



INBOUND LOGISTICS

USA TODAY

FORTUNE  
100  
BEST COMPANIES TO WORK FOR

LOGISTBLUEGRACE  
LOGISTICS

Meet America's Fastest-Growing Private Companies...  
**Inc. 500**  
OUR EXCLUSIVE ANNUAL RANKING  
...and the Superstar Entrepreneurs Who Run Them  
Plus:  
How I beat the Fed  
How I lost \$3.5 billion (and came back strong)  
Why I fired myself  
How I achieved 20,367% growth

BEST PLACES TO WORK  
2017  
Tampa Bay

Entrepreneur  
FRANCHISE  
**500**  
2017  
RANKED  
#1

50  
2017 Franchisee Satisfaction Awards  
FranchiseBusinessREVIEW

FRANCHISE RESEARCH INSTITUTE  
WORLD-CLASS FRANCHISE  
2017

Forbes

Entrepreneur  
FRANCHISE  
500

Inc. AMERICA'S FASTEST GROWING PRIVATE COMPANIES

BOBBY HARRIS // PRESIDENT AND CEO // 2014

VISION

500  
GREAT PLACE TO WORK®

What BlueGrace looks like in 2017...

Money

BEST PLACES TO WORK



# BLUEGRACE in 2017

Since 2009, innovation, relationships and service have been the cornerstones of BlueGrace. And, as we look to the future, our company has the opportunity to assume an even greater role in the market where our people, our customers and our products thrive. With nearly 8 years of proven excellence, we are powerfully positioned to be the industry leader for years to come.

At BG, we hire only the best, whose values and commitment are #1. It's your commitment and excellence in your fields that has allowed me to dream such an incredible future for us.

This can be an overwhelming document- it talks about our people, systems, culture, & our growth. It's the WHAT and WHY of BG in the year three years from now—in 2017.

The part that is missing is the HOW—that's what I need you to figure out- both by yourself and with your department. The first time you read this, don't do anything... simply read and start to digest the content. Sparks aren't supposed to fly yet. The second time, highlight a sentence or two that you can help with. The third time, find another one that hits home.

That's it—piece-by-piece, sentence-to-sentence. As the next three years progress we will highlight the sections we have accomplished, and by the end of 2017, the majority of this document should be completed.

Without your incredible dedication, I could never dream this big. Thank you for what you do—every day—to make BlueGrace what it is.

— Bobby

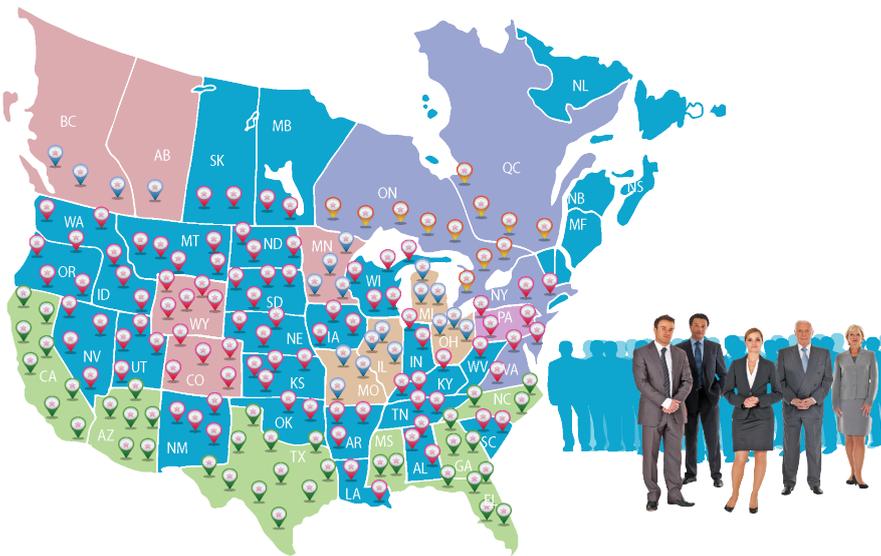


**BOBBY  
HARRIS**  
President and CEO

The background of the entire page is a collage of various magazine covers and logos. Visible titles include 'USA', 'FORTUNE', 'TOP 100', 'INBOUND LOGISTICS', 'Forbes', 'Entrepreneur', 'FRANCHISE 500', 'GIVING', 'The New York Times', 'CRAIN'S', 'Money', 'BEST PLACES TO WORK', 'AMERICA'S FASTEST GROWING PRIVATE COMPANIES', and 'HUMANESOURCE'. There are also images of a lightbulb, a city skyline, and an American flag.

# We Have Arrived! >>>

## BlueGrace Logistics 2017



The year is 2017 and we have reached three exceptional milestones as a team—our annual revenue is **\$500M**, we have **180 new members in our franchise family**, and remain **100% privately owned** and self-financed. BlueGrace is VIBRANT and is regarded as **“THE Place To Work”**. **Our core belief is in the power of our people and a relentless pursuit of new ideas.** Combining that with our commitment to deliver exceptional service, and we have hit a home run. These values are present in every facet of our company, bringing strength and

integrity to our business that our competition can't touch. **Our core values are not just lived, they are apparent to everyone who knows us.** Our reach is global, and our system is located throughout North America. Things change rapidly—we adjust with little disruption and only utilize the best systems. Key leaders spend more time on strategy and execution than ever and even in their absence nothing misses a beat.

## BlueGrace HQ >>>

**Guests and employees alike can feel our energy before they walk through our front doors.**

From the BlueGrace parking lot, they are greeted by our favorite music streaming outside, beckoning them into the lobby. Once inside, **we deliver a WOW experience** through a beautiful, energetic space and a dynamic (and memorable!) person to greet

our visitors. After being guided past the front office staff, the doors open, and there they see -and feel- **the heart and soul of BlueGrace.**

**250 PEOPLE** are buzzing, smiling and moving about and that alone creates a surge of energy. The look is warm, fun and modern throughout our space. We are now working in a completely refreshed, open and unified environment, and are all under one roof. Our walls have been transformed by displaying **our most prized awards and our favorite quotes are proudly displayed.** Music fills the air, and employees curate the playlist. We have spaces in our office to provide for creativity, collaboration and unwinding for our team. Couches, bean bags, & even a relaxing outdoor space makes sure our team is refreshed. We seldom see doors closed or blinds drawn anymore—the energy is **CONTAGIOUS!**



# Great Company // Great People

IN THAT ORDER

Our people make us who we are. Employees at BlueGrace are invested in making our company successful and share in our drive to be unstoppable in our marketplace. We are a leading employer in Tampa, and are firmly entrenched as Tampa's BEST PLACE TO WORK. Our employees are outstanding— they feel valued, have crystal clear roles and goals for their position, and a well-defined career plan. BlueGrace management takes the concept of "team" to a whole new level by not only committing to excellence in their own roles, but by pledging to provide outstanding employee development. Our teams are empowered to cultivate greatness, and are supported

by BG to be intuitive, creative, and determined in all they do. Collaboration is everywhere—from meetings to the water cooler—we thrive on the buzz that these connections create. We feel like a family and only have "A" and "B" players working with us. Culture "misses" at BG have been quickly identified and replaced with absolute culture "HITS". Trust and morale are at an all time high. We hear our teammates discussing ways to improve not only BG, but themselves too. We now have a DREAM MANAGER- solely committed to making BG employees' personal dreams come true.



## 01 BRAND

BlueGrace is a world-class franchise system that specializes in shipping and logistics—in fact, we're more than that—our systems compete with any business of any size. We dominate every market we serve. Because we consistently deliver excellence we are intimidating to our competition and are embraced by employees, customers and vendors.

Clients repeatedly say we make their life simpler and they only wish they worked with BG sooner. They have close relationships with us; they trust us and see us as a true partner in the success of their business. They're constantly giving us referrals, testimonials and are thrilled to be included in our media interviews. Our clients love visiting our headquarters in Tampa, and travel from all over North America (and beyond) to see how we create "the BlueGrace magic".

## 02 MARKETING

Our dedicated Media team is KILLING IT! Our PR efforts are run like a sales team, and they're pitching constantly. Media regularly turns to us as experts and BlueGrace is written about frequently. We have had TV spots on all the major networks and mentions in the Wall Street Journal, New York Times, Entrepreneur Magazine, and Forbes... and we write a fantastic column in a leading franchise magazine and blog.

BlueGrace is now a full-service creative agency-- each member of the team is an expert in their field. Because of the robust skill set of our internal team, our need to outsource has been reduced significantly. Because our marketing is a machine with LOTS of creative freedom, it creates incredible buzz amongst our customers and in the industry. We have positioned BG as the go-to source for B2B franchise expertise. Our efforts are thorough & transparent, and we track ROI on every project.

## 03 OPERATIONS

We have full integration of our CRM, billing and shipping systems! Customer service has visibility to every area and has become a truly one stop shop. We review our service offerings annually to make sure we are staying ahead of the competition in value, pricing, and services. We have vibrant, full and culturally 'WOW' BlueGrace offices in Chicago, Orlando, Tampa, & Baltimore- all promoting operational value through employee excellence.

## 04 FINANCE

Because our balance sheet is so healthy, we are still privately owned. The company is constantly building free cash flow, with little debt on our books, and our preferred lines with our banking partners have allowed for quick execution on acquisitions. We have completed the migration to our new ERP accounting software, and have a formal FP&A department. Blueship has been significantly updated and is offering seamless customer management—gone are the manual credit card transactions. The credit limits have been automated, and the interface is extraordinarily intuitive.

## 05 SALES

Our sales team of 75-100 is recognized in the industry as a best-in-class sales organization. We have customer onboarding down to a science and have an ongoing customer engagement model that maximizes long-term customer retention and eliminates churn. We are promoters of "the BG process" and we do not deviate from it. Our customer base, overall, is less transactional. Corporately, we are heavily weighted toward larger, repeat customers with predicated shipping patterns and needs. We are THRIVING and loving the success of doubling the business and then doubling it again.

## 06 FRANCHISE

We awarded over 180 new BlueGrace franchises, are recognized as one of the best options in franchising, and are the overwhelmingly BEST choice within the transportation and logistics industry. Our new systems for identifying these people helped us accelerate the process with incredible accuracy and success. We have numerous instances where successful franchise owners have sold a franchise and monetized its value, and we have many franchise owners that own multiple units. We constantly obsess over the success of each franchise and are routinely rated 'world-class' by our franchise system.

## 07 TECHNOLOGY

We have a clearly defined and budgeted technology plan with buy-in from stakeholders across the company. We are integrated via API in every possible situation, and because we have built a team of technology experts, our need to outsource is minimal. Our TMS capabilities on the Blueship platform are widely recognized as robust, user-friendly, and feature-rich. This has driven and supported our sales process for clients of all sizes. We have perfected rapid customer engagement, onboarding & integration processes. Our websites have evolved with industry changing tools that drive business growth and customer interaction. We have won awards within the industry for innovation, simplicity, and design. Technology is considered a true core competency and differentiation point in our business.

## 08 RECRUITING & TRAINING

BlueGrace has best-in-class training, and are looked at by our competitors for the systems we have designed and implemented. Away from the office, BlueGrace employees are constantly telling their family and peers about their life at work. They're so happy they work with BG, that over 50% our new hires come from employee referrals. Because BlueGrace provides such a supportive and engaging work environment, the supply of exceptionally qualified candidates always exceeds our demand.

## 09 LEGAL

We have built a reputation for three things: 1) being tremendously strong in our field, 2) for the quality of our work, and 3) for fast legal service. Our legal team has grown to support our increased need for sound guidance, and we are known as being very easy to work with and for providing excellent advice. We are an educational resource for the entire BlueGrace system and help the BG family learn the best practices and methods for protecting their interests.

## 10 COMMITMENT TO COMMUNITY

TWO dedicated BlueGrace team members are making our commitment to community a wild success. One specializes in external efforts, like philanthropy and event planning; the other focuses on internal culture and health—namely the BG wellness programs and employee personal success. We're helping our employees build their bucket lists, and are helping them cross off items too. BlueGrace philanthropy is unmatched and we are known for being extremely generous with both financial aid and active involvement through our 'Giving Grace' program. We have extended our 'Cats versus Dogs' program throughout the nation, and now supply over 150,000 pounds of food to shelter animals across the US.

# BLUEGRACE LOGISTICS | CORE VALUES

**1** BE PASSIONATE ABOUT EXCELLENCE

Growth can be measured many ways but it's those who are pursuing perfection in all they do that make us special.

*Seeking 1st place in everything we do is our lifeblood.*

**8** BE HAPPY, HAVE FUN!

We hire happy people that want to be with happy people. This isn't idle verbiage, we've got "fun" down!

*We all spend a great deal of our waking lives here and having fun is critical.*

**2** BE CARING OF OTHERS

Our team not only cares about each other, we care for all including our vendors, clients and people everywhere. We work best with those who have compassion for others and truly show it.

*Mean people suck and they don't work here!*

core values • core values

**BG**

**7** OWN YOUR RESULTS, BE HUMBLE.

No one likes it when the buck is passed... no one! *Taking responsibility for one's performance is vital.*

**3** PURSUE OUTRAGEOUS GOALS

We've accomplished staggering feats in our existence thus far and we will continue this path with a team that wants to do something special.

*People who shun mediocrity grow rapidly.*

**6** PERFORM WITH AGILITY, SPEED & PRECISION

We are great at providing value and are agile in meeting needs, this is one of our greatest strengths. *We create positive change quickly and do it right, we want our work to produce the best results, as soon as possible.*

**4** SIMPLIFY THE COMPLEX

Sometimes complexity is needed to get the highest return for our clients and partners, it's our job and desire to create these gains all while *making the end result simple.*

**5** EMBRACE CHAOS

Our clients sometimes have unforeseen, urgent or unique needs, this is when they need us most and where we truly shine.

*Change is often rapid as we optimize our processes, we encourage this and those who drive creativity. Truly there is "never a dull moment" here.*