

Evolving Convoy for medium and large carriers

Karena Vongampai

Case study from my time at Convoy Inc.

Convoy is a freight brokerage with an online marketplace for carriers to find loads



Shippers



Carriers

The screenshot shows the Convoy website interface for carriers. The browser address bar is carrier.convoy.com. The page features a dark sidebar with navigation options: Load Board, Saved Searches, My Bids, Accepted, Countered, Bid Again, Booked Loads, and Completed Loads. At the bottom of the sidebar, there is a user profile for Karena Vongampai at Convoy Design. The main content area includes search filters for origin and destination (set to 'Anywhere' with a '+50 mi' radius), vehicle types ('Dry Van, Reefer, Flatbed, Power Only'), and dates ('All Dates'). Below the filters, there are options to 'Hide map', 'Sort By: Pickup Date', 'Loaded Miles: Any', and 'Weight: Any'. A map of the United States is displayed with a red dot indicating a location. To the right of the map is a table of available freight loads.

Origin	Destination	Vehicle Type	Miles	Weight	Rate
Chicago, IL	Minneapolis, MN	Dry Van	424 miles	60,000 lbs	\$959
El Reno, OK	Dallas, TX	Reefer	240 miles	46,000 lbs	\$540
Omaha, NE	Minneapolis, MN	Dry Van	372 miles	58,000 lbs	\$845
Houston, TX	Dallas, TX	Flatbed	250 miles	37,000 lbs	\$600
Montgomery, AL	Chicago, IL	Dry Van	790 miles	28,000 lbs	\$2,010
Tampa, FL	Raleigh, NC	Dry Van	660 miles	28,000 lbs	\$1,705
Raleigh, NC	Tallahassee, FL	Dry Van	605 miles	28,000 lbs	\$1,600

Situation

Diversify with medium and large carriers to reduce costs

- Represents 77% of total for-hire carrier capacity, but only executes 5% of Convoy's shipments
- 3-8% lower costs compared to small carriers



My objective

As the lead product designer, I...

Led my cross-functional team through a design sprint to develop a customer centric product vision and strategy

~2 months

Timeframe

Product, Engineering, Carrier Account Management, Data Science

Team

Project outcomes

01 Clarified target customer definition

02 Defined strategy and vision based on user goals and needs

03 Collaboration in the early stages from every discipline

01

Define customer and problem space

Learn about the target carrier



01 How do they run their business?

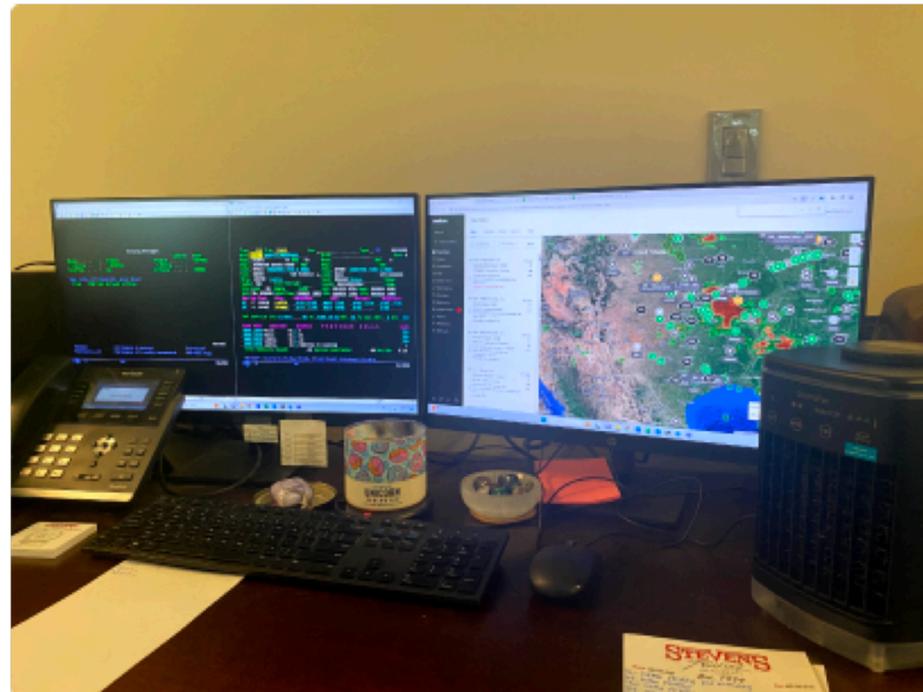
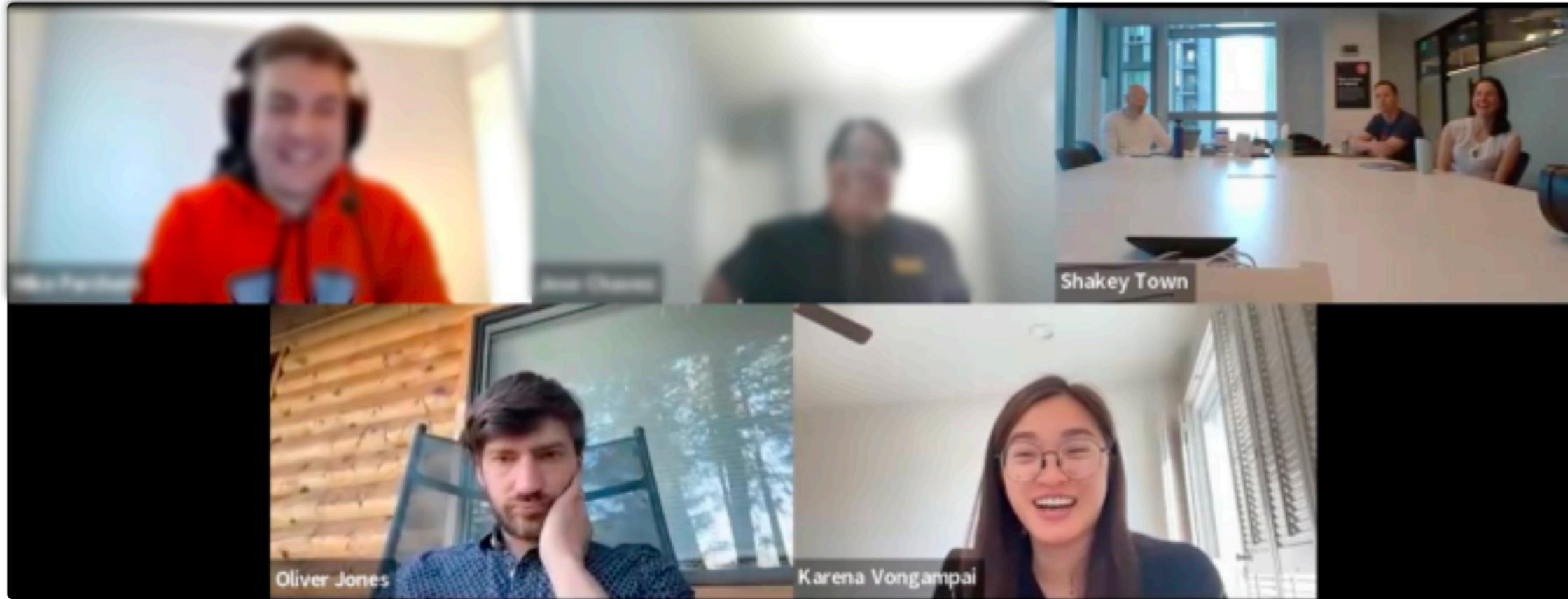
02 How do they work with freight brokers?

03 How do they find shipments to run?

04 How do they measure success for their business?

05 How do they do what they do, and why?

Define customer and problem space



Synthesize into findings on behavior, and key opportunity areas

What we learned from carriers and recommendations

- Interviews and shadows with ~8 carriers ranging from lower to high ends of our scale (20 - 500 trucks)
- Interviews, observation sessions, meetings with carrier tech teams, etc.
- Spoke with a few dispatchers who handle execution, as well as strategic leaders

Observations

Theme	Customer quote
Low rates	"What I'm seeing on the Convoy, the rates are always changing according to, I don't know if it's from DAT or where you guys are pulling the data, but it's always, I would say at least 10 to 15% below what I'm getting, what people are posting the loads for from that point. You know, like out of Los Angeles or whatever, if everybody's posting for about \$1200, the convoy load is gonna be posted up for \$900 and that's what I mean it, why would I book a load for \$900 when I can easily get \$1200?" - Performance Carrier Inc
Poor customer service	"Most of the [Convoy] personnel that we get on the phone with any kinda issues, cannot help us and can't help us solve the problem. We've had it where we've sat with loads for... one load we sat for one month prior to Convoy letting us know to go ahead and dump the product. Just say if I was a, so if I was a carrier that only had one truck, I would probably be out of business by that time." - Trius Trucking
Need partners with lots of loads to offer	"We've been heavily targeting, specific brokers who has, you know, the market share in the open marketplace. You guys, as you guys were speaking with, I think some of our teams out in Europe, I believe that's how this conversation started. And, but seeing as big as you guys are within North America, that's one of the reasons why we, we kind of chose you guys, but also why we're targeting some of our other brokers. So CH Robinson, echo and arrive being some of the top brokers in in the game right now, that's really what helps us." - DHL Supply Chain

The Basics to Working With Them

There are considerations consistently used by medium and large carriers to decide whether or not to work with a partner

- 1 Do they have the freight I need?**
For which lanes do we have strong network overlap, and do I see the opportunity for consistency?
- 2 Is the price right?**
Within my ballpark?
- 3 Is it a hassle to win loads?**
Are they meeting contract volume expectation? Do they provide fast and direct bid feedback? Point of contact to escalate to? Self-serve?
- 4 How operationally burdensome is it to work with you?**
Check calls? Do I have a point of contact? How fast and helpful is support?

The M/L Business Model

The bigger the carrier the less flexible they are in where they're hauling volume on lanes at fair rates and need proportional volume on front and backhauls, not as much at the lane level.

Hustlers: Find the highest paying load in any direction

M/L Carriers are stabilizers: Maximize route efficiency, asset utilization, and driver hours of service on consistent lanes at fair rates

Pickup: Bakersfield, CA, USA x +50 mi v

Trailer: Dry Van v

Pickup: Bakersfield, CA, USA x +50 mi v

Trailer: Dry Van v

The M/L Business Model

They build consistent volume at fair rates and need proportional volume on front and backhauls, to minimize empty miles and maximize asset utilization. They know where their trucks need to be, and have less flexibility in where they're willing to haul.

Hustlers: Flexible to take highest paying load anywhere

M/L Carriers are stabilizers: Maximize route efficiency, asset utilization, and driver hours of service on consistent lanes at fair rates

Pickup: Bakersfield, CA, USA x +50 mi v

Delivery: Anywhere +50 mi v

Trailer: Dry Van v

Pickup Date: 8/1

Pickup: Bakersfield, CA, USA x +50 mi v

Delivery: Phoenix, AZ, USA x +50 mi v

Trailer: Dry Van v

Pickup Date: Every Mon

Where do they get their loads?

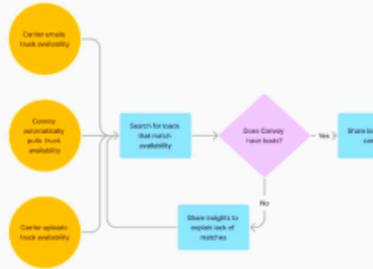


Goal + Current Pain Points

- Goal**
As someone who sources loads, I need to minimize the time it takes to find loads that match my truck availability.
- Current Pain Points**
- They can only search for 1 truck at a time, on 1 board at a time. Dispatchers typically search across 5-10 load boards to find backhauls for the 20-40 trucks in their portfolios. This process is time consuming, and also makes it difficult to compare options across brokers.
 - Existing search tools only yield point-in-time results. If a good match appears on a load board after they've left, they'll miss it. #FOMO
 - Existing search tools optimize for carriers with flexibility, instead of covering available trucks. Unlike small carriers who have the flexibility to take a backhaul in any direction, M/L carriers know when and where their trucks need to go. As long as the price is right, accepting or rejecting a load comes down to understanding the feasibility of fitting it into the driver's schedule. (e.g. knowing the optimal plan given HoS regulations, and the empty miles/time they'll have to use to get to the load)

Opportunities

Build processes that make sharing truck availability as precise as possible. Convoy can find the loads that accurately match what the carrier needs and infer what dedication opportunities meet their needs.



Here's an idea...



Here's an idea...



Here's an idea...



Goal + Current Pain Points

Goal
As someone who sources loads, I need to minimize the time it takes to find loads that match my truck availability.

Refine customer definition

- Our initial definition was too broad and didn't explain what behaviors make them, them
- Identify what behaviors map to business goals

Vague definition to start

- Carrier with 20+ trucks



Refined with specificity around behavior

- Business level:
 - Fleet of 20-300 trucks
 - Prioritize asset utilization over maximizing revenue on every load
 - Builds shipment volume in familiar markets, doesn't go anywhere
- User level:
 - Responsible for sourcing loads (e.g. transportation coordinator)

Clairfy key jobs to be done

As someone who sources loads, I am trying to...

01 Setup truck drivers to haul a broker's loads



Expensive to equip trucks with a device and train drivers on how to use broker apps

02 Know a broker's network overlaps with my needs



Difficult to determine if a broker has the shipment volume the carrier wants to run

03 Find loads that match my truck availability



Time-consuming and tedious to find loads that match their needs

Define customer and problem space

As someone who sources loads, I am trying to...

Find loads that match my truck availability

- Typically is a “backhaul” load
- Load parameters align with truck’s empty location, desired delivery location, available time, etc.

01 Minimize the time and effort it takes to find a load that aligns with my truck availability

02 Minimize the time it takes to know when loads matching my truck availability come on the market

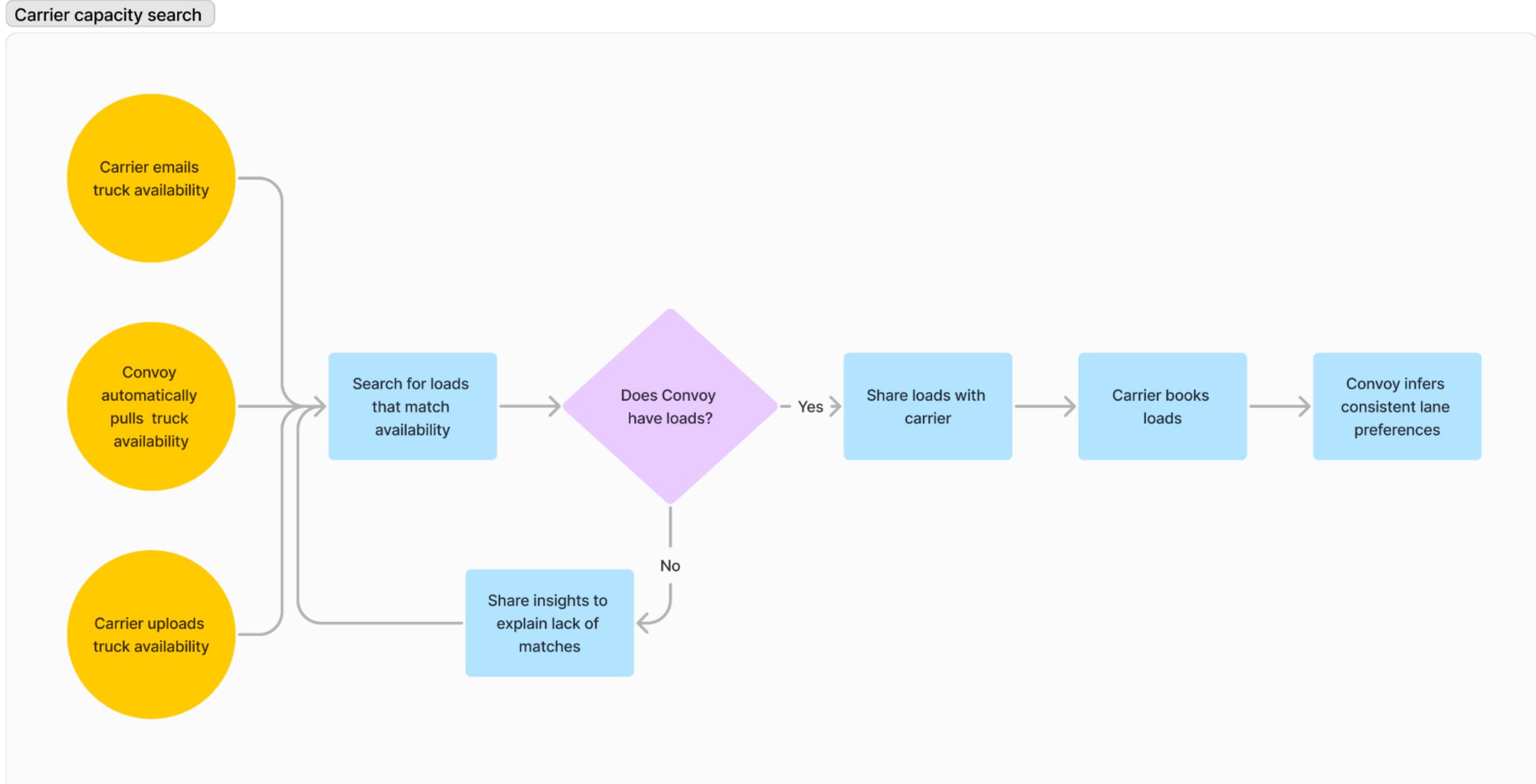
03 Improve my understanding of why a broker doesn’t have loads matching my needs

02

Visualize the ideal state

Visualize the ideal state

Map out flows that deliver on user needs



Visualize the ideal state

Visualize the concept to make it concrete

1. Upload truck availability (backhaul needs)

Hi,

Please find the truck list below:

Unit ID	Empty Date	Empty Time	Empty City/St	Sent Date :	Dest.
102	5/31/23	11:00 AM	La Crosse, WI	5/31/2023	
112	6/1/23	9:00 AM	Dallas, TX		
114	6/1/23	9:00 AM	Joliet, IL		
115	6/5/23	9:00 AM	Dallas, TX		
122	6/1/23	11:00 AM	Germantown, WI		
124	6/3/23	9:00 AM	Dallas, TX		
2616	6/1/23	7:00 AM	Hampshire, IL		

* Max Weight 43,500

AVAILABILITY External Inbox x

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SOLO EMPTY WED 8AM IN GRANDVIEW, WA NEED A LOAD TO ANYWHERE

SOLO EMPTY WED 1PM IN CHICAGO, IL NEED A LOAD TO GAYLORD, MN AREA

TEAM EMPTY WED 3PM IN DETROIT, MI NEED A LOAD TO FL

TEAM EMPTY WED 2PM IN MAPLE HEIGHTS, OH NEED A LOAD TO FL OR NORTHEAST

SOLO EMPTY WED 8AM WITH DRYVAN IN BOSOTN, MA NEED A LOAD TO EASTON, PA

SOLO EMPTY WED 9AM IN EDISON, NJ NEED A LOAD TO THE MIDWEST

SOLO EMPTY WED 9PM IN DUNN, NC NEED A LOAD TO FL

TEAM EMPTY THU 10AM IN ELIZABETH, NJ NEED A LOAD TO FL

TEAM EMPTY THU 10AM IN BOSTON, MA NEED A LOAD TO FL

SOLO EMPTY THU 8AM WITH DRYVAN IN FISHKILL, NY NEED A LOAD TO JACKSONVILLE, FL AREA

TEAM EMPTY SAT 8AM IN BOSOTN, MA NEED A LOAD TO FL

TEAM EMPTY SAT 1PM IN DETROIT, MI NEED A LOAD TO FL

Welcome to Convoy!

Find loads Compare where we haul

4,000 total loads available right now across our entire network

▾ Have us find loads for you

We'll find loads that match your truck availability

Upload or drag a .csv, .xlsx, jpg, png here and we'll find loads that match your needs.

[Request API integration](#)

> Search for a load yourself

Visualize the ideal state

Visualize the concept to make it concrete

2. Show load matches

< Back

OK, here's what we found Refresh

of stops: **Any** Broker: **Any** Opportunity type: **Any**

Matches for availability (32) No matches (4)

Truck availability	Mon 07/20		Tue 07/20		Wed 07/20		Thu 07/20		Fri 07/20	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
#1023 Reefer Cleveland, OH → Richmond, VA Available starting Mon 07/20 @ 13:30			Pickup @ 19:00 C... Book							
			Pickup @ 24:00 C... Book							
			Pickup @ 21:30 C... Book							
#3923 Dry Van Houston, TX → Jacksonville, FL Available starting Mon 07/20 @ 13:30						Pickup @ 14:30 CST, Deliver @ 1... Book				
						Pickup @ 06:30 CST, Deliver @ 1... Book				
#208 Dry Van Tampa, FL → Albuquerque, NM Available starting Mon 07/20 @ 13:30			Pickup 1 @ 08:00 EST, Pickup 2 @ 11:00 EST, Deliver @ 15:30 CST Book							
			Pickup @ 08:00 EST, Deliver @ 17:30 CST Book							
#3402 Dry Van Atlanta, GA → Albuquerque, NM Available starting Mon 07/20 @ 13:30			Pickup @ 11:30 EST, Deliver @ 15:30 CST Book							
			Pickup @ 11:30 EST, Deliver @ 15:30 CST Book							

3. Explain why there are no matches

< Back

OK, here's what we found Refresh

of stops: **Any** Broker: **Any** Opportunity type: **Any**

Matches for availability (32) **No matches (4)**

🔔 We'll email you as loads come on the market in the next 48 hours Disable for all trucks

Truck availability	Insights into L12W volume		
#1039 Reefer Cleveland, OH → Richmond, VA Available starting Mon 07/20 @ 13:30	Avg loads per week 34 High overlap	Hot market time Monday mornings	Est. carriers interested 12 Somewhat competitive
#1043 Dry Van Houston, TX → Jacksonville, FL Available starting Mon 07/20 @ 13:30	Avg loads per week 34 High overlap	Hot market time Monday mornings	Est. carriers interested 4 Less competitive
#502 Reefer Tampa, FL → Albuquerque, NM Available starting Mon 07/20 @ 13:30	Avg loads per week 8 Some overlap	Hot market time Monday mornings	Est. carriers interested 2 Less competitive
#2039 Dry Van Atlanta, GA → Albuquerque, NM Available starting Mon 07/20 @ 13:30	Avg loads per week 2 Low overlap	Hot market time Monday mornings	Est. carriers interested 24 Highly competitive

Visualize the ideal state

Visualize the concept to make it concrete

4. Notify when loads come on the market

CONVOY

icn

Woohoo! New loads have come on the market that match your truck availability

This is based on what you've told us in the last 48 hours

Truck availability	Availability date/time	Total available loads	
Reeper Cleveland, OH → Richmond, VA	08/17/23 13:00 PST	Convoy loads 12	Partner loads 12
Reeper Cleveland, OH → Richmond, VA	08/17/23 13:00 PST	Convoy loads 12	Partner loads 12
Reeper Cleveland, OH → Richmond, VA	08/17/23 13:00 PST	Convoy loads 12	Partner loads 12

[Log in to book](#)

5. Assess transit feasibility, then book

< Back

OK, here's what we found

Matches for availability (32) No matches (4)

Truck availability: Mon 07/23 AM P

Reeper
Cleveland, OH → Richmond, VA
Avg transit time ~13 hrs

Dry Van
Houston, TX → Jacksonville, FL
Avg transit time ~13 hrs

Dry Van
Tampa, FL → Albuquerque, NM
Avg transit time ~13 hrs

Dry Van
Atlanta, GA → Albuquerque, NM
Avg transit time ~13 hrs

Finish booking

Available load to book

Load details

Convoy ID	Total miles	Out of route mi
89302932	1,093	Less than 20mi
Total weight	Trailer type	Total stops
37,900	53' Dry Van (no Reefer)	2

Accessorial & Requirements

CARB Compliant Truck & Trailer

Notes

Palletized Automotive Parts. Convoy requires trailer number and BOL number upon arrival to pick.

How this load fits into your schedule

- Houston, TX → Phoenix, AZ
Avg transit time ~15 hrs
Requires HOS reset
- Available for next load Wed 8/16
- Drive to pickup for next load
Avg deadhead 30 mi on I5 highway
- Phoenix, AZ
123456 Peachtree Industrial Boulevard
Cleveland, OH 30295
Live pickup | Thu 8/17/23 09:00 PST
- Atlanta, GA
123456 Peachtree Industrial Boulevard
Richmond, VA 30295
Live pickup | Thu 8/17/23 09:00 PST

Compare to my truck availability **It's a match!**

Pickup	Delivery	Trailer	Pickup date	Pickup time
Cleveland, OH ✓	Richmond, VA ✓	Dry Van ✓	Tue - 08/23/23 ✓	09:00 PST ✓

[Place a bid](#) [Book now \\$1,390](#)

Visualize the ideal state

Iterate on concept with product

- Turnaround in less than 2 days
- PM contributes to ideation by layering ideas on top of wireframes and giving feedback

The screenshot displays a trucking application interface with a calendar view of truck availability and booking options. The interface includes a navigation bar with a '< Back' link and a 'Refresh' button. Below the navigation bar, there are filter options for '# of stops: Any', 'Broker: Any', and 'Opportunity type: Any'. The main content area is titled 'Matches for availability (32)' and shows a calendar view for the week of July 20th to July 25th, 2020. The calendar is organized by day (Mon 07/20, Tue 07/20, Wed 07/20, Thu 07/20, Fri 07/20) and time of day (AM, PM). Four truck listings are visible, each with a grid of availability slots and booking options:

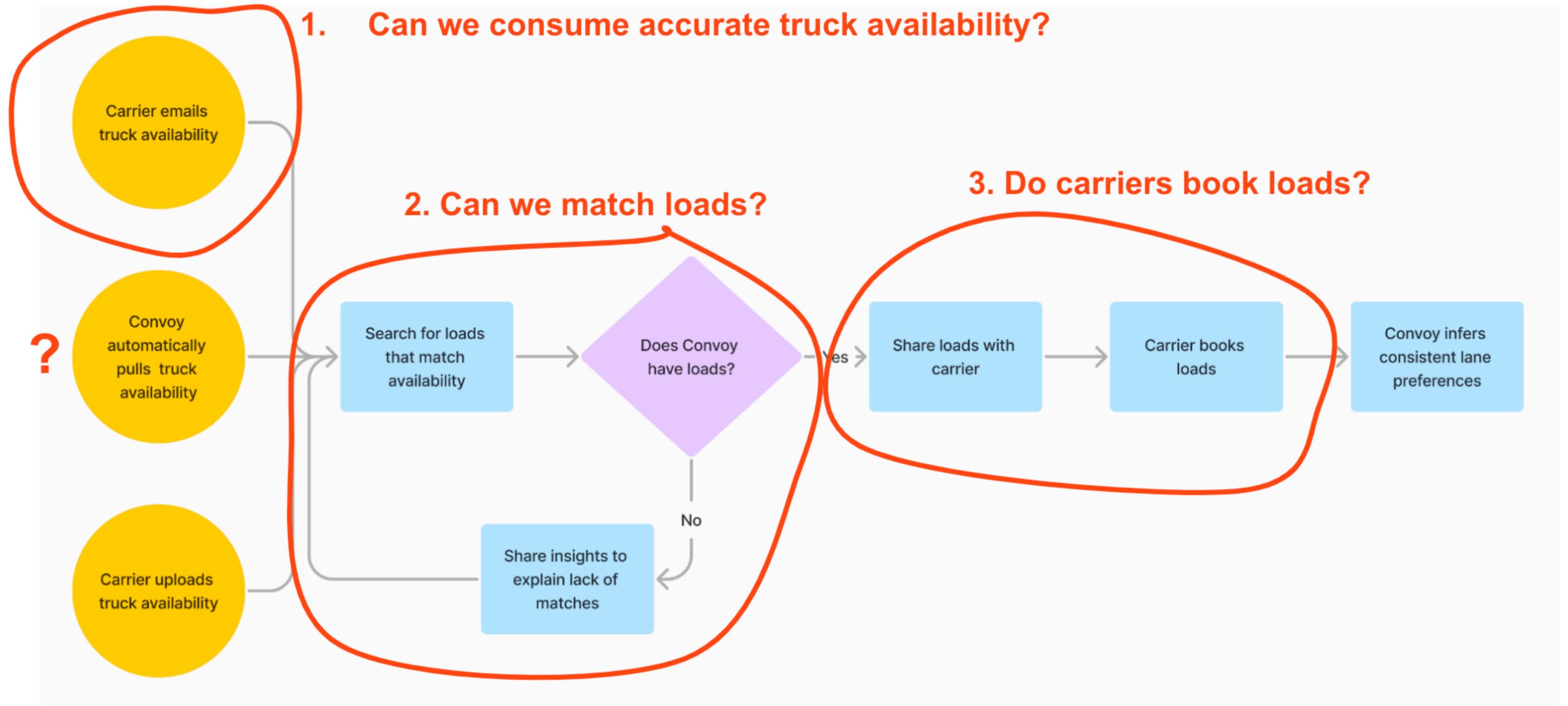
- #1023 Reefer**: Cleveland, OH → Richmond, VA. Avg transit time ~13 hrs. Booking options include 'Cleveland, OH @... Book' and 'Cleveland... Book'.
- #3923 Dry Van**: Houston, TX → Jacksonville, FL. Avg transit time ~13 hrs. Booking options include 'Phoenix to Houston' (blue), 'Houston, TX @ 09:30, ... Book' (red), and 'Houston, TX @ 09:30, ... Book' (grey). A 'HOS Reset' button is also present.
- #208 Dry Van**: Tampa, FL → Albuquerque, NM. Avg transit time ~13 hrs. Booking options include 'Tampa, FL @ 8:15AM, Albuquerque, NM @ 17:00 Book' (red).
- #3402 Dry Van**: Atlanta, GA → Albuquerque, NM. Avg transit time ~13 hrs. Booking options include 'Atlanta, GA @ 16:30, Dallas, TX @ 14:00, Albuquerque, NM @ 10:15 Book' (grey) and 'Atlanta, GA @ 17:30, Amarillo, TX @ 17:00, Albuquerque, NM @ 17:00 Book' (grey).

Additional annotations include '5 mi / .5 hr DH' and '20 mi DH / 1 hr buffer' near the Houston, TX booking options, and '10 mi DH / .5 hr buffer' near the Houston, TX booking options. A blue box labeled 'Phoenix to' is also visible on the right side of the calendar.

03

Evaluate our concept

Scope out a pilot to validate our thinking



Scope out a pilot to validate our thinking

Carrier capacity search

Carrier emails truck availability

~~Convoy automatically pulls truck availability~~

~~Carrier loads truck availability~~

(Our team via internal tools...)

Search for loads that match availability

Does Convoy have loads?

Yes

Share loads with carrier
...Via email

Carrier books loads

Convoy infers consistent lane preferences

No

Share insights to explain lack of matches
...Via email

Pilot experience

1. Receive truck availability via email

Hi,

Please find the truck list below:

Unit ID	Empty Date	Empty Time	Sent Date :	Empty City/St
102	5/31/23	11:00 AM		La Crosse, WI
112	6/1/23	9:00 AM		Dallas, TX
114	6/1/23	9:00 AM		Joliet, IL
115	6/5/23	9:00 AM		Dallas, TX
122	6/1/23	11:00 AM		Germantown, WI
124	6/3/23	9:00 AM		Dallas, TX
2616	6/1/23	7:00 AM		Hampshire, IL

*** Max Weight 43,500**

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TEAM EMPTY SAT 1PM IN DETROIT, MI NEED A LOAD TO FL

2. Team member search Convoy systems

CONVOY

Find loads that match a carrier's truck availability

Once you've added the carrier's availability, we'll automatically apply a 100mi radius to find loads that match. If no truck type is included, we'll automatically default the trailer type to Dry Van.

Step 1: Insert multiple truck availability in any format

Deliver in Fresno, CA
9/25
Tacoma, WA
Chicago, IL

9/26
San Francisco, CA

Deliver in Tampa, FL
9/29
Dallas, TX
Tempe, AZ

Clear Process

Step 2: Review information and finish adding lanes

Pickup	Delivery	Trailer types	Pickup date		
<input type="text" value="Tacoma, WA"/>	<input type="text" value="Fresno, CA"/>	<input type="text" value="Dry Van X"/> × ▾	<input type="text" value="09-25-2023"/> 📅	🗑	⋮
<input type="text" value="Chicago, IL"/>	<input type="text" value="Fresno, CA"/>	<input type="text" value="Dry Van X"/> × ▾	<input type="text" value="09-25-2023"/> 📅	🗑	⋮
<input type="text" value="San Francisco, CA"/>	<input type="text" value="Fresno, CA"/>	<input type="text" value="Dry Van X"/> × ▾	<input type="text" value="09-26-2023"/> 📅	🗑	⋮
<input type="text" value="Dallas, TX"/>	<input type="text" value="Fresno, CA"/>	<input type="text" value="Dry Van X"/> × ▾	<input type="text" value="09-29-2023"/> 📅	🗑	⋮
<input type="text" value="Tempe, AZ"/>	<input type="text" value="Fresno, CA"/>	<input type="text" value="Dry Van X"/> × ▾	<input type="text" value="09-29-2023"/> 📅	🗑	⋮

< Back
Continue

Pilot experience

3. Team member selects loads to share

CONVOY

Select loads to offer the carrier 15 loads selected [Unselect all](#)

Status	Pickup	Delivery	Trailer Type	Pickup date	Available loads	Loads offered	Requested by	
> Covered by Convoy	Sacramento, CA	Spokane, WA	Dry Van	10/08/2023	412 total Marketplace 22 Partner 44	3 loads offered Marketplace 2 Partner 1	Janice Boyer	
<input type="checkbox"/>	Load ID	Pickup	Pickup deadhead	Delivery	Delivery deadhead	Weight	Commodity	Booking method
<input checked="" type="checkbox"/>	CHY-102932 View offer page	Elk Grove, CA 10/02 @ 19:30 PST	32 mi Est. 45 min	Marshall, WA 10/04 @ 08:30 PST	23 mi Est. 38 min	32,000 lbs	Bottled water	Instant auction
<input type="checkbox"/>	VPL-2034 View offer page	Elk Grove, CA 10/02 @ 19:30 PST	32 mi Est. 45 min	Marshall, WA 10/04 @ 08:30 PST	23 mi Est. 38 min	36,000 lbs	Pumpkins	Boost
<input checked="" type="checkbox"/>	VPL-2034 View offer page	Elk Grove, CA 10/02 @ 19:30 PST	32 mi Est. 45 min	Marshall, WA 10/04 @ 08:30 PST	23 mi Est. 38 min	36,000 lbs	Pumpkins	Boost
> Covered by Convoy	Sacramento, CA	Spokane, WA	Dry Van	10/08/2023	412 total Marketplace 22 Partner 44	3 loads offered Marketplace 2 Partner 1	Janice Boyer	
> Covered by Convoy	Sacramento, CA	Spokane, WA	Dry Van	10/08/2023	412 total Marketplace 22 Partner 44	3 loads offered Marketplace 2 Partner 1	Janice Boyer	
> Covered by Convoy	Sacramento, CA	Spokane, WA	Dry Van	10/08/2023	412 total Marketplace 22 Partner 44	3 loads offered Marketplace 2 Partner 1	Janice Boyer	
> Covered by Convoy	Sacramento, CA	Spokane, WA	Dry Van	10/08/2023	412 total Marketplace 22 Partner 44	3 loads offered Marketplace 2 Partner 1	Janice Boyer	

< Back
Compose concierge email

4. Team member sends coordinator loads

CONVOY

Share loads with the carrier

We've taken the loads you previously selected and formatted a message for you.

[Email](#) [Telegram](#)

Available loads that match: {Optional unique ID} | Reefer | San Mateo, CA 94404 to Sacramento, CA | Empty @ 09:00 PST

<p>Option 1 Pickup location: Somewhere, CA 94063 Pickup appt: 08/29/23 @ 16:30 PST</p>	<p>Delivery location: 83923, Boise, ID 39208 Delivery appt: 08/31/23 @ 11:00 XXX</p> <p style="text-align: right;">Finish booking</p>
<p>Option 2 Pickup location: Somewhere, CA 94063 Pickup appt: 08/29/23 @ 16:30 PST</p>	<p>Delivery location: 83923, Boise, ID 39208 Delivery appt: 08/31/23 @ 11:00 XXX</p> <p style="text-align: right;">Finish booking</p>
<p>Option 3 Pickup location: Somewhere, CA 94063 Pickup appt: 08/29/23 @ 16:30 PST</p>	<p>Delivery location: 83923, Boise, ID 39208 Delivery appt: 08/31/23 @ 11:00 XXX</p> <p style="text-align: right;">Finish booking</p>
<p>Option 4 Pickup location: Somewhere, CA 94063 Pickup appt: 08/29/23 @ 16:30 PST</p>	<p>Delivery location: 83923, Boise, ID 39208 Delivery appt: 08/31/23 @ 11:00 XXX</p> <p style="text-align: right;">Finish booking</p>

[View more similar loads](#)

Copy message

< Back
Finish

Evaluate our concept

Close collaboration made this project awesome



Katy McCown · 1st

Director, Product Management

November 1, 2023, Katy worked with Karena on the same team

 All LinkedIn members

On



Karena raises the bar for customer-centric research and design, digging deep to understand customer needs and designing experiences that meet the needs of today while building towards a bigger vision for the future. I had the pleasure of working with Karena at Convoy when she led research and design for a new product for mid-sized carriers. Throughout, Karena found opportunities to share the voice of the customer with the rest of the team -- opening up research calls to the team, synthesizing her findings in regular research updates, and ultimately translating those insights into product designs that delighted our newest customers. We would not have made such quick progress or developed as deep an understanding of our carriers without her, and I am so grateful that we had Karena on our team.

Karena is just the best. I would jump at the chance to work with her again!

03

Results & Reflections

High engagement, but low conversion, why?

We onboarded ~40 carriers. 50% of the loads shared were viewed in our carrier website, but only 3 loads were booked.

01 Their flexibility on backhaul loads fluctuates

02 They booked a load via another platform or method

03 The load they wanted got booked by someone else

04 The load they wanted was a broker partner's load

05 Convoy's rate was too low

06 Their truck availability changed

Reflection

01 The design process should be played as a team sport

02 Dream big, and then remember what you're optimizing for

03 Be customer focused on problems, not solutions

Thank you!
Questions, or comments?