



NATIONAL FORWARDING COMPANY, INC.

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To: Agents of National Forwarding Co., National Van Lines, Subsidiaries & Affiliates

From: Tim Helenthal, Vice President Agency Services

Subject: Customer Satisfaction Scores

We just want to update you with some information on Customer Satisfaction Surveys based on our actual experiences with customers. Hopefully, you can use this to improve the service to our customers.

If you're self-hauling a shipment we need you to let us know whenever there is a change in the ETA, even if you let the customer know of the change. We are aware that you operate in a constantly changing environment and a valid ETA today might be different tomorrow. However, if we've told the customer one date we need to let them know the new date too.

Let me give you the example we recently experienced.

An agent was self-hauling a shipment going a few hundred miles. The customer had residence and on 11/13 asked us for an ETA. Our agent told us that delivery should occur on 11/17 or 11/18 and we relayed that to the customer. As a result, the customer expected to wake up the morning of 11/17 and look out the window to see the truck coming over the hill. When that didn't happen the customer called us to see what was going on.

We called the agent who told us that things had changed and now delivery wouldn't happen until 11/19 or 11/20, which was the RDD. When we told the customer, they were very disappointed as they were waiting at residence the morning of the 17th. Eventually the shipment delivered on the 20th and while technically 'on-time' in the customer's mind the shipment was several days late and they felt like they have been lied to.

The agent knew before the morning of the 17th that delivery would not occur on that date. If we would have been notified as soon as that ETA had slipped we could have potentially prevented a poor score on this shipment. We've found the most customers are typically understanding of necessary changes in the schedule. However, when this customer expected to see that truck on the 17th, but didn't, we had failed to meet the customer's expectations and our score was ruined.

We need to remember that our goal is to meet the customer's expectations. In some ways we are obligated to help establish those expectations, such as establishing a legitimate ETA, advising that we can't go into an attic, etc. However, on the other hand, we have to be careful not over promise what we're going to do either.

In the most basic sense you can consider how you'd like to be treated as a customer as your guide when you are unsure of what you should do. In this case, we think that most of us would have wanted to know that our shipment wasn't going to be delivered on the initial ETA. We're not saying that we have to tell the customer every single thing we're doing. The point we're making is that communication is almost always the best option and will result in the highest survey score.