

Intro ([00:05](#)):

It's time for supply chain. Now broadcasting live from the supply chain capital of the country. Atlanta, Georgia heard around the world, supply chain. Now spotlights the best in all things, supply chain, the people, the technologies, the best practices and the critical issues of the day. And now here are your hosts.

Jamin Alvidrez ([00:31](#)):

Good morning supply chain. Now community Jaymin. Alvidrez here with Jeff Miller and we're very excited today to be joined by Wayne Cragg. And on this episode, we're continuing our logistics and beyond series. And Jeff, I know you're working on some, some things as well. If you want to tell everyone what you're working on with your platform, you bet I'm looking forward to launching the supply chain is the business. And I think that Rolla dials in real well with talking with Wayne today and, uh, his view of the supply chain and commerce he's in the middle of it. So, uh, that's what I'm focused on here is, uh, the supply chain and the role to getting business accomplished and getting things done. So I'm looking forward to hearing from Wayne. Well, it and supply chain is the business. If it always has been, but now it's very much, everyone should be aware of that this past year.

Jamin Alvidrez ([01:23](#)):

So quick programming note, before we get started, if you enjoyed today's conversation, be sure to find wherever you get your podcasts and subscribe to supply chain now channels to Jeff's show and the different presentations of logistics and beyond. So, and if you don't like it, even let us know because we're here to serve you and we appreciate, we know your time is precious. So we're very grateful, uh, for any time you, you give us. So we're open to feedback, okay. Without any kind of further ado or delay, uh, Wayne. Welcome. Welcome. Thank you for having me on appreciate it very much. And, uh, you know, you're, uh, you're probably at any given time, all over the United States, where are you, uh, sitting in and talking to us today from? Absolutely I'm just South of a salt Lake city is on the road for almost two and a half months.

Jamin Alvidrez ([02:14](#)):

And so I took a week's vacation and I get to see my son at about five o'clock mountain time. So I'm pretty excited about today and thank you for having beyond. That's very exciting. And I'll go ahead and say from the top too, I know we got to talk a little bit before, but Jeff and I, this will be a very, uh, informal type of conversation to let the supply chain now community get to really know you. We don't want to, uh, you know, we didn't prop up a bunch of questions in advance. And so Jeff interjected at any time, but we just really want to get to know you. As, as Jeff had mentioned, we talk a lot about supply chain and our audience too, and we're involved in different ways, but you're legitimately where the rubber meets the road for eight years now, or a little over eight years. So been driving. Nice. So Wayne did the very baseline. Tell, tell us about who you are, what you're up to for some in the audience that that may be new to you.

Wayne Cragg ([03:07](#)):

Thanks. Absolutely. I'm a Navy veteran served during the first Persian Gulf war, not in theater. That's important. Our ship was the last one over there came back. He invaded Kuwait. So I never did make it over there, but I served during that time. And you know, I came from a hospitality management director of housekeeping operations. I did that for seven years before, and this is all open. I've talked about it on blogs, but I had a falling out with the last property and one person in particular. And I knew they said it

was an Epic resignation letter. So I knew I was probably going to have to find a different line of work, which I did my best friend, rich Campbell in the Navy. He he's also in with transport America now, but he was actually running one of the [inaudible] schools. And he said, Wayne, with your photography, you need to get into trucking.

Wayne Cragg ([03:51](#)):

You can be your own boss. And obviously I manage people. I can manage myself and it was, uh, he talked me into it and he was the one who flew me into Missouri. And, uh, I've been driving ever since I do flatbed now, um, a lot of people have followed me 2020 and I'm very open and honest in my videos. I switched companies a couple of times, but a lot of things have happened with Corona virus and a lot's changed. I came back to the company. I am now I have almost 300,000 miles with them. I flatbed and I do 48 States and Canada when Corona virus, they don't much want us there right now, but I've done a lot of Canada Rockies in the winter and stuff like that. So that's a short synopsis of my career.

Jamin Alvidrez ([04:30](#)):

Very nice. So that's interesting. The, the photography connection, you, you said your, your pal, uh, connected photography and the opportunity to drive a truck. Can you talk a little bit about more about that? I'm fascinated by that.

Wayne Cragg ([04:44](#)):

I, I would love to, uh, I don't know if you, you know, but I have 200 frame photos around the world. I have a Facebook page, Wayne Craig photography. It's CRA GG Wayne Craig, photography and adventures. And basically the best photos I've ever taken was then in the last year, while I've been truck driving, he kind of knew this he's, uh, his, his whole family, three generations of truck drivers. For example, quick example is, uh, I stopped on new year's Eve in 2014, new year's Eve at, uh, Mount Shasta at the pilot in Mount Shasta. And I could not, I got my camera, they made a stop early because you know, they don't want us out there with the drunk drivers. And it was one of the best sun sets and moonrises that I've ever seen on Mount Shasta. Some of the best photos I've ever taken was on new year's Eve got paid to drive, got out of my truck and was hiking and just some incredible photos.

Jamin Alvidrez ([05:34](#)):

Oh man, I'm going to have to, I'm going to have to look that up. Do you mind saying that one more time where we could find those?

Wayne Cragg ([05:39](#)):

Sure. It's a Wayne Craig, CRA GG Wayne Craig photography and adventures on Facebook. And I'm also on LinkedIn, Wayne. I think it's underscore Craig or may just be Wayne Craig CRA GG.

Jamin Alvidrez ([05:49](#)):

Nice, nice. So rare way to find somebody who is so successfully merged his profession with his personal

Wayne Cragg ([05:58](#)):

Passion. You know, that's something that I think all of us aspire to. So yeah, it's delightful to have you on here talking about logistics and trucking and supply chain, but I didn't expect to hear this and to take away this early lesson that you are a person who's found the, a way to merge what you get paid to do

with what your passion is. Bravo, thank you. And I think not enough truck drivers, and I've been saying this, especially since Corona virus, you have to have a hobby or this, this trucking will eat you up. I do believe this is part of the a hundred percent turnover is people drive their truck. Like I did. I stopped with the last week with like five hours left on my 70. If I didn't have a hobby of ident hiker, get out and do anything. You're basically in the truck doing what, doing nothing. And so I think it's so important to be able to get out of their truck, have a hobby that gets you out of the truck. You can have hobbies inside the truck, but get out exercise. It can be whatever it wants to be. A lot of people have bikes now on the back of their trucks. So I think it's super empowering.

Jamin Alvidrez ([06:56](#)):

Yeah. That that's a good point. You bring up and we'd love to get your opinion on it. Um, as it pertains to driver health and you know, we'll call it burnout for lack of a better way to say it. And I got it. I got to say, I feel like, and please correct me if I'm wrong. Um, I tend to be on the, the brokerage or the, the shipping side. I feel like I don't hear it discussed as much about helping drivers stay healthy and avoiding burnout. And what a lot of that, uh, alone time on the road can do to any of us. Is it talked about a lot within the trucking community and maybe I'm just missing it, or do you think that's an opportunity for us as an industry?

Wayne Cragg ([07:36](#)):

It's starting to get talked about quite a bit more, to be honest with you, but, um, our truckers may be hearing it, but are they taking that next step and actually following through on that about four years ago, I was 50 pounds overweight. Even with all my hiking in Alaska and doing all this other stuff I got behind the truck, I wasn't doing what I should have been. I was not eating healthy once I, once I lost the 50 pounds, once I started to get out of the truck, I can drive longer. Now my ups and my downs aren't is, is wild mood swings. There's no sugar in my truck. Well, I should say, I should say, I drink, drink a Gatorade, which does have some sugar. And I gave up sodas four years ago as well in everything, including my happiness got better when I started, uh, eating way healthier in the truck.

Wayne Cragg ([08:17](#)):

And it is being talked about more and more. And, uh, there are some success stories. So, uh, I think we just need to keep talking about it though. Yeah, there's been a, I think it's finally, it's long overdue. Um, the, the physical demands, uh, it's a, it's counterintuitive. You are immobilized for long stretches of time and people don't understand how, how injurious that is to be sedentary, uh, which is the nature of the job. You're, you're not moving around. And, uh, I'm think it's finally being addressed now, uh, overall trucker health because of just the nature of the work. Yeah, I totally agree. And, uh, after, since Corona virus now, too, I think we're getting a little bit more of a side of it, all the crazy driving. Now, it has been calming down. It seems like, but there was a time and they called it pandemic speeding and we all saw it.

Wayne Cragg ([09:02](#)):

The mental side since Corona virus has taken a toll as well, because it has changed out here. I don't know if you know this, but uh, near LA County, they've had more high speed impact crashes than they've ever had. And there's not many people out on the road, so things are changing that way too. So basically you're absolutely right. We're sitting down in this truck doing nothing, but mentally we're processing way more with the craziness. So I'm not immune to it. It's just my healthier lifestyle. Lets me deal with it a little bit better. Um, I'm speaking to you from the Atlanta suburbs and uh, of course you, you know,

the complexities of trying to get long haul through Atlanta. And that was actually one of these counterintuitive things that happened in March and April. There were fewer wrecks, but when they happened, they were spectacular, uh, in, in a bad way. So, uh, it's, it's funny how things changed. Absolutely. Uh, I was in the Atlanta ice storm years ago. I was stuck in that ice storm around the beltway where I don't know if you were in Atlanta, was, uh, the weather nation. I had just popped up, not the weather channel, but the weather nation. And they were taking my videos. I was sending them and putting them on TV.

Wayne Cragg ([10:07](#)):

I was stuck on the beltway during that, when you want a couple hundred thousand of your closest friends, you, you know what, you know, what about Atlanta? What I learned, um, people were making fun of Atlanta like stopping, but it wasn't. I had to tell my Northern friends up there, it wasn't as they expected, you know, it started out as rain and then it snowed and it just completely froze. And even up in Michigan, it would have stopped everything in Michigan as well. But one of the things that I saw in Atlanta, because I was stuck right on the side of the beltway with everybody else where people were opening their homes, people were opening their homes all along the beltway for people to come inside their homes. And some, a lot of people like us stayed in our trucks. We opened our trucks up. So people would do basic things like go to the bathroom and the homes and the people were coming out yelling, Hey, are you okay? People were running out of fuel and they were letting them in the house. It was an amazing, as bad as it was. I saw a part of humanity that you had to be there and watch how nice the people in Atlanta were. Sure.

Jamin Alvidrez ([11:03](#)):

Oh, that's beautiful. I feel like we don't talk about that side of, uh, we'll call it unfortunate events or unforeseen events enough. So that's thank you for sharing that.

Wayne Cragg ([11:13](#)):

You said you, uh, you're driving flatbed now. I'm curious. Have you driven, uh, uh, container roll top, uh, reefer, have you driven others? And if so, what lands you on a flatbed? Oh, absolutely. Now that's another great thing about doing this trucker Wayne. I started it by the way, me and Derek McLean from C1. We started my journey as trucker Wayne in school. So I've basically been following my journey. So I have moved around a little bit to want to be able to get different. And when people hired me, they knew that, um, I've done intermodal, um, for well over a year. Um, I've done flatbed, did a lot of dry van and then I did pull reefer for a week for JB hunt. So I could actually talk about it, um, online here. So I've done, I haven't done any tanker and I don't have any doubles or hazmat.

Wayne Cragg ([11:58](#)):

And I do that on purpose. It's a stressful enough job, hazmat and kudos to do hazmat and to do what they do. And, and an officer pulls you over and if one place is not filled out, I just don't want that stress. So kudos to everyone out there who does that because it's a very important job, but I've done quite a few things in my year career. Oh, and what, what lands me on flatbed? The company that I worked for, they just got voted the, uh, for the eighth year in a row. It's one of the best places to work for. And I specifically go to them because of the 48 States and Canada. That's what they offer for me. Great company, of course, but they get me like the last two and a half months I've put in, I think it's a 23,000 miles. So they offered to get me out and right.

Jeff Miller ([12:44](#)):

It's just interesting because, um, I would imagine that there's some complexities, some of which you've talked about in your blogs about load management and load positioning on flatbed, that doesn't happen and drive Amie. It's not, it's not an easier way to transport. Uh, it's got its own unique, a unique complexities, doesn't it?

Wayne Cragg ([12:58](#)):

It sure does. I just recently, and this is one of the things that I walk a fine line because I've in my eight years, I've never called out a company by its name. And a lot of people respect that. But just this last week, I, I was this close to calling out a shipper that didn't want to listen to me. The complexities, I have a 48 foot fixed axle. It's not spread. I can't move anything. Everything is math and weights. And they went to this glass place and they did not want to listen to me. And this is especially since Corona virus and you have the employees coming in and out. So I backed it in disconnected five hours later. And it was a very long one. Oh, you're good to go. And I go to weigh my load. I wasn't good to go. I was over a thousand pounds and one of the axles.

Wayne Cragg ([13:44](#)):

So I took it back and they made me detach again. I said, Hey guys, I know my trailer. I, we, I know how much we sh we can move it. Hey, you need to get out of this area, detach. It we'll take care of it. We have overweight trailers all the time. So they moved it. We're not basically, I'm a company driver. Now I did owner op lease purchase. I would have just walked away so you guys could deal with it. But, um, I got to tow the line four hours later, 10 30 at night in Texas. You're good to go. Well, I had to do my reset. I wound up weighed myself. They moved to too far the other way. All right. So they're closed on the weekends. That was Friday night. I had to go back a third time. Um, on Monday I told them I'm not, I'll take the product with me.

Wayne Cragg ([14:27](#)):

If you don't listen to me, you have to move it six inches. I'm not going over. Uh, there was a waystation in Colorado. That's always open. He knows me. One time I went over rescale, 400 pounds over. He told me, don't go over my scale again. Or I will give you a ticket for 400 over. So I made a move at six inches, just three days ago, two days ago, I ran over scale, 34,020 pounds. And he gave me the good to go. And over the speaker said, that's how I want you. They remember us the complexities of flatbed. I do like it, it gets me out of the truck, gets my head thinking, but wow. I mean the shipping and then the receiver made me wait, three hours to, it was just a bad load all the way around, but there is a lot more complexity to it.

Jeff Miller ([15:08](#)):

It, it points out something that, that we look at the full supply chain. And, uh, I spent some time, uh, in my career in the technology areas. And you wonder, um, if you monetize all that lost time, lost productivity time. And, uh, it, it sounds cliché to say time is money, but we know it is. You wonder what they could do differently. Especially when dealing with fixed axle guys where you can't, you don't, you don't have a lot of variables here, right? And you wonder, uh, they know, or they could know those span of your, of your flatbed. They could know the wheelbase, they could, uh, use the algorithms and spreadsheets. You're using to determine load points and center points. And they could make it easy. It's not as though they, they don't have all that information available before you pull into the yard, they know everything, or they can have access to knowing everything so that they get somebody out there,

you know, with steel tape and they drop the load right in the right spot, on the back of the, on the flatbed. It could be done that way. Couldn't it? It absolutely

Wayne Cragg ([16:00](#)):

Good. And you bring up a great point because I took pictures of that load. So if I go back and they do the same load all the time, exactly where it's at, why aren't, why am I taking that note? Why aren't they taking those kinds of notes? Also, I've talked about this before. I think the tension is something that we could, the truckers argue about a lot of things and they don't win a lot. I think we could actually win on this detention. I think we need to take all the middle people out of it. Now people are going to say it can't be done. But in my opinion, what I, what I say should happen is I show up there. And after two hours, when depends detention pay starts kicking in, you need to take the companies out of it. You need to pay me and they need to, they should, they should be paying me on Venmo. Everybody has been mobile. You keep me over two hours. I'm sitting in that truck, not stewing watching every hour, click buy. You're paying me detention in Venmo. I'm a happy guy. Take two, take two days.

Jeff Miller ([16:55](#)):

If you want. Are there any, uh, shippers or companies that do that?

Wayne Cragg ([16:59](#)):

No, not that I know of because I proposed it during Corona virus about six, seven months ago, because I had waited 14 hours. And, uh, the fact is, is that the fact is, is, Hey, if we're going to sit, there is a company going to now, not my company pays me, but that's why they're the eight years in a row. But there's a lot of companies that you have to fight tooth and nail to get it in. And this is a huge reason for turnover. If we take everybody out of it, I walk into that shipper. It's me and that shipper doing business. If I'm professional, I know the company is a part of it, but they start, you can't tell me Jayman that if they had to start taking money out of their pocket, that hour, that they wouldn't fix them problems, nothing gets fixed quickly in America. If there's not a lot of money involved, you start going into their pocket book immediately. Oh, I, they make me wait, 14 hours. They just wouldn't.

Jamin Alvidrez ([17:51](#)):

Yeah. That's a long time. I don't know many people that would wait 14 hours for something, their job without kicking and screaming more than in rightfully skeleton drivers would. Yeah.

Jeff Miller ([18:04](#)):

And you've talked a lot about, uh, you mentioned COVID several times. Uh, tell us, tell us more about, uh, examples of how COVID has affected things. Is it the availability of labor? Why has this slowed things down and what problems have been caused? And we know about the access we know about the checkpoints, but it sounds like it's even in just routine load management and yard operations. Tell us more about what you see in COVID and how it's affected things.

Wayne Cragg ([18:27](#)):

Emily labor. It is labor and I've had shippers and receivers apologize and say, we've got somebody new. Uh, I pick up a lot of steel plate in steel plants. Well, what are the things I never get political, doesn't go over well. But one of the things is, is they're making it more when they, when they extended the unemployment and then gave that extra little boost to it. It's not an incentive to go out and work. There are jobs. So I'm showing up at these places that are hard to work at. And they're having a very tough

time getting employees and keeping employees because of COVID. And because they would rather sit at home, I'm not anti, uh, unemployment, and, um, we all need help, but the incentivization is not there to work at that steel mill because it's hard work and they are better off sitting at home on unemployment.

Wayne Cragg ([19:11](#)):

And I've had shippers, especially the steel places. Tell me a couple of times that, that they're just struggling. And I said, I there's one place in particular, down in Alabama, there I'm like, I can help you. I don't care how new that person is. If you listen to me on my trailer and that person is new, I can get the product where it needs to be. Give me a little bit, that's another thing. Bath takes time. So a lot of times, if I have the weights of the coils beforehand, I can do the math and they listened to me and things really work out. But it's the problem when they don't listen to me. And if they may be new and say, Hey, you got to stay in your truck. Don't bother me. And they're struggling with getting people in there. That's kind of where COVID is really, I haven't seen this much angst in the last year, my first seven years, because of what COVID has done.

Jeff Miller ([19:59](#)):

Well, it's actually banned the loads, your responsibility, it's you driving across the scales. It's you're just going to get the ticket if the is not right. Right.

Wayne Cragg ([20:07](#)):

And I had a guy and here's another thing too, is, uh, I went to a place they found out two days prior to me showing up that they were shutting the steel mill down. So you can imagine right after the new year, and you can imagine their feelings, they're getting hit hard and they're having a hard time. Well, the guy was loading. We one of the first ones, when I was back doing my flatbed and he was, he was upset. And I found out that he found out that they were all losing their jobs and, uh, he didn't want to load it the way I wanted to load it. And I said, I'm driving, I'll get the ticket. He literally went into his office and looked up a ticket. What I was going across from Ohio, from Ohio to California and looked up how much a ticket would cost me in California. I'm like, why are we having this conversation? I'm not getting a ticket. So I had to go back there a couple of times too, to get one coil that he wouldn't listen to me removing it inches. And I'm just like, did you really do that? He went into his office and looked up the price of a ticket in California. And I've never had stuff like this happen to me pre COVID. Wow.

Jamin Alvidrez ([21:12](#)):

Have you seen any training how to frame this up? Right? Because obviously COVID, there's nothing positive about COVID, but as a, a side, a positive side of it, it'd be positive changes in attitudes or procedures or awareness from, uh, folks during this pandemic.

Wayne Cragg ([21:29](#)):

Yeah. I think it's just like a, it's like yang or yang. Now we're talking and I'm kind of pudding and I don't want to act like I'm getting nothing but problems from shippers and receivers, but I've mentioned this before and you maybe have heard it, the bad shippers during COVID just became worse. They couldn't handle it before pre COVID. But the great thing about this is a good shippers got better. It's huge. So I could go into, and I, and I've ran into flatbed. We're just not talking about it. But if I go in there, they understand the complications of COVID. They know I'm running through it. They're very happy I'm running through it, whether I was driving in or flatbed and they've embraced to get better. And so, yes, there's the yang and the yang. We just, we just been focusing on the harder parts, but I can tell almost

right away. And I think almost all the drivers can, when we walk in the first minute or two, you're like, okay, these guys know what they're doing in COVID just made them better. It's a strange, it's a strange dynamic, but it's

Jamin Alvidrez ([22:24](#)):

The pressure amplify sign. I imagine the same being true of maybe brokers you work with as well.

Wayne Cragg ([22:30](#)):

I haven't worked with, uh, too many brokers because I was leased, purchased not a true owner op so I don't deal with the brokers per se, but you've heard my rants during a broker trucker brouhaha going on there. And I said, it's a lost cause. And it was a lost cause. And I've made a lot of, uh, I don't want to call them enemies, but a lot of people don't like me on the trucker side because they think I'm pro management or think I'm pro broker. And I'm just coming from it as pick your fights that you could win. I think we could win detention. You're not going to win against a few brokers. Yes. They can come up and say, look what this broker did to me. But overall, the experience, and it was found that the majority of the brokers were not, I mean, the economy fell. I mean, what can you do? It's a natural fall from COVID and it was proven. And we spent all this angst and anger and you guys, the brokers were like enemy number one. And now all of a sudden, all that happened and we're back to where we were pre COVID. You guys didn't do any now there were some bad seeds, but there's some truckers out there that aren't all that great too.

Jamin Alvidrez ([23:33](#)):

Yeah. I like your point about it just being amplified for better or worse. Yeah. One of the big themes that came out of, uh, out of COVID maybe beginning in April, when

Wayne Cragg ([23:43](#)):

The shortage really started to hit the realization

Jeff Miller ([23:46](#)):

That we had pretty much across the board in the discipline of supply chain, very poor in transit visibility. And it wasn't a matter of finger-pointing at any particular mode, you know, rail or OTR. We just didn't have the visibility that we needed. And so a lot of money has been spent in the last six months on improving ITV or in transit visibility and traceability. Do you feel that maybe it's a, it's a different question for you as, as a company driver than if you were independent, but do you see that and has, uh, increased attention to, uh, visibility, both at Depot across stock in transit. People want to know where things are. It's the old, where's my stuff, but even more amplified. Have you seen any effect of that positively or negatively?

Wayne Cragg ([24:27](#)):

I have. And, uh, the company that I was owner-operators purchase, they, uh, equipped all their trailers during COVID with trackability of trailers. I think the trucks have been tracked for a while now, and they can keep track of where that is. But every single 2000 trailers that had now has the GPS. I personally, I liked it because I'm not quite sure where the old school truck drivers have a problem with. I don't want people calling me and bothering me. And that's just my personality. I'm doing my job. And if I'm doing my job correctly, why are you calling me? And I think the visibility of truck and trailer lets people know

what's really going on without calling me without like, like maybe even insane. I may take it wrong, but they're calling me up, you know, where are you? And I may take it like, are you checking up on me?

Wayne Cragg ([25:13](#)):

So I think the visibility of the trailer and the truck lets everyone knows if I'm not doing my job. And if the phone call comes it's Oh, okay. I've maybe I should have ran 200, four miles and put some of the owners on me. I absolutely have seen it. I like it. I wish we would go totally electronic be-all walls. Just let you know. I think the paper bill Wells, I don't understand the pushback at that at all. I think we could do everything electronic and the DOD officers should be able, I should be able to email them, just like I email them my logs. Um, you know, they're like, I want to see the BOL. All right, well I'll email them.

Jeff Miller ([25:50](#)):

Just got to my next question. I was going to ask you about, uh, digital, uh, bills of lading because so much of the documentation is now automateable, it's part of what we call a digital thread. We talk a lot about digital thread when it comes to product definitions and bills of material, it's a product centric thing, but it could just as easily be a load or a line item on a bill of lading kind of thing. And why aren't we automating that all between brokers and forwarders and carriers and what I'm hearing not to put words in your mouth is anything administrative. You can take off my plate and let me just do what I do really well. It sounds like you would appreciate that.

Wayne Cragg ([26:28](#)):

Well, yes. And we just recently the company that I work for, we have a thing, a DOD officer can give us a form and manner ticket and it's huge. That's up CSA scores and everything. And basically us drivers get hit on. If I pick up a load, I have to put the company that I picked it up from the BOL number and a lot of times the date and if I don't do that and I pull in and they asked for my logs and I email it, I get a ticket. And then the scores go up. I've been arguing for years. You keep, we get messages, not just the company I work for now. I mean, anyone is like, will you guys please just do your job, just do your job. Your job is to fill out this electronically. My pushback and why? When I was a director of housekeeping operations, the three separate places I worked at had a hundred percent turnover.

Wayne Cragg ([27:14](#)):

And I turned all of them around under 10%. And one of them is doing what you just said, what we have all this information at our fingertips. And you're just putting another thing on me and blaming me for a ticket when you have that information. So why can't I pick up this load? Somebody it gets in there, whether it be the computer or somebody, they could have one person fill out. Every truck drivers were asking 300 people or 400 people to do one thing, right? When you could have one person making sure 300 people do something, right. It just doesn't make any sense to me to constantly. And this goes to the DOD and us being over-regulated seriously, you're going to hit me over a form and manner because I was tired and I spent three days at the shipper and I forgot to put the shipper's name in there. Yeah, absolutely ticket when we can fix this stuff electronically. In my opinion,

Jeff Miller ([28:07](#)):

We so often talk about, um, other parts of the supply chain in product engineering and manufacturing and warehousing and finding, looking for areas where we can improve efficiency and reduce errors. And, um, it's really, it's, it's fascinating to me, Wayne, to hear you talk about the number of opportunities to do, just that, that still exists in trucking.

Wayne Cragg ([28:28](#)):

Yeah. And it's always about money. I had to, when I was managing, I always had to tell people that you're spending so much money, trying to recruit these people, that if we can get them to stay that's that, that that's going to go away and we're going to have more money to do more things with. And we're going to be able to see what we're really capable of doing. And this goes down to trucking. They don't want to pay one person to make sure all three or 400 trucks has it. Right. What I'm saying is is, okay, now you're just going to wait for the, or that ticket. That's exactly what happens. They waited for the tickets to start coming in. The score, went up, their insurance will go up because the scores went up, you're paying one way or the other, why not pay one person?

Wayne Cragg ([29:05](#)):

And then that one person, I would bet what I found at one person. I'm not saying that would be the only person's job. But once they start getting into that, Oh, I could do this for them as well. Well, wait a second. I could do this as well. You're paying on one end or the other. Why not pay me for that ticket happens. That's what, that's what bothers me the most about the old school truck. Trucking is a lot of the old school CEOs that are my age now, 54 and above they don't get it. It's, you're paying one at one end or the other. Why not make it less theory? Why not make it easier to get where we need to go and spend the money more wisely. I love, you know, you

Jamin Alvidrez ([29:42](#)):

Making me think earlier when you mentioned Venmo and further making that integrated into the digital thread as Jeff put so well, it's just expediting payments as well and less back and forth with, uh, trying to rodeo clown, a bunch of, uh, literal paperwork. So I think then everyone wins in that scenario as well too.

Wayne Cragg ([30:02](#)):

They do. And, and I'll, I'll say this again. And I, because this is one thing that I've really been talking about. If a company, they have to stay in business and they make money. And a lot of times businesses won't change unless money's coming out of their pocket. You can't tell me that if they, after two hours, they start paying me directly money out of their pocket that day that they wouldn't fix their problems. They would, they don't want to pay me. They don't want to pay the company either.

Jamin Alvidrez ([30:27](#)):

Yeah. That's an interesting point because a lot of times in the industry, when it gets talking to detention or things, you're having a conversation 30 days later when the bill comes in and things get a lot, can get lost in the wash over over a 30 day period of time. And then even for a company to make a correction, to go back and reverse engineer, okay, wait, what happened here? We're 30 days in the past. Heck that person on the dock may not even work there anymore. So it makes it tough to make those, those corrections as well.

Wayne Cragg ([30:53](#)):

And they know they have issues. That's where the thing is the shippers and receivers would lobby. And this is where I think that I could stand in front of, you know, Congress and really convince people that the shippers and receivers are going to try and convince you that they can't afford it. That it's not right, but they're the ones that basically broke it. And I'm saying they need to have us get more out of this brokenness and say, we're going to pay you for your time. I think you'd see a huge drop. I do. I think

there would be a huge issue with turnover because us drivers would get there knowing that we're going to be treated right. And if we're not treated right, we're going to be paid for our time and not wait for the company to say, like you said, it's a lot of times some companies I've worked for you're exactly right.

Wayne Cragg ([31:37](#)):

They wouldn't pay you for 30 days. Well, hell I forgot. By that time, I forgot that I waited and I was mad for three days, you know, to pick it up. So I just think there's so much more improvement could happen with detention and with making us the wait times. And I think we should do it closer now since we're still in the Corona virus too, because this is the heightened state of where we're at right now to make it work. Now it'll work when, and if things get back to, I don't like the term, the new normal, or we'll get back to more like it used to be, then hopefully these things will stick. Like you said, with the good shippers, they got better. Hopefully it stays that way. You know, something that our, that our, uh, supply chain now listeners really enjoy is when we get an expert like you on, they ask, right, let's look into the crystal ball. What are the big issues? The big next things that from your perch, you see happening, I got a couple of pre-loads here. I'll throw at you. But, uh, what do you think the big trends are? And what's the next five years of trucking look like, uh, and intermodal impacts, uh, regulatory impacts

Jeff Miller ([32:40](#)):

Again, not politically, but what do you see happening and what sort of on its way to trajectory a bit of a new trend that you're seeing going on now,

Wayne Cragg ([32:47](#)):

Doing that? I blogged for eight years and blog for eight years, I had a lot of stuff that I've talked about in three or four years ago, I was flat vetting and I did something about autonomous trucking. And at that point, people were saying, not in my lifetime, not in my lifetime. And I said, there's too much money to be made in autonomous trucking for it not to happen. You need to stop being the horse. And I was one of the first people to say, are you really the horse and carriage person? When Mr. Ford, you know, he was asked in an interview, what would you have done differently? If you listen to the public? He said, well, they would've told me to make faster horses, you know, as well, one of the biggest things is going to happen. And I talk about turnover a lot is I believe that autonomous trucks are going to give the trucking companies what they want as far as how many times did we heard people, just, we want to fill the seats.

Wayne Cragg ([33:30](#)):

We have to fill the seats. And when they're filled in, they're filling the seats. That's where that a hundred percent turnover. They have a base employee that may be 60 to 70%, but it's a 30% of that churn and burn. So if you're, if I have 200 trucks and I have a 30% turnover that I can stop, autonomous trucks would give the CEOs, why don't we just buy 30% of autonomous trucks and stop the churn and burn. And there'll be a better, I don't want to maybe 20 or 30 years, it would take over all our jobs. What I'm trying to say is that autonomous trucking, whether truckers like it or not, and if they're not happy and if they're getting tickets, be better, drive better because the CEO is going to get that choice to say 30% of our fleet is autonomous now. And I can worry about my 70% that I wanted there anyways. And they're loyal to me. That's how I see autonomous trucks happening, a perfect blend of the good people, staying in the dead weight, going away just like the drug clearing houses stopped a lot of drivers from yeah, we're shorted, but those people shouldn't have been on the road anyways.

Jeff Miller ([34:31](#)):

Mm. I like that point a lot limited routes, right? I mean, you see what they're doing in Germany and Europe, uh, with the another, another convoying them and, you know, dense packing the, uh, the trailers and essentially tantruming them, uh, together now. But it's very limited. Routes is true in the UK. And, and I know it's true in Germany as well. You see the same thing happening here. It's not going to be basically interstate and why they're going to be routes and lanes for this, right? Yes.

Wayne Cragg ([34:54](#)):

I believe I was watching waves. And, uh, I don't know if I can mention them on this, but everybody's been watching Freightways and there is, it's already happening now. And I think it was in Arkansas where Walmart was using autonomous trucks, five, six. I'm doing exactly like you said. So this is where I think there's going to see a real sense of, okay, could we go with autonomous to do a 200 mile route back and forth, back and forth and leave some of the longer stuff to us eventually, eventually. But, but if you go back, university of Michigan has a great thing that they do where for our economy, autonomous cars and trucks, and they track it. And they've been working on this for quite a while. They believe it's going to really start from the cities inside the cities and work itself out 20, 30 years.

Wayne Cragg ([35:35](#)):

That's exactly what you're saying. And they're top of notch. They know exactly what's going on and that's how I see it as well. And it's already happening. So I've just, I'll go back to the point though, of if a driver is afraid of autonomous trucks, and they're saying not in my lifetime, it's already happening. So you were wrong. If you said that, first of all, second of all, drive better, be better. Pass your inspections. Like I have every one of them in eight years, and I'm not worried about my job and autonomous trucking, even if 30% of the lanes go away, you know, they're shorter lanes. I'm doing exactly what I want to do.

Jamin Alvidrez ([36:11](#)):

I think that's a real healthy perspective. And, um, Jeff, do you have any other line of questions on this particular matter? Because what I was going to do is kind of, I'm so fascinated by how you have such a high level reasonable look at are very divisive sometimes industry. So I was going to ask a couple of questions about kind of some of your phones. I was curious about the auto.

Wayne Cragg ([36:33](#)):

I'm glad you touched on that way. And clearly it's something you're following and an been for a long time. Uh, that was one that was on my list. So, uh, Jamie, go ahead. Yeah,

Jamin Alvidrez ([36:41](#)):

Yeah, no, I agree. So, so when backing up a little bit to kind of your foundation, your approach, one of the first things that actually made you stand out on social media to me, uh, a year, two years back was tell us about some travels you've done in Alaska. I saw some, some pictures and I was super intrigued by that. So if you wouldn't mind sharing with us, some of your Alaska travels and applying it to what we've been talking about, how that has kind of shapes who you are and how you see our industry.

Wayne Cragg ([37:12](#)):

Oh, thank you for asking. I've been to all 50 States, seven Canadian provinces, and I've been to Alaska five different times and not just what the first time I went, we went up to Alaskan highway when I was in the Navy, a friend of mine, the Wayne and Wayne show. He picked me up in Seattle from Michigan, and we drove up the entire Alaskan highway on the 50th anniversary of it. It took 30 days. That was my first time ever in Alaska. And I said, I know I'm going to be back. And I went back four other times to work. And not only just the work though, I hiked alone the entire time. The first time I went back in 2010, I lived in manage and yellows or Denali national park. And I came in early as a manager and I left late and I hiked alone at Denali national park the entire time I think I went on some, Oh my gosh, it was on, I don't want to get this wrong because it, by the days, but it was like 50, 60, 70 hikes alone.

Wayne Cragg ([38:01](#)):

And I went with somebody twice. They couldn't keep up with me, blah, blah, blah. And they didn't want to go or whatever. So that was my first time. But really, and I did, um, I just missed a grizzly bear. I encounter hikers in front of me did, and we, we went out together. They ended up having to tranquilize that barrier. It wouldn't leave the, uh, the trail that, you know, we were on the Mount Haley trail. So they, they moved it literally moved to by a helicopter and, uh, ran into an elk coming down the same one, Mount heli. I come and down, you go down pretty quick. It's a huge ascent. And it was summertime and it's still light out. And I stopped at the bottom and I looked, I looked to my left and there was a moose, like four to five feet in the woods right there staring at me.

Wayne Cragg ([38:44](#)):

And I'm like, I know I'm like I had my bear spray ready to, I don't know how good it would work out of moose, but he didn't bother me. And I just kept walking. And, uh, three other times I, um, managed and, uh, one time in particular I didn't manage. I took a break from trucking for three months. I was in catcher. Can't given tours. I had my, uh, what do you call it? Where I can drive a bus on my license as well. You know, one of those big 50, I could work for Greyhound if I wanted to. And I gave tours of Alaska and catch Ketchikan and hiked alone. Yeah. I was, I had the most tips of anybody in, in three months because I do Alaska. But, uh, yeah, it's been, Alaska has been just for me, just, I don't know if I want to live up there. Full-time when I retire. Um, but I mean, it's just spending six, seven months there, hiking and getting to know the people sick. I've been on a Bernoff Island twice. And, uh, just, just, I love it. And it really challenges me to make it makes me a better truck driver.

Jeff Miller ([39:38](#)):

We got to have this guy back because, you know, I learned a lot by trucking, but this is like the third example where this guy is talking about. I got paid to do something and I really loved it. And I got to do something like the master of merging things together to forget how to get paid, to do something he loves

Wayne Cragg ([39:53](#)):

It's. I don't know why. I don't know. I got divorced. I am my see I'm seeing my son today. And when I got divorced, I've always been that person that likes to travel. I just took advantage of it. And I don't understand. You don't have to hike alone. Take, take that out of it. There are so many friends and family that, well, maybe not family, but when you get to these places that if you're good at something like in Denali, I was in the assistant manager, in the manager, the manager, my boss was a guide to hike Mount McKinley in the eighties. I did that on purpose. She interviewed me, knew I was a huge hiker. She, herself, I could have done her job because I came from management. I went there as an assistant, so I

could do more hiking in her. And I bounced. I mean, we were a great pair. We had the best summer ever, but my boss was teaching or not teaching, but guiding people to get on one of the most technically difficult mountains in the world. I'm like, I'm in heaven.

Jamin Alvidrez ([40:45](#)):

That's great. So you had mentioned that it makes you a better part of the trucking industry. Are there any specifics that you draw upon or could, could share with us?

Wayne Cragg ([40:55](#)):

Absolutely. I've posted this too. And I've posted photos of my ugly ankle. I got hurt and Denali near the end of my time there, I was out on a hike. Um, and about four hours in no cell service, I was going over a Creek and it was almost like quicksand and my foot got stuck and I had to rip it out while I ripped it. I didn't know. At the time I knew something bad happened, but I heard this huge pop. I ripped the three tendons and your ankle out in Alaska. We took me four hours to get in. I had my gear, I had everything I needed. It took me 12 hours to get out. And the picture of my ankle, I have all over. It was huge. It was like a golf bigger than a golf ball. It was like a baseball in the next day.

Wayne Cragg ([41:33](#)):

My boss, who I talked about, she, she paid for the train to get me up to Fairbank's to get all this looked at well, there's a whole lot they could do. Cause it was torn tendons and not broken. But that experience taught me that that, yes, it was extreme, but there's really nothing. Trucking can get extreme. And if you're in the snow and you're chaining up, if you keep a level head, if you keep your training, I didn't know how to, I didn't know how to chain a truck. I was taught how to chain a truck. And if I know when to stop, if I know what I need to do, I just go back to that time. Where was I going to give up? Was was I going to sit there and wait for someone to never show up? So I got myself out of there.

Wayne Cragg ([42:13](#)):

And so with truck driving is a lot of times the same way that you run into a big storm, the New Mexico storm, four to eight inches. And you know, luckily I didn't, they, they had to chain law like an hour and a half after I passed it. So, you know, you have to follow the law, the lights are going, but it's just that matter of fact, like, okay, I've had something happen to me before. If I'm smart, if I'm single-handedly going okay, I got to get this truck safe there. That's where I draw from my experiences. And, uh, and I ran into, this is another perfect example that helps me in the truck. This all really started. I worked for a year. My first management I ever did was a year in Yellowstone national park in 2006 and 2007. When I got the divorce, I left, I worked at a Chrysler on the line.

Wayne Cragg ([42:59](#)):

So I went from there to management. So my one of my first hikes, by the way, I'll tell you very quickly, my life is only worth \$50, but you know that I'm going to tell you why my life is only worth 50 bucks. It's a fact I've made a price tag on my, on my life. So I show up the Yellowstone and they have the employees go to a bare class where they have the expert and they talk about bear spray. And he says, and I just got there. And you're like, listen, whatever's in your pocket. I had 75 bucks in my pocket. Went there to manage, to build my life back up from the divorce. And he's you have to buy there, spray it. And he said this like five times in the hour long thing. Well, I got out, I was all hyped up, ready to go up there and mammoth hot Springs and I didn't buy the bear spray.

Wayne Cragg ([43:40](#)):

I had 75 bucks. I did not spend the 50 bucks. I ran into a black bear, not a grizzly on the Beaver pond trail. And he was on the trail and wouldn't leap. And so I came down, I remembered what he had just said, but I kept saying in my head, all right, my life is obviously only worth 50 bucks because I did not spend the \$50 to buy the bear spray. So I had to come down to the pond and then the bear got up and was staring at me. And I walked, it took forever really slow motions until, until I got out of the site. And then you never seen somebody run so fast back to the trail head and I spent the 50 bucks and I've never been without bears spray.

Jamin Alvidrez ([44:24](#)):

Great man, such a such perspective. That's what I just keep hearing is you have such a, a wealth of experience and perspective to draw on from so many diverse backgrounds and I'm, I'm willing to guess we haven't even daggum scratched the surface. Right?

Wayne Cragg ([44:39](#)):

I enjoy thank you for asking about the other, you know, personal stuff and the hiking, because I don't talk about that all that much. So I do appreciate it,

Jeff Miller ([44:46](#)):

But it serves as a good example. I mean, back to the point we talked about earlier about the mental health and physical health. It's really delightful to meet somebody who is in the middle of the infrastructure of supply chain management, who has got a balanced, I don't like the cliché work-life balance, but you're certainly not a unidimensional person. I think there's a lesson there, you know, for everyone who's listening in on this, whether they're in the trucking side of the business or some other aspect of every part of the supply chain is under pressure. Now with warehouse operations, production, service repair, everybody's got their own for pressure, but it's kind of a, less than a I'm drawing Wayne about, uh, finding the balance and, and finding things that, uh, make use of what you're doing professionally and find a way to, you know, one plus one equals three, and it's been really rewarding to hear the stories.

Wayne Cragg ([45:31](#)):

Well, I appreciate that. And, uh, and, uh, I kind of feel that we're kind of coming to the end. I don't know it's been an hour, but I, I want to give some advice to the truckers, shippers and receivers we've had. We've had a hard year and when, when we show up and if you're struggling and they're shipper and receiver, and you're mad and upset, if I'm a trucker and I come in and I'm mad or upset, all it does is it ruins our day and it ruins everyone's week. We need to get better at just smiling. When we show up, I've made an, I am guilty of it. I ain't perfect that you should've seen me last week, when all that was going on with the shipper, we just need to convince ourselves that our interactions in this business needs to be better. And we need to force ourselves to smile. Even if we don't want to smile, because it is taught out here, we need drivers to stay and we need shippers and receivers to stay. I mean, I can't tell you, I bet you a hundred bucks, some shippers and receivers would tell you they've lost their employees because the trucker was getting crazy on them.

Jamin Alvidrez ([46:26](#)):

That's a good point. And, uh, those great words, and man, Jeff had said it, I think he's spot on and we'll have to have you back. And, and there's so many other questions. I really appreciate it, but we also don't want to keep you from your son. I'm very excited for you guys to get to hang out.

Wayne Cragg ([46:46](#)):

I'm I couldn't be more excited and Corona virus. I knew it. I would have seen him at who came back before Corona virus hit. And it was just bad timing, but he is so excited. Now his wife isn't coming, she didn't want to fly. That's that's, you know, fair enough. Fair enough. I mean, he wants to see me. I want to see him and it's been almost two years, so I I'm just so excited overall. So, um, I, you know, he, he's my only son and, uh, you know, it's been a long time, so it's going to be, it's been a good vacation already. It's going to be even a better one for the next three days.

Jeff Miller ([47:17](#)):

Well, we're, we're grateful. You chose to share a little bit of it with us. We thank you for that Wayne. We really do. And uh, I know our listeners will appreciate it as well. Jammin.

Jamin Alvidrez ([47:26](#)):

Yeah. So, uh, Wayne, just, you, you had mentioned it. Give us, give us a little homework. Where can people find you? And the, the homework piece of it is, and I know you mentioned the outset, but I'd love for people to go see your photos. Where can we go, uh, learn more about you through the pictures you've taken?

Wayne Cragg ([47:43](#)):

Okay. The pictures that I've taken is a Wayne Craig photography and adventures on Facebook. I think it's Wayne underscore crag or Wayne cranks era Gigi on LinkedIn. A lot of my photos are easier seen on LinkedIn. I do need to say something about Tik TOK. I went over 20,000. You can find me at Wayne underscore Craig at TOK, but Scott D. Henry, one of the most famous tick talkers there is. He liked my page yesterday. I'm just saying, Hey,

Jamin Alvidrez ([48:11](#)):

There's a whole nother bit. Uh, you know, when we talk to you again down the road, I've really appreciated seeing your journey on Tik TOK and how you went into that and embraced it, learning new things, putting yourself out there, being comfortable, being uncomfortable. And I personally have learned a lot from you just watching that journey. So I'm grateful.

Wayne Cragg ([48:32](#)):

Well, it's given me an outlet. I could only talk trucking so much. So yes, I do do some dancing. I used to dance a lot in the eighties when I was younger. Yes, I'm uncomfortable a lot of times, but, uh, I do think that it's a good phase for people to come see that not all truckers are upset as well. That was a goal of mine by the way, was to make my page. Um, I knew, I knew that I was kind of limiting my audience. So to say that I wouldn't have a million, but having 20,000, they can see that a trucker can still be happy. Can still be silly, you know, can, can make a lot of fun. And it's worked out pretty well in the last day. It's, it's a whole weird thing. The last three days, Scott D. Henry is close to 2 million. He's he's very well known. He's going to be on toughest nails, television show coming up and him liking my page last night was just like, okay. Okay. I might as well just quit. Shut it. Shut it down. Wayne's done one on top.

Jamin Alvidrez ([49:24](#)):

That's great. No, I'd say double down. So Jeff, any final words here before we sign off? No,

Wayne Cragg ([49:31](#)):

Thank you, Wayne. It's been a pleasure. And we look forward to speaking with you again and following your adventures. Thanks very much for your time. I can't. Thank you two enough for having me on. I really appreciate it and had a great time. Thank you.

Jamin Alvidrez ([49:42](#)):

See you soon. Thank you so much to our audience. I hope you've enjoyed this episode as much as we have. And on that note, be sure to check out a wide variety of industry thought leadership@supplychainnow.com and you could find us in subscribe wherever you get your podcasts from. So check us out. We'd really appreciate it. And on behalf of myself and Jeff and the entire supply chain now, uh, team, uh, want to say thank you. And, uh, this is always Scott Luton's sign-off. I love it. So I'm going to actually steal it for this episode because it goes right in line with, with Wayne's advice to us all, do good, give forward and be the change that's needed. All right, everybody appreciate you. Thanks for having me on,

Intro ([50:30](#)):

Uh,