



NATIONAL FORWARDING COMPANY, INC.

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DATE: June 9, 2008

TO: Agents and Haulers of National Forwarding, National Van Lines and Affiliates

FROM: Patrick C. Johnson, President

SUBJECT: **Service Improvement Opportunities**

The great benefit of our Move Management Program is our ability to receive direct feedback from our military customers, thereby giving us an opportunity to improve the service that they receive and, as a consequence, our Customer Satisfaction Scores. This direct communication gives us the information we need to anticipate and meet our customers' needs.

Our Move Managers have identified several areas that are of most importance to our customers.

Communication and Direct Deliveries - Effective communication is the key to any relationship, especially the relationship between a company and its customers. It is obvious that our customers, more than anything, want a direct delivery to their residence. We track our Customer Satisfaction Scores based upon multiple criteria. It is no surprise that our overall highest customer satisfaction ratings occur on shipments that are delivered directly. Keeping the customer informed and coordinating delivery is extremely important. It lets them know just how much we appreciate their business.

Management of Hardware from Disassembled Items - Our experience indicates that the best way to manage hardware from disassembled items to prevent them from being lost is to utilize a "hardware box." The hardware box should always be listed No. 1 on the inventory, and it should contain all the hardware for the shipment in an organized and labeled fashion. Our customers have been very impressed when this method of handling has been employed. We are striving toward a uniform method and would appreciate your utilizing a hardware box.

Unpacking – Our customers very much appreciate a complete unpacking because it helps them get organized in their new home more quickly. **A complete unpacking should be encouraged.** It is understood that some customers simply do not want a complete unpacking; but in those instances where they do, a complete unpacking should be performed. We also need to remember that the Tender of Service does require the "one time placement" of packed items into cabinets or cupboards if desired by the customer.

Inventory Preparation – Our customers also appreciate a carefully completed, legible inventory clearly describing preexisting damage. The fact that the party preparing the inventory will actually point out the damage to the customer at the time it is listed is also very beneficial. Again, this emphasizes the fact that we consider them to be a very important customer and that we are going to take great care of their possessions. It is very important to make sure that the inventory only reflects actual damage and not normal wear and tear.

Conclusion – The above considerations have come out during communications with our Move Managers. With the onset of the busy season, we thought that now was the time to share them with you so that you could take appropriate steps with your personnel to make sure that they understand how important they are to satisfied customers and high Customer Satisfaction Scores. We are very proud of the caliber of service that our agents and haulers have turned in. We understand that none of us will ever be perfect, but our goal is continuous improvement. That's all we can ask for.

Thank you very much for your representation of our company. If you have any questions about anything, please do not hesitate in contacting me.

Very truly yours,

A handwritten signature in black ink, appearing to read "Patrick Johnson". The signature is fluid and cursive, with a large initial "P" and "J".

PCJ/lg