

COMPANY LOGO
2017 – 2019 STRATEGIC PLAN

PATHWAY TO SUCCESS

Managers focus on “results”.
Leaders focus on “processes that create results”.

“Excellence with Integrity”

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Strategic Snapshot

OVERARCHING OBJECTIVE

Achieve sustainable revenue, cash flow, profit & balance sheet performance capable of providing the financial resources to support and grow the business, while providing security and value to all stakeholders; owners, customers and employees.

OBJECTIVE #1 <i>Profitable Revenue Growth</i>	OBJECTIVE #2 <i>Internal Efficiency & Standardization</i>	OBJECTIVE #3 <i>Organizational Upgrade & Development</i>
<p><u>Existing Customers</u></p> <ul style="list-style-type: none"> • Customer retention – strategic & non-strategic accounts • Increase loads / revenues <p><u>New Customers</u></p> <ul style="list-style-type: none"> • New business development – pipeline & marketing management • CRM management • Networking & referrals 	<p><u>Priorities</u></p> <ul style="list-style-type: none"> • G&O's aligned w/ business plan • Accountability to commitments <p><u>Systems & Processes</u></p> <ul style="list-style-type: none"> • Prioritize & document key processes – then, improve using latest / advanced methodologies • Technology advancements <p><u>Internal Efficiency</u></p> <ul style="list-style-type: none"> • Eliminate wasted / non-value added effort • Increase output / ROI (smarter, not harder) 	<p><u>Work Design</u></p> <ul style="list-style-type: none"> • Standardize / normalize • Clarify performance expectations w/ appraisals <p><u>Manpower Resource Review (MRR)</u></p> <ul style="list-style-type: none"> • Retain "A" players • Grow "B" players • Address "C" players • Robust succession planning • Individual development • Organizational development

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OBJECTIVE #1 – Profitable Revenue Growth

(a) Existing Customers	(b) New Customers	(c) Sales Team & Other
<p><u>Customer retention</u></p> <ul style="list-style-type: none"> • Robust strategic account management – retaining top customers • Aggressive non-strategic account management – retaining all others • Utilize CRM <p><u>Existing customer growth</u></p> <ul style="list-style-type: none"> • See (a) customer retention above • Build / strengthen relationships • Out-perform competition / industry • <u>ASK</u> for more business 	<p><u>New business development</u></p> <ul style="list-style-type: none"> • Pipeline management <ul style="list-style-type: none"> ○ Warm leads ○ Improved approach – pitch & presentations • CRM • Networking / referrals <p><u>Marketing</u></p> <ul style="list-style-type: none"> • Marketing strategy • Website update – August 2016 • Analytics 	<p><u>Add qualified representatives</u></p> <ul style="list-style-type: none"> • Develop strategic business development design • Add Sales/Marketing leader – 2017 • Add additional as required • <p><u>Other support infrastructure</u></p> <ul style="list-style-type: none"> • Update website • Fully utilize ERP system (CRM, etc) •

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OBJECTIVE #2 – Internal Efficiency & Standardization

<i>(a) Priorities</i>	<i>(b) Systems & Processes</i>	<i>(c) Internal Efficiency</i>
<p><u>Goals & Objectives</u></p> <ul style="list-style-type: none"> • <i>Clear priority setting</i> • <i>Aligned w/ business plan & strategic plan</i> • <i>Consistent with function & company direction</i> <p><u>Accountability</u></p> <ul style="list-style-type: none"> • <i>To expectations</i> • <i>To commitments</i> 	<p><u>Prioritize, document & improve</u></p> <ul style="list-style-type: none"> • <i>Identify & document key processes</i> • <i>Continuous improvement using best practices and/or latest / advanced methodologies – lean, 6-sigma, etc.</i> <p><u>From people-driven to process-driven</u></p> <ul style="list-style-type: none"> • <i>Standardized, repeatable, sustainable, etc.</i> • <i>Utilize latest technology</i> • <i>Work smarter, not harder</i> 	<p><u>Eliminate waste</u></p> <ul style="list-style-type: none"> • <i>Reduce / eliminate wasted / non-value added effort</i> <p><u>Productivity</u></p> <ul style="list-style-type: none"> • <i>Increase output with less effort / resources</i> • <i>Continue developing / utilizing latest technology</i>

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OBJECTIVE #3 – Organizational Upgrade & Development

(a) Work Design	(b) Management Resource Review (MRR)	(c) Competency Building
<p><u>Standardize / normalize</u></p> <ul style="list-style-type: none"> • Consistent & efficient work design <p><u>Performance expectations</u></p> <ul style="list-style-type: none"> • Clearly defined G&O's • Thoroughly communicated performance expectations • Consistent, constructive feedback to communicated expectations (w/ continuous improvement plans) 	<p><u>A-B-C analysis</u></p> <ul style="list-style-type: none"> • Retain "A" players • Grow "B" players • Address "C" players <p><u>Succession Planning</u></p> <ul style="list-style-type: none"> • Thorough succession planning for key roles @ minimum <p><u>Development – current & career</u></p> <ul style="list-style-type: none"> • Individual development • Organizational development 	<p><u>Develop competency requirements</u></p> <ul style="list-style-type: none"> • Identify & obtain "needed" competencies; technology, etc. <ul style="list-style-type: none"> ○ Internal development ○ Skill specific training ○ External replacements / additions

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