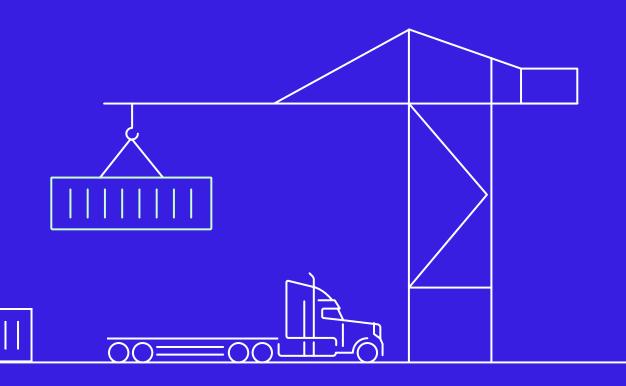
A road map to <u>elevate</u> container drayage operations

How to improve productivity and profitability to thrive in today's competitive intermodal trucking market.





What's inside?

4

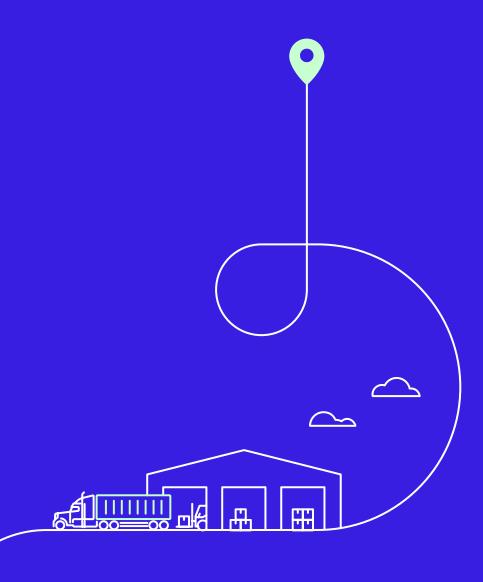
A look at the intermodal drayage industry – what role does it play in today's supply chain.

7

Is your container drayage operation ready to handle today's challenges?

15

How to enter a new era of container efficiency – a roadmap to success.



Introduction

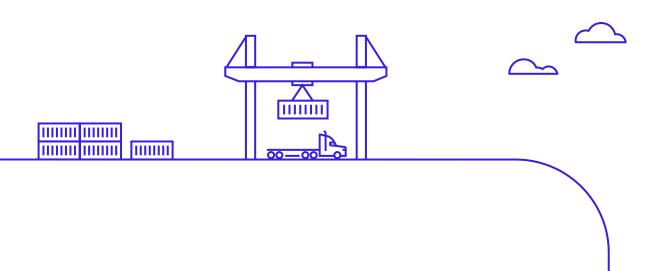
Organizations are increasingly recognizing that drayage is the bedrock supporting the entire life cycle of a shipment, with a shipment's success relying heavily on efficient and reliable drayage operations. It is through this foundation being laid, that goods can move smoothly from ports to warehouses and distribution centers – setting the stage for the rest of the supply chain to function seamlessly.

In response, innovators and technology providers are stepping up to the challenge, developing cutting-edge solutions that are transforming the drayage landscape. These advancements are not just incremental; they are revolutionary.

New technologies are enhancing visibility into shipments, streamlining workflows to eliminate inefficiencies, managing compliance with ever-changing regulations, and reducing costs through optimized operations.

Not only are they solving long-standing challenges but also fundamentally altering the way the drayage industry operates. By fortifying the essential foundations of the supply chain, these technological advancements are ensuring a more resilient and efficient logistics network.

So, what are these challenges and how can addressing them to propel businesses to not only next levels of profitability, but reduce costs, increase efficiency, enable growth and improve customer, staff and driver satisfaction.

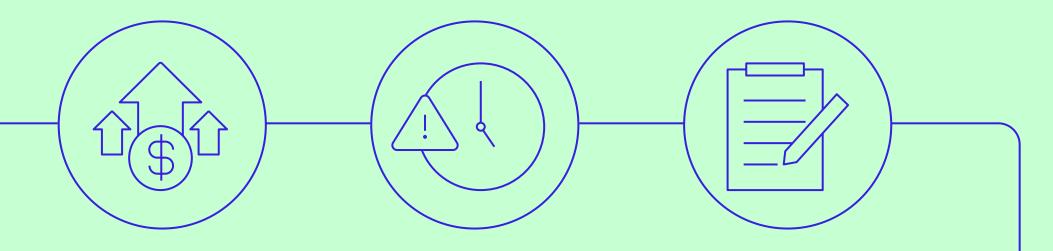


A disrupted container drayage and intermodal trucking market

The intermodal drayage industry, long seen as the lowest rung on the supply chain ladder, is at a critical crossroads. Ongoing disruptions and macro geopolitical issues are reshaping global trade flows, impacting how goods move through our ports and across our roads and rails. Drayage operators must maintain relationships with ocean carriers, marine and rail terminals that fall outside of their direct commercial relations.



Operational <u>challenges</u> for container drayage companies



High customer expectations

Freight originators and end customers are demanding increasing levels of visibility, connectivity, and data accuracy.

Tight margins and slow payments

Per diem, demurrage, storage, chassis rental, wait time costs erode shipment margins and delay invoicing and impact cash flow.

Manual, inefficient, and repetitive processes

Time-consuming and error-prone manual container tracing, rating, and driver/ carrier settlements raise resourcing costs and reduce job satisfaction.

Technology trends and commercial considerations

Intermodal community collaboration

Intermodal transportation relies on collaboration across multiple modes—ocean, rail, and trucking. Recently, cooperation between marine terminals, rail operators, and the drayage community has improved, supported by industry groups like the Harbor Truckers Association and Intermodal Association of North America (IANA). Drayage companies are also working more closely with customers and customers' customers, enhancing system connectivity and visibility. Close coordination among 3PLs, freight forwarders, and motor carriers ensures smoother operations.

Interoperability

Interoperability in logistics is driven by increasing collaboration between stakeholders while it also enables it. Once rare, marine terminals and railroads now share data with the drayage community through APIs, boosting productivity. Data, traditionally siloed in separate systems, can now be accessed from multiple sources, providing greater visibility for both dispatch teams and customers. It is not enough that systems are interconnected, they must also be able to process and action the information they receive and send. As the demand for accurate, real-time data grows, drayage companies are scrutinized more for data quality than for on-time delivery performance.

Door-to-door visibility

In today's global market, many decisions are made at the beginning of the supply chain, often outside regional markets where those freight moves will occur. Freight originators want greater transparency on their freight as it moves through the intermodal supply chain. It is important for intermodal drayage carriers to provide status updates for key shipment milestones. To meet these demands. carriers must be able to integrate seamlessly with customer systems and provide real-time visibility into container movements. As the trade environment becomes more complex, the ability to offer reliable, transparent services will be a key differentiator for carriers looking to grow and maintain their customer base.



Key container drayage operations processes and capabilities

Establishing a competitive advantage in the intermodal drayage market requires companies to master core foundational processes. This means executing key shipment processes and capabilities with consistent precision, timeliness, and adaptability. A high-performing operation excelling in these areas would demonstrate the following:

Winning, receiving, tracing, and scheduling

In a highly competitive market, drayage operators need to be responsive and precise to win business; and efficient and error-free in initiating and scheduling container moves.

Planning, executing, documenting, and tracking

During shipments, drayage operators must be able to effectively dispatch, track and carefully document critical container move milestones, while providing transparency to ensure on-time delivery and customer satisfaction.

Paying and getting paid

To maintain a healthy cash flow and strong relationships, operators must ensure they swiftly and accurately invoice customers while settling with drivers and carriers.

Managing assets and staying compliant

Fleet and equipment must be meticulously managed, with drivers operating safely and all activities remaining compliant with government and regulatory standards.



Rating and quoting



Orders



Container tracing



Dispatch



Documents



Container visibility



Invoicing



Settlements



Equipment



Compliance and safety

Key container drayage operations processes and capabilities

Winning, receiving, tracing, and scheduling



Rating and quoting

- Controls rates across operations and with individual customers.
- Ensures
 comprehensive
 quotes that
 include all fees
 and accessorials.
- Generates
 comprehensive
 quotes that
 carry through
 to invoicing.



Orders

- Offers drayagecentric order entry that includes container and carrier information.
- Has configurable workflows for import, export, and domestic intermodal shipments.
- Has order file import to avoid manual order entry.



Container tracing

- Tracks containers from pick-up through to delivery.
- Updated in real-time to handle inbound service inquiries and scheduling requirements.
- Monitors
 detention and
 demurrage
 deadlines to
 avoid fees.



Dispatch

- Leg-based dispatch planning and execution.
- Possesses driver management and visibility for easy driver selection that accounts for availability.
- Has customizable dispatch board displays and move types.



Documents

Planning, executing, documenting, and tracking

- Digitized
 documents from
 container pick-up
 through to proof
 of delivery (POD).
- Connects all documentation for each shipment and validates for missing documents prior to invoice generation.



Container visibility

- Proactively pushes notifications for key steps in the delivery to customers.
- Provides
 on-demand visibility
 for shipment
 progress in the TMS.
- Automates container status reports.

Key container drayage operations processes and capabilities

Paying and getting paid



Invoicing

- Automates line items costs to avoid manual invoicing.
- Ensures all required documents are included.
- Automatically validates invoices prior to issuing to limit discrepancies.
- Integrates with accounting systems.

Managing assets and staying compliant



Settlements

- Automates driver and carrier settlements to align with rates and completed shipments.
- Ensures all shipment documents have been provided.
- Automates settlements for single or multiple shipments.
- Integrate with accounting systems.



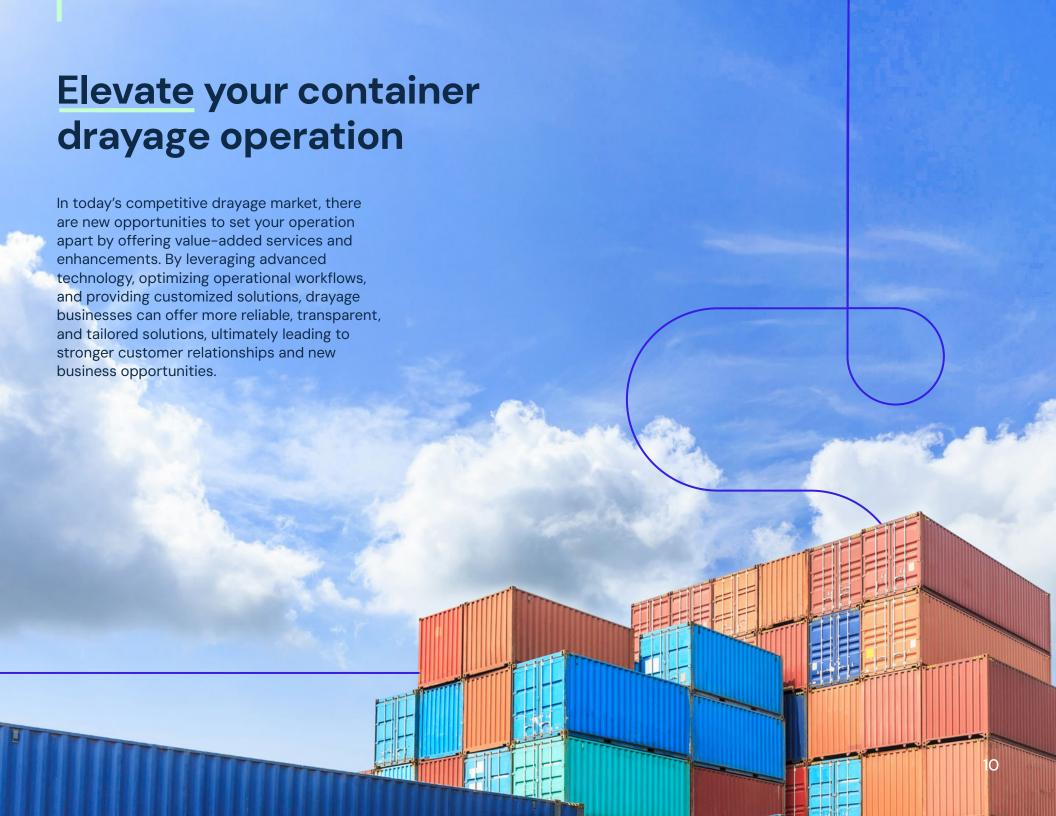
Equipment

- Knows where fleet power units, chassis and container assets are located and in use or available.
- Tracks expiry dates to keep equipment in service.
- Generates monthly equipment control reports.



Compliance safety

- Stores driver credentials and expiry dates and alert when invalid.
- Integrates with electronic logging device (ELD) providers for hours of service.
- Generates monthly safety reports.

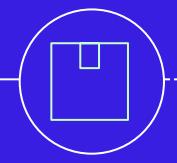


Digitalize rates, quotes, orders, and dispatching to win more business and efficiently initiate shipments.

WINNING, RECEIVING, TRACING, AND SCHEDULING

PLANNING, EXECUTING, DOCUMENTING, AND TRACKING







Digital rate management and quote generation

Many drayage companies spend too much time generating quotes on business they don't win. Too often, they don't account for all charges, or quote inconsistently. Invoicing quotes that missed fees creates headaches, delays payment, and strains customer relationships.

Digitally stored rates create a single source of truth for every zip code in your service area. Each rate needs to go beyond linehaul and fuel charges. Automating quote and RFP responses is faster and more consistent.

Digital customer order processing

Increasingly, customers require drayage companies to process their dray orders electronically. The ability to meet these demands enables higher customer retention rates and new customer win rates.

Start by using OCR and programming order automation to import PDF and CSV orders. Next, conform to EDI and API integration requirements. Higher levels of digital order processing will also improve productivity internally and improve data accuracy.

Real-time dispatch planning and execution

Many dispatch operations rely on manual workflows and outdated communication methods. These systems are not specific to drayage operations or customizable to unique business requirements.

Real-time planning with configurable workflows is crucial. Dispatch planning should include decision support that accounts for scheduled appointments, container free time, and driver availability to maximize efficiency and ensure precise execution of assignments.

Optimize driver interactions to improve dispatch, documentation, and shipment transparency.

A driver mobile app is no longer a nice-to-have for drayage operators. The container drayage market is highly competitive for both freight and drivers. Seamless dispatcher-to-driver interactions are important to not only increase shipment efficiency, improve visibility, and speed up invoicing and driver settlements, but it will help drayage carriers keep pace with the steadily growing freight market.

PLANNING, EXECUTING, DOCUMENTING, AND TRACKING







Streamlined communications and scheduling

There are a lot of time-consuming, back-and-forth communications scheduling moves. This can lead to frustrations and errors for both dispatchers and drivers.

With a driver mobile app, dispatchers assign loads to drivers in the TMS. Once the driver accepts, they are guided through workflows and prompted for information. In-app messaging allows drivers to communicate directly, in real time, without leaving the app.

Instant shipment documentation

There are several critical documents for each drayage move, from container pick-up to POD. Submitting these often mean a special trip to the office – not only wasting time and delaying invoicing but often resulting in loss or damage.

A driver mobile app allows drivers to capture documents and POD signatures and instantly upload them to the TMS, cutting down on office visits and speeding up time to invoice.

Real-time move visibility

Customers expect full transparency on shipments, and dispatchers need continuous updates to plan subsequent moves. Managing these updates through traditional methods like phone and text is overwhelming and inefficient.

A TMS that updates in real time as drivers progress through workflows allows dispatchers to easily monitor shipments. It provides instant visibility for addressing inquiries and can automate status alerts without manual intervention.

Automate wait times, tracking, and visibility for real-time shipment insights and updates.

PLANNING, EXECUTING, DOCUMENTING, AND TRACKING







Take control of wait times

Unexpected driver delays picking up or dropping off containers can reduce delivery speed. And when it exceeds the set amount of free time, it can be difficult to document and invoice, making getting paid a pain.

GPS and geofencing at terminals or yards can automatically track driver arrival and departure times. The timestamps can be included in invoices and settlements, reducing disputes and speeding up payments.

Automate container tracing

Tracking container movements across the complex intermodal network of marine and rail terminals is essential for scheduling pickups, monitoring deliveries, and providing timely updates to customers. Manual tracking, however, drains staff productivity.

Automating the tracing process through known container numbers in TMSs, connected to marine and rail terminals, improves tracking accuracy, enables real-time decisions and eliminates the need for manual effort.

Enhance customer container visibility

Drayage companies must provide flexible options for customers to track containers to avoid inbound customer service inquiries that consume time and strain relationships.

Automated email notifications for milestones and reports proactively informs customers on progress. Web portals provide on-demand access to deeper details and documentation. In addition, milestones and events can be fed instantly to customer systems through digital integrations.

Streamline invoicing and settlements for greater accuracy and accelerated payments.

PAYING AND GETTING PAID

Better manage storage and yard space.

MANAGING ASSETS







Process invoices digitally

Tracking costs is complex and can be incomplete or inaccurate. Missed charges can impact margins, and erroneous charges lead to discrepancies. Any delay in invoicing or approval slows payments.

Carefully configure all rating types and customize to customers and lanes. Use dynamic fuel surcharge for real-time costs. As legs progress ensure line-items include all types, adjustments, and fees. Digitally deliver invoices directly to accounts payable through EDI and API connection.

Automate driver and carrier settlements

Tracking driver and carrier pay is as equally complex for driver and carrier settlements. As such, they are prone to the same errors, omissions, and delays that can lead to over or under payments.

With leg-based dispatch operations, a specific driver is assigned to each leg that triggers a pay calculation by various methods. For owner operator or contractor pay, automated driver deductions are then calculated at the end of the pay period with a settlement statement.

Opt for on-demand yard storage

Inflexible equipment storage arrangement can reduce margins and increase lane expansion investment. Non-secure storage can put freight at risk for theft. Getting access to on-demand secure container storage will help maintain lane fluidity and protect margins.

Underutilized storage represents lost revenue and lower facility profitability. Managing equipment monetizing available yard space causes back-office headaches. Drayage operators can turn excess yard space into revenue by making excess space available for rent.

A road map to <u>optimizing</u> container drayage: best practices for success

Build a larger, more diverse container drayage operation with increased profitability to scale, expand lanes, and territories—all with reduced risk and investment.

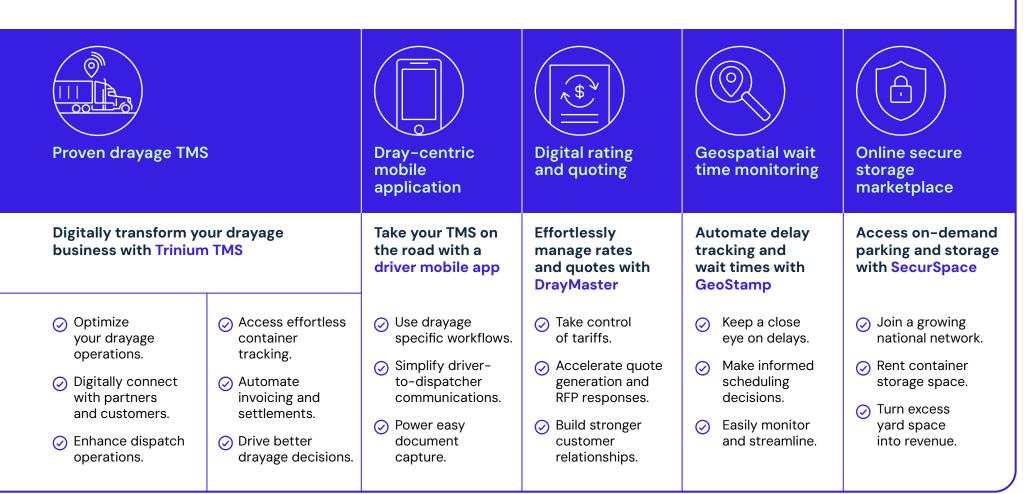
- Maximize resources and asset allocations
- Improve driver and dispatcher recruitment and retention
- Increase customer acquisition and retention

	Key performance indicator	Step 1	Step 2	Step 3	Step 4	Best practice
High-performing transportation management	Perfect core transportation management processes.					
	Driver-to-staff ratio	Digitalize customer order processing with OCR, EDI, or API technology for more accuracy and less manual effort.	Implement a driver mobile app and real-time dispatch planning for eff icient scheduling and routing.	Automatically track containers through shipments making it visible to customers to cut down on status reporting.	Adopt digital quote generation to the reduce effort responding to RFPs and win more business.	High-performing operators can increase performance by 50-100% and manage more drivers with fewer resources to increase revenue and drive higher company profitability.
	Driver-to-dispatcher ratio					
	Revenue per employee					
Optimized container shipment execution	Maximize the efficiency and revenue of every container move by reducing cost of goods and cost to serve.					
	Per diem spend on revenue (per \$1m)	Use digital rate management to accurately build tariffs, and automatically track and invoice costs.	Automate terminal and customer arrival and departure time to capture, document, and invoice for wait times.	Digitally process invoices and automate driver and carrier settlements to accelerate invoicing and payment.	Access on-demand storage to protect margins and turn excess yard space into revenue to maximize profitability.	Optimized operators can reduce shipments costs, accelerate invoicing, and recover more fees for better cash flow and a healthier bottom line.
	Order completion to invoice cycle					
	Accessorial recovery					

Enter a new era of container efficiency with CargoWise Landside

Excellence in container drayage starts with the right software.

Elevate your container drayage operations from rating and quoting to equipment and compliance management for maximum efficiency and success, all on one powerful platform.



Our suite of landside logistics solutions are built to power the movement of containers by road, by rail, and container exchange.

We're here to help solve the complex challenges you face every day so you can take advantage of new opportunities for scale and growth.



The future of landside logistics is here

We are deeply committed to revolutionizing landside logistics for imports and exports by addressing the intricate challenges faced by port and landside logistics communities. Our goal is to tackle these complex issues comprehensively and at scale, improving container movement efficiency between terminals, owners, and exporters.



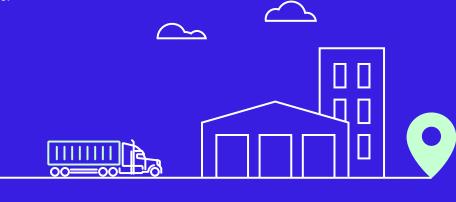
We are relentless about innovation

Our team of more than 3,300 people across 35 countries is changing the world of logistics one innovation at a time.



Empowering the logistics industry for 30 years

Across 181 countries, our software solutions help move goods around the world as quickly and efficiently as possible to make the supply chain faster, more productive, efficient, secure and reduce its impact on the environment. Our customers include over 17,000 of the world's logistics companies, including 45 of the top 50 global third-party logistics providers and 25 of the 25 largest global freight forwarders worldwide.



Learn more

Visit <u>Cargowise.com/landside</u> for more industry insights, additional tips on improving productivity, and information on CargoWise Landside's products for moving containers by road.

Get started

Ready to drive your drayage business forward? Want to see our technology in action? Discover how we are transforming landside logistics for imports and exports, addressing your daily challenges.

