

MEASURE · IMPROVE · REALIZE

Hawkins & Hayes

DATA & DIAGNOSTIC ANALYSIS

CASE STUDY

CLIENT BACKGROUND

The client, a second-generation family-owned logistics company, operated 400 employees across multiple Midwest hubs. The firm's rapid pandemic-era growth had outpaced its operational systems. While revenue remained strong, inefficiencies had compounded: rising fuel spend, dispatch inconsistency, and a lack of visibility into route profitability. The CEO sought empirical answers — not opinions — to inform a restructuring plan grounded in evidence rather than instinct.

OUTCOMES AND DELIVERABLES

The engagement translated scattered data into actionable intelligence. Hawkins & Hayes delivered:

- **$1.8M in recoverable annual profit** through route redesign, fleet optimization, and pricing realignment.
- **Redesigned KPI and incentive structure** linking dispatch bonuses to profit per mile instead of volume.
- **Embedded data visualization suite** within management meetings — replacing static Excel reports with live dashboards that refreshed automatically.

EXECUTIVE SUMMARY

A $55 million logistics provider specializing in last-mile e-commerce and retail delivery was experiencing delivery delays, cost overruns, and rising customer churn. Hawkins & Hayes was engaged to move beyond surface-level metrics and uncover the *drivers behind performance variability*. Over eight weeks, we conducted a data-driven diagnostic combining financial, operational, and behavioral analysis. The engagement revealed over $1.8 million in recoverable profit and redefined how the company measured success — shifting from volume to value.

THE CHALLENGE

Despite an abundance of data, the business lacked integration and analytical clarity.

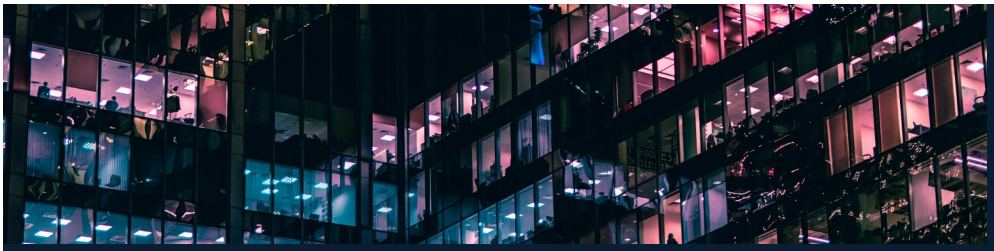
- Delivery KPIs focused on volume, not profitability.
- Legacy Excel reports masked inefficiencies across routes and driver performance.
- Fuel and idle costs were rising without clear attribution.

Leadership needed an independent, data-driven diagnosis to identify where profitability was being lost — and why.

HAWKINS AND HAYES APPROACH

Building on the prior *Operational Baseline*, this tranche sought to explain causality — to move from *what* to *why*. Our team executed a structured eight-week diagnostic across financial, operational, and behavioral dimensions:

- **Data Integration:** Consolidated three years of ERP, telematics, and payroll data into a normalized analytical model.



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WHY DIAGNOSTICS MATTER

Understanding *why* performance varies is the bridge between visibility and control. Hawkins & Hayes' diagnostic methodology converts disconnected information into strategic clarity. For owners preparing to scale, restructure, or exit, this process transforms data into an asset class — quantifying efficiency, accountability, and enterprise resilience. The ability to isolate cause and effect empowers leaders to make confident, data-backed decisions that protect margin and sustain competitive advantage.

CLIENT REFLECTION

"We always had data — we just didn't have insight. Hawkins & Hayes translated noise into direction. Their diagnostic maps showed exactly where to focus, and where to stop guessing."

HAWKINS AND HAYES APPROACH CONTINUED

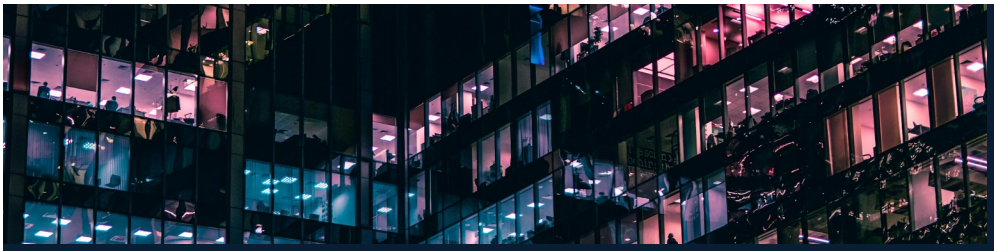
- **Performance Mapping:** Built Power BI dashboards with geospatial heat maps to visualize route profitability and time utilization.
- **Variance Analysis:** Identified the top 10% and bottom 10% of routes, drivers, and clients by profit per mile and service consistency.
- **Behavioral Diagnostics:** Conducted time-motion studies and anonymous staff surveys to link morale, error rates, and turnover.

KEY FINDINGS

Insight	Description	Outcome
Driver Idle Time	Averaged 17% of paid hours due to inefficient dispatch sequencing.	$620k in lost productivity annually.
Fuel Inefficiency	Two outdated sub-fleets caused disproportionate fuel spend	$480K annual cost leakage.
Customer Profitability Skew	Top 5 Customers delivered 63% of profit, bottom 15 operated at a loss.	~350K Margin drag.
Incentive Misalignment	Volume-based bonuses encouraged unprofitable runs.	Distorted priorities across dispatch and sales.

LEARNINGS & NEXT STEPS

The diagnostic phase proved that actionable intelligence depends on integration, not volume. By aligning data architecture with leadership objectives, the business now measures success in value terms rather than activity. The next phase ("Improve") will focus on automation and system alignment — ensuring that insight becomes embedded behavior, not a one-time event.



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TIMELINE & WORKING WITH HAWKINS & HAYES

WEEK

1-2 · Week 1–2 · Orientation & Alignment
We begin with clarity — defining objectives, stakeholders, and value metrics. A kick-off workshop establishes scope, data access, and cadence of communication.

3-6 · Week 3–6 · Discovery & Diagnostics
Our team maps current-state performance through data analysis, stakeholder interviews, and benchmark comparisons. Early findings highlight where value is created, lost, or hidden.

11-14 · Week 7–10 · Design & Recommendation
Insights become solutions. We develop targeted initiatives — operational, financial, and leadership — prioritized by impact and feasibility.

7-10 · Week 11–14 · Implementation & Enablement
Change is embedded, not imposed. We standardize workflows, train teams, and integrate dashboards for visibility and accountability.

15+ · Week 15+ · Realization & Ongoing Support
Once improvement is sustained, we help clients track enterprise value, communicate results to stakeholders, and prepare for strategic options such as growth, transition, or exit.

START THE CONVERSATION

Start the conversation to discover how Hawkins & Hayes helps business owners quantify, protect, and grow enterprise value — from baseline clarity to strategic realization.

Hawkins & Hayes

Transforming operational progress into measurable enterprise value.

A STRUCTURED PATH FROM INSIGHT TO ENTERPRISE VALUE

When clients engage Hawkins & Hayes, they experience a disciplined, transparent process built to convert performance improvement into measurable enterprise value. Every engagement follows a clear execution rhythm and a proven methodology — ensuring focus, alignment, and accountability from day one.

THE HAWKINS & HAYES METHODOLOGY

Measure → Improve → Realize

A continuous cycle designed to identify opportunity, build capability, and convert progress into long-term enterprise value.

Phase	Focus	Modules
MEASURE	Establish truth before change	Operational Baseline Data & Diagnostic Analysis Opportunity Identification
IMPROVE	Embed systems, structure, and scale	Process Optimization System Alignment & Automation Capability & Accountability
REALIZE	Convert progress into enterprise value	Sustain & Scale Value Tracking & Reporting Strategic Realization

OUR PRMOISE

Clarity — Independent insight revealing where and how value is created.

Discipline — Systems and structure that sustain performance beyond engagement.

Results — Tangible financial and organizational impact that enhances valuation readiness.