in-Class

	Best-in-Class	Industry Average	Laggards
Ave Cash Conversion Cycle (days)	30	47	88
Logistics costs as a % of revenue	12%	16%	39%
Ave customer service level	97%	88%	66%
Ave Forecast Accuracy at the Product Level	85%	62%	25%

All Others

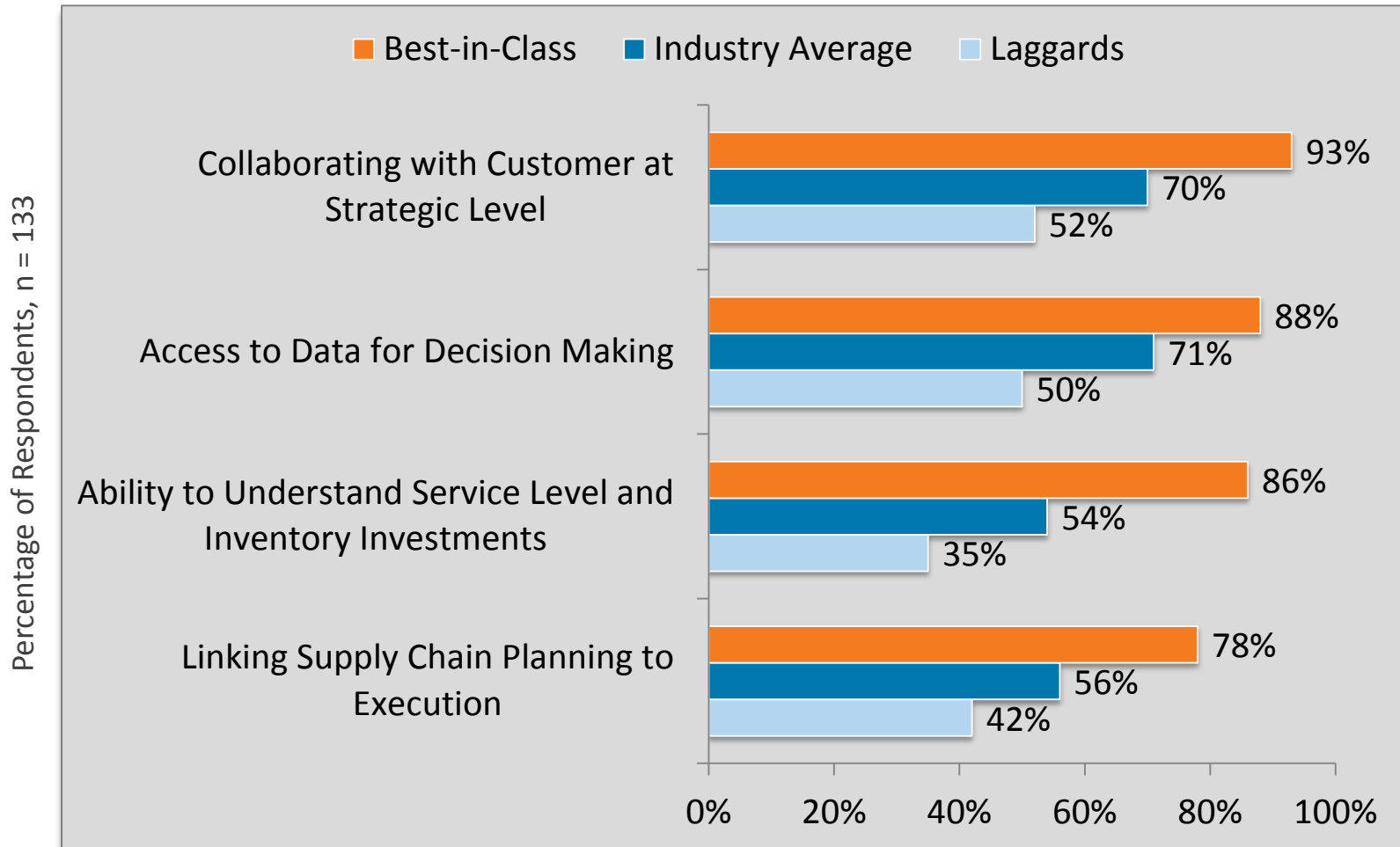
Source: Aberdeen Group, November 2013

## » Ranking Execution



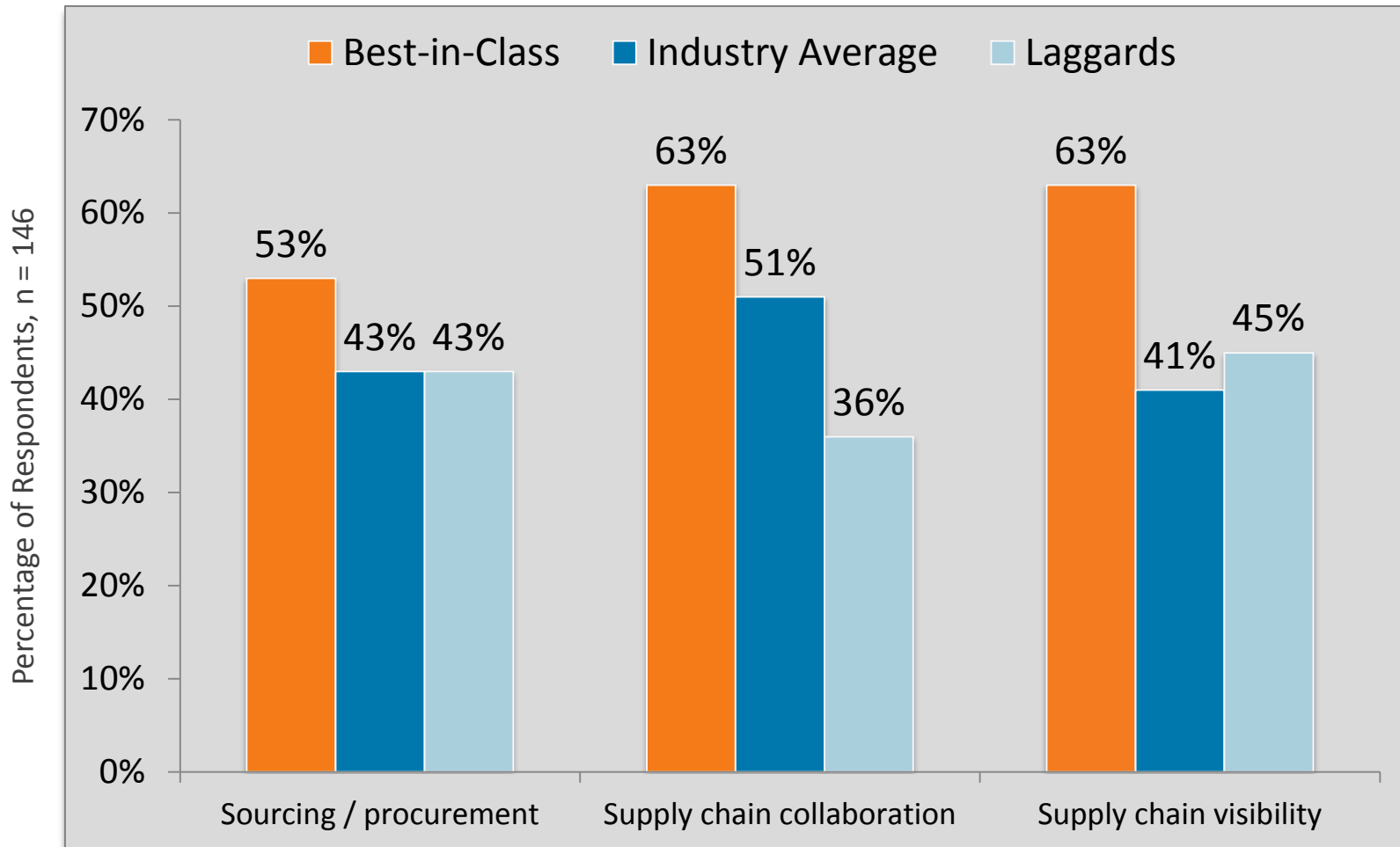
Source: Aberdeen Group, November 2013

## » Ranking Process



Source: Aberdeen Group, November 2013

## » Targeted for Improvement for 2014



Source: Aberdeen Group, November 2013



## » Best in Class



- Relationship began in **2002**
- Business Issues
  - Freight Consolidation
  - Outsource Execution
  - Network Visibility
- Shipped the **150,000<sup>th</sup>** thousandth load in Jan 2014(clarify)

## » Key Takeaways

Laggards	Industry Average	Best-in-Class
<ul style="list-style-type: none"><li>+ Concentrate on completing internal collaboration.</li><li>+ Get measurements in place; establish baselines for performance.</li><li>+ Start measuring and improving forecast accuracy.</li></ul>	<ul style="list-style-type: none"><li>+ Initiate supplier collaboration.</li><li>+ Initiation customer collaborations.</li><li>+ Apply measurements.</li></ul>	<ul style="list-style-type: none"><li>+ Extended customer collaboration to as many as possible.</li><li>+ Improve visibility into the supplier side.</li><li>+ Continue to educate the organization on holistic view of supply chain concept.</li></ul>

Source: Aberdeen Group, November 2013

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