

Case Study

The JSMT logo consists of the letters 'JSMT' in a white, bold, sans-serif font, positioned on a solid blue rectangular background.

A Growing Concern...

An ambitious acquisition and growth strategy meant that our client had grown exponentially in just a few years, resulting in depots across the length and breadth of the UK.

Despite the size of the organisation, even today you can tell it's a family business; each depot has its own style, and the personal service offered from each location is one of the firm's trademark qualities.

The Problem

However, with each new acquisition there was a problem. Depots continued to look after the customers they'd always served, and as the network of depots grew, our client realised that the delivery areas being served by each one overlapped.

In some cases, trucks from neighbouring depots would pass each other in the opposite direction as they delivered to their customers. Occasionally drivers would wave at each other in puzzlement as they both pulled up to the same street to make a delivery to adjacent customers.

The transport department of every depot realised there was a problem, but no single location had the means to resolve it.

Customers were continuing to enjoy the same high standard of service, but there were clearly huge efficiencies to be gained.

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And in addition to the cost savings, there was also an environmental benefit to streamlining these delivery routes, which both our client and the customers would appreciate.

The Solution

JSMT reviewed the delivery locations and plotted the depots, their pick up locations and customer sites on to an interactive map. This visual representation enabled the management to review the proximity of each depot and to consider what the optimal delivery radius should be for each.

We then undertook a detailed analysis of hundreds of thousands of deliveries in the previous year, analysing which deliveries were made by the optimal site and which ones weren't.

This allowed us to test and refine the 'ideal delivery radius' theory, and to ascertain the cost benefits of making the changes. It became clear that there were cost savings to be made on a number of levels.

Once we were sure about how it should work, we then built a plan to implement the changes required.

We recommended a suite of changes, spanning systems, processes and people

The Result

Our solution distinguished the ordering depot from the delivery depot, which enabled customers to order from their preferred location, but that the delivery would come from the most efficient one.

We also recommended changes to the way that performance was measured so that individual depot figures were not affected by 'passing on' the delivery to a more appropriate partner.

Transport costs reduced, and fleet utilisation improved.

Our client was able to share the message about improved environmental impact, and the customers continued to benefit from the personal, friendly service they had always enjoyed.

The JSMT logo is displayed in white text on a blue background.

www.jsmt.co.uk

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If you are looking for a consulting partner who is responsive, intelligent, easy to get along with and exceeds expectations, we'd like to think we are just what you need. We like to think of ourselves as unfailingly polite, friendly and bright people who you'd really like to have working within your own organisation.