Connect Your Fleet

HOW IOT DEVICES AND SENSORS CAN TRANSFORM TRUCKING AND TRANSPORTATION

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Connecting IoT technologies to traditional fleet management, telecom, and networking systems – whether by using embedded, tethered, or battery-powered devices – can provide logistics companies and transportation fleets with the speed, visibility, and customization they need to lower operating costs and streamline operations.

However, outfitting vehicles with IoT sensors and devices addresses just one part of a much larger problem, and many pioneering logistics companies have come to realize that the logical next step in the evolution of IoT-powered fleet management – and enjoying the benefits it can provide – is moving toward connected IoT ecosystems.

This guide discusses IoT devices, systems, and ecosystems in fleet management and how to go about rolling out a data-driven smart fleet initiative of your own. We talk about connectivity, how IoT can improve fleet operations, what different deployments look like, the various components used in transportation IoT solutions, how to build a self-sustaining IoT ecosystem, how to choose a vendor, how to select KPIs, and how to formally launch a connected fleet initiative of your own.

Executive Summary

Vehicle telematics and smart IoT devices can assist with day-to-day fleet operations and can help transportation and logistics organizations track and monitor vehicle statuses and locations while improving compliance with important industry standards.

IoT solutions can also help improve vehicle utilization and lower operational costs by providing insights into fuel consumption, route optimization, and vehicle, driver, and organizational performance.

Part of the drive toward smart fleet telematics has occurred because of the development of better sensors and cheaper, faster, and more performant communications transmission and storage hardware. However, many smart fleet IoT solutions use descriptive tools that only tell users what has already happened when the focus should be on providing insights into what may soon happen so that users can make better real-time decisions and react appropriately to predictable events.

Companies that understand the basics of telematics and want to roll out an IoT initiative or move to the next level of maturity must transform telematics from being only used for solving problems to being used for developing a competitive advantage. This typically requires incorporating new data sources and talent into existing process flows, refining proven analytical techniques, and understanding how and when to deploy solutionsto meet business goals. Once operational shortcomings are identified and an IoT program is drawn up, getting the most out of the proposed solution comes down to getting the KPIs right, putting in the effort toward onboarding stakeholders, and partnering with the right vendors who can build a system that meets your needs.

Introduction

Fleet management solutions are designed to improve the efficiency and safety of fleet operations. Fleet owners and operators use these solutions to lower fuel and insurance costs, optimize vehicle routes, monitor driver performance, and streamline maintenance and servicing.

However, these benefits are quickly becoming standard in the transportation space, and there is now growing pressure for companies to extract more value and create new sources of competitive advantage using IoT-enabled smart fleets while continuing to achieve business goals and reducing the total cost of fleet ownership (TCO).

Transportation data can be used to improve maintenance and reliability, ensure that the right parts and tools are available in the right place at the right time, lower inventory costs, improve driver safety by identifying risky or erratic driving patterns, reduce preventable accidents, lower fuel consumption, improve forecasting, and improve fleet and workforce planning to accurately meet demand and enhance vehicle and worker utilization rates (and potentially reduce fleet sizes as well). Transportation data can also be used to better manage seasonal variations and spikes in demand and to prepare drivers and fleets for changes in weather or traffic in real-time to provide customers and other stakeholders with accurate updates regarding, for example, vehicle or freight arrival times.

This is a diverse range of needs that many of today's top fleet management solutions are designed to meet, but on-board diagnostics (OBD), on-board computing (OBC), and IoT/smart sensors can be used for so much more. Depending on where you are in terms of IoT maturity, there are many degrees of growth and improvement to which you can guide your organization. Getting your IoT and smart sensor/smart device initiative right requires a thorough assessment of your business needs and goals, the resources you have at your disposal, how far along your organization is in terms of readiness to launch an IoT program, the types of connectivity you need, and getting all of the smaller steps right along the way – including getting the right KPIs in place, working on stakeholder buy-in, and managing people, processes, and technology. Vendor management, tech stack selection, and future-proofing your fleet for changes in technology, customer tastes, and market conditions are also required.

Decision-makers and business leaders must understand at the outset that they need the right resources and capabilities in place to capture value from any smart IoT, embedded, or telematics solutions they plan on deploying. An understanding of the potential value of the data that is gathered is important as well. Some companies use smart fleet IoT data only for compliance or basic logging and tracking, even though there are many rich applications for which this data can be used if decision-makers had access to the resources needed to make such decisions and an understanding of the problems they face.

What is an IoT Solution? What is an IoT Ecosystem?

IoT solutions are comprised of sensors and/or devices that collect or generate and then transmit or store different types of data that an organization can then analyze or extract insights from to guide business decision-making. Ecosystems, on the other hand, are what link those sensors or devices with other tools and technologies to enhance value creation based on the data and information gathered or generated.

Technologies relevant to logistics and transportation today include artificial intelligence, machine learning, and predictive analytics, but IoT ecosystems should be technology-agnostic and should provide decisionmakers with the information they need to cut costs, respond to market needs, and improve offerings, irrespective of specific tools or technologies that may be in place at any given point in time.

Why Use IoT for Fleet Management?

Today's shipping and transportation companies face increased pressure to improve speed, lower costs, and provide higher levels of customization. Supply chain optimization provides a quick and relatively straightforward path toward meeting these needs.

However, many business leaders know too little about the issues they face and what opportunities exist for improvement to be able to adequately address the multifaceted problems that competition, changing market demands, and fleet operations pose.

IoT technologies can improve visibility into operations and can improve organizational agility – the speed with which changes in needs or demands can be responded to – while simultaneously ensuring compliance with relevant regulations such as emissions requirements and safe driving hours to help transportation and logistics companies do just that.

It is important to understand at the offset that properly leveraging the power of IoT technologies involves more than simply installing a few sensors or devices. End-to-end ecosystems that connect the physical and digital shipping and transportation worlds can generate the information needed to empower meaningful action. In the sections below we talk more about how such ecosystems can be built and how to make sure you have the right tools, technologies, and people in place to make your connected fleet initiative a success.

IoT in Transportation Today

The widespread availability of cloud storage, accompanied by faster, more ubiquitous, and more reliable connectivity, has spurred a great deal of growth in the IoT-enabled connectivity space.

Adoption will likely continue as the barriers to implementation fall and IoT deployments in transportation become more and more common and as they continue to reward forward-thinking organizations with niche competitive advantages in different transportation verticals.

In fleet management, telematics refers to the process of sending, receiving, and storing vehicle data such as data on vehicle use, idle time, location, acceleration, speed, driver behavior, fuel consumption, engine diagnostics, and more using smart sensors or telecommunications devices. These systems bring together GPS navigation, on-board computing technologies, wireless communications, and cloud applications to streamline transportation services.

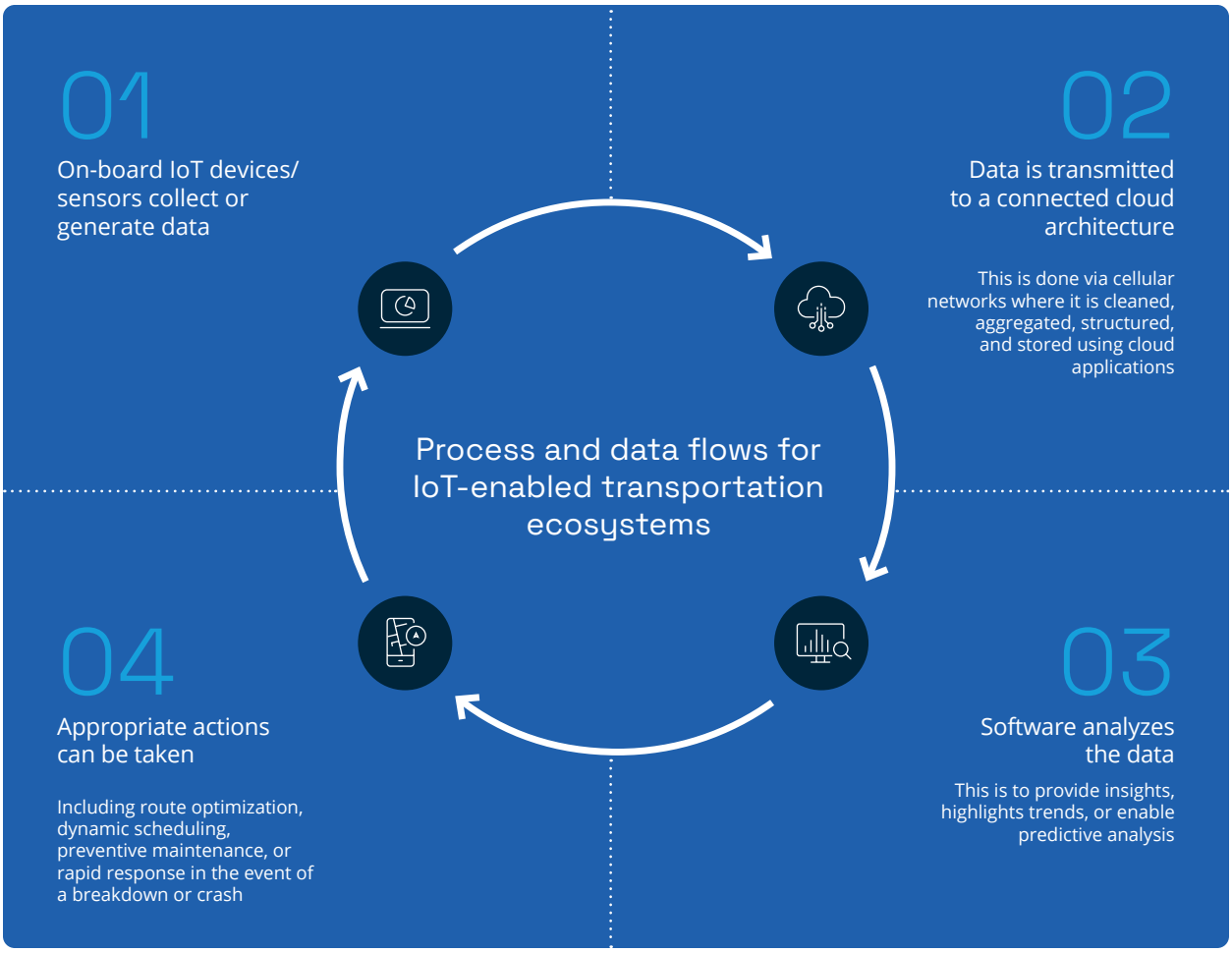
The value of the data that these devices and sensors generate and collect is amplified when used with a management system that converts raw data into visualizations that provide users with management insights. Data is usually categorized as vehicle data (tractor/cab and trailer data), environmental data, and driver data. Examples of the kinds of data that your onboard smart devices or sensors may collect or generate include the following:

Vehicle data: Vehicle location, speed, fuel levels, tire pressure, miles per gallon, emissions, idle time, and maintenance alarms or trouble codes.

Environmental data: Internal and external temperatures (critical for cold freight), moisture levels, light levels, shocks, or unauthorized access or movement (to prevent theft and tampering).

Driver data: Messaging or the use of electronic devices while driving, tiredness, seatbelt use, hours logged, unusual driving patterns, or rapid or unexpected acceleration, braking, or deceleration.

This data can be uploaded from the smart vehicle to a cloud-based application from where it is fed to other digital tools such as administrator or dispatcher dashboards or cargo/depot inventory databases to make decisions regarding cargo or vehicle routing and shipment tracking. It can also be used to provide real-time updates on delivery statutes, ensuring that en route freight meets quality requirements, managing fleet maintenance, predicting breakdowns, measuring driver management, and proactively working on safety. IoT-enabled transportation ecosystems with the right devices and the right digital tools can create a seamless flow of data and information that can create a self-sustaining loop of valuable information.



Benefits of Telematics and IoT/Smart Sensor Data

The applications that in-vehicle IoT devices and sensors can provide extend beyond the vehicle itself.

Consider the following benefits and use cases of such systems.

Asset Tracking and Terminal Operations

Real-time truck GPS data can be used by truck stations, terminals, or storage depots to know when to expect an inbound shipment. This information can then be used to prepare open docks, unloading bays, or open lanes, and the manpower or storage space needed for the inbound shipment. AI and predictive analytics can also be used to automate shipment and for capacity planning while time-series data can be used to optimize capacity utilization, labor costs, and even insurance costs over time.

Transportation Safety

The costs of accidents, injuries, and maintenance are some of the highest and most visible of all outlays of transportation companies. Connected services can detect speeding as well as rapid acceleration, braking, and other aggressive driving behaviors using accelerometers and tachometers. When used in aggregate, digitally calculated safe driving benchmarks can be developed, and drivers can use, for example, an in-cab device such as a mobile phone to receive feedback and guidance regarding vehicle safety and if any applicable safety standards or guidelines have been or will soon likely be breached. Such systems can reduce not only fuel consumption but the costs of accidents and insurance coverage.

Predictive and Preventive Maintenance

Smart technologies that bring together IoT devices and maintenance plans can be used to plan and predict maintenance needs. Doing this can improve productivity, efficiency, and asset longevity. For example, oil change cycles can be

managed based on distance traveled, weather conditions, and more, rather than being statically set to recur at fixed points in time. Other areas where costs can be lowered or maintenance can be improved are as follows:

- Lower tire replacement costs
- Technician focus on urgent repairs
- Optimizing vehicle usage vs. downtime
- Lowering maintenance staff overheads
- Avoiding costly and unplanned repairs
- Meeting green fleet initiatives

Route Optimization

Low latency dynamic network connections can be used to communicate with multiple nodes within a smart fleet network and make real-time decisions regarding fleet routing. This can lower fuel usage – which affects both operating costs and carbon emissions – and can also be used to better plan vehicle routes and lower idle times – all with minimal impacts on operations.

Freight Management and Cold Chain

Transporting products that are sensitive to light, moisture, or temperature such as pharmaceuticals or food products carries with it higher risks than transporting durables. Additional factors that must be considered in such supply chains include ensuring compliance with applicable food or drug safety requirements. Cold chain transportation efficiency can be improved using IoT by constantly monitoring freight or trailer conditions and taking preemptive or precautionary steps whenever there is a risk of critical thresholds being breached.

Automation

Automated processes can save hours of administration time that would otherwise be spent on filling logbooks and timesheets. Connected devices that use, for example, RFID or Bluetooth technology can also be used to reduce vehicle loading times so that drivers spend less time inventorying freight and more time on the road, thereby shortening delays and delivery times.

Goals of IoT Installation

Most smart fleet IoT projects aim to do deliver one of the following sets of objectives.

1. The first is quick wins that can be enjoyed via simple fixes that have a high potential upside for the business. The operational changes that need to be made here are simple either because the resources (hardware, software, or people) needed to make them already exist within your organization or because they are the logical next step toward improvement based on where you are in IoT maturity.
2. The next set of goals are those that aim to bring about transformative, future-looking changes to your organization. These are a step ahead of solving the problems that you face today and may be more complex to implement but have a potentially higher value in terms of future returns. Some of these goals may soon become minimum customer requirements, such as real-time updates, industry-specific cost levels, or a high level of service availability.
3. Some goals are those that can only be achieved via economies of scale or by partnering with an original equipment manufacturer (OEM) with the capabilities needed to deliver specific features or services, such as the deployment of devices that comply with communications standards across multiple states or industries. Pay-as-you-throw (PAYT), weight sensors, and garbage bin RFID tags are other examples of service-specific needs that may only be addressable via a partnership with an OEM.
4. Standard issue goals are services or facilities that you should already be providing. Users and customers are already familiar with them and generally expect them to be standard. Examples include predetermined levels of on-time delivery, safe delivery of freight, and compensation – where applicable – for missing SLA guidelines.

Where are you in Smart Fleet Maturity?

We can define five broad stages that organizations may find themselves in with regards to the deployment of telematics, OBC, and IoT/smart sensor technologies.

Category 1

Disconnected fleets are those that do not use IoT devices or sensors in any capacity and are therefore deprived of data-driven insights of all kinds. Such fleets typically employ multiple yet disconnected data sources, low data quality due to the use of manual data capturing, high operational costs, and low vehicle and driver safety awareness.

Category 2

Next, we have organizations that have deployed a pilot program to establish the ROI and/or proof of concept of telematics solutions within a given context. Business leaders understand the benefits of using telematics but may struggle with deployment, business-wide integration, change management, conflict resolution, or stakeholder buy-in.

Category 3

The next stage of the maturity model includes organizations that have invested in and use telematics and IoT to track vehicles, drivers, and general operations. The organization has a basic grasp of how telematics work and the potential it has for transformative change but is still not yet fully realizing the potential and cost savings that IoT can deliver.

Category 4

Includes organizations in which IoT devices and telematics solutions are a standard and embedded part of the way the business runs. The business operates mature and advanced telematics capabilities with dedicated resources that drive user adoption and empower decision-making. These decisions lead to continual optimization and employees across all or multiple levels of the organization regularly engage with IoT technology.

Category 5

Finally, we have organizations that enjoy insight-driven transformation. Fleet sensors and telematics data work seamlessly with external systems, processes, and data sources. Decisions are made in real-time, the financial and operational benefits of fleet IoT are evident, and IoT data fuels further enhancements in technology and value-added improvements in management.

In the disconnected state, fleets use manual communications without real-time tracking, tracing, or visibility. The connected state is when tracking and tracing capabilities are added and the organization can quickly detect delays, breakdowns, or non-compliance and can act on the system's real-time data. In the integrated (and most mature) state, IoT solutions are used along with other technologies and data sources to predict events and enable real-time dynamic decision-making. The goal of your organization should be to work towards Category 5.

Deploying Your Own IoT Program

It can be difficult to know where to start with a new IoT program. Here are a few recommendations for getting the ball rolling.

For the disconnected fleet, the first step is to start with a pilot. You must formulate the scope of your project, identify the technologies you will use, enlist the support of specialists or tech providers, and then implement a program plan and evaluate it based on agreed-upon KPIs to establish your proof of concept and demonstrate ROI. The pilot project should address a specific use case. Once such projects have proven their value, you can focus on expanding the project footprint and formally institutionalizing new approaches as the way business is conducted.

Organizations that have already implemented pilots should move on to enhancement via a full-scale implementation. Doing this involves network integration, conflict resolution, change management, understanding analytics, and knowing how, when, and where to use data for problems or opportunities across the value chain.

For organizations that already enjoy company-wide implementation of IoT initiatives, artificial intelligence and machine learning capabilities can be brought in to empower predictive and prescriptive analytics to allow the organization to move from reacting to issues to proactively addressing them via real-time and/or historical data analysis.

Getting Multi-Operator Connectivity and Network Selection Right

Commercial fleets that operate on cross-country or international routes face many challenges when it comes to enjoying reliable mobile communications on the road. A driver's route may pass through areas that are served by different carriers or network types. Some areas still use 2G and 3G connections while others may already use or may be transitioning to 4G or 5G. To lower deployment costs and ensure driver safety as well as convenience, onboard connectivity devices or SIMs should be able to connect to available networks and should seamlessly switch to the lowest-cost, highest-performance network available.

OTA updates can help devices upgrade to handle new network configurations, but network compatibility is only one part of future-proofing your IoT deployment. Your customers may demand new services, or you may identify trends or patterns that require new approaches for minimizing costs while delivering high-quality service. You may be able to develop new features or provide new services in-house, but other services may require forward or backward integration with other nodes on the value chain, such as truck depots or maintenance providers.

Types of Connectivity

Smart fleets can use tethered connectivity, which is the use of a device such as a smartphone to provide intelligence and an interface inside a vehicle, or embedded connectivity, which is when a vehicle manufacturer integrates devices or sensors into the vehicle itself. Tethered connectivity is easier to implement and is a quick and easy way to on-ramp vehicles into the connected fold, but the services they offer are somewhat limited. Integrated and embedded devices can provide better safety and can lead to custom outfitting of vehicles with devices and sensors that are designed, built, and installed for specific purposes.

Building a Transportation IoT Ecosystem: Processes, People, and Technology

Building a transportation IoT ecosystem involves understanding your existing processes, resource capabilities, and technology stacks, and ensuring that your IoT program adequately addresses potential issues that you may face in all three categories.

Processes: Identify your goals by asking what your business needs are, identifying gaps between your organization and consumer or industry expectations, and looking at other relevant customer and competitor metrics. Choose specific pain points to address – those that have rich, high-value data that can be used to plan an IoT project around. Issues that affect many business units or large customer segments can also be selected, thus ensuring that meaningful change can be pursued in high-priority areas.

People: Prepare your organization by identifying who you need in terms of employees, contractors, and partners. What kinds of skills are needed (transportation-specific or non-transportation related such as analytical, health, safety, leadership, or management skills)? Answer the how of onboarding the people you need via recruitment or training.

Technology: Implement the system. IoT projects require collaboration between platform and software providers, sensor vendors, OEM manufacturers, and users, not to mention many different parts of your own organization. In your high-level roadmap, identify enhancements that are needed to run the new system, and look out for potential roadblocks when setting up the information flow, such as connectivity issues, data volume limits, and what kinds of devices and interfaces will be used with the system.

You can progress along the IoT maturity curve by analyzing your existing processes, the people on your teams, and the technology you have in place, and rolling out an IoT plan that fits your needs and matches your capabilities. When assessing processes, think about your end goals and business needs. Think big, but start small and scale quickly.

When it comes to people, preparing your teams is key, so explore training or hiring options and think about conflict resolution and change management. For technology, develop a high-level road map that starts with updating your current framework, and from there, build the strategic technology stacks and partnerships needed to run your proposed IoT ecosystem.

Additional Use Cases

While few people may argue about the benefits of an IoT- and data-driven program that can cut costs and improve efficiency, getting people on board is not always straightforward.

We talked above about targeting low-hanging fruit; the use cases below can serve as low-hanging, quick-win examples to relevant stakeholders about the potential of a comprehensive IoT solution for your fleet.

- Optimize insurance spend, create custom plans for different drivers or vehicles – known as usage-based insurance or UBI – and provide roadside assistance or care in the event of an accident.
- Predict and improve maintenance and repair by purchasing important parts or scheduling maintenance ahead of time and routing vehicles to the stations with the capacity to perform servicing when it is needed.
- Enhancing ease of travel via, for example, updates on parking, rest stops, and other facilities that are often urgently needed but with very short notice.
- Provisioning emergency calling services to a dedicated operator desk to help drivers in case of an accident or other emergency.
- OTA updates based on new developments or changes in customer, network, or device requirements.
- Infotainment such as Spotify accounts or podcast subscriptions that can improve driver satisfaction levels and lower employee churn.

Ensuring IoT Project Success

Once you know where you are in terms of IoT maturity, the deployment that will likely work best for you, and what to focus on when initiating a project, here are a few recommendations for getting your IoT smart fleet initiative right.

Hire – or develop in-house – workers with the right skills.

IoT sensor data can give you insights into what you, your drivers, and your vehicles are doing, but optimizing your business based on those insights is your job. You need people on your team who can interpret data, identify opportunities, and lead initiatives toward change to capture value. Unless you have these skills in-house, you may find yourself becoming over-reliant on a specific technology stack to guide you or you may even have difficulty with integrating IoT-generated insights into your everyday operations.

Ensure flexibility.

Fleet operations are dynamic, and you need to be able to identify and then respond to issues that arise. This may take the form of hiring more workers, renting out more storage space, or cutting fuel costs – all with little notice.

Get the KPIs right.

Business leaders must agree on the purpose and vision of the proposed smart fleet program and choose the right metrics that can help track and improve the factors that contribute to or stand in the way of the program. With the right metrics and KPIs, you can properly measure success, flag issues, and propose solutions to obstacles. You can only fix something if you know it's broken. Be sure to choose KPIs that are directly related to program (and organizational) objectives, are realistic, and are actionable. Once you measure them, act on your findings, giving yourself time to plan tweaks or pivots as needed.

Business leaders must also understand the options they have when it comes to taking data-driven action, such as initiating training programs for poorly performing drivers or rewarding high-value resources.

Formalize decision-making.

How will decisions regarding the fleet be made? Fleet operations often affect many parts of a business, so it is good practice is to establish a fleet steering committee that includes members of your operations, sales, marketing, procurement, and analytics teams. These representatives should meet regularly to review fleet and program performance, discuss new findings, agree on actions, and implement changes as needed.

Work on vendor relationship management.

A collaborative relationship with your telematics vendor is critical, especially during the early phases of your program when you may rely heavily on the vendor to gather, store, and interpret telematics data for you. Vendor experience can also help you extract insights and take action.

Communicate and ensure companywide commitment.

No project can succeed without stakeholder engagement. Technology plus people often leads to resistance, and there are many stakeholders – people, systems, and more – that will be impacted by your proposed program. You must identify all stakeholders and then find the right avenues of engagement to get them on board and to help them meet their project and/or operational responsibilities as applicable.

Commitment starts at the top, and worker buy-in is critical. You must sell the proposed project to all stakeholders, that too on their terms, not yours. People care about what's in it for them, so devise – and communicate – a plan that resonates with all stakeholders to establish the organization-wide commitment needed for a successful deployment.
Finally, people must know what you are doing, how you are doing it, what is expected of them, and where they can turn for help if they run into obstacles. Never assume that they know something you haven't told them, and reiterate the benefits of the project and the project outline to minimize the chances of anyone – an employee, a manager, a business unit, or a vendor – from dropping the ball along the way.

Fleet IoT is a marathon, not a sprint.

Remember that the deployment of a company-wide IoT program is a marathon, not a sprint. Projects have an end-date. IoT programs are long-term and require stakeholders to understand that developing strategies, governance models, and KPIs, and assessing program effectiveness and implementing change based on results will be an ongoing endeavor. It can take time before you see real results, so don't give in halfway if you do not see the change you hoped to see soon after launching a new initiative.

Manage change.

Change management – especially managing people – is critical here, and you cannot force stakeholders to buy into a program they do not believe in. If people will be asked to take on new roles or perform new tasks, they may understandably be somewhat reluctant, resistant, or afraid. Help them do what you need them to do with communication, education about the what's and why's of the project, and providing them with the support they need to succeed.

IoT initiatives are more than the tech involved.

Fleet IoT is not just about technology. You will make mistakes and may fall behind schedule, but the real measure of success is how quickly you

identify mistakes and get your program back on track. With the right amount of visibility into daily operations using business intelligence gathered by your smart fleet sensors and devices, you can quickly identify issues and address them. This is why it is so important to invest in a solution that provides you with the tools you need to see what you need to see and implement organization-wide changes when adjustments need to be made. Leveraging this intelligence to make incremental operational improvements and to fine-tune business processes is, after all, the end goal of any IoT program, to begin with.

System Security

An important consideration for any IoT program deployment is ensuring program and system security. Your organization – and any new IoT initiatives you launch – can face attacks at your network endpoints, your code, and your devices. These attack surfaces – your network, software, and physical attack surfaces – must be secured from unauthorized access and tampering.

The cybersecurity best practices that you should build into your program should address the following issues:

- How data and applications are secured and whether micro-perimeters can be specified for specific devices, data troves, or applications.
- How data is to be protected in transit, potentially on different networks and carriers and across different devices.
- What kinds of access deny segmentation and policy design is to be used.
- What kinds of security applications can be deployed on your existing infrastructure.
- What kinds of violation alerts and workload security provisions can be used.
- Does the solution come with user-based segmentation and lateral movement security?
- What kinds of integrations will you need? Common integrations include the following:
    - *Container orchestration*
    - *Security analytics*
    - *Vulnerability management*
    - *Public cloud tools*
- How quickly can security measures be deployed?
- Can any existing investments be used with the new system?
- Are REST API integrations supported?

Choosing a Smart Fleet Management Solutions Provider

Do your homework when choosing a vendor and make sure to only partner with a solutions provider that meets or exceeds the following criteria:

- **Expertise:** Make sure your vendor specializes in and has the expertise needed for success in your industry. Avoid standard template models or cookie-cutter solutions. Your vendor should understand your unique competencies, challenges, and goals to effectively come up with a solution that will work for you.
- **Existing install base:** What is the vendor's current install base? What is their track record of success with other clients?
- **Tech deployments:** Technologies change over time, so what tech stack will your vendor use? Will those tools and technologies work with your existing infrastructure? What kinds of integrations may be needed, and how will phased rollouts and project scaling be managed once you move from the pilot phase to an organization-wide deployment?
- **ROI:** What is the projected ROI of the project based on vendor costs and projected saving

Final Thoughts

Technology adoption is an evolutionary process. As logistics and distribution organizations embark on the journey of digital adoption, they should keep in mind these overarching principles:

- Focus on the business of IoT and the use of technology to create value. Don't just connect devices or create ecosystems for the sake of doing so. Keep the end goal in mind at all times.
- Logistics and distribution organizations should not stop at embracing digital connectivity. Unlock competitive advantage and lower operational costs by integrating IoT technologies with automation and analytics.
- Choose partners and vendors wisely.

About/Contact

To learn more, contact Kajeet's Fleet Management Team at https://www.kajeet.net/contact-us/