

CTP Insider

A quarterly publication for the Certified Transportation Professional published by the NPTC Institute.

Winter 2019

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NPTC Private Fleet Management Institute Features In-Depth Training, All-Star Faculty

**2019 PRIVATE FLEET MANAGEMENT INSTITUTE
OPEN FOR ENROLLMENT NOW**

Register Today!

SOME 100 PRIVATE FLEET PROFESSIONALS ARE EXPECTED TO ATTEND THE 2019 PRIVATE FLEET MANAGEMENT INSTITUTE SCHEDULED FOR JANUARY 12-16, 2019, at the Omni Hotel in Jacksonville, Florida.

“The PFMI expands your professional knowledge and enhances your personal effectiveness,” **Mari Roberts, CTP**, Chair of the NPTC Institute Board of Governors and Sr. Director of Transportation, Frito-Lay, Inc., and PFMI attendee and member of the CTP Class of 2009. “With nearly 20 top notch expert private fleet practitioners as speakers, five days of intense and substantive state of industry topics presented, and a terrific mix of more than 100 experienced Fleet and Supplier/Vendor representative attendees representing a broad cross-section of business sectors, industries, products and services, the PFMI truly is an absolutely first-class learning experience which continues to get better with each year. Make 2019 your year to participate!”

No matter what your official title is, today’s transportation and logistics environment demands excellence. You need a variety of skills that lead to outstanding performance in every aspect of your job. NPTC’s Five-Day Private Fleet Management Institute provides the most comprehensive and intensive instruction, education and learning experiences led by the industry’s top practitioners and designed to enhance your personal and professional mastery of private fleet management.

The PFMI curriculum provides a rigorous learning environment in which attendees will be exposed to the foundational core disciplines of private fleet management through a series of presentations, round-table discussions, structured networking activities and applied learning exercises.

Summarized below is a recap of the 2019 PFMI Curriculum Schedule by broad subject matter categories and related specialized topics for discussion in break-out sessions:

Strategic Components of the Private Fleet

- Delivering Customer Service: The Private Fleet Advantage
- Lean Transportation Management Disciplines

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PFMI 2019 *Continued*

- Ensuring Upper Management Support: Ongoing Communications and Private Fleet Justification
- Right Sizing the Private Fleet vs. Outside Carrier Capacity

Organizational Strategies to Drive Operational Excellence

- Optimization Protocols: Routing, Trailer Utilization, Capacity Management
- Inbound Logistics, Backhauling & Collaborative Logistics
- Data Management Strategies to Strengthen Your Fleet
- Implementing Benchmarking: Establishing Key Performance Indicators (KPIs) That Drive Improvement

Financial Models, Strategies and Resources that Drive Excellence

- Financial Models for Private Fleets: Profit Center vs. Cost Center
- Determining True Fleet Costs
- Using Financial Reports and Budgeting to Drive Excellence
- Return on Investment Measures

Human Resources: Building the Quality Team That Gets Results

- Onboarding and In-Service Training, Coaching, and Professional Development
- Creating a Culture of Retention
- The Hiring Process: Cultural-Fit Assessment, Interviewing, Screening Best Practices
- Compensation and Performance Incentive Strategies

Safety Compliance Strategies: The Key to Productivity and Efficiency

- Using Active Safety Technologies to Affect Change
- Key Compliance Strategies – Raising the Bar
- Legal Liability Mitigation Strategies
- Building a Strong Safety Culture – Performance Metrics

Equipment and Maintenance Strategies

- Total Cost of Ownership, Life Cycle Costing and Trade Cycles
- Spec'ing Strategies
- In-House vs. Outsourced Maintenance Management
- Fleet Sizing Models – Developing the Right Equipment Mix

Furthermore, the PFMI provides one of the most effective ways of refreshing your knowledge base and preparing for the **2019 CTP Examination** set for Saturday, February 9, 2019.

Please note there is a special **Exam Preparation Workshop** that immediately precedes the Institute, on Friday, January 11. A separate registration is required.

All learning sessions and networking opportunities for the 2019 Private Fleet Management Institute will be held at the Omni Jacksonville Hotel, 245 Water Street, Jacksonville, Florida, 32202. NPTC has reserved a block of sleeping rooms at the special discounted rate of \$148.00 per night. To make your reservation, call the Omni Jacksonville Hotel at (904)355-6664 and identify yourself as attending the "NPTC Private Fleet Management Institute".

For more information about the Fleet Management Institute or the special one-day certification exam workshop, visit NPTC's website at www.nptc.org, or call Tom Moore at (703) 838-8898.

PFMI FACULTY

NPTC WISHES TO EXPRESS ITS THANKS

and appreciation for the following private fleet professionals who will serve as the 2019 PFMI Faculty:

Lewis Allen, CTP

Director of Fleet Operations, Aaron's, Inc.

Brian Antonellis, CTP

Vice President, Bulkmatic Transport

Meghan Chan, CTP

Fleet Safety & Compliance Manager, Mondelez Global

Jeremy Decker, CTP

Transportation Safety Manager, The Mennel Milling Company

Scott Duvall, CTP

Regional Supervisor of Driver Operations, Medline Industries, Inc.

Chris Fada, CTP

General Manager, Ross Transportation Services, Inc.

Keith Frantz, CTP

DOT Manager, ADM Trucking, Inc.

Tom Moore, CTP

Sr. Vice President, National Private Truck Council

Bedford Monday, CTP

Facilities Operation Manager, The Schwan Food Company

Gary Petty

President and CEO, National Private Fleet Council

Kevin J. Podmore

Vice President Of Fleet & Strategic Sourcing, United Site Services, Inc.

Todd Porter

VP, Safety, Sentinel Transportation, LLC

Mari Roberts, CTP

Sr. Director of Transportation, Frito-Lay, Inc.

Mike Schwersenska, CTP

Director of Transportation and Logistics, Brakebush Transportation, Inc.

Andrea Viele, CTP

Group Transportation Mgr., Nestle Transportation Co.

Ed Welch, CTP

Capital Sourcing Manager, Perdue Farms, Inc.

SAVE THE DATE!



MAKE YOUR PLANS NOW to attend the NPTC 2019 Annual Education Management Conference and Exhibition in Cincinnati April 14-16, 2019, at the at the Hilton Cincinnati Netherland Plaza Hotel and the Duke Energy Convention Center in Cincinnati, OH. NPTC 2019 will feature general sessions, workshops and interactive roundtable discussions as well as an exhibit – all geared at improving your knowledge of private fleet operations, awareness of best practices from other leading private fleet professionals, and exposure to top private fleet resources, solutions and suppliers.

The Annual Conference Planning Committee, representing both Fleet and Allied NPTC Member companies, has assembled an expanded line-up of 30 high-impact education workshops that will be offered.

The Exhibit Hall is quickly filling up with companies that will be showcasing state-of-the-art equipment, technology and services catering to the transportation industry.

DON'T FORGET THAT "YOU MUST BE PRESENT TO WIN," SO MAKE YOUR PLANS TO JOIN US IN CINCY!

CTP PROFILE BY GARY PETTY PRESIDENT AND CEO NATIONAL PRIVATE TRUCK COUNCIL



Jody Sandy, CTP
Vice President, Supply Chain
Hy-Vee, Inc.

“Five Amazing Days”

NPTC IS PLEASED TO ANNOUNCE THE 2019 PRIVATE FLEET MANAGEMENT INSTITUTE (PFMI) scheduled for January 12-16, 2019, at the Omni Jacksonville Hotel in Jacksonville, Florida. This Institute, which has been conducted annually for two decades, is widely praised by participants as an absolutely first-class learning experience like no other in the industry. For many, it is remembered as “five amazing days” and the best conference ever attended.

For **Jody Sandy, CTP**, like many attendees over the years, the PFMI was her first event and initial introduction to NPTC. Jody has 17 years of experience as a supply chain expert with Hy-Vee, Inc., an Iowa-based grocery retailer with more than 245 store locations in eight states across the Midwest.

The company’s private fleet of 227 tractors, and 573 trailers provides a quality level of differentiated customer service to the stores. Drivers are typically out and back from their runs each day and are home at night, a strong selling point for driver recruitment and retention. Hy-Vee’s reputation as a great place to work is aided by word-of-mouth “advertising” from drivers who have been with the company for many years; in fact, employee longevity is a company hallmark.

Jody joined Hy-Vee as a summer intern while completing her B.S. degree in Supply Chain Management at Iowa State University. She assumed a full-time position as supply chain analyst after graduation. After serving in progressively more responsible positions, she was promoted to her current position of vice president of supply chain last year.

Last year, she noticed an article about the Institute in a trade press publication and thought this might be a good refresher on the latest corporate transportation practices. “I assumed it would be a useful state-of-industry overview for my purposes, but what I experienced was beyond anything I could have imagined,” says Jody.

“The Institute operates at a very high level. There is great take-away value, in-depth yet practical solutions, new ideas and practices, which can improve your company’s private fleet and overall transportation network. I have never learned so much at one event in my entire career. In fact, this is by far the best

conference I’ve ever attended.”

The PFMI curriculum consists of the five core disciplines of private fleet management, and are also the subjects covered in the CTP Examination: finance, human resources, operations, equipment maintenance, and safety.

The latest developments in technology and data management are featured as well. Typical group discussion topics are right-sizing the fleet’s business model; building KPIs; true fleet versus outside carrier costs; defining customer service; justifying the private fleet; ROI for active safety technologies, etc.

A faculty of 20 leading private fleet managers, virtually all CTPs, designs the Institute program as an interactive learning experience. Attendees are exposed to core disciplines exemplified in best policies, practices, and proven solutions used by successful private fleets.

“You need to know transportation and have industry experience,” Jody cautions. “Every attendee is expected to be a contributor. The combination of fleet and supplier representatives worked well and added value to every discussion. I found this very helpful.”

An unanticipated side benefit for Jody was earning her CTP designation. She did not register separately for the CTP Exam Prep Workshop or plan to become a CTP. Going through the Institute changed her mind, however.

“After learning so much and being inspired by CTP candidates in attendance who were preparing for the CTP exam, I felt motivated enough to go for it. I studied really hard including practice writing several case studies.”

Jody did well enough to be honored at the NPTC Annual Conference as the recipient of Fleet Owner magazine’s “Top Graduate” award among the Certified Transportation Professional (CTP®) Class of 2018 graduates. This recognition is for being first-in-class with the highest examination score.

“Hy-Vee is a growing company with a great future,” Jody concludes. “Continuous improvement in transportation will help drive success. Involvement with NPTC produces significant benefits for Hy-Vee and justifies further participation.”

NPTC/J. J. KELLER WEBCAST SERIES

Great Success in 2018 and 2019 Lineup Announced!

NPTC AND J.J. KELLER & ASSOCIATES, INC., CONCLUDED ITS 2018 WEBCAST SERIES IN OCTOBER WITH TWO OF THE MOST SUCCESSFUL WEBCASTS in the 13-year history of the webcast series, as measured in the combined total number of registrations: 2,289.

Our special thanks and appreciation are extended to the featured fleet expert presenters: **Troy Kays, CTP**, Sr. Manager, Corporate Safety and Compliance for Papa John's Food Service, who spoke at the October 17 webcast on "Hours of Service – Fatigue Management, and **Jeff Wermuth, CTP**, Director of Transportation, Clifford W. Perham/Shaw's, who spoke at the October 18 webcast on "How To Service A DOT Audit". Both webcasts are now available for downloading on the J.J. Keller website at www.jjkeller.com/nptcinfo.

These webcasts conclude the 2018 NPTC/J.J. Keller & Associates series which featured a total of eight key webcast presentations which, together, attracted the largest number of registrations for an entire year since the program began in 2005.

The lineup of topics for the 2019 webcast series include:

March Webcasts

March 13, 2019: Driver training and coaching/Entry Level Driver Training. As the availability of good drivers in sufficient numbers diminishes, companies are developing drivers from inside the organization, looking at graduates of truck driving schools with no driving experience, and considering other sources of less experienced drivers to meet their hiring requirements. In this webcast, we will look at what companies need to do to establish a training and coaching program that develops the skills and knowledge to make a driver successful, improve safety performance, reduce your liability, and protect your company's reputation and bottom line—no matter what level of experience you require as a hiring standard."

March 14, 2019: Screening Protocols: What's The Future? Hiring a driver is potentially the most "at risk" decision a carrier can make. The key to offsetting the risk is to have a process that uses all possible tools to verify that the driver you are about to hire is not the one that will "ruin the company." With the driver shortage leading to more expansive recruiting efforts and the temptation to lower hiring standards (potentially leading to hiring more problems), it is more important than ever that carriers review their hiring process. In this webcast we will look at the requirements involved in screening and qualifying a new driver, methods to do it quickly and effectively, and strategies that can be used to keep you from "hiring your next problem."

May Webcasts

May 8, 2019: Understanding FMCSA's Item Response Theory Model for Identifying At-Risk Carriers. FMCSA has begun to develop a formal statistical model for estimating a carrier's overall safety using Item Response Theory (IRT). The current Behavior Analysis and Safety Improvement Categories (BASICs) methodology, which uses data regarding violations collected from various types of truck and carrier inspections, has many features in common with IRT models. In an inspection, numerous violations are assessed, and each violation is associated with a single BASIC. In this webcast, we will explore the differences between the two methodologies and their impact on motor carrier safety and operations.

May 9, 2019: How to Use the DataQ System to Remove a Non-Fault Crash from Your Record. DataQs allow you to request and track a review of Federal and State data issued by FMCSA that you feel may be incomplete or incorrect. The system automatically forwards your Request for Data Review (RDR) to the appropriate office for resolution and collects updates and responses for current Requests. In this webcast, you will learn how to spot something that should be in your data or is incorrect, tactics to be used to be successful in filing a challenge, and a detailed explanation of the adjudicated citation policy.

July Webcasts

July 17, 2019: AOB RD to ELD transition: Auditing Electronic Logs (and Using the Other Data That's There). In this webcast we will discuss how a carrier should be auditing logs and taking action on the "other data" that an electronic logging system is generating. We will also discuss what a carrier can do when it comes to daily operations, internal auditing and making sure drivers are not creating false logs or operating unsafely.

July 18, 2019: Fatigue Management Strategies and Hours-of-service. In this webcast, we will discuss the hours-of-service regulations as they stand today and any official action that might be underway to change them. In addition, we will explore how to deal with unassigned driving time (correctly). Developing a company policy on use of the FMCSA "personal conveyance" guidance promotes efficiency, supports safety and protects your company from litigation. We will also look at other methods used counter fatigue, and where information can be found to help you develop a cohesive fatigue management program.

October Webcasts

October 16, 2019: Vehicle Maintenance Requirements and Best Practices. In this webcast we will be discussing the regulatory and non-regulatory aspects of developing, implementing, and making adjustments to a systematic maintenance program that allows for safe, compliant, and efficient operation of a fleet's vehicles. We will discuss how a well-managed vehicle maintenance program can reduce costs and keep your fleet running safely, smoothly, and within the confines of the regulations.

October 17, 2019: How Fleets Are Implementing Advanced Vehicle Safety Systems to Drive Safety. With traffic volumes increasing, and other drivers becoming more distracted, it is becoming more difficult for your drivers to avoid all accidents. This is where currently-available electronic safety systems can help. In this webcast we will have a brief discussion of the electronic safety systems that are presently available on commercial motor vehicles and the specific type of accidents they can help the driver avoid.

In the News



Cameron Hafer, CTP has been named Senior Manager, Corporate DOT Compliance at Performance Food Group



Adam Schipper, CTP, has been named Director of Sales, New Business at Omnitracs



Bedford Monday, CTP, has been promoted to Director of Warehouse Operations at The Schwan Food Company



Matthew Sitlinger, CTP, has been named Service Manager Aim Transportation Solutions in Allentown, Pennsylvania

WASHINGTON REPORT CONFERENCE CALL

AS A REMINDER, ALL NPTC MEMBERS ARE INVITED

and encouraged to participate in the **Washington Report**, the monthly conference call of the Legislative and Regulatory Committee sponsored by **Vigillo, a SambaSafety Company**. The call features NPTC General Counsel Rick Schweitzer's Washington Report. The meeting is held on the second Monday of each month at 11:30 a.m. EST. Last month more than 70 members registered to participate in the conference call.



NPTC ANNOUNCES

2019 SAFETY AWARD APPLICATIONS

NPTC AND LYTX, INC. OFFER TWO DIFFERENT WAYS IN WHICH YOUR FLEET AND YOUR DRIVERS CAN BE RECOGNIZED for their commitment to improving highway safety:

FLEET SAFETY AWARDS: These awards recognize fleets for outstanding and/or improved safety records based on their crash rates. First, Second and Third Place awards are given for Large and Small fleets in each of the three operational categories (local, regional, mixed). These awards also present Gold, Silver and Bronze Seal Certificates to private fleets that have reduced their vehicle accident frequency rates. Applications must be postmarked by Friday, February 1, 2019.

DRIVER HALL OF FAME: The NPTC Driver Hall of Fame honors four exceptional drivers each year who are inducted into this elite group. The minimum qualifications – a driver must have driven three million miles, 20 years or 50,000 hours with no preventable accidents. Drivers must be a regularly-employed full-time, leased, or dedicated driver of an NPTC member company who is actively driving until time of induction. Applications must be received by Friday, February 1, 2019.



2018 DHOF WINNERS NPTC President and CEO Gary Petty (*right*), Jim Rice, CTP, (*second from right*), Vice President, Commercial Leader (Mid-Market) for Lytx, Inc.; and Carol Heinowski (*left*), NPTC Board Chair and Logistics Manager, Safety and Compliance, for Meijer, Inc. congratulate NPTC/Lytx Driver Hall of Fame Inductees (*from left*): Bradley Wacks, Army and Air Force Exchange Service; Frank Rice, Shaw Transportation; and Rob Harmeyer, Batesville Logistics.

COMING EVENTS:

2019 CTP EXAM PREP WORKSHOP
January 11, 2019, Jacksonville, FL

2019 PRIVATE FLEET MANAGEMENT INSTITUTE
January 12-16, 2019, Jacksonville, FL

NPTC DRIVER HALL OF FAME AND FLEET SAFETY AWARD APPLICATIONS DUE
February 1, 2019

2019 CTP® EXAM
February 9, 2019, offered at locations across the country

NPTC ANNUAL CONFERENCE 2019
April 14-16, 2019, Cincinnati, OH

NPTC INSTITUTE BOARD OF GOVERNORS

CHAIR: Mari Roberts, CTP, Sr. Director of Transportation, Frito-Lay, Inc.

VICE-CHAIR: Duane Woods, CTP, Director of Transportation, Albertsons Companies

Teresa Allen-Tignor, Assistant Vice President, National Transportation, Custard Insurance Adjusters

John Anderson, CTP, Director, Sales Engineering, Omnitracs, LLC

Dave Belter, VP/GM Transportation Management-Supply Chain, Ryder System

Abhishek Bharadwaj, CTP, National Fleet Sales Manager, Arconic

Peter Borgen, Mgr., Corporate Carrier Sales, C.H. Robinson Worldwide, Inc.

Robert J. Boyich, CTP, Executive Vice President, CPC Logistics, Inc.

Jeff Bronson, Sr. Director of Transportation, Atlas Trucking & Logistics

Steven G. Bryan, President, Vigillo, a SambaSafety Company, LLC

Brian Casey, Director, Inbound Transportation, Pepsi Beverages Company

Kim Castagnetta, Senior Vice President, Sales and Marketing, TransForce Group

Meghan Chan, CTP, Fleet Safety & Compliance Manager, Mondelez International LLC

Gary A. Ciapetta, CTP, Regional Director, Fleet Sales, Hendrickson

Nick Cindrich, CTP, CDS, Director, Enterprise Safety & DOT Compliance, CVS Health

Bryan Coyne, CTP, EVP & General Manager, Trimble Transportation

Bill Cromling, III, CTP, President, Ross Transportation Services

Luann Dunkerley, Sales Leader – NE Territory, CEI Group

Joseph N. Evangelist, Executive Vice President, Transervice Logistics, Inc.

Kevin Fisher, CTP, National Account Manager, NE, Volvo Truck Leasing System

Keith Frantz, CTP, DOT Compliance Manager, ADM Trucking, Inc.

Steven Garrish, CDS, MBA, CTP, SVP, Safety & Regulatory Compliance, SleepSafe Drivers, Inc.

Jim Harmon, Account Executive, National Accounts, Cummins, Inc.

Bill Hartman, CTP, Senior Fleet Manager, VF Jeanswear

Keith Hazelwood, CTP, Director of Transportation, Batesville Logistics, Inc.

David E. Helge, CTP, CDS, V.P., Maintenance & Safety, Idealease, Inc.

Matt Hendrix, CTP, Senior Director of Fleet Services, Fleet Advantage

Chris Hepler, CTP, Vice President, Truck & Equipment Group, Element Fleet Management

Jonathan Hubbard, CEO and Co-Founder, SpeedGauge

Laura Johnson, CTP, General Manager, NIC Federal

Rick Joyce, National Account Executive, FleetNet America

Adam Kahn, CTP, Vice President, Fleets, NetraDyne, Inc.

Jacob Klingbeil, CTP, Director of Transportation, Walgreens Oshkosh, Inc.

Bob Larsen, Sr. Dir., Business Services Marketing, J. J. Keller & Associates, Inc.

Joe Laskowski, CTP, Director, Fleet Safety & Compliance, MedTrans LLC

Del Lisk, CTP, Vice President, Safety Services, Lytx

Robert L. Mann, V.P. & Assistant General Manager, Vocational Business, International Truck/Navistar, Inc.

Laura McMillan, Vice President, Training Development, Instructional Technologies, Inc.

Mark Melletat, Executive Director, Fleet Sales & Service, WABCO

J. Bedford Monday, Jr., CTP, Director of Warehousing, Schwan Food Company

Andy Oleson, CTP, Product Manager, Mobile, Verizon Connect

William E. Perry, CTP, CDS, Safety & Compliance Specialist, Hill's Pet Nutrition, Inc.

Gayle Robertson, President, BOLT System

Mike Schwarsenska, CTP, Director of Transportation & Logistics, Brakebush Transportation, Inc.

Robert W. Slaughter, CTP, Sr. Regional Operations Manager, Murphy-Brown LLC

George "Bill" Sleeth, Sr., General Transportation Manager, Walmart Transportation

Ron Tartt, CTP, Managing Partner, DRC, Inc.

Andrea Viele, CTP, Group Transportation Manager, Nestlé USA

Daniel E. Vits, CTP, General Manager, Private Fleet, Bridgestone Americas Tire Operations, LLC

John Vosters, Vice President of Strategic Accounts, Fleetworthy Solutions

Don White, CTP, Vice President of Business Development, Cooling Concepts, LLC

Scott Willert, Vice President, Logistics America's Service Line, LLC

Mike Willey, CTP, Assistant General Manager, PACCAR Leasing

James T. Wood, Vice President, Sales, Penske Truck Leasing Company



CTP CLASS OF 2019 NOW FORMING

SIGN UP NOW, BECOME A MEMBER OF CTP CLASS OF 2019, and earn the right to have the prestigious "CTP" letters after your name. As the only recognized national certification program designed exclusively for private fleet professionals, founded in 1993 and now officially sponsored by J.J. Keller & Associates, Inc., NPTC's Certified Transportation Professional (CTP)[®] community is made up of 629 certified practitioners focused on high standards and continuous improvement.

Today's CTP Exam focuses on analytical competencies and assessments that require students to demonstrate depth of knowledge and advanced capacities in problem-solving, writing, analytical reasoning, and prescriptive workable management solutions to real on-the-job situations. This objective is measured in the short answer essay question and case study formats. **The next CTP Exam is scheduled for Saturday, February 9, 2019**, at proctored locations across the country.

Frito-Lay's Director of Transportation, **Mari Roberts, CTP** (*right*), Class of 2009, Chair of the NPTC Institute Board of Governors, says "the CTP credential is more relevant, valuable, and critical than ever."



CTP EXAM PREPARATION WORKSHOP

FRIDAY, JANUARY 11, 2019

**SEPARATE REGISTRATION AND FEE REQUIRED –
REGISTER NOW!**

WHILE THE PFMI PROVIDES ONE OF THE MOST EFFECTIVE WAYS of refreshing your knowledge base and preparation for the 2019 CTP Examination set for February 9, 2019 at proctored locations throughout the nation, you are strongly encouraged (but not required) to also register for and attend the special **CTP EXAM PREPARATION WORKSHOP** scheduled for Friday, January 11, 2019, also held at the OMNI Jacksonville Hotel, that immediately precedes the PFMI. Separate registration and fee required to attend ([click here](#)). The vast majority of successful candidates who pass the CTP Examination participate in the CTP Exam Preparation Workshop and consider it an invaluable "must attend" experience!

**"The CTP credential is more relevant,
valuable, and critical than ever."**

Mari Roberts, CTP



We reduce the risks in your HOS data.

Your drivers' logs produce an incredible amount of data points each day. And you have to manage and make sense of it all in order to identify risks and address them fast.

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