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Supply Chain Management Internship – J.B. Hunt

By:

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**An Experiential Report for the degree Bachelor of Science in Business Administration
in Supply Chain Management.**

**Sam M. Walton College of Business
University of Arkansas
Fayetteville, Arkansas**

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Introduction and Company Background

Introduction

Whenever I went to my grandmother's house as a kid, I would have the best time watching the trains that passed right next to her house. I would wave, yell, and try to get the conductor to blow the whistle. It wasn't until I started my internship at J.B. Hunt in the spring of 2022 that I realized how the train next to my grandma's house played a crucial role in the work I was doing in the Intermodal department. Transportation is the unsung hero of supply chain and I have had the incredible opportunity to play a small part in the supply chain all around us.

Background and Company Overview

J.B. Hunt Transport Services, Inc. is a transportation and logistics company based in Arkansas, USA. The company was founded in 1961 by Johnnie Bryan Hunt and Johnelle Hunt. They began with five trucks and seven trailers, and eventually grew their business into one of the largest trucking companies in the United States. In the 1980s, the company expanded into intermodal transportation, which involves using multiple modes of transportation (such as trucks, trains, and ships) to move goods. Today, J.B. Hunt is a Fortune 500 company and a leader in the transportation and logistics industry, offering a wide range of services to customers across North America. These services include Dedicated, Intermodal, Truckload, and Final Mile, offered to customers in Mexico, Canada, and the United States.

Company Culture

J.B. Hunt is known for having a strong company culture that emphasizes teamwork, innovation, and a focus on customer service. The company also stresses the importance of diversity and inclusion and works to create a welcoming and supportive environment for all employees. Being a transportation company, it is important that J.B. Hunt has an extremely strong stance on safety, for their driver's, employees, and for the communities in which it operates.

Personal Learning Objectives

This section summarizes my learning objectives for my internship. These objectives are to:

- Learn how to analyze and evaluate intermodal transportation options based on cost, time, and other relevant factors.
- Gain proficiency in using industry-specific tools and software, such as transportation management systems (TMS) and intermodal transportation platforms.
- Develop skills in communication and collaboration with team members and stakeholders, such as shippers, carriers, and drivers.
- Learn how to identify and mitigate risks associated with intermodal transportation, such as equipment failure, weather-related delays, and driver shortages.

Analyze Intermodal Transportation. Through booking appointments and being in direct contact with many of J.B. Hunt's receivers, it is important for this internship to know what is going on with any specific intermodal load. Being the direct point of contact for a receiver means that you need to have the answers to any question that they have about a specific load, so analyzing and understanding what is happening with loads is extremely important.

Industry Specific Tools. A big part of analyzing intermodal transportation is utilizing the technology that J.B. Hunt has implemented to help all parties get information quickly and efficiently. Using Hunt's systems of HOST, Appointment Manager, and the 360 platform were crucial to my day-to-day operations in the office. Being able to effectively navigate the HOST system was important to respond to receivers or operations in a timely manner regarding specific details about a loads location, delays, or any other detail that could be important to know whilst delivering or transporting.

Communication and Collaboration. At the J.B. Hunt on the Hill office, we are not directly attached to the corporate office. Because of this, our transportation with teams such as Customer Experience, Operations, Regional Service Managers, and others needs to be clear and concise. As well as communicating with the teams at corporate or in the field, communication in our office is also extremely important. Working on the TCI (Temperature Controlled Intermodal) team required the four interns on the team to work extremely closely and share in the responsibilities that came with temperature-controlled freight.

Risks with Intermodal Transportation. While shipping a load via Intermodal is the most cost effective and environmentally friendly shipping option, it is hard to predict delays that are coming up. Putting a load on a train and then onto a truck increases the amount of delays that the load could face. Being able to use J.B. Hunt's systems to correctly determine the cause of delay and report that back to the corporate teams and the receivers is extremely important to keeping J.B. Hunt's reputation for on-time delivery and reliability in-tact.

Project/Assignments/Responsibilities Details

During my tenure as an Intermodal intern with J.B. Hunt, I undertook various daily responsibilities which gradually became more specific and time sensitive when I joined the Temperature Controlled Intermodal (TCI) team. Working with the TCI team necessitated constant communication with the TCI Customer Experience team to ensure that our receivers were getting the personalized attention they deserved. My team and I were always on the phone, sending emails, or updating websites to keep receivers and operations up to date with load updates. When the rail strike occurred, it became one of my responsibilities to transfer a portion of a large customer's TCI loads to Over the Road (OTR) to avoid dwelling fees, gas depletion, and product spoilage in case the strike went ahead. Although it was a challenging week that demanded longer hours than anticipated, I was determined to ensure that my team would be well-prepared to deal with any consequences if the strike went ahead.

In my last month of the internship, my boss had all of the interns in the office create a "Spring Project" where we discussed what we like about our internship and what we would like to see changed moving forward. My project was based on the training procedures of the office and how I would have liked to have a specific "Intern Guide" with basic tips, tricks, and Standard Operating Procedures to help me through my first few weeks where I was nervous and didn't want to ask silly questions. My bosses liked the idea of an Intern Guide so much that I was tasked with taking two weeks to create and complete a manual that will be printed and distributed to every intern that comes into the Fayetteville office from now on.

Analysis/Implications for the Company

Weight Audit Process

Business Problem

There are always interns coming and going out of the J.B. Hunt on the Hill Intern Office. It is inevitable when your employees are primarily college-aged students. One thing that I had noticed after starting in April of 2022 was that there was not a specific training program in place for new interns coming into the office. Being trained by other interns was a great experience to get to know my co-workers and get integrated into the office culture, however, there were many discrepancies in the ways that different people did things. While everyone has different work styles, it was a bit confusing to hear different ways to do things that I had never seen before.

Plan of Action

I submitted my project proposal to my bosses, Carey and Jeanene. They looked over all the spring projects and decided that my project was one that they wanted to be implemented. I began by looking over the training manual that I had been given when I started as an intern and picked the pieces that I wanted to keep. The Fayetteville office doesn't use all of the same information that the corporate appointments office uses, so I chose to highlight the information that is relevant to the Fayetteville intern office. I then broke down the manual into the following sections: Day to Day, FCFS, Email, Call, Codes/Keys/AComms, Receivers/Multi-Stop/Equipment, Meet the Team, and Team Info. On each of these pages, there are details regarding the relevant information that the interns need to understand different situations and work with different receivers.

An example of the content on the "Day to Day" page is the following content: You are responsible for scheduling, rescheduling, and monitoring delivery appointments for intermodal shipments. Must over communicate with receivers and other departments of J.B. Hunt. In J.B. Hunt terms, intermodal means rail and truck. Clock in via workday Check Personal Email for updates from Carey, Jeanene, or Kristi. Open Teams. Log in to HOST. Open Appointment Manager. Log in to Cisco Jabber and Cimplicity and put on Go Ready. Check Schedule for assignment. At the end of your Day Log out of Team/Dept Files Last shift of the week- Review and submit your time!!!! When wanting to request time off, you need to email Carey and Jeanene and ask for the dates you need off, as far in advance as you can. Below is an example for how to ask for time off (include if you want to take PTO) Subject: Spring Break Time Off// Good morning! Could I take my PTO during the dates of March 20th-23rd? I am planning on going to New York with my roommates for spring break. Let me know whenever, thank you.

Through creating this manual, I am hoping that it will serve as a basis for change that is to come at the J.B. Hunt on the Hill office. I recommended that an updated training program be implemented alongside the new manual. I am confident that through these two steps, J.B. Hunt Fayetteville interns will be well equipped to take on training and retaining new college aged interns.

Conclusion and Personal Evaluation

After my time on the TCI team, creating the Fayetteville Intern Guide, and working at the J.B. Hunt on the Hill Office, I have had my eyes opened to a new world. The transportation industry is completely different when you are placed into a situation where you are a little piece of a huge puzzle. While sometimes it is easy to feel like you are just an intern or people have bigger roles and responsibilities, there are so many people to remind me that the puzzle is not complete without my piece. The real-world experience that this internship granted me will be carried with me wherever my career takes me.

Working in the intern office was such an amazing experience. Getting to work hand in hand with other students that are also learning the delicate balance of working an internship, being a full-time student, and being a college student was so rewarding. I truly learned just as much from my co-workers as I did from my internship work. While we were all building our hard skills and expanding our knowledge of supply chain, we were also learning how to communicate, work in diverse teams, time management, and the ever-present idea of work-life balance.

Being able to leave my Intern Guide for an office that just continues to gain responsibility and grow was such a rewarding experience for me. I was honored that my bosses trusted me enough and believed in my work throughout the year so much that I was able to create something that will shape many intern's months or years at my office.

My internship was one of the best decisions that I made throughout my four years at the University of Arkansas. When I started at the Walton College of Business, I did not think I would be ending my senior year as an intern at a transportation company, but it brought so much perspective and a new meaning to learning. I am grateful to J.B. Hunt and my specific office and am thrilled that I was able to be a part of shaping the next group of interns and hopefully the future of J.B. Hunt.

Addendum

5 Key Takeaways From my Supply Chain Internship

As I continue my internship at J.B. Hunt during my final semester of college, I have been reflecting on what being an intern at a transportation company has taught me about supply chain. As I have been in my role for about 10 months now, I have learned a large amount in my Walton classes that tie in directly with my day-to-day at J.B. Hunt. It has been an amazing experience to take what I have learned in the classroom and apply it directly to the work I am doing. Through communicating with receivers, collaborating with Operations and the Customer Experience team, and working directly with the other interns in our office, I have experienced many challenges and many triumphs. These are my 5 key takeaways from my 10 months with J. B. Hunt.

1. Expand your viewpoint. When I started at J.B Hunt, the only work experience I had was at smaller companies in Fayetteville, doing social media marketing. While Marketing is my second major (and something I am passionate about), I was able to gain an entirely new insight to what a Supply Chain looks like. Being able to take what I was learning in class and directly see it come to fruition in person was the first time I was able to understand how my classes were making an impact on what I was going to be doing in the future. Being able to step out of my comfort zone and go to a Fortune 500 transportation company was not something that I was anticipating but has helped me grow and expand my viewpoint on what life looks like outside of college.
2. Create meaningful connections. Being in an office with 25 other students and people I admire, is a really great work environment. It has taught me a lot about being able to connect with my peers and those close to me. I also have worked with people all over J.B. Hunt, from Operations to Customer Experience. Being able to learn more about the different departments that are all working towards a common goal has let me relate what I have learned about supply chains come to life in front of my eyes.
3. Utilize your strengths. Coming into J.B. Hunt, I have been able to learn how to identify where I am strong. Moving over to the TCI (Temperature Controlled Intermodal) team has taught me a lot about my ability to pay attention to details and where I need to be organized. Being able to focus on those detail-oriented tasks has allowed me to continue to succeed and enjoy what I am doing.
4. Work on your weaknesses. While it is fulfilling and rewarding to be able to utilize your strengths at work, it also rounds you out as an employee and person, to work on your weaknesses. While I really enjoy paying attention to detail, it can sometimes be to my detriment. As my boss says, "Keep it moving," I am reminded to let go of things that I want to fix or spend too much time on. This lesson is so important when it comes to supply chain. There are so many moving parts and spaces to work on, that one small detail truly will not mean the end of the world. Being able to learn this now will help me remember that while the details aren't important, they are not the end all be all of a supply chain.
5. Allow each day to be its own. While the good days for sure outweigh the bad, it is easy to let the bad days overshadow the good ones. Being able to step away, take a deep breath, and allow yourself to go back into each day with a new mindset has been something that has helped me tremendously. While it's not easy being a full-time college student, working as part-time intern, maintaining relationships with friends and family, and trying to soak up all the lasts of my senior year, it has been so fulfilling to get up each day and work hard at what I really enjoy doing.

Being an intern at J.B. Hunt has been the greatest experience and I can't wait to continue learning about the business, my role, and how it is preparing me to enter post-grad life with confidence.

Reflection 2- What skills does a supply chain intern use on a daily basis?

Coming into my supply chain internship at J.B. Hunt, I was unsure what to expect and what would be expected of me. I felt well prepared from my variety of classes in supply chain, marketing, management, and general business, but was worried that I would fall short of what was expected from me. During my first week in my internship, I quickly came to realize that while my knowledge about supply chain gave me a great foundation for doing a job based in the Intermodal department, the soft skills that I have acquired made all the difference in adjusting to a new job. Below are a few of the skills that have greatly benefitted me as a supply chain intern at J.B. Hunt and as a business professional upon my graduation in May.

1. Curiosity

As someone who has never had a job in transportation before, an intermodal internship was a big step. J.B. Hunt's systems and processes were something I had never seen before and I was training with other interns on how to respond to receiver's emails, book time-sensitive appointments, collaborate with other departments, among a wide variety of other tasks. It would have been easy to come to work and do the bare minimum of getting my tasks completed, but I found it important to ask questions about why we did things the way we did. I wanted to learn how the transit time was calculated, what keys helped you find different information in HOST (J.B.'s system), and what BOLs and packing slips looked like and meant. Being curious helped me understand Intermodal as a whole and helped me move teams after a few months in the office.

2. Professionalism

As a member of the Walton College of Business, we follow the mission of "Being EPIC." The P in EPIC stands for Professionalism, which integrity, respect, humility, and inclusion fall under. I have found that these skills are crucial to being a productive member of a team. Through demonstration of these skills through Walton faculty and my peers, I felt well equipped to demonstrate these skills in a corporate setting. Through my classes I have learned the little things that demonstrate professionalism in all settings. Showing up to things on time, learning proper technology etiquette, and knowing how to lead an effective group are all things that have transferred over to the business world.

3. Grit

I have always found it important to push through the bad days, because they are bound to happen. I always chalked it up to just being a part of life, but after listening to The CMO Podcast with Mike Evans for one of my classes, I realized the importance of knowing it as grit. In the episode, Mike describes the characteristic that he embodies as being grit, "When you're working on something, succeed and get through it. You have to make it happen one way or another." I really appreciated the honesty in this statement. Sometimes it just takes getting through the day, one way or another. A moment when this quote rang true was during the railroad negotiations. The rail would not take refrigerated units in case the rail was shut down, so my team was forced to make decisions on how we would get our customers their product. It was long days and not the most fun, but it required a bit of grit and perseverance to get the job done.

There are many skills that I have acquired throughout my four years in the Walton College of Business, and especially in the J.B. Hunt Department of Supply Chain Management, but these are the three that stuck out to me the most. I have had such a smooth transition into my internship because of the hard and soft skills that I have gained. Being able to take the things that I have learned and apply them in a different has been the most rewarding and enriching experience.

Reflection 3- Sustainability in Supply Chain: Building Blocks at J.B. Hunt Lead to a Cleaner Future

As a senior about to face the business world head on, a topic that has come up in a lot of my classes has been sustainability. I have always taken a particular interest in what companies are doing to improve their impact on the world around them and throughout my time at J.B. Hunt, have done my research to see where we are as a company, and where we plan to go.

Intermodal: I am proud and excited to be a part of an innovative form of transportation, that is effective at saving customers money and saving the earth at the same time. Intermodal transportation at J.B. Hunt utilizes both train and truck, effectively cutting times, costs, and pollution risks. According to an article released by J.B. Hunt at the end of the 2022 calendar year, “Intermodal shipping is 2.5 times more efficient and cuts carbon emissions by 60 percent compared to over-the-road transport alone. Over the past decade, J.B. Hunt’s intermodal service has helped avoid an estimated 30 million metric tons of CO₂e emissions.”

J.B. Hunt has plans to continue to expand their Intermodal segment, even though they currently hold the largest North American intermodal fleet. Growth is project to increase by at least 40% and a shift could be seen to intermodal by up to 11 million loads. This is an exciting time to be learning and innovating in the Intermodal field and I have greatly enjoyed getting to experience this growth with J.B. Hunt.



CLEAN Transport Carbon Calculator: Released in 2022, the CLEAN Transport Carbon Calculator allows for J.B. Hunt customers to investigate and average their transportation emissions. All of J.B. Hunt’s Intermodal customers have access to the tool, with plans to expand to their other segments. “J.B. Hunt is committed to leading the industry toward a low-carbon future,” said Craig Harper, chief sustainability officer and executive vice president at J.B. Hunt. “Many of our customers are working towards short- and long-term sustainability goals, and CLEAN Transport will serve as a great extension of the efforts they’re already taking to reduce the carbon footprint of their supply chain.” Through innovations such as the CLEAN calculator, J.B. Hunt is allowing for visibility and transparency with their customers.

J.B. Hunt 360°: Focused on reducing empty miles, J.B. Hunt has completely revamped their 360° program, allowing for carriers to book and receive loads quickly and seamlessly. Boasting features such as three-minute quote and booking time, finding capacity from a large pool, and have immediate and full access to shipping information; carriers are in complete control of their freight and their carbon emissions. Drivers can have full visibility of where loads are and can maximize their time and mileage by picking up and dropping off loads close to one another. This is another example of J.B. Hunt’s commitment to reducing their carbon footprint and showing increased awareness towards sustainability.

Sustainability is one of the things from my classes that I have been passionate about. I know now that it is possible, and beneficial, for a company to focus on sustainability within their supply chain. Seeing the correlation between J.B. Hunt’s efforts towards sustainability and my classes discussions and research into supply chain efficiency has been a great experience. Knowing where a company that I work for stands is extremely important to me. Knowing that they are making active strides towards those standards and goals is even more important. I am extremely grateful that I have laid a strong foundation for my career and my standards for a company with my internship at J.B. Hunt. As one of my professors often says, “You aren’t just getting a job, you are starting a career.” Proud is a great word to describe how I feel about starting a successful career as an intern with J.B. Hunt.

Reflection 4-

RAIL DELAYS- WHAT ARE THEY?

Breaking down the reasons behind
late Intermodal deliveries

RAMP CONGESTION

Ramp congestion can occur because of a variety of different reasons: bad weather, dwelling containers, increased freight, receiver capacity, and more. With an increased number of containers in the railyard, it may be harder for loads to deramp or be picked up by trucks, causing a backup in the railyard.



LATE TRAIN

A number of things can delay a train from their scheduled arrival at the rail yard. Reasons vary from mechanical issues, ramp congestion at a crosstown, train derailment, and many others. ,

MISSED CROSSTOWN

When the railroad delivers a container or trailer from one railroad to another for continuance of the move, this is a crosstown. The most common locations for crosstowns for JBH are Chicago and Southern California. With a large amount of freight coming through these yards, it is easy for freight to get delayed and miss its train to the final location.

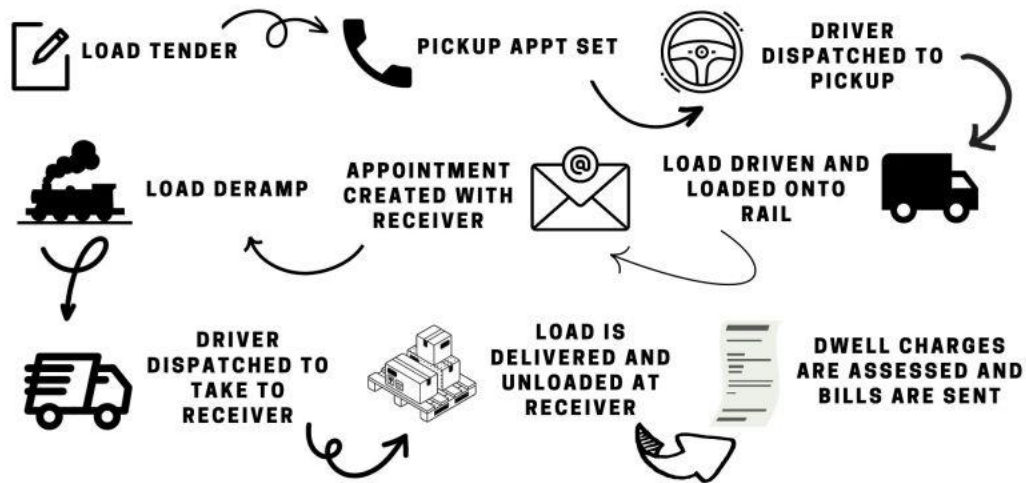


ORIGIN FAILURE



Origin Failure is when a container gets left off of the train at the rail yard. With this rail delay, the only solution is to get the load onto the next train. It could have been left off for a number of reasons, the most common being a late arrival to the rail yard with no time to load onto the train.

LIFE CYCLE OF A JB HUNT INTERMODAL LOAD



Reflection 6 – LinkedIn Video Post with Parker Shearon and Garrett Locknar



