



CASE STUDY / CLEARWATER PAPER

How Clearwater Paper Uses FourKites to Foster Collaboration and Efficiency Throughout Its Network



From “tender-a-load-and-forget-it” to a culture transformed

Based in Spokane, Washington, Clearwater Paper is a premier private brand tissue manufacturer and producer of high-quality paper products.

Clearwater Paper sought out a supply chain visibility solution in 2016 as a way to improve efficiencies, communication and collaboration throughout its network, including internal teams (sales, customer service, and accounting), external carrier partners and its customers. The company wanted to redefine its culture, long focused on “tender a load and forget it,” to one that provides a higher level of customer service and manages its operations proactively.

After evaluating numerous supply chain visibility providers, Clearwater Paper started its journey with FourKites in 2016.

Today, Clearwater Paper manages approximately 5,000 monthly loads on FourKites’ end-to-end supply chain visibility platform, including truckload, LTL and parcel.



Founded in 1900 as the Clearwater Timber Company in Lewiston, Idaho



From lumber mill to industry leader over 120+ year history



Operates 12 facilities across the U.S. and employs 3,000 people



\$1.8B in annual revenue



5,000 monthly loads



Truckload, LTL and parcel



Improved relationships with carriers



Eliminated manual communication



Increased customer satisfaction



Reduced detention charges



Improved relationships with carriers

Prior to deploying the FourKites platform, Clearwater Paper felt bogged down by home-grown technology that provided no tracking tools and very little communication with carriers, other than inquiries regarding production and shipper locations. Relationships between the company and its carriers suffered as a result.

Now, by having access to FourKites' real-time supply chain visibility technology, Clearwater Paper's yard, dock and warehouse personnel are armed with accurate, up-to-the-minute predictive ETAs regarding when a load will arrive, regardless of appointment time. This allows them to reassign available staff to the places they're needed the most and minimize delays.

The benefits of visibility extend to Clearwater Paper's carriers, as well, who report that what used to be a chore — sharing location data — has evolved into an opportunity to improve efficiencies. As a result, Clearwater and its carriers have built more positive relationships, as both sides work with shared data in an effort to benefit everyone.

“Now that we see each other as allies rather than adversaries, we work together and doing so benefits all, including the shipping and receiving customers.”

MONICA LYGHEIM
SWIFT TRANSPORTATION
VALUED CARRIER FOR CLEARWATER PAPER



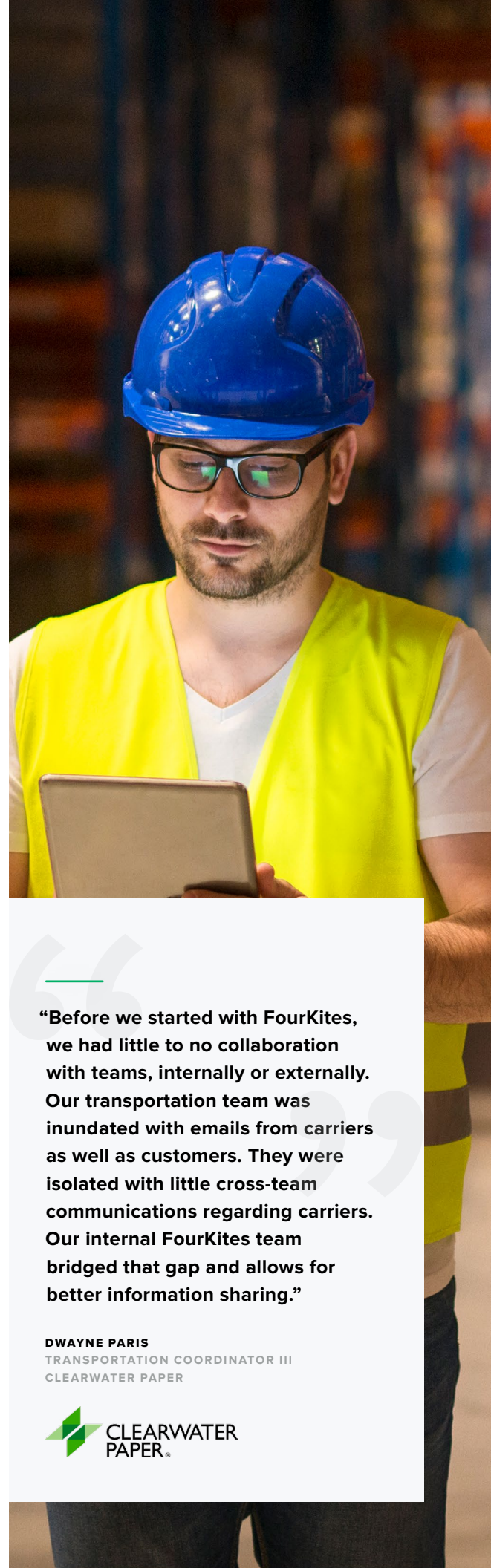
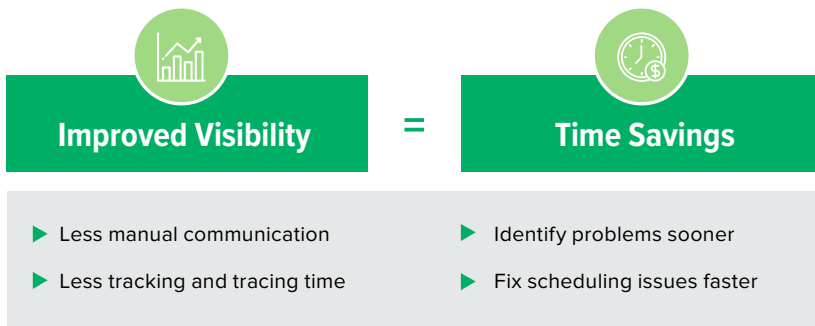
How carriers benefit from improved visibility:

- ▶ More accurate ETAs
- ▶ Fewer manual check calls
- ▶ Reduced dwell times
- ▶ More productive on the road

Eliminating manual communication, boosting collaboration

FourKites' real-time supply chain visibility platform has helped Clearwater Paper drastically reduce time spent on manual communication and tracking processes. In addition, the platform's advanced machine learning ETA predictions have enabled the company to proactively manage the expectations of sales, customers and carrier organizations.

Improving communication across the board has increased the collaboration of internal and external stakeholders. As tracking visibility increased and reliance on manual tracking and reactive communication waned, the team has been able to identify problems sooner and address scheduling issues for carriers more quickly.



“Before we started with FourKites, we had little to no collaboration with teams, internally or externally. Our transportation team was inundated with emails from carriers as well as customers. They were isolated with little cross-team communications regarding carriers. Our internal FourKites team bridged that gap and allows for better information sharing.”

DWAYNE PARIS
TRANSPORTATION COORDINATOR III
CLEARWATER PAPER





Improved service and relationships with customers

Prior to the implementation of the FourKites platform, communication between Clearwater Paper and its customers was subpar, with most interactions limited to reactive conversations between customers and the sales team when issues arose.

But as communication with carriers improved, Clearwater Paper developed better communication and working relationships with its customers as well.

“Prior to FourKites, there was little to no reliability in the information we were providing to customers. Now, our FourKites tracking and tracing team is able to get ahead of loads, deal with customer issues and have taken a lot of pressure off the Customer Service team, as we are now able to make rapid and concise responses, providing best-in-class communications to our customers.”

JULIE STREET
CUSTOMER SERVICE
CLEARWATER PAPER



How customers benefit from improved visibility:

- ▶ Live-tracking dashboards enable transparency and self-service for inquiries
- ▶ Proactive monitoring and communications tools help manage expectation
- ▶ Customers are able to optimize their inbound operations despite shifts in schedule

Simplifying the claims process and mitigating detention charges

While improving service for carriers and customers was a key reason to adopt the FourKites solution, enhancing communication, gaining efficiencies and transforming the culture internally were also paramount for Clearwater Paper.

To accomplish this goal, the Clearwater Paper team continues to work inside the FourKites platform daily to resolve billing, detention, customer service, shipping, EDI and communications bottlenecks. The team also provides a direct link to Clearwater’s manufacturing teams to help ensure on-time appointment scheduling.

Bottlenecks resolved via FourKites:



Billing



Shipping



Detention



EDI



Customer Service



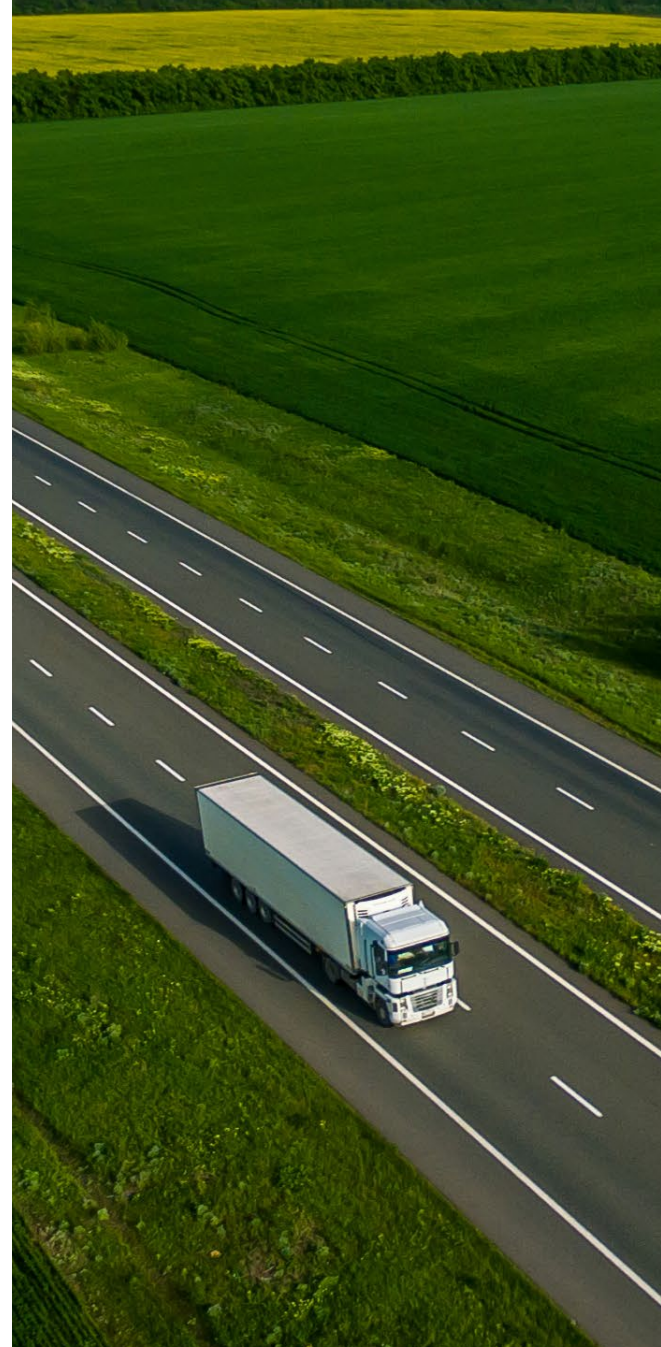
Communication

When detention charges from unavoidable delays do arise, FourKites technology makes it easy for the company’s claims and collections staff to validate charges. The system provides a single source of truth using status event updates collected throughout the life of the load, thereby eliminating the “he said/she said” disagreements that often occur between claims personnel and carriers.

By evolving with the platform, Clearwater Paper continues to save money by avoiding and appealing fines and reducing detention.

“Collaboration with FourKites has resulted in quicker turnaround to identify whether fines were due to carrier fault, production or Clearwater error. It’s great to know we have an extra resource to assist us when needed!”

ANNE NELSON
COLLECTIONS AND CLAIMS SPECIALIST
CLEARWATER PAPER



Community elevates success with visibility

One reason why Clearwater Paper has had such success with visibility is because the company was one of the first customers to embrace FourKites technology. A shared commitment to progress, along with ongoing support from the FourKites team and shipper community, helped the company transition from “home grown technology” to the improved visibility it enjoys today.

Leaning on FourKites staff and customer programs has been key for overcoming challenges along the way. Clearwater Paper works closely with FourKites customer success managers, actively participates in customer feedback calls and the FourKites Ambassador Program. Clearwater Paper’s Dwayne Paris believes extending collaboration to other shippers in the FourKites community benefits everyone by driving product innovation and education.

While Clearwater Paper has improved efficiencies and realized time and money savings, the company doesn’t measure success solely by charts and numbers. The company measures success by the vast improvement in collaboration across teams and the evolution of culture FourKites has helped enable.



Golden Kite
AWARDS

The annual Golden Kite Awards celebrate the hard work and success of FourKites customers, recognizing achievements across several categories of operational excellence with real-time visibility. Clearwater Paper’s achievements gained them recognition as finalist in the Golden Kite Awards’ collaboration category, which focuses on breaking down internal and external silos within a company’s networks.

“The open dialogue between Dwayne and I has been the key to getting to the root of the issues and finding ways to get them resolved. Our partnership has been a fantastic learning experience and shows that a little collaboration can go a long way to get things done and create value for our customer.”

GRACE LELAND
CUSTOMER SUCCESS MANAGER
FOURKITES.





About Clearwater Paper



Clearwater Paper is a premier supplier of private brand tissue to major retailers, including grocery, club, mass merchants, and discount stores. In addition, the company produces bleached paperboard used by quality-conscious printers and packaging converters, and offers services that include custom sheeting, slitting, and cutting. Clearwater Paper's employees build shareholder value by developing strong relationships through quality and service. For additional information on Clearwater Paper, please visit www.clearwaterpaper.com.

About FourKites



FourKites is the largest predictive supply chain visibility platform, delivering real-time visibility and predictive analytics for the broadest network of Global 1000 companies and third-party logistics firms. Using a proprietary algorithm to calculate shipment arrival times, FourKites enables customers to lower operating costs, improve on-time performance, and strengthen end-customer relationships. With the largest proprietary network of GPS/ELD device partnerships, FourKites covers all modes, including truckload, LTL, ocean, rail, intermodal, last mile, and parcel. The platform is optimized for mobile and equipped with market-leading end-to-end security. To learn more, visit <https://www.fourkites.com/>.

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