



HOW A \$200M MANUFACTURER TOOK CONTROL OF ITS NETWORK. AND KEPT IT.

THE CLIENT

A leading North American manufacturer and distributor of drilling and anchoring systems had built a sizeable U.S. distribution footprint, with three distribution centers and 28 shipping locations supporting inbound and outbound freight activity. As the business grew, transportation became harder to manage consistently across the network. What had once been a shipping function had become an increasingly important component of the business model, with real impact on customer satisfaction, cost, and the ability to scale. HTL Command was engaged to bring structure, cost control, and a platform to scale by managing all LTL transportation for the company.

BEFORE TAKING COMMAND

Before HTL Command stepped in, the manufacturer faced a common multi-site shipping problem. Transportation decisions were being made across too many locations without centralized control. Carrier selection and routing varied from site to site, and the same service need could be handled differently depending on local personnel and their preferences. Over time, those decentralized decisions created network-wide inefficiency.

Freight costs were volatile and difficult to explain. Service issues were handled reactively instead of systematically. Claims and exceptions consumed valuable labor hours, while accounting spent too much time reconciling invoices and buried in paperwork. Leadership had shipment data, but not the organized, location-by-location intelligence needed to see patterns, challenge assumptions, and improve the network. Freight was moving, but the process behind it was manual, fragmented, and more costly than it needed to be.

CLIENT PROFILE

INDUSTRY

Industrial Manufacturing

REVENUE

\$200M

NETWORK

**3 Distribution Centers
28 Shipping Locations**

SCOPE

Managed LTL Transportation

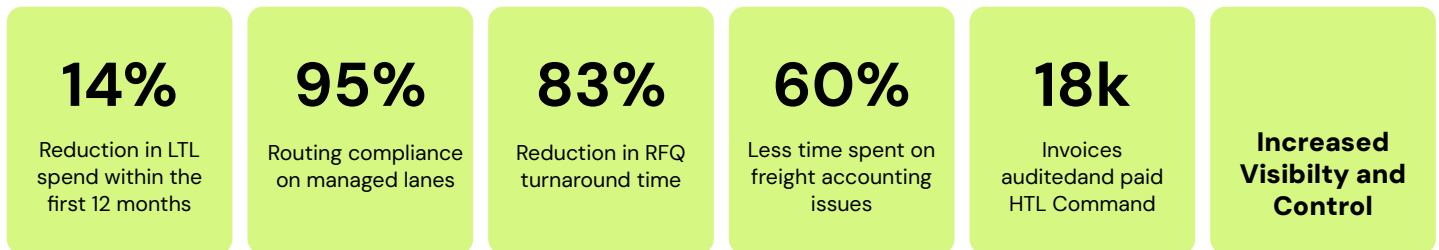
THE SCOPE

HTL Command implemented its Transportation Management program and assumed responsibility for all LTL transportation for the client. The engagement covered both inbound and outbound shipments and spanned all three distribution centers and 28 shipping locations. HTL Command was to become the operating layer between the shippers, vendors, suppliers, and carriers, developing the best cost-and-service routing options for the company's products. And create a single source of accountability for transportation decisions and issue resolution.

HTL Command was also engaged to implement a transportation management system that enabled centralized planning and execution, better shipment visibility, disciplined routing, and an efficient freight billing and audit processes. The TMS was also to give the sales organization access to real-time pricing for RFQs, help benchmark KPIs, codify shipping processes, and streamline back-office work through freight bill audit and pay.

AFTER TAKING COMMAND

Centralized transportation management delivered stronger cost control, faster response times, and a more scalable operating model.



WHAT CHANGED

Once transportation was centralized under HTL Command, the manufacturer gained a more disciplined and repeatable operating model. Routing decisions were no longer left to fragmented local practices. Shipments could be evaluated against defined cost-and-service criteria, claims and service issues had a clear owner, and management reporting created visibility by location.

That made it easier to identify underperforming areas, recurring service failures, and process gaps. Internal teams no longer had to absorb the full burden of day-to-day transportation coordination and exception handling. The organization moved from reactive execution toward a managed transportation program built on central planning, standardized workflows, and clearer accountability. By managing all LTL transportation for the company.

KEY RESULTS

Hard and soft cost savings across transportation, front office and Backoffice.

WHY THIS MATTERS

The bigger value was operating leverage, not just lower freight cost.

For a \$200 million industrial manufacturer, transportation could not scale through fragmented decision-making and manual execution. HTL Command gave the client the structure, accountability, data, and managed expertise needed to centralize procurement, improve day-to-day execution, assess the network in real time, and reduce administrative waste across both the front and back office.