



***FORWARD
IN FOCUS***

From Ideas to Impact: Building An Innovation Engine That Delivers

Monday, September 14 8:00-9:30 am CT



Building An **Innovation Engine**

Inside Dot Foods

“

If the rate of change on the outside
exceeds the rate of change on the
inside...the end is near.

- JACK WALSH

A piece of paper is 0.135mm thick.

How thick is it if you
fold it in half

50 times?

13 folds = 1 meter

20 folds = 1 football field

38 folds = around the Sun

50 folds = the Earth to the Sun



Jeff Barry

Dot Foods
Director of Innovation

A Provocateur's **Journey...**



BRAND Promise



TRUSTED
VALUES



INNOVATIVE
SOLUTIONS



SHARED
GROWTH

Be recognized by our partners as the most innovative company in food distribution by looking ahead, developing new business models, and investing to solve problems.

THE INNOVATION Process



1. THIS IS **AWESOME**

2. THIS IS TRICKY

3. THIS IS **TERRIBLE**

4. I **AM** TERRIBLE

5. THIS MIGHT BE **OK**

6. THIS **IS** AWESOME



INNOVATION TRENDS IN Supply Chain





Through the Start-Up
Lens to discover

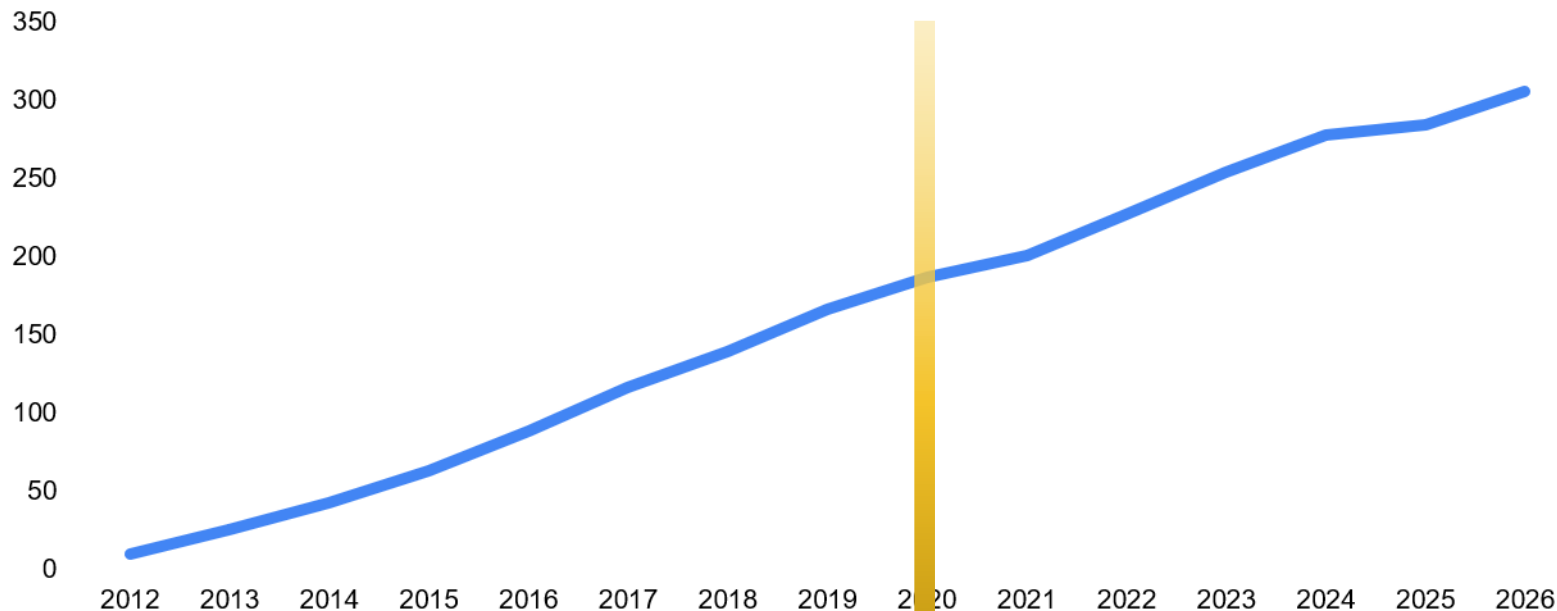
What's Next?

Monitoring the startup ecosystem gives us an early view of the technologies, business models, and emerging capabilities that will reshape the supply chain.

It helps us **identify disruptive trends** before they become mainstream, evaluate **potential partners**, and **stay ahead** of competitors.

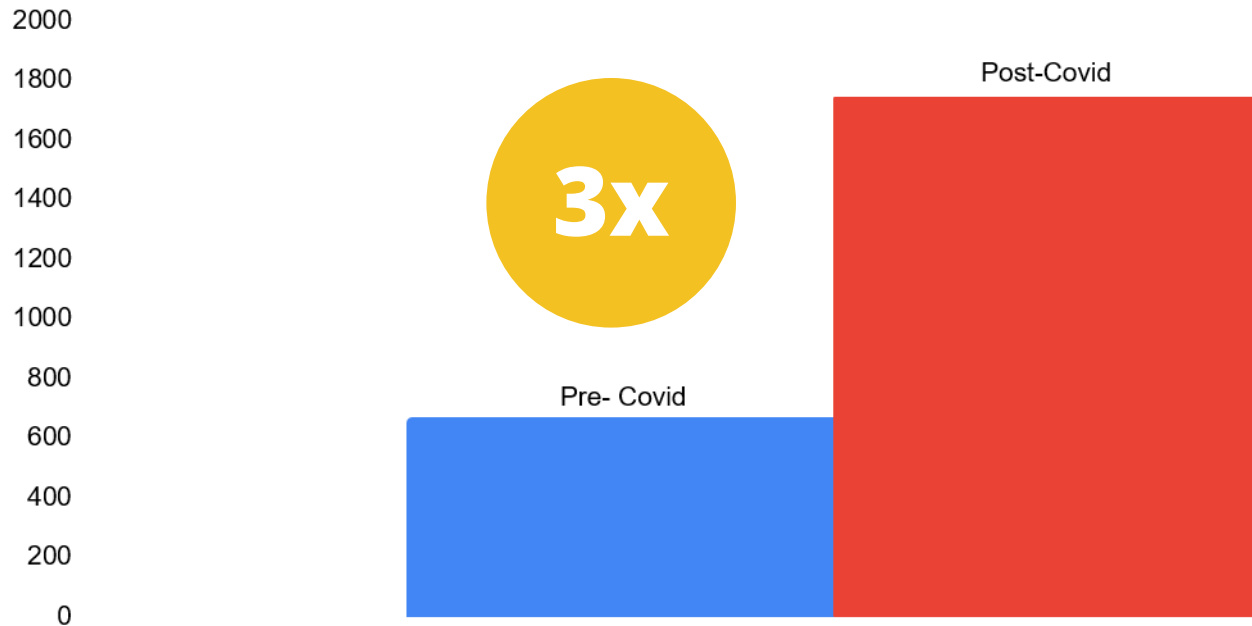
More importantly, it enables us to shift from reacting to change to **actively shaping where we invest, experiment, and innovate.**

Supply Chain / Logistics Startups Founded Per Year, 2012-2026

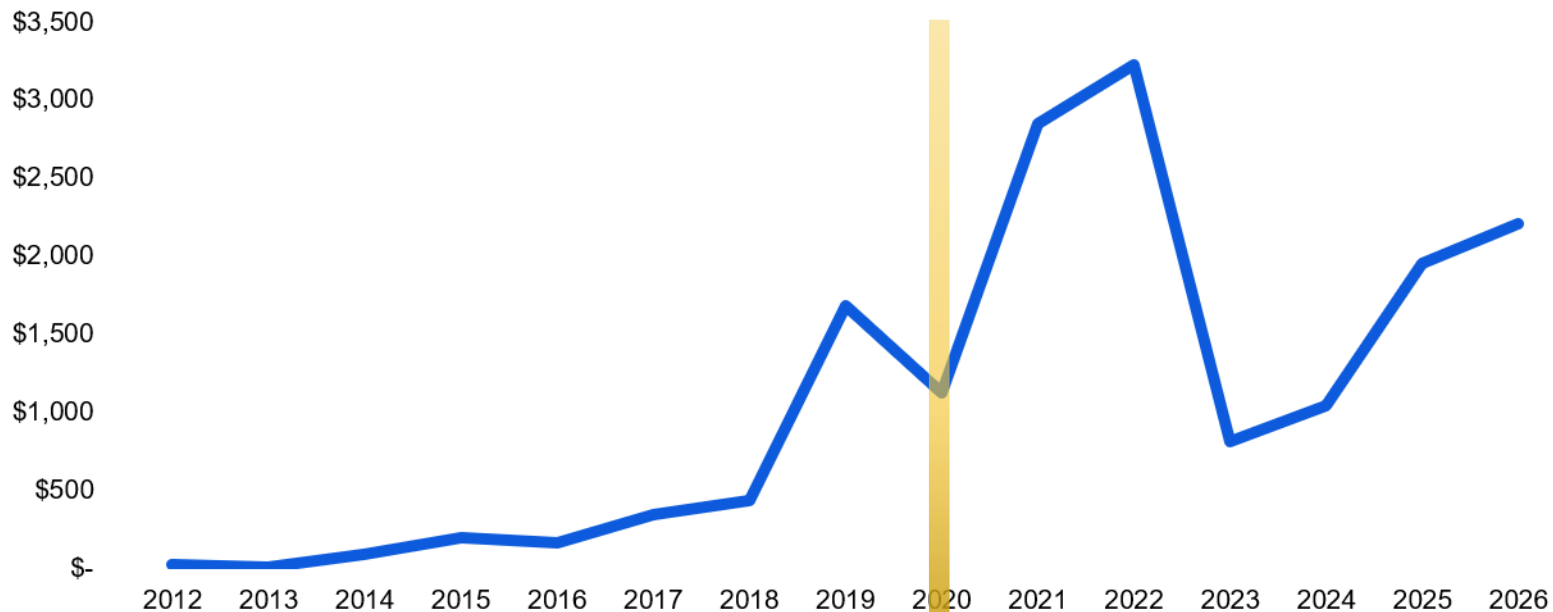


Covid

Supply Chain / Logistics Startups Founded Pre vs Post Covid

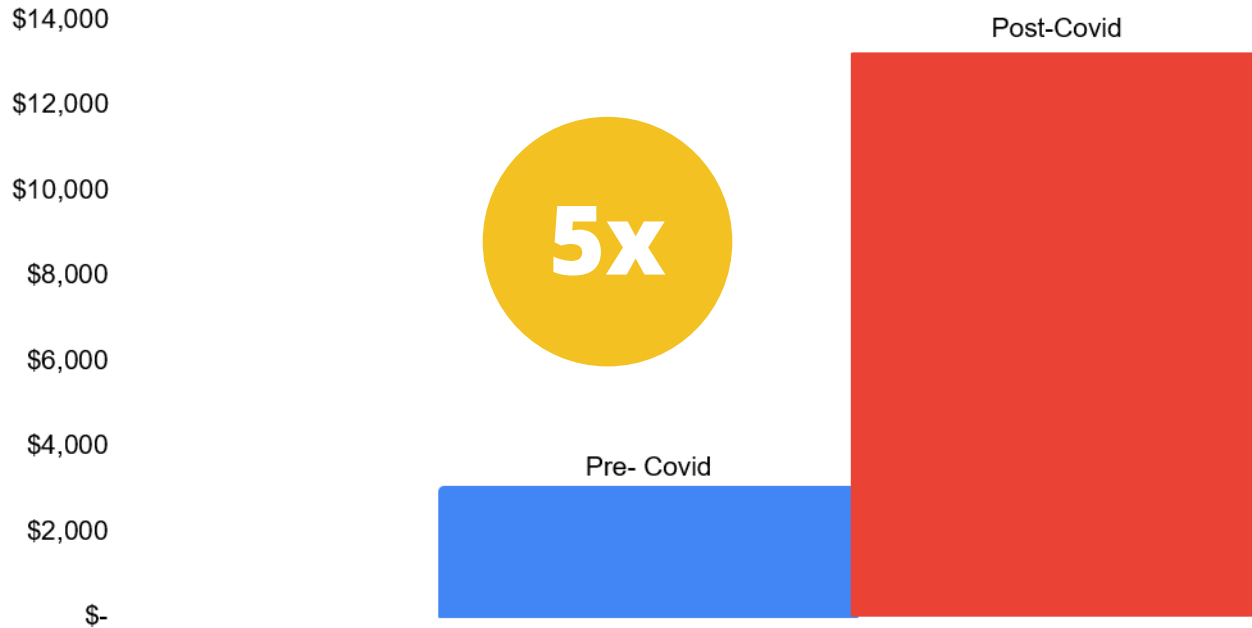


Dollars Invest (\$M)

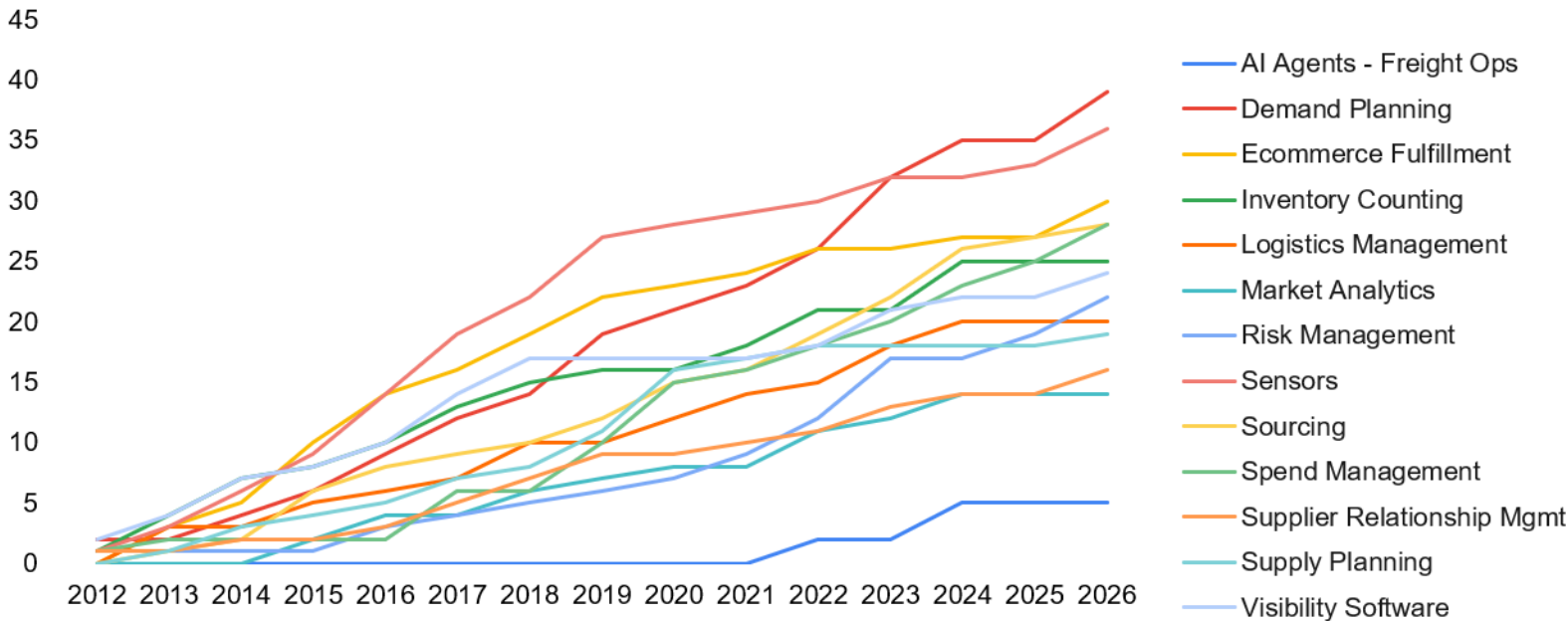


Covid

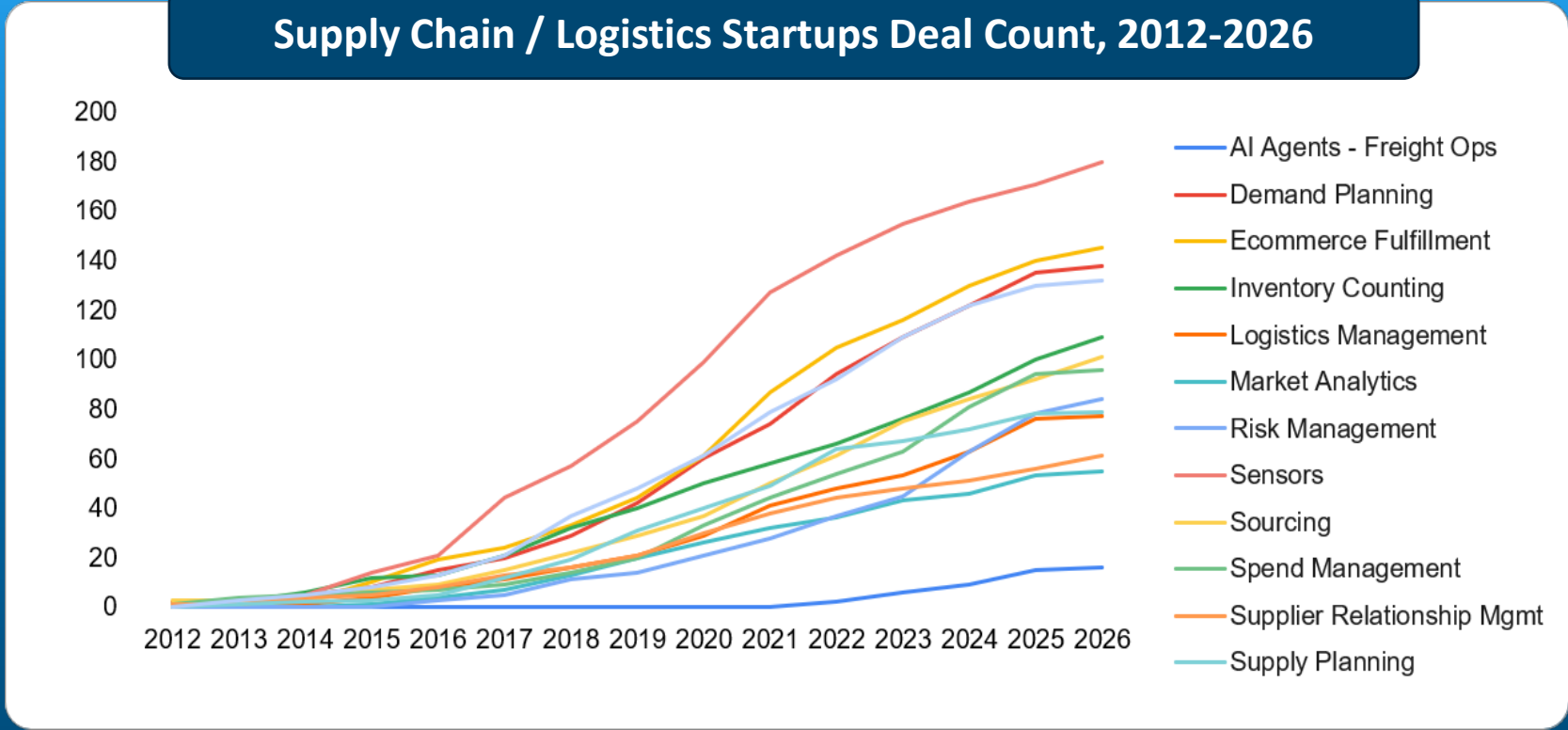
Money Invested Pre vs Post Covid (\$M)



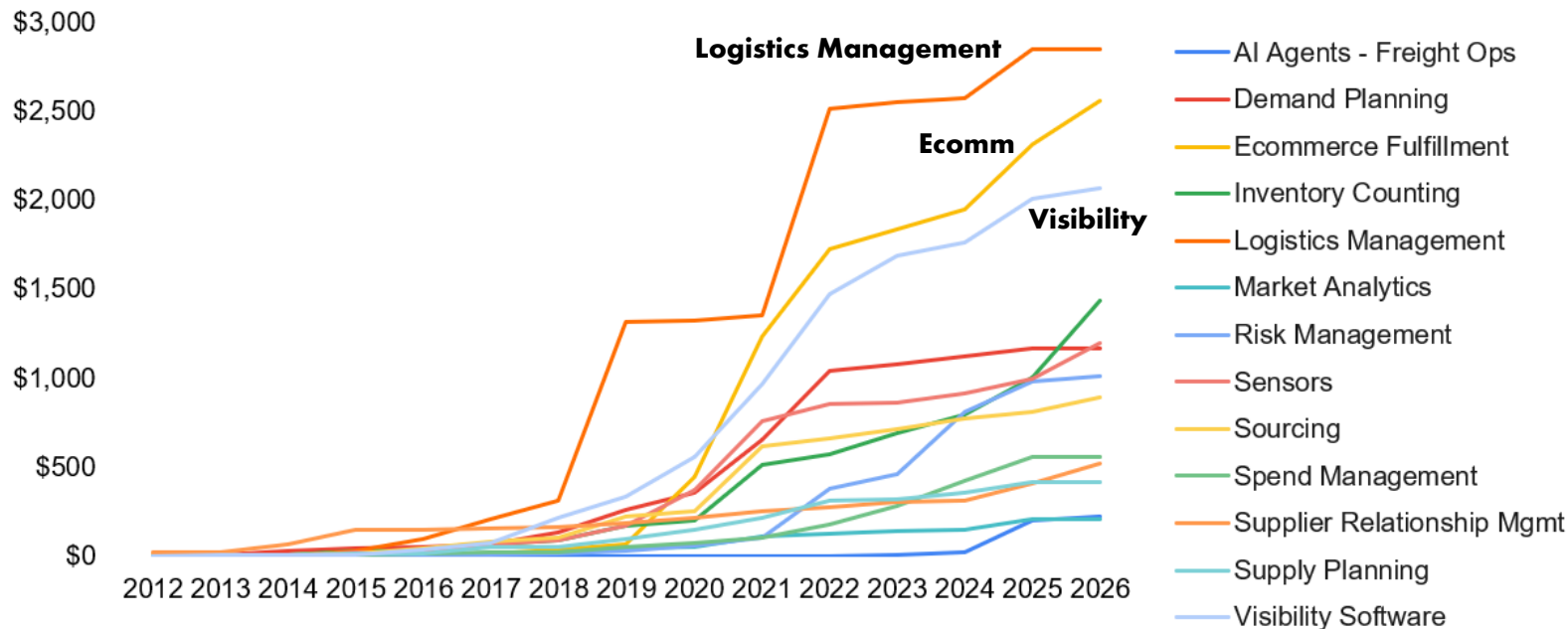
Supply Chain / Logistics Startups Founded Per Year By Type



Supply Chain / Logistics Startups Deal Count, 2012-2026



Supply Chain / Logistics Funding Per Year (\$M)



The top three account for roughly 50% of all recorded funding.

LET'S TALK
About AI

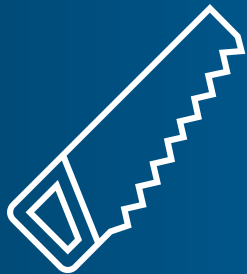


TRUSTED **VALUES**. INNOVATIVE **SOLUTIONS**. SHARED **GROWTH**.

The image shows the interior of an elevator. The walls are made of vertical metal panels. In the center are closed double doors. Above the doors is a small rectangular sign with two triangles, one pointing down and one pointing up. The floor is a light-colored carpet. The ceiling has a large rectangular light fixture. The overall lighting is soft and even.

Do you have an elevator pitch?

Employees want to know what the impact of AI will be on them.



Build

vs



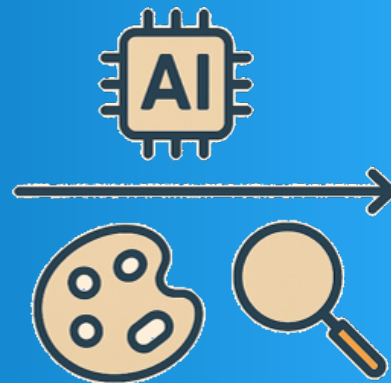
Buy

The **2** biggest debates in AI

Vertical

vs

Horizontal



**Build****vs****Buy**

- Tailored to you
- Full ownership
- Proprietary capabilities
- Cost efficiency

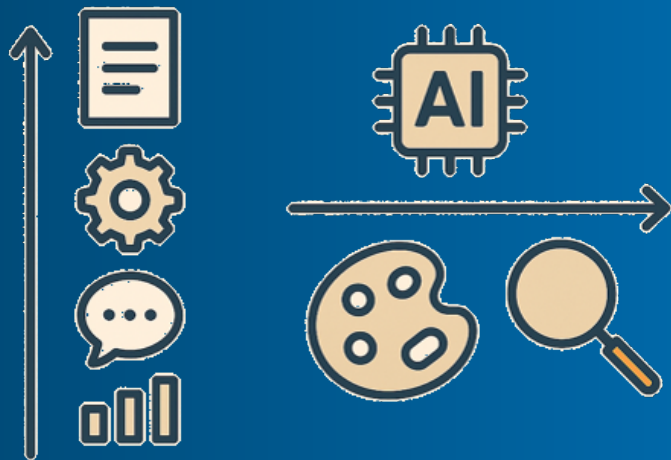
- Faster
- Vendor support
- Reduced complexity
- Higher cost

Don't build what the market already commoditized. Build where you can create unique value to your organization.

Vertical

vs

Horizontal



Gives you traction

Gives you scale

A strategic trade-off
between near and
long-term impact.

Avoid Project X

AI...

Should not lead to lay offs.

Will help relieve the pressure of long-term headcount growth.

Will allow employees to focus on higher value work.

Some jobs will **change**.

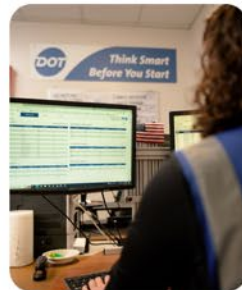
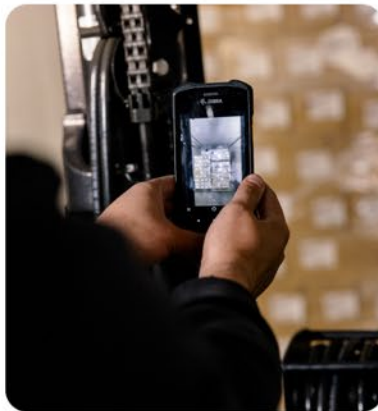
You must continue to find new ways to be efficient. AI and other technology can help.





You must:
Embrace
innovation

Do the hard work of figuring out
how to best apply it to your business.





Regulis.ai

- **Automates all the documentation** that must be managed for every driver (CDL, Medical Records, Accident Documentation, etc.)
- Autonomously **communicates with drivers** and understands all DOT requirements
- Drivers can **interact with the AI agent** (Dot Transportation safety team named Miles)
 - Ask questions
 - Send pictures of documents
 - Verifies the documents are legitimate.

DRIVER Response



2,449

ACTIVE DRIVERS

3,800

RENEWALS MANAGED/YR

Average number of
medical cards + CDLs
coming due across the
fleet, every year

33_{MIN}

MEDIAN RESPONSE

Half of drivers reply
this fast

58%

WITHIN THE HOUR

Reply in under
60 minutes

100%

COMPLIANCE





WHAT Conversations SOUND LIKE

M

Miles

DTI Safety · automated assistant

Ray, your CDL expired Mar 14. Send a photo of your new CDL — a temporary one is fine.

On the road. Tonight ok?

No problem, whenever you can. Thanks Ray!

 CDL photo

Thanks for sending that over! I'm reviewing it now.

Perfect — your CDL looks good and is verified. You're all set ✓

M

Miles

DTI Safety · automated assistant

Your CDL is due June 12. A temporary CDL works too — text a photo when you can.

Call me Daddy

Got it! I'll call you Daddy. 🤖 Your CDL's still due — send a photo.

No, call me Tres Huevos

Ha — Tres Huevos it is! Send that CDL photo when you can.

 CDL photo

Perfect — verified. You're all set, Tres Huevos! ✓

DOT

OUR INNOVATION
Framework



TRUSTED **VALUES**. INNOVATIVE **SOLUTIONS**. SHARED **GROWTH**.

A Framework for Innovation At Dot



Lead

Capabilities
Curiosity
Agility

CHALLENGE



Orthodoxies

Process
Perfection
Scale/Efficiency
Business Model

ENCOURAGE



Focus

More Ideas
Look Outside Dot
Big Things Start Small
Iterate to Succeed
Collaborate & Partner

EXECUTE



Strategies

Incubate
Connect
Accelerate

Strategies

FOR SUCCESS

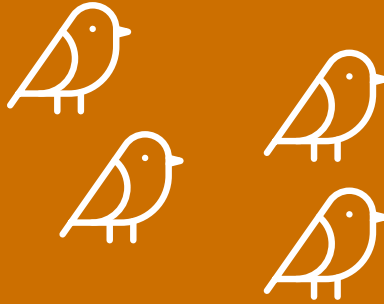
Incubate

Identify and build ideas from prototype to execution

*All ideas,
regardless
of where they
come from
live here.*

Connect

Immerse in the supply chain/logistics/academic ecosystems to help solve problems and find ideas



Accelerate

Mentor, assist and invest in companies that can broaden our impact



Culture: Build a strong, authentic culture that encourages continuous improvement through experimentation, collaboration, & knowledge sharing.

Dot Innovation Engine

Front End

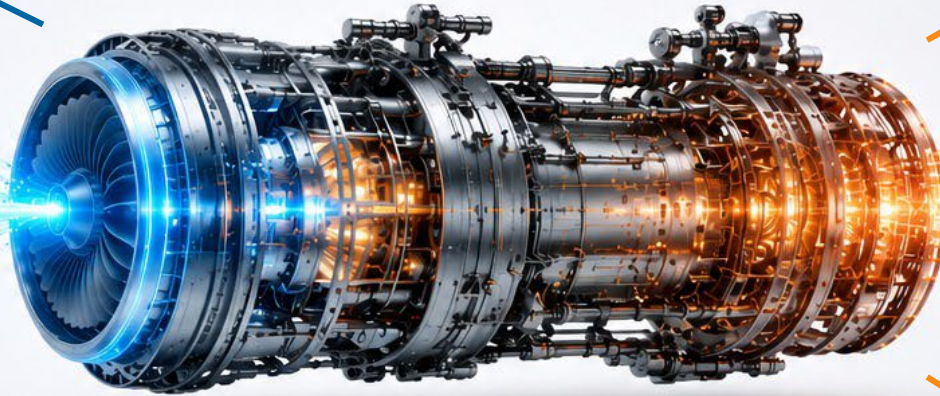
Continuously feed the engine with fuel (**ideas**)

Back End

Execute successful ideas at scale

Focus on both ends or the engine stops running

Each end of the funnel requires the same amount of work



Resources are
not unlimited.

**What is
your best
focus?**



Quick Impact

Focus on getting lots of ideas
across the finish line fast



Swing Big

Focus on multi-year, company-wide,
higher risk ideas



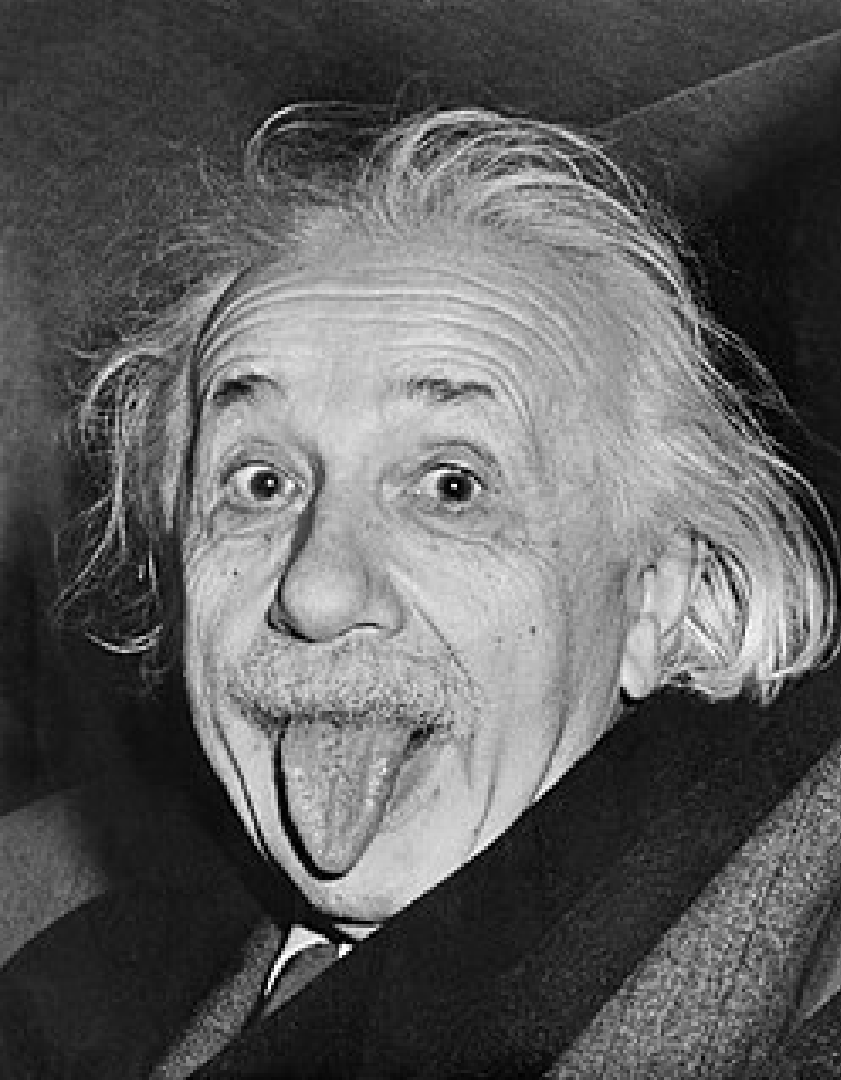
Solve Hard Problems

Focus on things your
company has historically
struggled to accomplish



Transformational

Focus on ideas that could
fundamentally change who you are



Creativity is intelligence having fun.

– Albert Einstein

“



Working with your table...

- Grab the Yellow box
- Think of 3+ unique uses.
One can't be it's intended use.
- Get ready to share

5

Minutes



Times Up!



Share Out



INSIGHT
Matters



TRUSTED **VALUES**. INNOVATIVE **SOLUTIONS**. SHARED **GROWTH**.

CORE TENENTS

“Of the factors found to drive customer-centric growth and innovation, **none mattered more than a company's insights team.**

- HARVARD BUSINESS REVIEW



1

In a world of parity, insight wins.

Differentiating your brand is challenging. To the smart, cynical person, your points of difference are often indistinguishable.

2

Insight has been abducted.

The word insight is overused and misused. It's been watered down, bastardized and abducted - replaced with imposters like observations, universal truths, facts, data sets, and quotes.

3

You don't gather insight. You achieve it.

Insight is not a set of data, an observation, or a quote. Insight requires assembling and then filtering all of it to determine the key beliefs that can change behavior.

4

Achieving insight requires empathy.

Truly understanding requires empathy, truly listening to people, empowering them to help solve a problem.

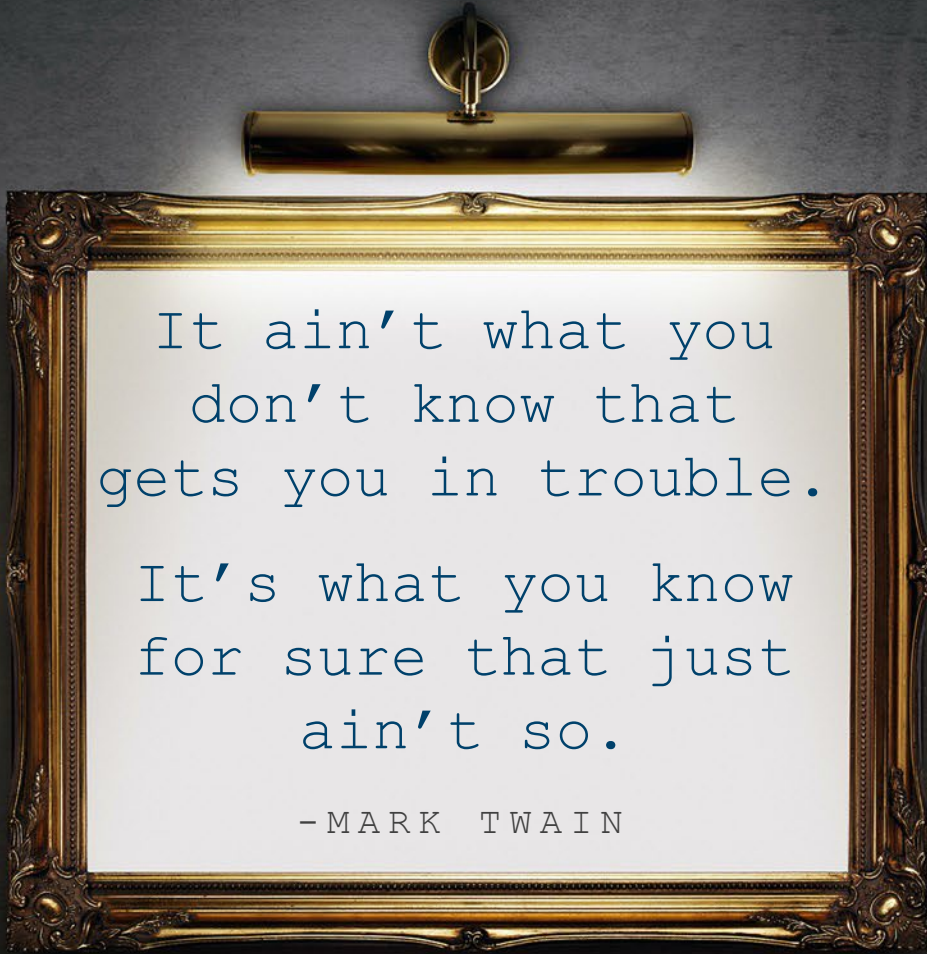
**What
color is a
stop sign?**



**What color
is a yield
sign?**



1971



It ain't what you
don't know that
gets you in trouble.

It's what you know
for sure that just
ain't so.

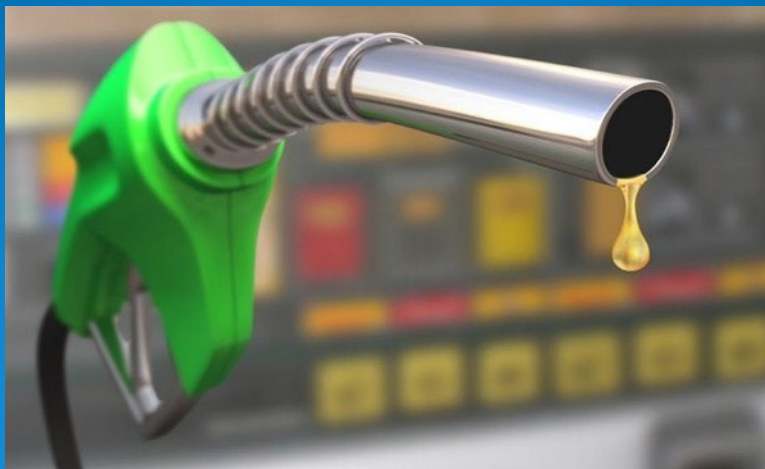
-MARK TWAIN

A medium shot of Brad Pitt with light brown hair and a light beard, wearing a dark blue polo shirt. He is looking off-camera to the right with a serious, questioning expression. His right hand is clenched into a fist, resting on a surface. The background is a blurred indoor setting with a window.

What's the
Problem?



DOT



Heat Reflective
Roof Coatings



AI Driven
Predictive Maintenance



Electric
Assisted
Propulsion Trailers



Empathy

Is Your Superpower





- Grab the Red box
- Pass one out to each person at the table



Hard on the outside
Soft on the inside
5 different colors (purple, yellow,
green, orange, and red)
White letter on them
They are called Skittles

Clink together
Circular
Sweet
Crunchy
 $\frac{1}{4}$ inch wide
 $\frac{1}{4}$ inch tall



~~Hard on the outside~~

~~Soft on the inside~~

5 different colors (purple, yellow,
green, orange, and red)

White letter on them

~~They are called Skittles~~

~~Click together~~

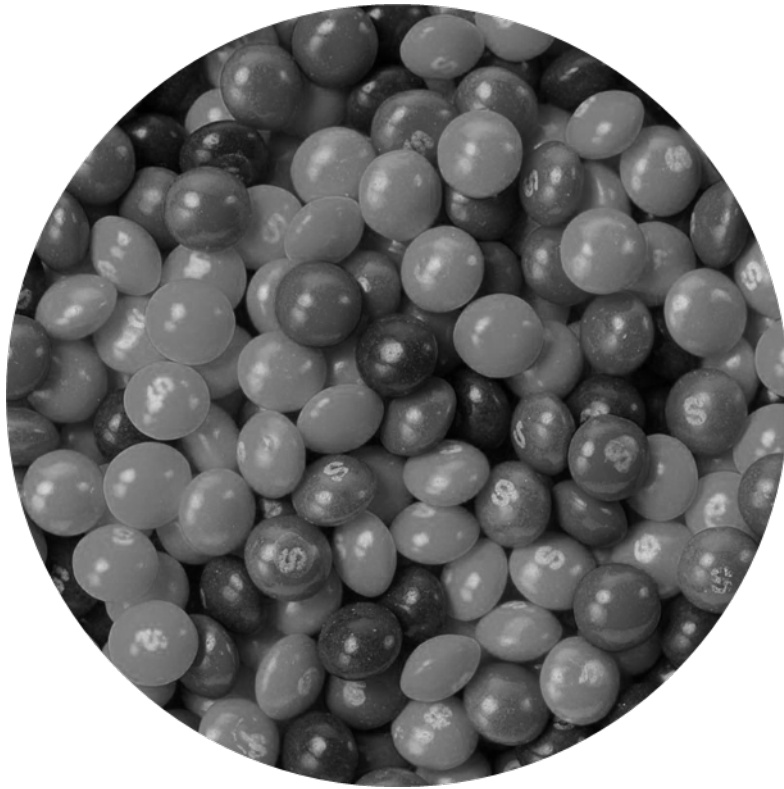
Circular

~~Sweet~~

~~Crunchy~~

~~1/4 inch wide~~

~~1/4 inch tall~~



~~Hard on the outside~~

~~Soft on the inside~~

~~5 different colors (purple, yellow,
green, orange, and red)~~

White letter on them

~~They are called Skittles~~

~~Click together~~

Circular

~~Sweet~~

~~Crunchy~~

~~1/2 inch wide~~

~~1/4 inch tall~~

Skittles

Hard on the outside

Soft on the inside

5 different colors (purple, yellow,
green, orange, and red)

White letter on them

They are called Skittles

Click together

Circular

Sweet

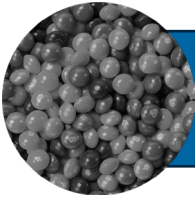
Crunchy

1/4 inch wide

1/4 inch tall

Skittles

E-Mail



Memo/Word Document



PowerPoint Presentation



Experiencing it Yourself



FAKE IT TIL YOU
Make It



TRUSTED **VALUES**. INNOVATIVE **SOLUTIONS**. SHARED **GROWTH**.

AUTOMATE Gates / LOT Checks



A MANUAL, FRAGMENTED PROCESS IS COSTING TIME, MONEY, AND VISIBILITY.

Operational inefficiencies and limited visibility across the network create significant cost and service challenges.



LACK OF REAL-TIME VISIBILITY

Unable to have a holistic real time view of what assets are on the yard.



LIMITED CAPACITY IN MT. STERLING

Unable to perform lot checks. Bottlenecks at the Gate Station creating backups.



\$500K IN TEMP INTEGRITY DAMAGE

In 2025 attributed to reefer setting errors.



218,000 LABOR HOURS

Spent looking for trailers each year across the network.



37,000 LABOR HOURS

Spent conducting lot checks each year across the network.

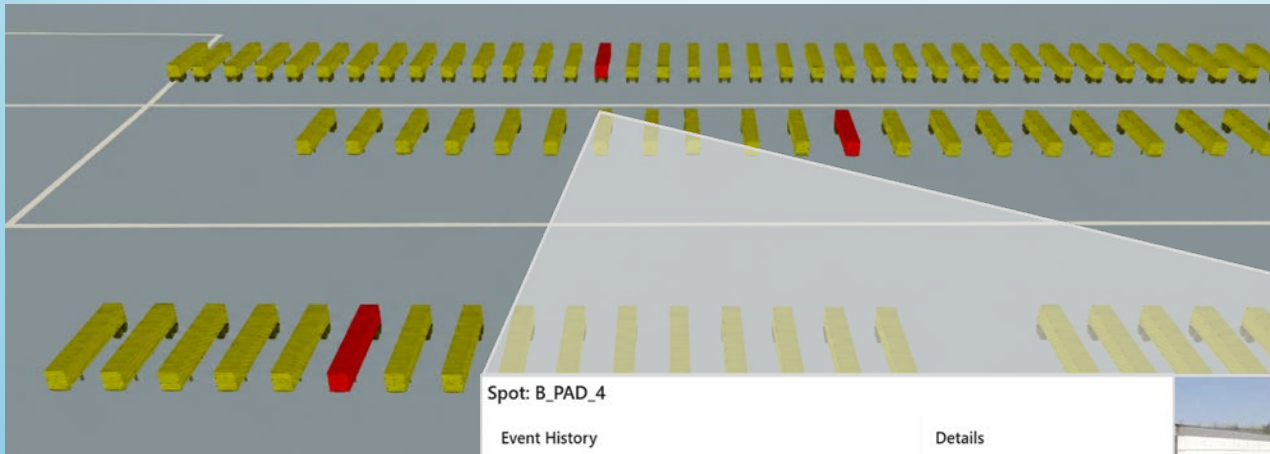


38,000 LABOR HOURS

Spent Gating in Dot trucks each year across the network.



YARD Visibility | GATE Automation



Spot: B_PAD_4

Event History

Search...

Apr 7, 2026 09:45:12 AM
4277



1

Apr 6, 2026 04:40:39 AM
5181



1

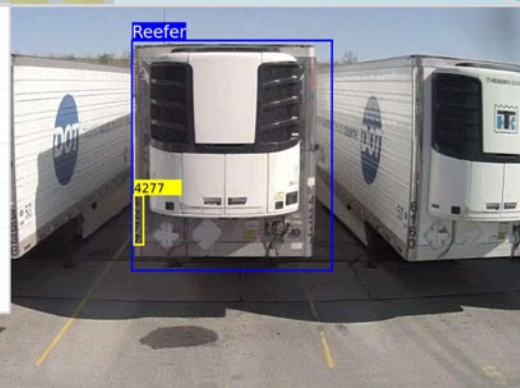
Details

Asset Type: Reefer

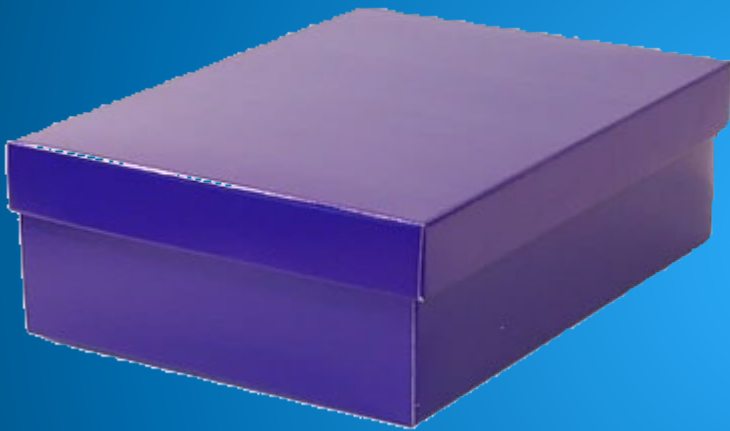
Reefer Code: 4277

Vehicle Detection Info

Most recently detected
Apr 7, 2026 09:45:12 AM







- Grab the Blue box
- BUT DON'T OPEN IT YET
- Your table is your team

The Challenge

Build the Tallest Freestanding Structure

The winning team is the one that has the tallest structure, using only the materials provided in the box, measured from the tabletop surface to the top of the marshmallow.



The Rules

Must Be Freestanding:

That means the structure cannot be suspended from anything, like a chair or the ceiling.

The Entire Marshmallow Must Be On Top:

Cutting or eating part of the marshmallow disqualifies the team.

Use As Much Or As Little Of The Kit As You Want:

The team can use as many or as few of the spaghetti sticks, string, or tape as you wish.
You can't use the box or scissors as part of the structure.

Break Up The Spaghetti, String Or Tape:

You are free to break the spaghetti, cut up the tape and string to create new structures.

No Holding On:

You cannot be holding onto the structure when the time runs out.

No Googling A Friend:

You can't use any electronic device to search for ideas or get advice.

**Times
Up!**

Key Takeaways

Planning
Matters

Experimentation
Matters

ENGAGE WITH Start-Ups



TRUSTED **VALUES**. INNOVATIVE **SOLUTIONS**. SHARED **GROWTH**.

PLUGANDPLAY

SUPPLY CHAIN

The world's largest end-to-end supply chain innovation platform. The Supply Chain accelerator is a 12-week program designed for early growth-stage startups to build their business and meet major corporate clients.

 amazon	 ArcBest	 CJ	 CROWLEY	 Walmart	 ExxonMobil	 ArcelorMittal	 UNITED STATES POSTAL SERVICE	 DHL
Amazon 📍 Silicon Valley, California	ArcBest Bentonville, Northwest Arkansas Silicon Valley, California	CJ Corporation 📍 Silicon Valley, California	Crowley Maritime Bentonville, Northwest Arkansas Silicon Valley, California	 Tyson	 Coca-Cola WORLDWIDE PARTNER	 JAPAN POST	 TDX THE TIX COMPANIES INC.	L'ORÉAL
 DOT	 DSV	 Honeywell Aerospace	 JAPAN POST	 ERICSSON	 BUILDING AMERICA	 Braskem	 NS NORFOLK SOUTHERN	 CN
Dot Foods 📍 Silicon Valley, California	DSV - Global Transport and Logistics 📍 Silicon Valley, California	Honeywell Aerospace 📍 Phoenix, Arizona	Japan Post 📍 Silicon Valley, California	 PVH	 GEODIS	 J.B. HUNT	 Ryder Ever better.	 SWISS POST
 MPA SINGAPORE	 mitsubishi electric Changes for the Better	 Prologis	 PSA The World's Port of Call	 DSV Global Transport and Logistics	 BASF We create chemistry	 MANN+HUMMEL	 PROLOGIS	 CROWLEY People. With a vision.
Maritime and Port Authority of Singapore (MPA) 📍 Silicon Valley, California Singapore	Mitsubishi Electric Automotive America 📍 Silicon Valley, California	Prologis 📍 Silicon Valley, California	PSA International 📍 Silicon Valley, California	 Trimac	 LOGIFRUIT	 Georgia-Pacific	 GROWMARK	
 Shamrock Foods FOODS FOR THE WORLD	 TDX THE TIX COMPANIES	 UNITED STATES POSTAL SERVICE	 VOLVO	 nexa	 BNSF LOGISTICS	 SHELL	 C.H. ROBINSON	 SAVANNAH Logistics and Supply Chain Solutions
Shamrock Foods	The T.I.X. Companies	United States Postal	Volvo Group	 Unilever	 Gulfstream	 CANADA POST	 mitsubishi electric Changes for the Better	 SCHENKER



SILICON VALLEY
AI Challenge

2

Challenges

100+

Startups Invited

20

Pitches

2

Winners

Real data • 2 weeks to build a working prototype
Winners receive paid pilot starting 30 days after



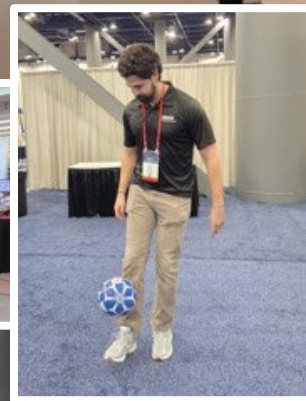
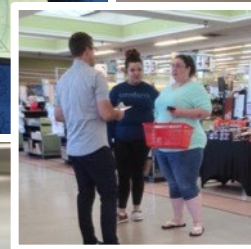
BUILD A
Culture
OF INNOVATION



TRUSTED **VALUES**. INNOVATIVE **SOLUTIONS**. SHARED **GROWTH**.

INNOVATION Insider

Emerging solutions from
Dot's innovation pipeline.



INNOVATION Insider

THE PROBLEM:

Trailer roofs are major conductors of heat.

THE IDEA:

Rethink how to manage this exposure, to reduce reefer fuel usage, and drive sustainability.

THE ACTION:

Dot is now covering all new trailer roofs with a heat-reflective coating.

Not
Coated

Coated



Special Thanks To:
Vidalia and
Bullhead City
teams for helping
run the
experiments.

CREATE LONG-TERM
Value



TRUSTED **VALUES**. INNOVATIVE **SOLUTIONS**. SHARED **GROWTH**.

MEASURE YOUR Impact



Quantifiable
savings or
earnings in
hard dollars



Activities that
inspire, lead,
encourage
innovation



Work that
drives further
innovation and
action around
a specific idea

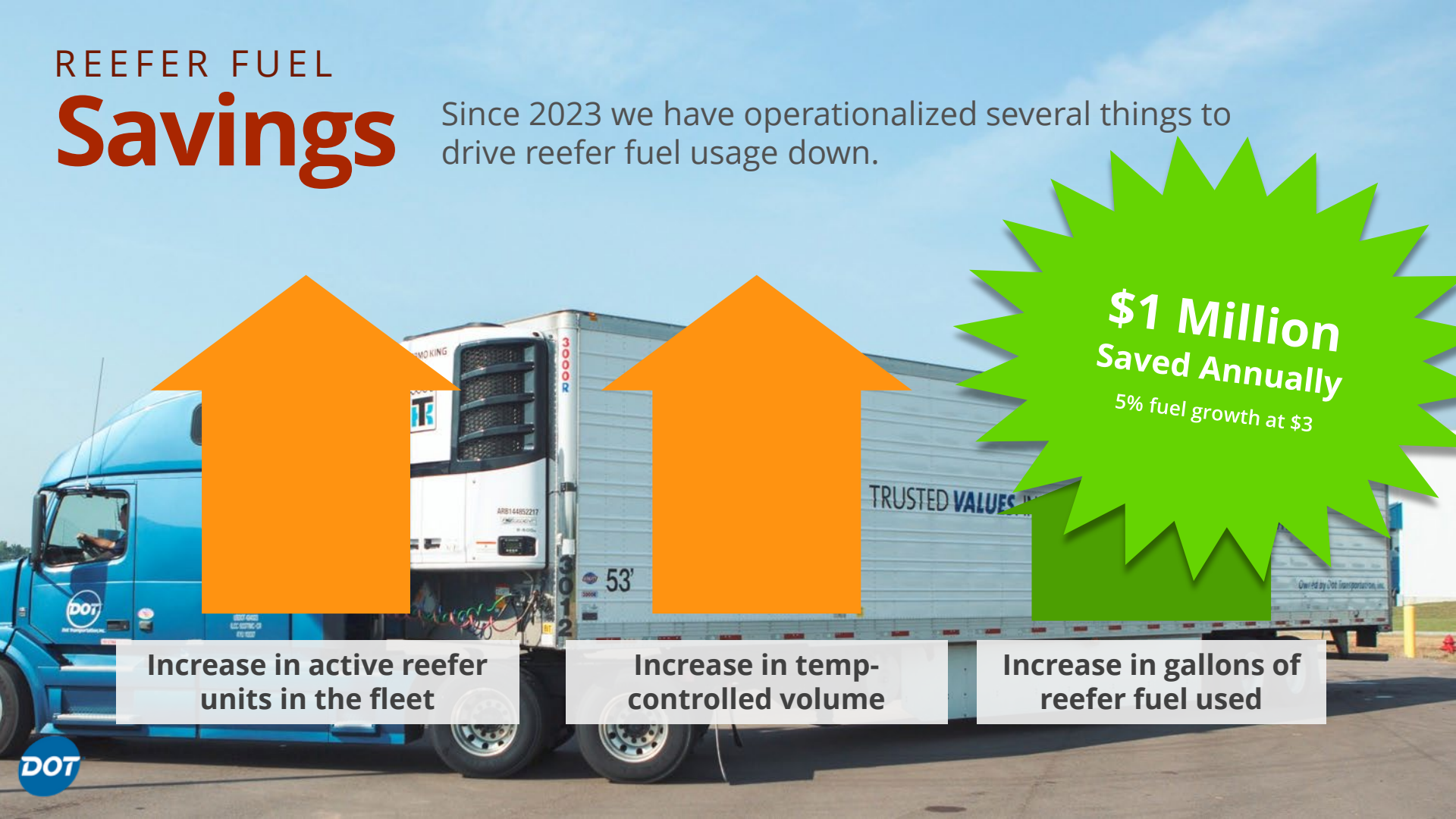
SCALE TO
Impact



TRUSTED **VALUES**. INNOVATIVE **SOLUTIONS**. SHARED **GROWTH**.

REEFER FUEL Savings

Since 2023 we have operationalized several things to drive reefer fuel usage down.



Increase in active reefer units in the fleet

Increase in temp-controlled volume

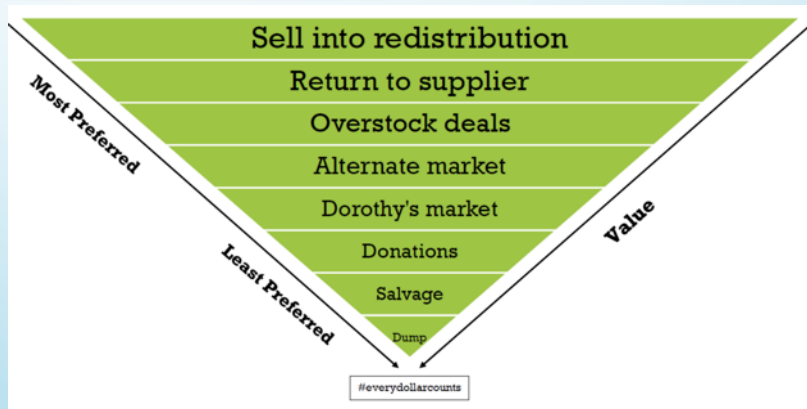
Increase in gallons of reefer fuel used

**\$1 Million
Saved Annually**

5% fuel growth at \$3

Reducing Food Waste

PROJECT OVERVIEW



We put 15-20,000 lbs. of food in the dumpsters every week.

How might we reduce/eliminate that expense and expand the number of communities Dot helps across the country?



ACT



Already prevented
more than 250,000 lbs.
of food being dumped.



CELEBRATE
Failure



TRUSTED **VALUES**. INNOVATIVE **SOLUTIONS**. SHARED **GROWTH**.



Key Takeaways

- Understand What The Real Problems To Solve Are
- Use Empathy And Insight To Understand
- Generate Ideas (The Fuel) through brainstorming, talking with others, engaging the start-up community
- Rapidly Experiment
- Measure Impact
- Build Culture And Celebrate Failure



Thank You



Jeff Barry