



## THE FINE ART OF SHIPPING ART

*Strange Creatures sail to France via Lynden*

**D**ave Coles squints into the Arizona sun as he watches a crane operator attach straps to a 40-foot Hapag-Lloyd container. With a whine, the crane's boom slowly lifts the 18,000-pound box off the ground, pivots and carefully places it onto a waiting lowboy trailer. Visible just above the container's rim are the undulating shapes of "Warrior" and "Octopus." Part of the Strange Creatures collection created by internationally known artist Rotraut, the oversized aluminum sculptures are two of seven bound for the port of Los Angeles where they will be loaded onto a ship sailing for Fos Sur Mer, France.

Coles double-checks the container as it is secured for the 375-mile truck trip from Paradise Valley, AZ to the California coast. It's been six hours of precise loading — sculptures into container and then container onto trailer. Finally, the truck driver pulls away from the parking lot into the residential neighborhood and disappears around the corner.

"These moves are always nerve-wracking due to the irreplaceable nature of the cargo," he explains. Coles manages Lynden International's Phoenix office and he says this project took eight weeks of advance planning. "We knew it would be challenging when we went to the studio to measure the sculptures and realized they wouldn't fit neatly

into a regular ocean container. Due to their irregular shape, we had to use an Open-Top container and cover the over-height sculptures with a tarp to protect them as they made their way west."

The one-of-a-kind sculptures (pictured above) are just some of the many types of art Lynden International moves for Arizona art studio Tete A Tete. The studio and its Director Manuel Luiz count on Lynden's care and attention to detail. "We have worked with Lynden for more than 10 years," Luiz says. "They have done very well and given us peace of mind in shipping our art all over the world."

With art moves, the standards are high — and exacting. "The artists want what they want. The sculptures and paintings are their babies, and we must treat them accordingly," says Phoenix Sales Manager Paul Till. "The ocean shipment of the sculptures could've been handled in a variety of ways, including loading the pieces onto a flatbed and containerizing them at the LA port, but they wanted to load the pieces into the container themselves at precisely 8 a.m. at the studio."

The studio's request for an Open-Top container had Lynden staff scrambling to locate one at a rail yard and transport it from Los Angeles to Phoenix by the load date. But as Till explains, "It's not always

**Continued on page 3**

# Executive Perspective

**C**ustomer Experience Management is gaining momentum as a method of improving customer retention and profitability. Businesses offering the best customer experiences have low customer turnover (now called churn) and more referrals. Lynden International recognizes the importance of our customer’s voice, and we are in the beginning phase of a company initiative to enhance our customer experiences and the Voice of the Customer (VOC).

Customers want to make sure they are getting the best deal available for their transportation dollars, but price is only one facet of the selection process. The customer experience, from initial contact to final delivery, is a driving factor that differentiates one forwarder from another. Not only do poor customer experiences drive customers away; they also hamper a company’s ability to gain new ones.

Today, most customers use online tools or mobile devices to purchase cargo transportation, so getting an accurate view of the customer experience is not a simple task. The VOC is not the same

as an annual satisfaction survey — it is about truly engaging the customer at the time of a specific interaction at the point the experience takes place. This method increases response rates and data accuracy so decisions for improvement can be based on solid information.

By using the VOC to drive our customer enhancements, Lynden International creates a business model that differentiates us from the competition. We want our current customers to have such a positive experience that they refer us to others. Referrals indicate customer loyalty and result in bottom-line results. We are very excited about the upcoming changes and encourage our customers to “voice” their experiences with Lynden. It only makes us better.



Laura Sanders  
Vice President,  
Operations

## LYNDEN ESTABLISHES NICHE MARKET FOR HOTEL INDUSTRY



**L** Lynden International is quickly establishing a niche market of helping hotels prepare for grand openings as well as assisting with upgrades and renovations. As it did for the Aava Whistler Hotel in British Columbia, Lynden has provided transportation and logistics services to several resorts and hotels over the past year.

“From chandeliers and carpet to lamps and chairs, we can move just about everything you might find in a hotel — the whole shooting match,” explains Jim Taef, Lynden’s District Manager in Los Angeles.

For one customer, Lynden brought air shipments into its Los Angeles station from Turkey and China and arranged full truckload transport to a 100,000-square-foot warehouse near the building site. It also handled ground domestic shipments from Georgia, New York and New Jersey — all

destined for the warehouse and later staging in the hotel.

The challenges included securing 20-foot pallet positions on aircraft for carpet manufactured in China, and coordinating shipments of raw materials from Italy and Mexico to China for manufacturing. The finished products were then shipped from China to Los Angeles. The global nature of the project kept Lynden’s customs crew and in-house brokers busy.

Taef traveled from Los Angeles to the hotel site every few weeks to oversee shipments coming into the warehouse and to troubleshoot any problems during construction. “We really can do it all for our hotel customers,” he says. “From international shipping, warehousing and delivery to the hotel site, we provide a variety of value-added services.”

This complete package provides hotel management and construction teams with everything needed without the headache of dealing with multiple contractors and vendors.

**Continued from page 1**

about what's easiest or the most expeditious. It's about listening to the customer and making it work for them."

The paintings and sculptures Lynden ships to France, Switzerland and other locales for Tete A Tete are often valued from \$50,000 to \$200,000 each and the shipments require detailed knowledge of customs rules and regulations. "We are true experts at export and import documentation," Coles says. "On occasion we have shipped art on a temporary basis for exhibition and arranged for the studio to avoid paying duty tax when the art comes back into the U.S. Those charges can sometimes be as much as \$2,000, so our knowledge and experience is an added value for our customers."

When it comes to choosing ocean or air, many art studios and artists select ocean for shipping heavy, oversized sculptures or multi-media work. And in the past few years, more customers are exploring ocean transport for economic reasons. Lynden offers specialized service and assistance for those new and returning ocean customers. "They can depend on us to take care of it — we will walk them through it and explain everything," Coles explains. "We take a lot of steps and precautions to anticipate things that may happen, and we use carriers we know and trust."

Lynden offers a full array of international ocean transportation services, including:

- Full intermodal services throughout the U.S. and Canada, including pick-up and delivery of import and export cargoes.
- Complete ocean services for both Less-than-Container Load (LCL) and Full Container Load (FCL) cargoes between the U.S. and any point in the world.
- Full ocean services between the U.S. mainland and Hawaii, Puerto Rico and Alaska. A Mexico office with services in and out of all Mexican ports.
- Container Freight Station (CFS) services



*The container is hoisted and placed onto a waiting lowboy trailer at the art studio in Arizona.*

including crating, packing and palletizing, loading containers and blocking/bracing of export cargo, and receiving, unloading and delivery of import cargo.

- Ability to handle over-dimensional cargo, flatracks and Open-Top containers, breakbulk and project cargo.
- All import and export documentation to meet the requirements of U.S. Customs and other government authorities, Letters of Credit, etc.
- Full service U.S. Customs Broker that can provide both Customs clearance and ISF "10 + 2" filings.
- Expertise to both importers and exporters in a variety of regulatory issues to ensure compliance with U.S. trade laws.

Tete A Tete isn't Lynden's only ocean customer, but the art studio certainly puts the staff through its paces and provides a unique showcase for the multi-modal transportation capabilities of the company. "They throw a lot of challenges our way; a lot of outside-the-box stuff, but we actually look forward to it," Coles says. "Sometimes it requires finding new resources that we aren't used to, but we start talking to people and beating the bushes, and we always manage to make it work. Isn't that Lynden's motto? We make the impossible possible."

***"It's about listening to the customer and making it work for them."***



*Shrink-wrapped sculptures ready for shipping.*



*JetBlue  
remains  
true blue  
to its  
customers*

# YOU ABOVE ALL

greatest assets, but also one of our greatest challenges,” Shipsky readily admits. “We are a small group within the airline industry, but our size allows us to be quick, nimble and extremely attentive to customers’ needs.”

JetBlue cargo has seen a steady and respectable 35 percent growth each year, and the cargo team is expanding on that growth by adding strategic sales support in U.S. markets. “Our growth will depend on where we feel we are needed and where we can help our customers the most. We are exploring that now by surveying our customers; responsible growth is paramount for us,” Shipsky says. “We certainly won’t build an army and wait for a war.”

JetBlue’s lift options are also growing. New direct routes from Long Beach to Anchorage, Tampa to San Juan and Newark to Boston were added in May. Alaska customers will enjoy direct flights to Southern California, which are usually limited. Flying into Long Beach gives cargo customers additional options.

JetBlue’s cargo hubs are in Boston, New York (JFK), Orlando, Fort Lauderdale, Long Beach and San Juan, and perishables make up a large portion of the airline’s cargo business. Thousands of pounds of seafood move in and out of Boston and Seattle each month as well as

fresh-cut flowers arriving in Fort Lauderdale from South America bound for U.S. markets.

But it’s JetBlue’s sensitive handling of a very precious type of cargo that sets it apart. “Our company is based on five values: safety, caring, integrity, fun and passion,” Shipsky says. “Safety, caring and integrity come into play when we talk about human remains. You are facilitating the transportation of someone who is very special to someone else. A person is not an airbill number. It is the most hands-on type of business we do and we take it very seriously.”

JetBlue’s commitment to compassion and dignity in this cargo sector has grown the business, and the airline is highly regarded among funeral homes around the country. A seasoned team of sales professionals handles each call and ensures



**F**ounded 11 years ago as a customer service company that just happens to fly airplanes, JetBlue Airways has stayed true to its origins. “Founder David Neeleman got us off on the right foot and President and CEO Dave Barger continues to instill the ‘humanity’ factor in our air travel and cargo business today,” explains Carl Shipsky, Manager of System Cargo Sales at JetBlue headquarters in New York.

JetBlue’s focus is on simplicity and fun. Whimsical touches like naming the Airbus A320s “Ole Blue Eyes,” “Blue Suede Shoes” and “Sacre Bleu!” attract customers and keep them coming back. With a fleet of 163 jets serving 64 cities with more than 700 daily flights, JetBlue may not be the biggest passenger or cargo airline, but it offers a uniquely personal experience to its customers. “Our size is one of our

a reasonable rate. “We are proud to say that we are entrenched in the market and it has become a very important part of our business,” Shipyky notes.

The personal aspect of JetBlue’s business is also evident in the awards it receives. It is consistently ranked highest in customer satisfaction among low-cost carriers in North America and, in February, JetBlue received the highest ranking in customer service in the airline industry from J.D. Power and Associates for the sixth consecutive year. It is the first and only U.S. airline to offer its own Customer Bill of Rights which spells out specific compensation for customers if they are inconvenienced due to a delay or cancellation that is within JetBlue’s control.

“The Customer Bill of Rights is a projection of our entire culture at JetBlue,” says Mateo Lleras, Manager of Corporate Communications. “It’s about being fair when we need to be fair — with business partners, clients, customers — and doing what’s right.”

And possibly keeping the business model as simple as possible. For JetBlue Cargo, that means providing “all in” rates. Other airlines may provide an initial rate then add a fuel surcharge plus a security surcharge. JetBlue rates contain no additional charges. “Our rates and our commitment to our customers and their cargo are ‘all in,’” says Shipyky. “We are trying to simplify this part of the cargo business and be as transparent as possible. I think customers appreciate that.”

Along with rates, JetBlue is reviewing the entire cargo experience for its customers. “When a driver pulls up to one of our facilities, is it well-lit and clean? Are the people friendly?” Shipyky asks. “We want to know if our cargo facilities and offices are places that customers know they will be well taken care of.” Over the next several months, JetBlue will be gathering data and surveying customers to help pinpoint areas for improvement and possible expansion. As part of that effort, a new iCargo system went live April 1 to streamline online shipment tracking and tracing.

As JetBlue moves into its second decade, both Shipyky and Lleras agree that a bit of fine-tuning is in order. “What got us here won’t necessarily get us *there*,” notes Shipyky. “We need to adapt to today’s economic climate, customer base and type of cargo.”

**“Our size  
allows us  
to be quick,  
nimble...”**



For Lleras, the biggest challenge is keeping the unique JetBlue culture alive. “We have always known that leather seats with more legroom sets us apart on the customer side, but those things can be replicated. The human factor is what will continue to set us apart both on the customer and cargo side,” he says.

**“...when finances are tight, people still value good service.”**



Strategy Execution Consultant Scott Glatstein, President of Imperatives LLC, turns market opportunities into record-breaking profits even in a recession. Now, with his new book, *Strategy Activation: How to Turn Your Vision into Marketplace Success*, Glatstein unveils his groundbreaking plan for improved customer experiences and high strategic profits. Get your free sneak preview at [www.strategyactivation.com](http://www.strategyactivation.com).

## IMPROVING CUSTOMER EXPERIENCES

**H**as the economic downturn minimized the importance of the Customer Experience?

In Chapter 5 of my book *Strategy Activation: How to Turn Your Vision into Marketplace Success*, I talk about how important it is to improve your holistic customer experience to differentiate your company from your competitors. As products and services continue down the inexorable path toward commodification it is the ongoing customer experience that drives customers to choose one vendor over another.

However, in the past two years, as the economic downturn has forced significant changes in customer behavior, many have questioned the importance of the overarching customer experience. These naysayers claim that in tough times price is the only thing that matters. Customers, they say, are more likely to accept a bad experience as long as they are getting a good deal. This perspective, however, is not confirmed by the data.

### **When money is tight, customers expect an even greater customer experience**

The most recent Harris Interactive Customer Experience Impact Report surveyed consumers on how they engage with companies both online and via phone, what they find frustrating, and how negative and positive customer experiences affect them.

They discovered these facts that are startling to most business owners today:

- 87 percent of the surveyed consumers stopped doing business with an organization or company because of a negative customer experience. That's up from 68 percent reported just two years ago.
- Even during tough economic times, the significance of customer experiences does not dwindle. More than half (58 percent) of consumers polled said they will pay more for a better customer experience during a down economy.
- Consumers stated that the most important thing companies could do to encourage them to spend more is to improve the overall customer experience.

So, it's clear that even when finances are tight, people still value good service.

### **Why this study's results are not surprising to me**

When money is easy to come by customers are more likely to be more forgiving. Consider this restaurant dining example.

When the economy was booming many couples found themselves dining out twice per week or more. With eight to 10 dining-out occasions per month a single bad experience is easily forgotten. However, when belts tighten, monthly dining-out occasions may settle back to just two or three. With fewer opportunities to “splurge” on an evening out couples and families now demand that each experience justifies the expenditure of limited funds. Thus a bad experience like poor service, long wait times and cold food makes a bigger impression and stays with us longer.

Once you have a bad customer experience, you may wait months before you visit that restaurant again — and that's if you ever go back. Plus, you'll probably tell your family and friends about your experience. This will make them think twice before they visit that restaurant.

### **Real proof that bad customer experience news travels far**

A recently published Forrester Research report “How Customer Experience Drives Word of Mouth” cites:

- Consumers tend to discuss bad experiences with more people than they discuss good ones.
- Gen Xers, as a group, tend to tell the most people about a bad experience.
- Gen Yers are the chattiest in general. They are more likely to tell someone about a good experience. They are also the most likely to share a bad experience.

So, don't you think that you should find out right now exactly what your customers are saying about your organization's performance over the past 18 months? Have their experiences diminished in the wake of corporate austerity? As we begin to see the recession bottom out, now is the time to explore this issue; to find new ways to improve the customer service experience; to ensure that your customers have only good things to say!



### ***New JFK location bigger and better***

Lynden's New York customers and employees are enjoying a new office location right across the street from JFK International Airport. "We can actually see the runways and planes taking off and landing," says William Yi, International Operations Manager. But the real plus is the 40,000-square-foot warehouse that will allow Lynden staff to increase productivity, better serve customers and help position the office as a gateway to Europe. "The huge warehouse is right next to our office which gives us immediate access to customers' freight," Yi explains. "It's truly a state-of-the-art complex with tight security." The new office is located at 230-79 International Airport Center Blvd., Suite 105, Jamaica, NY 11413. The phone number remains the same: (718) 632-8710.

### ***Security compliance plus***

Lynden has worked closely with the Transportation Security Administration (TSA) to ensure minimal disruption of service related to the 100 percent cargo screening requirement for passenger aircraft that went into effect Aug. 1, 2010. Several Lynden locations have not only met but exceeded the requirements by offering customers Certified Cargo Screening Program (CCSP) facilities equipped with state-of-the-art scanning machines. In Portland, Lynden is the only forwarder with the sophisticated X-ray equipment at the PDX airport. The machine's wide opening allows for cargo screening at the skid level to keep freight moving and onto its final destination. Other Lynden locations with CCSP facilities include Chicago, Los Angeles, Anchorage, Baltimore and Washington D.C.

### ***A shout-out from Kendal Floral***

Contributing to the success of customers is one of Lynden's ongoing goals. This winter, customer Kendal Floral received Fred Meyer's Top Vendor of 2010 Award. Lynden helps the Portland, OR florist send 300 cases of fresh cut flowers each week to 11 Fred Meyer stores in Alaska. According to Account Manager Matt Leonard, Lynden's service is a vital part of the company's ability to ship its delicate cargo all the way from the Lower 48 to Alaska. "It's a great partnership," Leonard explains. "When you ship thousands of temperature-sensitive flowers north each week you can have issues. We have to

make sure the product quality is maintained and deal with seasonal peaks. With Lynden, I don't have to think too much about it — I just know it will be taken care of." Kendal Floral also won Fred Meyer's Top Vendor Award in 2006.



*Above: The new JFK office is right across the street from the airport. Note the control tower reflection in the windows.*



*Right: The JFK staff. From left to right, William Yi, Debbie Diaz, Andy Walters, Jennie Cronin, John McCann and Jayson Wu.*

## ***Inside Information***

**News briefs from  
around the Lynden  
International system**

## ***The Inside Scoop***

### **What customers are saying about Lynden International**

***"Lynden does a  
great job for us.  
Keep up the first-  
class service."***

***Joe McAllister  
Distribution Center Manager  
Volvo Cars of North America, LLC  
Ontario, CA***



Worldwide Headquarters  
 P.O. Box 84167  
 Seattle, WA 98124 USA

PRSR STD  
 U.S. POSTAGE  
**PAID**  
 SEATTLE, WA  
 Permit No. 6781

RETURN SERVICE REQUESTED

# Lynden in the Spotlight

## SYSTEM MEETING RECOGNIZES TOP PERFORMERS FOR 2010



service center was Los Angeles. The Honolulu, Dallas, Seattle and Los Angeles station were each recognized for Operational Excellence, and the Lynden International Logistics Co. (LILCO) Operational Excellence Award was presented to the Calgary office.

***“I can honestly say my job is never boring.”***  
 – Kirk Schweikart

Top Gun Service Centers were recognized for outstanding sales performance. They included Seattle, Portland, Baltimore and New York (JFK). Matt Wetherbee of the Portland station took home the Rainmaker Award for an individual or owner who meets growth goals, is profitable and delights customers. Seattle’s District Operations Manager Kirk Schweikart won the Hall of Fame Award for providing long-term success in the company and industry.

“In a company with so many talented people, it is an honor to be singled out,” Schweikart says. “Even though I have been in my position for many years, I can honestly say my job is never boring. My career at the Seattle Service Center has taken me through positions in the warehouse, office, customer service and management.” Schweikart began working for Lynden in 1984.

**“**It was good to get everyone together to recognize our top performers for 2010,” says Lynden International President Dave Richardson. The get-together was Lynden’s annual System Meeting, held April 7 and 8 in Seattle. Each year the company honors its top employee achievers with a variety of awards.

The Stanley Cup for most valuable station was presented to Portland for the highest revenue growth, customer satisfaction and system operations requirements for 2010. The top international



WINGS is published biannually by Lynden International. All rights reserved. Produced by Tami Beaumont Consulting. Correspondence should be directed to WINGS Editor, Lynden International, P.O. Box 84167, Seattle, WA 98124. Telephone (206) 777-5300. E-mail: lafmarcom@laf.lynden.com Website: www.laf.lynden.com