

BARRY WELSFORD
CHANGE AND TRANSFORMATION CONSULTANT

COLLECT + / JAYWING

Collect + a parcel and package collection and delivery company. **Jaywing** are a specialised dedicated contact centre offering customer services for Collect+.

COMPANY BACKGROUNDS

Collect+ store network is made up of 10,000 newsagents, convenience stores, supermarkets and petrol stations so where ever you are there's a good chance that I collect plus point is nearby the majority of collect plants points are open seven days a week early to late so collecting and sending parcel is easy and convenient.

JayWing deliver the contact centre, customer experience and technology services for Collect+ business needs by capturing the complaints and parcel tracking status.

Problem

Collect + had a noticeable increase in service complaints from their customers and partners over a number months. Their current system reports did not alert or provide enough detail to analyse trends and target areas for their service provider Jaywing to address the issues before them.

Objective

To provide JayWing a programme of discovery and analysis work to review the current service performance that is provided to Collect +. Develop a service improvement plan and deliver those improvements.

Goals

- To deliver value improvements that focus on Effective; Efficient; Ease and Speedy service requirements and to identify 'Easy Win' opportunities

Solution

- Produce Service Blueprints that will uncover inefficiencies in the end customer experience and deploy Seven Service Wastes and Root Cause Staircases for the analysis coupled with secondary data collection.

Project Outline

Design and content:

1. Create secondary data collection sheets and inform team leaders
2. Workshop and create Service Blueprints with key resources
3. Overlay primary and secondary data analysis to Service Blueprints
4. Produce and report on findings
5. Create Service Improvement plan ready for deployment
6. Agree and set improvement measures against Effective; Efficient; Ease and Speedy service requirements
7. 2 days a month in November and December to support the delivery

Data and integrity

- Current data is not 100% accurate and is incomplete
- Secondary data will provide initial insight into the area's in which to focus the effort

- More detailed analysis and modelling would follow after in depth data is produced from Tpoint (Complaints and tracking system provider)
- Additional information requirement : Parcel Tracking for each customer support contact
- **Methodology and improvement plan**
 - Introduction and development of secondary data sheets requires assistance from two Contact centre resources with clear understanding of the parcel journey's and the most frequent contact queries that are encountered. It is anticipated that a half day allocated to this with a further half day focused on the Service Blue print development. (same day would be expected)

- A. FTE costs, with any additional costs to be provided
- B. Development of Secondary Data sheets should align and have insight into the the new Tpoint Data Tabs requirements providing more detail - Technical resource requirement (possible Tpoint knowledge) to discuss the data tabs
- C. The Service Blueprint will focus on the Contact process Back stage providing the areas to measure the Service Improvement - Contact Centre resource requirement >2 possible 1 or 2 days effort
- D. Secondary data sheets will be over laid onto the Service Blueprints highlighting the inefficiencies and costs associated with the current service.
- E. An improvement plan will be developed and measurement profile for ROI on ABC analysis and waste detection - Resource requirement Senior management

- **Seven Service Wastes**

- Delay - *waiting*
- Duplication - *re-enter data*
- Unnecessary movement - *queuing*
- Unclear Communication - *waste of seeking*
- Incorrect inventory - *out of stock*
- Opportunity lost - *to retain or win customers*
- Errors - *in service transition*

- **Root Cause**

- I. What is the unwanted effect (two words; subject deviation, *parcels late*)
- II. what is the direct physical cause
- III. Follow the direct physical line of the cause . (parcels late, van won't start, etc. this establishes the "staircase")
- IV. Ask who owns the problem at each stage
- V. Identify where should one intervene in the staircase to effect a long-term solutions.
- VI. Identify the most cost effective of the solutions

Outcomes for the Future Perfect

Executive Summary

This report provides an outline of the two day workshops held at the Jaywing offices in Swindon on the 11th and 12th August. The object was to understand the current challenges that the Jaywing team were experiencing on a day to day basis in order to support their customer Collect+, and to design a new set of future perfect processes models adding value to the service provided by Jaywing.

During this activity, a number of issues were identified in the "As Is" processes, the systems supporting the service, partners, and clients these have been recorded for further analysis.

Only four "To Be" processes were designed and modelled having the most impact and benefit to Jaywing's service however these require further review and improvement over time.

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1 Objective

The primary objectives of this assignment were to:

Discover and understand of the capabilities; challenges within Jaywing Call Centre Operations as it relates to the performance of their daily operational activities in supporting Collect Plus.

Document the 'to be' operational processes in a clear and consistent manner

Identify the key interfaces of the operations model with other teams, offering a view as to who is responsible, accountable, consulted or informed (RACI) in each case.

Provide a range of longer term improvements within Jaywing Operations that will support the strategic intent of the team going forward.

Provide next steps for short and medium term benefits.

2 Outcomes for the Future Perfect

Future Perfect

- Stop Bulk delivery at store
- Everything you need e.g. store and depot contacts are up to date
- Tpoint only has a few pages not up to 14, shorter Tpoint routes, less screens to navigate Tpoint to conclusion
- Tpoint pulls in the information you need when you need it
- Way in which you don't need to check on both Net despatch and resolve

- Only need to use 1 or 2 systems rather than about 7
- Tpoint Templates are appropriate and good
- Emails address automatically pulls through
- Not allow HHT (Hand held terminal) to receive back parcels in store unless wrong store if under 10 days
- Receive useful updates within SLA
- The depot and store lists are updated regularly
- Correct phone numbers and more contact information for depots e.g who to escalate to and correct email information
- Quicker Responses from depots and EQ
- Faster responses on resolve
- Generic and constant log in with E2E
- Updated processes communicated to entire team
- Smooth running systems , no system time outs

- Drivers have trackers so customers can anticipate when parcel will arrive
- We understand how the Pay point terminal works so we can help resolve issues virtually
- Store staff that are able to speak clear English
These were the outcomes from the discussions for the Future Perfect processes clearly indicating that further investigation should be made to the wider delivery and service to Connect+. Further analysis would be required focusing on the four areas People; Technology; Process and Communication. This would provide more insight and detail of the activities with a continual improvement plan.

3 Key Findings

People:

During the workshops it was becoming clear that within the team, there were no standard processes, different views as to how activities were performed and the management of the wider operations from Customers;Clients;Partners and shops.

What also became apparent was the lack of professionalism and governance within the delivery and collection of parcels, however due to the lack of business intelligence data it is very hard to pin point the areas that require immediate attention.

Technology:

Several systems are used to track / trace and manage both the delivery and collection of parcels, there is no end to end view across these system or a total integration that would provide detailed information / data for continual improvement.

Process:

The workshops produced four key processes which were agenda items, having the most most challenges and percentage of increased work involvement. These were agreed by the workshop participants as being the key processes areas that required review.

The objective was to produce a Future Perfect "to be" set of processes given the amount of information collected from the analysis during the workshops. Although this was achieved more work is required to drive out a set of refined processes.

Communication:

What was very noticeable like most organisations, communication is a key element to achieving the business goals and fluidness of information to understand where a parcel is at any one time thus providing the customer / client with the correct status in real time.

4 Next steps

Short Term

Activities that need to be undertaken to address the low level of maturity and to align to the new emerging process models and to drive coherence, remove duplication of effort and streamline the flow through Jaywing Operation.

Review and workshop other key activities into business processes whilst employing a continue improvement ethos

Ensure that the systems are reviewed and noted, meet with the business requirements and are capable of producing good information data.

Intermediate Term

Activities that need to be undertaken as the alignment between the Collect Plus and Jaywing Operations models merge. These timelines would suggest these activities will take place over the next 4 to 6 months.

In preparation for the alignment an agreed and structured system integration plan is in place and consolidate into a single solutions.

Formulate and enforce appropriate role demarcations with improved governance around the time demands and the allocation of duties between 'business as usual' activities and project activities

Establish management reporting in terms of service delivery, service consumption and cost transparency

Incorporate and overlay documented process models to an agreed operation model and adjust to the meet the requirements of the consolidated model.

Long Term

Service Excellence

Activities that will require longer term planning and demand extended time periods to be addressed.