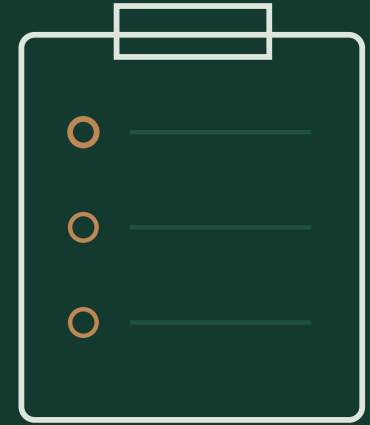


Red Oak Freight

Freight lanes matched to a paid fleet.



Fictional prelaunch

Empty miles still cost.

Available units → completed work → fees



Demand and completion are assumptions.

Paid work will test time and margin.

A clear scope.

A controlled delivery process.



Agree



Schedule



Deliver



Collect

One agreed scope. Documented acceptance.

Start with a reachable buying occasion.



Shippers

A defined regional load

Intermediaries

A suitable contracted movement

Schematic; buyers and area to validate.

Defined billing units. One shared service mix.



Spot freight 35%	2.90
Dedicated lanes 30%	3.10
Expedited 10%	3.75
Multistop retail 15%	3.35
Drop and hook 10%	2.85

USD / loaded mile.

Compete on the job and the commercial terms.

Possible alternatives

Another carrier

Broker-arranged capacity

A different shipment plan

Check before booking

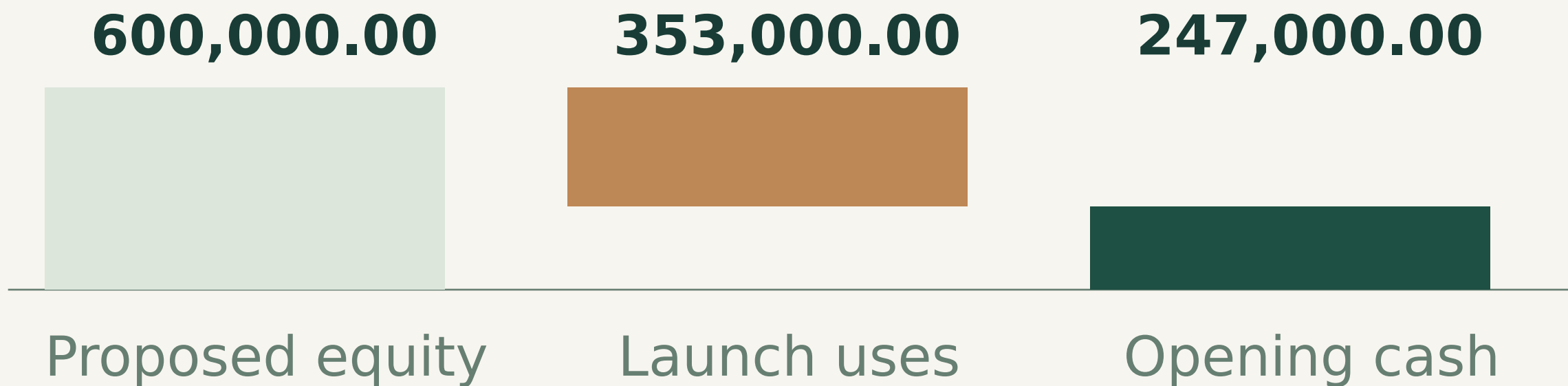
Lane and cargo fit

Loaded and empty effort

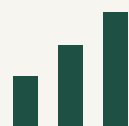
Delivery and collection

Compare equivalent work and written terms.

Fund the launch. Keep a reserve.



Year 1 net loss: USD -141,035.80



Proposed team.

Clear delivery responsibilities.



Monthly base pay

Drivers	18,000.00
Dispatch billing	2,500.00
Operations manager	3,750.00

Paid drivers and support serve the same fleet.

Prove the job economics before adding capacity.



Prelaunch. These are the next tests.

Proposed external equity.

USD 200,000.00

Owner contribution: USD 400,000.00

Terms and funding remain uncommitted.

Project payback: not reached within 36 months