

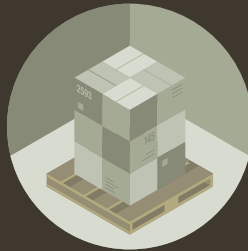
RED

The **RUAN** Magazine

Number 09 Summer 2013



Carrier Management



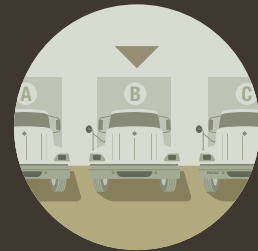
Kitting and Subassembly



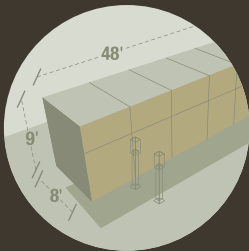
Logistics Management



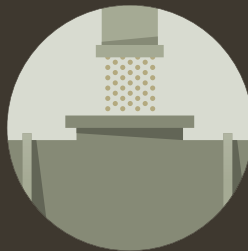
Warehouse Management



Brokerage Services



Custom-Built Transportation



Bulk Transportation



Dedicated Contract Carriage

THE POWER
OF **AND**

Ruan's Integrated Solutions service offering is a win for companies no matter which way they go. By choosing only the services they need, customers get a customized transportation solution that's right for them—right now.

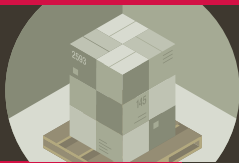


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A MESSAGE FROM STEVE CHAPMAN, PRESIDENT AND CEO



It's an exciting time at Ruan! We just celebrated our annual Founder's Days and Driver of the Year events. It's a time to honor our safest, most professional drivers and John Ruan, who founded our company on July 4, 1932.

Throughout John Ruan's life, he built a diversified business empire with significant economic impact on Des Moines and Iowa. He and his family have also contributed extensively to philanthropic causes that were close to his heart and have a global impact, including the National Multiple Sclerosis (MS) Society and the World Food Prize. To pay tribute to his example, as part of the company's Founder's Days celebration, Ruan team members volunteer three to four hours during the work day every Friday in July.

We are also very pleased to announce the names of our 2012 Driver of the Year and Region Winners. These 14 professional drivers have been identified as our safest and most dedicated, and each has earned the respect and admiration of the entire Ruan team and the customers they serve. We extend our sincerest gratitude for their contributions.

Our cover story in this issue of *RED* features our broadened Integrated Solutions service offering. Most of our readers know Ruan for our extensive Dedicated Contract Carriage experience. However, our Integrated Solutions service offering combines our capabilities in non-asset-based and asset-based solutions, coupled with optimal technology that features industry-leading supply chain event management and workflow, rich analytics, quarterly KPI reporting and a sophisticated transportation planning engine.

You can also read about Ruan's growing partnership with Bobcat; an update on the transportation industry's and Ruan's use of compressed natural gas (CNG); our customer engagement process; and how we prepared for the July hours-of-service changes. Additionally, we share how Ruan's proprietary Megasafe7 Rules of Safe Driving apply to all drivers in all vehicles. We also introduce you to two new team members, Chief Financial Officer Steve Wood and Chief Information Officer Vijay Naravane.

I hope you have a safe and fun summer.

Enjoy the issue!

Respectfully,

A handwritten signature in black ink, appearing to read 'S. Chapman'. The signature is stylized and written in a cursive-like font.

Steve Chapman



Ruan offers on-site customization of specific tractor models, utilizing highly trained employees that cut down on the delivery time and streamline the process.

Adaptive solutions, innovation at the center of success.

As part of Ruan's Integrated Solutions offering, the Brooklyn Park, MN, Ruan Consolidation and Distribution Center (RCDC) boasts 300,000 square feet of warehouse space and specializes in a host of logistics services, including kitting, carrier management, cross docking, LTL, assembly and more.

"If you're in the field of transportation or logistics management, when you walk through these doors, there really isn't anything we can't do. Whether it is expediting or air freighting or international shipping or domestic transportation, shipment management, transportation management — there's nothing we don't do here," said Operations Manager Jeremy Carlson. "And if we don't do it regularly, we've probably dabbled in it, and it's a service we can still provide."

The RCDC operates 24/7, employs nearly 30 office and 50 warehouse team members and sees more than 150 drivers report to work every day. Whether they are Ruan's professional drivers serving a dedicated account or other carriers hauling inbound for cross docking, Ruan manages it all.

Technology Solution

Ruan's logistics management system technology, RTMS2.0, utilizes best-in-class software from Oracle Transportation Management (OTM). This technology is used for management of all transportation functions, including planning and optimization, carrier selection and management and freight audit and payment. The OTM software enables Ruan — and its customer partners — to realize significant transportation cost savings through optimal planning and carrier selection.

And OTM smoothly integrates with RedPrairie, the warehouse management system (WMS) technology used to manage all warehoused goods.

"The WMS is robust. We use it at a basic level for inventory management. But when I say basic inventory management, some people do it — but we do it really well," Carlson said. "We have a variety of management philosophies in this building based on the customer, and they're orchestrated with the same piece of software. We're able to exercise them all very well, and that's why we offer such a strong portfolio of services."

RCDC CAPABILITIES

- + Dedicated Contract Carriage
- + Brokerage
- + Inbound
- + Outbound
- + LTL
- + Cross docking
- + Warehouse management
- + Kitting
- + Assembly
- + Domestic and international



Case Studies



Bobcat, Ruan's largest RCDC customer, utilizes a variety of the RCDC's service offerings.

"As we were shipping more and more product and our product line has grown, things were changing," said Dean Atkinson, Bobcat's new product development supply chain manager. "It was even more important to consolidate the product and get it delivered to our Bobcat dealers in more consistent shipments with less damage. Ruan has enabled us to do that."

Ruan warehouses and manages Bobcat's raw materials. The company receives Bobcat's production schedule for 48 hours in advance, and then ships the materials they need for their build schedule 48 hours out. The dedicated fleet, which employs 80 professional Ruan drivers, picks up raw materials from plants and transports them to the RCDC for storage. Ruan then manages the logistics needs for shipping the raw materials to the correct Bobcat production plants, and on the return trips, the Ruan drivers bring finished goods back to the RCDC.

Ruan even offers customization of the Bobcat side-by-side unit and a tractor unit. Stock units come in from plants, and Ruan customizes them to the buyers' specification — then the finished product is shipped to the buyer.

"We provide all-employee training based on Bobcat-provided detailed work instructions," Carlson said. "These are highly skilled individuals who have an aptitude for mechanics. By customizing these units at the RCDC, we ensure consistent quality, and that's what Bobcat is looking for."

"Our partnership with Ruan is allowing Bobcat to be a better company."

— Dean Atkinson, New Product Development Supply Chain Manager, Bobcat Company



Another RCDC partner, Arctic Cat, chose Ruan to warehouse product and manage shipping to all of the nation's Bass Pro Shops. Any time an Arctic Cat unit is sold at a Bass Pro Shop, Ruan automatically sends an identical unit to that store to replace it. This system frees Arctic Cat from managing the logistics process, and it prevents the store from dedicating space to large in-house inventory. Ruan also created a special lightweight shipping crate that secures the unit but also reduces the freight cost.

Ruan's warehouse team is always looking for ways to better organize items in the building to ensure the best use of space possible. The Ruan team takes the RCDC assets and figures out how to apply them in the most efficient way possible for customers.

"Our competitors take their assets and say, 'This is what we can offer you.' Ruan asks how we can make our assets work for our customers," Carlson said.



BOBCAT RESULTS

- + On-time delivery rate of 99 percent
- + Reduced transportation costs
- + Satisfied Bobcat dealers
- + Increased MPG

Why Ruan?

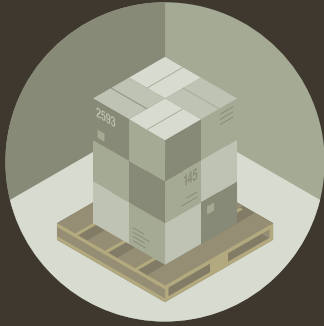
Customers chose Ruan because of the ability to adapt to their needs. Ruan comes to closely understand its customers and its customers' marketplaces, so the company can make safe assumptions by the week of the year if they will be busy — and Ruan can accommodate those fluctuations.

Ruan listens to its customers and helps them by always innovating and providing solutions; it emphasizes not being an absent service provider.

"We customize solutions for our customers by listening to their needs," said RCDC General Manager John Bobleter. "We will do what it takes to get the job done — Ruan will always find a way. In the long term, it's always about the customer relationship."



Carrier Management



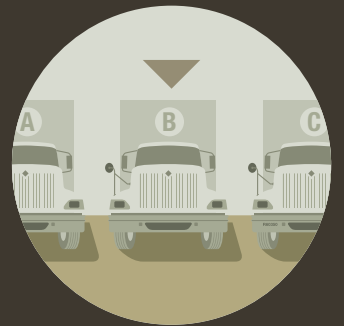
Kitting and Subassembly



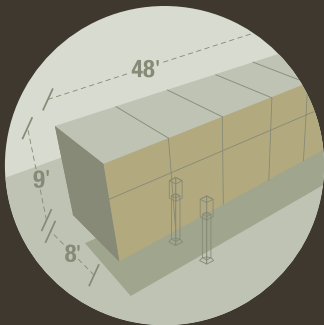
Logistics Management



Warehouse Management



Brokerage Services



Custom-Built Transportation



Bulk Transportation



Dedicated Contract Carriage

Ruan Integrated Solutions

THE POWER OF **AND**

There is no longer a “one-size-fits-all” transportation solution (if there ever was one). Instead, successful shippers are utilizing a combination of transportation services to create safe, efficient, cost-effective supply chains. Dedicated Contract Carriage (DCC) and logistics. Warehouse management and subassembly. Supply chain optimization and certified brokerage services.

This process can mean working with independent trucking companies, warehouses, customs brokers, logistics support, maintenance providers and more. It’s complicated and time intensive. It involves a tremendous amount of management and extensive knowledge of transportation.

In short, successfully implementing a comprehensive transportation solution that leverages every part of the transportation universe – fleet management, warehousing and logistics – essentially requires an organization to turn itself into a transportation company!

Ruan’s answer to this dizzying complexity is Integrated Solutions.

What is Integrated Solutions?

Integrated Solutions leverages Ruan's asset- and non-asset-based solutions to design unique supply chains for its customers. It combines Ruan's leading Dedicated Contract Carriage and bulk transportation services with extensive logistics, cross dock and warehouse management experience. It is a total supply chain solution — no matter what that supply chain looks like.

"If there's one thing we've learned through more than 80 years in the transportation business, it's that every supply chain is unique," said Marty Wadle,

Ruan's senior vice president of supply chain solutions. "Shippers need a menu of services from which to create the ideal transportation solution. Sometimes that includes an asset-based solution. And sometimes it does not. The important thing is to design and provide the right solutions offerings for our customers."

Ruan's Integrated Solutions offering contains three categories: Fleet Management, Logistics Management and Warehouse Management.



Fleet Management

Fleet management encompasses the company's asset-based services of DCC and bulk transportation. These solutions give customers all the benefits of a private fleet without the hassles of managing one. Instead, Ruan manages the fleet and maintains the tractors and trailers; employs the drivers and handles all labor issues; assumes risk and liability; and is responsible for compliance with all state and federal regulations.

Companies that switch from a private fleet to Ruan's DCC solution also experience an immediate cash influx if Ruan purchases their equipment, and they can often improve their tax position. Most importantly, DCC provides a guaranteed level of capacity, which is crucial to many businesses.



Logistics Management

Logistics management is a major component of fleet management, but Ruan can also provide this non-asset-based service on its own.

"We provide logistics management services for a number of customers across the United States," Wadle said. "Mode selection, carrier management, certified brokerage services, kitting, subassembly and more. All the services required to move goods from one point to another — excluding the truck — fall under logistics management."

Ruan also works with customers to find backhaul income, plan loads and haul freight on a load-by-load basis.

Some of the logistics management services we provide include:

- + Load Management
- + Mode Selection
- + Carrier Management
- + Freight Pay and Audit
- + Certified Brokerage Services
- + Cross Docking/Postponement
- + Subassembly
- + Kitting
- + International Crating

RTMS2.0 The Key to Integrated Solutions

Integrated Solutions is complex. It can include equipment, drivers, warehousing, logistics, backhaul, subassembly, raw materials, finished product ... the list goes on and on. Controlling the chaos is essential.

Ruan's transportation management system — known as RTMS2.0 — eliminates the confusion and provides Ruan and its customers with a strategic advantage.

The system integrates best-in-class supply chain software from multiple vendors along with custom software from Ruan. Ruan manages the implementation so customers can focus on their core competency and avoid additional, expensive investments in software, hardware and personnel.

Transportation and Planning

Multi-stop consolidation planning is often a part of Integrated Solutions, and it is greatly simplified by RTMS2.0. The system identifies and plans continuous move opportunities and incorporates carrier capacity, service quality and routing guide rules. It even contains a 3D load configuration tool that identifies the most efficient way to load a trailer.

Order Management

The software streamlines planning and optimization by automating decision-making based on configurable business rules. This reduces the expense of labor-intensive manual planning.

“Shippers need a menu of services from which to create the ideal transportation solution. Sometimes that includes an asset-based solution. And sometimes it does not. The important thing is to design and provide the right solutions for our customers.”

—Marty Wadle, Senior Vice President of Supply Chain Solutions



Warehouse Management

When customers need to store products and goods before shipping or assembly, Ruan can help. Ruan's warehousing solutions include kitting, subassembly, inventory management, warehousing and warehouse management.

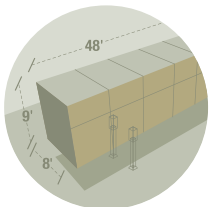
Ruan's warehouses operate 24 hours a day, Monday through Friday, and run 12-hour shifts on the weekend. Specializing in highly time-sensitive shipments, the warehouse teams process over 10,000 pallets per week.

Inventory is managed by Ruan's warehouse management software, or in a software of the customer's choice,

and is highly customizable with options like barcodes for pallets or carton labels. Inventory can be managed with VIN control, lot control and FIFO controls.

The company also has experience sorting inbound raw materials and building outbound just-in-time (JIT) loads to plants, is certified to process military orders for the Department of Defense and can prep inventory for final inspection.

The final thing Ruan offers? A consultative approach.



Custom-Built Transportation

“Shippers know us for our DCC service,” said Ralph Arthur, Ruan's president of Dedicated Contract Carriage. “And some of them have been wary that we might try to steer them into what they don't need.”

It's a valid concern. But Ruan has always been a customer-focused organization, and it strives to design and engineer transportation solutions in partnership with customers, specifying solutions that make the most sense for the supply chain. Sometimes DCC is part of that. But if it doesn't make sense, Ruan is fine with that, too.

“We're very careful to develop the right solution for our customers, not the solution that benefits Ruan,” Arthur said.

Ruan believes in treating customers with respect and integrity and is committed to using a consultative approach to design efficient supply chain solutions that create lasting value — regardless of the solutions chosen. And it's paying off — with satisfied customers, increased productivity and a growing market share.

Carrier Selection and Driver Management

RTMS2.0 enables customers to achieve significant cost savings by automatically selecting the best, lowest cost carrier and mode for each order. It also closely manages the assets and professional drivers assigned to customers to facilitate operation optimization and safety.

Customer Invoicing

Despite all the different services under the Integrated Solutions umbrella, Ruan can simplify payments by providing a single, comprehensive invoice. The company is EDI capable, and it routinely builds electronic invoices that incorporate customers' general ledger accounts so that transportation expenses can be tracked at any level.

Reporting and Analysis

RTMS2.0 is a powerful tool to analyze a company's entire transportation solution. Ruan uses its technology to quickly measure the results of each transportation plan based on Key Performance Indicators (KPIs) selected by both partners. Data can be made available to customers through Ruan's web reporting tools or exported in a variety of formats. And,



of course, the reports are fully customizable to provide customers with the data most meaningful and relevant to their business.



THE
FUTURE OF
GAS
— MAY BE —
NATURAL
C
CARBON



METHANE MOLECULE

Methane molecules are made up of four parts hydrogen and one part carbon.



WHAT IS NATURAL GAS?

Natural gas is a fossil fuel made primarily of methane. It can be used as compressed natural gas (CNG) and liquefied natural gas (LNG). Natural gas is colorless and odorless in its pure form, and it is widely used in a variety

of applications. According to the Energy Information Administration (EIA), energy from natural gas accounts for 24 percent of the total energy consumed in the United States.

THROUGHOUT THE TRANSPORTATION INDUSTRY, MORE AND MORE CARRIERS ARE EXPERIMENTING WITH USING ALTERNATIVE, SUSTAINABLE FUELS TO POWER HEAVY-DUTY VEHICLES.

The low cost of natural gas, in particular, is attractive since diesel prices are high and often volatile. Additionally, natural gas is produced domestically and is abundantly available. Many environmental groups champion natural gas because it burns cleaner and emits fewer greenhouse gases than diesel.

Despite these benefits, several challenges face fleets that desire to convert to natural gas. Primarily, because natural gas use in commercial vehicles is a relatively new phenomenon, the national fueling infrastructure is severely limited—though it is slowly expanding. And trucks running on natural gas require different engines and fuel systems than those powered with diesel.

NATURAL GAS IN HEAVY-DUTY TRUCKS

Only recently has natural gas been used to power heavy-duty vehicles, though it is more widely used in smaller service vehicles and personal cars. To be used in a truck, CNG is stored as a gas under high pressure, which reduces its volume to 1/100 of the space natural gas would otherwise occupy. CNG is generally stored at 3,600 psi at ambient temperatures, and these specifications require a durable—and expensive and heavy—tank. Special engines are required to power heavy-duty trucks with CNG, and only a few engine options currently exist, though more are under development. These engines increase the cost of the truck and are approximately 10 percent less fuel-efficient than a comparable new diesel engine, according to the National Energy Policy Institute.

NATURAL GAS USAGE IN HEAVY-DUTY TRUCKS

1/100

Natural gas is compressed to 1/100 of the space it would otherwise occupy.

3,600

CNG is generally stored at 3,600 psi at ambient temperatures, requiring a durable, expensive and heavy tank.

▼ 10%

CNG trucks are approximately 10 percent less fuel-efficient than a comparable new diesel.

BENEFITS OF CNG

In the past few years, CNG has become much more popular in the transportation industry — primarily because it is less expensive than diesel. Transit buses, refuse trucks and medium-duty trucks are able to use natural gas for regional trips, and now heavy-duty carriers are taking notice. Truck suppliers are quickly developing natural gas technology for Class 8 trucks, and refueling infrastructure is being expanded to accommodate increased demand.

The environmental benefits of natural gas are also compelling for carriers and their customers. Sustainability has become a priority for most companies — and carriers that are able to switch to natural gas can help their customers meet sustainability goals while potentially lowering transportation spend.

Domestic, Low-Cost Fuel Source

The most persuasive reason for carriers to investigate natural gas as a fuel source is its price. Fuel is one of the most expensive operating costs for carriers, and natural gas is considerably less expensive and less volatile than diesel — which the Energy Information Administration (EIA) estimates will average \$3.93 per gallon in 2013. The cost of natural gas is expected to remain relatively flat for at least the next decade, and it is approximately \$1.50 to \$2 less expensive than diesel at the pump on an energy equivalent basis, according to the National Energy Policy Institute.

Another benefit of natural gas is that it is abundantly available in the United States, and a domestically produced fuel source would allow America to achieve its goal of relying less on foreign oil. Using less foreign oil is critical since

frequent and regular turmoil in the oil-rich Middle East and high international demand cause the cost of oil to be high and volatile, making it difficult for carriers to properly and accurately budget their diesel expenses.

Environmentally Friendly Fuel Source

Not only is natural gas less expensive than diesel, the fuel is better for the environment. Natural gas burns cleaner and emits fewer greenhouse gases than conventional fuels, so when used in a truck, it can more easily meet emissions standards from the Environmental Protection Agency (EPA). According to the American Gas Association, natural gas emits 30 percent less CO₂ than other fuels, making it the best fossil fuel for reducing greenhouse gas emissions.

CHALLENGES OF CNG

Despite the benefits of CNG, several barriers to its widespread use still exist. CNG powered trucks are much more expensive than diesel powered trucks, so many carriers are barred from entry due to cost. The maintenance specifications for CNG engines and fueling systems differ from diesel trucks, and regulations could require costly upgrades to shops that maintain natural gas trucks. Also, because the nation's natural gas fueling infrastructure is very limited, fleets lack flexibility to serve customers using natural gas trucks; for now, they must operate where the infrastructure exists, mainly in California and the Midwest.

Limited and Expensive Equipment

Only one CNG engine is currently widely available for large trucks: the Cummins-Westport ISL-G 8.9L — and it is expensive. The Cummins-Westport 8.9L engine increases the cost of a truck by \$30,000 to \$40,000 over a diesel counterpart —

mainly because of the fuel system, according to the National Energy Policy Institute. Many carriers are apprehensive about switching to natural gas because the engines are small and, therefore, less powerful. Heavy-duty natural gas vehicles currently on the market have less horsepower available than diesel operated trucks. When carriers are trying to haul more and have the highest payload, the lack of power can be a serious deterrent against natural gas. Cummins is developing a 11.9L CNG engine that will be marketed in 2013, and Volvo is working on a 13L engine — both will offer carriers a higher-powered option.

The robust fuel tanks required for CNG are also an issue. CNG tanks are heavier and larger than diesel tanks. Most standard fuel tank configurations provide a range of 250 to 350 miles with CNG. Consequently, CNG powered vehicles are best for regional routes with a 350-mile maximum radius. On average, with a standard configuration, a full CNG truck will weigh up to 1,000 pounds more than a comparable fueled diesel.

Limited Fueling Infrastructure

Natural gas requires special fueling systems, and due to previous lack of demand, not many fast-fill CNG fueling stations exist. Gas companies are apprehensive to build expensive stations without a local client base, but without the proper fueling stations, carriers will not operate natural gas fleets in those areas. Consequently, natural gas fueling stations are primarily located in concentrated areas where natural gas powered vehicles are widely used.

As a result of limited infrastructure, CNG powered fleets are confined to operating regionally in an area that has the appropriate fueling stations. For

BENEFITS

LOWER FUEL COSTS

ESTIMATED AVERAGE COST OF DIESEL:
\$3.93 PER GALLON
(2013 Average)

NATURAL GAS IS APPROXIMATELY \$1.50
TO \$2 less than diesel, and prices should
remain flat for the next decade.

ENERGY INDEPENDENCE

WITH THE CONTINUED VIOLENCE IN THE
Middle East, America must ween its
dependence on foreign oil. An abundant
source of natural gas is available
domestically and could allow companies to
budget fuel costs more effectively.

ENVIRONMENTALLY FRIENDLY

NATURAL GAS IS BETTER FOR THE
environment, burning cleaner and emitting
fewer greenhouse gases than other fuels.
It also allows companies to meet stricter
Environmental Protection Agency emissions
standards.



long-haul carriers, the lack of refueling flexibility all but prohibits them from using the natural gas. However, many fuel companies have amped their efforts to develop natural gas fueling stations along American's travel corridors—and they will continue these efforts as demand increases.

Maintenance Requirements

Specialized engines and fuel systems have different maintenance requirements than their diesel counterparts. And because natural gas is heavily regulated, shops that service natural gas vehicles may require significant—and expensive—upgrades. Fleets that seek to use natural gas vehicles must decide if they want to upgrade their shops to service these vehicles or outsource the maintenance. Depending on local fire codes, shops may be required to have sloped roofs, methane detection systems, ventilation systems and explosion proof lighting, according to the National Energy Policy Institute.

THE RUAN APPROACH

As a member of the SmartWay Transport Partnership, Ruan views sustainability as more than a high priority—it is an essential requirement for the future. As a result, Ruan's strategic



plan outlines ways to make its trucks cleaner and more efficient. Increasingly, transportation providers must develop and deploy sustainable solutions to attract new customers, improve operations and provide services that positively impact clients' businesses. Ruan has done just that.

Since August 2011, Ruan has been hauling milk with a fleet of CNG trucks for Fair Oaks Farms, one of the most recognized dairies in the world. This environmentally friendly transportation solution is a truly innovative example of sustainability because the CNG used to power the trucks is produced from the Fair Oaks, IN, farm's dairy cattle waste.

In a process called anaerobic digestion, microorganisms feed on manure from the 32,000 cows on the farms and excrete methane, which Fair Oaks Farms traps and processes. The gas is piped to a fueling station in Fair Oaks for compression and distribution. The CNG fuel powers the 42-truck fleet—one of the largest Class 8 CNG fleets in America—that Ruan uses to haul milk.

Ruan transports more than 300,000 gallons of milk each day—or 118 million gallons per year—to plants in the Midwest and travels more than 11 million miles annually. The trucks replace diesel powered models and, by displacing more than one and half million gallons of diesel per year, significantly reduce both direct emissions and the traditional carbon footprint of energy production. The Kenworth T440 CNG trucks are powered with the Cummins-Westport ISL-G 8.9L engine, and they are equipped with two side rail fuel tanks and three behind the cab. The equipment weighs approximately 17,000 pounds and can haul close to 53,000 pounds of milk. In 2013, Ruan is phasing the Cummins-Westport 11.9L engines into the Fair Oaks operation, allowing for more power.

Ruan has also tested 8.9L CNG trucks for retail, manufacturing and grocery customers in California. And the company is planning to acquire more trucks equipped with the 11.9L Cummins-Westport engine as they become available.

Ruan's alternative fuels strategic committee, which includes team members in senior management, information technology, assets, maintenance, operations, sales, marketing and fuel, meets regularly to discuss ways in which the company can continue to expand its use of alternative fuels. Ruan's fuel expert has fostered relationships with natural gas suppliers across the country and stays abreast of the latest natural gas news and developments, and the assets department works closely with natural gas engine providers to have the most up-to-date data on performance and cost. Together, this team is creating innovative, sustainable natural gas strategies for customers and prospective customers across the country in a variety of industries.

NATURAL GAS OUTLOOK

Carriers will need to weigh the benefits of natural gas against the many challenges that it presents. If diesel prices remain high and volatile—like they are expected to—natural gas power will continue to be an attractive option for high mileage fleets. If trucks run enough miles, the per-mile savings of using CNG over diesel can outweigh the higher cost and weight of the trucks and the subsequent maintenance requirements.

Ruan will continue researching and implementing alternative fuel use, facilitating strategic conversations with customers and clients about natural gas options and ensuring industry-leading sustainability results. As better engine and fuel tank technologies are developed, Ruan will be at the forefront of their implementation.



CHALLENGES

LIMITED AND EXPENSIVE OPTIONS

ONLY ONE ENGINE IS WIDELY AVAILABLE for CNG. It has less horsepower than a diesel engine, limiting load size and payload.

Because of the fuel system, the cost of a CNG truck is \$30,000 to \$40,000 more than a diesel counterpart.

WHERE'S THE FUEL?

CNG TRUCKS REQUIRE SPECIAL FUELING stations, which are expensive to build. Additionally, infrastructure has been concentrated only to areas that can support the need.

HIGH MAINTENANCE

BECAUSE CNG IS HIGHLY REGULATED, carriers must decide if they want to invest in required shop enhancements or outsource. Fire codes may require sloped roofs, methane detection systems, ventilation systems and explosion proof lighting.

S

Customer Engagement Critical for Long-term Partnerships



By Darin Endecott
*Vice President of
 Project Management and Quality*

Following the recession, capacity is tight in the transportation industry. Demand for transportation service is nearly equal to the supply of the service available, allowing some carriers to charge customers more to haul freight. But, many shippers continue to be plagued by a weakened economy and look to limit expenses as much as possible. If they are going to pay more for transportation, they want — and deserve — more than just a hauler. They want a transportation partnership, which is why customer engagement is critical for carriers.

Carrier quality departments across the country are endeavoring to cultivate close relationships with their customers to understand what matters the most to them — their pain points, their goals for success, their competitors, etc. Carriers are learning to anticipate changes in their customers' industries by staying up-to-date on trends outside of transportation.

At Ruan, for instance, we work closely with our agricultural customers to understand the inputs that significantly impact the industry, including feed, building materials, imports and exports and federal regulations. We have learned to speak their language about what is important to their business.

We strive to understand a customer's business as if it were our own in order to anticipate change rather than react to it. Because our professional drivers drive the same routes and serve the same customers daily, many of our dedicated customers come to think of Ruan drivers as their own drivers — which is fine with us. And by understanding their business, we are able to suggest valuable quality and process improvements to advance operations for Ruan and for our customers.

One key initiative designed to help all of our customers is the integration of electronic on-board recorders (EOBRs) in all of our tractors. This mobile technology provides data collection capabilities, GPS and linkage to customers' systems and our own transportation management system. By engaging with our customers in a meaningful way, we are able to capture data that is important to them — and format it in the most user-friendly way for their systems.

One of our customers previously generated hundreds of pieces of paper containing data each week. When we started using on-board technology, we were able to provide the customer the data they needed digitally, eliminating the need for all the paper. Now, the customer can slice and dice the data in a variety of ways that improve efficiency and productivity.

And when one of our grocery customers indicated that knowing the walk-in cooler temperatures at stores it delivered to was important for quality control, we began asking our drivers to record both the trailer temperature and the walk-in cooler temperatures. They capture the data with the on-board recorder, then we store the information for the customer and are able to supply it when needed.

It is also critical for carriers to gauge how their customers view their service. At Ruan, we have a robust customer satisfaction survey process that includes a rating system and open-ended questions. Each year, we survey our customers and typically send the questionnaire to 10 to 15 people within their organization who work closely with the Ruan team. Each client survey is developed to measure key aspects of Ruan's performance within the relationship including team member assessment, communication proficiency, customer service, professionalism, operational priorities, technology and logistics services and overall performance at both the local and corporate levels.

The results are distributed to all Ruan team members involved with the customer — including the local team, the region vice president and senior management. We also candidly share the results with customers in annual

Many shippers continue to be plagued by a weakened economy and look to limit expenses as much as possible. If they are going to pay more for transportation, they want — and deserve — more than just a hauler.

meetings, where we discuss potential avenues to improve our service and introduce new ideas on how to reduce costs. And then we go to work. Our teams take the survey results and act to remedy problem areas, and in almost all of our year-over-year surveys, customers rate improvement in those areas.

Our customer engagement efforts — from professional drivers to the CEO — play a significant part in our ability to maintain a customer retention rate of 99.7 percent. As we grow in our customer partnerships, we will continue to engage our customers, be proactive and never stop improving.

Ruan Ready for July Hours-of-Service Changes

In December 2011, the Federal Motor Carrier Safety Administration (FMCSA) handed down strict new hours-of-service rules that govern how many hours professional drivers can work and operate vehicles each day and week. The transportation industry challenged the new rules in court, arguing that they severely limit productivity and will not have a significant impact on safety.

Beginning late last year, Ruan Transportation Management Systems proactively analyzed and adjusted routes and logistics solutions in order to ensure compliance with the new rules — which went into effect July 1 — while still providing excellent customer service.

“We began looking at all business and running it through our modeling software to see what impact the rules would have,” said Matt Tiedens, Ruan’s director of logistics solutions.

The transportation industry’s largest grievances against the new rules include the 34-hour restart provision requiring that it include two periods between 1 a.m. and 5 a.m.; the stipulation that the restart may only be used once in a seven-day period; and the requirement that drivers not be allowed to drive for more than eight hours without taking a 30-minute break, according to *Heavy Duty Trucking*.

While the FMCSA and safety groups argue that the new rules will help reduce fatigue and chronic health problems by limiting the maximum number of hours a driver can work each day and week, the transportation industry, led by the American Trucking Associations (ATA), contends that the rules are a solution in search of a problem.

“The doubtful safety benefits that could result from these rules come at the cost of valuable

time and other resources,” said Ruan’s Director of Safety Lisa Gonnerman. “Additionally, many in the transportation industry are challenging the data that the FMCSA used to develop these rules.”

According to *Transport Topics*, the ATA called the FMCSA’s changes “arbitrary and capricious.” In addition, opponents argue that the driving limitation will add tremendous cost to the economy and push undue burden onto drivers while providing minimal possible safety and health benefits.

“The new rules will limit productivity,” Tiedens said. “The 30-minute break requirement effectively reduces a driver’s workday from 14 hours to 13.5. But carriers will still have to pay them for 14 hours.”

The 30-minute break requirement will force drivers to make fewer stops per load in a day to remain in compliance.

“We got creative in the design department to ensure the highest level of efficiency and productivity for our customers while still complying with the hours-of-service rules,” Tiedens said.

And the 34-hour restart provision affects operations that run 24/7, like dairy, retail and grocery. Drivers who work overnight will feel the impact the most. Depending on when a driver ends his week, he could have to add as many as another 18 hours to his restart, limiting the overall amount of hours he works in a week — and also reducing his pay.

For instance, if a driver ends his week at 2 a.m. on Saturday, he would not be able to start his week until 5 a.m. on Monday, whereas under the previous rules, he could start at noon Sunday. As a result of this inefficiency, most carriers need more drivers and potentially more assets to do the same amount of work. Tiedens estimates that Ruan needed

8 to 10 percent more resources in some accounts to maintain current operation levels. Other accounts, however, will require no changes or additional resources.

“In order to haul the same amount of goods, most carriers will need to hire more drivers. In an industry plagued with a shortage of qualified drivers, some carriers may turn to hiring less experienced drivers,” Gonnerman said. “Ruan, however, will continue to thoroughly screen all potential drivers and will maintain our high standards for hiring experienced, professional team members.”

Ruan’s PeopleNet on-board recorders were a valuable resource for analyzing routes and making required adjustments. The time stamps allow the design team to know exactly when drivers arrive at and depart from locations. With this precise information, the team spent less time inputting data and more time developing creative, efficient solutions.

And Ruan’s Dedicated Contract Carriage solution is an advantage as well. Because Ruan drivers run the same routes every day or every week, depending on the operation, the data is very consistent. Field team members were able to offer suggestions for design solutions because they closely understand customers and their routes.

“We evaluated operations on a case-by-case basis,” said President of Dedicated Contract Carriage Ralph Arthur. “Our regional leaders and terminal team members, along with our national sales team, are working with their clients across the country to educate them and understand how the changes will affect their operations. For some, there were no changes — but for others, these new hours-of-service rules require significant changes.”



THE MEGASAFE⁷ RULES OF SAFE DRIVING

APPLY TO ALL DRIVERS

Ruan's Megasafe⁷ Rules of Safe Driving can — and should — be used by all drivers in all vehicles. Below are a few safety tips to use while commuting to and from work. While safety doesn't take a lot of time, it does take thought and planning. Try to add or incorporate one or two of these tips each week into your routine.

Megasafe⁷

Rules of Safe Driving

Prepare to Drive

Take the required steps to ready yourself to drive.

- + Always check the weather and prepare your route before you leave your house so you do not have to look at maps or adjust your GPS while driving. If the weather is bad, give yourself plenty of extra time to get to your destination
- + Keep an emergency kit in the car: Ice scraper/snow brush, flashlight, jumper cables, sand, long-handled shovel and first aid kit
- + Do not distract yourself with other activities like eating, smoking, adjusting the radio, reading, talking on the phone, etc.

Expand Your View

Look farther down the road so you have more time to react.

- + Look as far as possible where the road allows:
 - On open highway, look at least a ¼ mile ahead
 - While driving in the city, look ahead at least three city blocks
 - Look through curves and turns

Maintain Proper Following Distance

Keep good visibility and have time to slow down.

- + The recommended following distance is one second for every 10 feet of vehicle length. So for a mid-size sedan, you should have two seconds of following distance from the car in front of you
- + Additional time is needed at night and during inclement weather, road construction, heavy traffic or as other conditions require
- + With a proper following distance, you will have more time to slow down and avoid a hard-brake situation or rear-end collision

Use Your Mirrors

Take frequent surveillance of those around you.

- + Check your mirrors every five to nine seconds to be aware of all that is happening around your vehicle
- + Have a pattern for checking your mirrors to eliminate blank stares and avoid highway hypnosis
 - Right mirror > front window > left mirror > front window > gauges > front window

Execute Safe Lane Maneuvers

Use S.O.S. system to safely change lanes.

- + Lane changes are slow, mechanically executed maneuvers. Use the S.O.S. system when changing lanes:
 - Signal at least four clicks
 - Observe for at least two seconds
 - Smooth lane change for you and those around you

Assess Intersections

Scan intersections before you get to them.

- + When going through intersections, scan left, then right, then left again
- + Be prepared to avoid accidents that might be caused by the actions of others

Adjust Speed for Conditions

Slower is safer.

- + Always reduce your speed during these conditions:
 - Weather
 - Traffic
 - Road construction
 - Curves
 - Ramps
- + Do not use cruise control:
 - On winding roads
 - In traffic
 - During inclement weather

RUAN WELCOMES NEW CFO, CIO

In the first quarter, Ruan Transportation Management Systems added two new senior leaders to help guide the company into its 81st year in business. Steve Wood, former chief financial officer (CFO) for Becker Underwood, Inc., joined Ruan's leadership team as senior vice president of finance and administration and CFO, and Vijay Naravane joined the team as vice president and chief information officer (CIO).

In his new role, Wood is responsible for managing risk, financial analysis, general accounting, tax and license, payroll and customer accounting. In addition to overseeing Ruan's company-wide budget, Wood monitors and measures business practices and performance while supporting the needs of operating departments and more than 230 terminals across the U.S.

"As someone who spent the vast majority of his business career in Iowa, Steve has tremendous respect for Ruan as a company and admires the generosity of the Ruan family," said President and CEO Steve Chapman. "Steve's significant senior management and financial experience will be critical to our company's continued success well into the future."

Prior to Becker Underwood, Wood served at Maytag Corporation for 14 years, where he held various positions in internal audit and information technology, followed by assignments as corporate controller and, lastly, as chief financial officer. Wood graduated from the University of Illinois with a B.S. in accounting and then earned his certificate as a certified public accountant.

As CIO, Naravane oversees all information technology operations within Ruan, including the continued implementation of the company's best-in-class transportation management system, RTMS2.0, and PeopleNet on-board technology in all units.



Steve Wood, CFO

Vijay Naravane, CIO

"Vijay's skills and experience make him an ideal fit to continue execution on current strategic initiatives at Ruan and to assist us in defining our roadmap for the future," Executive Vice President Ben McLean said.

Naravane brings to Ruan vast experience in both technology and transportation. Most recently, Naravane served as the CIO for Roehl Transport, where he led the company through several strategic transformation projects, including implementing a new transportation management system and new on-board devices across the fleet. Naravane has also held IT leadership roles at Thomson Reuters and Carlson Companies, in addition to roles at Accenture and Anderson Trucking Services, where he was among the first to implement in-cab mobile devices. Naravane holds a B.S. in mechanical engineering from Bombay University and an MBA from the University of Minnesota.

Ruan Honored With United Way Of Central Iowa GIVE Award

The United Way of Central Iowa recently selected Ruan Transportation Management Systems as a 2013 LIVE UNITED GIVE Award recipient after the success of the 2012 campaign.

"We would like to extend a sincere 'thank you' to all of our team members who participated in our record-breaking campaign," Ruan President and CEO Steve Chapman said.

This award is part of United Way's annual LIVE UNITED Recognition program, which strives to recognize organizations and individuals who GIVE, ADVOCATE and VOLUNTEER to improve lives and build a stronger community. The GIVE Award recognizes companies that support United Way's mission through their leadership and generosity in financial contributions during the United Way campaign.

The Ruan team raised a company record of more than \$142,000 for the United Way of Central Iowa in 2012, and team member participation reached more than 95 percent.

"The Ruan team demonstrated their deep commitment to making Iowa a better place to live, and it is appreciated by the company, United Way and, most importantly, by those who benefit from United Way services," Chapman said.

Because of the efforts of central Iowans, the community-wide 2012 United Way of Central Iowa campaign raised \$26,580,242, the highest total in the organization's 95-year history. This is a nearly \$1.5 million increase over the \$25.1 million raised in 2011. Thanks to its donors, United Way was able to educate 2,200 children at 18 United Way-supported early learning centers, serve 232,264 nutritious meals and assist 4,926 unique individuals through GED programs and workforce training.





Ruan Partners with Ecolab to Achieve Considerable Improvements

Ruan's Joliet, IL, team at T507 was recently commended by their customer, Ecolab, for excellent year-over-year service improvements.

Ecolab highlighted the improvement in its e-newsletter saying, "Hats off to the Joliet team for an outstanding overall bulk service level improvement, from 89 percent in 2011 to 94 percent in 2012!"

The Joliet team, led by Terminal Manager Charlie McCarter, worked with Ecolab to implement a number of innovative initiatives to achieve the 5 percent service improvement. The initiatives included an increased number of bleach compartments, a delivery capacity increase of 15 to 20 percent and improved loading capacity through adding a third loading meter.

"It takes a team effort to accomplish this. I would like to recognize the bulk supervisor and the Ruan team for the working relationship they have developed to put our customers first and improve our service over the last couple of years," Ecolab's plant manager said.



Mark Goforth has been named Ruan Transportation Management Systems' 2012 Driver of the Year after being selected from a pool of more than 4,200 professional drivers.

Goforth, who operates out of Ruan's Topeka, KS, terminal, has been with Ruan since 2005 and has logged more than 1.5 million miles during his 15 years as a professional truck driver.

"It's a huge honor, and I'm pretty proud of it," Goforth said. "I feel honored that the people above me thought enough of me to put me in this position."

Ruan is a dedicated contract carriage and logistics management company headquartered in Des Moines, IA. The company began the search for its Driver of the Year when 150 drivers from Ruan's 260 terminals were named region finalists based on length of service, safety, driving records and exceptional customer service.

Region vice presidents then narrowed the field further to 14 region winners, who traveled to Des Moines with a guest July 16-18 for an award ceremony and other festivities. Out of the 14 region winners, Ruan's senior leaders selected Goforth.

"Each of you is an outstanding performer," said Ruan President and CEO Steve Chapman at the award ceremony Wednesday at the World Food Prize Hall of Laureates. "You consistently exceed our safety and service standards to meet the needs of our customers. This recognition is our way of honoring your dedication, professionalism and ongoing commitment to Ruan and our valued customers."

Each region winner was awarded a trophy and cash prize at the ceremony. Goforth, who hauls for Ruan customer Target Corporation, was honored with a trophy, a cash prize and the 2012 Driver of the Year title.

The Driver of the Year award ceremony coincides with Ruan's annual Founder's Days events, where the company celebrates the work ethic and philanthropic spirit of its founder, John Ruan, throughout the month of July.

"It was 81 years ago when Ruan Transport was the promising business of one determined, hard-working driver — John Ruan," Chapman said. "Mr. Ruan absolutely understood from day one that without the company's professional class of drivers, it would not exist."



2012 Region Winners

Terminal	Region Winner	Location	Customer
T106	Bob Moe	Lino Lakes, MN	Marmon/Keystone
T378	Steve Millang	Des Moines, IA	Kirkman Farms
T429	James Yarbary	Aurora, CO	Whole Foods Market
T300	Benny Baca	Roswell, NM	Farm Pickup
T328	Robby Stark	Mira Loma, CA	Baskin Robbins
T239	Bill Lindsey	Meridian, ID	Farm Pickup
T538	Jim Belk	Canby, OR	Johnson Controls, Inc.
T090	Mark Goforth	Topeka, KS	Target Corporation
T579	Allen McClary	Charlotte, NC	HNI
T187	Chris Pritchett	Columbus, MS	EKA Chemical
T010	Joe Brown	Seattle, WA	Unified Grocers
T582	Ruben Gomez	Phoenix, AZ	Freeport McMoRan
T095	Larry Druckamiller	Ft. Wayne, IN	Bulk Earth Product Pickup
T463	Bryan Holland	Birmingham, AL	O'Neal Steel

RUAN ANNIVERSARIES

45 John Flies, National Sales-VP | Dan Oney, Muscatine, IA

40 Kent Havens, VP Legal

35 Susie Deskin, Avis | James Skultety, Systems & Programming | Bob Hogstad, Region VP | John Milburn, Tax/License | Marilyn Rittel, Accounting | Rosemary Gomes, Tulare, CA | Sheila Puls, Disbursements

30 Jerry Brannen, Des Moines, IA | Kenneth Toler, Des Moines, IA | Marvin Trout, Des Moines, IA

25 Arthur Barraza, Alhambra, CA | James Brinkley, Foreman, AR | Linda Jackson, Tulare, CA | Sheric Paulus, Maintenance | John Haga, Chester, VA | George Rigney, Roswell, NM | Tim Hood, Memphis, TN | Roman Gomez, Los Angeles, CA

20 Claude Balaam, South Valley Region | Sam Schott, South Valley Region | Donald Hanks, Orland, CA | Gary Guy, Tyler, TX | James Thompson Jr., Memphis, TN | Jeffrey Smith, Cedar Falls, IA | Kendall Young, Ruan Center | Mike Elliott III, Maintenance | Gerald Rose, Ripon, CA | Wayne Johnson, Muscatine, IA | Anton Batista, Pomona, CA | Danny Taylor, Cedartown, GA | Mohammad Khan, Ripon, CA | Gabriel Machado, Tulare, CA | Gerald Wappelhorst, Ft. Wayne, IN | Joseph Jagodzinski, Wisconsin Rapids, WI | Keith Stevenson, Ft. Wayne, IN | Kenneth Gallant, Ft. Wayne, IN | Patric Bowers, Ft. Wayne, IN | Sam Fraijo, Pomona, CA | William Estep, Twinsburg, OH

15 Herman Touhey, Phoenix, AZ | Jan Davis Douglas, The World Food Prize | Matthew Krebs, Madison, WI | Michael Hartman, Computer Services | Michael Tallant, Foreman, AR | Richard Austin, Wisconsin Rapids, WI | Scott Rowe, Tulare, CA | Ted Cunningham, El Monte, CA | Diana Martin, Tyler, TX | George Bowles, Turlock, CA | John Riley II, Canby, OR | Wayne Manteufel, Wisconsin Rapids, WI | David Lawrence, Tulare, CA | Michael Stroupe, Coatesville, PA | Mitch Paar, Baraboo, WI | Robert Kluetzman, Madison, WI | Genny Dodson, Phoenix, AZ | Benny Williams, Phoenix, AZ | Dennis Potter, Monroe, WI | Kenneth Mortenson, Muscatine, IA | Stephen Mayer, Monroe, WI | Eric Hauptly, Des Moines, IA | Matt Simons, Analysis and Budgeting | Theresa Kolund, Muscatine, IA

10 Brad Miller, Cedar Falls, IA | Darrell Seely, San Antonio, TX | Jose Carreon, Tulare, CA | Michele Smith, Joliet, IL | Miguel Pulido, Ripon, CA | Mike Knapps, Neosho, MO | Tracy Daubenspeck, Birmingham, AL | Benjamin Gomez, Avis | Bruce Gonzalez, East Chicago, IN | Chelo Villarreal, Los Angeles, CA | Dennis DeWane, East Chicago, IN | Ernesto DeJesus, Middletown, DE | Lee Kawiecki, East Chicago, IN | Rich Powell, East Chicago, IN | Roger Watkins, East Chicago, IN | Sally Grammer, El Monte, CA | Thomas Casperson, Phoenix, AZ | Tom Murchek, East Chicago, IN | Trinidad Cisneros, Turlock, CA | Walter Burtin, East Chicago, IN | Harold Bickle, Avis | Matthew Cloo, Seattle, WA | Melinda Bickle, Avis | Steve Garcia, Ripon, CA | Alfonso Barcenas, Tulare, CA | Allen Nelson, Seattle, WA | Anna Lowe, Pomona, CA | Clair Galles, Cedar Falls, IA | Debra Martinez, San Antonio, TX | Debra Stott-Wiley,

Disbursements | Demetrio Montemayor, Cleburne, TX | Don Meister, Cedar Falls, IA | Gordon Steinke, Wisconsin Rapids, WI | Jeffery Winch, Toledo, OH | Joseph Trujillo, Avis | Juan Maldonado, Alhambra, CA | Kurt Miller, East Chicago, IN | Leisa Scalise, West Des Moines, IA | Lonnie Rowe, Seattle, WA | Mario Aguilar, Ripon, CA | Mike Early, Cedar Falls, IA | Pat Parsley, Neosho, MO | Scott Gorzlaneyk, Wisconsin Rapids, WI | Sergey Palnov, City of Industry, CA | Todd Wolter, Cedar Falls, IA | Dean Kroeger, Cedar Falls, IA | Franco Tangari, Ruan Center | Jesus Robles, Tulare, CA | John Killen, Des Moines, IA | John Wissink, Cedar Falls, IA | Mark Howard, Cedar Falls, IA | Paul Watters, Cedar Falls, IA | Steve Dawkins, East Chicago, IN | Alan King, Seattle, WA | Allen Johnson, Seattle, WA | Anthony Guerrero, Seattle, WA | Arthur Guerrero, Seattle, WA | Brad Lund, Seattle, WA | C Vanscyoc, Seattle, WA | Chris Schutz, Seattle, WA | Craig Haelsen, Seattle, WA | Curtis Warden, Seattle, WA | David Bailey, Seattle, WA | David Lawson, Seattle, WA | Dennis Haveman, Seattle, WA | Donald Stafford, Seattle, WA | Douglas Adams, Seattle, WA | Earl Eller Jr, Seattle, WA | Frank Coughlin, Longview, TX | Garry Sorrells, Seattle, WA | James Monaghan, Seattle, WA | Jeffrey Staples, Seattle, WA | Joe Hinkel, Concentric International | John Woods, East Chicago, IN | Joseph Bouchard, Seattle, WA | Joseph Brown, Seattle, WA | Kelly Roggenbuck, Seattle, WA | Larry Crow, Seattle, WA | Leonard Grover, Seattle, WA | Mark Martin, Seattle, WA | Matthew D'Andrea, Seattle, WA | Matthew Rahn, Seattle, WA | Michael Pomerence, Seattle, WA | Nick Spagnole, Seattle, WA | Norman Gere, Seattle, WA | Rob Rhea, Seattle, WA | Rodney Balmer, Seattle, WA | Rodney Braunagel, Seattle, WA | Roger Kullberg, Seattle, WA | Stanley Hoot, Seattle, WA | Terry Kesterson, Seattle, WA | Thomas Beers, Seattle, WA | Thomas Ellis, Seattle, WA | Timothy Haggard, Seattle, WA | William Petheram, Seattle, WA

5 Adam Aswegan, Cedar Falls, IA | Ahlonko Sodji, Phoenix, AZ | Alexander Palnov, City of Industry, CA | Aphy Phonseya, Brooklyn Park, MN | Bobir Hassanov, Acampo, CA | George Jensen, Brooklyn Park, MN | Jacky Franklin, Tyler, TX | Jean Ferron, Green Bay, WI | John Veraguth, St Joseph, MO | Jorge Lopez, Landover, MD | Jose Soto, Phoenix, AZ | Leonard Brown, Landover, MD | Mack Jones, Landover, MD | Mike Kunch, Cedar Falls, IA | Robby Shearer, Muscatine, IA | Ruperto Gonzalez, Cleburne, TX | Ryan Files, Dekalb, IL | Seamus Wilkerson, Dedicated Asset Support | Steven Cooper, Charlotte, NC | Albert Gonzalez, Topeka, KS | Brian Gerheart, Kutztown, PA | Bruce Nelson, Tyler, TX | Cary Rinker, Safety | Cesar Baca, Turlock, CA | Charles White Jr, Charlotte, NC | Chris Czonska, Bethlehem, PA | Cinthia Fast, Denver, CO | Douglas Carothers, Ripon, CA | Eric Calhoun, Cedartown, GA | Erin Turnis, Human Resources | Henry Simon, Franklin Park, IL | Jake Russ, Brooklyn Park, MN | Jamie Morales, Yuma, AZ | Joe Sachs, Bethlehem, PA | John Brown, Canby, OR | John Kandoll, Canby, OR | Keith Golliday, Martinsburg, WV | Kenneth Hinkle, York, PA | Kenneth Williams, Bethlehem, PA | Kirk Berry, Midlothian, TX | Lance Higgins, Brooklyn Park, MN | Liz Skibbie, Franklin Park, IL | Martin Moreno Sr, Muscatine, IA | Paul Isaacson, Cleburne, TX | Raymond Wynn, Bethlehem, PA | Robert Bennett, Orlando, FL | Robert Kurtz Jr, Bethlehem, PA | Robert Rasdall, Topeka, KS | Rocky Humphrey, Adelanto, CA | Ruben Gonzales, Clovis, NM | Susan Fitzsimmons, VP

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Dedicated Contract Carriage. And Logistics Management. And Warehousing. And more. That's Integrated Solutions—handled for you by Ruan.

And. That's a word you will hear a lot when you talk to Ruan about Integrated Solutions. Dedicated Contract Carriage (DCC) and Logistics. Warehouse Management and Subassembly. Supply Chain Optimization and Certified Brokerage Services. Integrated Solutions encompasses it all, providing our customers the ideal combination of asset- and non-asset-based solutions that get your products from point A to point B safely and efficiently.

Our customer partnerships are based on trust and integrity, and we use a consultative approach to design efficient supply chain solutions that create

lasting value—regardless of the solutions you choose. Ruan provides you the best of both worlds, delivering services designed to guarantee load coverage and manage carriers, mode selection and warehousing. These services are coupled with advanced technology to provide industry-leading supply chain event management and workflow, rich analytics, quarterly KPI reporting and a sophisticated transportation planning engine.

That's Integrated Solutions—creating the optimal supply chain you need to be more competitive—handled by Ruan.



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