



# On the Move

**Inside this issue:**

Latest Quality Scores Exceed Company's Record High 1

Clark & Reid Deploys Skybitz as Latest Fleet Management Tool 1

Fusion Move Model Increases Capacity 1

The Clark & Reid Logo: Going Behind the Lines 1

Relocation and the Supply Chain: Opportunities for Greater Collaboration 2

Companies Find International Relocation of Executives With a Working Spouse 3

## Latest Quality Scores Exceed Company's Record High

For such a highly decorated executive relocation company such as Clark & Reid, setting even higher transferee satisfaction scores is no easy task. Yet due to recent innovations and initiatives, our first four months of 2007 are demonstrating the highest

total satisfaction scores in the history of our company! By compiling multiple independent surveys from our clients, in addition to data provided by Alan Trippel Associates, we have confirmed our standing as *America's Highest Rated Mover*, once again.

## Clark & Reid Deploys Skybitz® as Latest Fleet Management Tool

Reacting to one of the top concerns raised by members of the Clark & Reid Advisory Council, Clark & Reid has launched new initiatives directly related to expanding vehicle visibility and increased technology.

tools, we will increase overall security of our clients' household goods in addition to gaining access to improved trailer tracking technology.

This spring, Clark & Reid will join 320 other transportation fleets utilizing Skybitz's® technologies. With the implementation of the latest in fleet management

With the implementation of the *Fusion Move Model* introduced earlier this year, utilizing the latest in fleet management aides is vital to our operational efficiencies.

## Fusion Move Model Increases Capacity

Clark & Reid Company, Inc. is pleased to announce a significant capacity increase in 2007 due to the institution of a new move model called the *Fusion Move Model*. Without sacrificing the high level quality of services relocation managers have come to expect, the company is emerging into peak season and with more capacity and flexibility than ever.

providing personalized service to the transferee and execute more moves, per mover in any given period of time: Our professionals spend less time in a tractor, and more time performing their craft. The *Fusion* has already become increasingly popular among corporate clients and their transferees advocating the assurance of success in implementation.

In response to unfulfilled demands from prior years, the innovative *Fusion* enables more household goods moves without exhausting the industry's shrinking talent pool. Partnering with the transportation industry's top haulers to perform the physical movement of the goods from household to household enable Clark & Reid's professional move teams to focus on

The *Fusion* does not replace the traditional model that delivered national recognitions to Clark & Reid for over a century, but increases capacity without reducing quality. In fact, while incorporating the *Fusion Move Model* in our total body of work, our total quality scores are currently the highest in our company's storied history.

## The Clark & Reid Logo: Going Behind the Lines

By: Christina Pappas, Marketing Assistant

We are all familiar with the old adage 'a picture is worth a thousand words.' But you may not be aware that the same can be said for color. Color resonates a particular feeling directly related to the object or positioning of the swatch. Many have questioned the reasoning behind choosing the corporate colors depicted in the stripes contained within the Clark & Reid logo. Truth is, using browns, reds and golds was intentional and the aim was to resonate certain feelings that one sub-consciously receives from being amongst the color.

The second stripe is red orange. This color is associated with happiness. Everyday, we strive to ensure happiness amongst all of our transferees, employees and our professional move teams. The placement in between the yellow prestigious stripe and the brown genuine stripe represents a true bridge of the two, in addition to emphasizing our desire to ensure satisfaction is delivered each and every time.

The first stripe is the gold or dark yellow. This color represents intellect and prestige and is often associated with an overall warm feeling. Think sunshine, flowers and the beach. The golden color that we have chosen takes the positive feeling and evolves it into something prestigious, associated with wealth and success.

The bottom stripe contained within the logo is brown. Brown represents trustworthiness, reliability and genuine qualities. These are all very viable traits that we want to resonate with our brand and our service.

All in all, our colors are appropriate, and capture the essence of our brand and the service we wish to deliver. Intellect, prestige, happiness, trustworthiness and reliability are all accurate descriptions of Clark & Reid, and the mission we live each day; *To be the best.*

## Relocation and the Supply Chain: Opportunities for Greater Collaboration

By: J. Chris MacKenzie, Vice President, Sales & Marketing

Most of us can envision a traditional manufacturing supply chain from suppliers' suppliers to customers' customers. Now try to envision all providers, phases and exchanges in the *relocation process*: The corporate client, Relocation Manager, buyers and sellers of real estate, property surveyor, household goods moving company, specialty crating company, auto transport provider, temporary housing accommodations, spousal support services, pet transporter, auditor, satisfaction surveyor, and more. Despite the emergence of relocation management companies, all of the previously mentioned providers become members of the "Relocation Supply Chain", and are factors in the total *mobility spend*. In our industry, it is a constellation of companies with multiple degrees of information systems, individual protocols, varying levels of sophistication, expertise, and independent best practices. Every handoff, or "exchange" in this chain requires time consuming and costly introductions, information transfers, education and invoicing.

Presume for a moment that you are the President/CEO/Owner of this entire supply chain. In order to create and deliver the best total service possible, while maximizing your revenue, would your service model mirror the scenario outlined in the previous paragraph?

In the early 1980's, the discipline was developed to integrate key business processes, and companies in the network to exchange information, and cumulatively plan all activities in the delivery of a product or a service: A true *value innovation*. The realization is that disruptions or redundancies add costs to the final product/service, and common gains are experienced by all members of this coordinated network. Members share mutually beneficial technologies and best practices in environments that contain overall market pricing pressures, consumer demand for excellence and competitive pressures.

A conventional supply chain is a linear set of linkages between firms and service providers with the ultimate goal of delivering a service or a product in a seamless manner. In our industry, significant percentage of service failures, redundancies and cost increases are a function of the exchanges in our supply network. No singular company, or Group has visibility, or control over the entire mobility process. Even when each member of the chain is brilliant in their performance, opportunities for failure increase with each hand-off. This is not an endorsement for massive consolidation of all of these services under one umbrella organization, yet a challenge/opportunity for our industry to initiate comprehensive, standardized integrated solutions and threads that will increase service levels and communication among members of the supply network.

In an environment where extensive cost containment pressures are combined with commoditized pricing and 'product or service sameness', service providers are looking internally for ideas and innovation. The market will not bear charging higher prices. Relocation budgets are not increasing. Charging more for services that others will provide for less (with little or no apparent decrease in quality) is business suicide in this hypercompetitive market.

We should collaboratively reconstruct and redefine market boundaries in order to redefine the '*rules of engagement*' of our supply network.

In this highly competitive arena, service providers have two primary business options:

1. Create and deliver such a unique, high quality experience that is measurably better than the rest of the market. This capability must not be easily duplicated by competitors, and clients should be willing to pay more, despite shrinking budgets.
2. Develop means to collaborate upon delivering a flawless experience to the transferee, at prices already dictated at by the market, yet determine means to strip supply costs without compromising the service demands of our clients.

Many providers focus upon Option #1, and dedicate substantial amounts of research and development resources trying to create that 'distinctive experience'. And when we do, we then own the unenviable task of presenting this new innovation to clients and prospects, professing its merits to charge more. Reality of the marketplace sets in, and most include the new innovation, at the same price as their competitors, with the hope that volume will offset the increased costs of delivering the service. Sound familiar?

New ideas and service innovation should be a business priority for all of us, but internal service differentiation should not be our singular focus.

Option #2 is curiously a less visited option by most of us, primarily due to the fragmentation in the overall supply chain, and our individual lack of visibility of the entire landscape. Granted, some clients have created formal integration processes and protocol that all providers must follow in order to participate. Many of these client-specific systems have decidedly strong interface capabilities, and are exceptional examples of intelligent thinking. They streamline consistent, best practices through each exchange, with the intent of minimizing redundancies in the mobility process. Unfortunately, most providers do not serve only one client, and therefore conform to multiple practices, technologies and authorization procedures which can actually add costs, and minimize functional expertise.

The mobility supply chain has evolved into a wide-ranging network of companies/competitors with varying levels of sophistication. Ironically, many of our clients professionally participate in the art of activity-based-costing and supply chain optimization within their own discipline. Our industry could solicit their expertise, investigate the practice of looking 'beneath' the invoices for hidden costs, and begin to calculate the immeasurable number of repeated activities and transactions for one transferee.

Obtaining consistently high performance, while economically collaborating with other providers is a feasible and proactive reaction to current market conditions.



**Clark & Reid**  
INTERNATIONAL, INC.

## Companies Find International Relocation of Executives With a Working Spouse Complex

It used to be simpler for firms to relocate executives overseas. An executive (usually male) was selected; discussions were held with the spouse and the opportunity was polished up with "great private schools," "private clubs," "benefits" and "travel galore."

The world has changed! Families now count on two incomes and don't want to lose income upon repatriation. The accompanying spouse (either male or female) may like his/her current work and does not want to move to what may be a strange foreign work environment along with the reality that an absence could limit promotion and future opportunity

### Corporate Solutions

Corporations and governments today feel the pinch when filling international assignments. An accompanying spouse may refuse to relocate. Additionally, cases of early and costly repatriation because the spouse did not find a satisfactory career alternative are increasing.

How do firms solve these problems? Different corporate responses are listed below:

- 1) Award stipends for educational advancement for future career maximization, using relocation time for good benefit
- 2) Subsidize a percentage of a spouse's salary to avoid financial impact on the family
- 3) If both partners are currently employees of the same firm, employ both partners in an overseas branch. (May have complications in the Japanese environment.)
- 4) Actively support a job search for spouse in the home country prior or/and after relocation
- 5) Utilize career support services to facilitate speedier resolution of career issues

Successful resettlement of a two career couple is closely connected to the type of career an accompanying spouse has had so far (easy: marketing and teaching; impossible: medical jobs with licensing requirements), the degree of adaptability to a new work environment and willingness to adapt skills and knowledge to affiliated work areas. The current career stage is important as well. Older professionals often like a job break and easily become immersed in non-profit activities. The under 30s group has time to try out various opportunities, even some which might not present themselves in the home job market (model for agencies in Japan, TV work). Probably the most difficult spouse to convince to go international is someone who has made an extensive commitment to develop a career and is very specialized.

### Opportunities for Accompanying Spouses in Japan

Legally, accompanying spouses may work in Japan, provided a minimum requirement of a college degree or/and long work experience is met (accompanying spouses may work up to 28 hours without applying for a work visa). To encourage newcomers, below is a list of successful career moves made by accompanying spouses in Japan.

### Qualifications & Experience before Japan -> In Japan

Human Resources Manager -> Same job, different industry

Nurse -> Support preparations for medical conventions

Advertising Professional -> Customer Relations Manager

Retired Government Official -> Managed Professional

Advertising Company -> Joined same firm in Japan

Studied TV Documentary Making -> Made documentary on Japan/US relationship

Writer -> Technical writer

Legal Secretary -> Began study in Japan to become a lawyer

Dental Professional -> Healthcare recruiter

Jazz Pianist -> Jazz pianist in clubs

If relocating a dual-career couple to Japan, it is important to research the possibilities before rushing into accepting any stereotypes about the limitations in the Japanese market of the workplace. There are many resources available, and corporations need to evaluate how they can keep their best people, which means satisfying a spouse's career needs. If you are an accompanying spouse--smile! Many like you have found Japan a rewarding work experience that en-

This article was written by Charlotte Kennedy-Takahashi

Clark & Reid International provides executive-level moving services worldwide. Glenn Kozar, Vice President and General Manager, and his team have over 100 years of international relocation experience cumulatively. The office can be reached at 800342.6301 or via email [gkozar@clarkreid.com](mailto:gkozar@clarkreid.com).