Existing John Lewis Estate

- 21 Customer Delivery Hubs
- 3 new openings in 2016
  - Origin Park, West London
  - Logic Park, Leeds
  - Ashdown Park, Uckfield
John Lewis Partnership

- **32** full range Dept Stores (Leeds opening in 2016), all stocking 350,000 assortment lines
- **12** JL at Home stores (Basingstoke opening Nov 2015)
- **2** Semi Full Range Stores – Exeter & York (Oxford opening 2017)
- ‘Click & Collect’ in **200+** Waitrose Stores
- ‘Click & Collect’ - **St Pancras** opened Autumn 2014
- **Heathrow Airport Terminal 2** – opened June 2014
Our John Lewis Proposition

Value

Assortment

Service

Trust
Our challenge is anticipating how our customers will shop with us...
‘Bricks and Clicks’ growth combines

Shops

Online
An Introduction to John Lewis Customer Delivery Operations

985 Customer Delivery Partners
- Installers
- Technicians
- Lead Technicians

341 Green Van Fleet Vehicles

An average of 31,500 deliveries per week
**The Impact of Services & Installations on the Green Van Fleet**

**2009** - We offered 9 services across all sites, 2 based on time, 7 based on a ‘hands on’ service

**2015** - We now offer 40 services, 11 based on time/lead time, 29 based on a service
Some of the Installations & Services offered on our Green Van Fleet
We measure **three key service standards** as well as whether crew were **friendly and professional**

- **Delivery crew offered to put delivery in room of your choice**
  - % saying ‘Yes’

- **Delivery crew contacted to give an estimated time of arrival**
  - % saying ‘Yes’

- **Delivery crew offered to unwrap items and remove packaging**
  - % saying ‘Yes’

- **Delivery crew were friendly and professional**
  - % saying ‘Excellent’
Driver Shortage challenge
Aspirational Roles Structure

C/M Delivery Installer

C/M Delivery Technician

Lead Technician

C/M Delivery

Installer Trainees

Apprentices

New starters with proven applicable experience
Our Customer Delivery Installer Apprentice programme

- Apprenticeship programme went live in July 2015

- Working with The Real Apprenticeship Company’

- 10 Apprentices across the Customer Delivery Estate
Driver CPC In-House

• **836** Customer Delivery Hub drivers all in possession of their DQ cards, by 10 September 2014 Deadline.

• We continue to develop our Partners with our Technical Training Centre in Weybridge, Surrey.
Our Technical Training Centre

• Training Centre focuses on Legal Compliance and Technical Installations Services.
• Provide support, coaching and understanding to Partners.
• Give Partners confidence and competence to carry out their job.
• Maintain key behaviours and attitudes expected of a John Lewis Partner.
A Partners ‘Understanding & Confidence’

New Starter, knowledge is high but confidence needs developing.

Performance Management, high confidence, poor knowledge.

Coaching Requirement, good knowledge, but low confidence.
John Lewis CUSTOMER SERVICES

Customer Delivery
on 06.09.2012
Set up at John Lewis Brent Cross

Select your delivery slot
This delivery is currently scheduled for between 11:00 - 13:00 on 06.09.2012.
To reschedule, please select a new delivery slot or choose another Delivery Option.

<table>
<thead>
<tr>
<th>Day</th>
<th>07:00 - 14:00</th>
<th>14:00 - 21:00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thurs 13/9</td>
<td>FREE</td>
<td>n/a</td>
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<tr>
<td>Fri 14/9</td>
<td>FREE</td>
<td>n/a</td>
</tr>
<tr>
<td>Sat 15/9</td>
<td>FREE</td>
<td>n/a</td>
</tr>
<tr>
<td>Mon 17/9</td>
<td>FREE</td>
<td>n/a</td>
</tr>
<tr>
<td>Tues 18/9</td>
<td>FREE</td>
<td>n/a</td>
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<tr>
<td>Wed 19/9</td>
<td>FREE</td>
<td>FREE</td>
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Key
- Eco Delivery: Help us reduce our miles travelled as a vehicle is in your area.
- Available: This slot is fully booked. We do not offer this delivery slot on this particular day.
- n/a: Not Available

More Delivery Options
2 hour delivery slots

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<th>07:00 - 09:00</th>
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<th>13:00 - 15:00</th>
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Descartes – Dynamic Booking & Scheduling
Real Time Maps, supporting our Delivery Crews
Daily Challenges & Restrictions
Daily Challenges & Restrictions

• Our Park Royal Delivery Hub completes approximately 900 deliveries per day, 4500 per week.

• 36 vehicles covering 6.00am – 2.00pm
• 30 vehicles covering 2.00pm – 10.00pm

• Traffic problems, road closures, one-way streets, loading & unloading.

• approx 8,500 deliveries completed within the M25 last week.

• approx 550 JL vehicles on the road last week within the London area, during our AM & PM shifts.
Penalty Charge Notices

- On average our Park Royal Delivery Hub receives 50 PCNs per week.

- Delivery crews feel rushed and under pressure with time.

- This has a significant impact on our Customers Experience with John Lewis

- Westminster Council issue the most PCNs

- It’s very time consuming in challenging these on a daily basis.
What are we doing to protect the driver and the O licence?
Fleetboard and our driver’s driving styles

1. Engine idling time
2. Number of over rev’s
3. Over rev time
4. Economical driving
5. Speeding
6. Harsh braking

All drivers start with 100 points at the beginning of their drive.
Lorries & Cyclists

Being aware of each other and keeping each other safe!
being prepared for El Niño ‘2015’...
Looking ahead, and how could you help us...

- Drop off ‘delivery point’ at new builds with no associated penalties
- Postcodes for new builds
- Accessibility to houses and flats, width restrictions
- The more flat conversions, the smaller the access is.
- Consider parking and distance to carry items to the address
- New build houses are smaller and kitchens tiny so removing or delivering appliances is difficult.
- Traffic problems, parking, red routes, road works & closures
- Luxury flats with a concierge (Canary Wharf & Barbican)
- Camden - 20 mph restrictions
Any Questions