



Clark & Reid

EXECUTIVE MOVING SERVICES

On the Move

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Corporate Relocation Managers Rank Clark & Reid #1 in Five Categories

A documented decade as America's Highest Rated Mover wasn't enough: Clark & Reid has excelled once again and dominated the moving industry with record level high scores, this time by Relocation Managers. In the fifth annual Relocation Program Managers Survey conducted by Trippel Survey & Research, Clark & Reid secured the highest average score in five categories:

- Clark & Reid earned the highest ranking for **overall satisfaction**
- Clark & Reid received the highest average score for the **ability to meet the needs of Relocation Managers**
- Corporate Relocation Managers ranked Clark & Reid's **field personnel with the highest level of satisfaction among all carriers**

- Clark & Reid was rated the highest in **overall integrity and trustworthiness**
- Clark & Reid ranked #1 in **web-based tools** available to Corporate Relocation Managers and their transferees.

The Satisfaction Survey was distributed to over 691 Relocation Managers throughout the United States, representing an assortment of different industries and overall move volume.

A key level of this success has been attributed to the suggestions and challenges brought forth by the members represented at our inaugural Advisory Council. (See article below)

Securing the highest position in five categories for the first time confirms our standing as America's Highest Rated Mover, not only among transferees, but their Corporate Relocation Managers as well.

Clark & Reid Hosts Inaugural Advisory Council

Fall of 2006 marked the first gathering of the Clark & Reid Advisory Council: A true 'think-tank' of some of industry's most innovative thinkers. Represented in the session were Rebecca Kirschbaum, Senior Director of Corporate Relocation for ADP, Carol Card, Relocation Manager for FM Global, Mark Olsen, President of Parsifal Corporation, Pat DeDonato, Vice President of Global Supplier Relations for Cartus, Stacey Myhro, Vice President of Supplier Relations for Plus Relocation, Mickey Williams, President and CEO of Capital Relocation, Karen Reitter, Manager of Compensation for The TJX Companies, Tim Hughes, President and CEO of Movers Specialty Services and, of course, Clark & Reid. The primary goal of this Council is to formulate ideas where a top-rated moving company such as Clark & Reid can generate continuous improvement in a highly evolving relocation market.

Day One focused upon the discovery of industry trends, total relocation challenges in addition to open discussion of the realities of the 'Moving Supply Chain.' The findings of these discussions yielded exceptional feedback from the Council Members to Clark & Reid. Identifying and narrowing down a list of 'barriers' associated with the moving process, Council Members proposed ways to confront challenges identified and creative means of differentiating service in the marketplace. Stay tuned as some of these recommendations will soon be a part of our business model.

Readers of this article who wish to discuss the specific findings of the meeting are encouraged to contact Chris MacKenzie, Vice President of Sales & Marketing, at 800.358.3600 ext.2160.

Most Prestigious Award Presented at Year-End Meeting

In 1999, The Office Pinnacle Award and The Driver Pinnacle Award were created and first awarded to recognize an associate and a driver who best embodied Clark & Reid's mission 'to be the best'. These individuals consistently maintained the highest level of quality performance and have proven that anything short of excellence is simply not acceptable. The award continues to be the company's most prestigious, providing ample recognition to these individuals and an opportunity to be recognized by their peers.

The 2006 Driver Pinnacle Award was presented to Frank Rojas at the annual year-end meeting. As the recipient of this award, Frank's performance was measured based on total weight carried, claims frequency and costs, customer evaluations and safety compliance. Over the course of the year, Frank also needed to reach a ranking as Clark & Reid's #1 rated driver and achieve 'preferred booking status' based on our internal driver rating system.

Frank started at Clark & Reid in 1999 as a driver trainee. His diligence and perseverance allowed him to obtain his CDL license

in May of 1999.

Today, Frank manages his own move team as a company driver for Clark & Reid and is frequently requested by transferees. When he is not on the road, he travels to Guatemala where he is actively involved in the construction of an orphanage for displaced children.



From left: Kevin Rich, Don Martin, Gary Martin, Frank Rojas, Jim Dufoe, Chris MacKenzie

Jim Jones was the recipient of this year's 2006 Office Pinnacle Award. Joining Clark & Reid in 1969 as a driver, Jim has held various positions with the company including Operations Manager, Director of Quality Assurance,



From left: Jim Dufoe, Kevin Rich, Jim Jones, Gary Martin, Don Martin, Chris MacKenzie

Planning Manager and Regional Operations Manager. Today, Jim holds a On-Site Quality Supervisor position performing pre-move surveys for transferees and random quality inspections. Throughout the years, Jim has embraced the mission of the company with his positive attitude and overall dedication and is truly considered an asset to Clark & Reid.

Clark & Reid Rejuvenates Internal Driver Support

With the approaching busy season and an aggressive growth plan in place, we have recognized our need to increase our driver population with individuals who embrace our desire to provide consistently high levels of moving services. These unique individuals will now be provided with a distinctive approach for internal support.

Clark & Reid has appointed Dave Rogers as our new Manager of Driver Relations. In this position, Dave will be focused on maintaining active communication with Clark & Reid's owner-operators and company drivers to monitor internal satisfaction. He will also provide assistance with revenue and quality of life challenges. Dave has been employed at Clark & Reid for over 10 years, and has filled the roles of both Operations Supervisor and Driver Recruiter.

In these former roles, Dave built a successful rapport with Clark & Reid's company drivers and owner operators, and we are confident that his vast knowledge of the moving industry will provide the internal support our driver associates desire.

Gerry Fernandez has accepted the position as our new Driver Recruiter. Gerry brings over 10 years experience in the staffing and recruiting industry, working with a number of corporations across all industries. Previous to his recruitment career, Gerry operated tractor trailers for a number of years. With his experience recruiting across a number of professions and his ability to relate to and address what drivers are looking for in a best-in-class organization, Gerry will be continuing the Clark & Reid tradition of recruiting the Industry's Top Professional Movers.

Clark & Reid Receives Inaugural 'Delivering More' Award at Cartus 2006 Global Network Conference

Clark & Reid was recently honored for outstanding performance by Cartus at its 2006 Global Network Conference held October 8-9 in Dallas. Each year, Cartus recognizes the companies and individuals that have worked to provide extraordinary service to its international customers and clients.

Clark & Reid was awarded the Global Network *'Delivering More' Award*. Given out for the first time this year, this award is presented to the supplier who has gone above and beyond the call of duty during the year to assist Cartus in helping its customers and clients.

"Service providers such as Clark & Reid Company, Inc. continuously go the extra mile in their efforts, while demonstrating unrivaled dedication and performance," said Traci Morris, Senior Vice President of Supply Chain Management. "As a vital extension of the Cartus team, we rely heavily on the support of our Global Network providers to help minimize the tension that our clients and their employees deal with when faced with such an important life decision as relocating. Clark & Reid Company, Inc. has truly demonstrated their willingness to 'deliver more' for Cartus clients and customers."

"Taking into account the program's tough selection criteria and performance standards, being a part of Cartus' global network is an honor in and of itself," said Don Martin, President, Clark & Reid.

"We embody the company's dedication to providing high-quality service and are grateful to have received this prestigious designation as it only further enhances our commitment to world-class service."

Corporate Sales Manager Earns CMC Distinction

This past November, Jim Butler, Clark & Reid's Corporate Sales Manager, earned the Certified Moving Consultant distinction. The CMC credential has come to represent a fundamental competency and adherence to ethical conduct of the sales force for the Household Goods Moving & Storage Industry. In dealing with a CMC, you can be assured that you are working with a knowledgeable

sales consultant who is committed to providing excellent and fair service.

Once his application was accepted, Jim was required to sign a Code of Ethics and Professional Standards statement and pass a certification exam. To maintain his CMC status, Jim must complete the recertification process annually.

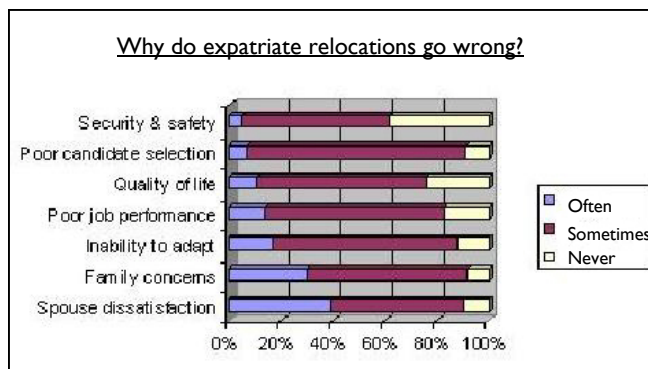


Expatriate Cross Cultural Training

The reality of today's global marketplace requires companies to relocate staff to foreign locations in order to establish and nurture a business presence abroad. Many executives and managers sent to manage foreign operations are usually chosen for their skills and accomplishments within their native country. The assumption is that 'if they can do it at home, they can do it abroad'. Research suggests this is not the case – cross cultural differences usually make such skills defunct in a new environment.

Maximizing the chances of an employee's success in a foreign location is a critical business priority. If a manager or executive is sent abroad and fails to either settle into the new culture or work effectively with his/her new colleagues, the whole venture will be a waste of valuable time, effort and money.

Expatriate relocation assignments fail for a variety of reasons as the chart below shows. Cross cultural differences account for or impact upon many, such as the inability to adapt, spouse dissatisfaction and poor job performance.

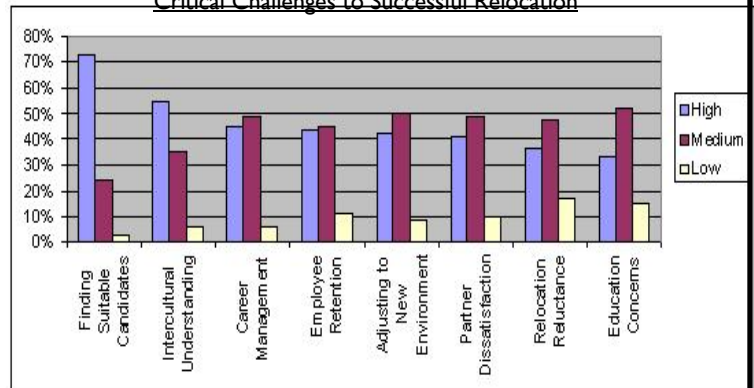


Research and analysis of expatriate relocations has highlighted how 'culture shock', i.e. being impacted by cross cultural differences, can negatively impact upon a relocation assignment if not properly managed. These cross cultural differences affect both the employee and his/her spouse or family.

A manager/executive may find it hard to communicate or gel with their new colleagues. Negativity starts to creep in, motivation and patience are lost and the work environment becomes one tainted with stress and pressure. In addition, if the spouse or family are having a difficult time adjusting to the new culture the pressure increases. If proper training is not administered to coach the employee and/or the family the whole experience can turn sour leading to failure. This in turn costs the company money, results in a demotivated workforce in the foreign location and possibly damaged relationships with clients or customers.

Cross cultural training can and does reduce the chances of expatriate relocations going wrong. Employees have now realized the importance of intercultural understanding and its potential impact upon relocations, as highlighted in the chart below. Cultural training aids the employee and family to better approach and deal with the relocation, ensuring that the negative consequences of 'culture shock' are greatly reduced.

Critical Challenges to Successful Relocation



Cross cultural training, in essence, helps the expatriate understand the culture of the target destination and provides them with coping strategies to support them when feeling vulnerable. Although the content of a cross cultural training course will vary according to who is receiving it (i.e. employee, spouse or children) they all benefit the participant by highlighting the cross cultural differences they will face in their new office and/or lifestyle.

The manager or executive will receive coaching in area such as business culture, etiquette, interpersonal communication, conflict resolution, man-management and other key areas that will help them communicate and work effectively with their new team. A family or spouse will receive guidance of cultural issues relating to their new environment such as schooling, lifestyle, local culture, etc. Again this aims at familiarizing the family with their new destination.

The benefits of receiving cross cultural training prior to a relocation are that it:

- Prepares the individual/family mentally for the move,
- Removes some of the 'unknown',
- Increases self-awareness and cross cultural understanding,
- Provides the opportunity for questions / anxieties to be addressed in a supportive environment,
- Motivates and excites,
- Reduces stress and provides coping strategies,
- Eases the settling-in process,
- Reduces the chances of relocation failure.

The importance of cross cultural training is clear. Feedback from those who have undertaken cross cultural training overwhelmingly indicates that it is of great benefit. If global companies are to truly maximize their potential abroad, cross cultural training must become a mandatory element of expatriate relocation assignments. To ignore this would mean a continuation of failures, loss of potential growth abroad and a staff base that lacks international cultural competencies.

This article was written by Neil Payne, Kwintessential. Communicating across linguistic and cultural boundaries is critical for today's international businesses, organizations and individuals. Kwintessential work with their clients to maximize their potential on the global stage through cultural awareness training, translation services, language tuition and multilingual website design. For more information visit www.kwintessential.co.uk

Clark & Reid International performs hundreds of international relocations annually. Glenn Kozar, Vice President, and his team have over 100 years combined experience in international relocations. Our international office can be reached at 800.342.6301.