STEELWHEELS.CO™ | CHANGE THE QUESTION.

ADVISORY · COMMERCIAL · IN THE FIELD

EXPOSURE READ 28 · OVERVIEW

THE ACCOUNT

For the short-line or regional railroad that has to keep, grow and price the business that pays.

A read of the accounts on your book: which of them still pay once the move and the track are costed, which traffic to keep or stop chasing, and what tariff or contract would hold each one on the railroad. This overview sets out the question the Read answers and the seven things it examines. Door 20 reads the names. Door 21 reads the rate. This Read costs the account.

07

WHAT WE EXAMINE

Each one read in your records, then against the rate.

ISSUED BY

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THE RECORD No rule is cited on this page.

Animis opibusque parati.

§ 01 A BUSY ACCOUNT IS NOT THE SAME AS A PAYING ONE

WHAT YOU CAME HERE FOR

> *What you came here for:* **How do we keep, grow and attract business that actually pays, and how do we set a rate we can defend?**

You want the traffic that covers the switch, the haul and the track it rides on, customers who stay, and a rate you can sit behind in a room. *You want the book to grow by accounts that pay, not by volume that only looks like growth.*

And under it, mostly unsaid: you already suspect that some of the names you work hardest to keep are the ones that cost you money, and you want that said in figures before the next conversation with them.

§ 02 · THE QUESTION, RESTATED · *which accounts still pay, and what would keep them*

> *The question this Read asks:* **which of our accounts, once the move and the track are costed, still pay, and what tariff or contract would keep each one on the railroad.**

A name on the book is not a result. *Volume without a costed move is a list, not a position.*

Door 20 will tell you who ships, who left and who is within reach of the line. Door 21 will tell you where the rate sits, and how the revenue is divided. Neither one, by itself, tells you whether a given account still pays after the switch is timed, the interchange is billed and the track under it is maintained. **That is the work this Read does, and it is done on your own records before anyone is called.**

So how to find more traffic is the second question. The first is which accounts already on the book are worth keeping, and on what terms.

THE RECORD No rule is cited on this page.

§ 03 EACH ONE READ IN YOUR RECORDS, THEN AGAINST THE RATE

WHAT WE EXAMINE

Seven things decide which accounts pay and how they should be held. *Each is read in your own traffic records, waybills and tariffs, and then against the move as it is actually made.*

	WHAT WE LOOK AT	WHY IT MATTERS TO YOUR RAILROAD
01	Which accounts, once the move and the track are costed, actually pay	A busy name can still lose money on every switch.
02	Which traffic to keep or grow, and which to stop chasing	Volume for its own sake is not a commercial program.
03	How a new account is found and qualified so it arrives profitable	A prospect costed after the first move is a prospect costed too late.
04	The industrial-development tie-in: sites, sidings and transloads, before the site is chosen	The rate is set in the ground, not only on the page, and it is set early or it is set against you.
05	When to publish a tariff, when to write a 10709 contract, and who is owed notice before a rate moves	The instrument you choose is the one you will have to defend.
06	Interline divisions and Rule 11: how your share is set, and when it is reopened	A rate that looks whole can still leave the short line unpaid for the work it does.

THE RECORD No rule is cited on this page.

§ 03 EACH ONE READ IN YOUR RECORDS, THEN AGAINST THE RATE · CONTINUED

WHAT WE EXAMINE

	WHAT WE LOOK AT	WHY IT MATTERS TO YOUR RAILROAD
07	Surcharges and accessorials, including demurrage, as part of the rate and not added after it	A competitive rate with a surprise after it is not a competitive rate.

Door 20, The Book of Business, is the list of names. Door 21, The Rate, is the band. Door 04 is the captive shipper's side of a rate conversation. Door 16 is the switch the rate buys. Door 27 is the first move, including demurrage. This Read points to them. It does not repeat them.

§ 04 · WHAT THIS ADDS UP TO · *and how to reach us*

Seven things show which accounts still pay, which to stop chasing, and what tariff or contract would keep the ones worth keeping. *A costed book changes the conversation with a customer. A volume target never has.*

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Where the Wheels meet the Steel

The work is done on the day each account on the book is either held on terms that pay, released, or priced as a choice you made with your eyes open. The railroader who takes it reads your accounts from your own records and then against the move, signs what he finds and answers for it from the first day to the last, and after. Nobody we send learns railroading on your railroad. Write with the railroad, the account that bothers you most, and the rate it moves under. You will have a reply within one business day, from the principal and not from a form. Writing puts you on no list. If what we find says you have no problem, you will be told so, in so many words.

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FIND IT. NAME IT. DISSOLVE IT. · READ ON THE BALLAST, NOT THE CHART.