

RED

The **RUAN** Magazine

ISSUE #2 | Q2 2009



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THE ART OF LEADERSHIP

Portraits of Four Business and Academic Leaders

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Chairman and CEO John Ruan III; Bankers Trust
President and CEO Suku Radia; and World Food
Prize Laureate Hon. Catherine Bertini

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A MESSAGE FROM THE CHAIRMAN & CEO



As a nation, we have endured numerous challenges in 2009. As an organization, we have responded to these challenges by remaining steadfast in our commitment to excellence and the empowerment of our team members.

At Ruan, we strongly believe in the importance of ongoing leadership development; and, given the current economic downturn, we feel it is increasingly important to provide the tools and resources necessary for our employees to succeed and grow within their roles.

In January, Ruan welcomed nearly 300 members of our leadership team to Des Moines, Iowa, the city where our company was founded, for our 2009 Leadership Conference. This year's conference was particularly meaningful because our entire leadership team was present: our terminal management; our corporate management; and our

As an organization, we have responded to these challenges by remaining steadfast in our commitment to excellence.

safest and most dedicated professional drivers, our eighteen Driver of the Year Region Winners. Our industry leader, Hon. William P. Graves, President and CEO of the American Trucking Associations, was also present, which made for a unique and memorable experience.

Throughout the conference, attendees discussed the critical areas of our business including Safety, Maintenance, Fuel, Customer Service and Leadership. Presentations were made and critical dialogues ensued. It was an invaluable opportunity for our team members to learn, collaborate and develop strategic action plans aimed at exceeding our customers' expectations.

Our passion for effective leadership and leadership development is reflected in the current issue of *RED*. We introduce you to the leadership perspectives of several well-respected leaders, including Mr. Graves, Bankers Trust CEO and President Suku Radia and World Food Prize Laureate Catherine Bertini. We highlight the importance of sound leadership, management and ongoing training in the area of transportation safety. We also discuss new initiatives such as the implementation of *RedTrak* and the formation of the Innovation Center for U.S. Dairy wherein leadership and forward thinking are resulting in positive results for our clients and our communities.

We hope that you find the contents of *RED* informative and meaningful, and we appreciate the opportunity to share our perspective with you.

Sincerely,

John Ruan III



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

—Dean Atkinson, North American logistics manager, Bobcat Company

RUAN LOGISTICS PARTNERSHIP WITH BOBCAT ADDS VALUE KEEPS COMPANY RUNNING LEAN

Bobcat Company, the world’s leading compact, industrial and agribusiness equipment producer, turned to Ruan for logistics support when transporting product from multiple manufacturing facilities became increasingly complex. Improving distribution was imperative to control costs and keep dealers operating efficiently.

SEARCHING FOR EFFICIENCIES

Bobcat has three manufacturing facilities in the United States. Skid-steer loaders are manufactured in Gwinner, ND.; compact excavators and the company’s Toolcat™ utility work machine are manufactured in Bismarck, ND.; and attachments for these machines are made in Litchfield, MN.

In the past, Bobcat shipped equipment directly from all three manufacturing facilities to dealers across the country. This was a problem for a number of reasons. First, a dealer might get three different shipments on the same day, one from each facility. Second, Bobcat was limited by the number of trucking carriers willing to bid on work because Bismarck and Gwinner are not transportation centers. Finally, deliveries were not arriving on time and it was difficult for Bobcat to track the specific location of the deliveries. Trucks were also delivering product with less than a full load and making multiple stops.

RUAN SOLUTIONS

The dealers needed better service and Bobcat needed to reduce costs and flow their product more consistently. Bobcat looked to the Ruan Consolidation and Distribution Center (RCDC) in Brooklyn Park, MN, to help change the way it transported finished equipment. Working with Bobcat, Ruan developed a merge-in-transit solution that reduced costs and added value to Bobcat.

BOBCAT CHALLENGES

- Shipments to dealers from multiple manufacturing facilities
- Dealers unsure when to expect shipments
- High transportation costs through multiple stops and less-than-full loads
- Location needed for new product line assembly

THE RUAN SOLUTION

- Products consolidated at RCDC before shipment to dealers
- Communication to dealers improved with the Ruan track-and-trace system

- Number of stops and less-than-full loads decreased
- Tractors assembled at RCDC and immediately put into shipment inventory

RUAN RESULTS

- On-time delivery rate of 99 percent
- Reduced transportation costs
- Satisfied Bobcat dealers
- Efficient management of outbound product and inbound materials
- Bobcat and Ruan business growth through partnership



“We’re here to listen to our customers and customize solutions for them. We work shoulder to shoulder with our customers and constantly analyze what we can do better.”

— John Bobleter, general manager, Ruan Consolidation and Distribution Center

Today, Bobcat uses the RCDC as a cross-docking facility. All Bobcat products headed to dealers east of North Dakota are routed to the RCDC, where Ruan builds, loads and ships the products to dealers.

When the products arrive, Ruan scans them into an inventory system. The inventory is then linked into other computer software programs that Ruan uses to fill dealer orders and the products are then routed to the dealers.

The routing software builds loads based off the inventory and dealer orders and then determines the most efficient way to transport the products to the dealers. The routing system considers a set of criteria to build loads, including dealership hours, distance between dealers, weight, and payload factor.

Before final routes are determined, the software assesses the total miles and stops that day’s inventory will require to ensure the routes are the most efficient. Bobcat challenged Ruan to decrease half a stop from each load. Ruan succeeded, and now Bobcat loads average 2.4 stops, making the loads more profitable for Bobcat.

DECREASED TRANSPORTATION COSTS

With Ruan, LTLs have been eliminated, also increasing profitability. Now, Bobcat loads have a payload factor of 117 percent. “There’s a balance that we achieve between making sure the trailer is full and that the product arrives in pristine condition,” says John Bobleter, general manager of the RCDC.

Inbound raw materials to manufacture new equipment are also routed to the RCDC. Instead of Bobcat trucks going back to the manufacturing plants empty, the materials are cross-docked at the RCDC and hauled back to the manufacturing plants.

HIGHER VISIBILITY

Now that products are shipped out of Minneapolis, Bobcat still negotiates with carriers, but leaves it up to Ruan to manage the loads with the carriers that offer the best rates. “It’s up to Ruan to save Bobcat money by tendering loads to the carrier with the lowest possible price,” says Atkinson.

Visibility has also been raised through the Ruan track-and-trace system. When a load is shipped, the Bobcat dealer receives an e-mail with an estimated time of delivery and status updates via a Web site.

NEW OPPORTUNITIES

In 2008, Bobcat launched a new line of compact tractors that are manufactured in South Korea. The tractors are shipped to the RCDC and Ruan completes the final assembly. Assembled tractors are immediately entered into inventory to be shipped, decreasing the time it takes for tractor orders to fill.

Three years into this partnership, Bobcat continues to see that the logistics Ruan provides pays off. “As we were shipping more and more product, and our product line had grown, things were changing,” says

Atkinson. “It was even more important to consolidate the product and get it delivered to our dealers in more consistent shipments with less damage. Ruan has enabled us to do that.” ■

EXCLUSIVE RUAN TECHNOLOGY DRIVES PAPERLESS INITIATIVE AT TARGET DISTRIBUTION CENTERS.



In retail, speed is of the utmost importance. Empty shelves negatively affect bottom lines. Using its exclusive *RedTrak* technology, Ruan is helping keep Target distribution centers on task with precise load information and real-time delivery updates. With the technology already up and running in several locations, Ruan will implement this program in all of its Target distribution centers.

Last year, each of the 100 drivers saved at least two minutes per load using RedTrak—a total of more than 4 million minutes or 7.7 years. That time is now focused on critical safety and customer service initiatives.



»» **RedTrak** enables Ruan drivers

to receive real-time dispatch information and, in return, wirelessly submit all data associated with the load. Prior to using *RedTrak*, drivers had to enter data into their phones, copy it onto paper and then give it to clerks who entered the data into a computer. With *RedTrak*, drivers save time by uploading data directly to Ruan's Transportation Management System (RTMS).

"Saving paper is a nice benefit, but more importantly, it saves time and helps eliminate errors in translation," says Mark McCloskey, Ruan Terminal Manager. Last year, the Wilton/Amsterdam terminals ran 20,161 loads over 52 weeks. Each of the 100 drivers saved at least two minutes per load using *RedTrak*—a total of more than 4 million minutes or 7.7 years. That time savings affords drivers and terminal management more time to focus on critical safety and customer service initiatives.

"Ruan's innovation with this paperless initiative truly demonstrates our level of service, commitment to ongoing process improvements and dedication to our partnership. Sound time savings and efficiencies make our customers' business better, and *RedTrak* delivers on that," says Ruan Regional Vice President Bob Hogstad.

All Ruan-operated Target distribution centers will be using the exclusive *RedTrak* technology by May 1. "Less paperwork and increased accuracy, time and efficiency make for satisfied customers and more productive operations for our terminals," says McCloskey.

For more information on *RedTrak*, please contact Ruan at 1-866-782-6669.



THE ART OF LEADERSHIP

**BUSINESS AND ACADEMIC LEADERS
PAINT PICTURES OF THEIR
PHILOSOPHY, PASSION AND PURPOSE.**

To represent the depth and breadth of today's successful business leader, an artistic image would require broad, bold brush strokes in assorted hues and shapes. As with art in the world's most exclusive galleries, leadership is as diverse as it is personal—no one style takes precedence. Many approaches can intrigue, inspire and touch those involved. And, like renowned artists, great leaders infuse their work with strategy and purpose to create a desired result among followers. Yet, there are commonalities and synergies among the expressive results.

A RUAN PORTRAIT OF LEADERSHIP Ruan Transport Founder John Ruan has long been recognized not only for his entrepreneurial spirit and rock-solid work ethic, but as an influential industry and community leader. His inclusive style remains a steadfast tradition at Ruan, as demonstrated by continued emphasis on leadership development within the company, from top management to entry-level positions. This philosophy, embraced wholeheartedly by Ruan's current Chairman and CEO John Ruan III, is a focal point of Ruan's annual leadership conference.

Each January, Ruan executives and staff gather at the company's Des Moines headquarters for two days of intense strategic planning on initiatives ranging from safety and customer service to new technology and fuel conservation. As its name indicates, the leadership conference also provides occasion for the nearly 300 Ruan leaders to hone their skills while recognizing and cultivating emerging talent throughout the company.

This year, the motif was enhanced with the attendance of respected industry leader, the Honorable Bill Graves, the American Trucking Associations' President and CEO. Graves delivered the conference's keynote address, fondly recalling his involvement with his family's trucking business, Graves Truck Line. He spoke also of his ascent through the Kansas state political landscape to become governor, and how he now applies this indelible knowledge and perspective in his role as the U.S. trucking industry's advocate.

Through industry, business and philanthropic pursuits, leaders such as Graves make an impact locally, nationally and globally. They enrich their organizations and colleagues with individual philosophies cultivated throughout their lives and careers.

As with great art, most leaders will agree that some traits are inherent and some are practiced and perfected, often by studying other masters.

The following profiles provide a glimpse into the values and the resulting approaches of four effective leaders of great significance to the Ruan family of companies.



**Hon. Bill Graves,
American Trucking
Associations
President & CEO**

NEVER A SPOTLIGHT SEEKER, Graves claims his secret to success is surrounding himself with the best talent and allowing them to showcase their skills.

Graves also advises, "Try to listen more than you speak." When speaking, he notes, be succinct.

A Kansas native, Graves, who now lives in Washington, D.C., embraces playing hard and working hard. He notes the importance of sharing credit and being generous with messages of thanks and appreciation. In his address to Ruan's leadership team, he spoke of Sen. Bob Dole as an influential mentor, and also lists historic figures Abraham Lincoln and Dwight Eisenhower as inspirations, along with accomplished football coach Vince Lombardi.

Graves also recognizes the leadership skills of his father, William H. Graves. Together, in 1935, Graves' father and paternal grandfather founded Graves Truck Lines. Graves remembers his father's advice to "work harder, but also smarter than other folks."

Elected Kansas Secretary of State in 1986, Graves later won his bid for Governor, serving from 1994 through 1998. In 2003,

the ATA approached him to lead, and he recalls his excitement to further the success of America's motor carriers. He advises business leaders to face economic difficulties head-on and look for new ways to succeed when others come up short. Though many companies are struggling, including within the trucking industry, Graves believes those who survive will have great opportunity to thrive and prosper when the economy rebounds. ■



**John Ruan III, Ruan
Chairman & CEO**

business, Ruan took the company reins in 1998 from his father, John Ruan, whose boundless energy and ingenuity he deeply admires.

"My father founded this company during the Great Depression with nothing more than a gravel truck and a belief in his abilities," said Ruan. "Today, as we look toward the future, we are proud that we've built upon this legacy. We have confidence that when faced with challenges, Ruan perseveres."

PERHAPS HE WAS BORN TO LEAD. Perhaps John Ruan III just believes in his commitment, experience and capabilities. After nearly 40 years in the family

Ruan now serves as Chairman and CEO of Ruan Transportation Management Systems, Chairman for the World Food Prize, Chairman of Bankers Trust Company, and Director of the U.S. Chamber of Commerce.

With most companies feeling the country's recession, Ruan stresses transitioning with the times. "Ruan's strength comes from our team's ability to grow and adapt to market changes and client needs. We have done some belt tightening; however, it's imprudent to cut costs on initiatives that add value for the future."

Mr. Ruan firmly believes that Ruan will emerge from 2009 as an even better company as a result of being proactive about the future. Ruan says they will launch several safety and sustainability programs and acquire new technology that will help to better serve its customers. He also stresses the importance of investing in your people and recruiting top talent.

"The best leaders have talented teams behind them," said Ruan. "We recruit team players who are assertive, confident, energetic, and act thoughtfully, but with a sense of urgency."

"Great leaders learn that decisions are never made in a vacuum. Consequently, they recognize the importance of communication and collaboration."

Mr. Ruan insists that it is incumbent upon every great leader to find his or her replacement as well as to ensure leadership "bench strength" in all key areas of the

company. “I admire the succession planning under General Electric’s CEO Jack Welch,” said Ruan. “There was a lengthy and well-publicized succession planning saga prior to his retirement among three very well-qualified candidates. I would love for Ruan to be in a similar position where we have great depth in viable internal candidates ready to succeed our leadership team.” ■



Suku Radia, Bankers Trust President & CEO

SUKU RADIA TOOK THE HELM AT BANKERS TRUST, a Ruan-held company and Iowa’s largest locally owned bank, in March 2008, bringing with him a robust humor

and “servant leadership” mentality that conveys “the strong message that ‘we’re in this together.’”

Integrity is Radia’s guiding principle, without which, he says, one cannot be a leader.

“Young up-and-comers have to absolutely understand that there can be no compromising of their morals and standards,” he says. “Respecting others, regardless of position, is another core value. The mail clerk deserves as much respect as any executive, in my opinion.”

Radia adds that transparency dovetails with integrity, and that good leaders are open and honest. He also strives to inspire others by thinking strategically. Inspirational pacesetters for him include: John Ruan, whom he calls a close friend and one of the hardest working men he’s ever met, and John Ruan III, who taught him the value of giving of resources. His list of other influential leaders he admires includes Jerry Chicoine, retired CEO of Pioneer Hi-Bred International, Inc.; and Barry Griswell, former executive chairman and former CEO of the Principal Financial Group.

Learning to cope with adversity was one of the greatest lessons Radia learned from

his late father, who lost everything when the family, along with the rest of the Indian community, were evicted by Idi Amin from

“Great leaders learn that decisions are never made in a vacuum. Consequently, they recognize the importance of communication and collaboration.”
— John Ruan III

Uganda. The essays of Mahatma Gandhi also taught him perseverance without aggression.

Radia advises leaders to think long-term. “While others are inwardly focused, invest in your business. This is the time to capture market share. Reassess your cost structure. But before you ruin lives by firing good employees, talk to your workforce. I believe your employees will either make sacrifices or find ways to reduce costs. You can only gain competitive advantage through people.” ■



Hon. Catherine Bertini, professor of public administration at Syracuse University, senior fellow of the Bill and Melinda Gates Foundation, and 2003 World Food Prize Laureate

and improved logistics on the ground and developed programs targeted toward women in Afghanistan, a program that saved nine million lives. Bertini also led the reformation of the global school food program, which today feeds more than 16 million children in 64 countries.

Following her groundbreaking work with the WFP, Bertini was appointed the United Nations Under-Secretary-General for Management in 2002. Currently, Bertini is on the faculty of the Maxwell School of Citizenship and Public Affairs at Syracuse University as a professor of public

administration. She also founded the Catherine Bertini Trust Fund for Girls’ Education at the Friends of the World Food

Programme, was awarded the Gene White Lifetime Achievement Award for Child Nutrition in 2007, and that same year was named a senior fellow of the

Bill and Melinda Gates Foundation’s Global Development Program.

Guided by her passion for helping those less fortunate and her natural ability to organize and lead, Bertini has found that



Hon. Bill Graves speaks at Ruan’s Leadership Conference.

work that speaks to her interests and talent leads to success. “We all have God-given talent and we must maximize what we’re here on earth to do,” she says, adding that understanding and communicating that purpose is key to being an effective leader. “A leader must know where she is going.”

Bertini always knew her life’s direction involved helping others. Growing up, she admired Elizabeth Blackwell, the first woman to be a U.S.-certified medical doctor. “From that time, I knew women could do anything if they work hard,” she says. “I admire people who stick to their principles and have integrity. There is nothing more important than integrity and doing the right thing.”

Building solutions for more efficient and complete relief delivery required Bertini to rely on more than just persistence. Her leadership philosophy is based on respecting others’ ideas and encouraging them to use their strengths to propel the organization. “I don’t force ideas,” Bertini says. “I build on the team’s ideas, listen to all individuals involved, set clear goals and give authority to the people who report to me. It’s essential to build good processes, be diplomatic and have good negotiation skills.” ■

“SAFETY FIRST” CREATES HIGHLY TRAINED TEAM

Clinching a spot as one of the American Trucking Association’s top three safest companies for the past two years proves Ruan’s commitment to safety programs. “Our families drive on the same roads as our fleet, so we’re serious about protecting the communities where we live and work,” says Ruan Director of Safety Matt Skembo.

Keeping roads safe as 4,400 Ruan drivers cross millions of miles of highway, pick up and deliver their customers’ products, and encounter hundreds of thousands of other motorists requires a true team effort. And, as part of its “Safety First” culture, Ruan holds each team member accountable.

CULTIVATING SAFE INNOVATIONS

In developing safety programs that keep Ruan’s drivers the best in the business, Skembo looked to the company’s existing environment. “Safety is ingrained in our culture and has been since the day we began our operations in 1932,” he says. “We think ‘Safety First’ in everything we do.”

Ruan has long been heralded a safe transportation company and viewed as a leader in safety training. Ruan was the first trucking company to introduce formal safety programs in the mid-1940s; and, in the decades that followed, many new and progressive initiatives were implemented. In 1986, Ruan developed the MEGA Safe program that consisted of a series of training modules and videotapes. Ruan also packed the MEGA Safe program into two specially painted trucks and went on a 46-city tour to spread the word about safety. The MEGA Safe program has been one of many Ruan initiatives aimed at keeping safety top of mind among Ruan team members, its clients and the communities it serves.

Today, Ruan employs a full department of safety experts to manage safety processes, programs and measures that mitigate risk. The department includes the Director of Safety and eight regional safety managers who work in tandem with Ruan’s terminal managers to ensure company-wide compliance with all safety-related policies. The department’s objectives are determined and monitored by Ruan’s Safety and Risk Steering Committee, led by Ralph Arthur, President of Ruan’s Eastern Division. The committee includes Skembo as well as a cross-functional management team.

“Our extensive safety team is charged with reviewing current practices, implementing more frequent reporting measures, and keeping the entire fleet safe by providing convenient and thorough training opportunities,” says Arthur. “We ensure that everyone at Ruan is held accountable for maintaining our ‘Safety First’ culture.”

DRIVER OF THE YEAR

Accountability is just one reason Paul Kinser, a Ruan driver for more than 24 years, was recently named Ruan’s Driver of the Year. Kinser logged more than two million accident-free miles hauling commercial milk and juice in southern California. Maneuvering his 53-foot trailer into small docks and around tight city streets is difficult, but Kinser dedicated himself to personifying Ruan’s high standards of safety.

“From a good night’s sleep to thorough pre- and post-trip inspections, safety is always my first priority,” says Kinser. “Professional drivers have to always focus on the task at hand. That includes using common sense and staying alert, as well as knowing their trucks and products inside and out to avoid accidents.”

“OUR FAMILIES DRIVE ON THE SAME ROADS AS OUR FLEET, SO WE’RE SERIOUS ABOUT PROTECTING THE COMMUNITIES WHERE WE LIVE AND WORK.”

— *Matt Skembo, Ruan Safety Director*

TOP-NOTCH TRAINING

Ensuring that all drivers have the same ‘Safety First’ standard of safe behavior is challenging when customers’ needs differ. For instance, drivers such as Kinser, who regularly haul liquid cargo, must be trained and certified differently than those whose primary freight is dry or hazardous. Ruan’s formal training and certification guidelines ensure that each driver is not only trained in general safe driving practices, but also in transporting specific types of cargo.

Ruan keeps training user-friendly through online OSHA and DOT training. And, by increasing the company’s training budget by 60 percent in 2009, Ruan hopes to add additional online training options that will accommodate employees’ busy schedules. Each driver is also trained using the Smith System Safety Program, which emphasizes accountability and a proactive approach. To date, 94 percent of Ruan’s professional drivers are Smith System certified. ■

DRIVES ECONOMY DRIVES DEMAND FOR BROKERAGE SERVICES



A SHAKY ECONOMY AND FLUCTUATING GAS PRICES have led to a 25 percent growth in the freight brokerage industry in the last three years, according to the Transportation Intermediary Association. Ruan's Certified Brokerage Service offers efficient response while adhering to all product quality specifications.

"With today's economy, companies need cost-effective, responsive, flexible and professional brokerage service," says Chad Willis, Ruan Vice President and General Manager of Certified Brokerage and Network Opportunities. "Ruan has the team to manage the entire process while minimizing costs and maximizing revenue."

ONE-STOP SHOP FOR COAST-TO-COAST COVERAGE

Ruan's brokerage service provides a one-stop shop to meet customers' backhaul needs. For pure brokerage customers, Ruan leverages its network to secure the fastest service for the best rates possible, regardless of the type of freight or bulk commodity. With dry vans, flatbeds, refrigeration, over-dimensional or LTL, or whether it's an unexpected, time-sensitive DCC shipment requiring a truck, or an empty truck needing a load on a return trip, Ruan offers a wide range of capabilities.

"The difference between Ruan and another larger carrier is customer service," says Willis. "When customers call with a need, they have quick contact with an actual person, not a machine."

A Target Stores senior analyst noted, "Ruan constantly tries to enhance our operation—whether at a headquarters level or out in the field. Ruan is always trying to improve our supply chain efficiency, reduce lead time and be consistent."

Ruan customers also benefit from the company's ongoing investment in information technologies. Ruan streamlines the order process, including EDI transactions for order tenders and Web-based tracking for round-the-clock shipment visibility. And, Ruan offers coast-to-coast coverage in all major markets with more than 3,000 brokerage partners.

The Federal Motor Carrier Safety Administration (FMCSA) reported that in April 2008 there were 20,268 brokers operating in the transportation market—most of which fail to survive longer than a year. Ruan's Certified Brokerage has been running strong since the late 1990s. ■

In 2008, Ruan terminals paid nearly \$1 million a month through backhaul revenue to valued Dedicated Contract Carriage customers.

TALENT

Development That Delivers

THINKWISE OFFERS HR SOLUTIONS

Whether you call it human capital management or simply “the war for talent,” for companies to remain profitable, they must strategically hire, train, retain, reward and promote the best employees.

The key is to find and develop associates with the skills and drive to succeed, as well as to create an effective leadership development and succession process rooted in the organization’s goals and culture.

Ruan partners with ThinkWise, a Grand Rapids, MI, firm that specializes in creating user-friendly tools to hire right, accurately align objectives, offer performance feedback and deliver development resources. Clients include companies in industries as diverse as food services, auto parts, retail, financial, trucking, distribution and accounting.

Another ThinkWise client, Canteen Services, a food service company in Michigan, has found that the service helps them make better hiring decisions. “We now have a better tool to evaluate potential employees,” says Craig Tiggelman of Canteen Services.

“The issue with many businesses, even today, is that so many willingly put tremendous resources into attracting employees, but then fail to sufficiently put thought, time or effort into sustaining that talent,” says ThinkWise



CEO Roger Jansen. “This vital component of business success can no longer be left to the human resources manager alone to attract and retain talent. All levels of a company must integrate their plans and processes, which can be challenging to achieve on your own.”

“That’s why we consider our solution a primary resource for a company to turn strategy into action—to identify key required behaviors for executing strategy and to measure, develop and receive feedback,” adds Jansen.

Jansen’s company compiles the best management tools for its clients to grow their business. The tools

require a company-wide focus on these processes to attract the best people and to implement plans to progress people upward into the organization.

The ThinkWise process includes a web-enabled application that offers a comprehensive system of resources. Performance tools such as hiring guides, training and development plans as well as e-learning opportunities and a resource library are integral to the Thinkwise system. The software ensures that all managers use the same criteria for hiring, performance reviews and personnel development. By partnering with ThinkWise, Ruan managers better understand their employees, recognize specific talents and chart growth potential.

“Ruan made this investment in our people—our workforce—because we understand that no other asset adds as much value to our brand and long-term success,” says Ron Hanson, Vice

“...so many willingly put tremendous resources into attracting employees, but then fail to sufficiently put thought, time or effort into sustaining that talent.”

ThinkWise CEO Roger Jansen

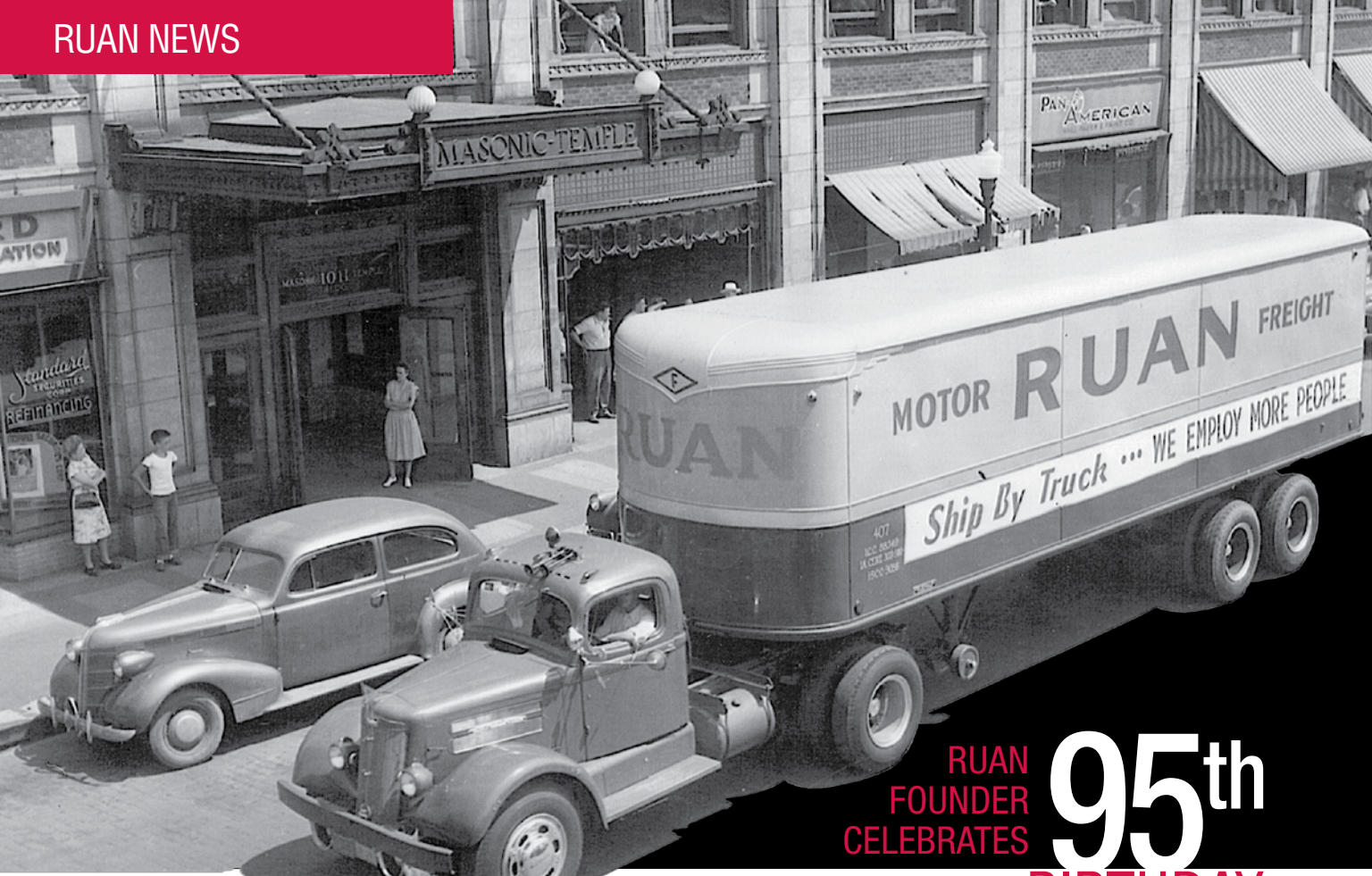
President of Human Resources. “ThinkWise allows us to uniformly track performance, professional development and employees’ satisfaction. Coordinating our talent management through this system saves time and money by reducing duplication.”

In talent management, the business strategy requires everyone from the CEO to line managers to know and, according to their role, develop the skills of their immediate subordinates. For success, business units or company divisions must openly share information with others for their staff members to become and remain knowledgeable of the overall organizational objectives.

ThinkWise utilizes tested methodology linking a company’s vision and strategy to a set of competencies—becoming a blueprint against which the company builds its talent pool. “For my department, ThinkWise is about discovering and bringing out the best in each team member,” says Ben McLean, Senior Vice President of Administration and Chief Information Officer. “Using standardized tools of measurement allows us to identify those individuals with the potential to do more for Ruan.

Research regarding the value of talent management systems, including the Wyatt Human Capital Index Study, consistently reveals benefits in critical economic areas such as revenue, customer satisfaction, quality, productivity, cost, cycle time and market capitalization.

“Smart companies recognize that talent management is no longer cutting edge, but instead a vital path toward building organizational performance,” says ThinkWise’s Jansen.



RUAN
FOUNDER
CELEBRATES **95th**
BIRTHDAY

Company founder John Ruan celebrated his 95th birthday on February 11, 2009. Mr. Ruan started the company in 1932 when he sold one of the family cars, bought a truck and began hauling gravel throughout Iowa. A replica of his first truck was displayed in the Ruan Center lobby to commemorate the occasion.



RUAN EXPERIENCES **GROWTH IN 2008**

Despite the downturn in the economy, Ruan experienced a 12 percent growth in revenue, hired several hundred employees and added 33 locations nationwide.

“Our strength comes from our ability to adapt to market changes and client needs,” said Chairman and CEO John Ruan III. “We serve a very diverse customer base, including many longtime partnerships. The key to our success over

“OUR STRENGTH COMES FROM OUR ABILITY TO ADAPT TO MARKET CHANGES AND CLIENT NEEDS.”

the years is that we work to execute 100 percent on-time delivery while helping our customers mitigate risk and improve their working capital.”

Due to Ruan’s ongoing commitment to leadership and development, Ruan’s training budget grew by 80 percent in 2008 and will increase by another 65 percent in 2009. The scope of

training includes two new leadership programs, a Professional Development Series for all Ruan employees, online DOT/ OSHA training, quarterly terminal management training and dispatcher training.

“Ruan’s safety-focused organizational culture develops accomplished, professional drivers. Ongoing training is imperative,” said Todd Lenig, Director of Training for Ruan. “Our management training and emerging leadership programs help us to identify our next generations of innovators.”

Ruan also reinforced its commitment to environmental responsibility last year, becoming a member of the SmartWaySM Transport Partnership and the Innovation Center for U.S. Dairy’s Carbon Council.

“We’re proud of our accomplishments in 2008,” said Ruan. “However, 2009 presents new challenges for all of us. Ruan is positioned to overcome those challenges and is excited for the future of our company and the long road ahead.”

RUAN ANNIVERSARIES

35 YEARS

Connie Crawford, Des Moines, IA | Robert Koch, Des Moines, IA

25 YEARS

Mark Tisl, Des Moines, IA

20 YEARS

David McDonald, Foreman, AR | Eldon Keeler, Worthington, MN | Jerry Evans, Columbus, MS | Jesse Lockeby, Foreman, AR | Martin Carroll III, Alcoa, TN | Robert Burgess, Rocky Mount, NC | Robert Schroud, Madison, WI | Ronald Love, Ripon, CA | Salvador Sosa, Foreman, AR | Steven Hall, Tulare, CA | Steven Suchy, Chanute, KS | Thomas Carter, Tulare, CA

15 YEARS

Ben Smolek, Jr., Toledo, OH | Daniel O'Rourke, Geneva, IL | Fred Pomeroy, Tulare, CA | Hector Navarro, Tulare, CA | James Weier, Madison, WI | Joe Capote, Tulare, CA | John Lins, Madison, WI | John Price, Des Moines, IA | Keith Nejedlo, Madison, WI | Lyle Keller, Geneva, IL | Nancy Francois, Des Moines, IA | Rodney Catanzarite, Petaluma, CA | Timothy Laffoon, Marshalltown, IA | William Ingram, Des Moines, IA

10 YEARS

Adam Searcy, Phoenix, AZ | Angel Bosch, Des Moines, IA | Anna Truman, Phoenix, AZ | Anthony Santoya, Turlock, CA | Arthur Gipson, Los Banos, CA | Benjamin Zamarripa, Los Banos, CA | Bradley Sprague, Phoenix, AZ | Bradley Worley, Phoenix, AZ | Brett Murphy, Phoenix, AZ | Brian Johnson, Phoenix, AZ | Chad Hymas, Phoenix, AZ | Charmaine Johnson, Phoenix, AZ | Christopher Meece, Fullerton, CA | Daniel Smith, Phoenix, AZ | David Francis, Phoenix, AZ | David Moore, Phoenix, AZ | Domitilio Duran, Phoenix, AZ | Elza Washburn, Phoenix, AZ | Gary Mink, Tulare, CA | Guillermo Lamadrid, Phoenix, AZ | Harold Downing, Phoenix, AZ | Imeldo Gonzalez, Ripon, CA | James Keylon, Phoenix, AZ | James Looney, Los Banos, CA | James Rudell, Phoenix, AZ | Jimmie Hayes, Burlington, IA | Jimmy Donnelson, Phoenix, AZ | John Bagda, Los Banos, CA | Johnny Hacker, Foreman, AR | Joseph Ondyak, Phoenix, AZ | Juan Padilla, Phoenix, AZ | Keith Ballard, Phoenix, AZ | Kenneth Bowman, Phoenix, AZ | Fran Hawkins, Phoenix, AZ | Larry Washington, Phoenix, AZ | Leon Raskin, Phoenix, AZ | Leroy McGeorge, Jr., Phoenix, AZ | Linda Kunysz, Phoenix, AZ | Lou Bautista, Sr., Phoenix, AZ | Louie Anaya, Phoenix, AZ | Manuel Calderon, Los Banos, CA | Mark Bejarano, Phoenix, AZ | Mark Elliott, Tyler, TX | Michael Haight, Phoenix, AZ | Michael McDaniel, Phoenix, AZ | Michael Williams, Tulare, CA | Michelle McKibbin, Marshalltown, IA | Miguel Almonte, Tulare, CA | Milo Pelton, Phoenix, AZ | Nixon Anderson, Phoenix, AZ | Paul Johnson, East Chicago, IN | Paul Loras, Phoenix, AZ | Richard Beeman, Phoenix, AZ | Richard Carter, Phoenix, AZ | Richard Giebel, Madison, WI | Rick Searcy, St. Joseph, MO | Robert Hast, Phoenix, AZ | Robert Lassen, Phoenix, AZ | Robert Lee, Phoenix, AZ | Roger Hicks, Phoenix, AZ | Ronald Rae, Terre Haute, IN | Ronald Rea, Phoenix, AZ | Ronald Weaver, Phoenix, AZ | Sharee McCleary, Des Moines, IA | Simon Martinez, Phoenix, AZ | Stanley Whatley, Phoenix, AZ | Steven Hoopingamer, Phoenix, AZ | Steven Jacobs, Phoenix, AZ | Steven Martin, Phoenix, AZ | Terry Brown, Salem, VA | Thomas Newton, Phoenix, AZ | Tony Chan, Alhambra, CA | Vera Johnson, Des Moines, IA | Victor Saavedra, Phoenix, AZ | Wade Richards, Phoenix, AZ | William Forrest, Phoenix, AZ | William Weber, Tulare, CA

5 YEARS

Arlyn May, Topeka, KS | Arturo Delgado, Tulare, CA | Barry Beets, Tyler, TX | Benigno Cortez, Ripon, CA | Billy Clark, Tyler, TX | Bobby Byrd, Jr., Tulare, CA | Bobby Kelly, Acampo, CA | Bradley Clark, Topeka, KS | Brian Colburn, Midlothian, TX | Bryan Brace, Tulare, CA | Carey Nielsen, Madison, WI | Carmando Castillo, Turlock, CA | Charles Sledge, Brooklyn Park, MN | Cory Schulte, Cedar Falls, IA | Damon Fuentes, Cleburne, TX | Darren Keese, Tyler, TX | Dennis Rolfs, Cedar Falls, IA | Eduardo Garcia, Los Banos, CA | Eric Lee, Denver, CO | Erik Senf, Victorville, CA | Gary Haynes, Fair Oaks, IN | Gary Jones, Madison, WI | Gary Norris, Mulberry, FL | Gregory Tipton, Alcoa, TN | James Clements, Topeka, KS | Joe Buckley, Clovis, NM | John Cowan, Springfield, MO | John Rogers, Ft. Wayne, IN | Jose Barajas, Turlock, CA | Juan Arevalo, Brooklyn Park, MN | Keith Wright, Cleburne, TX | Kenneth Busch, Canby, OR | Kenneth Smart, McFarland, WI | Kevin Lanzendorf, Brooklyn Park, MN | Lewis Weaver, Midlothian, TX | Manuel Olivera, Ripon, CA | Michael Trosper, Fernley, NV | Nancy Shultis, Phoenix, AZ | Norman Ware, Cedartown, GA | Patricia Schwartz, Medina, MN | Phillip Franksain, Marshalltown, IA | Randall Hinkle, Middletown, PA | Robert Baker, Neosho, MO | Robert Brown, Chicago, IL | Robert Collard, Tulare, CA | Robert Miller, Wisconsin Rapids, WI | Rodney Jelinski, Wisconsin Rapids, WI | Rogelio Martinez, Ripon, CA | Ronald Neal, Alcoa, TN | Ronald Robinson, Columbus, MS | Ronnie Gempeler, Monroe, WI | Rose Rivera, Neosho, MO | Russell Elliott, Alcoa, TN | Serafin Amaral, Los Banos, CA | Steven Walker, Muscatine, IA | Timothy Shoemaker, Muscatine, IA | Von Henderson, Midlothian, TX | William Allison, Muscatine, IA | William Vaden, Tyler, TX | Willie Flores, Midlothian, TX | Willis Jones, Phoenix, AZ

RUAN, DAIRY INDUSTRY ENGAGE IN EFFORT TO IMPROVE SUSTAINABILITY

In 2007, the Innovation Center for U.S. Dairy united the entire dairy industry—from producers to retailers, and all points in between—to address sustainability. Jim Mulvenna, Ruan's Vice President and Region Manager, West Coast Operations, is the co-chair of the transportation council at the Innovation Center. The group seeks to provide consumers with nutritious dairy products in a way that is economically viable, environmentally sound and socially responsible. The Center's first goal is to reduce greenhouse gas emissions by the year 2020. As a major transporter of dairy products and a leader in sustainable hauling, Ruan is proud to support and partner on this initiative.

ANNUAL RUAN LEADERSHIP CONFERENCE INCLUDES AMERICAN TRUCKING ASSOCIATIONS' PRESIDENT AND CEO AND DRIVERS OF THE YEAR

Ruan leadership and management staff gathered January 12–13, 2009, for the company's annual Leadership Conference in Des Moines, Iowa. ATA President and CEO Bill Graves delivered the keynote speech and helped honor Ruan's Driver of the Year, Paul Kinser, of Tulare, California. Kinser was chosen from a notable group of 18 finalists who were also in attendance at the conference. With more than two million accident-free miles, Kinser's commitment to safety and customer service elevated him to the top award.



Front Row (L to R): Robert Loker, Dennis Potter, Charles Tapley; Second Row: Kenneth Blackman, Craig Kvam, William D'Antico; Third Row: Rodney Lee, Mike Fisher, Charlie Hurst; Fourth Row: Steve Middleton, Paul Kinser, Albert Ramirez; Fifth Row: Rodney Jantzen, John Van Dyk, Bruce Henderson; Back Row: Marvin "Tim" Jenkins, Jeff Lawyer, John Lawyer



We'll keep you on course.



Any trucking company can haul goods or materials. Put simply, we're dedicated to keeping your supply chain on par with your performance goals. By partnering with Ruan, you will enjoy customized solutions and service that bolsters your efficiency and your bottom line. At the end of the day, you'll have less to worry about and more time to concentrate on other important matters.

- Dedicated Contract Carriage
- Bulk Transportation
- Ruan Certified Brokerage Services
- Integrated Services

For more information, contact us at (866) RUAN NOW or visit our Web site, ruan.com.



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DEDICATION THAT MOVES YOUR BUSINESS