

Sainsbury's - Maintenance and deliveries



Background

As the official partner for the Paralympics, Sainsbury's is aware of the exciting opportunities offered by the 2012 Games. However, it also knows the Games will present unusually challenging conditions for its business. Travel will be affected in cities hosting Games events, and Sainsbury's usual methods of supplying stores and delivering to customers may not be possible.

Since late 2010, the retailer has been preparing for the Games, gathering information about transport arrangements. In June 2011, engagement began in earnest across the organisation and with key external partners such as Transport for London, the Greater London Authority and government. Sainsbury's identified the following key areas:

Deliveries

Sainsbury's greatest challenge during the Games will be maintaining punctual deliveries to stores and home-shopping customers. Since late 2010,

its logistics department has been working with TfL, the Olympic Delivery Authority (ODA) and others to gather information about changes to road layouts, access restrictions and the implications of the Olympic Road Network (ORN).

The end-to-end supply chain is of paramount importance to Sainsbury's and early engagement with key suppliers has been essential for its own planning. It is also reviewing its logistics operations, including the impact of delivery curfews. Liaison is ongoing with local authorities on curfews and out-of-hours deliveries, using experience gained during the G20 summit in London. The strategy to maintain both deliveries to stores and the home delivery service is currently being developed following the release of postcode data by TfL.

Sainsbury's also has a network of ATMs (cash machines) around London that will be in demand during the Games, so it is working to ensure they will have cash available.

Facilities management

Sainsbury's Facilities Management (FM) team is taking an innovative approach to ensure customers enjoy the same level of service during the 2012 Games period as they do now. The FM team is evaluating two initiatives with its FM supplier, Arcus Solutions FM, for implementation next summer: 'first response mopeds' and 'engineering implants'.

The first response mopeds initiative will involve Mechanical, Electrical and Refrigeration (MER) engineers on mopeds and motorbikes responding to key asset maintenance issues.

The aim is for the engineers to be onsite quickly, stabilise the situation and update the store and help desk as required. This ensures Sainsbury's FM has the right resource in the right place at the right time. There are potentially many business benefits of this initiative including efficiency, lower carbon emissions and the ability to maximise store sales. Plus for London 2012 it means a much needed contribution to reducing traffic during Games times. This initiative is being considered for all Sainsbury's stores within the M25 and could become part of the regular FM approach for these stores, if successful.

For larger stores, Sainsbury's is assessing a plan to embed engineers in-store so they can rapidly solve many straightforward maintenance issues. The 'store engineering implants' initiative will see technicians allocated a store for the busiest 100 days in the lead up to, and during, the Games next summer.

These in-store engineers will use stockpiled spare parts to solve refrigeration, access, plumbing, drainage or cooling issues. So instead of working out of a van, they will work out of the store.

Maintenance

Like many businesses, Sainsbury's relies on technology to maintain its operations including:

- Computer systems at stores, depots and offices
- Lighting, heating and air-conditioning
- Vehicles
- Refrigeration at stores and depots

Failures cause considerable problems – a broken refrigerator in the height of summer can reduce the amount of stock available for customers and waste a significant amount of food.

Sainsbury's is already planning preventative maintenance schedules, timing them to limit breakdowns of machinery and infrastructure whilst the Games are in full swing.

As with deliveries, end-to-end supply has been factored in, so Sainsbury's is speaking with its IT and facilities management suppliers, as well as those that supply goods for sale in stores.