

## Ocado

### Growing a SMART workforce for superior customer service

#### Objectives

- Implement a flexible workforce management solution
- Achieve accurate real time monitoring of 2000 staff
- Install a system to effectively manage a 24 hour operation
- Ensure commitment to deliver within a one hour time slot
- Selection of a solution to support ambitious growth strategy
- Achieve efficient and accurate workforce management processes

#### Background to Ocado

Ocado is the newest entry into the UK online grocery market. Launched in partnership with Waitrose in 2002, Ocado is now available to over 10 million households across parts of the UK. Dedicated to home delivery, Ocado offers the quality for which Waitrose is renowned, alongside reliable service and convenient delivery times.

#### Selection of SMART

With superior customer service high on the agenda, Ocado were in need of a workforce management solution from a provider with experience and capabilities in the retail and distribution market to offer a reliable, flexible and scalable solution.

In 2003, SMART implemented its time and attendance offering with advanced rostering capabilities at Ocado's head office. The robust system will easily adapt in line with Ocado's rapid growth.

With a unique proposition of ensuring delivery within a one hour time slot, Ocado's distribution network demanded a solid and reliable system that could accurately manage and deploy its staff.

#### The challenge

Ocado distribute from a central warehouse at their headquarters in Hatfield where goods for customers are picked by 'personal shoppers'. Goods are then distributed directly from the warehouse and to regional 'spokes' (Rugby, Manchester, Southampton, Weybridge and Aylesbury) from where deliveries are made. The company operates around the clock, with delivery 18 hours a day from 7am to 11pm.



"SMART's solution is flexible and therefore gives us the confidence that as our business grows, it has the capacity to change with our business needs. In such a rapidly growing industry, staying ahead of the competition is essential."

"Without effective workforce processes within our infrastructure, we would be unable to fulfil our one-hour delivery promise and guarantee a quality service. We need to both plan and actually know who is where, with what time skills, at what time and hence SMART's workforce management solution is a vital part of the Ocado jigsaw."

Anne-Marie Foley, IT Manager,  
Business Support Systems.

"Without our SMART solution we would not be able to accurately manage our growing workforce. It gives us a flexible, extendable platform with which to automate any additional complex workforce processes in the future."

Anne-Marie Foley, IT Manager,  
Business Support Systems.

## SMART eHL

SMART's unique planning and rostering functionality caters fully to Ocado's requirements, ensuring that the right people are on site when expected.

The advanced planning functionality allows Ocado to forecast when staff are required and ensures Ocado can be more proactive as an organisation. Thus, ensuring orders are fulfilled and delivered on time even with peaks in demand.

As a result, Ocado can benefit from better utilisation of staff skills, more effective operations, increased customer satisfaction and the competitive benefits of a more agile organisation.

## Benefits

SMART's solution provided immediate benefits. Not only did the automated payroll process eliminate the need for timesheets, but it significantly reduced time spent on administration. Staff are now in a position to use time wisely and can focus on critical tasks.

eHL provides visibility to allow supervisors to accurately forecast absence rates using historical data. Supervisors now have the ability to identify potential peaks in absences, enabling a proactive approach to ensuring optimum cover.

SMART's solution has helped to control overtime by scheduling staff as and when needed rather than under utilising resources through quieter periods. Accurate deployment of staff has optimised productivity and made the job of people management significantly easier.

## People benefits

The benefits of the system can be seen across the organisation, encouraging good morale and a positive working environment. Management can now forecast, schedule, track and interact individually with Ocado's rapidly growing workforce.

With inevitable changing orders and delivery times, SMART's solution ensures the correct staff are available to meet escalating demands and ensure fulfilment of Ocado's commitment to deliver within a one hour time slot.

## Security & technology

Security at Ocado has been addressed with SMART's access control through the installation of biometric hand readers. This has eliminated 'buddy punching', removing the problem of colleagues swiping in for each other when accessing the premises.

"The solution has given us so much more than just a time and attendance system. The breadth and flexibility of SMART's platform enables us to execute our vision of rapid growth and implementing best practice workforce management across the company."

"It really has given us a solution to better manage our entire workforce which means we can be more productive and more competitive."

Mark Watson,  
Head of Business Planning.

With Ocado's rapid growth, processing manual time sheets became an error prone, time consuming and cumbersome task. SMART's workforce management solution automates the process and introduces accuracy with instant data capture.

## The future

Ocado reap the benefits of a complete, fully integrated workforce solution that provides both tactical warehouse level improvements and strategic insights to sustain long term competitive advantage.

As Ocado looks to the future with plans to extend their services across the UK, SMART's solution is in place to meet the exciting challenges that lie ahead.

## Results

- Streamlined and integrated workforce management processes
- Eliminated timesheets and significantly reduced administration
- Orders are fulfilled and delivered on time
- Instant data capture allowing for accurate reporting
- Efficient online shopping experience for the consumer
- Strategically forecast when staff will be needed with the right skills

## SMART

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*Making People Count.*