

# Operations & Service Evolution

A journey from start up to steady state

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Collect+



# Agenda

- + Who are Collect+?
- + A bit about me
- + The Collect+ “journey”
- + Learning from the journey
- + Questions/Discussion

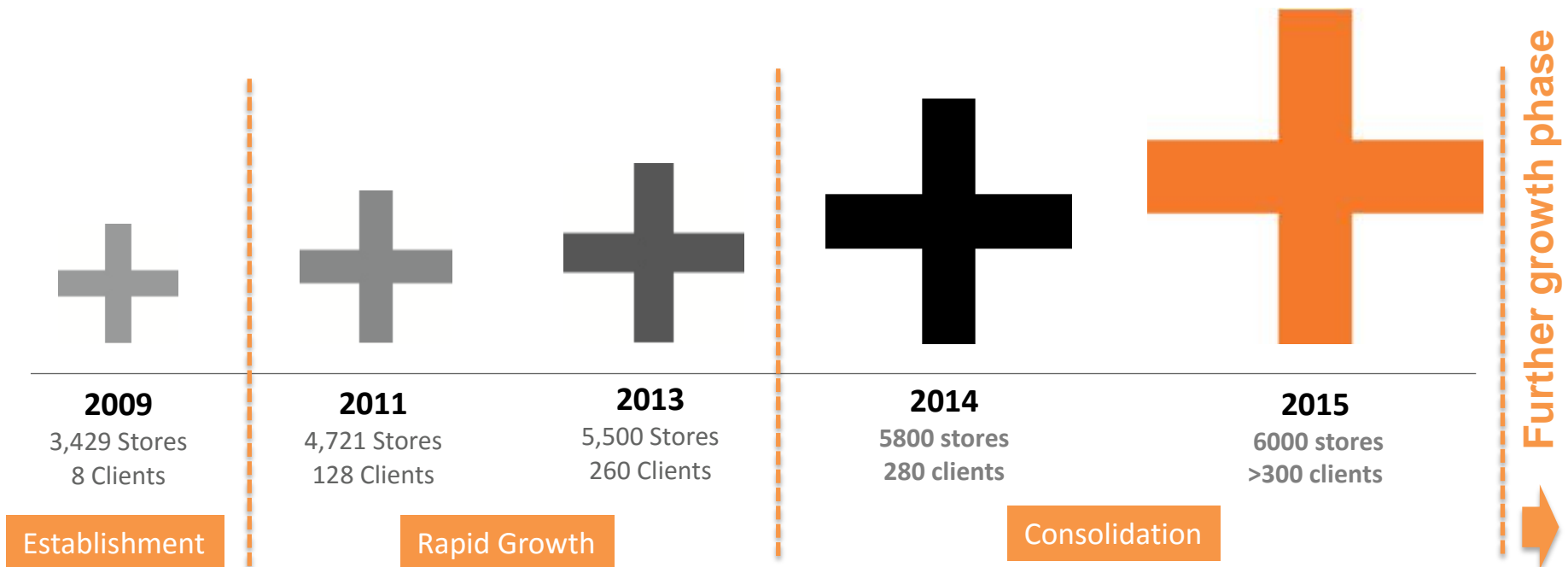
**WHO ARE COLLECT+?**

# Collect+ The story so far...

- + A pioneering joint venture between PayPoint plc and Ellerman Investments in 2009 to solve the last mile problem through a 'modern' alternative to the Post Office/Royal Mail

Strong store growth, sales success, efficient operations and effective branding have resulted in strong customer demand for the Collect+ services, with the customer at the heart of all we do

In FY 2014/15, Collect+ managed 18.9 million parcels on behalf of its retail clients and consumers



# Collect+ Our services

## Click & Collect+

Our Click & Collect+ service allows customers to collect their retail purchases at a time and place that suits them.

## Returns

Our returns service offers customers the flexibility to return items at their convenience. Apply the label, a single scan at their local store and we do the rest.

## Send

Our cost effective delivery service is ideal for online marketplace sellers and small businesses. Parcels to friends and family can also be sent through our network easily and cost effectively.

## Returns Ireland

## The Collect+ Mission

**To be the best loved parcel service, delivering freedom and convenience, not just parcels.**

**We're listeners and innovators, developing better, simpler solutions to meet your needs.**

**We ask why, so you don't have to.**

# Our values

+ **We believe different is good...**

we'll never stop challenging ourselves to find fresh, more relevant ways to do things for our customers

+ **We learn by mystery shopping...**

to help create and improve products and services that really meet our customers needs

+ **We will challenge the status quo on behalf of our customers...**

until we've improved the parcel market and the status quo has changed for the better

+ **We take ownership, never passing the problem...**

because we respect and care about our customers and feel responsible for their experience

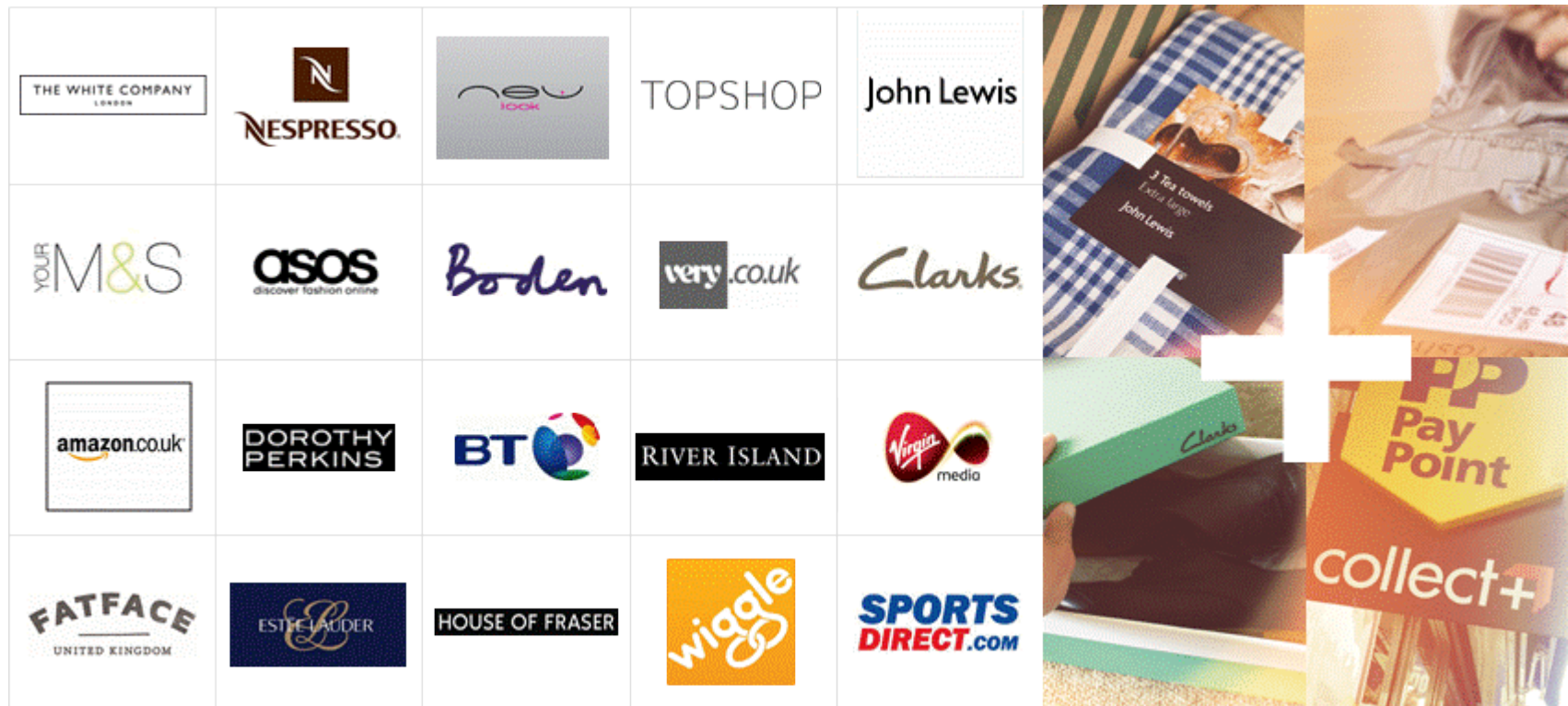
+ **We support each other as one team...**

so that we work with our colleagues and shareholders in a positive way, to the benefit of all our customers



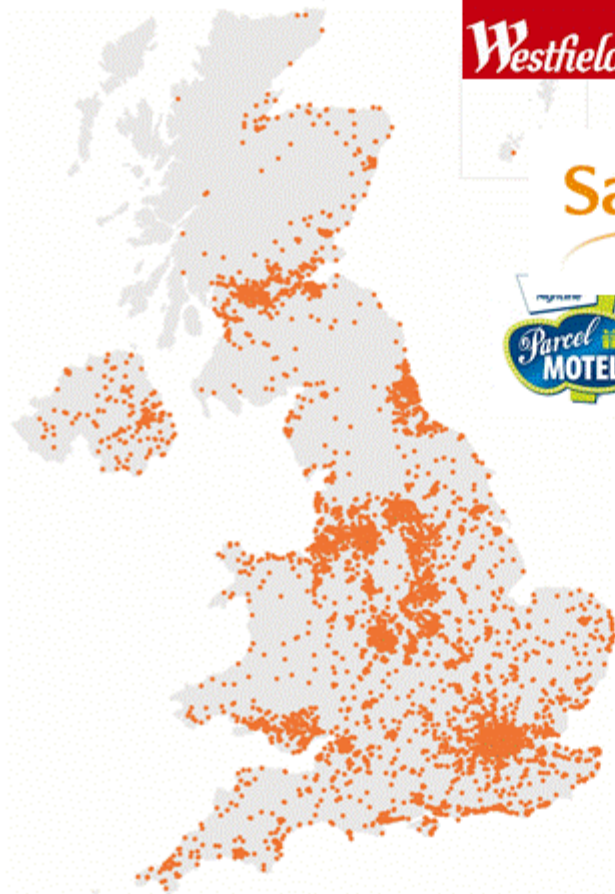
# Collect+ Strength in Clients

- + We currently have relationships with over 300 retail brands
- + We are proud to work with many of the best names in UK and Global retail
- + Collect+ is now seen as the 'industry standard' for 3<sup>rd</sup> party retail Click & Collect / Return



# Collect+ Strength in Network

- + Nearly all Collect+ stores are open from early until late, 7 days a week
- + Collect+ draws upon the industry-leading PayPoint in-store technology
- + Real time customer tracking to and from all Collect+ stores
- + 50% of our customers pick up parcels from a Collect+ store outside normal Post Office opening hours
- + 90% of the UK's urban population live within 1 mile of a Collect+ store
- + Service for Ireland in partnership with Parcel Motel



# Collect+ Strength in Capability

- + The PayPoint terminal or EPOS integration speeds the in-store transaction and anchors the process
- + From a continually evolving website, to our mobile application we provide accessibility for the modern customer
- + We have developed tools to make Click & Collect simpler for our retail clients to adopt
- + We have a strong team with many years experience and expertise in retailing, retail supply and parcel logistics



# Collect+ Strength in Performance

- + Great customer service is at the heart of what we are and what we do
- + We encourage customers to leave feedback on our service in a number of ways
- + Our customers rate our in-store experience at 4.7/5.0
- + We have the highest Trustpilot score of any store-based parcel service at 9.2/10.0 and are rated as 'Excellent' with >80% of customers reviewing Collect+ as Five Stars out of Five
- + We have developed a brand that the UK customer increasingly wants within the checkout and that retailers recognise as a leader in this market



**A BIT ABOUT ME.....**

# THE COLLECT+ JOURNEY

# Key Milestones

2009	2010	2011	2012	2013	2014	2015
Trial in West Midlands in a small number of stores. Bags and orange labels in use	National network and returns launch for one client	Click & Collect scale builds. Network expansion gathers pace	Amazon live with Collect+. Client numbers increase.	DWAIN born. Search for new contact centre partner begins. Signature pads removed	Contact centre move complete	Client base grows. New client integration approaches developed.
LITTLE REAL COMPETITION				COMPETITION GROWS RAPIDLY		

# Transition in operational performance

2009/10	2015/16
Complex processes, designed in a traditional way for operational efficacy	Simpler, quicker processes, always designed with the customer and/or shopkeeper at front of mind
Language not customer friendly	Simpler language across all aspects of customer journey, including tracking , email, SMS and website
Crude reporting with no insight	Robust, flexible, scalable reporting with insight across e2e operation
Basic customer support with no supporting systems or processes	Bespoke support operation with aligned values and CSAT >85%
No customer feedback loops	Customer feedback through multiple channels with industry leading ratings





# LESSONS FROM THE JOURNEY

# **1. THINK CUSTOMER, NOT TRADITIONAL OPERATIONS**

## **2. EXPECT THE UNEXPECTED**

## 3. SIZE MATTERS

## **4. COMPLEXITY IS A KILLER**

## **5. OLD HABITS DIE HARD**



it's not  
**ROCKET  
SCIENCE**