



# Peak Business Planning 2020

August 21, 2020

# Preparing for Peak Season with COVID-19



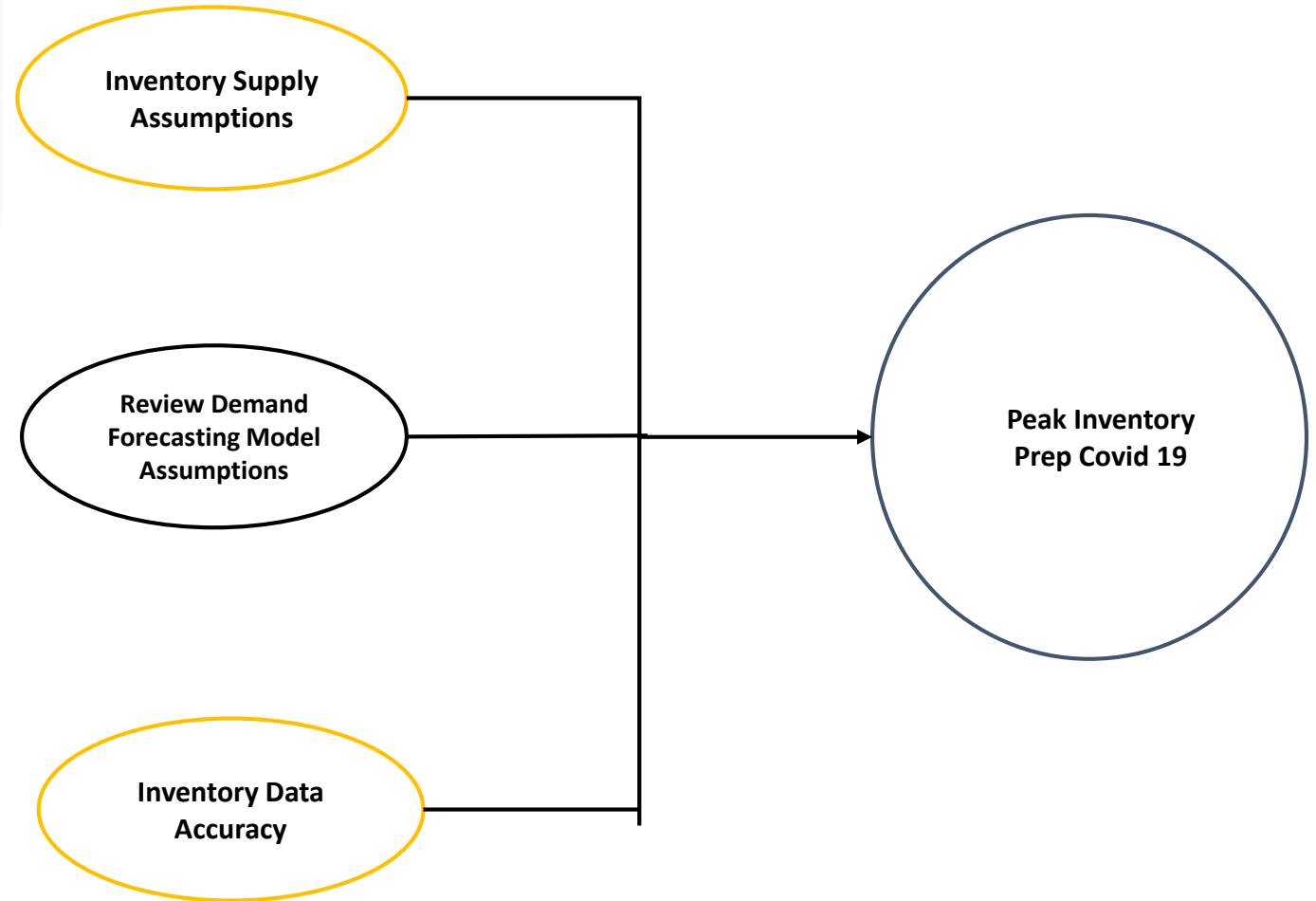
- According to DigitalCommerce360 online sales increased 55% year over year in July with Salesforce forecasting a 30% increase in global retail sales made digitally this Peak Season.
- This unprecedented volume increase will put great strain on retailers to ramp up digital operations for the Peak Season.
- Business Strong Alliance has prepared a holistic peak planning model for Call Centers and Fulfillment Centers to help Digital Retailers prepare for a successful Peak Season in the wake of Covid-19.
- Visit our website to contact us or for more helpful tips.  
<https://www.businessstrongalliance.com/>

# PEAK INVENTORY PLANNING PREP

1. Review vendor lead times assumptions
2. Review vendor variances
3. Review vendor fill rates and backorder history
4. Communicate to vendors significant variances in lead times and fill rates
5. Develop action plans to address performance failures

1. Review forecasted demand values at a sku level
2. Review and adjust seasonal demand assumptions
3. Adjust review period parameters
4. Review DC and Store level cancellations

1. Cycle counts all cancelled orders, system generated stock outs and picks
2. Perform Top 25 item counts by turn and revenue
3. Validate saleable inventory
4. Review damage and returns locations for accuracy
5. Verify system hold location accuracy
6. Review in-transit inventory and "hold" receipts



# Scaling DC operations for COVID-19

- Create common areas and rest facilities that are proportional to the number of associates in the building
- As part of Slotting, spread the products in the eCom Pick Module to help reduce / avoid close encounters in the pick aisles
- Adhere to ingress / egress procedures (in a spike or resurgence)
- Continue ingress temperature checking
- Understanding that slower in/out of building reduces shift productive time
- Implement overtime policies if attendance is impacted
- Consider pay rate adjustments if a spike keeps associates from coming to work
- Maintain high-level of on-going sanitation including surfaces, MHE, RF units, etc.
- Utilize plexiglass or clear curtains as dividers for close proximity workstations
- Implement take-away automation to reduce foot traffic



## Technology

- Review technology failures ( bandwidth, remote agent support, etc.) develop action plan to address.
- Expand digital capabilities /deploy service automation reducing inbound transactions.
- Adapt remote agent access to schedules, trades, additional hrs. etc.
- Deploy knowledgebase tools to support new-hire training and up to date agent information.

## Peak Season Planning

## Environment

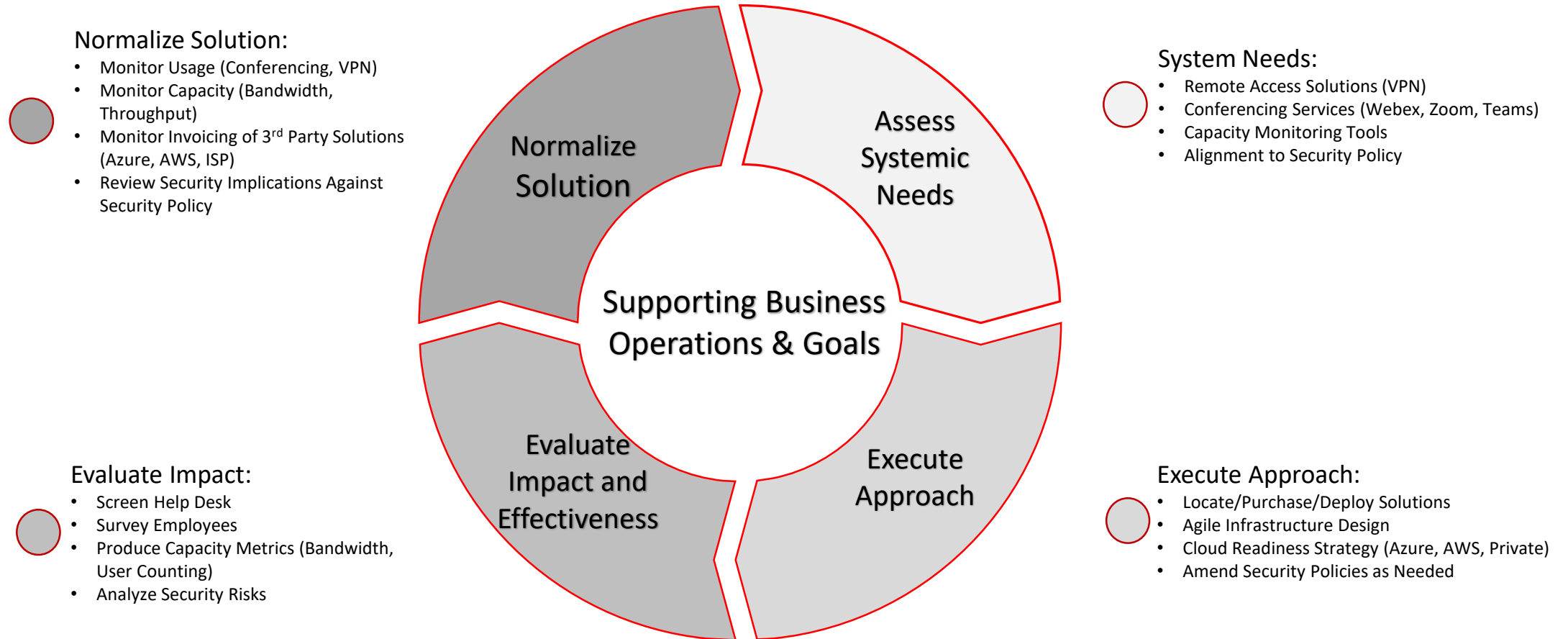
- Establish and communicate workstation floor plan that aligns with social distancing recommendations/capacity planning.
- Communicate limitation of social gatherings in communal areas.
- communicate maintenance and safety/cleaning programs for equipment.
- Issue up-to-date proactive behaviors and policies and an accessible communication channel for employees to ask questions.

## Process

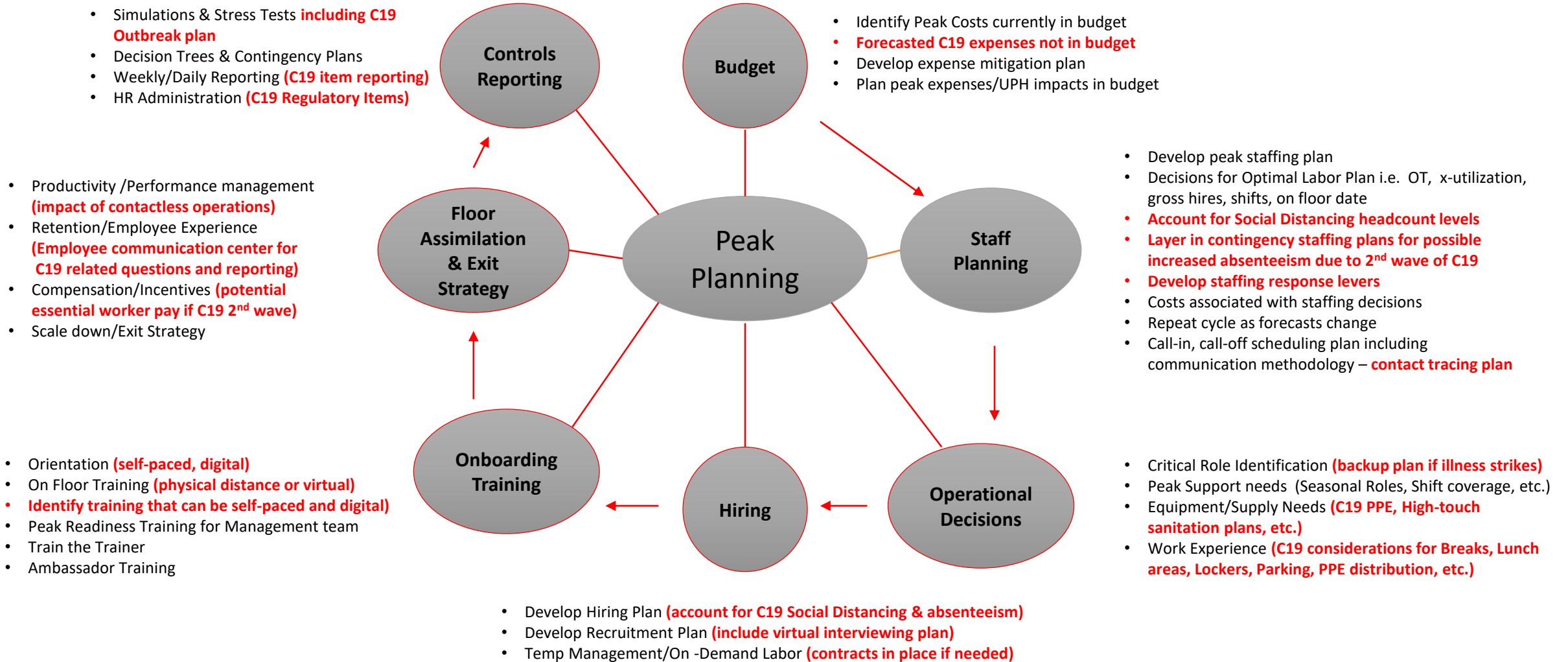
- Review and address experienced critical flaws and vulnerability in operating model; lessons learned internally.
- Optimize digital channel.
- Adapt to shift in customer channel behavior.
- Identify customer trends that arose and put measures in place to correct/address.

## Workforce

- Evaluate agent skill-set requirements based on change in customer behavior.
- Revise workforce management procedures to align with capacity plan.
- Strengthen cross-functional relationships (Marketing, digital, etc.)
- Develop sustainable work from home program/contingency workforce as an optimization tool.



# Human Capital Peak Model with COVID-19





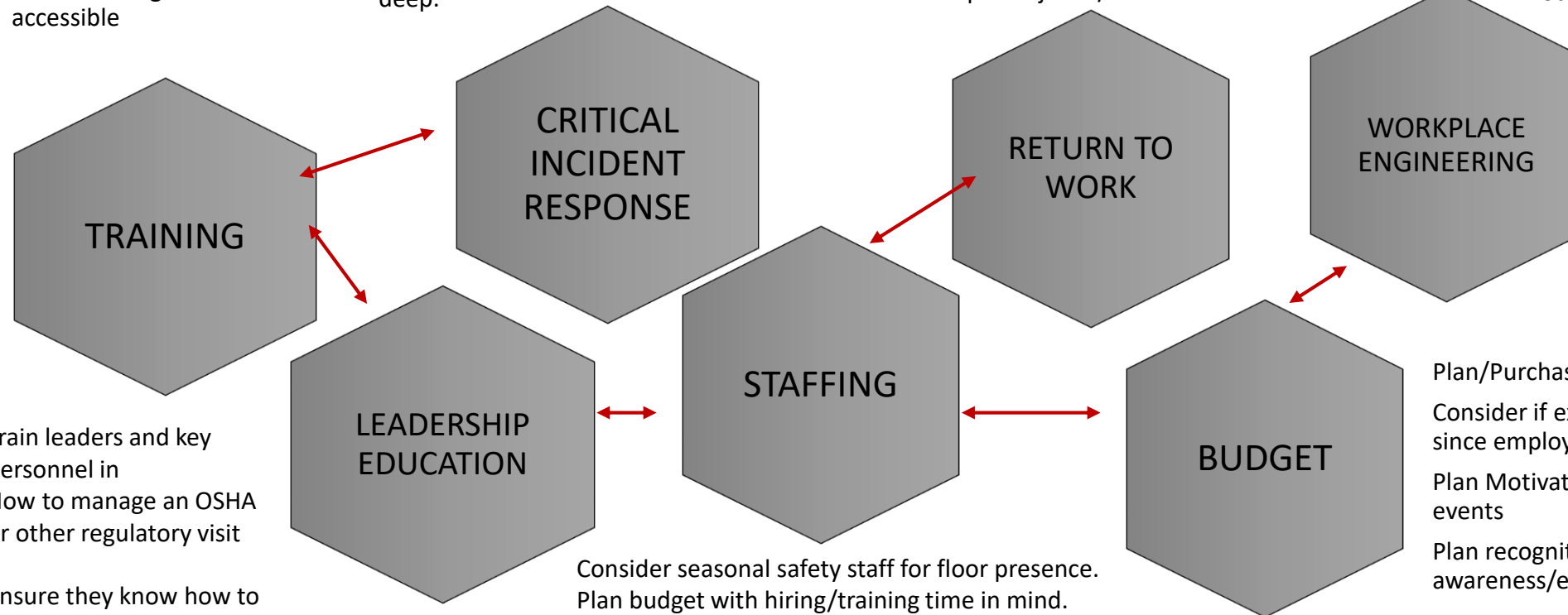
# PEAK SEASON SAFETY PLANNING

Core Training Completed  
 New Hire Training Plan  
 Review Critical programs with Leadership  
 Ensure documentation for all training is accessible

Is your team prepared for critical incidents?  
 Fire, COVID, OSHA, Traumatic Injuries?  
 Update resources and training  
 Ensure contacts are up to date and deep.

Determine if COVID test required after Travel to hot spots  
 Determine if seasonal eligible for OT or Light duty  
 Ensure ADA processing in place  
 Ensure New Hires know how to report injuries/illness

Is workplace designed for seasonal staff increase? Workstations? Parking?  
 Covid Physical distancing plan  
 Additional trash receptacles, hand hygiene stations? Increased housekeeping and sanitization?



Train leaders and key personnel in How to manage an OSHA or other regulatory visit  
 Ensure they know how to lead safety.

Consider seasonal safety staff for floor presence.  
 Plan budget with hiring/training time in mind.  
 Ensure adequate Housekeeping staff for all hours of operations to pace with increase in employee headcount.

Plan/Purchase needed PPE in all areas  
 Consider if extra shared PPE will be needed since employees may have covid concerns.  
 Plan Motivational prizes and awareness events  
 Plan recognition events to drive safety awareness/engagement



## HR FAQ handling:

- Provide employees real time access to common HR issues through conversational text
- Reduce HR Generalist expense through real time employee HR handling
- Improve employee retention rates through immediate HR resolution
- Send imbedded links to employee

## Automated Shift Scheduling:

- Implement conversation text messaging to adjust staff levels to meet unpredictable demand
- Automate scheduling features to optimize the most efficient staffing levels
- Send Voluntary Time Off requests to reduce staff levels without impacting employee moral
- Create On-Demand employee groups through workflows involving your integrated staffing partners

## Announcements:

- Send announcements to staff in real time to control company narrative
- Automate important communications to designated employee groups to improve facility efficiency
- Drive employee engagement through positive reinforcing announcements
- Notify employees of important information related to Covid-19 safety initiatives



CASI

## Communication and Scheduling Interface

## Automated Attendance Tracking:

- Monitor and track attendance points for consistent policy enforcement
- Provide employees with a way to easily track their own attendance points through conversational text
- Automate employee intervention at predefined point levels to improve employee attendance

## Call out Management:

- Make your callout reports powerful tools to adjust facility operation in real time
- Notify department heads of callouts in real time.
- Determine if employee is running late or not going to make it with time and attendance integrations
- Automate the replacement of an employee callout.

## Covid-19 Trace Tracking:

- Track employee confirmed Covid-19 cases and notify department heads in real time
- Pull instant report of those who work in department
- Automate employee notification to those who might have been in contact with employee
- Automate replacement of employees to reduce impact of employee quarantine requirements

# Alliance Members



Human Resource Consulting firm with COVID-19 and Call Center expertise



Global Management Consultancy that specializes in operations transformation.



Leading Provider of Automated Staff Scheduling solutions



Management Consulting Firm specializing in supply chain and logistics operations for the Furniture, Mattress and Appliance industry.



IT Consulting firm specializing in Retail System Implementation and Integration