

BBRC Academy

Distribution Centres



Today's agenda

DC operations role

Standards & Disciplines

5S

Communicate, communicate, communicate!

One question

Management by objectives

Data integrity: The Missing Link

People and team

World Manager

Role of our support centres

Measure everything

Billy Bean Action Plan

Continuous Improvement

Costs are the enemy

One question?

10 plus 1 refresh

Lets get going...

Yesterday's pick units and units out productivity

	Pick Units	Units Out
BNT		
dusk		
Adairs		
Honey Birdette		
Lovisa		

**What is a DC operations
role?**

BBB

Job Descriptions



Job Description

POSITION: Logistics and DC Manager

LOCATION: Customer Support

REPORTING TO: Chief Operating Officer

RESPONSIBLE FOR: Warehouse team

FUNCTION:

Responsible for coordinating and managing all warehouse activities on a daily basis including the receiving, merchandising, shipping and delivery of product in a manner consistent with company service and cost objectives.

- ESSENTIAL DUTIES**
- Supervise and coordinate the unloading of inbound merchandise shipments, orderly stacking of product, and the picking and processing of outbound shipments.
 - Verify required inbound/outbound paperwork with drivers, ensuring that all products are properly counted.
 - Manage the accurate counting and recording of all incoming merchandise.
 - Ensure the efficient receiving, recording and processing of all non-merchandise shipments and the notification of the recipients of such received items. Ensure effective handling, storage, allocation and dispatch of such shipments.
 - Participate in establishing work procedures, routines and schedules that allows for the safe, effective and orderly operation of the warehouse activities. Ensure that schedules are correctly implemented and that jobs are assigned effectively and completed properly.
 - Maintain a clean, neat, and orderly work area and assist in establishing and maintenance of a security and safety program for the warehouse.
 - Ensure total adherence to all industry and gov. statutes regarding warehouse operation including signage, security and safety regulations.
 - Monitor to ensure that products are safely moved to storage areas with proper equipment and that merchandise is efficiently stacked and stored in the appropriate area.
 - Coordinate, manage and/or check in product returns and update inventory balances on hand where necessary.
 - Ensure all equipment is properly maintained. Inspects physical condition of warehouse and equipment and prepares work orders for repair and requests for replacement of equipment.
- Private and Confidential**

DCK Australia

Job Description

POSITION: DC and Logistics Manager

LOCATION: Distribution Centre

REPORTING TO: CEO AUS NZ

RESPONSIBLE FOR: DC team

FUNCTION:

To Manage and Coordinate all DC and logistical activities on a daily basis whilst continually driving efficiencies and productivity in line with the business requirements. Develop and implement a successful global supply chain.

- DUTIES AND RESPONSIBILITIES**
- GLOBAL SUPPLY CHAIN**
- Plan and implement a global supply chain for diva that is cost effective and ensures product arrives on time to all stores nationally and internationally
 - Responsible for the developing, documenting, and executing a comprehensive global logistics and distribution strategy open to all divisions
 - Manage and optimise a global supply chain logistics network
 - Ensure all regulatory and compliance measures are met across global guidelines
 - Develop global implementation of distribution best practices such as systems integration, optimisation and inventory control
 - Drive operational excellence and best practices across the network to constantly improve COOE
- DC OPERATIONS & LOGISTICS**
- Monitor all Goods In, Picking, Refill and Dispatch processes ensuring accuracy of inventory and stock integrity
 - Oversee equipment testing and negotiate with the logistics companies to obtain the correct solution for the company consulting terms, budgets and service
 - Ensure that incursion process is followed for life or full diversion
 - Ensure that Future and Pulse is maintained accurately throughout all relevant branches
 - To continually achieve greater efficiencies and productivity throughout all DC and logistic activities
 - Work within expense and performance budgets
 - Ensure that audit / on the picking efficiencies are carried out correctly, records maintained and audit managerial accountability
 - Regularly review inventory levels in all locations and branches and act accordingly on finding
 - Proactively communicate with Buying and Merchandising with regard to the planned intake / output, merge building, supplier delivery, DC logistics, inventory levels / ageing
 - Monitor delivery note logs and audit regularly
 - Implement and monitor product returns log and communicate weekly to the Merchandising team
 - Direct the storage of damaged or used material and / or the disposal of redundant, damaged and written off items in accordance with company policy and instruction



position description

PURPOSE: This document outlines the main responsibilities of the position. It is to be read in conjunction with BNT policies and procedures and Individual Employment Contract.

POSITION: DISTRIBUTION MANAGER

BUSINESS: BNT

DEPARTMENT: Distribution Centre

REPORTS TO: Chief Executive Officer

DIRECT REPORTS: Distribution Centre Assistant Receiving Team Leader
Stock Movement Team Leader Dispatch Team Leader
Communications Team Leader

LOCATION: Mipera Distribution Centre

ROLE OBJECTIVE: To plan and manage the performance outputs of the DC, ensuring a smooth and efficient processing of product, achieving all OPE. As well as maintaining a strong focus on delivering perfect service to all internal and external customers.

To be aware, understand, actively support, adhere and drive compliance of all BNT policies and procedures. These policies and procedures are outlined in the BNT Way, the BNT Security Manual and the BNT Safety Manual and are a subject to change and addition, which you must remain aware of.

KEY DUTIES & ACTIVITIES

Specific Duties

- Drive performance outputs through achieving KPIs and managing costs
 - Ensure the smooth and efficient processing of stock by achieving stock turnover benchmarks.
 - Exceed SALES (Service Level Agreements) with all external service providers including freight and transport providers.
 - Actively & regularly measure DC daily and weekly performance outputs against benchmarks
 - Follow up the weekly ageing of the inbound report for I20 and 999.
 - Warners all stock movement to minimise courier loading
 - Prioritise customer special products, to ensure the quick fulfilment of these orders
 - Oversee the efficient turning of the fixtures department.
 - Ensure that stock is received, picked, sorted and dispatched accurately and quickly in accordance with procedures and relevant KPIs.

Distribution Manager Page 1 of 5 May 2017



position description

PURPOSE: This document outlines the main responsibilities of the position. It is to be read in conjunction with Adair's policies and procedures and individual Employment Contract.

POSITION: SUPPLY CHAIN MANAGER

BUSINESS: Adair Accessories Pty Ltd

DEPARTMENT: Supply

REPORTS TO: Manufacturing Operations Manager

LOCATION: Factory Warehouse

ROLE OBJECTIVE: The role of the Supply Chain Manager is to ensure effective, efficient and management of finished goods logistics and distribution, raw material supply merchandising within Adair.

KEY RESPONSIBILITIES

Area of Responsibility 1 - CUSTOMER & TEAM SUPPORT

- To do everything possible to add value to the customer experience ensuring the Supply department meet customer promise obligations.
 - Provide a first point to the stores to sort out any stock or delivery issues.
 - Create a positive, highly productive work environment through quality leadership.
 - Identify individual training needs, develop and implement programmes that assist team members to reach their full potential.
 - Recruit and retain high performing team members that fit the Adair culture.
 - Ensure all team members hold the appropriate qualifications and licenses for their designated function.
 - Ensure Team Members effectively to ensure maximum productivity.
 - Ensure Team Members understand Adair policy and procedures and their obligation to them.

Area of Responsibility 2 - PROCESS CONTROL AND COST REDUCTION

- Monitor expenses for opportunities to eliminate waste.
- Initiate cost reduction strategies through continuous process, product and logistical improvement.
- Develop, maintain and ensure adherence to Standard Operating Procedures (SOP's)
- Maintain data integrity ensuring accurate record keeping.

Area of Responsibility 3 - LOGISTICS MANAGEMENT

- Liaise with and manage the 3PL provider, monitoring pick accuracy and timeliness for adherence contractual obligations.
- Efficiently manage the In-Store warehouse, controlling goods inwards, goods out and stock storage.
- Manage raw material and finished goods supply to and from the factory including goods in transit.
- Liaise with and manage freight suppliers, monitoring delivery frequency, cost and adherence to contractual requirements.

Production Manager Page 1 of 5 12/02/12

adairs

Position Description V1.2 23/11/2012

DC Manager

Purpose: This document outlines the main responsibilities of the position. It is to be read in conjunction with Adair's policies and procedures and your individual Employment Contract.

Position: DC Manager

Department: Planning & Supply Chain

Location: Adair Distribution Centre

Reports to: Finance Director

Direct report: DC Supervisor and DC Team Members

Other report:

Role Objective:

To maximise profitability of Adair by minimising Supply Chain operational costs through efficient warehousing and distribution processes and by ensuring products maximum availability at point of sale through faster and quicker replenishment of stock from distribution centre.

To ensure safe and healthy work environment in the DC and assume leadership role to facilitate mutual respect, discipline and adherence to legal and Adair work policies among the DC team members.

To undertake your role utilising the Adair Mission Statement, Core Values, Culture Commitment and OHS Standards with the overriding focus on your customers be they internal or external to ensure that it's about the customer always.

Key Skills / Competencies

- At least 3 years experience in similar role
- Moderate/advanced excel skills
- Strong PC Skills (incl MS Office / Outlook)
- Strong verbal and written communication skills
- Excellent organisation and people management skills
- Proven ability in leading and mentoring a team

Department Objective / Responsibilities

To enhance the profitability and top line sales potential of Adair's business through the proactive management of the warehousing and Distribution Centre functions by controlled management of inventory flow & outflow; maintenance of most profitable inventory levels in all areas of the business; management of a cost-effective Supply Chain structure and ensuring ongoing revenue introduction with unambiguous clearance of aged lines.

The Distribution Centre is responsible for the completion of all agreed EDI requirements, as well as all 3-DC requirements, within agreed timeframes, to optimise the customer experience in store. This includes all inbound and outbound stock functions whilst maintaining COOE.

Created/Issued by: DC Manager/Finance Director Updated 21st November 2012

Distribution Centre: don't loose site of your responsibility

Run an effective and efficient DC

Ensure a cost effective supply chain that meets the business timeframes and needs

Meeting the business timeframes and needs means

➤ Execute the decisions that the merchandise planners and customers makes about the:

- Right stock
- Right place
- Right quantities
- Right time

IT'S
ABOUT THE
CUSTOMER
ALWAYS

Who is your customer?

Distribution Centre

Is the DC managing you or are you managing the DC?

Distribution Centre

Why do we spend more of our time on the DC floor?

- What's the purpose?
- What's the tactic?
- What's the benefit?

BE ON THE FLOOR

The background is a vibrant blue with a repeating pattern of the Wal-Mart logo. A large, semi-transparent 'WAL-MART' logo is oriented diagonally across the center. Two white-bordered trapezoidal frames are placed diagonally. The upper frame shows a retail aisle with customers and staff. The lower frame shows a man in a suit, likely a Wal-Mart executive, standing in a store aisle. The text 'What I learned at Wal-Mart' is centered in a white serif font.

What I learned at Wal-Mart

"I learned that Wal-Mart hold all of their people accountable..."

THOSE OF YOU, WHO KNOW ME WELL, WILL know the joy and privilege that I felt by being in the home of Wal-Mart. Amongst a remarkable time the highlights were -- having the opportunity to tour one of their DC centres, visit their trail Wal-Mart store, visit their home office, sit in on their Saturday morning auditorium meeting and discuss first-hand, with six of their most senior executives including the CEO, Lee Scott and one of Sam Walton's early right-hand men, Don Soderquist. It was a series of proud and privileged moments for me; I was like a kid in a candy store or more to the point, a couple who has landed in his favourite bands hotel room party!

Anyway, down to the business of starting the highlights.

• I was reminded that measuring everything is the easiest part, actually holding people accountable to doing something with that measurement, to ensure that the business improves is the key to measuring, the only reason anything should be measured.

• I learned that Wal-Mart hold all of

I learned that one day a week all management who work in the Wal-Mart DC work "on the line" and I mean – all management, every week, "on the line".

I mean everything, this was told to me by every single leader at Wal-Mart, (or the sceptical amongst you, they each presented at different times and it came out in different ways.) The response was uniformly we measure everything and always have.

Wal-Mart) has every senior manager visit a store every day! I was reminded that there would be no coincidence between those visits and the fact that they are the most successful outfit in Chile.

• I learned that all retail divisions must make it policy to do seventeen store visits a month in at least three different states, for all retail management, and then obsessively support that policy.

• I was reminded again that character, capacity and capabilities is critical not experience. I learned that is true in a 1.8 million employee organisation like Wal-Mart as it is in a single store.

Standards and Disiplines



Communicate! Communicate! Communicate!

Success never happens because we hope or wish it will. It happens because we decide what should happen, what needs to change, what our culture needs to be and *what people need to be* and then we need to get out and communicate, communicate, communicate any way that you can and as frequently as you can in words and in actions.

Don Soderquist

STANDARDS AND DISCIPLINES COMMUNICATION

Standards and Disciplines

- Why do we have them?
- What value are they?

Standards and Disciplines

- 24 hour turnaround - no matter what

Rosters

- Age matters
- Need flexibility – casual cannot have permanent or 4 week rosters
- Approve holidays in quiet times
- Issued same day, same time, every time
- Changes to rosters are cancerous
- Sick calls/no shows

'Overtime' Management

- What are the causes of overtime?

Indicator of:

- Mismanagement
- Vacancies
- Bad rostering
- Bad planning

Annual Leave

- Ensure all holidays are recorded properly
 - Impact on our wages
 - Profit killers
- Black out periods

Distribution Centres

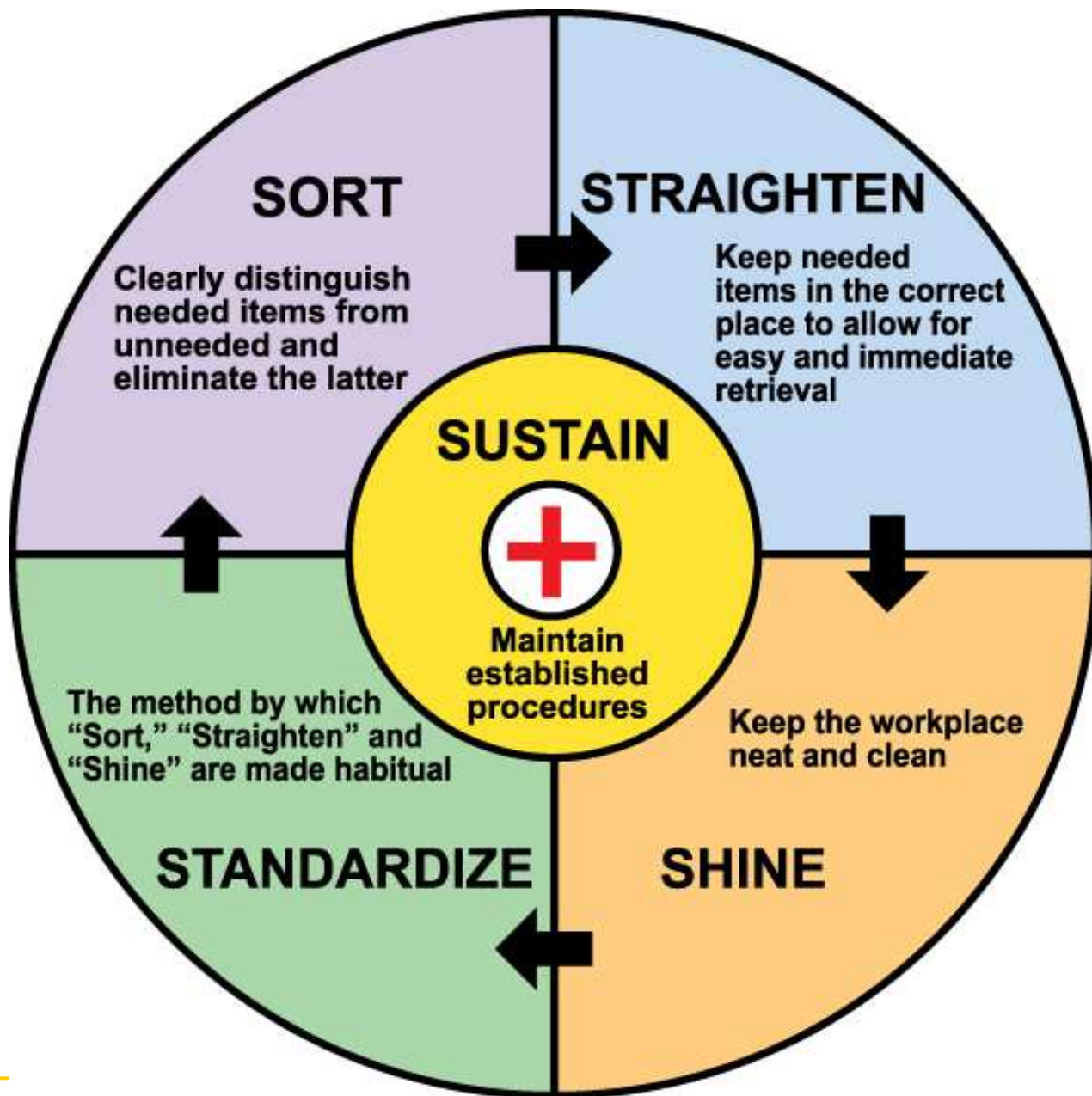
- Toilets and lunch rooms

BBS

BBS

What Is 5S?

- Methodology for creating a clean, safe, orderly, high performance work environment
- Origin is from Toyota – 5 Japanese words that start with “S”
- Translated to English
- Some companies have added 6th “S” for Safety focus.



Why Start with 5S?

- Enables everyone to “see” waste
- Creates discipline in processes
- Enables productivity, quality, safety and delivery improvements
- Improves morale

1S 1S - Sort

Catch Phrase:

“When in doubt, move it out.”

Sort – What Is It?

Distinguishing between necessary and unnecessary material, equipment, tools, data, and information

Sort is done with initial 5S activities, but should be repeated semi-annually, or as 5S evaluations expose issues

- Items may have accumulated
- Needs may have changed

Sort – Process Steps

Identify What to Sort

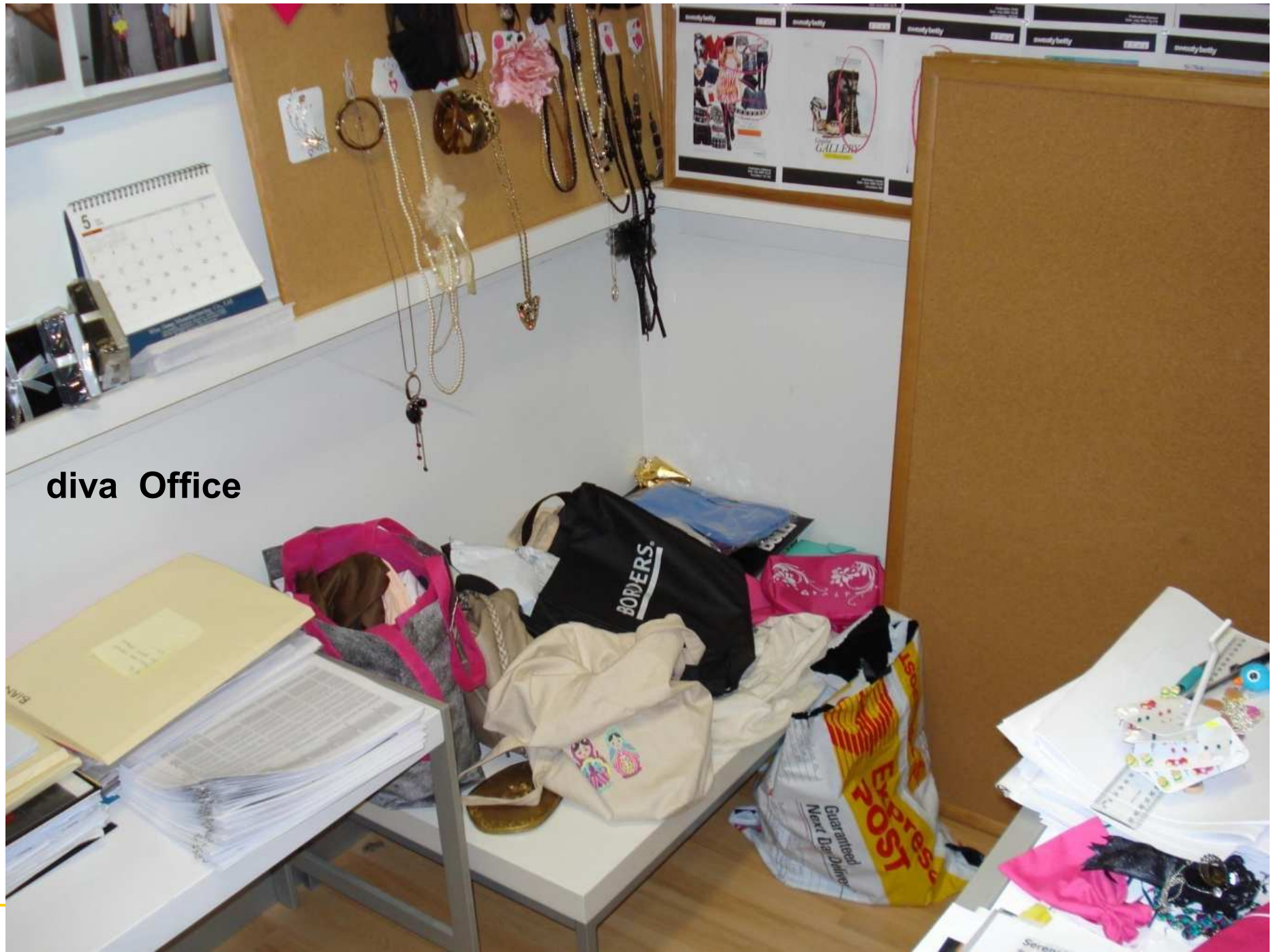
- Supplies, samples and equipment that are no longer needed or don't work
 - Old printers, pc speakers, old phones, etc..
- Excess office supplies
 - Pens, pencils, whiteout, paper, files etc.
- Out-dated data or information
 - Physical and electronic files
- Books, catalogs, files no longer used
- Storage items, boxes, pallets, bins, paper

Adairs IT Storage



CEO's conference desk





diva Office

BNT

Milperra





Dusk back room storage

Sort by “red tagging” items to be moved or trashed



Electronic Files - Sort

Email (how many inactive line items are still on your In-Box)
Files on Hard Drives
Archiving

Straighten

Catch Phrase:

*“A place for everything, and everything
in its place.”*

Straighten – Why?

- To immediately recognize items that are out of place, or out of line, recognize excess inventory, and identify the need to order more of a particular item
- To reduce wasted time spent locating materials and information
- To improve your level of Customer service
- To improve the “look” of the place



Sanity before straightening



Sanity after straightening



Diva before straightening



Diva after straightening



NO
PARKING
ANY
TIME

Milperra Sanity



Visual Management Examples

Stock Room ㊦ Labeled
and organized



Stock Room ㊦ Each
item labeled and bar-
coded for reorder



5S treatment here



Could do with some work at this Dusk store

5/8/08



Things nice and straight at Dusk



A Sanity desk before 5S

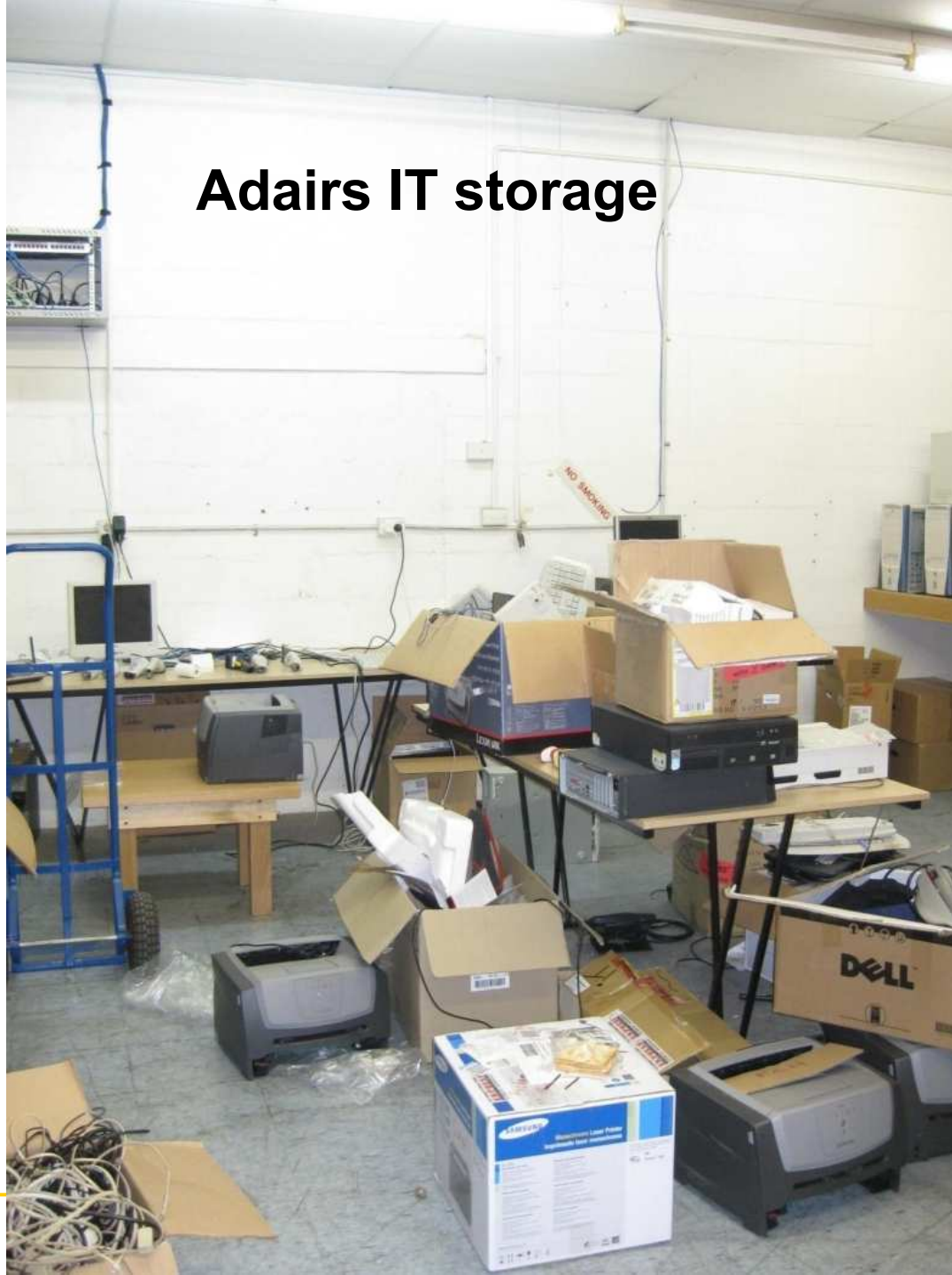






After 5S

Adairs IT storage





Sanity Warehouse before 5S



Sanity Warehouse after 5S

Shine



Catch Phrase:

“The best cleaning is to not need cleaning.”

Shine (Scrub Sanitise)

– What Is It?

Cleaning the workplace from top to bottom

Maintaining its appearance on a daily basis

Encourage team members to produce ongoing
cleanliness

Setting it up so it is easy to clean.

Can you eat off the floor?







Sanity warehouse

UNPACK
HERE
PLEASE



Milperra yard area



Dirty floor at Sanity Parramatta



Worn and chipped floor at Dusk Rouse Hill



Taped down trip hazard at Dusk Rouse Hill



BNT Warehouse before 5S



After 5S

Standardize

Catch Phrase:

“See and recognize what needs to be done.”

Sandardize – What Is It?

A method in which “Sort,” “Straighten” and “Shine” are maintained and made habitual

It is important to achieve buy-in and install the 5S process into a regular work routine.



Sanity warehouse



BNT warehouse

Diva's branch 4



BR-1
COMPLETED
QUALITY CONTROL
COMPLETED

Reference No.
379402/K

Reference No.
379470

DCK
BROOKVALE
CIT NO: 19
MADE IN CHINA

D.C.K.AU
SYDNEY AUSTRALIA
CIT NO: 09
MADE IN CHINA

DCK
SYDNEY
Made In China

DCK
BROOKVALE
AUSTRALIA
CIT NO: 33
MADE IN CHINA

370301

D.C.K.AU
AUSTRALIA

BNT top floor office area



Sustain

Catch Phrase:

“The less self-discipline you need, the better.”

Sustain – What Is It?

Effective, ongoing application of knowledge, skills, and abilities gained from the 5S process.

“Sustain” is often the most difficult part of the 5S process

Sustain – Process Steps

Keep it Fun

- Use friendly competition to encourage continued excitement about the productivity of 5S
- Work as a team to achieve the combined goal of using 5S effectively in the workplace
- Take before and after photographs of the area that 5S is applied to provide evidence of progress
- Provide positive reinforcement for good 5S practices (lunch parties, movie tickets, gift certificates, etc.)
- Provide individual recognition or rewards for success and/or progress



Milperra



Adairs sample area



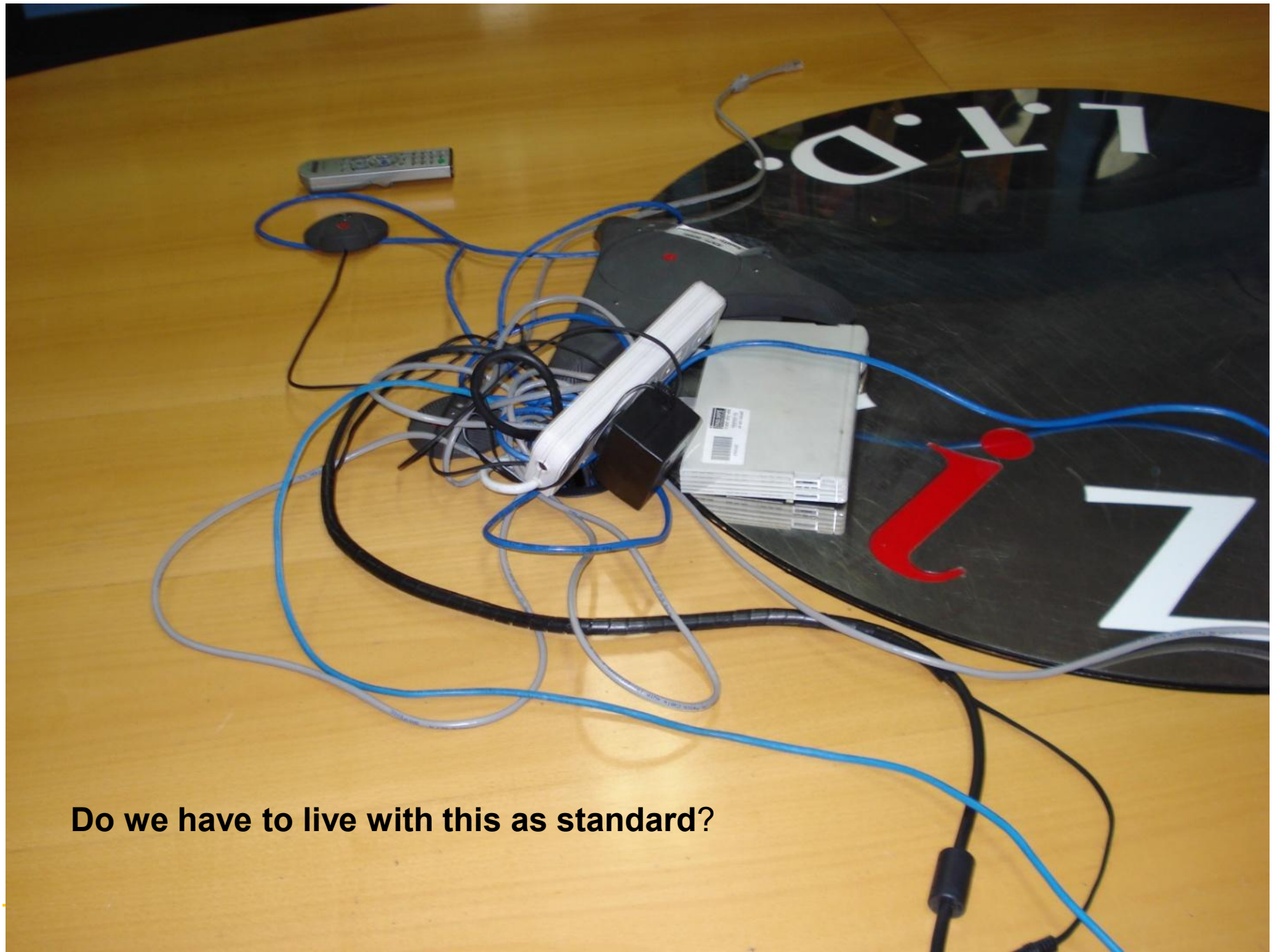
Behind BNT reception

Visitors see this when they come up to BNT top level



More Adairs Archiving





Do we have to live with this as standard?

5S

Breakthrough System

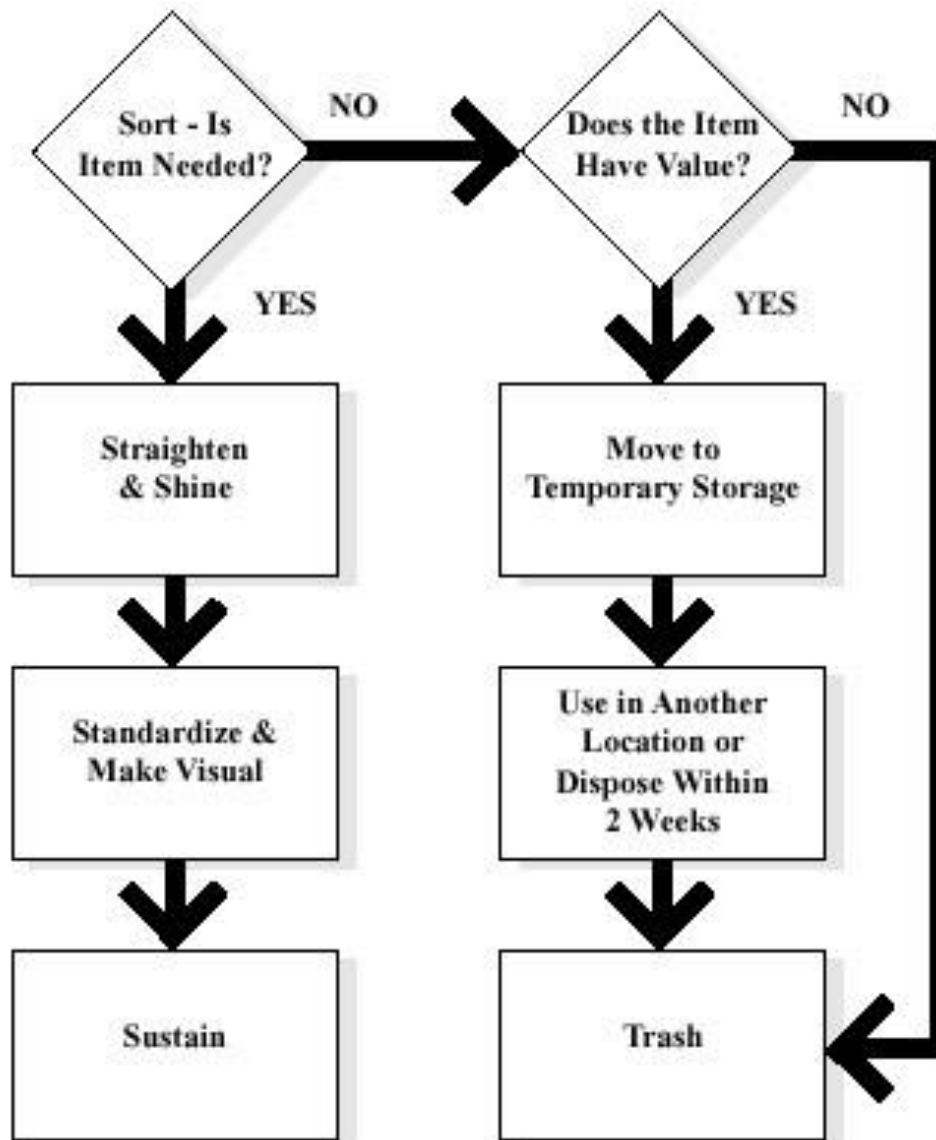


"This is the greatest compilation of
key tools available by consultants
or on the web. Every company
should own this kit."

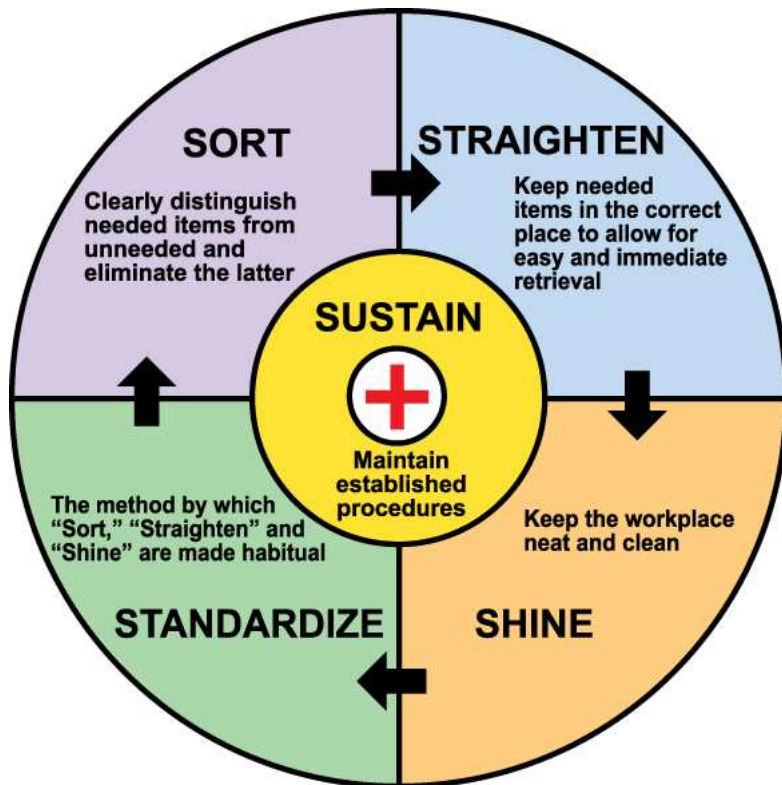
Copyright by Professional CI Training, LLC.

The following chart shows the repeatable 5S system.

5S Flow Chart



So please 5S your area soon and do it twice as fast



Thanks - bye

**Communicate,
Communicate,
Communicate.**





Bras n Things

BUILDING A SPECIALTY CHAIN FROM NO STORES TO 90

Brett Blundy, Managing Director, Bras 'n Things

3 COMPANIES WITHIN THE GROUP:

- Bras 'n Things (Retail)
- Aztec Rose (Design & Manufacture)
- Sanity (Retail)

GROWTH HISTORY

- No Stores to 90
- \$2,000,000 to \$71,000,000
- 77% Annual growth

Achieved through:

- Ambition
- Focus
- Hard work
- Customer service

ROSE YOUR MARKET

- Growth potential
- Market leader
- Avoid existing strength

COMMUNICATION

- Get everybody talking

TEAMWORK

- Nothing else matters unless you have the right team
- Attitude before experience
- Culture / Magic
- Maintain standards

CULTURE / MAGIC

- Sloppy price sticker is a sloppy person
- Customer orders
- Know what is going on

THE EXECUTIVE TEAM

- Store visits
- Problems appear first in stores

COMPANY GROWTH

- Rapid growth
- Structure / systems / procedures
- Control of growth

FINANCE AND CAPITAL

- Initial capital \$90,000
- Conservative towards debt
- Supplier relationships
- Consolidate as you grow
- Growth from profits

THE FUTURE

- Country Australia (low occupancy costs)
- Western Australia (early next year)
- New Zealand (next year)
- Great team driving the company forward

SUMMARY

- Choose the right product
- Visit stores frequently
- Know what is going on
- Communicate, Communicate, Communicate
- Maintain standards
- Get on and do it.

Communication

- Get everyone talking

Communicate, Communicate, Communicate

Communicate! Communicate! Communicate!

Communicate:

- Formally
- Informally
- Speak
- Write
- Video
- Message
- In your every action

Communicate! Communicate! Communicate!

‘When I’ve told ‘em once, I’ll tells ‘em again and when I’ve told ‘em again, I’ll tells ‘em one more time. And when I’ve told ‘em one more time, I find a way to tell ‘em again.’

When launching something new or hitting something hard that has fallen off its perch - six different times, in six different ways. Continuous communication

Repetition

Communication is greatly aided by obsessive paranoia. Fear that the message isn't getting out
Communication is greatly assisted by an enthusiastic delivery

Communication is greatly assisted when the leaders are actioning and participating in whatever is being communicated

Communication is a 'rhythm thing' – get into a rhythm, form the habit whenever you can

Communicate! Communicate! Communicate!

Remember to follow up

Never underestimate the impact that you, as leaders, have on your team and always remember that whatever you're communicating has a greater impact than you think.

Never utter the words... 'But I told them...'

One Question



Management By Objectives

(One on ones)



Objective Meetings

- Turn talk and discussions into actions and outcomes that will stick.
- Professionally acknowledging, recognising, discussing and informing on issues , opportunities and challenges – a tool to effect permanent solutions and change.

Management By Objectives

- State the objective
- Who is responsible?
- Due date
- Not a to do list
- Not minutes of meetings
- Objectives brought to the meeting
- Discussion
- Value add and support by leader
- Your chance to add objectives

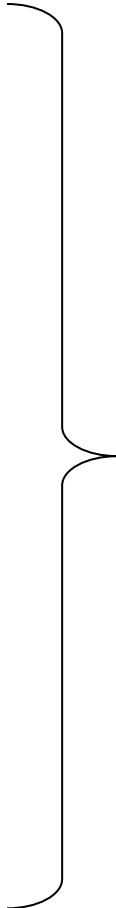
Helps to identify:

- Talkers who don't do
- Time wasters
- Direct reports in the wrong job
- Disorganisation
- Problems early (management, process, people)
- Going in the wrong direction
- The wins

Why:

- Keeps a record of what's going on and agreed actions
- Keeps all on track
- Is efficient
- Adds structure and rigour
- Clear follow up
- Issues are not forgotten, don't fall off
- Ensures agreed accountability

Fly by the seat of your pants
Make it up as you go along
'I call them when I need to'
'We talk all the time'
'We work together'



**All will
let you
down**

Tips and things you must do:

- Must have rhythm
- 1 hour maximum
- Write up objectives as you go
- You write the objective and agree to the who and when (almost always the direct report, although delegation is appropriate and normal)
- Administration support team can and should be utilised if appropriate
- ASAP- a 'no, no'
- Ongoing – allowed but not ideal

Data Integrity: The Missing Link



Data integrity

- What is data integrity?
- Why is it so important?
- Was the article helpful?

Data Integrity

What happens physically is reflected perfectly in our systems

Data integrity

- After reflecting on this article – what do you believe is the biggest issue in your own warehouse/DC that is contributing to poor data integrity?
- What is the main cause of this issue?
- What could you do differently tomorrow to help resolve going forward?

Data integrity

After reflecting on this article – what do you believe is the biggest issue in your own warehouse/DC that is contributing to poor data integrity?

What is the main cause of this issue?

What could you do differently tomorrow to help resolve going forward?

People/Team

The power of our team



The will always be people who are:

- No shows
- Slackers
- Slow
- Lazy
- Unmotivated
- Bad attitudes
- Dishonest
- Scammers
- Bored
- Careless

The list is endless...

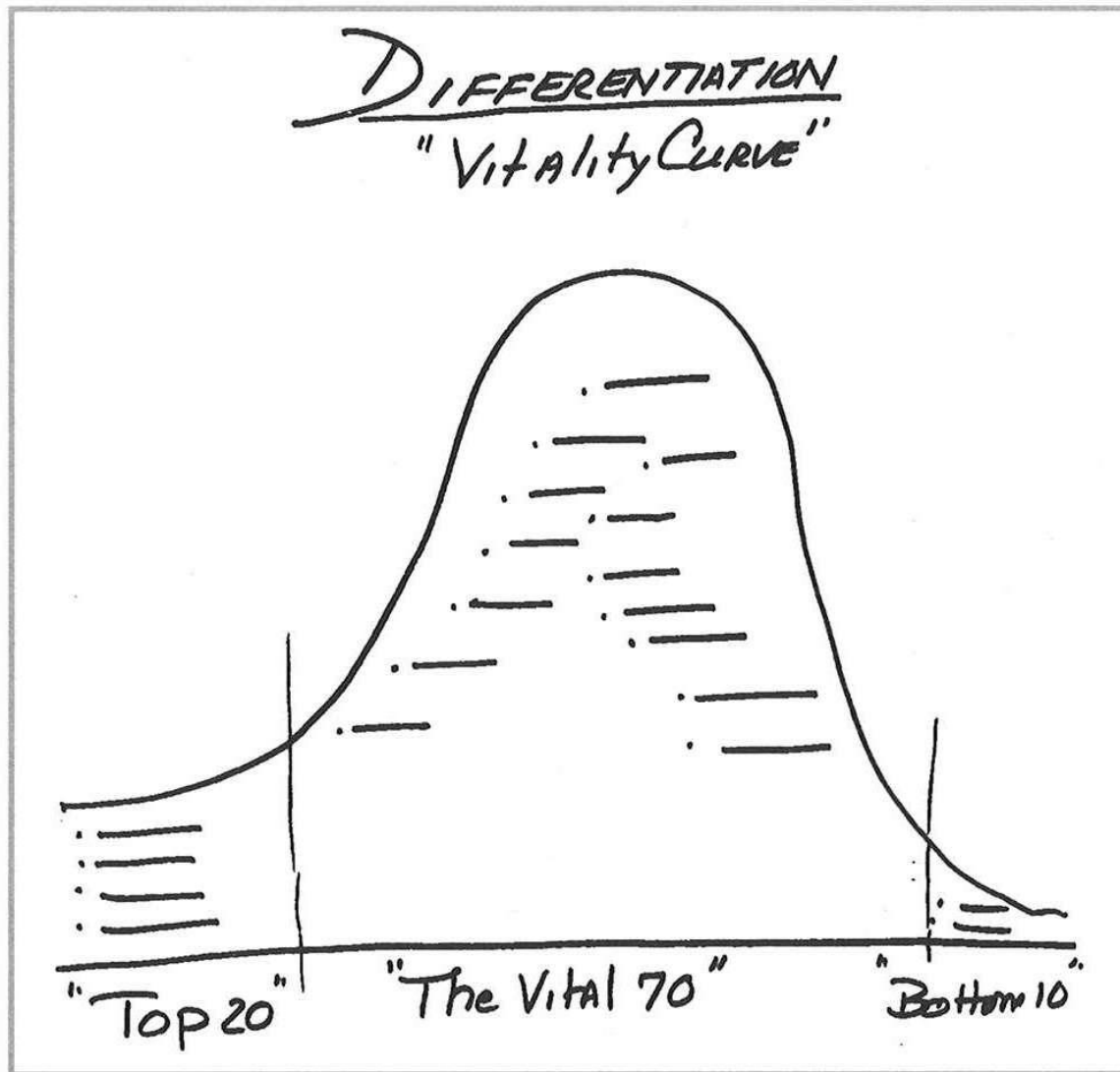
The will always be great people who are:

- Committed
- Caring
- Positive
- Respectful of business
- Winners
- Fast and efficient
- Honest
- Positive
- Wanting to do a good job
- Proud of themselves

The list is endless...

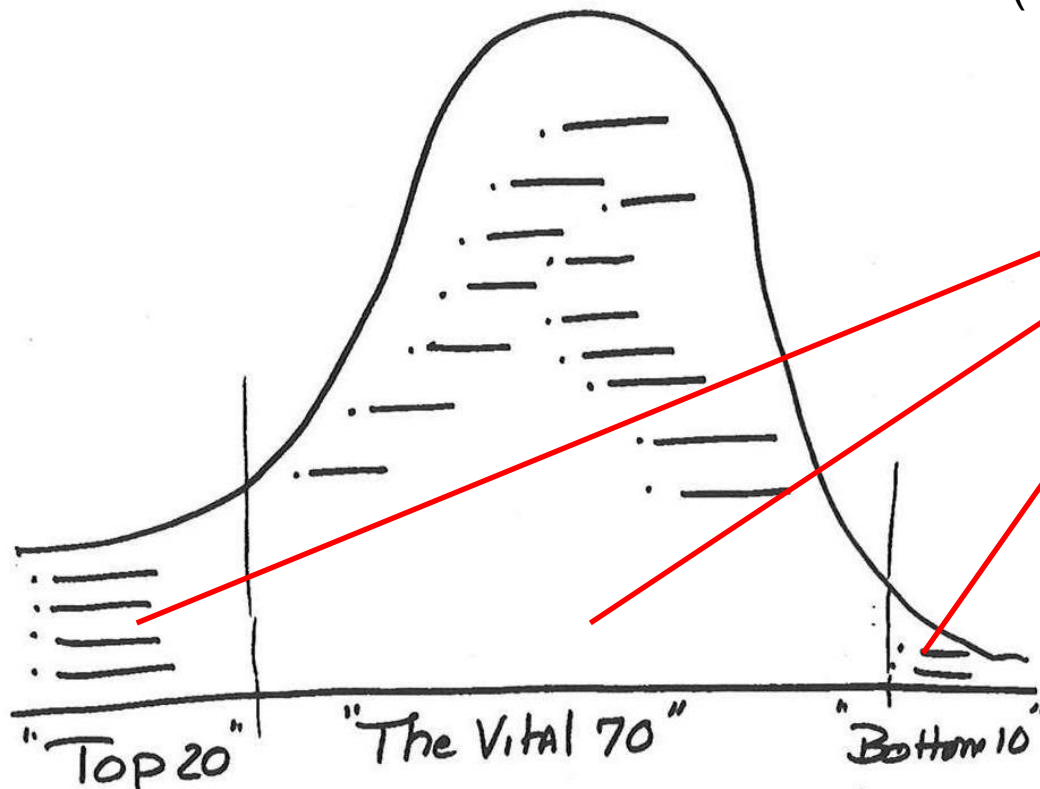
We want
MORE of them
and **LESS** of the other

Creating A Winning Team



Creating A Winning Team

Issues/areas for improvement
(real measures of performance)



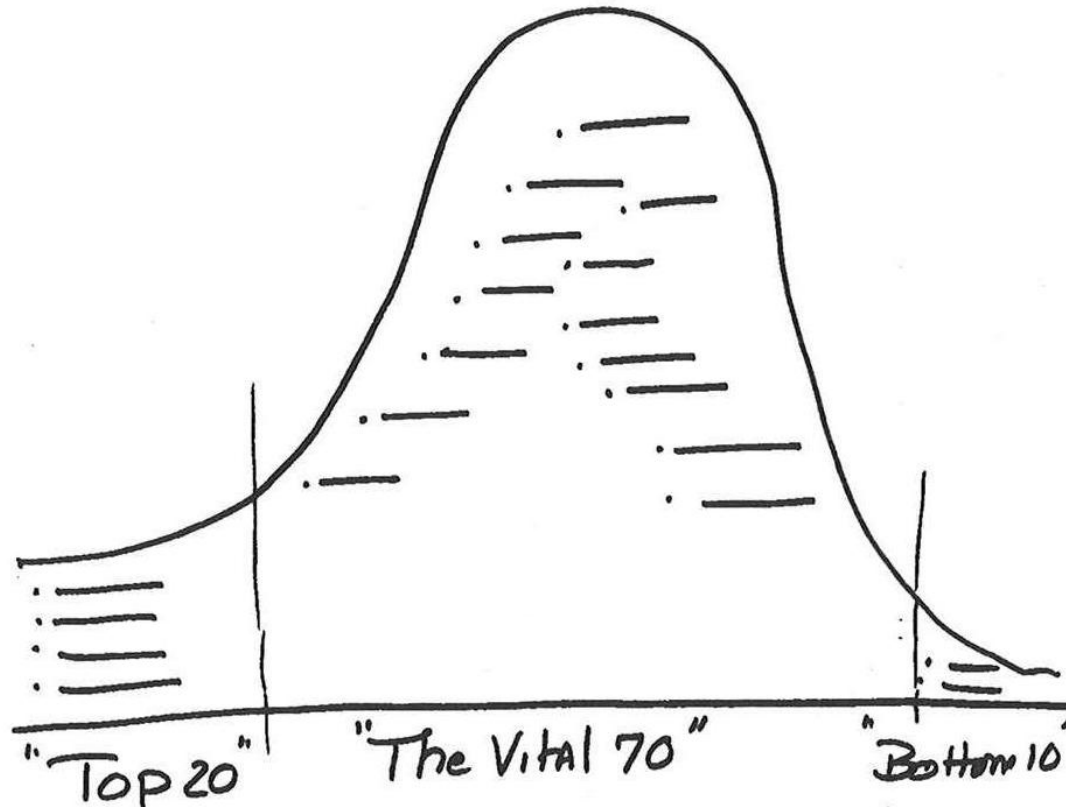
Plan

Action

Result

Follow-up

Creating A Winning Team



Tips

Passive versus holding your team accountable for outcomes and timeframes

**Leaders have more
impact on their
people than they
think they do**

**Management gets the
team it deserves**

**A team never outpaces
its leader**

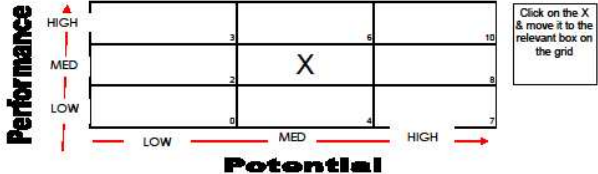
People are Human

- Touch your team everyday
- We are all human and need to be emotionally connected
- Remember to communicate the positives/wins
- Help them identify worthwhile and important goals, both job and personal they want to achieve(Carolyn)

People Asset Reviews (PARs)

Monthly People Asset Review

Date: _____ Name: _____
 Position: _____ Store/Dept: _____
 Start Date: _____ Mngr: _____
 (Current Role): _____



Highlight Points	
Write 4 highlight points - 2 relating to potential & 2 relating to performance. Select if the highlight point is a 'strength' or 'opportunity' by ticking the relevant box.	
1 Potential <input type="checkbox"/> Strength <input type="checkbox"/> Opportunity	
2 Potential <input type="checkbox"/> Strength <input type="checkbox"/> Opportunity	
3 Performance <input type="checkbox"/> Strength <input type="checkbox"/> Opportunity	
4 Performance <input type="checkbox"/> Strength <input type="checkbox"/> Opportunity	

Development Action plan	
Select one of the following development steps for identified HIPO's (in box 5.6,8 or 10)	
<input type="checkbox"/> Promotable <input type="checkbox"/> Cross function move	Role Date
Select one of the following development steps for those in box 5.7	
<input type="checkbox"/> Increase responsibility at current level <input type="checkbox"/> Leave in current role to develop	Development Step
Performance Management Action Plan	
Select one of the following development steps for team in boxes 0.2, 3 or 4	
<input type="checkbox"/> PIP - Performance management plan <input type="checkbox"/> Demote <input type="checkbox"/> Termination	Action/Role Date

Discussion

Demotions or putting team back

- Not adjusting their salary and what appears to be an easily justified answer
- It will eventually catch up and eat you and the business.
- Whatever you think, make sure you know that somewhere down the track, it will cause an issue

Tip

Women are better pickers and generally have better attitudes in our DCs

Recruitment

- Qualified recruiters
- Staying on top of vacancies

World Manager

BBB

World Manager

- Lets talk
- What are the issues?
- What are your concerns?
- Are we winning?

The Role of our Support Centres

In yours and the brand's success

Who runs who?

Who supports who?



Support Centres

Protect your team

- Without politics and disrespect
- Without deepening the divide of them vs us

‘Our role is to remove the impediments that stop our teams/people from being able to do a good job’

***The support centre regularly forgets this
Why is this the case?***

Exercise

Break into groups of 3 or 4

Discuss and determine the number one frustration you have in your role

- Retail related
- Support centre related

We will discuss ways to improve and cut through

Your Role and HR

HR

- Misunderstood
- Operations are the people managers and must be expert in the management of our team

We:

- Promote
- Discipline
- Motivate
- Hire and fire

Measure Everything

BBB

If you can't measure it, you can't improve it.

- What are you measuring?
(White board)
- What should you measure?

What gets measured gets improved

Lists: they manage and motivate themselves

Daily, weekly, monthly measures

Billy Bean Action Plans



The Billy Bean Action Plans

BILLY BEAN ACTION PLAN

Goal Name (2-3 words): Action Plan is easily referred to.	
Goal Definition/Purpose (10-20 words):	Our goal is to <input type="text"/> by <input type="text"/> so that <input type="text"/> .
Team Leader:	
Total number of people working on this action plan team:	
Advisors: Who will be providing information, help, resources etc to ensure the action plan is executed successfully.	
Long Term Benefits: What pay-off or impact will this have on the business? What is the outcome of achieving this goal?	

Major Steps: Step by step details of how the goal will be reached. Must begin with doing words e.g create, develop, change modify, take out etc.	Team Member: who is responsible for this step?	Due Date	Revised Date	Delivery Date

Metrics, Measures and Costs: How will success be measured including benchmarks? What costs should be expected? e.g. \$ cost reduction, hours and productivity, increase in sales, improved margin etc.	
Contingency Plan: Consider the risks involved in each step of your plan? What could go wrong and what will you do about it? What is plan B? e.g. stock is delayed from China, costs increase unexpectedly.	
Follow Up: Review data, ensuring everything is implemented on time and that the metrics, measures and costs are achieved.	

30 Day Review:	60 Day Review:	90 Day Review:
-----------------------	-----------------------	-----------------------

What is a SMART goal?



← Be exact! “Which, What, Who, When, Where Why?”

← Track progress

← Be optimistic – but realistic

← Keep goals action based, and relevant to operations

← A clear “by when” is critical to success

Continuous Improvement



“Complacency is the most dangerous trap any manager can fall into”

Peter Drucker, Harvard Business School

- Someone, somewhere is always looking for a way to do it better
- Markets, environments, and technologies all move quickly – no amount of success today guarantees success tomorrow
- Don't ignore areas where the DC is performing well
- **Continuous improvement**



“always challenging, always thinking, always raising the bar”

Don Soderquist, The Wal-Mart Way, about Sam Walton

We can always do more

Identify areas that need attention, focus on improvement

Set your plans and actions to bring about positive improvement

Share your thoughts with all

Communicate the results and what is expected

Measure the next results against your expected results

Take Action

Issues/areas for improvement

Problem/issue/challenge



Plan



Action



Result



Follow-up

Continuous Improvement - Tip

- Thinking about the end user all the time, how does it arrive, quicker, easier to unpack, not so creased, less breakages, etc.
- Stream lining all processes with stock back to the warehouse, faulties, recalls, etc.

Costs Are The Enemy

BBB

Cost are the enemy

- Outcomes
- Productivity
- Costs

BB Thoughts

- Don't let systems get in the way of doing business
- If you want to change behaviour - wrong barcodes, late deliveries, etc you have to charge them, have a consequence and this includes in house as well
- DCs are extreme environments - never talk or acknowledge that it is too hot or too cold
- Where do your team go if they have a grievance? Do they know?
- Christmas rostering
- Christmas motivation/super busy periods
 - preparing for weekend work, split shifts, etc.
- Continuously request that you are given better information on activities that drive your DC workload

One Question



Culture Commitments

OUR ORGANISATIONAL CULTURE IS OUR PERSONALITY – “IT’S THE WAY IT IS AROUND HERE”

CULTURE IS:

- Shared values
- Shared vision
- Shared purpose
- Shared expectations
- Shared behaviours
- Shared views
- Common standards that are the basis for all our actions

“The responsibility of our leaders is to ‘walk the talk’, ‘paint the picture’ and ‘tell the story’ of what is truly important” - **BRETT BLUNDY**

“Culture is incredibly important in the success of any organisation. I’m not suggesting that it is a substitute for competence, but I am emphatically saying that culture gives ongoing life to that competence and allows it to achieve all that it can.” - **DON SODERQUIST, CHIEF OPERATING OFFICER (RETIRED), WAL-MART**

It’s about the Customer, always!



10 Plus 1 Culture Commitments

1. CAN DO ATTITUDE

You can inspire and achieve by your attitude and actions.

2. CUSTOMER SATISFACTION AND PERFECT SERVICE

It’s about the Customer, always! We know that they’re the real ‘boss’. We exist to satisfy the customer and do everything in our power to add value to the customer’s experience.

3. RESPECT

We treat everyone with respect and dignity. We don’t call our people ‘staff’, they are part of the ‘team’. All ideas are encouraged and every individual counts.

4. CONTINUOUS IMPROVEMENT

We strive for excellence and are never satisfied – always raising the bar to keep improving, even if it means changing everything we do. We don’t get complacent and have never arrived.

5. COMMUNICATE, COMMUNICATE, COMMUNICATE

Communication is both directions — listening as well as talking. Get communication going continuously and in as many ways as you can.

6. COSTS

Costs are the enemy, we continuously find ways to reduce expenses, cut our shrinkage and improve our productivity.

7. ACCOUNTABILITY

Commit. Take ownership. Be responsible for your actions and results. ‘Do or do not – there is no try.’

8. TEAMWORK

Depend on others and others must be able to depend on you. Team work means supporting and coaching all around you. We succeed through the effort of our teams not through individual performance.

9. TRUST

Act in a manner that instills trust in all of our team, customers and suppliers.

10. INTEGRITY

Operate with honesty and integrity. Never tolerate a breach of integrity.

10 plus 1. DO IT NOW

Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

It’s about the Customer, always!

OUR ORGANISATIONAL CULTURE IS OUR PERSONALITY – “IT’S THE WAY IT IS AROUND HERE”

CULTURE IS:

- Shared values
- Shared vision
- Shared purpose
- Shared expectations
- Shared behaviours
- Shared views
- Common standards that are the basis for all our actions



“The responsibility of our leaders is to ‘walk the talk’, ‘paint the picture’ and ‘tell the story’ of what is truly important” - **BRETT BLUNDY**

“Culture is incredibly important in the success of any organisation. I’m not suggesting that it is a substitute for competence, but I am emphatically saying that culture gives ongoing life to that competence and allows it to achieve all that it can.” - **DON SODERQUIST, CHIEF OPERATING OFFICER (RETIRED), WAL-MART**



10 Plus 1 Culture

I. CAN DO ATTITUDE

You can inspire and achieve by your attitude and actions.



We treat everyone with respect and dignity. We don't call our people 'staff', they are part of the 'team'. All ideas are encouraged and every individual counts.

4. CONTINUOUS IMPROVEMENT

We strive for excellence and are never satisfied – always raising the bar to keep improving, even if it means changing everything we do. We don't get complacent and have never arrived.

5. COMMUNICATE, COMMUNICATE, COMMUNICATE

Communication is both directions — listening as well as talking. Get communication going continuously and in as many ways as you can.

6. COSTS

Costs are the enemy, we continuously find ways to reduce expenses, cut our shrinkage and improve our productivity.

7. ACCOUNTABILITY

Commit. Take ownership. Be responsible for your actions and results. 'Do or do not – there is no try.'

8. TEAMWORK

Depend on others and others must be able to depend on you. Team work means supporting and coaching all around you. We succeed through the effort of our teams not through individual performance.

9. TRUST

Act in a manner that instills trust in all of our team, customers and suppliers.

10. INTEGRITY

Operate with honesty and integrity. Never tolerate a breach of integrity.

10 plus 1. DO IT NOW

Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

It's about the Customer, always!

BB retail capital



10 Plus 1 Culture Commitments

2. CUSTOMER SATISFACTION AND PERFECT SERVICE

It's about the Customer, always! We know that they're the real 'boss'. We exist to satisfy the customer and do everything in our power to add value to the customer's experience.



communication going continuously and in as many ways as you can.

6. COSTS

Costs are the enemy, we continuously find ways to reduce expenses, cut our shrinkage and improve our productivity.

7. ACCOUNTABILITY

Commit. Take ownership. Be responsible for your actions and results. 'Do or do not – there is no try.'

8. TEAMWORK

Depend on others and others must be able to depend on you. Team work means supporting and coaching all around you. We succeed through the effort of our teams not through individual performance.

9. TRUST

Act in a manner that instills trust in all of our team, customers and suppliers.

10. INTEGRITY

Operate with honesty and integrity. Never tolerate a breach of integrity.

10 plus 1. DO IT NOW

Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

It's about the Customer, always!

BB retail capital



10 Plus 1 Culture Commitments

3. RESPECT

We treat everyone with respect and dignity. We don't call our people 'staff', they are part of the 'team'. All ideas are encouraged and every individual counts.



Costs are the enemy, we continuously find ways to reduce expenses, cut our shrinkage and improve our productivity.

7. ACCOUNTABILITY

Commit. Take ownership. Be responsible for your actions and results. 'Do or do not – there is no try.'

8. TEAMWORK

Depend on others and others must be able to depend on you. Team work means supporting and coaching all around you. We succeed through the effort of our teams not through individual performance.

9. TRUST

Act in a manner that instills trust in all of our team, customers and suppliers.

10. INTEGRITY

Operate with honesty and integrity. Never tolerate a breach of integrity.

10 plus 1. DO IT NOW

Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

It's about the Customer, always!



BB retail capital



10 Plus 1 Culture Commitments

1. CAN DO ATTITUDE

You can inspire and achieve by your attitude and actions.

4. CONTINUOUS IMPROVEMENT

We strive for excellence and are never satisfied – always raising the bar to keep improving, even if it means changing everything we do. We don't get complacent and have never arrived.



Costs are the enemy, we continuously find ways to reduce expenses, cut our shrinkage and improve our productivity.

7. ACCOUNTABILITY

Commit. Take ownership. Be responsible for your actions and results. 'Do or do not – there is no try.'

8. TEAMWORK

Depend on others and others must be able to depend on you. Team work means supporting and coaching all around you. We succeed through the effort of our teams not through individual performance.

9. TRUST

Act in a manner that instills trust in all of our team, customers and suppliers.

10. INTEGRITY

Operate with honesty and integrity. Never tolerate a breach of integrity.

10 plus 1. DO IT NOW

Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

It's about the Customer, always!

BB retail capital



10 Plus 1 Culture Commitments

1. **CAN DO ATTITUDE**
You can inspire and achieve by your attitude and actions.
2. **CUSTOMER SATISFACTION AND PERFECT SERVICE**

5. COMMUNICATE, COMMUNICATE, COMMUNICATE

Communication is both directions — listening as well as talking. Get communication going continuously and in as many ways as you can.



7. **ACCOUNTABILITY**
Commit. Take ownership. Be responsible for your actions and results. 'Do or do not — there is no try.'
8. **TEAMWORK**
Depend on others and others must be able to depend on you. Team work means supporting and coaching all around you. We succeed through the effort of our teams not through individual performance.
9. **TRUST**
Act in a manner that instills trust in all of our team, customers and suppliers.
10. **INTEGRITY**
Operate with honesty and integrity. Never tolerate a breach of integrity.
- 10 **plus 1. DO IT NOW**
Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

It's about the Customer, always!

BB retail capital




10 Plus 1 Culture Commitments

1. **CAN DO ATTITUDE**
You can inspire and achieve by your attitude and actions.
2. **CUSTOMER SATISFACTION AND PERFECT SERVICE**
It's about the Customer, always! We know that they're the real 'boss'.
We exist to satisfy the customer and do everything in our power to add value to the customer's experience.
3. **RESPECT**

6. **COSTS**

Costs are the enemy, we continuously find ways to reduce expenses, cut our shrinkage and improve our productivity.



Depend on others and others must be able to depend on you. Team work means supporting and coaching all around you. We succeed through the effort of our teams not through individual performance.

9. **TRUST**
Act in a manner that instills trust in all of our team, customers and suppliers.
10. **INTEGRITY**
Operate with honesty and integrity. Never tolerate a breach of integrity.
- 10 **plus 1**. **DO IT NOW**
Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

It's about the Customer, always!

BB retail capital



10 Plus 1 Culture Commitments

1. **CAN DO ATTITUDE**
You can inspire and achieve by your attitude and actions.
2. **CUSTOMER SATISFACTION AND PERFECT SERVICE**
It's about the Customer, always! We know that they're the real 'boss'.
We exist to satisfy the customer and do everything in our power to add value to the customer's experience.
3. **RESPECT**

7. ACCOUNTABILITY

Commit. Take ownership. Be responsible for your actions and results.
'Do or do not – there is no try.'

- 
8. **TEAMWORK**
Depend on others and others must be able to depend on you. Team work means supporting and coaching all around you. We succeed through the effort of our teams not through individual performance.
 9. **TRUST**
Act in a manner that instills trust in all of our team, customers and suppliers.
 10. **INTEGRITY**
Operate with honesty and integrity. Never tolerate a breach of integrity.
 - 10 **plus 1. DO IT NOW**
Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

It's about the Customer, always!

BB retail capital



10 Plus 1 Culture Commitments

1. CAN DO ATTITUDE

You can inspire and achieve by your attitude and actions.

2. CUSTOMER SATISFACTION AND PERFECT SERVICE

It's about the Customer, always! We know that they're the real 'boss'.

We exist to satisfy the customer and do everything in our power to add value to the customer's experience.

3. RESPECT

We treat everyone with respect and dignity. We don't call our people 'staff', they are part of the 'team'. All ideas are encouraged and every individual counts.

4. CONTINUOUS IMPROVEMENT

We strive for excellence and are never satisfied – always raising the bar to keep improving, even if it means changing everything we do. We don't get complacent and have never arrived.

8. TEAMWORK

Depend on others and others must be able to depend on you. Team work means supporting and coaching all around you. We succeed through the effort of our teams not through individual performance.



10. INTEGRITY

Operate with honesty and integrity. Never tolerate a breach of integrity.

10 plus 1. DO IT NOW

Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

It's about the Customer, always!

BB retail capital



10 Plus 1 Culture Commitments

1. CAN DO ATTITUDE

You can inspire and achieve by your attitude and actions.

2. CUSTOMER SATISFACTION AND PERFECT SERVICE

It's about the Customer, always! We know that they're the real 'boss'.

We exist to satisfy the customer and do everything in our power to add value to the customer's experience.

3. RESPECT

We treat everyone with respect and dignity. We don't call our people 'staff', they are part of the 'team'. All ideas are encouraged and every individual counts.

4. CONTINUOUS IMPROVEMENT

We strive for excellence and are never satisfied – always raising the bar to keep improving, even if it means changing everything we do. We don't get complacent and have never arrived.

5. COMMUNICATE, COMMUNICATE, COMMUNICATE

9. TRUST

Act in a manner that instills trust in all of our team, customers and suppliers.



OWNERSHIP

Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.

It's about the Customer, always!

BB retail capital



10 Plus 1 Culture Commitments

1. CAN DO ATTITUDE

You can inspire and achieve by your attitude and actions.

2. CUSTOMER SATISFACTION AND PERFECT SERVICE

It's about the Customer, always! We know that they're the real 'boss'.

We exist to satisfy the customer and do everything in our power to add value to the customer's experience.

3. RESPECT

We treat everyone with respect and dignity. We don't call our people 'staff', they are part of the 'team'. All ideas are encouraged and every individual counts.

4. CONTINUOUS IMPROVEMENT

We strive for excellence and are never satisfied – always raising the bar to keep improving, even if it means changing everything we do. We don't get complacent and have never arrived.

5. COMMUNICATE, COMMUNICATE, COMMUNICATE

Communication is both directions — listening as well as talking. Get communication going continuously and in as many ways as you can.

6. COSTS

Costs are the enemy, we continuously find ways to reduce expenses, cut

10. INTEGRITY

Operate with honesty and integrity. Never tolerate a breach of integrity.



It's about the Customer, always!





10 Plus 1 Culture Commitments

1. CAN DO ATTITUDE

You can inspire and achieve by your attitude and actions.

2. CUSTOMER SATISFACTION AND PERFECT SERVICE

It's about the Customer, always! We know that they're the real 'boss'.

We exist to satisfy the customer and do everything in our power to add value to the customer's experience.

3. RESPECT

We treat everyone with respect and dignity. We don't call our people 'staff', they are part of the 'team'. All ideas are encouraged and every individual counts.

4. CONTINUOUS IMPROVEMENT

We strive for excellence and are never satisfied – always raising the bar to keep improving, even if it means changing everything we do. We don't get complacent and have never arrived.

5. COMMUNICATE, COMMUNICATE, COMMUNICATE

Communication is both directions — listening as well as talking. Get communication going continuously and in as many ways as you can.

6. COSTS

Costs are the enemy, we continuously find ways to reduce expenses, cut waste and increase our productivity.

10 plus 1. DO IT NOW

Make decisions, take action, get it done. Everything we do, we do with a sense of urgency.



It's about the Customer, always!





Warehouse Function Changes





AFTER