

Case Study



Oil Sales and Oil Distribution: two opposing forces?

The Problem

Our client, a large, independent Fuel Oil Distributor, had a challenge.

Where competitors were struggling to find business, and were battling against increased overheads and depressed profit margins, their customer base was growing and business remained good. In fact the sales team were going from strength to strength, finding new customers, winning back old ones, and finding new products and services to sell.

So where was the problem?

At the other end of the building, tucked away from the noisy, buoyant atmosphere of the sales department was the transport department.

In this industry, if deliveries can't be made efficiently then profits per order plummet, sometimes catastrophically.

Comprised of seasoned planners and routers, and many of them ex-drivers themselves, this tight-knit team worked long hours with sophisticated routing software in order to deliver the goods in the most cost effective and efficient way possible. No easy task in such a highly regulated industry.

Last minute orders, or those orders with exacting 'special requirements' which demanded dedicated equipment or specialist trained drivers became hugely disruptive. Hours of careful planning could be wiped out by an urgent order needed immediately for a batch-tracked delivery of high grade industrial lubricant, or an arctic load of fuel needed by 6am the following morning to the outer reaches of their delivery area.

In this industry, if deliveries can't be made efficiently then profits per order plummet, sometimes catastrophically. Equally, in a competitive marketplace, the winners are

those who can deliver promptly, at a fair price and still maintain excellent service.

Conflict between the two departments was increasing, and something had to give.

The Solution

JSMT reviewed the situation, and then delivered a package of measures which made a dramatic difference.

Communication was restored:

People In each department were encouraged to see the challenges that the others faced, and JSMT encouraged them to commit to working together.

Visibility for Transport:

JSMT developed an order tracker report, which Transport could see, so they had advance warning of the orders which would be passing through the credit control department and on to their planning list. This helped them enormously.

Visibility for Sales:

JSMT developed a capacity report, which was displayed on the wall of the sales room showing the available fleet for the day (as specified by Transport each morning). As orders were taken, the capacity visually reduced, so that the Sales people knew what they could or couldn't promise customers, and they could now even flex the prices according to when the customers needed their delivery.

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The Result

Greater teamwork, increased profits and satisfied customers.



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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.