

Managerial Questions:

- 1) How do you motivate a high-performing direct report that does not have immediate opportunities for promotion?
- 2) How would you manage a team successful in this remote environment?

Business + Written (Please use bullet points when appropriate):

- 3) If you were to figure out how to price a long haul lane for us from Seattle to Houston; where would you start? What are ten things you'd think would have an impact? Rank them in order of importance and why?
- 4) One of the major tasks at Convoy is convincing a generation of users (average age 58) who are not comfortable with technology -- to adopt it. What strategies would you employ, or tactics would you try to convince a user-base like this to adopt the technology? (Use your favorite app of choice)
- 5) When a shipper wants to ship with Convoy, they will provide us with shipment info (pickup location, dropoff location, pickup time). We then must find a truck for that shipment before the scheduled pickup date/time. In our database, we have the following fields:

Created_at: When we received the shipment information

Pickup_time: When the shipment must be picked up by

Is_matched (TRUE/FALSE): Whether or not we have found a carrier to take the shipment

It is currently Friday morning (4/13) and a teammate approaches with the following data very concerned:

Created_At	Percent of shipments matched
Sunday (4/8)	95%
Monday (4/9)	94%
Tuesday (4/10)	93%
Wednesday (4/11)	85%
Thursday (4/12)	40%

Should your colleague be concerned? Why / why not? What do you expect the percentages for each day to look like tomorrow? How many days does it usually take to match a shipment from the time the shipment was created?

- 6) It is currently Tuesday at 7am. You have 5 shipments that you need carriers (trucks) to pick up. Our teams will typically have to prioritize which unmatched shipments to source carriers for first. How would you prioritize what the team works on first and why? What else would you want to know when deciding?

Shipments	Pickup Time	Market rate for Convoy payout to Carrier for lane (suggested by industry data)	Actual payout from Shipper to Convoy for lane
A	Tuesday 2pm	\$300	\$350
B	Saturday 4pm	\$800	\$810
C	Thursday 3pm	\$1000	\$2000
D	Wednesday 4pm	\$500	\$1500
E	Next Week Tuesday 2pm	\$7000	\$1000

- 7) What is the % margin Convoy makes on this shipment? What is the % margin Convoy paid for a truck relative to market rate (Industry reported data)?

Customer (Shipper) Pays Convoy	Market rate for carrier payout (suggested by industry data)	Actual payout from Convoy to Carrier
\$2215	\$1914	\$2000

- 8) You have spoken with and secured rates from 3 separate carriers for a shipment going from Dallas, TX to Baton Rouge, LA. The shipment is scheduled to pick up in 2 hours. Convoy will receive \$950 from the customer for the shipment. Which carrier would you choose to use? Why?

	Driver is already using the Convoy app?	Current truck distance from pickup location	Best Rate	Size of Carrier
Carrier A	Yes	50 miles per GPS	\$1000	10 Trucks
Carrier B	No	100 miles per Dispatcher	\$900	2 Trucks
Carrier C	No	<10 miles per Dispatcher	\$950	200 Trucks

- 9) For shipments that are unable to be matched automatically through the app, our brokers will manually call carriers to find a match. Brokers are split out into different groups, each corresponding to a different region (Southwest, Northeast, etc...). At the end of each quarter we want to evaluate each group on how many shipments were booked in the region (both through the app and by calling). See below for the total amount of shipments at the end of each month by group.

Month	Group 1	Group 2	Group 3
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Jan	100	1200	300
Feb	200	1600	400
Mar	400	2000	500
Apr	800	2200	600
May	1200	2400	700
Jun	1800	2600	500
Jul	2000	2700	800
Aug	2200	2800	1300
Sep	2200	3000	2000
Oct	2600	3100	1800
Nov	3150	3200	2200
Dec	3150	3300	1600

1. What metric would you use to evaluate each group's improvement each quarter? Please show your calculation for each group for the end of the 4th quarter (Sep - Dec) and stack rank each group by their performance.
2. What assumptions are you making in your ranking? Are these assumptions reasonable?
3. What other information (if any) would you need to know to better evaluate each group's improvement? How would you use this information to improve your metric?