



## YRC in NYC

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*YRC account executive Steve Shankman  
spends a lot of time on foot making  
daily visits to customers across Manhattan.*

## The unique challenges of selling in Manhattan

When sales people swap stories about how much travel they log each year, they typically talk about the number of miles they put on their car or how many frequent flyer points they earned.

For account executive **Steve Shankman**, it's more about how many pairs of shoes he wears out. Steve's sales area is the borough of Manhattan in New York City, so most of his travel is done by foot or the occasional subway ride. The fact that he spends little time in a car is only one of the many unique aspects of calling on customers in one of the busiest and most densely populated cities in the world.

"Selling to customers in New York City is very interesting," Steve explains. "There is a ton of third party business, so the customer may have a little office here but the shipments move elsewhere. For some customers, I've never seen the actual shipments. The traffic manager makes all transportation decisions from a tiny Manhattan office using my.yrc.com."

When making local deliveries, instead of backing into a dock, drivers are looking for a parking space on the street, usually double- or triple-parked, Steve says. When they do find a parking space, it may not be near the consignee. They have to unload quickly to avoid a parking ticket, and streets are frequently closed. An inside delivery to a high-rise apartment or office building can take an entire morning, making accessorial charges essential for profitability.

"Other large cities may be similar but not this dense or intense," he says.

Steve believes New York City holds vast untapped potential for YRC.

"We have a lot of leads from our inside sales legacy business. My challenge is to build those relationships and to grow that business. Every day that I am in Manhattan, I'm calling on two to three new customers trying to find opportunities."

When working with prospects and customers, Steve tries to really learn

their business so he can be more of a consultant to them.

"The more you can learn their business and understand what they are trying to accomplish, the better you'll be able to bring solutions," he says. "That's the best way to build a strong relationship."

Steve was born and raised in Brooklyn and greatly enjoys working in Manhattan. "I work for the greatest transportation company in America, and think that I work in the greatest city in the country, too," he says.

As a long-time resident, Steve knows the city well. Rather than frequent the famous dining spots throughout his territory, Steve tends to favor casual neighborhood establishments. But he's happy to help visitors find a place they'll enjoy eating.

"If you're coming here, give me a call and I will do some research for you," he says. "And if you're going to come out and make calls with me, bring a good pair of shoes."

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**Questions about YRC Worldwide  
progress and industry news?**

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John Garcia,  
Executive Vice President  
and Chief Sales Officer  
YRC Worldwide

## Intensifying our game

One of the first things that stood out to me when I joined YRC Worldwide last month was the incredible teamwork that went into building the YRC network. Working together, two powerhouse brands have been successfully integrated into a nationwide operation with unmatched potential. From a sales perspective, we couldn't ask for a more robust foundation on which to offer unmatched solutions to our customers.

To be competitive, we have to continue to work as partners across our respective functions. Even more importantly, we must work as partners with our customers. It's critical that we're viewed not simply as providers of a commodity service. We are collaborators and experts who help solve business challenges with end-to-end solutions that our competitors simply can't match. While we realize some customers put us in the penalty box because of integration, we're working hard to convince them that it's okay to get back in the game.

Saving profitable business by keeping existing customers satisfied is even more important than earning new business. It improves our reputation and makes it easier to bring new customers on board. This is everyone's responsibility, and our drivers, customer support groups and sales teams all must work together to make this happen.

Our new organization structure will help us cultivate expertise across functional areas. To succeed, the new structure demands an extreme level of teaming as we identify ways to up our game. Some of the keys to playing our positions well:

- Operations continues to improve on-time service, productivity, load average and more.
- Sales works across the business to build programs to fill the network: to regain volumes, get back customers we completely lost and secure new business.

Upping our sales game also means improving knowledge of services and products, sales techniques and negotiation skills. I'm committed to continually improving the way sales plays its position through accountability, high standards, improved tools and training, and activity – which drives productivity.

Our advantage is our flexibility and the ability to deliver total solutions. It's everyone's job to play their positions, translate that flexibility into benefits and deliver confidence to our customers.

### YRC in NYC (continued from cover)

#### Our link in a global supply chain

YRC customer J.R. Nelson describes his title as CCBW. "In my 28 years here at Kid's Headquarters, I've never had a title other than Chief Cook and Bottle Washer," he says.

Kid's Headquarters imports children's clothes for distribution to customers that include Macy's, Sears, JCPenney, Target and Marshall's. He deals with a supply chain that stretches around the world.

"All the manufacturing is done off shore," J.R. says. "We are in about 18 countries. All the goods are brought into the U.S. in 40-foot containers, anywhere from 40 to 80 containers a week. These goods go all over, from Hawaii to Alaska domestically, and we've already opened operations in Canada, England, Korea and other places."

J.R. relies on YRC to move those goods to his customers, and he's seldom been disappointed.

"YRC shows up on time, and that's very important," he says. "I've had very few problems, and most of them have been paper situations like billing or address errors more so than delivery issues. I can count on my shipments being where they are supposed to be, when they are supposed to be there or sooner."



YRC account executive Steve Shankman (left) meets with J.R. Nelson of Kid's Headquarters in New York, NY.

YRC account executive **Steve Shankman** says that for customers in Manhattan like J.R., the sales rep is the key contact. But he also needs the support of a strong customer service team, and J.R. says YRC provides it.

"If I have a problem, there are 42 people I can call to resolve it," J.R. says. "Who has time for problems? The best thing is to get them resolved, put them away and go on to the next thing. Everybody I've talked to in the YRC organization, from one end of the country to the other, has been very helpful, very knowledgeable, and insistent in resolving the problem."

### facts about **NYC** new york city

- 775,000 people commute into the city and 242,000 out of it each day
- 500,000 pedestrians walk the street each day
- 722 miles of subway track are under the city
- 13,000 cabs and 40,000 cars for hire are on the street
- 80,000 traffic accidents occur each year
- It's the only U.S. city where over half of the households don't own a car (about 75%)
- 103 companies, including 43 Fortune 500 companies, are headquartered here
- 420 miles of bike lanes are available for messengers and commuters
- 47 million tourists visit New York City each year
- Street vendors can charge no more than \$2 for a hot dog
- There are 60 hot dog carts in Central Park

# Tapping into online retailing

## YRC relaunches new, improved residential service

In today's digital age, the number of consumers making purchases via the Internet continues to grow rapidly.

That translates into a big opportunity for YRC, says **Melissa Tomlen**, director-business development. And we're well prepared to take full advantage with the relaunch of our Residential Solutions service and continuation of our partnership with STI, a residential delivery specialist.

The partnership with STI began about six years ago when it became apparent that residential deliveries posed a host of challenges requiring specialized expertise and equipment.

Through our new Residential Solutions service, YRC will pick up shipments that have been ordered online from large retailers—things like exercise equipment, backyard furniture, and flat screen TVs—and deliver them via our nationwide linehaul network to one of 162 STI locations. The last leg of the deliveries, known in the industry as the final mile, will be handled by STI.

"Leveraging the combined strength of our national YRC ground network with a professional home delivery service presents us with a unique opportunity to fulfill the residential delivery needs of our clients," Melissa says. "Every retail account has a need for residential delivery. Our primary audience is business to consumer but we handle business-to-business deliveries as well. This is a very attractive market and we have barely scratched the surface."

STI currently handles more than 100,000 residential and commercial deliveries annually, serving every U.S. zip code. Service also is available through third-party providers in Puerto Rico and major Canadian markets.



(Above and lower left), specially trained STI employees perform a home delivery.

"We have a comprehensive network of strategically located home delivery agents," says Krisann Sutton, business development account manager for STI in San Jose, Calif. "With over 160 providers, we cover every zip code in the country. Our entire model is designed so the product will arrive in a YRC truck safely at a delivery agent's location based on the zip code of the ultimate consumer. There isn't anywhere we don't provide comprehensive service."

**"We have a comprehensive national network of strategically located home delivery agents ... There isn't anywhere that we don't provide comprehensive delivery service."**

The model we've adopted is unique in the industry, says Melissa.

"When you look at the competition, the home residential delivery companies don't have the linehaul network that we have and the LTL providers like ABF and Con-way have inconsistent home delivery," she says. "We have the best of both worlds."

The YRC/STI partnership will provide a consistent door-to-door solution, with most deliveries completed within two days of arrival at a delivery agent location.

Customers will have the ability to track shipments door to door through both networks and STI will provide status updates every 20 minutes, from the time YRC drops the delivery to the time it is delivered to the ultimate consignee.

Returns, which can run as high as 25 percent, will be seamlessly handled by our dedicated residential customer support team in Des Moines, Iowa. OS&D employees also are receiving special training in how to handle residential shipments.

YRC will offer three levels of service, all of which provide a lift-gate equipped truck, pallet jack, hand truck and two men. These services range from standard outside delivery to inside delivery, uncrating, debris removal and set-up services.

"Every single customer is different," said Teresa Chimienti, customer service manager for STI. "And every customer is handled uniquely because they are different."



Krisann Sutton, business development account manager for STI

Every single time I get an order, I start from ground zero and build from there."

YRC recently completed a WebEx to educate our sales force about this new offering.

"Residential Solutions gives us an outstanding opportunity to grow revenue with our existing customer base and also new clients," Melissa says. "Everything is streamlined and integrated into a single system. We have a superior product and we're excited about the possibilities for the future."



## Residential solutions highlights

### National coverage

- U.S., Canada, Puerto Rico, Hawaii and Alaska

### Quality operational execution

- Consistent door-to-door solution
- Most shipments deliver in two days

### Customer-serving technology

- Tracking through both networks
- Final mile updates every 20 minutes

### Complete returns coordination

- Seamless for clients
- Handled by dedicated Residential Customer Support Team

# Tom McClain: Setting an example for 4 million miles

In 1971, driving 4 million miles safely seemed as likely as flying to the moon for new hire Tom McClain.

"I remember telling my cousin that I had just seen a guy at Roadway that had a million-mile patch on his jacket. She told me if you stay here long enough maybe you'll get one."

He stayed, logged the miles, got his patch and kept driving, always long-haul routes. Eventually he transferred from Akron to Toledo, Ohio.

When Tom surpassed 3 million consecutive safe miles, he received a tractor for his exclusive use.

Tom accepted the tractor after some deliberation and discussion with his wife. "I told CJ, my late wife, 'I don't think I'll take that tractor.' She said, 'I think you should because you deserve it. You earned it.'"

Tom took CJ's advice. "It gave me great pride to go down the road and have my name on the side of that tractor." Now that tractor has a new decal – one that reflects his 4-million-mile achievement.

For some, seeing the tractor is not enough. "I've had people pull into truck stops and service plazas and congratulate me. A guy that worked for Roadway out of New England was coming back from California with his wife. They stopped and he said he had seen these trucks and read about the drivers. But he had never met one. So he and I had quite a conversation," Tom said.

For Tom, there's more to a tractor with his name and safety achievement on the side than recognition.

"I want to set an example. Like for my grandkids, my great grandkids. They see what you do. A kid sees what you do. Your co-workers see what you do. Then they see how you live and how you present yourself and how you take pride in the safety of other people out on the road."

When we look at Tom, we see his pride in his profession and his concern for the safety of others. We see why he's one of the safest drivers on the highways.

## destination > green



### Greener operations earn EPA honor

For the fifth straight year, YRC Worldwide has earned the highest score possible for fuel efficiency and environmental performance from the Environmental Protection Agency (EPA).

As a partner in the EPA's SmartWay Transport program, YRCW sets and strives to improve environmental efficiency goals. The EPA evaluates and measures every SmartWay partner's progress toward its environmental goals each year.

The score earned by YRCW represents outstanding environmental performance. According to the EPA, top-scoring SmartWay partners are using most of the commercially available fuel-saving strategies and are evaluating the latest emerging technologies.

"True to the nature of our critical role in the supply chain, the SmartWay Partnership enables us to work with

our vendors and customers to achieve reductions in greenhouse gas emissions," said Mike Kelley, chief sustainability officer for YRCW.

Companies that earn the highest SmartWay ranking are recognized leaders in environmental achievement.

"YRC Worldwide understands that its investment in sustainability benefits all stakeholders, including employees, customers, business partners and the communities in which it operates," said Andrew Savitz, an internationally known expert in corporate social responsibility and environmental sustainability.

YRCW joined SmartWay in 2004 when the EPA launched the program to address the environmental and economic challenges in the freight industry. Companies that join the program commit to reducing greenhouse gas emissions.



Only qualifying SmartWay partners may display the SmartWay Transport Partner logo, EPA's symbol for superior fuel efficiency and environmental performance.

Great-grandsons Jacob (left) and Jeffrey posed for a photo with Tom at his 4-million-mile celebration.



### Five safety tips from Tom McClain

- Be aware of what you are coming up on. If you look far enough ahead, you can adjust your speed.
- When passing, check your mirrors to make sure there's nobody coming up. I always make sure I see the two headlights before I go over.
- Avoid running in a cluster. If you can't get ahead of them, back out and get away from them. If you can't do that, pull off in a rest area or service plaza and let that bunch of people get ahead of you.
- Do a thorough pretrip. Check the wheels, make sure your lights and windshield wipers work and your tractor and trailer are properly hooked.
- Have a positive attitude. Have a clear mind and be focused on what is to be done. Be well rested. Stop every two, two-and-a-half hours and get out of the truck.

### Driver recognition program announced

YRC recently announced a recognition program for its safest drivers. City drivers achieving 2 million miles and linehaul drivers achieving 3 million miles of accident-free driving will be assigned a tractor personalized with their name and achievement. The tractor will be theirs to use while performing daily job duties. Program details and rules have been sent to all service center managers. Contact your manager for more information.

### ycrworld

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