

Envision Trucking 2030

A Visionary White Paper

Make Trucking Cool Again

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The Windrose Truck Test Run

Envision Trucking 2030: Making Trucking Cool Again

Executive summary

The trucking industry is the backbone of modern commerce; trucks carry over **72 percent of U.S. freight tonnage and generate nearly 77 percent of revenue**. After a brief downturn, volumes are expected to grow **1.6 % in 2025** and rise to nearly **14 billion tons by 2035**. Globally the freight trucking market already exceeds **US\$2.2 trillion** and is projected to reach **US\$3.4 trillion by 2030**, a **5.4 % compound annual growth rate**. Yet the sector faces a dual crisis: a looming driver shortage, over **3 million positions were unfilled in 2023** and the U.S. alone could require **1 million new drivers** by 2030, and

tightening emissions regulations that demand fleets transition to **zero-emission trucks**. Rapid technological change, including electric powertrains, predictive analytics and eventually autonomy, is disrupting business models and redefining competitiveness.

JoyRide Logistics LLC is approaching this disruption not as a threat but as an opportunity. Born in 2014 with a single truck, JoyRide has grown to **more than 250 trucks and over 800 trailers** and operates terminals in Arizona, California, Nevada.

The company's vision—*Make Trucking Cool Again*—goes beyond catchy marketing: it denotes a belief that trucking can be a desirable, high-tech and sustainable career. This white paper examines the trends shaping trucking through 2030 and outlines JoyRide's strategy to lead the industry into a decarbonised, digitised and human-centric future.

Futuristic logistics network

1 The state of trucking today

1.1 Market growth and economic importance

- Trucking dominates freight: it accounted for **72.7 % of freight tonnage and 76.9 % of revenue in 2024**. The American Trucking Associations (ATA) forecasts that total tonnage will rise from **11.27 billion tons in 2024** to **13.99 billion tons by 2035**, with industry revenues growing from **US\$906 billion to US\$1.46 trillion**.
- The **global freight trucking market** is already valued at **US\$2.2 trillion** and is projected to reach **US\$3.4 trillion by 2030**. Electric trucks represent a small but rapidly expanding segment: the **electric truck industry is valued at US\$5.92 billion in 2025** and is expected to soar to **US\$38.76 billion by 2032**.
- Investment in technology is accelerating. The market for **AI fleet-management software** is projected to reach **US\$14.4 billion by 2030**. Telemetry, Internet-of-Things sensors and vehicle-to-vehicle (V2V) communications enable efficiencies such as platooning, which can cut fuel use by more than **7 %**.

JoyRide's solution to this expanding market is to align its growth plans with emerging demand. By focusing on high-growth corridors in the Southwest and tailoring services to booming sectors like e-commerce, perishables and pharmaceuticals, JoyRide taps into supply chains that require reliability and speed. The company leverages its asset based and marketing subsidiaries to match freight quickly and uses predictive analytics and real-time data to maximise tractor utilisation. Early investment in fleet expansion, electric trucks and AI-enabled dispatch ensures that JoyRide can capture a greater share of the burgeoning freight market while maintaining the agility of a mid-size carrier.

Beyond simple statistics, the freight economy is evolving along two axes that play directly to JoyRide's strengths. First, **cross-border and e-commerce trade are exploding**. The global freight trucking market is expected to grow from **US\$3.07 trillion in 2024 to more than US\$5 trillion by 2032**, largely due to **e-commerce and globalization**. As online shopping and home delivery become ubiquitous, customers demand rapid, traceable shipments and carriers that can manage high-frequency, low-volume orders. JoyRide's

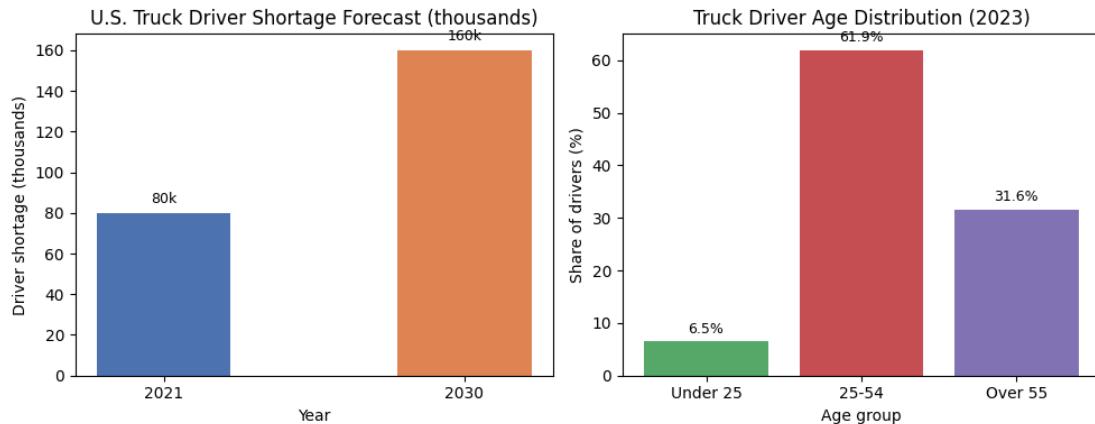
strategy of using **data-driven dispatch** and **AI scheduling** positions it to handle these high-velocity flows. Its marketing subsidiary, **Orior Media**, helps attract contracts from e-commerce retailers by highlighting the company's tech-savvy operations and sustainability credentials.

Second, **technology and decarbonisation are becoming integral to competitiveness**. The same report notes that **route optimisation, fuel efficiency and cargo security technologies—automation, GPS tracking and telematics, are revolutionizing the sector**, while sustainability initiatives such as electric vehicles and carbon-reporting tools are now top priorities. JoyRide and its sister IT company embrace these trends by deploying advanced telematics, predictive analytics and **Electric Vehicle (EV) infrastructure**. Cross-functional teams spanning operations, IT and marketing ensure that investments in new technology translate into market share by tailoring services to industries like food and beverage, which rely on **dry vans and box trucks for high-frequency deliveries**.

1.2 Labour dynamics: the driver shortage

The driver shortage is not just a statistic—it is a human story. The **American Trucking Associations (ATA)** estimated that the industry was short **80,000 drivers in 2021** and warned the deficit could surpass **160,000 drivers by 2030**. Globally, the International Road Transport Union reported that **more than three million driver positions were unfilled in 2023**, representing roughly **7 % of trucking jobs worldwide**. With most drivers now in their forties or older, retirements are outpacing recruitment.

Why is the pipeline drying up? Long hours, extended time away from family and the perception of trucking as a dirty, low-tech job deter younger candidates and women. Carriers across the industry are responding by raising pay, shortening routes and telling better stories about life on the road. Regulators are also exploring ways to open the pipeline, lowering the minimum age for interstate driving and subsidizing apprenticeships, but cultural change must accompany policy reforms. The **human side of labour** requires more than better pay. Younger workers value **work-life balance**, mental-health support and personal development opportunities. JoyRide addresses these expectations through a holistic strategy. Drivers are guaranteed regular home time and can choose schedules that fit family needs. The company offers **wellness programmes**, including access to telehealth services, fitness stipends and mental-health resources, recognising that long-haul driving can be isolating and stressful. Training is treated as a career pathway rather than a hurdle: apprenticeships provide younger drivers with paid, hands-on instruction; online courses developed by JoyRide's IT arm teach digital skills such as using telematics, EV charging protocols and customer-service tools. In partnership with Orior Media, JoyRide produces **video testimonials and podcasts** in which veteran drivers like **Steven Williams** share advice on safety, rest and minds, humanizing the job and showing newcomers that professional trucking is both challenging and rewarding. Through these initiatives JoyRide not only fills seats but also nurtures a **loyal and skilled workforce**.



Driver shortage and aging

Figure 1: Estimates for the U.S. driver shortage and age distribution. The ATA projects that the U.S. could face a shortage of **160 000 drivers by 2030**. Age data compiled by the International Road Transport Union shows that **only 6.5 % of truck drivers are under 25, while over 31 % are older than 55**.

1.3 Sustainability pressures

- **Zero-emission requirements are tightening:** the European Union mandates a **43 % reduction in emissions from new medium/heavy trucks by 2030** and **90 % by 2040**, while the U.S. Environmental Protection Agency is pushing for **25-60 % zero-emission sales by 2032**.
- Research indicates that **zero-emission vehicles (ZEVs)** could reach **total-cost-of-ownership parity** with diesel trucks by around **2035** and would cut life-cycle emissions by **65-70 %**. Many light- and medium-duty ZEVs are expected to reach parity sooner (between **2027 and 2030**).
- The path to large-scale adoption faces barriers: high purchase costs, limited charging infrastructure and uncertainties around resale value. Government incentives, robust charging networks and early-adopter fleets are critical.

JoyRide's response is to become an early-adopter fleet. Joining The Climate Pledge and partnering with EO Charging, MN8, and Windrose Technology are just the first steps. The company is investing in its own charging infrastructure, working with utility partners to expand grid capacity and exploring renewable microgrids at its terminals. Through its marketing arm, JoyRide advocates for policy incentives and educates shippers on the benefits of electric logistics, thereby driving demand for zero-emission services. It is also monitoring emerging technologies such as hydrogen fuel cells and advanced battery chemistries, ready to diversify its fleet when those options achieve commercial viability. Sustainability is not solely about compliance—it is a **source of competitive advantage** and a commitment to communities. Regulations in the U.S. and Europe are tightening, but voluntary carbon-reduction commitments from Fortune 500 shippers are equally influential.

2 JoyRide Logistics: Building a different kind of carrier

JoyRide Logistics LLC began with a single truck in 2014. Today it operates **more than 250 trucks and 800 trailers** and runs terminals in multiple western states, yet it retains a family-owned ethos. What makes JoyRide different?

2.1 People-first culture

JoyRide's people-first culture begins with how it hires and supports drivers. New recruits must have at least two years of over-the-road experience, and the company provides comprehensive orientation and training. A 24/7 support team remains available throughout a driver's career. Owner-operators, although a very small portion of the company (below 10%) are treated as partners: they can earn up to **85 % of gross pay**, enjoy dedicated lanes and receive weekly payouts.

The company tackles the pay gap head on. Nationally the median trucker pay is about **US\$47,130 per year**, but JoyRide offers higher base wages, weekend bonuses and a full suite of benefits—401(k) plans, health insurance and paid time off—to make trucking a stable middle-class career. Equally important is time at home: drivers are guaranteed to be home every other day, and JoyRide promotes less-than-truckload routes to allow nightly home-time. Flexible scheduling shows younger workers that trucking doesn't have to mean weeks away from family.

Diversity is part of the strategy. According to JoyRide's LinkedIn profile **15 % of drivers are women and 40 % are African American**, 80% of management are women too, reflecting a deliberate effort to recruit underrepresented groups. The company recruits women, veterans and minorities and has publicly called for regulatory reforms to allow qualified foreign drivers. President **Adis Danan** has said, “we want to make trucking cool ... we've got to attract the new generation of drivers and adjust”, underscoring the mission to rebrand trucking for a younger, tech-savvy audience.

Underlying the culture is the **Driver Retention Program (DRP)**, which combines technology with behavioural insights. An in-house smartphone app built on **Samsara's open API** consolidates hours-of-service, safety, fuel and maintenance data. Drivers can view their metrics in real time and receive coaching. The app centralises digital vehicle inspection reports (DVIRs) and fuel purchases, preapproves gas stations to control costs and allows drivers to upload photos for proactive maintenance. By tying performance bonuses to transparent metrics, JoyRide increased retention by **28 % within one year**.

Finally, community is at the heart of JoyRide. Founder Adis Danan notes that trucking is about creating opportunities and empowering people along the journey. JoyRide celebrates its drivers through events, scholarships and charitable outreach so that even as the fleet grows, individuals feel part of a family.

2.2 Technology and operational excellence

JoyRide's operational excellence stems from its use of **predictive analytics and telematics**. Data from electronic logging devices and GPS are fed into AI models to monitor

driver performance, optimise routes and reduce empty miles. An internal IT and marketing division develops and maintains the digital tools that enable this efficiency.

Beyond the technology itself, JoyRide focuses on “doing simple things consistently well.” Proprietary analytics support data-driven dispatch across drop-trailer, live-load/unload, dry van, expedited and refrigerated services, ensuring on-time reliability. The company’s customer obsession shows in its record: it handles logistics for major e-commerce clients and has earned **Amazon’s Most Valued Partner (2017)** and **Most Valued Carrier (2022)** award.

Orion Media’s software arm illustrates how technology from the group enhances operations. In 2025 the agency built a **Vehicle Availability System (VAS)**—a web-based platform that replaced spreadsheets, emails and Slack threads with a real-time dashboard of every tractor’s status. VAS allows dispatchers to filter units by location or availability, send capacity updates to brokers or shippers via a one-click email blast and track engagement to prioritise follow-up. It includes user-management and CRM-like contact tables and has eliminated double bookings while cutting weekly planning time by over 70 %. With VAS as a single source of truth, JoyRide has laid the foundation for automation, load board integration and predictive dispatching.

2.3 Sustainability leadership

- **The Climate Pledge.** In June 2025 JoyRide joined The Climate Pledge and announced its goal to become the **first logistics company powered entirely by electric semi-trucks**, deploying zero-emission vehicles in Arizona, California and Nevada. The pledge includes transparent emissions reporting (EPA SmartWay) and investment in charging infrastructure.
- **Electric partnership with Windrose.** In April 2025 JoyRide partnered with Windrose Technology to deploy the **R700**—America’s first commercially available **all-electric long-haul sleeper truck**. The R700 offers a **445-mile range** and **818 kW charging capability**, using a **729 kWh battery** that combines LFP and NMC chemistries. JoyRide will be the **first U.S. regional carrier to operate fully electric sleeper trucks**. President Adis Danan emphasises that the partnership is about **fuel savings, reduced maintenance and making electric logistics efficient, scalable and “cool”**.
- **Run on Less 2025.** JoyRide is one of 13 fleets chosen for the **North American Council for Freight Efficiency’s (NACFE) Run on Less 2025**. The event showcases real-world performance of trucks representing various fuels. JoyRide will field a **Windrose Class 8 electric tractor**, driving long-haul routes across the hot-weather Southwest, sharing live data and demonstrating battery-electric viability.
- **ACT Expo 2025 participation.** JoyRide participated in ACT Expo 2025, the premier event for clean transportation. Adis Danan noted that ACT Expo “is a snapshot of where our industry is heading” and that JoyRide is proud to help shape that direction. Kemal H. Balihodzic’s presentation at the expo highlighted JoyRide’s plan to **scale electric long-haul sleeper trucks** rather than experiment. The event signalled a turning point; EV deployment is beginning, real-world testing is underway, and internal teams are preparing for **full-scale implementation**.

2.4 Beyond trucking: the JoyRide Group

JoyRide is more than a trucking company—it has evolved into a **transportation technology group** that offers services across logistics, marketing, technology and back-office support. Transport Topics notes that JoyRide operates a **small brokerage, a marketing company and an information-technology business** in addition to its carrier operations. These subsidiaries support shippers with digital freight-matching, brand communications and custom software, enabling JoyRide to capture value across the supply chain.

The company's in-house IT team develops **proprietary predictive analytics**, which inform dispatch decisions and underpin its driver-performance app. This technology capacity stems from an organisational structure that spans continents: President Adis Danan explained that JoyRide has **over 250 team members across three continents** and has expanded into **driver recruitment, marketing, technology and BPO support**, serving **Inc. 100 companies**. By integrating marketing and technology with core logistics, JoyRide positions itself as a solution provider rather than just a carrier, differentiating it from competitors.

Orior Media LLC, the group's marketing and PR agency, illustrates this integration. Beyond building websites, it runs digital campaigns that showcase JoyRide's driver stories, sustainability milestones and career opportunities. It manages JoyRide's social-media channels, producing day-in-the-life videos, driver testimonials and behind-the-scenes content for platforms like TikTok, YouTube and LinkedIn. Orior's recruitment and lead-generation services funnel prospective drivers and shippers into JoyRide's pipeline, while its software team builds tools like the VAS. Together with JR Services (a back-office outsourcing firm) and other subsidiaries, Orior positions JoyRide as an ecosystem of logistics, marketing and technology that can adapt quickly to market changes and customer needs.

3 Differentiating through the Make Trucking Cool Again mission

JoyRide believes that trucking can be a desirable, modern career. "Make Trucking Cool Again" is not nostalgia—it is a call to elevate the profession through respect, technology and sustainability.

3.1 Reimagining the driver experience

To make trucking appealing, JoyRide treats driving as a profession rather than a commodity. Competitive pay, clear career paths and safe terminals instil pride. Data from the DRP app ensures performance bonuses are transparent and fair, while modern equipment and dedicated dispatchers provide daily support. Training doesn't end at orientation—drivers benefit from 24/7 support, telematics feedback and continuous learning opportunities. JoyRide deliberately markets trucking as a high-tech career, emphasising data analytics, electric trucks and mobile apps to attract younger talent and women. Schedules prioritise home time, and the company invests in comfortable cabins, digital communication tools and health programmes to support mental and physical well-being. Together these elements reframe trucking as a respected, modern profession.

Going further, JoyRide treats its drivers as ambassadors. **Mentorship programmes** pair new hires with seasoned professionals like Steven Williams, who provide guidance on safety, rest and patience. **Apprenticeships** allow younger drivers to earn while they learn, reducing the barrier to entry and fostering loyalty. In collaboration with Orior Media, JoyRide runs **mental-health campaigns** that normalise conversations about loneliness, stress and fatigue; drivers have access to confidential counselling services and fitness incentives. The company also offers **career pathways beyond the cab**—experienced drivers can transition into dispatch, safety coaching or remote operation roles, leveraging the skills they've built on the road. By offering these diversified opportunities, JoyRide transforms trucking from a transient job into a lifelong profession.

3.2 Technology as enabler

Technology permeates everything JoyRide does. Data from electronic logging devices and IoT sensors feed proprietary algorithms that predict maintenance needs, optimise routes and reduce empty miles. Mobile apps connect drivers to dispatch, maintenance and human resources, while customer portals offer real-time tracking and automated billing. The company's in-house IT division even builds marketing and TMS software, creating synergies across the business. Partnerships with Windrose and participation in programmes like Run on Less position JoyRide for a zero-emission future, and semi-autonomous systems under development could help mitigate driver shortages.

These technical capabilities are not developed in isolation. **Orior Media's software and marketing teams collaborate with JoyRide's dispatchers and account managers** to ensure that new tools match real-world workflows. For example, the **VAS platform** built by Orior Media replaced spreadsheets and Slack threads with a **single source of truth**, eliminating double bookings and cutting weekly planning time by over **70 %**. Because VAS integrates a CRM-like contact table and email-blast tool, it not only improves scheduling but also drives sales by enabling targeted outreach. This holistic approach extends to predictive analytics: JoyRide's IT arm develops algorithms that forecast capacity and recommend loads, while Orior's marketers translate the resulting insights into targeted campaigns for shippers and prospective drivers. The result is an agile platform where operations, technology and marketing reinforce one another.

3.3 Sustainability and community impact

JoyRide approaches sustainability as an opportunity, not a compliance exercise. It is investing in electric trucks and charging infrastructure today, aiming to operate a **100 % zero-emission regional fleet by 2030**. This leadership resonates with Fortune 500 customers, many of whom have public environmental, social and governance (ESG) targets. By offering electric and low-carbon shipping options, JoyRide helps them meet Scope-3 emissions goals and strengthens its value proposition. Expansion plans to **three or four additional states within five years** will require building new charging stations and maintenance facilities, generating local jobs and stimulating economies. Sustainability efforts thus dovetail with community development.

4 Marketing and promotion: making trucking cool again

Driving talent back into trucking requires more than competitive pay—it demands storytelling and cultural change. JoyRide understands that to attract Gen Z and millennials the industry must show the profession's human side and meet young people where they are: online.

The **Maine Motor Transport Association** (MMTA) offers a playbook. In 2021 the association launched a video storytelling campaign called "**Go. Your Way**", using **TikTok, YouTube and Instagram** to target Gen Z workers. CEO Brian Parke explained that the industry needs thousands of workers over the next decade as current drivers age out, and the campaign highlights steady work and good wages as a way for college students to pay off debt or for high school graduates to build a career. The initiative underscores the scale of the opportunity: more than **61 000 driver jobs are open nationally**, and trucking accounts for **one of every 16 jobs** in Maine.

Industry analysts urge fleets to embrace social media. A 2025 report on attracting young drivers notes that the shortage has been exacerbated by the **average driver age of 46** and that over **110 000 U.S. truckers are over 65**. To appeal to younger workers, the report argues, companies must offer **flexible schedules** and use platforms like **Facebook, Instagram, LinkedIn and TikTok**, which are indispensable for reaching the next generation.

Marketing professionals have begun to codify best practices for trucking on TikTok. A 2025 blog from Suburban Seating & Safety describes TikTok as a **video-first, algorithm-driven platform** that allows fleets to **recruit drivers, build trust and promote company culture**. It recommends posting day-in-the-life videos of drivers to humanise the profession, featuring dispatchers and mechanics to showcase team culture, sharing bite-sized safety tips to position the company as an authority and starting challenges using trending audio to broaden reach. The blog also emphasises engaging with comments and partnering with TikTok influencers who already have a following within the trucking community. By responding to viewers and stitching other creators' videos, companies create an authentic dialogue that resonates with young audiences.

JoyRide's own marketing and technology subsidiaries give it a unique advantage. As part of the JoyRide Group, the company operates a **marketing agency and an IT firm**. These in-house teams produce high-quality video content, manage social-media channels and leverage data analytics to target recruitment ads at specific demographics. Because JoyRide controls both operations and marketing, its campaigns draw on genuine stories from drivers and real-time data from the DRP app, ensuring that messaging is authentic and resonant. The result is marketing that not only promotes JoyRide's brand but also helps reshape the public image of trucking.

JoyRide is also becoming a **case study in recruitment marketing**. During a recent campaign managed by Orior Media, the group generated **over 1,400 driver applicants in just 30 days** by pairing social-media ads with targeted email sequences and automated screening (details were shared internally). Orior's designers produced short videos featuring JoyRide drivers explaining why they joined the company, while copywriters

highlighted benefits such as guaranteed home time and electric trucks. Data from the DRP app allowed recruiters to create customised call-to-action messages: for example, prospective applicants in Texas saw adverts promoting local lanes and weekend bonuses.

Beyond recruitment, Orior orchestrates **thought-leadership campaigns** that amplify JoyRide's voice on sustainability and technology. Articles and webinars are published across industry channels, and executives appear on podcasts to discuss electric trucks, predictive analytics and diversity initiatives. The agency manages JoyRide's presence at trade shows like **ACT Expo**, ensuring that booth designs, press releases and social content deliver a consistent narrative. Such integrated marketing increases brand awareness and positions JoyRide as a future-ready carrier—not just among drivers but also among shippers, regulators and technology partners.

5 Envisioning trucking in 2030

5.1 People: a diversified, skilled and valued workforce

- **Closing the driver gap:** By 2030 the industry must recruit nearly one million drivers. JoyRide's retention programmes, youth outreach and inclusive culture can serve as a model. Driver apprenticeships and partnerships with technical colleges will build a pipeline of younger, tech-savvy operators. The company plans to expand its **Driver Retention Program app** to include gamified learning modules and mentorship pairing, reinforcing loyalty while accelerating skills development.
- **Professionalisation:** Drivers will increasingly be multi-skilled logistics professionals. They will manage real-time data, operate electric or autonomous trucks and interact with customer systems. Pay structures will reflect these skills, and remote operation centres may allow seasoned drivers to guide autonomous trucks across challenging segments. JoyRide's IT and marketing arms will develop **virtual training academies**, combining simulation, augmented reality and human coaching to prepare drivers for electric trucks, autonomous systems and customer-service interactions.
- **Health, wellness and diversity:** Workforce strategies will prioritise mental and physical well-being. JoyRide envisions comprehensive wellness programmes that include telehealth, gym memberships and community engagement events. Diversity initiatives will not only recruit women, veterans and minorities but also provide leadership pathways and flexible work arrangements that respect cultural and family commitments.

5.2 Zero-emission and digital operations

- **Scale electric fleets:** Zero-emission trucks will achieve cost parity by around **2035**, but early adopters like JoyRide will accelerate adoption by demonstrating TCO parity earlier. Investment in charging hubs, battery swapping and **mobile charging solutions** will make long-haul electric routes feasible. JoyRide's strategy includes building **solar-powered microgrids** at terminals and partnering with utilities to co-invest in public charging corridors.
- **Decarbonised supply chains:** Customers will demand low-carbon options. JoyRide will offer carbon-neutral shipping through a combination of electric trucks,

renewable energy credits and supply-chain optimisation. The company's IT platform will embed **carbon accounting** into every load and provide shippers with dashboards showing emissions savings. Marketing campaigns will educate customers on the benefits of electric logistics and help them meet **Scope-3 reporting** requirements.

- **Digital twins and predictive logistics:** By 2030 logistic networks will be managed via digital twins that simulate real-time operations. AI will forecast demand, optimise network flows and proactively reroute freight around disruptions. JoyRide's proprietary analytics provide a foundation for this evolution. Orior Media's software team will build **interfaces for customers**, allowing them to interact with the digital twin to schedule shipments, request quotes and evaluate carbon impact. Combined with machine-learning models that predict maintenance and driver availability, these tools will enable near-autonomous dispatching.
- **Cyber-secure ecosystems:** As data flows proliferate, cybersecurity will be paramount. JoyRide will invest in encrypting data streams, adopting blockchain for tamper-proof shipment records and training employees on cyber hygiene. Its marketing arm will communicate these investments to build trust with enterprise clients who require secure logistics partners.

5.3 Autonomy and platooning

- **Autonomous trucks:** Autonomous trucks will likely operate on fixed routes between hubs by 2030, addressing safety and labour concerns. JoyRide plans to pilot semi-autonomous convoys, where drivers oversee multiple vehicles from control rooms. These pilots will use data from VAS and predictive analytics to schedule autonomous runs on low-congestion routes and integrate them with human-driven operations. JoyRide's training programmes will prepare drivers for **remote supervision roles** and emphasise collaboration between humans and machines.
- **Platooning & V2V communication:** Trucks driving in coordinated platoons using V2V communication can cut fuel consumption by **about 7%**. Such formations will be coupled with AI-based optimisation to balance safety, aerodynamics and traffic conditions. JoyRide aims to deploy **electric platoons**, combining low-rolling resistance tyres, regenerative braking and synchronized cruise control to maximise energy efficiency. The company will advocate for regulatory frameworks that allow platoons across state lines and work with OEMs to develop standardised communication protocols.
- **Remote and hybrid operations:** In addition to platoons, JoyRide envisions **hybrid driving models** where a single driver operates multiple trucks from a central hub during certain segments. Such models could extend drivers' careers, reduce fatigue and create new job categories akin to air-traffic control. JoyRide's IT division is building the software and user interfaces to make remote driving intuitive and safe.

5.4 Integrated mobility

- **Mobility-as-a-Service (MaaS):** Urban freight may integrate with MaaS platforms that coordinate passenger and cargo flows. MaaS revenues are projected to reach **US\$1 trillion by 2030**. JoyRide could integrate last-mile deliveries with urban

multimodal networks, using smaller EVs and micro-hubs. Its marketing arm will help craft partnerships with city governments and micro-mobility providers, creating branded “JoyRide Hub” lockers and pickup points that make electric freight visible and accessible to consumers.

- **Customer experience:** In 2030 shippers will expect transparent carbon metrics, real-time visibility, predictive ETAs and seamless booking. JoyRide aims to deliver this through its digital ecosystem and to differentiate by providing human support alongside automation. Through Orior Media, the company will develop user-friendly dashboards and apps that allow customers to schedule shipments, track status and receive sustainability reports. A dedicated **customer success team** will provide personalized support, demonstrating that high-tech logistics can still be human-centred.
- **Converging passenger and freight infrastructure:** JoyRide anticipates that autonomous buses, taxis and delivery vans may share charging stations, depots and lanes. The company plans to advocate for shared infrastructure that prioritises freight during off-peak hours, reducing congestion and emissions. It will also experiment with **cargo-bike partnerships** for ultra-last-mile delivery in dense urban areas.

6 Understanding Millennials and Generation Z

As the trucking workforce ages and the driver shortage deepens, carriers must engage the next two cohorts of workers—**Millennials** and **Generation Z**—whose values, expectations and habits differ markedly from those of Baby Boomers and Generation X. A 2021 survey noted that over **50 % of commercial truck drivers are over 45**, meaning that nearly a quarter of current drivers will retire within a decade. To attract younger drivers, companies need to understand what motivates them and design programmes that reflect their priorities.

6.1 Who are Millennials and Gen Z?

Millennials, now entering their forties, are tech-savvy, spend significant time on social media, enjoy collaboration and seek purpose and balance in their work and lives. They grew up alongside the Internet and expect transparency, community and meaningful work. Generation Z, the most diverse cohort in U.S. history, ranges from ages 9 to 25; a portion of this generation has just entered the workforce. Gen Z members are digital natives who think, learn and perceive the world differently, influenced by technology and the COVID-19 pandemic. They are practical, prefer to avoid debt, value travel and flourish in diverse environments.

6.2 What younger drivers expect

Both Millennials and Gen Z prioritise **flexibility and work-life balance**. They appreciate paid time off, maternity/paternity leave and staggered work schedules that allow guaranteed days off. Culture, camaraderie and community are also essential; younger generations want to belong to an organisation that fosters connection even when drivers are on the road. **Driver reward programmes**, accessible via mobile apps or social

platforms, provide recognition and help offset costs for fuel, food and parking. Financial support, such as assistance with CDL training or equipment, can be a powerful incentive, especially for Gen Z, which tends to avoid large college debt.

Technology is another prerequisite. Millennials and Gen Z expect digital tools in their jobs, from mobile applications that simplify receipts and documentation to unlimited data plans for streaming music, podcasts and video. They also expect **mobile-friendly job applications**, as 9 out of 10 Millennials own a smartphone and spend an average of six hours a day on them. Diversity and inclusion matter; younger workers want to see themselves represented in advertisements, policies and leadership, and will not tolerate cultures that exclude women or minorities. Finally, both generations love to travel; over-the-road trucking offers the opportunity to see the country, and companies can highlight this perk by allowing time between trips for personal exploration.

6.3 Integrating younger drivers at JoyRide

JoyRide's **Make Trucking Cool Again** mission resonates naturally with Millennials and Gen Z. Through its marketing subsidiary **Orior Media**, the company meets prospective drivers on platforms like TikTok, YouTube and Instagram with authentic content: day-in-the-life videos of drivers, behind-the-scenes glimpses of electric trucks and dispatch, and interactive Q&A sessions. These campaigns emphasise purpose—how driving helps feed families and sustain communities—and spotlight JoyRide's diversity, with female and minority drivers sharing their experiences.

JoyRide's **Driver Retention Program app** ensures transparency and recognition by giving drivers real-time feedback on safety, maintenance and on time performance while rewarding excellence with bonuses. The company plans to expand the app with **gamified learning modules**, social recognition features and a community feed where peers and managers can celebrate milestones. Apprenticeships and mentorships will be tailored to younger drivers' learning styles: online micro-courses, interactive simulations and collaborative projects. Orior Media's designers are building **mobile-first job application forms** and chatbot-enabled career pages, ensuring that applying to JoyRide is as easy as ordering food online. By aligning its brand, technology and culture with the expectations of Millennials and Gen Z, JoyRide intends to make trucking an attractive alternative to other gig-economy jobs.

6.4 Rewarding and retaining the new generation

To keep younger drivers engaged, JoyRide will offer **flexible schedules**, allowing drivers to choose routes and shift patterns that fit their lifestyles. Perks like unlimited data plans, wellness stipends and access to telehealth services will address the need for digital connectivity and mental health support. The company is exploring **student loan assistance** or **tuition reimbursement** for drivers pursuing further education, recognising that Millennials and Gen Z often balance work with lifelong learning. Finally, JoyRide will continue to promote travel opportunities—encouraging drivers to take scenic routes and scheduling layovers near national parks or cultural sites. Through these initiatives, JoyRide aims not only to recruit but to **retain and empower** the next generation of drivers.

7 Action plan and industry contribution

JoyRide Logistics recognises that transforming trucking requires concrete actions and collaborative leadership. Building on the strategies described throughout this paper, the company's action plan for the next decade includes the following priorities:

1. **People and culture.** Launch a national apprenticeship programme in partnership with community colleges and veterans organisations to train and mentor young drivers. Expand the Driver Retention Program with gamified learning and social recognition and introduce wellness stipends and mental-health services accessible through the DRP app. Establish a diversity and inclusion council to ensure representation and equity in hiring, promotion and marketing.
2. **Technology and analytics.** Scale up the Vehicle Availability System across all terminals and integrate it with customer portals, load boards and autonomous dispatch. Develop digital twins of JoyRide's network to enable predictive logistics and scenario planning. Build cybersecurity and blockchain modules to protect data and provide tamper-proof shipment records.
3. **Electric and zero-emission fleets.** Deploy the first tranche of Windrose R700 electric sleeper trucks and build solar-powered charging hubs at existing terminals. Collaborate with utilities and state governments to develop public charging corridors in the Southwest. Participate in the Run on Less demonstration to share data and accelerate industry adoption. Explore alternative technologies such as hydrogen fuel cells for specific routes.
4. **Marketing and advocacy.** Through **Orior Media**, expand social-media campaigns to highlight driver stories, sustainability milestones and the benefits of electric logistics. Produce educational webinars, podcasts and white papers to inform shippers, regulators and the public about the future of freight. Advocate for policy incentives that support zero-emission vehicles, driver apprenticeships and inclusive workforce practices.
5. **Industry leadership.** Use JoyRide's platform to convene cross-industry dialogues with OEMs, software developers, regulators and other carriers on topics like autonomy, cybersecurity and equitable workforce development. Partner with research institutions to pilot autonomous convoys and remote-operation models. Share lessons learned through trade associations and publications to advance best practices.

Through this multi-faceted action plan, JoyRide aims not only to grow its own business but also to **contribute meaningfully to the evolution of the trucking industry**. By modelling a people-centred, technology-enabled and environmentally responsible approach, the company hopes to inspire peers and stakeholders to join the movement to **make trucking cool again**.

Conclusion

The trucking industry is undergoing its most profound transformation since the invention of the diesel engine. Growth prospects remain strong—freight volumes and revenues are set to expand significantly, but labor shortages and climate mandates pose existential risks. JoyRide Logistics embraces these challenges with a strategy centred on people, technology and sustainability. By **treating drivers as partners, investing in predictive analytics and electric trucks, and participating in programmes like Run on Less and ACT Expo**, JoyRide demonstrates that a mid-size carrier can lead the way for an entire industry.

“Make Trucking Cool Again” is more than a slogan; it is an invitation to reimagine a vital profession. By 2030, trucking can be synonymous with innovation, decarbonisation and opportunity. JoyRide Logistics intends to prove that the future of freight is not just efficient—it’s cool.

Notes

1. **Aging workforce data.** A 2025 **American Transportation Research Institute (ATRI)** study, summarised by Land Line, reports that the average U.S. truck driver age has risen to **47**, rising to **56** for owner-operators. It notes that **62 % of the driver's workforce comprises Generation X and Baby Boomers**, while only **20 % are under 35**. The study argues that younger drivers prioritise work-life balance, good company culture and strong training.
2. **Global age distribution.** The **International Road Transport Union (IRU)** reports that the average age of professional truck drivers worldwide is **44.5 years**, with **6.5 % under 25** and **31.6 % over 55**; it projects that **3.4 million drivers** will retire by 2029.