

* Over a period of 4 years Roadrunner Transportation purchased 6 Refrigerated Carriers
* A&A, Bruenger, Sortino’s, Big Rock, R&M and D&E
* The carriers continued to run under their previous name, DOT authority and leadership
* These carriers also used different accounting software, Transportation Management Systems, Logging devices and safety systems.
* RFP’s were handled individually, and the carriers competed against one another for freight lanes
* Only two of the carriers were barely profitable and four of the original owners were still in place running the companies
* Equipment was overvalued on balance sheet based on no clear depreciation schedule or equipment replacement schedule
* Safety was managed inconsistently between the different companies – high risk costs
* I was hired in 2016 to evaluate the entire refrigerated network and provide recommendations to the Board of Directors
* The position reported directly to the CEO of Roadrunner Transportation Systems
* Over a period of 3-4 months, put together a recommendation to combine 4 of the 6 companies into a single entity named Roadrunner Temperature Controlled.
* The remaining two companies were very unique closed loop operations, allowing them to operate profitably as independent companies
* Created the company name, Logo and marketing campaign for the new entity
* Worked with Legal team to change the name of our best performing DOT# to RRTS
* Hired a new CFO, Operations VP and contracted a forensic accounting team to move the companies to a shared accounting software
* Established shared KPI reporting by location and a single P&L with location breakout
* Selected the most efficient software for operational efficiencies
* Transitioned all 4 companies to the same TMS, ELD, HRLS, Billing software, equipment provider and scorecards.
* Put together a new streamlined RFP process under one sales and rating team
* Modified hiring areas to eliminate highest cost/lowest return hiring areas
* Redesigned freight network, driving down unbilled miles by 3% while increasing rates by over 6%
* Hired and established a single Risk management and loss prevention team
* Developed Equipment Life Cycle Management and realistic depreciation schedule
* Reduced trailer ratio as a result of the more disciplined freight network
* Unseated equipment dropped from almost 20% to less than 10%
* Profits increase significantly moving the 4 combined companies from a net loss to a profit just 6 months into the re-organization
* Roadrunner Temperature Controlled sold as a profitable organization to a Private equity firm.