

# Uber Freight

## Reducing risks to outsourcing: 8 tactics to gain stakeholder support and avoid costly mistakes

A business case template for supply chain leaders



## Reducing risks to outsourcing: 8 tactics to gain stakeholder support and avoid costly mistakes

As a supply chain leader, you're under pressure to improve service, reduce cost, and build resilience—often with constrained internal resources. That's why many organizations are turning to managed transportation partners: dedicated teams of logistics experts, enabled by modern TMS technology, who can centralize control and drive continuous improvement.

But even if you've identified the right partner on paper, success hinges on one thing: a clear, credible business case that shows why outsourcing is needed, what value it can unlock, and how you'll manage the transition and ongoing relationship.

This template is designed to help you build that case for your C-suite and cross-functional peers. Use these eight steps to gain stakeholder support, reduce perceived risk, and avoid costly missteps.

# 01 Identify key transportation management challenges

Begin with a concise, fact-based assessment of your current state. Executives respond well to clear problem framing backed by data.

Look across three dimensions:

### Service

- Are you missing OTIF or key customer delivery windows?
- Are tender rejections or routing guide failures driving expedites and penalties?

### Cost

- Are cost-per-mile or cost-per-unit trending in the wrong direction?
- Are you struggling to quantify cost-to-serve by customer, region, or channel?

### Process & capacity

- Are teams bogged down in manual work (e.g., spreadsheets, email tendering, reactive exception handling)?
- Do you lack end-to-end visibility across modes and carriers to make timely decisions?

Document specific misses, trend lines, and where you see your team hitting a ceiling. This becomes your “burning platform” story: Why the status quo is no longer acceptable.

## 02 Map out core business objectives for outsourcing

Once the problems are clear, translate them into business-level objectives. As the VP or Director of Supply Chain, frame these in terms your peers care about.

Examples:

### Service improvement

- Improve OTIF by X points for strategic customers
- Increase first tender acceptance (FTA) to reduce last-minute replans and expedites

### Cost optimization

- Reduce transportation cost per unit by X% through better rate benchmarking, consolidation, mode conversion, and LTL pooling
- Lower penalties and chargebacks tied to delivery performance

### Visibility and control

- Establish a single source of truth for transportation data across modes, regions, and carriers
- Give your finance, commercial, and operations teams shared visibility into cost drivers and performance

### Organizational leverage

- Free internal teams from low-value execution tasks to focus on strategic planning and collaboration with commercial teams

Connect each objective to measurable outcomes and timelines. This shows that outsourcing isn't a vague "efficiency play," but a structured path to business impact.

## 03 Assess potential business outcomes and value drivers

Your executive team will want to know: What's the upside, and how confident are we?

Frame potential benefits across three categories:

### Strategic benefits

- End-to-end transportation visibility and scenario planning capabilities you don't have today
- A more agile network that can flex with demand spikes, product launches, and market disruptions
- Access to logistics engineering expertise without adding headcount

### Operational benefits

- Fewer empty miles and better fleet or asset utilization
- Smarter carrier, lane, and mode selection using real-time performance and market data
- Standardized processes run by a dedicated operations team enabled by a TMS

### Financial benefits

- Direct savings from:
  - Rate benchmarking and optimization
  - Shipment consolidation and LTL pooling
  - Mode conversion and network collaboration
- Improved cost-to-serve visibility by customer, region, and channel
- Cleaner, faster billing and audit processes, reducing leakage and disputes

Compare current-state logistics costs (including internal labor, systems, and hidden inefficiencies) to a managed transportation scenario. Highlight value drivers that go beyond internal capacity, such as:

- Scale and insights from a broad carrier network
- Access to advanced optimization tools and logistics engineers
- Proven playbooks for year-over-year cost reduction, not just a one-time cut

Even directional estimates (low/medium/high impact ranges) can help make the case.

## 04 Choose the outsourcing model that fits your strategy

Here, synthesize what you've learned from the buying guide into a simple recommendation.

- If your needs are narrow and tactical (e.g., a warehousing problem or a few lanes), a traditional 3PL may be enough.
- If your needs are network-wide and strategic—spanning planning, procurement, execution, analytics, and continuous improvement—make the case for a managed transportation model.

### Position your recommendation this way:

We are looking for a managed transportation provider with a holistic, agile approach—one with the network, technology, and consultative expertise to centralize control, create actionable visibility, and adapt solutions for continuous advantage.

That language reassures executives that you're not simply “outsourcing loads,” but elevating the way transportation is run as a function.

## 05 Clarify technology's role: an enabler for the team

Many executives will focus heavily on “the TMS.” Your role is to set expectations correctly:

- A modern TMS is the backbone—it centralizes data, standardizes workflows, and surfaces real-time insights across modes, lanes, and carriers
- The real value comes when a dedicated managed transportation team uses that TMS daily to:
  - Benchmark and improve rates
  - Consolidate shipments and pool LTL
  - Drive mode conversion and smarter routing
  - Monitor KPIs and execute corrective actions in near real time

Actions for you as a leader:

- Engage IT early to validate integration requirements and data flows
- Align with finance and commercial stakeholders on how TMS data will be used for reporting and decision-making
- Reassure peers that technology + team = more visibility and control, not less

This helps defuse concerns that you're simply “buying software” or ceding control without better oversight.

## 06 Address risks and concerns upfront

As a supply chain leader, you build credibility by naming risks before others do—and showing how you'll manage them.

Common concerns and suggested responses:

What if the provider can't deliver?

Build requirements for references, case studies, and SLAs into the selection process. Align upfront on KPIs, governance, and escalation paths.

Will we lose control of a critical function?

Emphasize that centralized visibility, agreed KPIs, and structured reviews will increase transparency. Control shifts from manual, fragmented processes to a governed model with clear accountability.

Will there be cultural or time-zone friction?

Define clear communication cadences, joint operating routines, and decision rights. Confirm that the provider has a track record of working with organizations like yours.

Capture these in a short "Risk & mitigation" section of your business case. It signals maturity and reduces emotional resistance.

## 07

# Outline implementation and continuous improvement

Executives will ask: How hard will this be to implement, and how will we sustain gains?

Provide a high-level roadmap:

### Onboarding phases

- Discovery, design, configuration, integration, testing, go-live, stabilization

### Operational changes

- Which processes move to the provider
- How handoffs will work between your team and the managed transportation team
- Which roles will evolve vs. stay the same

### Governance & KPIs

- The core KPIs (service, cost, and reliability) you'll measure
- How often you'll review performance and savings
- How continuous improvement initiatives will be prioritized and tracked

Reinforce that the goal is not a “set it and forget it” transition, but a managed, iterative journey with clear ownership and visibility.

## 08

# Build a credible, cross-functional decision committee

To secure approval and ensure smooth implementation, your business case should show that the right people have been involved.

As a supply chain leader, you'll likely chair or sponsor the committee. Key members should include:

- **Supply chain operations** to validate day-to-day requirements and constraints
- **Warehousing** to align on facility operations and appointment and dock needs
- **Finance** to vet the business case, ROI assumptions, and contract structure
- **IT** to confirm technical feasibility and prioritize integration work
- **Customer service or commercial operations** to represent customer expectations and how transportation performance impacts revenue and relationships

In your document or deck, list the committee members and their roles. This signals strong internal alignment and reduces perceived execution risk.

## How to manage change and drive continuous improvement

Your executive peers know that change fatigue is real. Use this section to show you've thought seriously about the human and operational side of outsourcing.

Key elements to highlight:

- **Shared project plan:**
  - A single, agreed plan with milestones, owners, and dependencies (internal and partner-side)
  - Transparency about what will change when—and which functions are impacted
- **Operational barrier assessment:**
  - Identify competing initiatives, potential resource bottlenecks, and key “collision points” with other projects
  - Propose mitigation (reprioritization, phased rollout, change “blackout” windows, etc.)
- **KPI alignment for continuous improvement:**
  - **Service:** OTIF, on-time pickup/delivery, tender acceptance, carrier performance
  - **Cost:** Cost per unit, cost per mile, cost-to-serve
  - **Strategic metrics:** Network efficiency, mode mix, sustainability indicators
- **Regular business reviews**
  - Monthly, quarterly, and annual review cadences with clear agendas: performance, opportunities, risks, and roadmap adjustments

Present this as your “operating system” for the new partnership—how you will keep it healthy and high-performing over time.

## How to get started: Use LEVA to build a data-backed case

To move from concept to concrete numbers, you need a structured way to evaluate your network and quantify the opportunity. This is where Uber Freight's Logistics Engineering Value Assessment (LEVA) comes in.

### Position LEVA to your executive team as:

A 3–4 week, low-friction diagnostic that quantifies the value of managed transportation for our network and provides a ready-to-execute roadmap.

### What LEVA delivers

Each assessment provides a custom report with recommendations across key value levers, such as:

- Rate benchmarking
- Shipment consolidation
- Mode conversion

### Plus

- A quantified business case, and ROI projection
- Clear scenarios showing “do nothing” vs. “partnered” outcomes
- A proposed scope of managed transportation services and governance model

## How LEVA works (at a glance)

1. Discovery session: Align on objectives, pain points, and goals
2. Data submission: Share historical shipment, cost, and service data
3. Operational deep dives: Joint sessions with operations, IT, finance, and customer-facing teams
4. Data validation: Confirm baseline accuracy and context
5. Solution development: Uber Freight's engineers and operations experts model scenarios and design solutions
6. Final report & executive-ready plan: A prioritized roadmap with economics, value levers, and implementation steps

You can then attach the LEVA output directly to your internal business case and executive materials as an independent, data-backed view of the opportunity.

## Putting it all together

Used together, this eight-step template and the LEVA assessment give you:

- A clear, credible story about why outsourcing is needed now
- A compelling view of how a holistic, agile managed transportation provider can create advantage
- A practical plan for implementation, governance, and continuous improvement
- A quantified, executive-ready business case grounded in your own data

As a supply chain leader, this positions you not just as the sponsor of an outsourcing initiative—but as the architect of a smarter, more resilient transportation strategy.

### Ready to explore outsourcing your transportation operations?

Connect with an Uber Freight logistics expert to schedule a Logistics Engineering Value Assessment and build a clear, data-backed path to better service, visibility, and cost performance.

[Connect now →](#)