



Transportation Brokerage 101

Your Introduction to the
Transportation Brokerage Industry


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Chapter 8

The Broker's Job

While all brokers, customers, and carriers have differences in their policies and procedures, most should have the same basic principles. Just like many other industries, there is not necessarily one standard format or set of procedures, but rather generally accepted guidelines to follow. Frequently, the basic principles practiced within an organization and also generally in an industry become the normal format for operations over a period of time. A “generally accepted guideline” ultimately becomes the basis for a standard or expected practice when a professional group or regulating agency attempts to make a policy or requirement. These generally accepted industry guidelines refer to the concept that no true, concrete, and legislated standard exists; however, most parties involved agree that there are certain guidelines that should be followed when conducting business in the industry.

We are using the term “customer” in this chapter as it covers all shippers, consignees, distributors and “middlemen” and as well as others who control the movement of freight. Every firm, other than the smallest retail service business, will need some type of products to conduct their business. Look around as you do your shopping. All this has to get here from somewhere else and it should be looked on a host of opportunities.

This concept is important to remember when dealing with anyone in the industry, including brokers, customers, agents, regulatory agencies or vendors. You want to get the best deal without trying to shatter the boundaries of standard, accepted business practices. Failure to adhere to the

standard policies and procedures may result in a situation where you cannot compete with the competition and/or attract and retain customers. The general business guidelines discussed above should be followed not only because they are generally accepted guidelines but, perhaps more importantly, because experience shows that these particular principles and processes tend to provide the best results.

These guidelines should be kept in mind when dealing with negotiations and contracts. The representative of the broker should exercise all of the selling points possible with regards to services provided and the ability to handle the demands associated with each load. This allows the broker representative to adhere to the generally accepted guidelines and perhaps have extra negotiating points to convince customers to agree to what is to be done “over and above” the generally accepted minimum guidelines. As your brokerage consistently provides high-quality service, the professionalism displayed is likely to result in a solid business relationship that might justify future rate increases. This method allows the broker to achieve results above the typical boundaries of the industry, something most successful brokers will consistently try to accomplish.

If the broker consistently earns the respect of customers with regards to the ability of its brokerage to deliver high-quality services, it will find that customers will tend to be loyal to excellent service. Excellent service helps the customer to cut its costs, providing a benefit to its organization. Therefore, the broker is providing a value-added service to its customer, which is extremely important to the

professional health of anyone participating in the brokerage business.

One of the best negotiation and sales tools any representative of a broker has is to be able to show the customer (customer) that the broker has the resources necessary to accomplish value-added benefits on behalf of the customer. The broker must be able to solve problems efficiently and effectively and simultaneously multitasking to serve other customers at the same time.

Membership in TIA, which commits a broker to higher ethical standards, is an excellent sales and marketing tool.

There are three basic groups that you, as a broker or brokerage representative, will be targeting in your marketing and sales efforts. These three groups are customers or consignees, carriers, and other agents or sales representatives. Each representative needs to learn what each potential "customer" is looking for in a broker in order to achieve success. Once this is identified, you will be able to successfully market your value-added services and capabilities to them. To enhance your chances of success as a broker, you need to offer value-added services that the customer may not be able to achieve when purchasing transportation on its own, or from the carriers it is currently using to transport its cargo.

By adding these types of value-added services to the proposal, you will be able to sell your services. Being able to offer a broad range of services targeted toward the key needs of each customer allows you to try to compete on a variety of variables as opposed to simply comparing rates to other brokers and carriers.

Finding a Customer and Freight

While finding a customer can sometimes be difficult, getting them to use your services may not be as difficult as the overall execution of transporting the load. Ultimately, finding them may be the simple part of the equation!

As the broker makes strategic decisions such as what region to target to find customers, some basic, key questions such as the following may aid the broker when making strategic customer identification decisions:

Q. Where are the trailers?

A. Anywhere that you see trailers is a potential customer.

Q. Did you look in the yellow pages?

A. Anything that is sold or manufactured (not a service

Success Rule

You must be resourceful.

A broker, agent, or sales representative must be a problem solver and be resourceful enough to develop solutions for its customer's problems.

When you arrange for freight transportation, the customer and carrier both expect that you will find a solution to almost any problem that arises. This means being a resourceful problem solver. If the carrier used to transport a load has a vehicle failure and cannot find a repair shop located close to the incident, you as the broker have two options:

1. Find another carrier AND a lumper service (individual(s) who loads and/or unloads trailers) to offload the trailer that had a vehicle failure and transfer the cargo to another carrier; or
2. Find a repair shop where the carrier can pay for services.

Being resourceful oftentimes means having a plan to solve a problem or series of problems. Being resourceful means you do not generally tell a customer or a carrier that you cannot be of help or that you do not know what to do on their behalf. The successful alternative is to find a suitable solution very rapidly. Generally, it is the customer and carrier that are involved in an incident. Unfortunately you, as the broker, are the one who stands to lose business, not them.

Being a broker can be a very complex job but if you have the knowledge and skills necessary, it can be a very profitable and exciting career. It is hoped this text will help to give the reader the skills and knowledge necessary to achieve success when performing the job of a broker in a professional and successful manner.

Scenario

Your carrier has arrived at the consignee, and it will not unload the trailer. The consignee tells the driver that this type of situation is “always a drop trailer situation at unload and it will take 5 days to unload.” The driver calls the carrier, who subsequently calls you.

Question: What could have prevented this situation? How can this situation be fixed?

Answer: Remember to look at it from all perspectives.

The carrier wants to charge the regular rate at 450 miles per day, which is \$1.10 per mile for 450 miles, or \$495.00 per day.

- A. The customer just wants the cargo off of its dock. It usually has no control over the receiver.
- B. The receiver wants to pay nothing, since this is its normal procedure. The receiver will also note that if you had called for a delivery appointment, you would have been told it was a drop trailer.
- C. The broker simply wants to keep the \$495.00 per day.

To fix this problem, you may have a couple of options as discussed below. First, you can contact the receiver to see what you can work out to get the trailer unloaded as quickly as possible. Second, you can then contact the carrier to see what you can work out to pay the driver layover until the consignee unloads. If done with professionalism and a lot of additional effort, these types of situations can usually be worked through. While the end result may not be an ideal situation, proving that you, as the broker, can serve as a problem solver for the carrier and customer will typically yield positive results. Be prepared with your information and manage it well in an attempt to enhance your ability to serve as a successful problem solver. Misinformation and small mistakes such as not setting a delivery appointment or asking about a drop trailer situation could cost thousands of dollars if not handled properly.

offered) is a potential customer. You can order state manufacturing guides.

Q. Where are the carriers I see in this area going (what is their destination)?

A. They are going to a customer facility or a receiver's facility.

Q. Does a receiver ship as well?

A. Unless it is a retailer, whatever it receives eventually gets shipped back out in some form.

It can be that easy to find a customer! A customer who has the trailers of a particular carrier dropped off at its facility probably has large amounts of freight to be moved. However, using multiple carriers can be time consuming and confusing for the customer's traffic department. Therefore, you must analyze the customer and find all of the key variables of importance to the customer and use those issues as the basis for your marketing strategy to that particular customer. Those who are observant and consistently review

their business plan may realize that the plan may contain a list of possible marketing ideas for customers and a list of target customers (see sample, Appendix 2).

A customer with trailers that are staged at its facility has usually requested this service of the carrier. In these types of situations, the carrier will keep one or more empty trailers in the customer's yard. This benefits the customer by allowing it to have empty trailer(s) available 24 hours a day. A yard manager can hook up to an empty trailer, place it at a dock, and allow the customer to load the trailer at its convenience.

As for a carrier, a trailer staged at the customer's location means, for example, that a load scheduled to be delivered on Friday can be preloaded on Monday. Nothing is required of the carrier until the time to move the load on Wednesday. This type of process gives the broker more assurance that all of the loads available from the customer can be picked up. A carrier that is willing to drop a trailer can be a wonderful asset to both the customer and the broker. In addition to the above, if the carrier drops its trailer at the customer's location and it is subsequently loaded, the

carrier is then responsible for covering the shipment. Once the shipment is on the carrier's trailer, it does not get much easier for the broker. Below is a sample scenario designed to illustrate a typical customer–carrier–broker relationship.

When scenarios like the above arise, there are some brokers who believe that raising voices, intimidation, or other “scare” tactics are the way to win. Oftentimes this does not achieve a positive immediate result and usually negatively impacts the long-term success and profitability of the brokerage. When dealing with these types of business situations, it is very important to always conduct yourself in a professional manner. Always contact the customer regarding the pickup for every load and the consignee to schedule unloading. Even if the regular schedule is based on a first-come, first-served basis, be sure the carrier is aware of this.

Once you have located a potential customer, conduct some research to find out more about the customer and its expectations. There are many ways to conduct research about a particular customer. For example, you can look on the Internet for a company Web page? If so, you may find contact information for the traffic or shipping department. You may also want to review the local Chamber of Commerce Web page, which may allow you to obtain a description of the customer's business and relevant contact information. Networking with people who may know about the customer can also be a successful way to conduct research on the customer. These types of research can help you find out what the customer is looking for in terms of transportation services. Then you can contact the customer by phone, fax, personal visit, mail, or other. Oftentimes, in the current operating environment, phone, e-mail, and personal visits are all acceptable and when combined together can result in communicating a very effective message to the customer.

Once contact has been made with the customer, the broker needs to determine if the customer has any special requirements that must be met when contracting with it to provide shipping services. It is necessary to find out all of the key requirements necessary to successfully obtain the cargo transportation business of the customer. If the customer

has no special shipping requirements, the broker can prepare a proposal and attempt to work something out with the customer. If the customer does have special requirements, these special requirements must be addressed in the proposal presented to the customer.

Oftentimes it is not beneficial to reinvent the wheel. However, if you find a customer (or carrier) that has not previously tried using a broker, find out how its operation works and show it in writing how the operation would be improved if you were involved. For example, you can illustrate what the costs and benefits are to the customer if it uses your brokerage services? You must also analyze how much you would charge to move the load. One way to gain insight into the rate you would charge could be to run a trial search on an Internet-based freight board, look at load densities, and quote your rate based on the information provided. If you can cover the load for a lower price than the customer and offer value-added services, the sale can be relatively easy. The customer not only avoids having to arrange for cargo transportation but also saves money by allowing you as the broker to move the load for it.

The broker, on the other hand, will have to prove itself to the customer (and perhaps the carrier) by providing a high level of customer service. If the broker can get the loads successfully transported for less than the rate that was quoted, the broker also achieves success. Make sure before you start the process of getting contracts signed, paperwork exchanged, and rates negotiated that you will be able to arrange to successfully transport the freight. If you cannot perform, the customer is not likely to use your services again.

For example, you have a customer that pays \$1,000.00 for a load (revenue). You contract with a carrier to haul the load for \$900.00. Your net profit is \$100.00. Make sure you will be able to have a net profit and not a net loss.

If a potential customer offers a contract that is comparable to the average freight you are moving now (comparing apples to apples), then you can look at the average profit you make per load (see Tables 8-1 through 8-3, next page). You can then presume that with all things being equal, you can

Success Rule

Always keep your professionalism.

In the scenario above, it might be very easy for some to lose his or her cool. Just remember that if you lose your cool, you will more than likely lose the business of the customer and/or the carrier or perhaps even your job! Just about any problem can be handled with tact and diplomacy. Allowing yourself to lose your professionalism will keep you from thinking clearly and processing all the information necessary to stay ahead of whoever you are in the business relationship with at the time. Frequently, the brokerage representative who best maintains their professionalism achieves success.

Table 8-1 PROFIT PER LOAD

	Gross revenue from customer	Revenue
(minus)	Amount paid to carrier	Line haul
Equals net profit per load	Net profit per load	
Profit per load/Gross revenue	Profit margin per load	

Table 8-2 GROSS PROFIT (MARGIN)

	Gross freight invoices (receivables)	Revenue
(minus)	Total freight bills submitted (payables)	Line haul
	Equals gross profit (margin)	
(minus)	Overhead, administrative, and other allocable operating expenses	
	Equals net profit (margin)	

Table 8-3 AVERAGE PROFIT PER LOAD

	Sum of all load profits	Gross profit per load
(divided by)	Total number of loads	Load volume
	Equals average profit per load	

look at the average amount your profits will increase due to a change in volume. If the profit available is significant, it may warrant making changes to allow for more volume. If not, this may be a contract that will not be beneficial to your brokerage operation. Remember though, it usually isn't wise to simply let the freight go but rather to refer it to someone else who can handle it for the customer. You may be able to make a "co-brokering" commission. Always use a written co-broker agreement and the customer must agree to this as well. (see TIA Model, Exhibit C).

Before entering into any type of negotiations with a customer for prices or related services, you must be aware of the specifications of contracts and any relevant rate information. Many customers have contracts that they prefer to use so they will request that you, as a broker, sign the contract.

While these contracts are widely used and can be somewhat standardized, keep in mind that they are the customer's contracts. As a result, the contracts are designed to protect the customer as opposed to the broker.

You must always read and understand a contract thoroughly. Involve your transportation attorney for matters about which you are not clear, and make sure you are not signing a contract that commits you to liability for items for which you do not want to be liable. For example, some shipping contracts state that, as a broker, you will be liable for monetary damages due to late deliveries. Be sure you check into the amounts of the monetary damages and the circumstances that may trigger such a penalty. The most important thing to remember is that you must always thoroughly review every contract prior to signing. There are sample contracts in

the New Broker Kit for you to review and use as a guide. Well-drafted contracts should clearly state the responsibilities of the parties, the price, and include provisions dealing with procedures to be followed if something goes wrong.

Beyond contracting, what are you looking for in a customer? Look for customers that have driver-friendly freight (e.g., perhaps shipper load consignee unload), firm delivery appointments, few or no intermediate stops and other, similar freight characteristics. It is necessary to determine the physical and the service characteristics of the freight. For example, be sure to note if the freight is classified as hazardous material or contains commodities commonly excluded by insurance coverage, as well as issues like freight destination and other similar aspects of the freight that impact operational strategies. You should be aware any unusual characteristic such as temperature, altitude or stacking requirements to name a few. It is necessary to know the trends and practices of the industry you are operating in, which may include knowing if a particular destination is a "difficult" shipping area for a particular reason (e.g., season, minimal backhaul opportunities). All of the above issues can combine to help let you know if you have found a customer with freight you will be able to cover in your brokerage operations.

Regardless of how you have identified a potential customer (e.g., yellow pages, networking, word of mouth), your initial contact with the customer should simply be a fact-finding mission designed to allow you to collect information about its needs. If you have an opportunity and it is appropriate, ask for a facility tour and, at the least try to view the dock area. Once an understanding of the customer's needs has been obtained, you can determine if your brokerage operation can meet those needs. If the customer's needs can be met, a proposal should be created and presented to the potential customer. Hopefully the proposal will serve as the foundation for an agreement between the broker and the customer to provide services to the customer. If the needs of a specific customer cannot be met, keep in mind that there are always many customers in the marketplace and many of them may very well be looking for a good broker who can provide value-added services to their organization. Above all, do not try to sell something you cannot effectively accomplish but rather focus on marketing your capabilities and value-added services to the customer.

Often the customer will say "I don't deal with brokers" so ask if you can be considered a back up should one of their carriers fail to perform. If you are successful, this can open significant opportunities.

Rates

Once you have successfully located a potential customer, you need to arrange a time for your sales presentation. If you do everything as outlined in your sales presentation, you will gain its trust and begin to build a long-term business

relationship. If you meet the customer's requirements, you are likely to have obtained a new client.

Customers may request or require that you use their existing rates for each traffic lane. If this is the case, they will likely give you a list of those rates, usually segmented by lane. This list, many times a "grid" type of schedule, should cover all possible freight lanes and should have a per-mile rate for each area. Examples of lane price structures or rate grids can be found in the appendix to this text.

Even though the customer has preexisting rates, it might raise or lower rates. Always plan your negotiations with this in mind. Investigate whether it is willing to give you a little higher rate for some lanes, if you are willing to charge a little less for other lanes. For example, if you have a large, well-paying customer in Arizona that has as many loads as you can handle, negotiate with the customer's existing rates to lower its rate from Point A to Arizona. This will help you to secure a contract for those lanes. By dropping a rate on one lane, the customer may be willing to increase your rate on other lanes. Do not negotiate to haul loads you cannot handle unless you have chosen some other brokers to work with you on a referral basis. If you are not experienced moving that type of freight, are not aware of any carriers with that type of equipment, or cannot handle the rate, then find another sales lead for your trucks and get referral money on the account. You are likely to run across some areas where carriers control the market and you cannot haul the freight and make a profit. Do not try to compete for freight if you cannot move it for a profit. Do, however, call brokerage firms and agents offering referral fees for freight. Just because you cannot arrange to transport a load for a profit, it does not mean a large firm or an agent in a different location cannot make a profit on the same load. You will earn money on every load referred.

Some customers will expect you to quote rates to them. In most cases the customer has budgeted expenses (see sample budget, Appendix 3) with current transportation costs in mind. If this is the case, use the rate grid and calculate your rates based on the following variables:

1. Does the customer have good credit?
2. What are the average rates for similar types of freight moving regularly in the same or similar lanes?
3. What rates can I provide below the average (Where do I have a competitive advantage)?
4. What rates must I price above the average to cover my cost?
5. Are there lanes I want to be excluded from or that do not make business sense for me to be involved in regularly?
6. What accessorial (add-on charges like detention, etc.) charges are involved?
7. How many loads per month should I be hauling?
8. What formula does the customer use for Fuel Surcharges?

Success Rule

Use referral programs.

Many agents and brokerage firms will offer you a “finder’s fee” for allowing them to move your customer’s freight. This should be done only after entering into a written co-broker agreement that spells out the responsibilities of the parties (see TIA Model, Exhibit C). The amount of the fee may vary, but many use the rule of thumb of \$50.00 per load as a sufficient minimum. If you find a type of freight you have little or no experience working with, do not turn it down but rather use a referral rate request (see the appendix for the load information needed). Then find an agent or firm that will pay you for the referral. Track how many loads are involved and you will profit for each load with minimal work (usually only 10–15 minutes). Once you establish yourself with several referral programs, it can significantly add to your monthly revenue. Keep in mind that no expenses come out of this referral fee but rather the fee is simply for allowing the other agent to use your shipping contact.

Use all of the above plus anything else that you feel is important to that customer and create a proposal to arrange to transport a certain number of loads to certain destinations for a certain rate. Remember to consider these variables in your business plan when creating a checklist for calculating rates. Be sure also to incorporate a daily or weekly checklist into your marketing plan so you remember to follow up with each customer on a regular basis as you are performing hauls for it on its behalf.

Customers are going to pay rates based on

1. how badly they need the freight transported,
2. how hard it is to get their freight transported,
3. the commodity type (what is the freight), and
4. time sensitivity, claim possibilities and other issues relevant to a given load.

High-value loads typically means higher rates. High value can mean the actual total value of the load, but it can also mean that the commodity is a high theft item (in demand or easily resold and therefore a target) or a commodity that is hazardous and must be protected. Always remember that you are moving someone’s property. They want it delivered safely and per the prearranged appointment time and date. If you can accomplish this at a rate they are willing to pay, you have a high likelihood of being able to do business with them.

As a broker, you should always be sure to charge a premium for services you provide per the customer’s request. Also inquire about other services you can offer to save the customer money or enhance your value to them as this will help with rate negotiations. A broker who can offer a significant saving will profit because the customer will be willing to pay a premium for the service.

Negotiating with a Customer

How can a broker save a customer thousands of dollars? There are many ways and you need to be creative. Find out what problems the customer is having and determine if you can solve them. Even though you charge a premium for the added service, the customer still saves money because of the service.

Negotiating with a customer typically takes more effort than negotiating with a carrier. Remember these rates are for all shipments. When negotiating with a carrier you can afford a one-time hit to your net profit, but when negotiating with a customer, the outcome of negotiations is much more important because rates are typically set for all shipments.

Here are some suggestions for marketing to your potential customers. Make sure to outline these in your business plan so you will use them in negotiations with every customer.

Remember that customers look at their shipping costs in several ways, but all with the same question in mind: how will shipping costs affect our profit? If the profit margin on the product being shipped is low, then they will look for the best rate available with other issues (timeliness, damage, etc.) being secondary in terms of importance. Customers who lose profits because they have to replace cargo due to damage or shipping error are much more willing to pay a premium for a service that helps them minimize shipping damage or errors. If the premium charge for the transportation service is less than the amount they would lose as a result of shipping damage, then they are likely to ship that mode every time to increase their bottom line.

It is imperative to remember that you and your chosen carrier are representing your customer to their customer and reflects on all parties in the transaction. The last thing your customer wants is a telephone call complaining about you or your chosen carrier.

1. Do they have high lumper costs?

A “lumper” is someone who loads and/or unloads freight. If the customer is experiencing high lumper costs (e.g., grocery area), as a broker you may be able to reduce its total cost of delivery. Perhaps you, as the broker, could schedule the appointment and then go the extra mile on its behalf and schedule the lumper service as well. The customer will still have to pay the lumper but you can negotiate with the lumper to unload all loads for a specific rate. Saving a customer \$30 on a lumper unload to a location it ships to 12 times per year is \$360 per customer. A customer has hundreds of customers of its own. The savings on each customer's unload fees if, for example, a customer has 250 customers, is \$90,000. By taking the extra 20 minutes to schedule a lumper and negotiate the rate by giving the lumper consistent business, you've saved your customer \$90,000 per year in lumper fees simply by having the customer use a broker who may charge a few hundred to a few thousand dollars more per year. Most customers would rather save \$90,000 and spend an extra \$20,000 since the net positive return to them is \$70,000.

This is an example of how you provide value to customers and grow your business. Volume can make for maximum profit if you are willing to go the extra mile to provide the customer the value-added services it wants. Customers look to a broker as a resource, not as a customer. The broker must show their worth as a resource in order to attract and retain the business.

Customers who pay a premium price for high-dollar-value or high risk-of-theft freight frequently want some specific safeguards and assurances that their freight will be picked up and delivered intact without damage or loss. Let the customer know of your carrier-screening selection plan. They need to know that your carrier selection process reduces the risk of loss arising from poor selection of carriers. Since you do that for the customer they see that your services have value.

2. Is the timely delivery of goods important to the customer?

Usually this question is answered with a resounding “yes!” Customers who are highly concerned about timeliness are oftentimes considered to be time-sensitive customers. You obviously need to outline for them how you can control the delivery process and therefore the timing. Be sure to let them know how you screen your carriers for service. Show them what steps you can and will take to troubleshoot late

deliveries, correct existing problems, and prevent problems to the best of your ability. Discuss how you track and monitor the shipments under your control, showing examples of how this is done and how the information can be made available.

Occasionally you come across a customer that is less time sensitive, for example, if a customer is also a receiver; that is, it may ship empty containers, barrels, or racks back to its origin for recycling or reuse. This is an example of a customer that may not be as concerned with timely delivery as with price. It may make no profit from a return load; therefore, cost reduction becomes a top priority. Store returns are another such area.

3. Is the safe delivery of goods important to the customer?

Again, usually a question answered to the affirmative, but for some more so than others. A customer that is contracting for the transportation of computers is going to require transportation service that is safe from loss, theft, or damage. In the proposal, you need to focus on all the procedures and requirements you have for carriers that you will require for this high-dollar cargo since it is a high priority for the customer.

If the customer is contracting for a shipment of plastic cups, something relatively difficult to damage and totaling \$10,000 in product value, the cost of the shipment will probably become the overriding factor that becomes far more important than paying a premium rate for safe transport of the relatively low-value cargo. Professionalism is something many customers, especially large-volume customers, typically hold in high regard and take very seriously. With everyone in the transportation industry fighting to be more efficient, nobody, customers and carriers included, has time to spend on a disorganized or unprofessional broker. Make sure all business you handle with a potential or contracted customer is professional and organized, and is completed following generally accepted guidelines.

4. Are the customers expecting someone professional and organized?

Not all customers are expecting this type of professionalism. While becoming less common in practice, some customers do not want to complete stacks of paperwork but simply want a handshake agreement. Other customers want everything detailed in print, with two copies and witnessed by a notary public. Still others will sign the customer contract without even reading it and do not want anything that is not required. You must be prepared to deal with all varieties of customers and at the same time protect yourself. However, if the customer wants reports, listings, and other “bells and whistles,” it may need to be charged a premium rate to compensate the broker for the extra work required.

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Transportation Brokerage Industry

TIA's *Transportation Brokerage 101* is a treatise on the key tenets of the logistics business of the 21st century. There is minute detail that will assist both the new and the experienced transportation professional. This book is a must for those seeking to have information to guide them through the many opportunities faced by a growing company. Most importantly, the material was not compiled by astute academia, but rather by industry leaders who have gained valuable insight through their hands-on work. It has been decades since the last book similar to this. About time!

David Gee
Founder, VHI Transport
Richmond, VA

An excellent resource for both the novice and the veteran transportation broker, *Transportation Brokerage 101* clarifies the myriad of issues (both regulatory and practical) faced by the industry. This publication focuses on enhancing the readers' ability to protect their business interests and increase their ability to succeed in a competitive and fast-paced environment through informed decision making.

Sue Spero, MBA, CTB
President
Carrier Services of Tennessee, Inc.

This book is an invaluable resource for an individual starting a brokerage business. *Transportation Brokerage 101* not only provides industry specific history, but case studies that are critical to properly developing your business. By carefully outlining key strategies important to the profitable operation of a brokerage business, the reader will immediately benefit from the book's content.

Donald MacDonald
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