

From Chaos to Control

A Rate Management Transformation for a Leading Furniture Importer

In the furniture industry, freight isn't just a cost center — it's a strategic lever. With oversized, low-density products sourced globally and shipped on tight seasonal timelines, logistics decisions shape both margins and customer satisfaction.

But for many mid-sized furniture companies, the freight function is still trapped in spreadsheets, scattered quotes, and last-minute escalations. That was the case for one North American importer managing hundreds of container loads per month — until they overhauled their approach with Ship Angel.

This case study isn't just about improving visibility. It's about transforming freight from a reactive burden into a source of operational control and financial clarity.

The Challenge

A privately held furniture brand, known for its fast-growing e-commerce and retail footprint, faced mounting complexity in its freight operations. With sourcing spread across Vietnam, China, and Eastern Europe — and delivery deadlines tied to seasonal promotions — even minor delays or cost surprises had ripple effects across the business.



Rate Fragmentation Across Modes

The company relied on multiple forwarders for ocean, LCL, and inland trucking — but each provided quotes in different formats. No single system stored these rates, and logistics managers were comparing options manually in Excel, with limited ability to validate surcharges or terms.



Missed Cost Recovery Opportunities

Despite a dedicated logistics team, overcharges often slipped through — from demurrage fees and accessorial creep to unexpected fuel surcharges. Audits were manual and infrequent, and contract terms were difficult to verify quickly.



Low Container Utilization

With products arriving from multiple suppliers per region, containers were routinely underfilled or shipped piecemeal. Consolidation planning relied on email threads and guesswork — creating both waste and cost.



Time Drain on Skilled Staff

Experienced logistics managers were stuck in repetitive tasks: chasing updated rate sheets, cross-checking forwarder invoices, and answering internal cost inquiries one by one. Strategic planning took a back seat.

These challenges weren't just logistical — they were eroding margins, delaying deliveries, and leaving the business exposed to freight volatility it couldn't fully see or control.

The Solution

The company implemented Ship Angel as a unified rate management and freight intelligence platform, beginning with core lanes from Asia to the U.S. West Coast.

1

Centralized Rate Repository

All freight contracts — ocean, LCL, and drayage — were ingested into Ship Angel's platform, creating a single, searchable source of truth. Teams could instantly compare lanes, validate surcharges, and ensure they were always using the best available rate.

2

AI Co-Pilot for Strategic Planning

With AI Co-Pilot, planners could simulate rate scenarios instantly — “What if we reroute 20% of Vietnam volume to India next quarter?” or “What will peak season surcharges do to our LA-to-Dallas dray costs?” The team used this to align purchasing and marketing with logistics constraints.

3

Amendment Guard for Contract Monitoring

Ship Angel's Amendment Guard flagged any contract updates — including new surcharge letters, accessorial changes, or GRI notifications. This gave the team real-time visibility into cost changes before they hit the invoice.

4

Invoice Auditing Automation

Using Ship Angel's invoice validation engine, every freight bill was checked against contractual terms — identifying discrepancies in real time. This recovered missed charges and served as a backstop against billing errors.

5

Container Utilization Tracking

The team began using rate intelligence and historical data to identify consolidation opportunities across suppliers and origin ports — improving load factors without increasing lead time.

The Results

\$1.7M

Annualized Freight Cost Avoidance

Through surcharge mitigation, better routing decisions, and invoice dispute resolution

1,200+

Team Hours Reallocated

From manual rate comparisons and invoice checks to strategic planning and supplier collaboration

93%

Reduction in Manual Rate Lookups

With all contract data consolidated and accessible by lane, mode, and cost driver

38%

More Containers Fully Utilized

Via improved consolidation tracking and forwarder comparison workflows

0

Unnoticed Contract Amendments

Every change now flagged and reviewed in real time

Beyond the Numbers

This company's logistics transformation was not just technical — it was cultural. With Ship Angel, freight went from opaque to transparent, from reactive to proactive.

The team moved faster. Decisions became data-backed. And cross-functional alignment — between sourcing, marketing, and logistics — finally became possible, because all parties shared a single source of truth.

Even amid ongoing freight volatility, the company could act confidently — knowing its freight operation was not just keeping pace, but setting it.

Conclusion

For this leading furniture importer, Ship Angel didn't just centralize rates. It unlocked a new mode of operating — one where every dollar, container, and decision was optimized.

In an industry where lead times are long, margins are thin, and delays are costly, clarity is no longer optional. It's a competitive advantage. And with Ship Angel, it's built in.

About Ship Angel

Ship Angel is a next-generation rate management platform built for direct shippers navigating today's complex logistics landscape. With tools like AI Co-Pilot, Amendment Guard, dynamic benchmarking, and full multi-modal support, Ship Angel turns disjointed rate sheets into actionable intelligence — helping companies avoid overpayments, regulatory risk, and operational delays. We work across ocean, air, and trucking to unify strategy and execution.

20.6M

Rates Processed

4.25M

**Port
Combinations**

3-5%

Average Savings

0

**Need for BPO
Centers**

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