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## CEO LETTER



Simple in concept, but often complex in execution, our team's purpose is *to help our customers do what they do better*. Whether that's helping a new company launch its brand or helping a Fortune 500 company get its products to market more efficiently, we're here to serve. What that service looks like can vary greatly depending on our individual customers' needs. But, through expert advice and quality execution it's our job to identify opportunities to improve and develop collaborative solutions that *help our customers do what they do better*.

**Who are your customers?** "Who are your customers?" This is a simple question, right? But before only responding with the names of specific accounts or a list of the core industries we serve, I challenge you to expand who you think of as a "customer." If a customer is somebody you serve and whose expectations you strive to meet and exceed, then that really includes a broader group of people. Your co-workers, your direct reports, your boss...these are all your *internal* customers.

**Servant Leadership** In addition to our loyal Sunland customers, as CEO I also serve everyone who works for Sunland, and I consider our associates to be my customers as well. Servant-leadership is at the core of our purpose and all of our values. Whether you're a forklift operator, a manager, or a CSR, it's everyone's responsibility to support one another and help each other win. According to the Greenleaf Center for Servant Leadership, "A *servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong*." On that note, I am excited to announce that we will be rolling out a new program at Sunland that will give us all more opportunities to serve.

**Community Involvement** In addition to reviewing our team's goals and objectives in a Managers Meeting this spring, we dedicated time to brainstorm ideas for how to improve our community involvement. As a result of this great discussion, we are launching the SunRaisers Program so we can raise a helping hand and encourage excellence in our communities.

Now, as we move forward, let's all continue to remember our purpose and think both as a team and individually about how we can help all of our customers do what they do better at Sunland and in our communities.

Enjoy the Journey,

Arch Thomason



***Thank you to all of our loyal customers who participated***

**2016 CUSTOMER SATISFACTION SURVEY HIGHLIGHTS**

- 100% said we have met expectations.
- 100% said they would recommend Sunland.
- Our customers gave us a 4.52 out of 5 when asked to rank our service.



*“Sunland excels as a 3PL and is committed to success with their customers.”*

*“Service, cost, and quality are all top notch.”*

*“Sunland takes our business personally and works to improve their performance each and every day.”*

*“Great staff, very knowledgeable, good communication and dedication to the customer”*

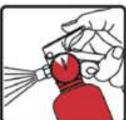
**SAFETY MOMENT**



It's to your benefit to know how to size up a fire and how to respond in a fire emergency. Controlling the consequences of a fire depends to a great extent on preparing for it. Always:

- Keep work areas clean and clutter free.
- Know how to handle and store chemicals.
- Know what you are expected to do in case of a fire emergency.
- Call professional help immediately; don't let a fire get out of control. (This applies to a fire wherever you are.)
- Know what chemicals you work with -- you might have to advise fire fighters on the scene of a chemical fire concerning the type of hazardous substances involved.
- Make sure you are familiar with your site's emergency action plan for fires.

Remember the **PASS** Word

<b>P</b> ull	Pull the pin (or other motion) to unlock the extinguisher.	
<b>A</b> im	Aim at the base (bottom) of the fire and stand 6 - 10 feet away.	
<b>S</b> queeze	Squeeze the lever to discharge the agent.	
<b>S</b> weep	Sweep the spray from left to right until the flames are totally extinguished.	



*Team members in Simpsonville, SC recently completed fire extinguisher training with Rebecca Shultz from Apex Environmental Management. Many participants commented on how much more confident they felt after getting to use a fire extinguisher for the first time.*



## QUALITY MOMENT



### CREATING VALUE THROUGH RELATIONSHIP MANAGEMENT



ELIJAH RAY, EVP OF CUSTOMER SOLUTIONS

This spring the Director of Logistics of Sam's Club, Daniel Husband, and I co presented a session, *The Business Review Process: How to Get Real Value from 3PL – Shipper Relationships*, at the WERC Conference. We led a discussion focused on how to establish a thoughtfully planned roadmap for a successful and strategic 3PL-Shipper relationship with the business review process. Here are some important takeaways from that session:

### Essential Components to an Effective Business Review:

- 1. Preparation:** It's important to dedicate time into preparing for the business review in order to make it a valuable use of everyone's time. It's worth investing time internally to align as a team on the issues needing to be addressed and to plan how to engage in productive discussion. Visual aids such as graphs and charts are helpful communication tools to include, so make sure you give your team time to prepare for a success meeting.
- 2. Scheduling/ Planning:** It sounds simple, but scheduling a meeting that fits with everyone's schedule is often one of the biggest challenges when trying to plan a business review. Once you have both agreed that BRs are a valuable part of the business relationship, be politely persistent to ensure the meetings get scheduled. Decide together upfront how often BRs will be conducted and try to set dates in advance for the year. If something comes up, adjust accordingly.
- 3. Agenda Alignment:** If you're leading a business review, develop an agenda draft and send it out to the participants at least a few days before the meeting to give everyone the opportunity to add to the agenda and to prepare. Include both tactical and strategic discussion topics, and remember each agenda should be customized to reflect what is important to the relationship.
- 4. Data:** Whether you're reviewing KPIs or evaluating the ROI for a potential continuous improvement project, we know basing decisions on data is simply good business. Gaps between what is planned vs. what actually happens occurs all the time and perceptions vary. Data is essential for root cause analysis and helps to mitigate emotional bias.
- 5. Involving Others:** There are multiple relationship owners within a service provider—customer partnership that vary from tactical to strategic roles. It's important as you prepare for a business review to gain an understanding of issues that need to be resolved and opportunities to improve throughout all levels of the relationship. Get aligned internally on who will be participating in the meeting and who is needed to help prepare from a functional perspective. Equally important is to communicate the action items and valuable customer feedback captured in the business reviews to the rest of the team so everyone can hear the voice of the customer.



## LEAN FOCUS

A few members of our leadership team recently hosted some friends from Southeastern Freight Lines to share our story about why / how we began our lean journey and to offer some insights from the beginning stages. In addition to touring some of our operations and speaking with our team members on the floor, our guests said that one of the most helpful tips we shared was a list from our partners at Lean-Cor describing some common mistakes for leaders to avoid when implementing lean.

### KEYS to UNSUCCESSFUL LEAN IMPLEMENTATIONS

- Ownership tells management to get it done
- One time offering of training with no ongoing structure
- Designate one person to be the “Lean Guy”
- Tell people they need to embrace lean without an explanation
- Try to launch from a book or session

## CONTINUOUS IMPROVEMENT



Robert Howe, Billy Hall, Kelly Nabors, Jessica McAbee, DJ Burton, and Marcus Johnson collaborated in a Problem Solving Group facilitated by Rick Graham to drive improvements in our Scotts operation. They recently presented their A3 to the Quality & Innovations Council and shared the solutions they developed for improving training, increasing order picking efficiencies, and reducing damage.

## ANNOUNCEMENT



We are excited to announce that Sunland is establishing the SUNRAISERS program to help increase our team’s involvement in the community and provide our associates with opportunities to engage in public service.

Thank you to the following volunteers who will be serving on our inaugural

### SUNRAISERS Committee:

- Arch Thomason
- Janis McLees
- Stephanie Gillespie
- Carla Wilson
- Liza Twery McAngus
- Jerrold Nobles
- Eric Robinson
- Terunda Booker
- Reed Brogan
- Frankie Wright
- Melissa Cartee
- Elena Crow
- Krystal Trenton
- Charles Webb
- Donna Cepek
- Cathy Damesworth

*Join us in raising a helping hand & encouraging excellence in our communities!*

## 100% LEAN AUDIT SCORE:



**Anderson Road  
& Black Hawk**

## PEOPLE

Sunland believes that the quality of our processes and the strength of our company are dependent on our ability to develop the talent and leadership skills of our associates. The ICARE Program is designed to encourage and reward performance excellence.



### ICARE Award Winners

#### 2nd Quarter Winner: **Connie Rose**

Piggly Wiggly Road Site | North Charleston, SC



Connie joined Sunland in May 2015 and she is responsible for two of our newest accounts. Connie has received compliments from both of our customers for her excellent communication and dedication to ensuring that all account requirements have been met. In our recent Customer Satisfaction Survey, one customer said they would recommend Sunland because we are “*very easy to work with, quick to respond, and Connie is amazing!*” She took the initiative to help improve the labeling and inventory management process for an account, resulting in a more seamless transition of goods to her hotel customer’s contractors. Through her exceptional hard work and dedication, Connie also made a significant impact on improving the shipping performance for one of our large chemical customers. Connie’s individual efforts, initiative, and dedication to her customers have earned her this quarterly ICARE award.

#### 3rd Quarter Winner: **Gloria Diggs**

Hidden Lake Site | Duncan, SC



Gloria was instrumental in one of our strategic retail customers’ expansion into a second site in SC. She developed an efficient process for managing receipts and put-aways that resulted in the speed and accuracy levels expected by our customer. She helped train and maintain strong communication with the customer during the transition. In the most recent Quarterly Business Review, our customer shared how very pleased with the execution and dedication that our employees exhibited under Gloria’s watch. Gloria has now taken the lead on the inventory audits and all of the sample and segregation requests from the customer while still processing the majority of the product receipts. Gloria has not missed a day since the operation began and her excellent attitude has had a positive effect on all who work with her. She is not afraid to say if something doesn’t go perfectly and is very active when the team has discussions on how to improve the operation.

***Please join us in congratulating Connie & Gloria on winning this award, and thanking them for their outstanding service to Sunland!***

# CELEBRATE!

## Congratulations Sunland Team on being named a Top 100 3PL

*“Today’s leading companies are struggling to balance the need for advanced planning against the demands for supply chain agility, low-inventory schemes, and complex omnichannel distribution regimes. Sunland Logistics Solutions continues to provide solutions to help companies meet those challenges, acting as an enterprise change agent for efficiency and adaptability. That’s why Inbound Logistics is proud to honor Sunland Logistics Solutions as a Top 100 3PL Provider in 2016.”*

– Felecia Stratton, Editor, Inbound Logistics.



### Industry Thought Leader

Global Trade Magazine recently named Elijah Ray 1 of the 13 thought leaders changing the logistics industry for his contributions to advancing relationship management practices between shippers and providers.



**ELIJAH RAY**  
CHIEF VICE PRESIDENT, CUSTOMER SOLUTIONS  
SUNLAND LOGISTICS (3 YEARS)

Eljah Ray is the No. 1 thought leader in logistics and supply chain management. Ray is a 25-year career in the industry, the thought leader recognized for early and often shippers and providers become integrated and the negative effects it had on both parties. So he developed a Relationship Management Process that helps shippers and providers remain aligned both strategically

and tactically and to ensure there are multiple levels of relationship across strategic, business and operational in the organization to promote better learning and better results. “Companies have to be intentional about managing relationships with strategic customers and suppliers such that it becomes second nature to everyone in the organization.” Ray says. “In other words, there is a culture created in creating effective interactions with people and organizations. Most organizations that are focused on growth and capturing market share have processes to sell and procure but how many companies have the thinking leaders how to manage relationships?” Ray has seen organizations that have worked together for up to 20 years (based for Sunland). “Part of managing relationships is to understand that relationships and it has to be managed. Companies that understand the “blinking” process know that when you get through it, partners can become stronger and more “switch.”

## HAPPY ANNIVERSARY

A special heartfelt thank you for all the hard work and dedication to Sunland & our customers.

YEARS OF SERVICE		YEARS OF SERVICE	
Donna Cepek	22	Mary Ann Watson	2
Arch Thomason	21	Taji Sewell	2
Nancy Reeves	18	Shabaka Jenkins	2
Dave Manners	16	Duane Knabe	2
Greg Coker	15	Howard Lowe	2
John Matlock	13	Robert Garton	2
Guissell Salas	11	Lelan Cox	2
Rob Calhoun	10	Erica McMillian	2
Mike Crianza	9	Kevin Deese	2
Bobby Williams	8	Ritche Ballares	1
Michelle Ginieis	8	George Cordova	1
Nathaniel Blandin	8	Nicolette Crow	1
Mike Rochester	8	BB Fowler	1
Shymaine Williams	7	Natasha Futrell	1
Fred Johnson	6	Walberto Martinez	1
Joennel Singleton	6	Brian McCarthy	1
Stephanie Gillespie	5	Mack Mitchell	1
Eugene McCarroll	5	Ken Norton	1
Jerry Barrineau III	5	Anita Proveaux	1
Clark Peden	5	Connie Rose	1
Michelle Green	4	Tanya Summers	1
Alva Alfaro	4	Shane Tant	1
Liza McAngus	3	Carla Wilson	1
David Madden	3	Frankie Wright	1
Blake Blakley	2	Daniel Rivers	1
Tammy Cooley	2	Steven Hodges	1
Michael Crawford	2	David Whitt	1
Cathy Damesworth	2	Jamey Woods	1
Jonathan Fourney	2	Lonetta Johnson	1
Kenneth Holden	2	Tony Lindsey	1
Marcus Johnson	2	Trevor Miller	1
Dennis Keller	2	Randy Walthall	1
Demarcus Kerns	2	Sharon Whitfield	1
Jessica McAbee	2	Charles Littlejohn	1
Doug Moore	2	Kelly Nabors	1
Deborah Myers	2	Jeremy Slowinski	1
Zach Smith	2	James Brace	1
Chiles Steifle	2	Henry Coleman	1
Terunda Booker	2	William Goodbar	1
Rick Bruns	2	Jack Brown	1
Nathan Maloney	2	Jesse Baird	1
Darcy Malnory	2	Devario Burton	1
Dennis White	2	Eric Dunbar	1
Noah Whiteside	2	Kellie Griffon	1
Philip Wright	2	Thane Hasty	1
Jonell Johnson	2	Steve Johnson	1
Clint Spicer	2	Matthew Long	1
Melvin Wright	2	Kiley Redfield	1
Matthew McCullough	2	Danny Shannon	1
Randy Turner	2	Vincent Tucker	1