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Dedicated 4-Wall Solution Part 2

Final Mile Delivery Case Study

Achieving “The Ultimate Delivery Experience” is a journey that may never end, but it is its own reward at the same time. It is the striving toward excellence that feeds and excites the truly invested and keeps motivation high. And when progress is visible and effort rewarded the truly invested reach for more. In our previous case study, we told you about Last Mile Home’s rescue of a failing delivery program in a high profile market that had frustrated the iconic furniture retailer and interior design customer. What straw broke the camel’s back, we do not know, but some critical failure drove the nationally known retailer to show the delivery incumbent the door without a great deal of ceremony. One cannot fall farther than the floor, but being on the very bottom of 44 major markets was an embarrassment to those in a position to fling the door open wide.

Last Mile Home (LMH) stepped into chaos as the incumbent dropped all of its orders no matter where they were in the delivery process. The chaos quickly came into focus and morphed into orderly, meticulous execution through a defined process, strict controls, and strong leadership. It did not happen over night. Achievement is never static and none of it was easy. But meticulous execution demonstrates knowledge, desire, and expectations of future outcomes. Taking this single market off the bottom of the customer’s 44 metro markets turned the tide toward Last Mile Home as a true solution, not simply talk of a solution. That was Minneapolis.

- Nationwide
- White glove
- Deluxing
- Assembly
- Installation
- GPS tracking
- Dedicated
- Embedded
- True last mile

The Next Market

Of course, by definition there will always be a bottom market, but a gaping chasm between the bottom two markets indicates serious problems and for more than three years, the Chicago market had flirted with the bottom. As the Minneapolis market soared up the monthly scorecard, the Chicago market stopped flirting with last place and landed there with a resounding thud. Of course, the retailer’s desire was to move Chicago—a highly prized market by any measure—off the bottom and get its delivery operation performing again with the bar set at that “Ultimate Delivery Experience” with which the company reinforces its commitment to detail.



After achieving and retaining membership in the retailer's vaunted "Zero Shrink Club" in the Minneapolis market since it took over the business, Last Mile Home was asked to propose a solution for a floundering Chicago market, which is roughly three times that of the Minneapolis business. The decision was made and LMH was awarded the Chicagoland business on Oct. 29, 2014. Six weeks later, LMH launched its fully functioning operation in its Wood Dale, IL suburban distribution center and began making deliveries just days before Christmas.

The independent contractor driver teams again carried with them powerful tablet technology from DispatchTrack, one of the nation's fastest-growing suppliers of real time GPS truck tracking, that also serves as a routing optimization application, dials end consumers to alert them of ETA changes enroute, and more.



Intense training and coaching raised the bar for stellar performance among the driver teams. Results were visible quickly, both from corporate's point of view and from that of the local store's personnel who had -- until LMH took over -- been fielding endless angry calls from its shoppers over delivery missteps and failures.

Post Christmas, a year-end crunch to move, clear and reconcile inventory meant mountains of orders to be handled, and each one was under intense scrutiny from the fledgling Chicagoland crew. They did not disappoint. On Feb. 17, 2015, the customer's senior inventory control leader was singing the team's praises in an email:

Market 16 Chicago Final Mile cycle count complete, total shrink is 0. Let me say that again, ZERO!!!!!!!!!!!!!! This is the first time in the history of EVER that we have posted 0 shrink in market 16 and I can say with 100% confidence that we have the RIGHT TEAM in place and they sooooo deserve to be in our ZERO SHRINK CLUB! Thank you Team 16 for taking this personal, being relentless in your daily audits and being such a great partner in everything you do. Keep it up!

Thank you all for all you do,



On Feb. 25, she took similar note of Minneapolis's continuing success:

Market 17 Minnesota Last Mile cycle count complete, total shrink is 0. This makes 4 quarters, 1 FULL YEAR, straight with ZERO SHRINK. This is absolutely phenomenal given the fact that we have had market transitions, dumped truckloads of freight in Market 17 to process and they did not miss a beat. They attacked each piece, worked very closely with my team to ensure inventory integrity remained intact through the movement of every single piece. Thank you team 17 for being great partners that we can count on every day to DO THE RIGHT THING!

The celebration of large and small successes in the Chicago market continued with this from the customer's VP of Home Delivery:

First time since I've been here that Chicago has not been last. I think it's easy to feel the improvements from an escalations standpoint for sure. The gallery has provided lot's of positive feedback and I've heard the same from the CSC team since I've been in Tracy as well. The metrics look much better.....I can't remember the last time Chicago was not red on the KPI for weeks in a row.

Conclusion

The customer has, as of this writing, awarded Last Mile Home two more under-performing markets to be launched in the summer of 2015. We'll bring you the updates in future case studies.

If your company is struggling with its final mile delivery program call us today. We do what we say we can do. The last mile is our only focus and we are ready to solve your company's toughest problems.



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