

*“Manhattan solutions eliminate subjectivity from our decision-making and give us a global perspective across our entire network. That makes us more efficient.”*

Chris Clay, Director of Customer Service  
Celadon Trucking



**Headquarters:** Indianapolis, IN

**Terminals:** 12

**Manhattan solutions:**

[Manhattan Carrier™ \(Driver&Load®\)](#),  
[Drop&Swap®](#), [Fuel&Route®](#), [Profit Analyzer](#)

## Challenge:

Since a troubled global economy adversely affected longstanding customers and reduced overall freight volume, maximize efficiency and profitability of Manhattan systems already in place.

## Solution:

Train and motivate staff to full leverage capabilities of the Manhattan Carrier Driver&Load, Drop&Swap, Fuel&Route and Profit Analyzer solutions in order to maximize efficiency and profitability.

## Result:

Improved visibility and efficiency; reduced staff-to-driver ratio by 9%; reduced customer service staff more than 7.5% while handling increased business.

# Manhattan Carrier™ solutions keep Celadon trucking in high gear

**Even in a Down-Shifting Economy, Company Expansion Continues with Improved Efficiencies**

Indianapolis-based Celadon Trucking was founded in 1985 with 50 trucks, 100 trailers and a business plan to service Mexico's freight needs. Since then the company has undergone constant expansion and now operates more than 3,000 trucks in Mexico, the U.S. and Canada. With twelve terminals in three countries, its international presence has provided the company with a unique niche in the shipping industry. Its ability to transport loads from Montreal, Quebec to Mexico City without switching a trailer from one carrier to another resulted in approximately 150,000 annual border crossings and \$490.3 million in revenue in fiscal 2009.

In the face of the recent recession, many trucking companies have struggled to maintain their fleet levels or have actively tried to reduce them. Celadon, however, continued to successfully pursue its plans for ongoing expansion. This created challenges since some regular customers, like those in the automotive industry, drastically reduced their shipping volume. As a result, planners could no longer count on dozens of loads going in and out of Detroit on a daily basis, for example. Instead, they had to adapt to managing many different trucks in lanes all over North America.

### Manhattan Tools Help Navigate the New Economic Reality

As a long-term [Manhattan](#) client, Celadon already had the foundational tools in place for coping with—and making the most of—the difficult business environment. Yet even with Manhattan solutions installed, the transition to taking full advantage of their capabilities was slow because Celadon planners tended to stick with traditional methods of managing loads. Chris Clay, director of customer service, said, “They'd start out with a fresh piece of paper in the morning and start writing things down so they could keep up with what was happening in their areas throughout the day.”



*“The Manhattan system has given us a complete overview so that we know what all the trucks and all the loads are doing across our network.”*

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He went on to say that once planners had a list of priorities, they used [Driver&Load](#) to determine what trucks were available in a given area. “Then they’d manually pick the truck closest to the load. That took care of the immediate need, but didn’t take into account how one truck could have a ripple effect throughout our network. Elements like deadhead miles and scheduling could be affected on lanes that were hundreds, even thousands of miles away. Combined with the paper tracking, it wasn’t very efficient,” Clay explained.

To manage loads more proactively in the changing economy, Celadon management decided to make a concerted effort to use Manhattan’s features and capabilities more comprehensively. Numerous demonstrations were required to convince planners to relinquish their intuitive manual processes. “They’d question why the system recommended a truck that would rack up 200 deadhead miles to pick up a load when there was another one just 50 miles away. Then I showed them how the more obvious choice actually created 400 to 500 deadhead miles throughout the network. That helped them understand how Driver&Load provided a much more complete overview—and efficiencies and savings—system-wide,” Clay said.

## Optimization Solutions Deliver Benefits

By allowing Manhattan solutions to drive the decision-making process, Celadon has been able to streamline operations and realize numerous other benefits:

- Business has increased without the need to add additional planning personnel
- The ratio of administrative staff to drivers has been reduced by 9%
- The percentage of on-time deliveries continues to increase even as customer service staff has been reduced by more than 7.5%
- Load planners have each gained an additional hour/day to devote to other responsibilities, such as communicating with customers and monitoring trailer pools

In addition to these time management and network efficiency improvements, metrics provided by the Manhattan system have also provided greater corporate visibility. The latest upgrade, for example, allows management to review entire areas at once versus reviewing individual zones or states. This was previously a time-consuming manual procedure.

## Revved Up Efficiencies Steer Celadon Towards Increased Implementation

The results produced by fully leveraging Driver&Load have convinced Celadon to continue pushing for more comprehensive use of its existing Manhattan solutions. The next phase is expected to focus on [Drop&Swap](#) in order to optimize the process for addressing late trucks and their effect on timely deliveries across North America.

To summarize the company’s experience, Chris Clay said, “We used to spend a lot of time chasing our tails because we could only look at one truck and one load at a time. But the Manhattan system has given us a complete overview so that we know what all the trucks and all the loads are doing across our network.”

### Learn more about Manhattan Associates and our solutions:

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