

Logistics Has a Trust Issue

An Introduction to The Supported Shipper | Part Two

Shippers do not trust carriers. Carriers do not trust shippers. No one trusts the brokers.

And they are right. All of them.

Hard pressed, I am, to think of another industry where three groups, allegedly working toward the same outcome, can operate with such different incentives. Everyone depends on everyone else, yet too often they operate like opposing sides instead of partners in the same chain.

Given my early background as Director of Pizza Operations — read: 17-year-old assistant manager at Little Caesars — the metaphor is this: cheese working against the pepperoni, pepperoni working against the cheese, and everyone blaming the sauce. Sinful, but the comparison holds.

Brokers understand the market. Carriers understand their costs. Shippers are consistently expected to make important financial decisions without full information.

Three Parties. Three Sets of Incentives. One Chain.

Shippers need freight moved on time, without damage, on or under budget. They need to clear inventory, maintain production, satisfy customers who do not care about transportation complexity, and control shipping costs to protect margins. They often work within budgets set from above, under pressure to spend less while expecting more.

Carriers, whether owner-operators or fleets, are the physical solution to that need. But they operate under their own pressures. Supply and demand shift. Fuel costs move. Spot rates adjust daily, sometimes hourly. Delays consume hours of service and affect the next scheduled load. Carriers are often pushed into a race to the bottom on rates. That pressure can lead to rate jumping, bad bounces, and short-notice cancellations as carriers try to stay in business another week, or another day.

Brokers sit in the middle. They are the intermediary, the linchpin, the Mr. or Mrs. Wolf. A load has a problem; brokers solve problems. They match the shipper's need to carrier capacity, manage the load, troubleshoot when things go sideways, and charge accordingly.

The spread between the shipper's agreed rate and what the carrier receives is the broker's margin. It is also one of the central sources of trust tension in the industry.

Shippers suspect they are being overcharged. Carriers suspect they are being underpaid. Both suspicions are sometimes correct. Sometimes not.

When a Load Goes Sideways

When a load goes sideways — a delay, the wrong equipment, a detention situation — nobody wants to absorb the cost. The shipper does not want to pay more on a load already budgeted. The carrier wants to be compensated for time lost or miles driven. The broker does not want the solution to come out of margin.

Everyone waits.

Everyone points.

Everyone has a position.

Everyone has an agenda.

And they are right. All of them.

AI will not fix that trust problem by itself. In some cases, it may simply make unclear freight decisions look cleaner, faster, and more confident than they really are.

The Real Problem Is Clarity. Not Activity.

In logistics, distrust rarely comes from a lack of activity. It comes from a lack of clarity. Too many important conversations happen after the load is already in motion, when money, time, and expectations are colliding under pressure.

I once read that conflict in any relationship stems from unmet expectations. Digging one level deeper, expectations are often unmet because they were never defined. Not clearly communicated. Just assumed.

Call me Dr. Phil. Or not.

The solution is better communication before the shipment moves. Not vague communication. Not reactive communication. Not 'we will figure it out if something happens.' Real communication defines roles, responsibilities, performance expectations, and potential costs before the load is booked, not after it starts falling apart.

That clarity is exactly what most shippers never get. That is what The Supported Shipper exists to change.

That Is Where I Come In.

The Supported Shipper is a shipper-side freight intelligence system built for small and mid-sized companies that want clearer freight decisions, stronger vendor accountability, and lower avoidable freight cost.

The core offer is the Freight Decision Review: a structured review of freight spend, lane pricing, broker and 3PL performance, carrier mix, invoice and accessorial leakage, routing discipline, and AI freight readiness.

The work combines 30 years of legal, brokerage, sales, negotiation, and business judgment with AI-powered analysis to deliver answers a dashboard cannot give you and a vendor may not volunteer.

I have been a top-performing broker on the other side of the quote. I know how that conversation works. I know what gets left unsaid, what gets buried in an invoice, and where shippers often lose money they never knew they were spending.

I do not sell trucks, brokerage, software, or managed transportation through The Supported Shipper. The work is built around shipper-side clarity: helping shippers understand pricing, performance, invoices, vendor claims, and AI-assisted freight decisions before they accept the answer.

The cheese does not need to trust the pepperoni. The pepperoni does not need to trust the cheese. But somebody better understand the sauce before the whole thing burns.

That is the work. That is where I come in.

Shippers need to be supported.

ABOUT THE SUPPORTED SHIPPER

The Supported Shipper is a freight intelligence system for small and mid-sized shippers that want clearer freight decisions, stronger vendor accountability, and lower avoidable freight cost.

Founded by Joseph Garcia — a former top-performing freight broker at RXO, ranked top 5 at branch level and top 25 companywide, with 23 years of legal affairs and business development experience — The Supported Shipper gives shippers a practical inside view of freight pricing, broker communication, accessorial exposure, invoice leakage, and AI-era freight decision-making.

Services include Freight Decision Reviews, AI Freight Readiness Reviews, invoice and accessorial leakage analysis, broker communication review, and B2B freight content grounded in real industry experience.

See freight clearly. Decide with confidence. Control costs.

thesupportedshipper.com

Joseph Garcia is the founder of The Supported Shipper. Thirty years of combined experience across legal affairs, business development, and freight brokerage.
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