



EXECUTIVE INSIGHT SERIES

The Control Paradox

Why Managing Transportation
Yourself Doesn't Always Mean You
Have More Control

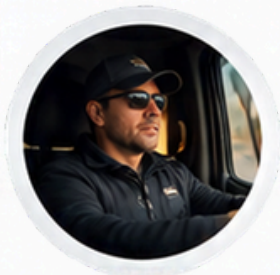




A NEW PERSPECTIVE ON CONTROL

You Own the Fleet. But Are You Actually in Control?

Your drivers. Your equipment.
Your operation. On the surface,
it feels like control.



**Your
drivers**



**Your
equipment**



**Your
operation**



**Your
team**

BUT IF ANY OF THIS SOUNDS FAMILIAR...



Costs are
hard to predict.



Performance
requires constant
intervention.



Operational issues
repeatedly require
manual workarounds.



Accountability gets
blurry when something
goes wrong.

OWNERSHIP MAY BE GIVING YOU

Less Control Than You Think.

It might be time to redefine what transportation control actually means.



WHAT DOES REAL CONTROL LOOK LIKE?

Control Is More Than Ownership

True control isn't just about who owns the assets—it's about how well you can see, manage and influence outcomes across your entire operation.



FIVE DIMENSIONS OF TRANSPORTATION CONTROL



Visibility

Do you have real-time insight into performance, costs and risk?



Accountability

Are clear responsibilities defined and consistently followed?



Governance

Do you have the right processes, policies and controls in place?



Decision Rights

Can you make changes quickly to respond to market conditions?



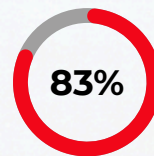
Risk

Are you proactively identifying and mitigating operational, financial and compliance risk?

THE BIGGER PICTURE

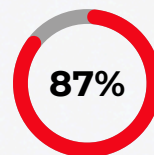
Control Impacts More Than Operations.

Transportation decisions influence financial performance, customer satisfaction, business resilience and long-term growth.



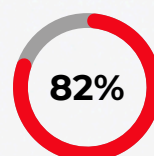
“of COOs say most of their supply chain will be restructured within the next three years.”

Source: PwC, May 2025 Pulse Survey



“say geopolitical risks are driving their organizations toward more flexible operations.”

Source: PwC, 2025 Digital Trends in Operations Survey



“of operations and supply chain leaders say they face challenges balancing short-term needs with long-term strategic change.”

Source: PwC, 2025 Digital Trends in Operations Survey



SIGNS YOUR CONTROL

May Be More Reactive Than Strategic

Even the most capable organizations can find themselves in a reactive cycle without realizing it. If any of these sound familiar, you may have less control than you think.



01

Costs Are Unpredictable

Fuel, maintenance, repairs and labor costs fluctuate, making it hard to forecast or budget accurately.



02

Performance Requires Constant Intervention

It takes ongoing attention to keep service levels on track, solve issues and manage day-to-day operations.



03

Driver Turnover Disrupts Operations

Recruiting, training and retaining drivers is a constant challenge, creating gaps in capacity and consistency.



04

Visibility Is Limited

It's difficult to get real-time insight into where your equipment, drivers and freight are—and how everything is performing.



05

Liability and Compliance Risk

You carry the full exposure for safety, compliance and accidents, with increasing regulatory and insurance demands.



06

Growth Creates More Complexity

As your business grows, managing more drivers, equipment, and lanes becomes harder making it even more challenging to stay in control.

THE RESULT?

**You're Spending More Time
Managing Problems
Than Driving Progress.**





THE TRANSPORTATION

Control Test

How does your current model stack up?

Use this quick self-assessment to identify where your approach is strong—and where you may be exposed to risk or hidden costs.



CONTROL DIMENSION		KEY QUESTION	STRONG	SOMEWHAT	WEAK	UNSURE
	Visibility Real-time insight into costs, performance and risk.	Do you have real-time visibility into where your equipment, drivers and freight are—and how they're performing?	☐	☐	☐	☐
	Accountability Clear responsibilities and consistent execution.	Are roles, responsibilities and performance expectations clearly defined and consistently followed?	☐	☐	☐	☐
	Governance Defined processes, policies and controls.	Do you have formal processes and policies in place to manage safety, compliance and operational risk?	☐	☐	☐	☐
	Decision Rights Agility to respond to change.	Can you make changes quickly when market conditions, customer needs or operational issues arise?	☐	☐	☐	☐
	Risk Proactive identification and mitigation.	Are you proactively identifying and addressing financial, operational and compliance risks before they impact your business?	☐	☐	☐	☐

WHAT DOES IT MEAN?

The more “no” answers, the more risk you’re carrying—and the less control you actually have.



INSIGHT

Many organizations think they have control because they own the equipment. But real control comes from visibility, accountability, governance, agility and risk management—working together.



FROM REACTIVE TO REAL CONTROL

A Different Way to Think About Transportation

Control isn't about owning the assets—it's about having the right strategy, people and processes in place to get the outcomes your business needs.



REACTIVE CONTROL

CONSTANTLY RESPONDING



Constant intervention

Putting out fires instead of preventing them.



Manual workarounds

Relying on spreadsheets and last-minute fixes.



Key-person dependency

Operations are vulnerable when people are out.



Unexplained cost changes

Hard to predict and difficult to manage.



Inconsistent performance

Service levels vary and accountability gets blurry.



REAL CONTROL

BUILT FOR WHAT'S NEXT



Predictable costs

Greater visibility and control over total transportation spend.



Reliable performance

Consistent service levels that support customer commitments.



Clear accountability

Defined roles, KPIs and performance management.



Defined governance

Proven processes and risk management in place.



Reduced operational risk

Proactive planning that keeps your business moving.

You don't have to choose between control and flexibility.

The right transportation strategy gives you both.



The question isn't:

"Should we outsource transportation?"



The better question is:

"What do we need to control—and which operating model gives us the strongest ability to control it?"

Lily Transportation helps organizations take a more strategic approach to transportation—so you can reduce risk, improve performance and gain real control over what's next.

[Get Your Fleet Cost & Risk Assessment](#)





Talk to Our Team

**Let's talk about what greater control
could look like for your operation.**

Our transportation specialists can help
you evaluate your current model,
identify opportunities and determine
the right path forward.



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CONTROL WHAT MATTERS.
PREPARE FOR WHAT'S NEXT.

