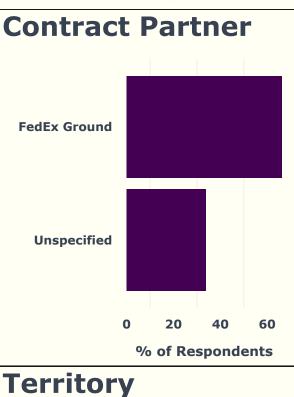
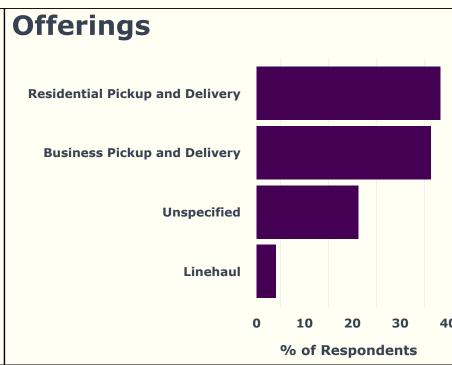
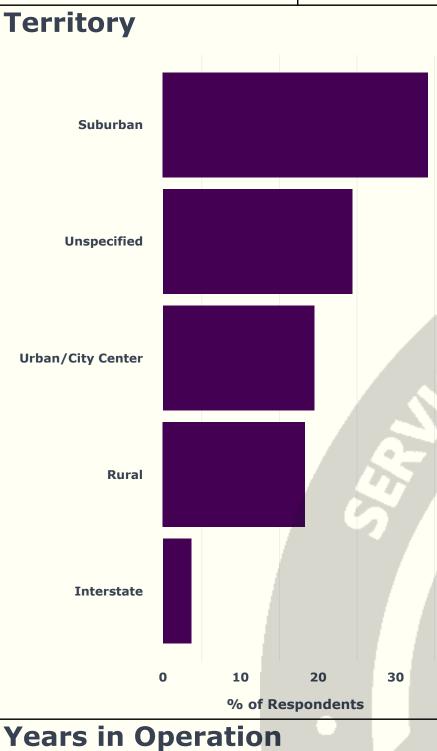
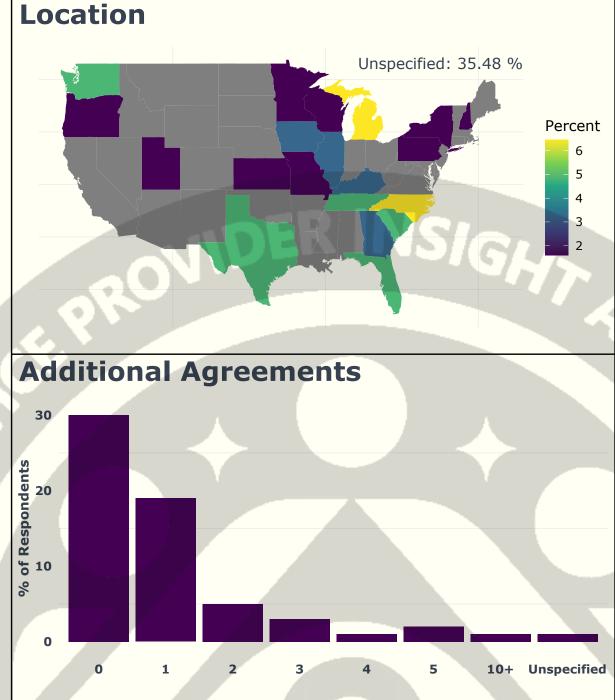
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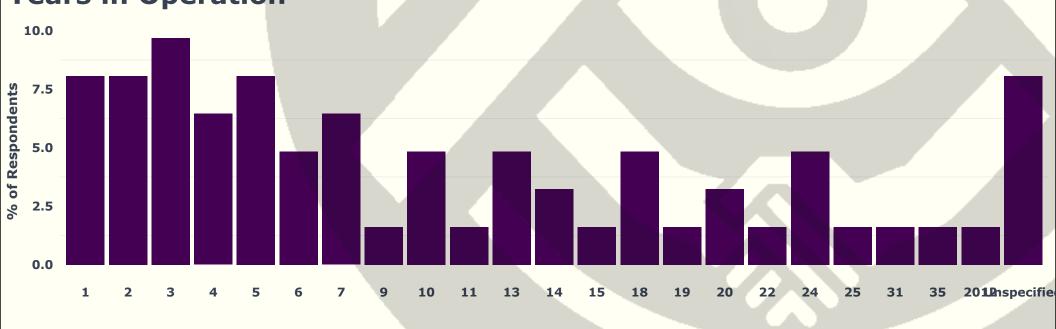






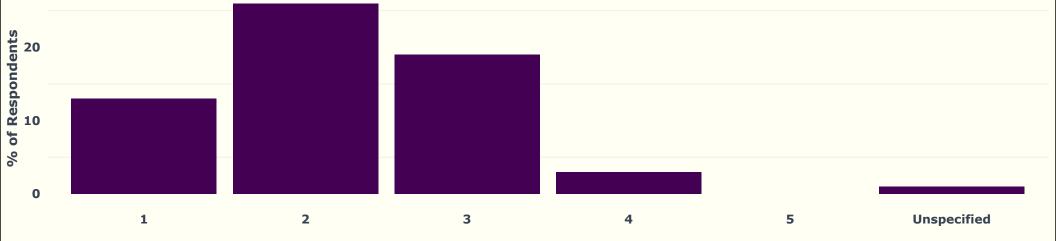


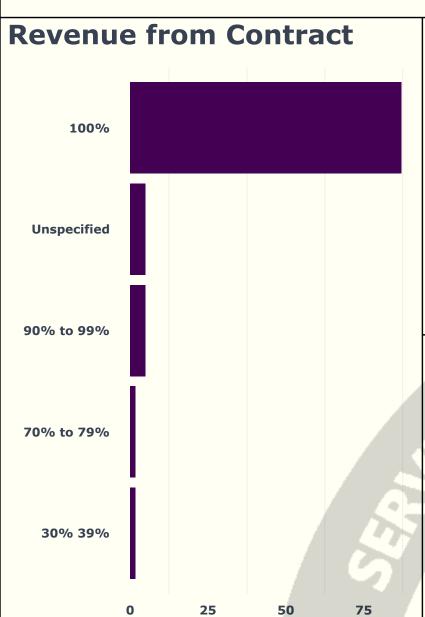




## **Financials**

## Financial Health Rating 1-Very Poor to 5-Excellent





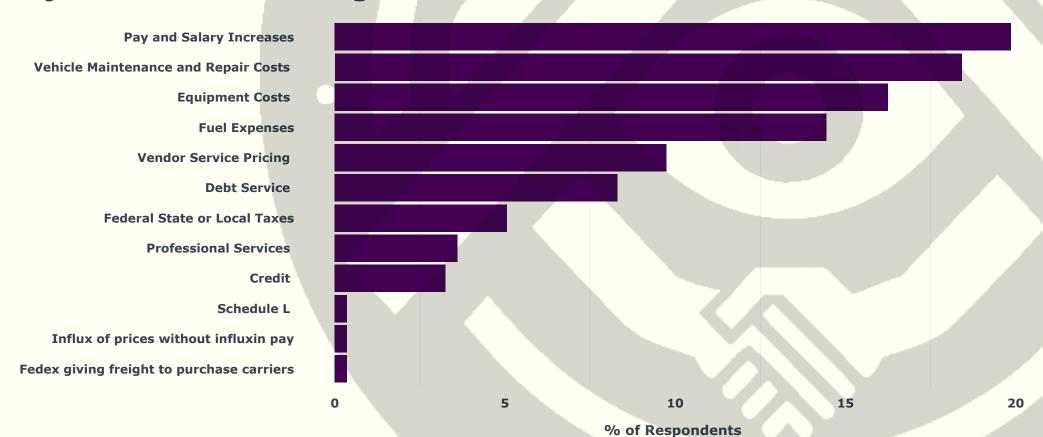


Remained Stable Don't Know

Unspecified

## **Major Financial Challenges**

% of Respondents



Increased

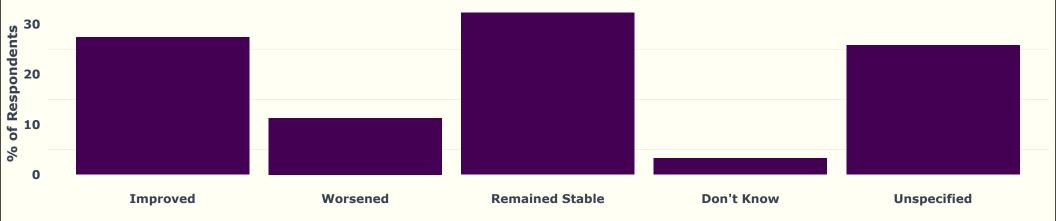
**Decreased** 

of Respondents

%

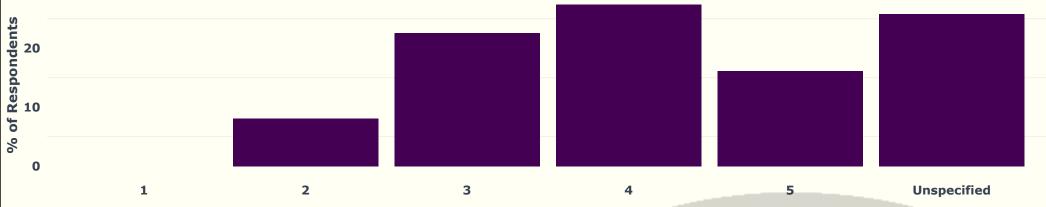
## **Operations**

### **Year-Over-Year Efficiency**

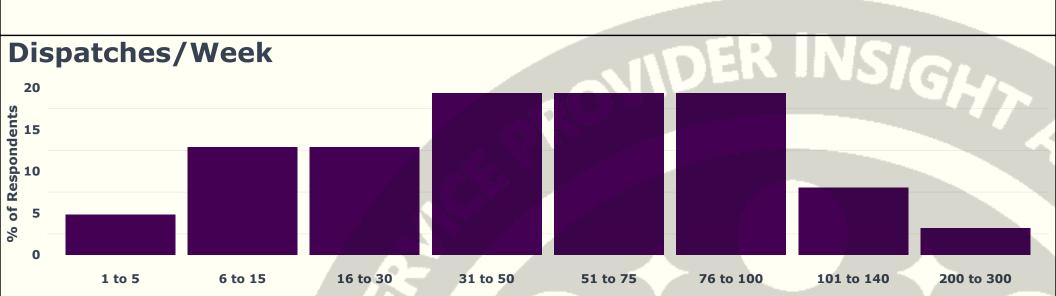


## **Current Efficiency** 1-Very Poor to 5-Excellent

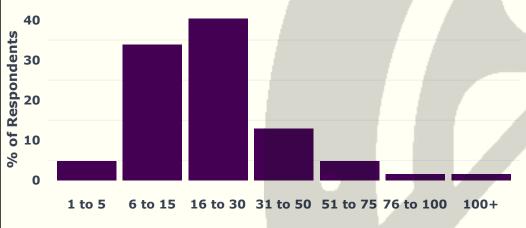




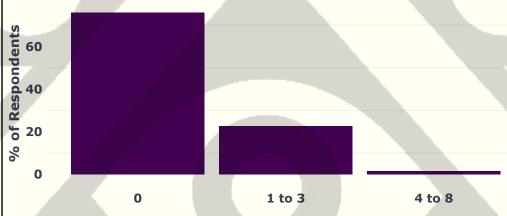
### **Dispatches/Week**



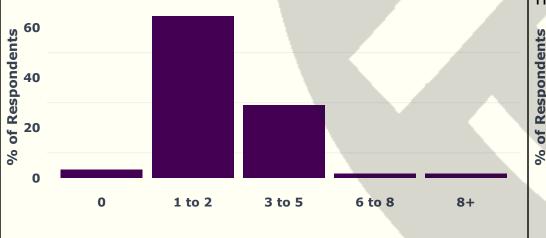
## **Drivers/Week**



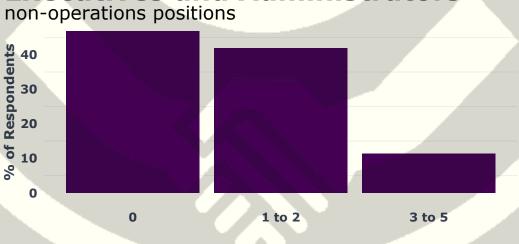
## **Helpers & Jumpers/Week**



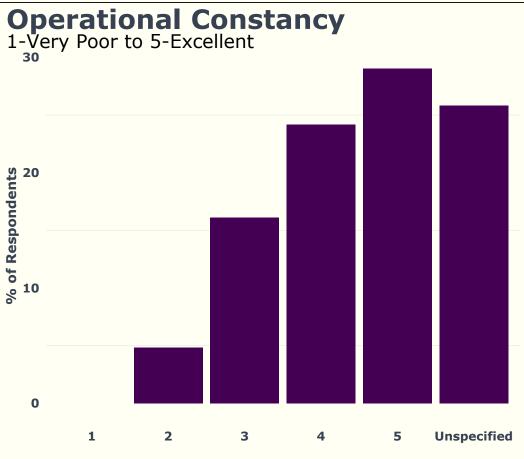
### Managers/Week

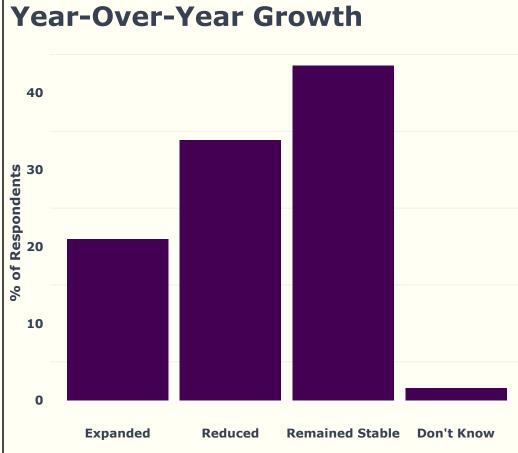


## **Executives and Administrators**

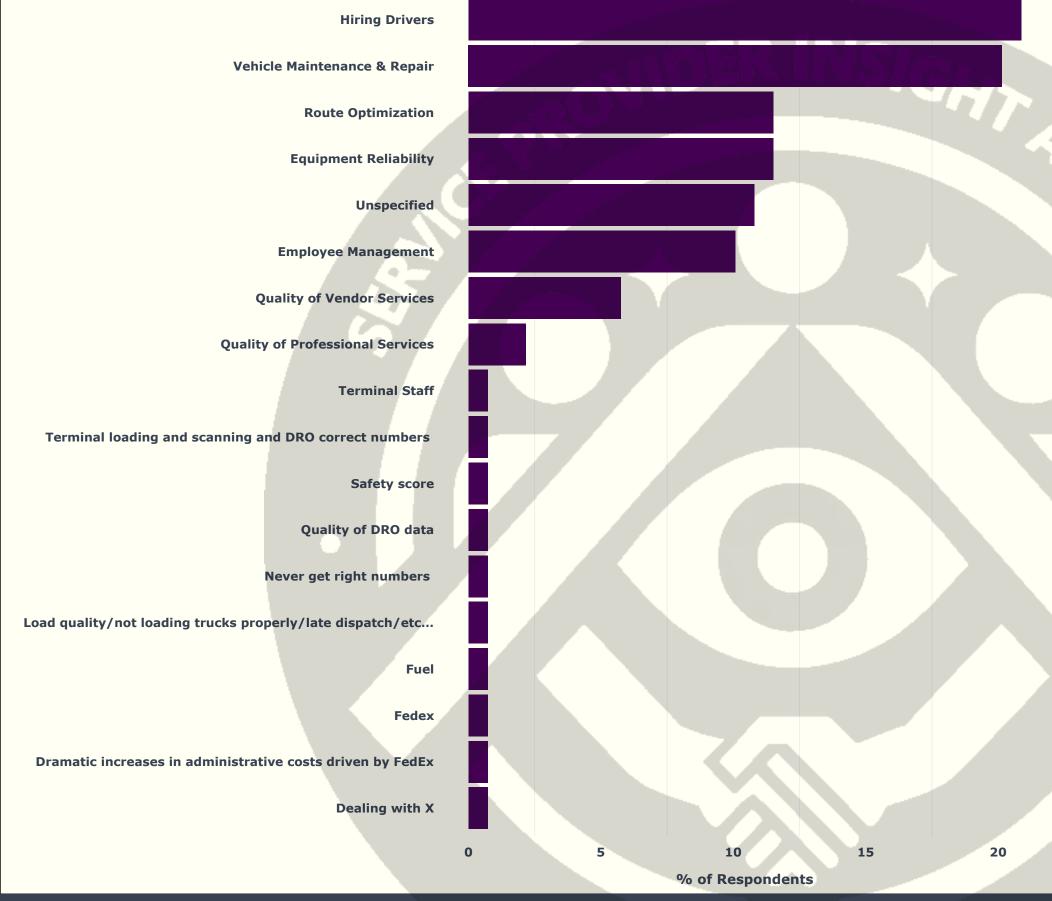


# Centract 2024 - Gurvey Operations 2024 - Qurvey

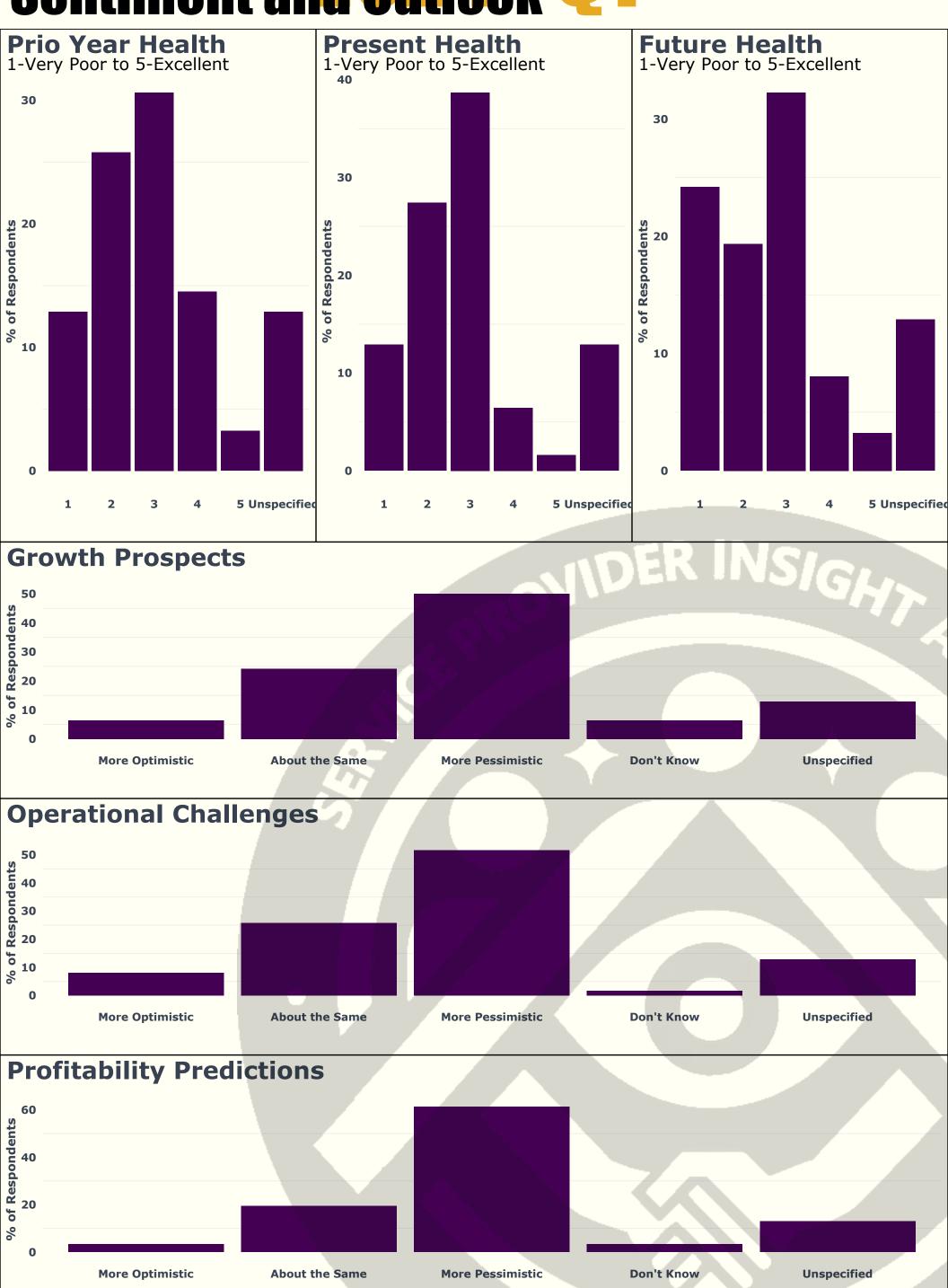




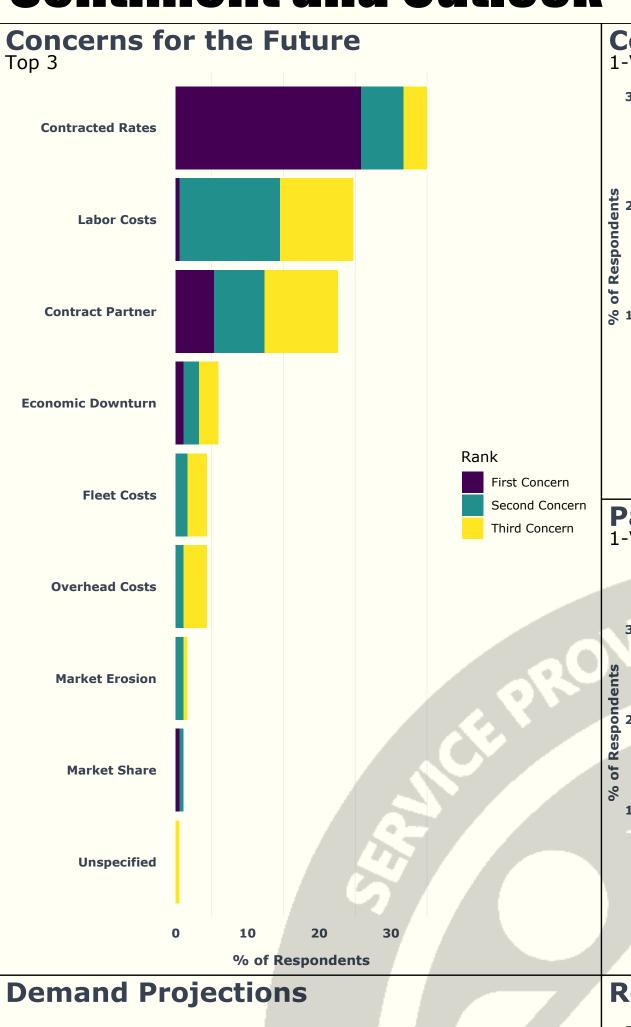
## **Operational Challenges**

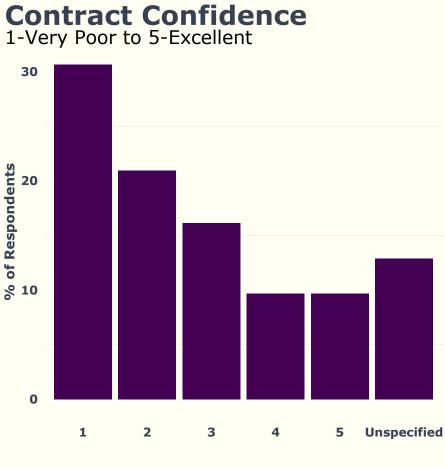


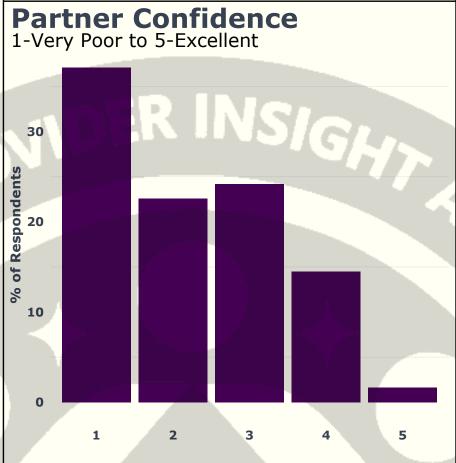
# Sentiment and Outlook Q UIVEY

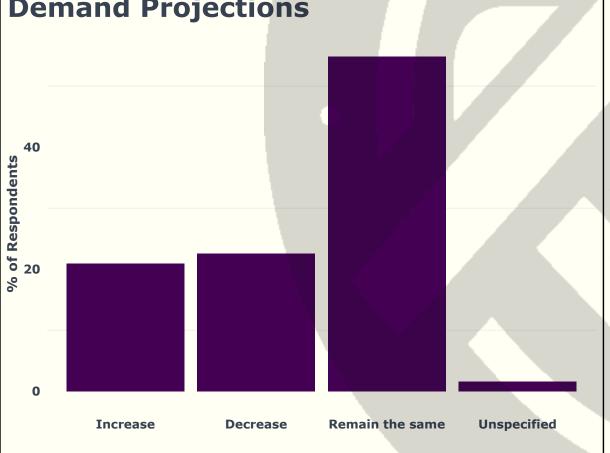


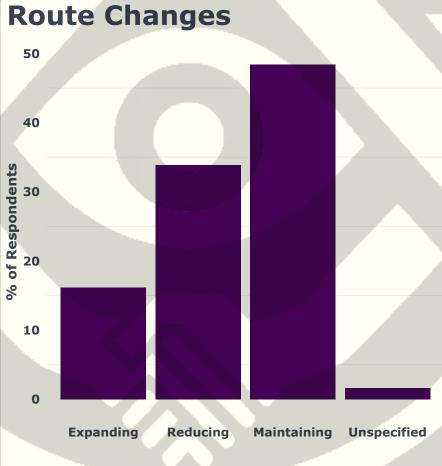
## Sentiment and Outlook Q<sup>2</sup> UITVGY











## Anecdotal Insights 4 - Quilly Control of the Contro

### **Challenges Faced**

What challenge have you faced and how did you address it?

"Our contracts have been reduced year over year across the board. One small contract, our revenue dropped almost 15%... We cannot fathom how [Contract Partner]could reduce all of our revenue when the cost of labor, fuel and equipment has gone up drastically."

Common experiences emerged around issues such as hiring, fleet maintenance, financial strain due to increased costs and reduced contract rates, and the challenge of maintaining profitability amidst these adversities.

The actions respondents have taken to address these challenges include hiring specialized staff such as fleet technicians and recruiting companies, shifting to alternative vendor agreements for better rates, leasing vehicles to manage upfront costs, and adjusting operational strategies such as scheduling and workforce management to improve efficiency and reduce dependency on unreliable factors.

rates hired COntractory run drivers business fedex lot entire ability 5 bad days fleet hiring company costs issues laborfuel constantly months employees negotiations keeping revenue package stop truck

Sentiment Pos

Frequency

**a** 2

**a** <sup>3</sup>

**a** 5

8

**a** 13

### **Success Stories**

What success have you recently achieved?

"Negotiated higher paying contract, on average \$0.57 per stop higher."

Respondents painted a picture of resilience and achievement despite the challenges they faced; With a notable emphasis on safety, operational excellence, and strategic growth.

Their achievements span a range of areas, including safety milestones such as "14 months no accidents," and operational successes like "Highest performing peak season as a company." Several Service Providers highlighted their success in achieving Gold status.

winners weeks
standpoints safetyrevenue status
short monthsmedalpast profitable
starting contractor selebration lot bankrupt generated putrid
bankrupt generated putrid
bankrupt generated putrid
20182 2023 excellent prior acquiring contract positive success Company proved pittsburgh trained participated successful

Neg

Sentiment

Frequency

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**a** 

13

## **Contract Improvements**

What is your suggestion to improve the relationship with your contract partner?

"[Contract Partner] needs to stop forcing regulation after regulation on contractors ... at a great monetary cost."

There is a broad consensus among Service Providers on the need for improvements in the relationship with their Contract Partner, with a strong focus on fairness, transparency, and financial viability.

### A need to:

- Eliminate inefficiencies.
- Understand how rates are calculated.
- Address the accuracy of volume projections.
- Be treated as true partners, not adversaries.
- Have fair contract terms with rates reflective of the economy.

ultimatum terminal tracking time regulation partner spent monetary question relationship negotiations formatexhausting opporunity peak road frustrating characteristics or cing processes compensated acceptance assist damrproperly joke amounts ability answer massive rely continuing additionally answers debt provide packages list company completing personnel sorting sorting money opportunity pend submit money pays submitting timeline station training unique

Sentiment Pos Neg

Frequency 2

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## Anecdotal Insights 4 - Q TUITVE Y

### **Industry Changes**

What will impact our industy in the next year?

"[Other shippers] will continue to take share from [Contract Partner] because they are more efficient and changing more rapidly for the future."

The responses to this survey question reflect a mix of apprehension and cautious optimism regarding the future of the logistics and delivery industry.

Key concerns and anticipated changes include:

- Integration of Contract Partner business segments.
- Electric Vehicles (EVs).
- Competition and Market Dynamics.
- Economic and Political Factors.
- Labor Market and Costs.
- Inflation.

volume profitability

positive CXPTESSups

positive CXPTESSups

professiona

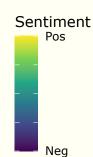
staff lot electricompanies financial termina
rapidly contract businessfedex share

rates coordinate change changing future

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Frequency

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8

**a** 13

### **Partnership Dynamics**

What is the relationship with your contract partner like?

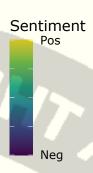
"We were asked to run contingency so we did...
[Contract Partner] missed several payments to us and when we did get paid, it was always the wrong amount... We took all of the risk and ended up breaking even."

Service Providers depict a range of experiences with their Contract Partners, revealing a complex relationship. A common topic is a sense of disillusionment and frustration, with feelings of being undervalued, unsupported, and at times, exploited.

Contractors express dissatisfaction with the lack of access to necessary support and transparent communication, feeling left to navigate challenges on their own.

Many respondents highlight the financial pressures they face, particularly due to inflation. The strain is exacerbated by operational inefficiencies which impact their ability to plan and execute their work effectively.

walked canners fedexrun unwilling payments ipads fedexrun unwilling power drivers Contingency sk worst shit floated communicated breaking inepttext missed contracts behavior dollars paid emailbrought 5 bail contract hours person business days fight record hurt contractor happen met tens manager ineptitude ran running weeks thousands wrong trucks



Frequency

**a** 2

**a** 3

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a

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13

### If only I had known...

What should everyone know about being a Service Provider?

"We work so hard to make things happen for [Contract Partner] and don't make great profits ... We bail them out all of the time and are met with a constant barrage of texts, phone calls, and email about equipment, service, and [Contract Partner]-specific requirements."

Service Providers underscore the demanding nature of the work, the misconception of it being a passive income venture, and the importance of having a solid operational and cultural foundation within their companies. They highlight the misunderstanding by the public, who often do not realize that they are small business owners not large and impersonal corporation.

The impact on personal well-being and relationships is a significant concern, with the business's financial and emotional stress leading to strains on marriages and personal lives.

risk prepared terrible
runfedeXemployeespeople
provide it's company leave
don'tday business dollar pay
mercycontract adjust community foot
contractor building can't cost driver's
means difficult
quickly contractors level parent
moneygrave owner
service rewards

Sentiment

Frequency

Neg

**2** 2

a <sup>2</sup>a <sup>3</sup>

a 5

a \*

**a** <sup>1</sup>