



# 3PL Gets Industry-Leading Efficiency and Quality from Courier Network

## Grand Junction Software Platform Supports 40% Sales Growth While Reducing Operating Costs by 32%

Through years of trial and error, Ensenda, the “last mile” division of Transforce, built up a network of local delivery and courier companies across the U.S. and Canada and eventually found themselves working with hundreds of couriers in order to provide delivery services from 2-person scheduled to 1-hour “on-demand.” Managing the day-to-day operations of this vast courier network required a large number of service managers and field personnel. In order to provide customers visibility and manage quality, they found themselves circulating spreadsheets, checking couriers’ websites, getting data files (which were only from a handful of couriers, quite old and lacking detail), working the phones with drivers, and sending endless emails. Also, each of the different types of deliveries they were managing required slightly different information. “We had better visibility and performance than our competitors, but it required a significant number of people. In the end we only got better and faster at reacting,” said Chris Miller, General Manager and Vice President. “The customers were happy, but the number of quality issues to manage grew with the business.”

### Grand Junction Platform Empowers Couriers to Self-Manage Quality

Miller’s team evaluated software such as transportation management systems (TMS), but determined that no one off-the-shelf system was capable of addressing the unique challenges of managing couriers. What he ultimately needed was to implement five systems and services—a TMS, customer relationship management (CRM), business intelligence (BI) application, learning management system (LMS), and data exchange service. Buying and tightly integrating five systems was cost prohibitive and would have taken years. “When we took a step back, we realized that the problems all had to do with our folks having a lack of real-time, detailed information and the couriers lacking technology,” continued Miller. “In order to reduce costs and profitably scale, the couriers needed tools to better manage quality. Otherwise we would always have to hire more and more people to monitor and react, and more folks in the field to work directly with couriers on training and streamlining processes.”

Grand Junction’s technology platform is designed to allow a shipper to give its couriers tools that enable them to self-manage quality. Grand Junction’s ability to integrate with any dispatch or fleet management system for real-time delivery data—down to the driver, location and package levels—lays the foundation.



### Company Profile

- ▶ Last mile division of Transforce, a multi-billion dollar, publicly traded logistics company
- ▶ Network of hundreds of couriers across the U.S. and Canada
- ▶ Service offerings from 2-person scheduled to 1-hour “on-demand”

### Challenges

- ▶ Stale delivery data lacked detail to effectively communicate or take action
- ▶ Unable to diagnose root causes of quality issues and discover lasting solutions
- ▶ Difficulty controlling spend
- ▶ Rapidly growing customer base

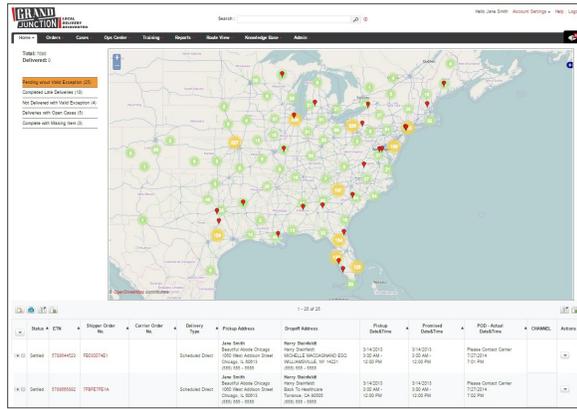
### Solution

- ▶ Grand Junction software platform

After implementing Grand Junction, things are very different for Ensenda and its customers from a quality perspective. Recently one of Ensenda's dispatchers received an automated alert from Grand Junction's platform that a customer was missing two items from a 12-item delivery. When they drilled down into the delivery, they could tell that the driver had accidentally delivered them to a different location. After a call to the driver, the customer received the missing items that same day. Meanwhile, Ensenda's service manager noticed the alert but drilled down into the issue history and saw that the courier had resolved everything. Ensenda's customer was able to see the alert too, allowing their customer service to proactively follow up with the end recipient to make sure they were satisfied. Two potentially unhappy customers satisfied, with no work on Ensenda, or their customer's, part.

Because Grand Junction allows couriers to self-manage quality with the shipper shifting into an exception-based approach to managing delivery, Ensenda was able to reduce its amount of personnel and significantly reduce operating costs. And when they won several very large accounts, increasing their business by nearly 40%, they did not need to hire more people. They had found a way to profitably scale. "Grand Junction is the single most powerful tool we have to increase margin, cost-effectively scale and maintain the highest level of customer service," stated Miller. "We have standardized service, communication, and operating processes across our customers' complex last mile networks and reduced our operating costs by 32%."

By capturing rich real-time delivery and service performance data, then layering in Grand Junction's business intelligence capabilities, now Ensenda can analyze and compare metrics across a broad range of couriers and categories, and identify trends that were impossible to spot before. "It used to be impossible to



*Grand Junction provides transportation management, customer relationship management, business intelligence, learning management and data exchange capabilities—everything needed to manage a local delivery program and courier network—in a single software platform.*

benchmark our couriers' performance against each other because there were no common metrics or reporting methods. Today we can quickly spot underperforming couriers, and even drivers, and make the necessary changes to maintain the delivery experience our customers want."

Using Grand Junction, Ensenda even manages the contract pricing for its courier network and identifies ways to simplify contract structures and reduce spend. And Grand Junction's reverse invoicing capability ensures error-free settlement and eliminates the invoice audit costs by automatically determining what the courier will be paid based on delivery specifics and sending the information to their A/P system. "Our customers enjoy the simplicity and predictability we provide for their budgeting processes. With Grand Junction, it all runs like clockwork. We don't have to key in invoices or debate with couriers about the correct invoice amounts, which means we can spend our time finding new ways to improve service, or bringing in new customers or couriers."

### Technology for the Future of Local Delivery

"The local delivery and courier industry is only going to get more complex as customer expectations evolve to include things like same-day store-front delivery. And because of the relatively low cost of entry and razor-thin margins, couriers will come and go. We need a way to maintain high

quality levels and understand the economics of each player. At Ensenda we have the expertise to help shape our customers' last mile strategies, and using Grand Junction we have the technology platform to manage this complexity."

### Results Achieved

- ▶ Reduced operating costs by 32%
- ▶ Decreased phone calls and emails with carriers and customers by 55%
- ▶ Real-time package and driver-level visibility
- ▶ Grew business by 40% without adding headcount

Contact our experts to learn how software can enhance the quality of your customer deliveries.



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