



Halvor Lines



Benchmarking TC-05



Halvor Lines

How do we create PRODUCTIVITY out of non-driving personnel ??

Here's how "WE" do it...

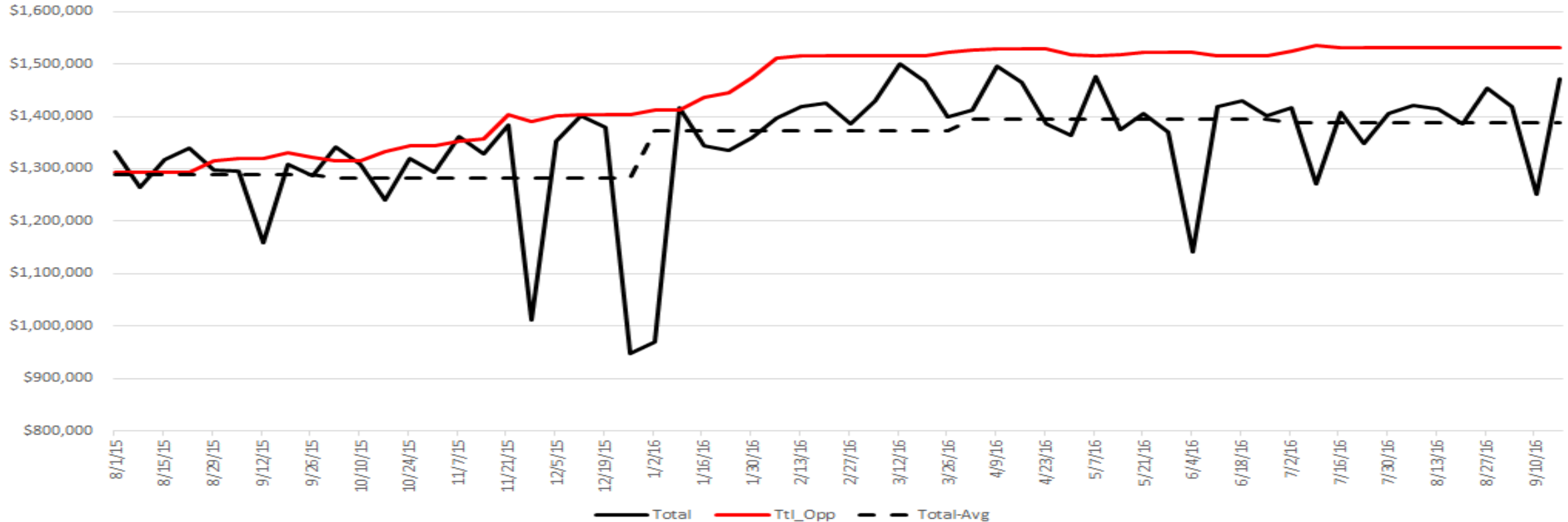
- 1) Results Focused - Employees want to "WIN"
- 2) Having SMART goals – Specific, Measurable, Achievable, Realistic, and Timely
- 3) Having Metrics to support our goals with Actual, Average, Goal, and Break-Even
- 4) Publication of weekly numbers creating competition amongst divisions and fleet managers



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Important to understand the “WHY”...
Between Red and Black Lines is our Opportunity !!

Revenue: LH+Acc Less FSC (Total)



Averages by Quarter

	Q1	Q2	Q3	Q4
2015	NA	NA	\$ 1,288,809	\$ 1,282,403
2016	\$ 1,372,541	\$ 1,395,326	\$ 1,388,803	NA
Delta			\$ 99,994	

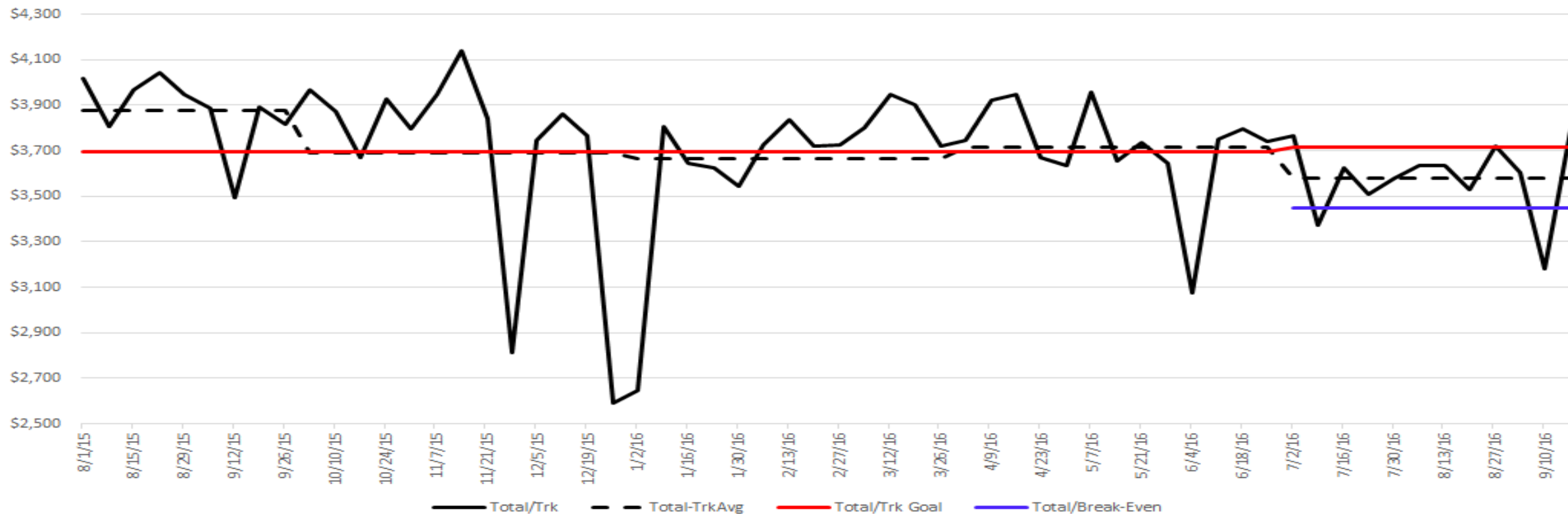
Revenue Per Week

9/17/16	9/10/16	9/3/16	8/27/16	8/20/16	8/13/16
\$ 1,471,616	\$ 1,250,469	\$ 1,419,180	\$ 1,454,608	\$ 1,386,351	\$ 1,414,276



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Rev Per Truck: LH+Acc Less FSC (Total) - Seated



Averages by Quarter

	Q1	Q2	Q3	Q4
2015	NA	NA	\$ 3,874	\$ 3,688
2016	\$ 3,664	\$ 3,714	\$ 3,579	NA
Delta			\$ (296)	

Goal Rev

Old
\$ 3,695
New
\$ 3,716

B/E RPT

\$ 3,450

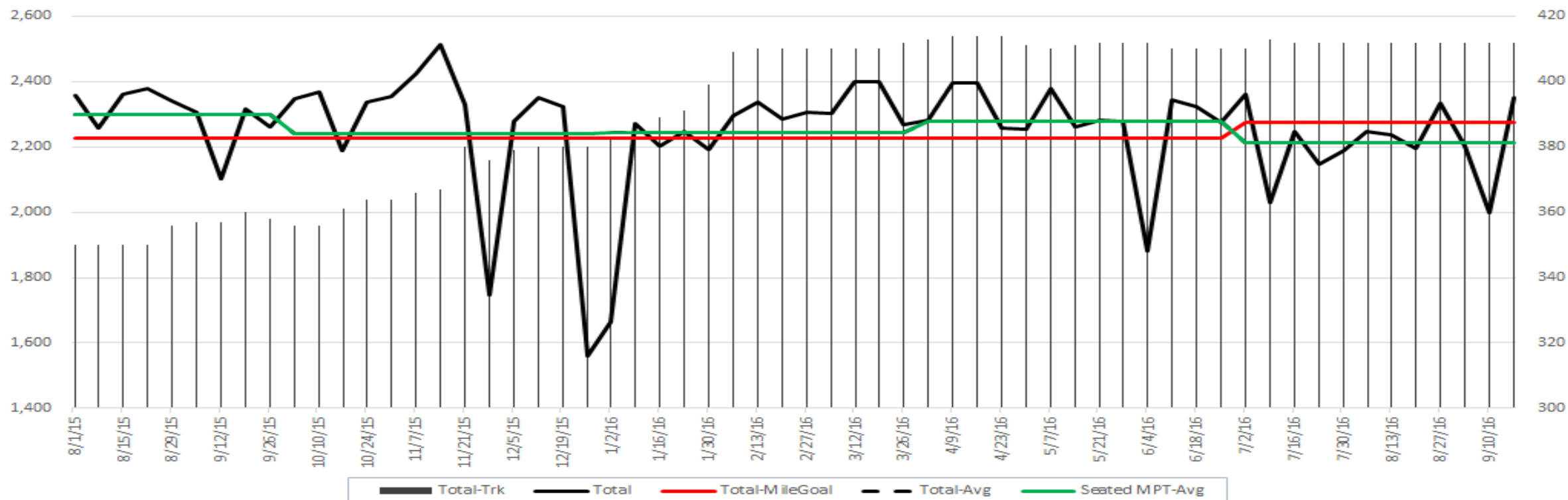
Revenue Per Truck

	9/17/16	9/10/16	9/3/16	8/27/16
Seated	\$ 3,793	\$ 3,182	\$ 3,602	\$ 3,720
Overall	\$ 3,572	\$ 3,035	\$ 3,445	\$ 3,531



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Miles/Truck Truck Count (Total Company) - Seated



Averages by Quarter					Goal Miles		Miles	Seated	Overall	Trucks
	Q1	Q2	Q3	Q4	Old	New	9/17/16	2,352	2,215	Aug15
2015	NA	NA	2,299	2,240	2,226	2,276	9/10/16	1,999	1,907	350
2016	2,244	2,278	2,212	NA			9/3/16	2,203	2,106	Current
Delta			(87)				8/27/16	2,335	2,216	412



Halvor Lines

Departmental Management Report (DMR)

	Week: 09.11.16 - 09.17.16						MTD: 08.21.16 - 09.17.16					QTR: 3rd Qtr (8 Weeks)												
<u>VAN</u>	<u>CY</u>	<u>PY</u>	<u>Goal</u>	<u>% CY-PY</u>	<u>% CY-Goal</u>		<u>CY</u>	<u>PY</u>	<u>Goal</u>	<u>% CY-PY</u>	<u>% CY-Goal</u>		<u>CY</u>	<u>PY</u>	<u>Goal</u>	<u>% CY-PY</u>	<u>% CY-Goal</u>							
Revenue \$'s (Net: FSC) - Division	🟡 \$	923,012	\$	787,053	\$	929,058	17%	-1%	🟡 \$	3,415,092	\$	2,987,509	\$	3,716,232	14%	-8%	🟡 \$	6,783,727	\$	5,936,293	\$	7,432,464	14%	-9%
Revenue \$'s (Net: FSC) - Fleet Mgr	🟡 \$	899,675	\$	768,060	\$	929,058	17%	-3%	🟡 \$	3,420,491	\$	2,968,056	\$	3,716,232	15%	-8%	🟡 \$	6,835,441	\$	5,985,535	\$	7,432,464	14%	-8%
Rev \$'s - Chad	🟢 \$	184,637	\$	201,395	\$	180,050	-8%	3%	🔴 \$	710,394	\$	750,582	\$	720,200	-5%	-1%	🔴 \$	1,438,871	\$	1,516,448	\$	1,440,400	-5%	0%
Rev \$'s - Andy	🟢 \$	193,963	\$	190,755	\$	190,853	2%	2%	🔴 \$	714,549	\$	728,666	\$	763,412	-2%	-6%	🔴 \$	1,410,644	\$	1,451,785	\$	1,526,824	-3%	-8%
Rev \$'s - Shelly	🟡 \$	180,092	\$	149,121	\$	190,853	21%	-6%	🟡 \$	718,760	\$	585,556	\$	763,412	23%	-6%	🟡 \$	1,403,835	\$	1,203,380	\$	1,526,824	17%	-8%
Rev \$'s - Thomas	🟡 \$	178,376	\$	143,186	\$	190,853	25%	-7%	🟡 \$	731,069	\$	614,890	\$	763,412	19%	-4%	🟡 \$	1,479,948	\$	1,283,950	\$	1,526,824	15%	-3%
Rev \$'s - Brady	🟢 \$	157,090	\$	83,602	\$	151,242	88%	4%	🟡 \$	524,345	\$	288,363	\$	604,968	82%	-13%	🟡 \$	1,063,102	\$	529,973	\$	1,209,936	101%	-12%
Rev \$'s - Corey	🟡 \$	5,517	\$	-	\$	25,207	0%	-78%	🟡 \$	21,374	\$	-	\$	100,828	0%	-79%	🟡 \$	39,042	\$	-	\$	201,656	0%	-81%
Revenue \$'s / Seated Truck (Net: FSC)	🟢 \$	3,702	\$	3,802	\$	3,601	-3%	3%	🔴 \$	3,501	\$	3,743	\$	3,601	-6%	-3%	🔴 \$	3,504	\$	3,779	\$	3,601	-7%	-3%
Rev / Seated Truck - Chad	🟢 \$	3,620	\$	3,949	\$	3,601	-8%	1%	🔴 \$	3,465	\$	3,679	\$	3,601	-6%	-4%	🔴 \$	3,484	\$	3,791	\$	3,601	-8%	-3%
Rev / Seated Truck - Andy	🟢 \$	3,879	\$	3,740	\$	3,601	4%	8%	🟢 \$	3,646	\$	3,625	\$	3,601	1%	1%	🟢 \$	3,645	\$	3,771	\$	3,601	-3%	1%
Rev / Seated Truck - Shelly	🟢 \$	3,602	\$	3,728	\$	3,601	-3%	0%	🟢 \$	3,612	\$	3,878	\$	3,601	-7%	0%	🔴 \$	3,554	\$	3,749	\$	3,601	-5%	-1%
Rev / Seated Truck - Thomas	🟢 \$	3,878	\$	3,671	\$	3,601	6%	8%	🟢 \$	3,788	\$	3,916	\$	3,601	-3%	5%	🟢 \$	3,874	\$	3,951	\$	3,601	-2%	8%
Rev / Seated Truck - Brady	🟢 \$	4,028	\$	3,981	\$	3,601	1%	12%	🔴 \$	3,361	\$	3,605	\$	3,601	-7%	-7%	🔴 \$	3,343	\$	3,464	\$	3,601	-3%	-7%
Rev / Seated Truck - Corey	🟡 \$	788	\$	-	\$	3,601	0%	-78%	🟡 \$	763	\$	-	\$	3,601	0%	-79%	🟡 \$	697	\$	-	\$	3,601	0%	-81%



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	Week: 09.11.16 - 09.17.16						MTD: 08.21.16 - 09.17.16					QTR: 3rd Qtr (8 Weeks)						
<u>VAN</u>		<u>CY</u>	<u>PY</u>	<u>Goal</u>	<u>% CY-PY</u>	<u>% CY-Goal</u>		<u>CY</u>	<u>PY</u>	<u>Goal</u>	<u>% CY-PY</u>	<u>% CY-Goal</u>		<u>CY</u>	<u>PY</u>	<u>Goal</u>	<u>% CY-PY</u>	<u>% CY-Goal</u>
Gross Margin \$'s - Division	🔴	\$ 130,848	\$ 145,246	\$ 139,062	-10%	-6%	🔴	\$ 447,933	\$ 563,069	\$ 556,248	-20%	-19%	🔴	\$ 912,232	\$ 1,131,894	\$ 1,112,496	-19%	-18%
Gross Margin \$'s - Fleet Manager	🔴	\$ 130,192	\$ 131,153	\$ 139,062	-1%	-6%	🔴	\$ 450,401	\$ 561,981	\$ 556,248	-20%	-19%	🔴	\$ 928,562	\$ 1,164,489	\$ 1,112,496	-20%	-17%
GM \$'s - Chad	🟢	\$ 31,102	\$ 37,628	\$ 26,950	-17%	15%	🔴	\$ 98,563	\$ 145,997	\$ 107,800	-32%	-9%	🔴	\$ 206,013	\$ 306,645	\$ 215,600	-33%	-4%
GM \$'s - Andy	🔴	\$ 23,315	\$ 32,982	\$ 28,567	-29%	-18%	🔴	\$ 92,640	\$ 139,963	\$ 114,268	-34%	-19%	🔴	\$ 192,532	\$ 292,596	\$ 228,536	-34%	-16%
GM \$'s - Shelly	🔴	\$ 23,047	\$ 25,547	\$ 28,567	-10%	-19%	🔴	\$ 93,911	\$ 107,426	\$ 114,268	-13%	-18%	🔴	\$ 193,873	\$ 231,052	\$ 228,536	-16%	-15%
GM \$'s - Thomas	🟡	\$ 27,210	\$ 20,174	\$ 28,567	35%	-5%	🔴	\$ 97,536	\$ 106,682	\$ 114,268	-9%	-15%	🔴	\$ 203,341	\$ 229,155	\$ 228,536	-11%	-11%
GM \$'s - Brady	🟢	\$ 24,293	\$ 14,821	\$ 22,638	64%	7%	🟡	\$ 63,283	\$ 61,913	\$ 90,552	2%	-30%	🟡	\$ 124,498	\$ 105,041	\$ 181,104	19%	-31%
GM \$'s - Corey	🟡	\$ 1,225	\$ -	\$ 3,773	0%	-68%	🟡	\$ 4,468	\$ -	\$ 15,092	0%	-70%	🟡	\$ 8,305	\$ -	\$ 30,184	0%	-72%
GM \$'s / Seated Truck - Division	🔴	\$ 538	\$ 719	\$ 539	-25%	0%	🔴	\$ 458	\$ 710	\$ 539	-35%	-15%	🔴	\$ 468	\$ 715	\$ 539	-35%	-13%
GM \$'s / Seated Truck - Fleet Manager	🔴	\$ 536	\$ 649	\$ 539	-17%	-1%	🔴	\$ 461	\$ 709	\$ 539	-35%	-14%	🔴	\$ 476	\$ 735	\$ 539	-35%	-12%
GM \$'s / Seated Truck - Chad	🟢	\$ 610	\$ 738	\$ 539	-17%	13%	🔴	\$ 481	\$ 716	\$ 539	-33%	-11%	🔴	\$ 499	\$ 767	\$ 539	-35%	-7%
GM \$'s / Seated Truck - Andy	🔴	\$ 466	\$ 647	\$ 539	-28%	-13%	🔴	\$ 473	\$ 696	\$ 539	-32%	-12%	🔴	\$ 497	\$ 760	\$ 539	-35%	-8%
GM \$'s / Seated Truck - Shelly	🔴	\$ 461	\$ 639	\$ 539	-28%	-14%	🔴	\$ 472	\$ 711	\$ 539	-34%	-12%	🔴	\$ 491	\$ 720	\$ 539	-32%	-9%
GM \$'s / Seated Truck - Thomas	🟢	\$ 592	\$ 517	\$ 539	14%	10%	🔴	\$ 505	\$ 680	\$ 539	-26%	-6%	🔴	\$ 532	\$ 705	\$ 539	-25%	-1%
GM \$'s / Seated Truck - Brady	🟢	\$ 623	\$ 706	\$ 539	-12%	16%	🔴	\$ 406	\$ 774	\$ 539	-48%	-25%	🔴	\$ 392	\$ 687	\$ 539	-43%	-27%
GM \$'s / Seated Truck - Corey	🟡	\$ 175	\$ -	\$ 539	0%	-68%	🟡	\$ 160	\$ -	\$ 539	0%	-70%	🟡	\$ 148	\$ -	\$ 539	0%	-72%
GM \$'s / Trailer - Division	🔴	\$ 177	\$ 219	\$ 177	-19%	0%	🔴	\$ 151	\$ 216	\$ 178	-30%	-15%	🔴	\$ 154	\$ 216	\$ 178	-29%	-13%



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	Week: 09.11.16 - 09.17.16					MTD: 08.21.16 - 09.17.16					QTR: 3rd Qtr (8 Weeks)				
VAN	CY	PY	Goal	% CY-PY	% CY-Goal	CY	PY	Goal	% CY-PY	% CY-Goal	CY	PY	Goal	% CY-PY	% CY-Goal
Trailer Count	740	662	740	12%	0%	740	651	740	14%	0%	740	656	740	13%	0%
Truck Count (Seated)	243	202	258	20%	-6%	244	198	258	23%	-5%	244	198	258	23%	-5%
Trk Ct Seated - Chad	51	51	50	0%	2%	51	51	50	0%	3%	52	50	50	3%	3%
Trk Ct Seated - Andy	50	51	53	-2%	-6%	49	50	53	-2%	-8%	48	48	53	1%	-9%
Trk Ct Seated - Shelly	50	40	53	25%	-6%	50	38	53	32%	-6%	49	40	53	23%	-7%
Trk Ct Seated - Thomas	46	39	53	18%	-13%	48	39	53	23%	-9%	48	41	53	18%	-10%
Trk Ct Seated - Brady	39	21	42	86%	-7%	39	20	42	95%	-7%	40	19	42	108%	-5%
Trk Ct Seated - Corey	7	-	7	0%	0%	7	-	7	0%	0%	7	-	7	0%	0%
Miles / Truck (Seated)	2,334	2,336	2,265	0%	3%	2,221	2,303	2,265	-4%	-2%	2,222	2,326	2,265	-4%	-2%
Miles / Truck - Chad	2,218	2,379	2,265	-7%	-2%	2,181	2,249	2,265	-3%	-4%	2,191	2,311	2,265	-5%	-3%
Miles / Truck - Andy	2,515	2,292	2,265	10%	11%	2,319	2,223	2,265	4%	2%	2,310	2,301	2,265	0%	2%
Miles / Truck - Shelly	2,315	2,288	2,265	1%	2%	2,294	2,403	2,265	-5%	1%	2,248	2,314	2,265	-3%	-1%
Miles / Truck - Thomas	2,422	2,336	2,265	4%	7%	2,399	2,457	2,265	-2%	6%	2,452	2,480	2,265	-1%	8%
Miles / Truck - Brady	2,509	2,426	2,265	3%	11%	2,160	2,148	2,265	1%	-5%	2,166	2,122	2,265	2%	-4%
Miles / Truck - Corey	452	-	2,265	0%	-80%	441	-	2,265	0%	-81%	403	-	2,265	0%	-82%



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	Week: 09.11.16 - 09.17.16						MTD: 08.21.16 - 09.17.16						QTR: 3rd Qtr (8 Weeks)					
FLAT	CY	PY	Goal	% CY-PY	% CY-Goal		CY	PY	Goal	% CY-PY	% CY-Goal		CY	PY	Goal	% CY-PY	% CY-Goal	
Revenue \$'s (Net: FSC) - Division	🔴 \$ 228,600	\$ 277,483	\$ 303,030	-18%	-25%	🔴	\$ 945,543	\$ 1,092,088	\$ 1,212,120	-13%	-22%	🔴	\$ 2,003,329	\$ 2,337,540	\$ 2,424,240	-14%	-17%	🔴
Revenue \$'s (Net: FSC) - Matt	🔴 \$ 276,885	\$ 326,039	\$ 303,030	-15%	-9%	🔴	\$ 1,066,244	\$ 1,236,426	\$ 1,212,120	-14%	-12%	🔴	\$ 2,178,613	\$ 2,586,776	\$ 2,424,240	-16%	-10%	🔴
Revenue \$'s / Seated Truck (Net)	🔴 \$ 3,692	\$ 3,928	\$ 3,885	-6%	-5%	🔴	\$ 3,554	\$ 3,747	\$ 3,885	-5%	-9%	🔴	\$ 3,631	\$ 3,931	\$ 3,885	-8%	-7%	🔴
Gross Margin \$'s - Division	🔴 \$ 41,371	\$ 71,918	\$ 56,628	-42%	-27%	🔴	\$ 141,927	\$ 245,451	\$ 226,512	-42%	-37%	🔴	\$ 342,475	\$ 573,088	\$ 453,024	-40%	-24%	🔴
Gross Margin \$'s - Matt	🔴 \$ 44,011	\$ 81,161	\$ 56,628	-46%	-22%	🔴	\$ 146,478	\$ 272,526	\$ 226,512	-46%	-35%	🔴	\$ 350,571	\$ 613,232	\$ 453,024	-43%	-23%	🔴
GM \$'s / Seated Truck	🔴 \$ 552	\$ 866	\$ 726	-36%	-24%	🔴	\$ 473	\$ 744	\$ 726	-36%	-35%	🔴	\$ 571	\$ 871	\$ 726	-34%	-21%	🔴
GM \$'s / Trailers	🔴 \$ 293	\$ 510	\$ 386	-42%	-24%	🔴	\$ 252	\$ 447	\$ 386	-44%	-35%	🔴	\$ 304	\$ 515	\$ 386	-41%	-21%	🔴
Profit \$'s	🟢 \$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢
Profit \$'s / Seated Truck (Net)	🟢 \$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢
Profit %	🟢 0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	🟢	0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	🟢	0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	🟢
Trailer Count	🟢 141	141	141	0%	0%	🟢	141	137	141	3%	0%	🟢	141	139	141	1%	0%	🟢
Truck Count (Seated)	🔴 75	83	78	-10%	-4%	🔴	75	83	78	-9%	-4%	🔴	75	82	78	-9%	-4%	🔴
Miles / Truck (Seated)	🟡 2,185	2,154	2,220	1%	-2%	🟡	2,120	2,068	2,220	2%	-5%	🔴	2,117	2,135	2,220	-1%	-5%	🔴
REEFER	CY	PY	Goal	% CY-PY	% CY-Goal		CY	PY	Goal	% CY-PY	% CY-Goal		CY	PY	Goal	% CY-PY	% CY-Goal	
Revenue \$'s (Net: FSC) - Division	🟢 \$ 315,353	\$ 242,998	\$ 298,984	30%	5%	🟢	\$ 1,223,684	\$ 974,978	\$ 1,195,936	26%	2%	🟢	\$ 2,418,937	\$ 2,029,292	\$ 2,391,872	19%	1%	🟢
Revenue \$'s (Net: FSC) - Shanette	🟡 \$ 294,579	\$ 212,369	\$ 298,984	39%	-1%	🟡	\$ 1,108,358	\$ 848,196	\$ 1,195,936	31%	-7%	🟡	\$ 2,207,641	\$ 1,715,485	\$ 2,391,872	29%	-8%	🟡
Revenue \$'s / Seated Truck (Net)	🟢 \$ 4,208	\$ 4,164	\$ 3,934	1%	7%	🔴	\$ 3,835	\$ 4,098	\$ 3,934	-6%	-3%	🔴	\$ 3,800	\$ 4,134	\$ 3,934	-8%	-3%	🔴
Gross Margin \$'s - Division	🔴 \$ 41,119	\$ 53,830	\$ 42,484	-24%	-3%	🔴	\$ 146,805	\$ 208,706	\$ 169,936	-30%	-14%	🔴	\$ 291,034	\$ 443,024	\$ 339,872	-34%	-14%	🔴
Gross Margin \$'s - Shanette	🔴 \$ 39,162	\$ 42,725	\$ 42,484	-8%	-8%	🔴	\$ 139,422	\$ 173,144	\$ 169,936	-19%	-18%	🔴	\$ 268,070	\$ 351,280	\$ 339,872	-24%	-21%	🔴
GM \$'s / Seated Truck	🟢 \$ 587	\$ 1,055	\$ 559	-44%	5%	🔴	\$ 508	\$ 1,008	\$ 559	-50%	-9%	🔴	\$ 501	\$ 1,068	\$ 559	-53%	-10%	🔴
GM \$'s / Trailers	🟢 \$ 462	\$ 727	\$ 440	-36%	5%	🔴	\$ 412	\$ 705	\$ 454	-42%	-9%	🔴	\$ 409	\$ 748	\$ 456	-45%	-10%	🔴
Profit \$'s	🟢 \$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢
Profit \$'s / Seated Truck (Net)	🟢 \$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢
Profit %	🟢 0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	🟢	0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	🟢	0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	🟢
Trailer Count	🟢 89	74	89	20%	0%	🟢	89	74	89	20%	0%	🟢	89	74	89	20%	0%	🟢
Truck Count (Seated)	🟡 70	51	76	37%	-8%	🟡	72	52	76	40%	-5%	🟡	73	52	76	40%	-4%	🟡
Miles / Truck (Seated)	🟢 2,589	2,501	2,370	4%	9%	🔴	2,326	2,434	2,370	-4%	-2%	🔴	2,315	2,458	2,370	-6%	-2%	🔴
TOTAL	CY	PY	Goal	% CY-PY	% CY-Goal		CY	PY	Goal	% CY-PY	% CY-Goal		CY	PY	Goal	% CY-PY	% CY-Goal	
Revenue \$'s (Net: FSC) - Division	🟡 \$ 1,466,964	\$ 1,307,534	\$ 1,531,072	12%	-4%	🟡	\$ 5,584,320	\$ 5,054,575	\$ 6,124,288	10%	-9%	🟡	\$ 11,205,993	\$ 10,303,125	\$ 12,248,576	9%	-9%	🟡
Revenue \$'s (Net: FSC) - All Fleet Managers	🟢 \$ 1,471,139	\$ 1,306,468	\$ 1,531,072	13%	-4%	🟡	\$ 5,595,094	\$ 5,052,678	\$ 6,124,288	11%	-9%	🟡	\$ 11,221,696	\$ 10,287,797	\$ 12,248,576	9%	-8%	🟡
Revenue \$'s / Seated Truck (Net)	🟢 \$ 3,792	\$ 3,888	\$ 3,716	-2%	2%	🔴	\$ 14,291	\$ 15,196	\$ 14,865	-6%	-4%	🔴	\$ 28,663	\$ 30,976	\$ 29,730	-7%	-4%	🔴
Gross Margin \$'s - Division	🔴 \$ 213,338	\$ 270,993	\$ 238,174	-21%	-10%	🔴	\$ 736,666	\$ 1,017,225	\$ 952,696	-28%	-23%	🔴	\$ 1,545,741	\$ 2,148,006	\$ 1,905,392	-28%	-19%	🔴
Gross Margin \$'s - All Fleet Managers	🔴 \$ 213,366	\$ 255,039	\$ 238,174	-16%	-10%	🔴	\$ 736,301	\$ 1,007,651	\$ 952,696	-27%	-23%	🔴	\$ 1,547,202	\$ 2,129,001	\$ 1,905,392	-27%	-19%	🔴
GM \$'s / Seated Truck	🔴 \$ 550	\$ 759	\$ 578	-28%	-5%	🔴	\$ 1,881	\$ 3,031	\$ 2,312	-38%	-19%	🔴	\$ 3,952	\$ 6,410	\$ 4,625	-38%	-15%	🔴
GM \$'s / Trailers	🔴 \$ 220	\$ 309	\$ 246	-29%	-10%	🔴	\$ 759	\$ 1,180	\$ 982	-36%	-23%	🔴	\$ 1,594	\$ 2,470	\$ 1,964	-35%	-19%	🔴
Profit \$'s	🟢 \$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢
Profit \$'s / Seated Truck (Net)	🟢 \$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢	\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!	🟢
Profit %	🟢 0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	🟢	0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	🟢	0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	🟢
Trailer Count	🟢 970	877	970	11%	0%	🟢	970	862	970	13%	0%	🟢	970	870	970	12%	0%	🟢
Truck Count (Seated)	🟡 388	336	412	15%	-6%	🟡	392	333	412	18%	-5%	🟡	392	332	412	18%	-5%	🟡
Miles / Truck (Seated)	🟢 2,352	2,318	2,276	1%	3%	🔴	2,222	2,268	2,276	-2%	-2%	🔴	2,219	2,304	2,276	-4%	-2%	🔴



The Road To Success: Creating Productivity and a Winning Mind-Set...

If you don't measure it you can't improve it...stats don't lie !!

Measures create **Competition** amongst teams...we all want to **WIN** !!

Create a **Compelling Scoreboard**, focus on **LEAD** measure's not **LAG** measures !!

Recognize small **WINs** within teams and **Celebrate** !!

Having **FUN** at work makes work not feel like a **JOB** !!

