

Redefining *the* Road

Edition 2 | 2019

The official magazine of the Women In Trucking Association

INSIDE...

 WOMEN IN TRUCKING
2019 TOP WOMAN-OWNED BUSINESSES

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FAMILY BUSINESS



 MANAGING
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Woman in Logistics

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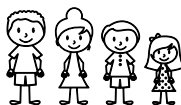
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How Can You Be More Involved in Women In Trucking?



Ellen Voie, CAE, President & CEO,
Women In Trucking Association, Inc.



Members often ask how they can become MORE proactive in supporting Women In Trucking (WIT) and our mission.

We love this question, because we depend on volunteers to help grow and improve the organization. Here are a dozen ways you can get involved.

1. **Social media.** Follow us on Twitter, Facebook, LinkedIn and Instagram. (Be sure to “like” and “share”!) Look for our weekly e-newsletter too.
2. **Engage.** Access our online platform, *Engage*, from our website to connect with other WIT members. Be visible and active to help build this community.
3. **Members Only.** Find discounted products and services on the Members Only section of our website and reach out to these vendors.
4. **Monthly webinars.** Participate in our monthly webinars and share the links with your colleagues. Consider providing a webinar as well.
5. **Mentor Match program.** We are always looking for new mentors and mentees. For more information, see the Resources tab on our website.
6. **Task force.** Serve on one of our task forces that focus on specific issues for discussion, industry insight or just brainstorming.
7. **PDC program.** Learn about the Professional Development Certification (PDC) program, a resource for professional accreditation. WIT members can explore the first module for free.
8. **Girl Scout event.** Consider hosting a Girl Scout event to introduce young girls to the importance of the trucking industry. We'll help you get started!
9. **Industry events.** If you attend any industry trade shows or conferences where WIT will be exhibiting, help us at a booth or presentation.
10. **Accelerate! Conference & Expo.** Get involved with this dynamic annual event as an attendee, an exhibitor or a sponsor. You're sure to find it a rewarding experience.
11. **The Salute.** Female CDL holders can join us at the Mid-America Trucking Show (MATS) each March for our Salute to Women Behind the Wheel celebration for our drivers.
12. **Our magazine.** Read our award-winning magazine, *Redefining the Road*. Published three times per year, it covers a range of topics related to gender issues in transportation.

There are many ways to support Women In Trucking. To learn more, contact Carleen Herndon at services@WomenInTrucking.org.

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Woman-Owned Businesses are Alive and Kicking It!



**Brian Everett, ABC
Group Editorial Director and Publisher
Redefining the Road magazine**

Within the Women In Trucking (WIT) community, we hear amazing stories of growth and success from woman-owned businesses and the hundreds of companies and government entities who do business with them. For many, entrepreneurship has become a viable means of economic self-sufficiency, and many women are choosing an enterprise connected to transportation to be part of their career aspirations.

These companies are making a tremendous difference on the economy and in the lives of many. In fact, woman-owned businesses employ 9.2 million people (which is 8 percent of the total private sector workforce), and they generate \$1.8 trillion in revenue (which is 4.3 percent of the total private sector revenue).*

Because part of WIT's mission is to recognize accomplishments of women in the industry, we're pleased to bring you this edition of *Redefining the Road* magazine that highlights our 2019 Top Woman-Owned Businesses in Transportation. Criteria used to identify qualified applicants include majority ownership by women, financial stability and growth, innovation, and entrepreneurial spirit of women owners. Each company was nominated and chosen based upon business success and accomplishments – including those related to gender diversity.

* Source: 2018 State of Women-Owned Business Report by American Express.

Several of those making the list are relatively new companies, which makes sense given the fast-developing emerging trend of woman-owned businesses in the transportation and logistics industry. Yet there certainly are long-standing woman-owned and led companies like Bennett International, Brenny Transportation, Garner Trucking, Kenco, Rush Trucking, Rihm Family Companies, and Veriha Trucking that have been serving the market for decades.

In our cover story, leaders from companies making the list share their advice on how to be successful – from focusing on their workforce needs and securing financial resources and support to expanding the company's business network and leveraging their woman-owned business status.

Congratulations to those Top Woman-Owned Businesses who have made the grade!

Brian S. Everett



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Time to Shine

How Top Woman-Owned Businesses are Reaching for the Stars



Jen Behnke
United Federal Logistics Inc.



Donna Sleasman
DGT Trucking



Arelis Gutierrez
Aria Logistics



Jane Kennedy Greene
Kenco

Approximately one-third of all businesses in the United States are owned by women – 12.3 million businesses, according to a report by American Express and SCORE.

Starting a business is always challenging, but it can be especially difficult for women in the male-dominated transportation industry. Getting a business off the ground, securing financial backing, building a network, establishing a competitive advantage... No doubt, the businesses recognized as Women In Trucking's 2019 Top Woman-Owned Businesses in Transportation have experienced many of these issues and more.

Here's a look at how some of the TOP WOB's – newcomers as well as long-standing industry companies – are rising to the challenge.

Focusing on Employees

Jen Behnke, President, and her husband Kyle launched United Federal Logistics Inc. in 2015, providing line-haul services to FedEx Ground.

As a business owner, Behnke demonstrates how some of the "soft skills" that women often

bring to the table can help to foster a good working environment.

She stresses the importance of communication and maintains a liberal open-door policy. When issues arise, she recognizes her employees' need for compassion and support. The company also invests in employees by offering a highly competitive benefits package, paid vacation, personal days and weekly pay minimums.

"We're successful when our employees are successful," Behnke explains. "You have to think beyond the bottom line – show that you care, make them feel appreciated."

The strategy is paying off. In just four years, the company has grown to 30 employees and boasts a strong retention rate. And, from 2017 to 2018, the company achieved 100 percent year-over-year growth.

Securing Financial Support

Donna Sleasman started her own business more than 30 years ago. In 1982, she got her Class 1 drivers' license (this was pre-CDL's), bought her first truck and became an owner-operator. She loved working for herself and having the freedom to make decisions. In 2014, Sleasman decided she was ready to expand her horizons and bought her second expediter

truck at the urging of professional driver friends who were eager to drive for her.

"I worked like crazy to come up with the \$20,000 for my down payment," she remembers. "That was the hardest part of starting out as a fleet owner."

When Sleasman began looking at ways to grow her fleet, DGT Trucking, in 2018, she jumped at the chance to participate in the new 150 Business Challenge program from Expediter Services and Women In Trucking. The program offers accessible financing as well as operational and business support for women interested in entering the trucking industry. Thanks to this innovative program, Sleasman now owns nine trucks and expects to meet her goal of 20 trucks by the end of 2020.

"Joining the 150 Business Challenge program is one of my best decisions," Sleasman says.

Expanding Business Network

Arelis Gutierrez launched Aria Logistics in 2013, specializing in Final Mile deliveries. With a focus on excellent quality and reliable service, the President and CEO has doubled the size of her business in just the past 18 months, servicing major retailers such as Wayfair, Macy's, Bob's Discount Furniture, and Crate and

Barrel. The company recently opened a new warehouse in Avenel, N.J. and increased its fleet by 30 percent.

Before becoming a certified WOB, Gutierrez struggled with a lack of awareness of vendor diversity within the Final Mile industry and found it challenging to find a good support network. Last fall, Aria earned certification as a Woman Business Enterprise (WBE).

"Being a certified woman-owned business gives Aria Logistics access to different network and business opportunities in both the private and government sectors," Gutierrez explains. "Surrounding myself with other businesses and organizations that pushed woman-owned businesses has been of great support."

Leveraging WOB Status

When Jane Kennedy Greene acquired controlling interest in Kenco in 2011, the company became the largest woman-owned third-party logistics company in the U.S.

Recognizing the company's woman-owned status could be a competitive differentiator, as chairwoman of the board and CEO, Greene championed Kenco's certification by the Women's Business Enterprise National Council (WBENC) the following year.

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150 Business Challenge Gives WOBs a Head Start

Women entrepreneurs have a new path to success in the trucking industry.

Last year, Expediter Services teamed up with the Women In Trucking Association to launch the 150 Women-Owned Business Challenge to help women create businesses in transportation.

The program focuses on key areas of need within the trucking industry.

"Obtaining funding is often one of the biggest challenges for female entrepreneurs," explains WIT President & CEO Ellen Voie. "With this innovative program, they not only receive financial support, but they also learn how to become a successful small business owner."

Since its launch, the 150 initiative has already helped to generate 80 new start-ups.

Women who are interested in learning about and growing within the trucking industry can learn more by contacting Expediter Services at 877-349-9303 or recruiting2@expediterservices.com.



continued from page 9

"Becoming WBENC certified has fostered an excellent partnership that improves our business and drives value for our clients," Greene explains. "Through our WBENC certification, we fulfill a unique market niche by offering high-quality and comprehensive services on a large scale while allowing customers also to meet supplier diversity goals."

Greene is not the only woman leader at Kenco. Today, the company's workforce is 30 percent female and includes a number of women in leadership positions, from the Vice President of Innovation to general managers operating huge fulfillment warehouses on behalf of clients.

This diverse workforce has contributed to Kenco's significant growth — 15 percent year-over-year.

For more examples of inspiring WOBs, check out the companies featured in the list on page 11. ■



Getting Started with Certification

Designed to increase visibility for woman-owned businesses, Woman Business Enterprise (WBE) certification provides access to opportunities with large corporations and federal agencies.

To qualify for WBE certification, companies must undergo a rigorous certification process. Criteria include:

- The company must be 51 percent owned, controlled, operated and managed by a woman or women.
- A woman must hold the highest position at the company and be active in daily management and strategic direction.
- The company must show fiscal responsibility and have the capacity to succeed.
- The business owner also must be a U.S. citizen and, ideally, in business for at least six months.

Private third-party certifiers like the Women's Business Enterprise National Council (WBENC.org) and National Women Business Owner's Council (NWBOC.org) provide national certification. State and local agencies also offer certification programs.

Private-sector certifications can take as little as 60 to 90 days while government agencies typically take longer.



CONGRATULATIONS!

**Arelis Gutierrez
President & CEO
Aria Logistics**

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**WOMEN IN
TRUCKING**

2019 TOP WOMAN-OWNED BUSINESSES

Top Woman-Owned Businesses in Transportation

Women In Trucking celebrates female entrepreneurs in the transportation industry and encourages more women to follow in their footsteps. These woman-owned businesses (WOBs) are recognized for their financial stability, growth, innovation and entrepreneurial spirit.

AGT GLOBAL LOGISTICS

agt3pl.com

Angela Eliacostas, President

Founded 2005, Glen Ellyn, Ill.

The company, which is 80 percent female, achieved 14 percent year-over-year (YOY) growth. AGT has received numerous industry awards, including the Top 500 WOBS in America and Top 50 WOBS in Illinois.

ARIA LOGISTICS

ariahomedelivery.com

Arelis Gutierrez, President & CEO

Founded 2013, Englewood, N.J.

This transportation management company grew to 80 trucks within four years and has achieved 30 percent YOY growth providing final-mile service for major retailers.

BCP TRANSPORTATION, INC.

bcptrans.com

Nancy Spelsberg, President & CFO

Founded 2011, Deerfield, Wisc.

With 20 percent YOY growth, this full-service transportation company pays 72 percent of employees' health care premiums and is establishing an Employee Stock Ownership Plan.

BENNETT INTERNATIONAL GROUP

bennettig.com

Marcia Taylor, CEO

Founded 1974, McDonough, Ga.

Bennett celebrates 45 years in business in 2019 and boasts a 38 percent female workforce. Recent expansion into Secure Hazmat trucking services contributed to record revenue and profitability.

BRENNY TRANSPORTATION, INC.

brennytransportation.com

Joyce Brenny, CEO

Founded 1996, St. Joseph, Minn.

With a 40 percent female workforce, Brenny is the recipient of the 2018 Minnesota Family Business Award. The company also earned recognition for a hands-on training program for young drivers.

DGT TRUCKING

daddysgirltrucking.com

Donna Sleasman, Owner

Founded 2014, Dunnigan, Calif.

More than 65 percent of DGT's sub-contracted drivers are women. This expanding fleet has achieved 30 percent YOY growth. Sleasman also is establishing a program for domestic abuse victims in the trucking industry.

GARNER TRUCKING

garnertrucking.com

Sherri Garner Brumbaugh, President

Founded 1960, Findlay, Oh.

Named Best Fleet to Driver For in 2017, 2018 and 2019 and one of WIT's Top Companies to Work For in Transportation in 2018, Garner achieved 13 percent YOY growth. The company's workforce is 14 percent female.

INTERNATIONAL EXPRESS TRUCKING

ixtkc.com

Karen Duff, President & CEO

Founded in 1993, Kansas City, Kans.

A focus on adding value to the lives of employees (57 percent of whom are female) helped IXT to achieve 15 percent YOY growth and earn the 2018 Kansas Woman-Owned Business of the Year Award.

KENCO

kencogroup.com

Jane Kennedy Greene, Board Chairwoman

Founded 1950, Chattanooga, Tenn.

Kenco made a significant investment in its transportation capabilities and witnessed a 40 percent growth in transportation services revenues over the last year. The company's workforce is 30 percent women.

KNICHEL LOGISTICS

knichellogistics.com

Kristy Knichel, President & Founder

Founded 2003, Gibsonia, Penn.

With a 63 percent female workforce, Knichel Logistics achieved 38 percent YOY growth in annual sales. The company received an EPA SmartWay Excellence Award in 2017 for partnering with fuel-efficient carriers.

LADYBIRD LOGISTICS LIMITED

ladybirdlogistics.com

Felicia Payin Marfo, Managing Director

Founded 2017, Ghana, West Africa

Marfo launched Ladybird with no experience in trucking but the desire for a radical career change. With 100 percent female drivers (21 to date), the company is dramatically changing the fuel transport industry in Ghana.

LAUNCHIT PUBLIC RELATIONS

launchitpr.com

Susan Fall, President

Launchit achieved 25 percent YOY growth and expanded its technology reach. The company launched Freight&Tech Experts, an online resource that identifies industry subject matter experts for the media.

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Top Woman-Owned Businesses in Transportation

continued from page 11

LODGEWOOD ENTERPRISES LTD.

lodgewood.ca

Arlene Gagne, President

Founded 2014, Prince George, BC

In the past 12 months, this 100 percent woman-owned company has grown its fleet to 14 new trucks and 27 trailers and expanded from a one-woman show to 22 employees.

LONDON AUTO TRUCK CENTER

londonautotruckcenter.com

Donna Childers, Vice President

Founded 1989, Whitesburg, Ky.

Home of the award-winning Homecooker Restaurant, London Auto recently made environmental upgrades and installed new underground gasoline storage containers. The company is 85 percent female.

LYNC LOGISTICS

lynclogistics.com

Cindy Lee, President & CEO

Founded 1997, Chattanooga, Tenn.

LYNC has doubled in size and revenue each year and was #415 on the Inc. 5000 list for fastest-growing private companies in the US. A certified WBENC, the company's workforce is 25 percent female.

ONTARIO TRUCK TRAINING ACADEMY

otta.ca

Yvette Lagrois, President

Founded 1998, London, Ontario

With a 50-percent female workforce, the Academy is devoted to the entry-level development of qualified safe commercial drivers and recently opened three new campuses in Eastern Ontario.

POWERSOURCE TRANSPORTATION

powersourcetrans.com

Barb Bakos, President

Founded 1994, Griffith, Ind.

With Bakos' encouraging attitude, a 45-percent salary increase and a well-equipped new office building, Powersource's 80 percent female workforce is highly motivated, generating 19 percent YOY growth.

RFX, INC.

rfxinc.com

Kimberly Welby, President & CEO

Founded 1987, Avon, Mass.

Since taking the helm in late 2017, Welby has rebranded the company, created a family-driven environment, significantly increased net profits, and achieved WBE certification. The company is 90% female.



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Arlene Gagne, President
LodgeWood Enterprises, Ltd**

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lodgewood.ca

RIHM FAMILY COMPANIES

rihmkenworth.com

Kari Rihm, President & CEO

Founded 1932, St. Paul, Minn.

In the past year, Rihm Kenworth was awarded a prestigious Silver Dealer of Excellence award and has significantly expanded its footprint and service offerings with four new Minnesota dealerships.

RUSH TRUCKING CORP.

rushtrucking.com

Andra Rush, CEO

Founded 1984, Wayne, Mich.

Rush has started diversifying the company, bringing on new customers outside the auto industry and adding equipment capacity. The 67 percent female company achieved 32 percent YOY growth.

S-2INTERNATIONAL, LLC

s-2international.com

Jennifer Mead, CEO

Founded 2005, McDonough, Ga.

With Mead's direction, S-2international has become a sales-driven organization, achieving 18 percent YOY growth and securing significant opportunities in the past year. The workforce is 73 percent female.

UNITED FEDERAL LOGISTICS INC.

united-federal.com

Jennifer Behnke, President

Founded 2015, Woodstock, Ga.

United Federal has grown from 3 tractors and 6 drivers to 13 tractors and more than 20 drivers, adding new equipment and offering full benefits for employees, 20 percent of which are women.

VERIHA TRUCKING, INC.

veriha.com

Karen Smerchek, President

Founded 1978, Marinette, Wisc.

Veriha was recognized as a CCJ Innovator by *Commercial Carriers Journal* in 2018 for applying behavioral science to attract and retain employees more effectively. Women hold 62 percent of leadership positions.

 **WOMEN IN TRUCKING**
2019 TOP WOMAN-OWNED BUSINESSES

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Winning (and Keeping) Transportation Talent



Mary Malone, Ellen Voie and Angela Eliacostas presented at the Indeed Interactive Recruiting Conference.

There is a close correlation between happy drivers and healthy supply chains, according to Angela Eliacostas, Founder and CEO of AGT Global Logistics; Ellen Voie, President and CEO of the Women In Trucking Association; and Mary Malone, Vice President of Business Development at Stay Metrics.

During their presentation at the Indeed Interactive 2019 Recruiting Conference in Austin,

Texas, they discussed how the current driver shortage affects the supply chain and talked about what the industry is doing to promote driving to women, minorities and younger generations.

Indeed tracks online job searches and reports that the number of people clicking on available job posts doesn't keep up with the demand for drivers. There is a sizable gap between jobs available and the number of people who can fill them. In fact, the American Trucking Association projects a shortage of more than 100,000 drivers by 2022.

"At AGT, we no longer require extensive logistics experience. We have an onboarding process with our new hires and teach them the 'AGT way,'" Eliacostas says. "We would rather hire new team members with strong people skills, the ability to learn quickly and the desire to deliver unbeatable results." The company is developing a more in-depth internship program to encourage

young professionals to consider logistics before they graduate from high school.

Stay Metrics teams-up with academic research to develop driver-centered incentives and rewards programs. Malone talked about keeping the driving workforce encouraged, engaged and happy. She stressed that recruiters and trainers need to be honest with new hires concerning compensation, benefits, retirement, and expected time on the road.

There is still a large gap between women and men driving in the industry. Just 7.9 percent of drivers are women, Voie explained. She pointed out that diversifying the workforce is beneficial. TruckingResearch.org found that women truck drivers are safer than male counterparts in every statistically significant safety behavior, and men were 20 percent more likely to be involved in a crash than women. In addition, women drivers tend to be more loyal to employers who hire them. ■

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2018 Influential Woman of the Year

A W A R D W I N N E R

Throughout 2019 Angela Eliacostas, President and Founder, **AGT Global Logistics** shared knowledge, insight and experiences through the “Ask Angela” segment in WIT E-News, conference participation and outreach to WIT members. Angela and AGT Global look forward to supporting WIT and keeping the world of transportation turning for years to come.

“It’s been an honor to serve as Influential Woman of the Year. Thank you Women In Trucking Association for the opportunity to share your mission of encouraging the employment of women in the trucking industry.”



Angela Eliacostas

For information about AGT Global Logistics, Angela Eliacostas speaking opportunities, and the AGT internship program visit www.agt3pl.com. Follow AGT Global:

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All in the Family: The Inside Scoop on Running a Family Business

Family-owned businesses are particularly prevalent in the transportation industry. While they can range in size from two people to thousands, these companies offer unique challenges and opportunities. To better understand their unique business dynamics, we recently talked with two Women In Trucking (WIT) members who are family business owners.



Transportation is a family affair for Joyce Brenny, pictured here (right) with son-in-law Scott Simon, daughter Holly Simon, grandson Sutton and husband Todd.

Joyce Brenny and her husband Todd founded Brenny Transportation in 1996 with three employees. Today, they have 100, including their daughter and son-in-law. The company has ranked as one of the *Star Tribune's* Top 150 Workplaces in Minnesota and received the 2018 Minnesota Family Business Award.

Founded in 1932, Rihm Family Companies is a fourth-generation family-owned-and-operated truck dealership. Kari Rihm took over the business in 2010 as President and CEO and has grown the business to 357 employees. Her son serves as Vice President. The recipient of the prestigious Silver Dealer of Excellence award,

the company has added four new dealerships in just the past 18 months.

Both women are past recipients of WIT's Influential Woman in Trucking Award. In addition, their companies were named Top Companies to Work For in Transportation in 2018 and are included in the top WOB list on page 13. It's

not surprising that these two high achievers are actually good friends and even do business together.

The duo are the perfect candidates to share their best practices for running a successful family business.

Lead with values

If you're starting a business, be sure to do it for the right reason, Brenny advises. "So many people go into business with two goals. They want to work less and make more money. Both are wrong," she warns. "You have to love what you're doing and want to serve others."

Rihm emphasizes the need for a strong commitment to core values. "Our founder John B. Rihm made sure the business was centered on 'The Golden Rule,' which is still the bedrock of our core values today," she says.

Rihm chose not to sell the business when her husband passed away. She explains, "My reason is simple. I know that we support a great industry and supply good jobs for hard-working people and their families. I felt strongly about continuing this legacy because many of our employees had given their entire careers to this company."

Focus on employees

It's easy to see that employees are at the heart of these family-owned businesses and drive the corporate culture.

Rihm is very concerned with the welfare of her staff. "Our management team is accessible to employees, and we let employees know we are interested in their ideas, their concerns, their joys and sorrows," Rihm says.

She makes sure employees are treated and compensated fairly and enjoy generous benefits. In addition, she looks for ways to enhance an employee's experience and expand his or her skill sets.

Brenny also invests in the well-being of her employees. Recently, the company intensified its focus on helping drivers with health and wellness initiatives. Brenny is particularly proud of the recent addition of a full-time Wellness Director. Her daughter, a certified nurse, joined the company a year and a half ago and now works hands on with drivers.

continued on page 18



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Never Stand Alone™



continued from page 17

"We wanted to give them more attention. Drivers need cheerleaders – people in their court," Brenny explains.

The attention is already paying off. For example, since Brenny instituted a program to help drivers quit smoking, five have already given up the habit.

Brenny emphasizes that her company is not just family owned; it's family oriented. The management team strives to make team members feel like family. Her calendar is filled with employees' personal celebrations. Weddings, graduations, funerals... She attends them all.

It's no surprise that Brenny Transportation boasts a retention rate of 89 percent. Brenny says she's shooting for 90.

"When you put people first, profits happen. We've made money every year," she points out. In fact, Brenny Transportation achieved 18 percent year-over-year growth in annual sales last year.

Rihm's employee-driven environment has had similar success with 16 percent year-over-year growth.

Throw in a little fun

Of course, owning a family business has its challenges. When both partners are involved as top-level leaders, it can be difficult to find balance, Brenny admits.

The couple tries to leave work at the office and not let the business consume family gatherings. However, since they're together so much, the Brennys have found that the best strategy is simply to change their attitude and look for opportunities to have fun on the job – gunny sack races, a dose of humor during daily meetings, team picnics, etc.

Brenny's annual Dream Goal program is an employee favorite. As a team, the company sets an aspirational goal along with a highly desirable incentive to achieve it. For example, when they accomplished last year's goal, Brenny took the entire team on a trip to the Bahamas.

"We're much more productive when we're having fun," Brenny says. "People often comment on the positive energy here. You can feel it when you walk in the door. It's just who we are."

Involve the next generation

Another challenge for family businesses is figuring out how to navigate the fine line between personal and professional responsibilities. Rihm says she finds herself responding to her children from the perspective of both "mom" and "boss" – sometimes within minutes of each other. She is always mindful of their interactions in the workplace.

"There is the constant reminder that others are watching to see if you treat your children differently than other employees," she acknowledges. "The next generation is always scrutinized by other employees, so bringing real skills and value to the business and living the family values helps them to be accepted and embraced by their fellow employees."

To help address this issue, Rihm insists that her children work outside the business to gain work experience before they join the company.

Of course, one of the most appealing aspects of a family business is the potential to create a legacy.

"There is family pride and a 'DNA' imprint that fuels the desire to preserve and protect the business for the next generation," Rihm explains.

To ensure success, she recommends taking classes in family-owned business and seeking advisors who can assist in making plans for successful transitions to the next generation.

With best practices like these, Brenny Transportation and Rihm Family Companies promise to be doing business for generations to come. ■



Kari Rihm, owner of Rihm Family Companies, (center) insisted that her son J.B. (left) and daughter Libby (right) work outside the business to gain experience before joining the company.

"There is family pride and a 'DNA' imprint that fuels the desire to preserve and protect the business for the next generation."

Kari Rihm

A WINDING ROAD AHEAD FOR TRANSPORTATION BUSINESSES

DRIVERS QUITTING ON THE JOB:

33% report a driver quitting on the job

42% of those who lost a driver unexpectedly estimate over \$10k loss of revenue

RUTHLESS COMPETITION:



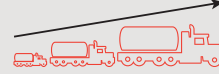
2 out of 3 say they have lost loads due to a competitor offering a price which was so low, they simply cannot be making a profit

TOP 3 CHALLENGES TO GROWTH:




- 1 rising cost of insurance, fuel, maintenance, etc.
- 2 finding good drivers
- 3 keeping up with government regulations

BUSINESSES GROWING:

52% of trucking businesses say they are growing



TOP 3 BUSINESS COSTS:

-  Insurance
-  Fuel
-  Truck maintenance

CAUGHT OFF GUARD:

37% report having to pay penalties for not meeting the terms of delivery

55% note late delivery as the top reason for receiving a penalty

FUTURE FORECAST FOR TRUCKING



LONGER PAYMENT TERMS:

Trucking businesses turning down loads because customers demand longer payment terms



INTENSIFYING COMPETITION:

52% say they are under threat of new competition and emerging companies



COST REDUCTION WITH 3 KEY TECH INVESTMENTS:

- 1: Predictive maintenance
- 2: Route optimization
- 3: Fleet management

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Situational Awareness and Personal Safety in Trucking



When female drivers rated how safe they feel on a scale of 1 to 10, the average response was just 4.4, according to Women In Trucking's best practices research. This is unacceptable, as all drivers, male or female, should feel safe when doing a job they are paid to do.

One of the most important ways to improve personal safety is to understand your surroundings so that if there is aggression you

are not a "step behind." This is referred to in law enforcement and the military as "situational awareness" or SA.

Those with a strong SA are relaxed yet aware of their surroundings – scanning and assessing – and ready to make swift, logical protective choices if a problem were to arise. Criminals are very observant when selecting potential targets and can sense if they are in "code white" or in a low SA (oblivious to their surroundings) versus a "code yellow" (heightened state) and choose their victims accordingly.

For an additional level of comfort, the Pepperball LifeLite can be used when a driver is in an area that might be isolated or dark. The flashlight provides illumination while the pepper balls provide a higher level of protection.

At the Mid-America Trucking Show in Louisville, a WIT member shared that she is a package car driver for a major delivery company

and regularly exits her truck to deliver parcels to businesses and residences.

"I do think about where I am and how I might be vulnerable, so I really am aware of my situation all of the time. But I feel that is not enough because I can still be overpowered. Carrying a device like Pepperball LifeLite is clearly something that I need to do to even the playing field and actually give me a clear advantage," she says. ■



Dave Graham
Master Instructor
United Tactical Systems/
Pepperball LifeLite

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Best Practices for Change Management

Change is constant. How your company handles it will define the future. We recently checked in with two WIT member companies that are in the midst of exponential growth.



Maintaining a vibrant corporate culture while scaling a growing team is critical for success at KeepTruckin.



In 2018, KeepTruckin expanded to more than 1,000 employees across seven global offices, grew its revenue by 300 percent, launched Smart Dashcam, and opened up its platform to third-party developers with the new App Marketplace. The six-year-old company anticipates its growth trend to continue in 2019.

Dupré Logistics' Strategic Capacity Services brokerage group has had a similar growth trajectory. They have opened 11 locations since August 2016 and tripled in size in just 24 months. With plans to increase personnel up to 30 percent, company leaders recognized the need for a regional reorganization to prepare for the next phase of growth.

While any company would welcome such rapid growth, both KeepTruckin and Dupré recognize that it needs to be managed carefully. Their leaders recently shared their best practices to help other companies experiencing dramatic change.

Plan ahead.

About two years ago, Dupré leadership set a goal for 20 percent year-over-year growth by 2022 for its Strategic Capacity Services Business Group and created a five-year business plan to define the change and help map out next steps for getting there, says Liz Giddings, Regional Operations Director for the division.

Stay true to yourself.

"Despite the incredible growth KeepTruckin has experienced over the past few years, one thing has remained constant – a deep commitment to our employees and our customers," says Shoaib Makani, company Co-founder and CEO. To realize the company's potential, he recognizes, they need to remain consistently focused on what has made KeepTruckin successful thus far.

continued on page 24



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reddawayregional.com/careers



continued from page 22

Get people in the right places.

"We asked ourselves, 'How does the org chart look today? And what does it need to look like going forward?'" Giddings says. For Dupré, a lot of the pieces were already there, thanks to an internal succession plan and established leadership pipeline.

To scale its growing team and maintain its corporate culture, KeepTruckin has focused on attracting great people and bringing on experienced leaders across the business who share the company's values, Makani says.

Communicate, communicate, communicate.

It's critical to share the company vision and explain the plan for change with employees, Giddings says. To keep everyone on the same page during the reorganization, Dupré's leadership team held bi-weekly management calls, flew to all 11 branches and rolled out a thorough employee training program that included videos and webinars. The company also established subject matter experts as a resource.

Keep listening.

In order to build their technology to help drivers, KeepTruckin spent countless hours with drivers learning about the problems they face. "As long as we continue to listen to our customers and solve their most pressing problems, our future will be bright," Makani says with confidence. ■



Dupré Logistics strives to foster a positive, supportive environment for employees with events such as this year's team-building mud run.

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Once we've received all of the submissions, a panel of trucking professionals will review the nominees. Then, in 2020, we'll reveal our next class of Citizen Driver honorees. We look forward to meeting the nominees who drive our livelihoods — and our country.

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Life Hacks from Women Who Love Their Careers

Successful women who have found career satisfaction in trucking say it's important to own your career, be passionate about it, and always be true to yourself. They share practical advice on what keeps them excited about getting behind the wheel.



Bonnie Neal
Professional Driver

Treana Moniz
Professional Driver
Bison Transport

Jo-Anne Phillips
Chief Operating Officer
Jeramand Trucking



Take control of your career.

Bonnie Neal has been in trucks since she was 10 years old, riding with her father in a log truck in the Oregon Mountains. She had to quit riding with him when she was old enough to drive as girls were not allowed to drive trucks at that time. In 1974, she paid \$20 for the truck driver's medical card, \$10 for the chauffeur's

license endorsement on her driver's license and was finally allowed behind the wheel of a truck. She began driving for a company in Portland, Ore., running teams. She decided to drive solo, but couldn't find a company in the area that would hire a solo woman driver. So she moved to Texas where there was no shortage of job opportunities — and for over 30 years was driving long-haul, regional and construction.

After 40 years on the road, Neal still loves driving and says it was all worth it. She was taught at a young age that when you take care of your vehicle, it will take care of you. "Trucking is a lifestyle — period. It's a fun way to live," she says. "You will love it if you really enjoy changes and rolling on down the road."

Be passionate about what you do – and how you do it.

Treana Moniz is a professional company driver for Bison Transport in Winnipeg, MB, Canada. With Bison for six years, she's logged more than 675,000 safe miles.

"Safety is a passion of mine," she says. "I don't cut corners when it comes to my job. I give my all to my company and the industry. I truly love what I do for a living. It's not just a job to me — it's a career. I really like to talk with people about this industry and like mentoring new drivers, helping them anyway I can. I truly look forward to the path God has laid out for me in my career. It has been an awesome journey so far."

Be authentic and true to yourself.

Jo-Anne Phillips is the COO of Canadian New Brunswick-based Jeramand Trucking, operating a fleet of 22 trucks. She was recently named by WIT's *Redefining the Road* as one of the Top Women to Watch in the industry and was selected for WIT's first Canadian Image Team.

Phillips' advice for other women in the industry, or those considering trucking as a career choice? Don't feel afraid of being judged. "Embrace who you are and what you do. Yes, it's a tough industry, but you don't have to accept the bad to enjoy the good. If you feel that something's not working, speak up," she says. "Trust yourself, and believe that you can make a positive impact." ■



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ArcBest CEO Named WIT's 2019 Distinguished Woman in Logistics

Judy McReynolds is President and CEO of a Fortune 1000 logistics company and has nearly 30 years experience in logistics and transportation. She serves on numerous boards including OGE Energy Corp., First Bank Corp., and the American Trucking Associations.



Given her professional reputation and industry accomplishments, she also was recently named the recipient of WIT's fifth annual Distinguished Woman in Logistics (DWLA) award. McReynolds is a strong role model for women in the industry.

In fact, her success at the helm of ArcBest has earned her a reputation of being an innovative leader with a clear vision for business success. In 2010, she was named president and CEO, during a time when the economy was recovering from a deep recession. She took the company from a net loss of U.S. \$127.5 million in 2009 to reporting an adjusted net income of \$103 million as of year-end 2018. During her tenure, ArcBest revenue has increased more than 110 percent and employment has increased 26 percent.

"Early on in my career, I decided I wasn't going to make gender an issue or allow other

people to do so," says McReynolds. "When I was named President and CEO in 2010, I was one of very few women in that role in the logistics industry. Our industry traditionally has a lot of male representation, although there is clearly a recent trend toward more female representation. At ArcBest, we believe in promoting the best person for every role. As long as companies are focused on putting the best people in leadership, more of our industry's leaders will be women."

The award, sponsored by Truckstop.com, was announced in April at the 2019 TIA Capital Ideas Conference & Exhibition in Orlando, Fla. McReynolds was among five finalists, including Lindsey Graves, COO, Sunset Transportation; Michelle Halkerston, President and CEO, Hassett Express; Sarah Ruffcorn, COO, Trinity Logistics; and Erin Van Zeeland, Senior Vice President of Logistics Services, Schneider. ■



Davis Express is a proud supporter of WIT. Women have seen their role become more vital to the trucking industry and the industry in turn has become more dependent on our skills and leadership. My dad has always encouraged me to think for myself. His unwavering support has taught me that I can achieve anything I set out to accomplish.

It's been an honor to work at Davis Express and I appreciate the opportunity to work side-by-side with my dad Jimmy. Together we have built a solid company for over 40 years.

Davis Express will continue to support WIT because of its support of the woman in this industry.

-Kayla

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2019 Salute to Women Behind the Wheel



Women In Trucking (WIT) created the Salute to Women Behind the Wheel event 10 years ago to recognize female drivers for their service and commitment to the industry. This year, approximately 115 female drivers, with nearly 1,700 collective years of driving experience, were honored at the Mid-America Trucking Show (MATS) in Louisville, Ky.

Drivers enjoyed live demonstrations, a radio broadcast, musical entertainment and iconic desserts. The WIT Foundation gave away

numerous prizes and raised money for scholarships (see article on page 37). Landstar took home the Driver Participation award for having the most female drivers present.

Arrow Truck Sales, Uber Freight and Walmart supported the event as gold sponsors.

"Arrow Truck Sales are proud partners of Women In Trucking and happy sponsors of The Salute to Women Behind the Wheel," says Jim Taber, National Account Manager at Arrow Truck Sales. "We believe in the mission of WIT, and the Salute is another great way to further that mission."

"We are humbled to partner with Women In Trucking to help break down barriers for women to not only get involved in trucking, but be recognized for their hard work," says Xinfeng Le, Uber Freight Carrier Product Lead, who spoke at the event.

"We believe helping more women live better is a defining issue for our business," says

Bryan Most, Walmart Vice President, Private Fleet, and WIT Board Member. "This is part of our effort to empower more women to develop careers in the supply chain, transforming their lives and the lives of their families."

Salute to Women Across the Border

In Canada, women make up less than 3 percent of the professional driving force. The fifth annual Canadian Salute to Women Behind the Wheel event was held at the Atlantic Truck Show in Moncton, New Brunswick, in June to honor these remarkable women.

Female drivers were recognized for their service to the industry and enjoyed refreshments, prizes and goodie bags. The event was co-hosted by WIT and the Atlantic Provinces Trucking Association (APTA) and Trucking Human Resources Sector Council Atlantic (THRSC). ■



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Salute to Women Behind the Wheel events paid tribute to female drivers in the United States (top) and Canada (bottom).

WIT Welcomes New Board Leadership



**Incoming WIT Board Chairwoman
Laura Roan Hays**

The Women In Trucking Association has named new officers and members of the board of directors. WIT's incoming Chairwoman is Laura Roan Hays, Branch Manager for Great Dane's Tampa and Miami branch locations. She replaces Mary Aufdemberg, Director, Acquisitions and Operations, Daimler Truck Remarketing.

"From the beginning of my career, I have strived to bridge the gender gap in our industry," says Hays. "Let's face it, 30 years ago there weren't many females in sales/operation management roles for commercial truck trailer manufacturers. It takes a lot of determination and courage to commit to a non-traditional career. I am honored to be a part of an organization like Women In Trucking, whose mission is to encourage the employment of women in the trucking industry, promote their accomplishments, and minimize obstacles faced by women working in transportation."

Rachel Christensen, Vice President, Intermodal Operations at J.B. Hunt Transport, will serve as Vice Chairwoman. Leah Shaver, COO of The National Transportation Institute, will serve as Secretary. Bryan Most, Vice President, Walmart Transportation, will serve as Treasurer.

New board members include Delores Lail, Senior VP, Sales, Ryder Systems; Michele Rodgers, Director of Program Management, Peterbilt Motors; Tracci Schultz, Senior VP, Strategic Planning, Engineering, Operations Solutions, FedEx; Kary Shaefer, General Manager, Product Marketing and Strategy, Daimler; Lori Taylor, Carrier Services Manager, C. H. Robinson; and Heather Wilson, Chief Commercial Officer, BMO Transportation Finance. ■



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New Program Aims to Improve Safety



With 12 million trucks and buses on America's roadways, safety is more critical than ever.

To help raise public awareness about sharing the road safely with these large vehicles, the Federal Motor Carrier Safety Administration (FMCSA) recently launched a national safety campaign: Our Roads, Our Safety.

The FMCSA collaborated with public and private sector entities, including the Women In Trucking Association (WIT), to educate passenger vehicle drivers, commercial motor vehicle drivers, motorcyclists, bicyclists and pedestrians on how to safely co-exist on the road. WIT President and CEO Ellen Voie serves on the committee that created the program.

"Many people think that trucks operate just like cars. They don't understand that they are much more difficult to maneuver, have massive blind spots, and take far longer to stop," Voie explains. "By helping them to understand and accommodate these differences, we can improve safety for all drivers."

Professional Driver and WIT Image Team member Ingrid Brown is one of the spokes-

people for the new Voices of Safety public awareness campaign which includes video, audio and social media messages.

Brown got her first truck in 1979. Since then, she's logged more than four million miles of safe driving and has received many professional awards.

In a new video, she recounts a recent experience with a driver who stopped dead on the road in front of her, nearly causing a collision. Brown was able to avoid an accident because she takes care not to follow vehicles too closely, but it was extremely difficult for her to stop.

"Whether you're walking, whether you're riding a bicycle, whether you're in a car, we can't maneuver as fast as all those people can," she explains.

Brown hopes that, by sharing a driver's perspective on the road, she can help to effect change. "Safety is my number one goal," she says. ■

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WIT Hits Dallas in September



Attend this conference to expand your industry knowledge, strengthen your professional skills and leadership and broaden your network. WIT's 2019 *Accelerate!* Conference & Expo will take place Sept. 30 – Oct. 2 at the Sheraton Dallas in downtown Dallas.

There's no other conference experience in the industry quite like it. The event boasts more than 60 educational sessions featuring five areas of focus: Professional Development, Leadership, Operations, HR/Talent Management, and Sales and Marketing. The conference highlights many facilitated networking opportunities, a comprehensive expo with 100-plus exhibitors and sponsors, networking receptions, programs that recognize *Redefining the Road* magazine's Top Companies for Women to Work For in Transportation and the industry's Top Woman-Owned Companies.

More than 1,000 attendees are expected this year. Exhibitor and sponsorship opportunities are available but are selling fast.

For more information and to register, visit WomenInTrucking.org. ■



A QUICK GLANCE AT THIS YEAR'S AGENDA

Professional Development:

- Finding Work/Life Balance
- Vanquish the Imposter Syndrome
- No Woman Left Behind: The Mentor Factor
- Trusting Your Voice: Discover Clarity, Confidence & Direction
- Succeeding in a Male-Dominated Industry
- Time Management to Mind Management: A More Productive Life

Leadership:

- Unconscious Gender Bias in the Workplace: How to Address It
- Leadership Development Best Practices
- Rockin' Your Leadership: Attract, Retain & Inspire Your Team
- Peer Networking with Other Company & Group Leaders

Operations:

- Leveraging Technology for Improved Productivity & Operations
- Developing Transportation Contracts with Contractors

- Regulations & Their Impact on Productivity
- Addressing Driver Health Conditions for Productivity & Profits
- Strengthening Your Orientation & Training Strategy
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WIT Foundation Finds Creative Ways to Fund Scholarships

It has been an exciting year for the Women In Trucking (WIT) Foundation. The organization is well on its way to meeting three key goals: identifying new donors and partners, increasing visibility, and funding 100 percent of the qualified scholarship applicants who apply.

This spring, the Foundation raised nearly \$2,500 through individual donations at the Salute to Women Behind the Wheel event, which were matched through the generosity of corporate partner UPS. An additional \$5,000 donation from UPS and a \$25,000 donation from Ryder further support efforts to bring more women into the industry through the Foundation's scholarship program.

To help fund more new scholarships, the Foundation will launch a charm bracelet series at the *Accelerate!* Conference & Expo this fall. The rhodium-plated bracelets will feature the

WIT Foundation logo as a charm with the year inscribed.

"We realized how impactful a charm bracelet could be after raising over \$11,000 for scholarships at last year's conference with our 'sparkle' bracelet give-away, thanks to the generosity of attendees and the donation match by Walmart and J.J. Keller," says WIT Foundation Chairwoman and TrucBrush Corporation Vice President, Debora Babin Katz. "People can wear this beautiful bracelet throughout the year to show their support of the Women In Trucking Foundation and its mission to forward the futures of women in our industry."

Companies interested in obtaining Foundation bracelets for their employees to show support can contact Executive Director Christina McCoy at christina@WomenInTrucking.org.

More ways to support the Foundation's scholarship program:

1. Visit WomenInTruckingFoundation.org and click "Donate" at the top of the page.
2. Donate an auction item valued at \$50 or greater (branded company gear, swag, items of interest to drivers, etc.).
3. Become a corporate sponsor. Opportunities are available to establish a scholarship in your name and receive year-round visibility.
4. Make the Women In Trucking Association Foundation your charity of choice when buying on smile.amazon.com.

With strong member support, the Foundation looks forward to keeping its momentum going throughout 2019. ■

To learn more and support the Foundation, visit WomenInTruckingFoundation.org



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SEPTEMBER 30 – OCTOBER 2

Accelerate! Conference & Expo
Dallas, TX

OCTOBER 5 – 9

ATA Management Conference & Exhibition
San Diego, CA

OCTOBER 28

North American Commercial Vehicle Show
Atlanta, GA

OCTOBER 31 – NOVEMBER 1

NASTC's 29th Annual Conference
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NOVEMBER 14

APICS, Chicago, IL
Presentation by Ellen Voie

NOVEMBER 21

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