



ENHANCING THE CUSTOMER EXPERIENCE THROUGH

White Glove Delivery



Agenda

Enhance the customer experience using big data

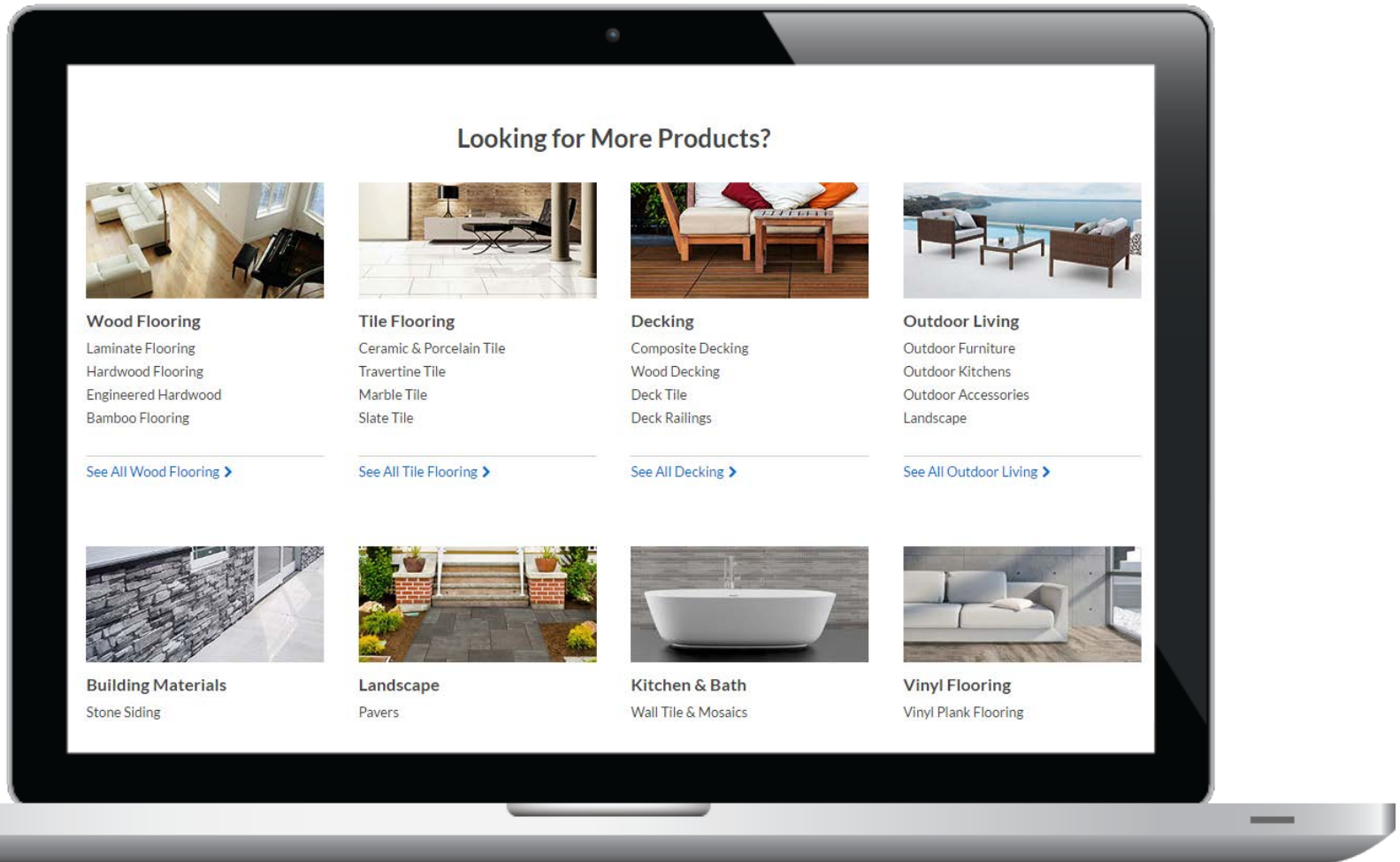
Challenges with heavyweight home delivery

Heavyweight white glove service options

Summary & looking to the future

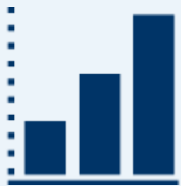


BuildDirect Marketplace



Data & Machine Learning

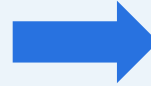
Using models to gain insights on what customers want & what they need



Data



Models (Algorithms)



Insights
Customer wants & needs

Every Customer Interaction

- Types of products
- Delivery options
- Delivery locations

Customer Preferences

- Time
- Budget
- Service Options

A photograph of a modern house at dusk. The house has a blue corrugated metal roof with three skylights. A large tree on the left has string lights hanging from its branches. In the foreground, there is a large wooden deck with a dining table and six white wire chairs. The table is set with plates, glasses, and a small plant. The house has large glass doors and windows, and a bicycle is parked near the entrance. The overall atmosphere is warm and inviting.

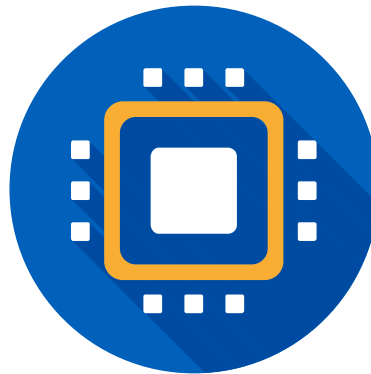
Customer Vision

Deliver the vision with white glove services

Develop actionable
insights



Build strong programs with
services partners



Deliver a superior customer
experience



Billy Beane

GM of Oakland A's



LOOKING AT THE GAME DIFFERENTLY!



What kind of team should you build?

High Batting
Average



Wins

OR

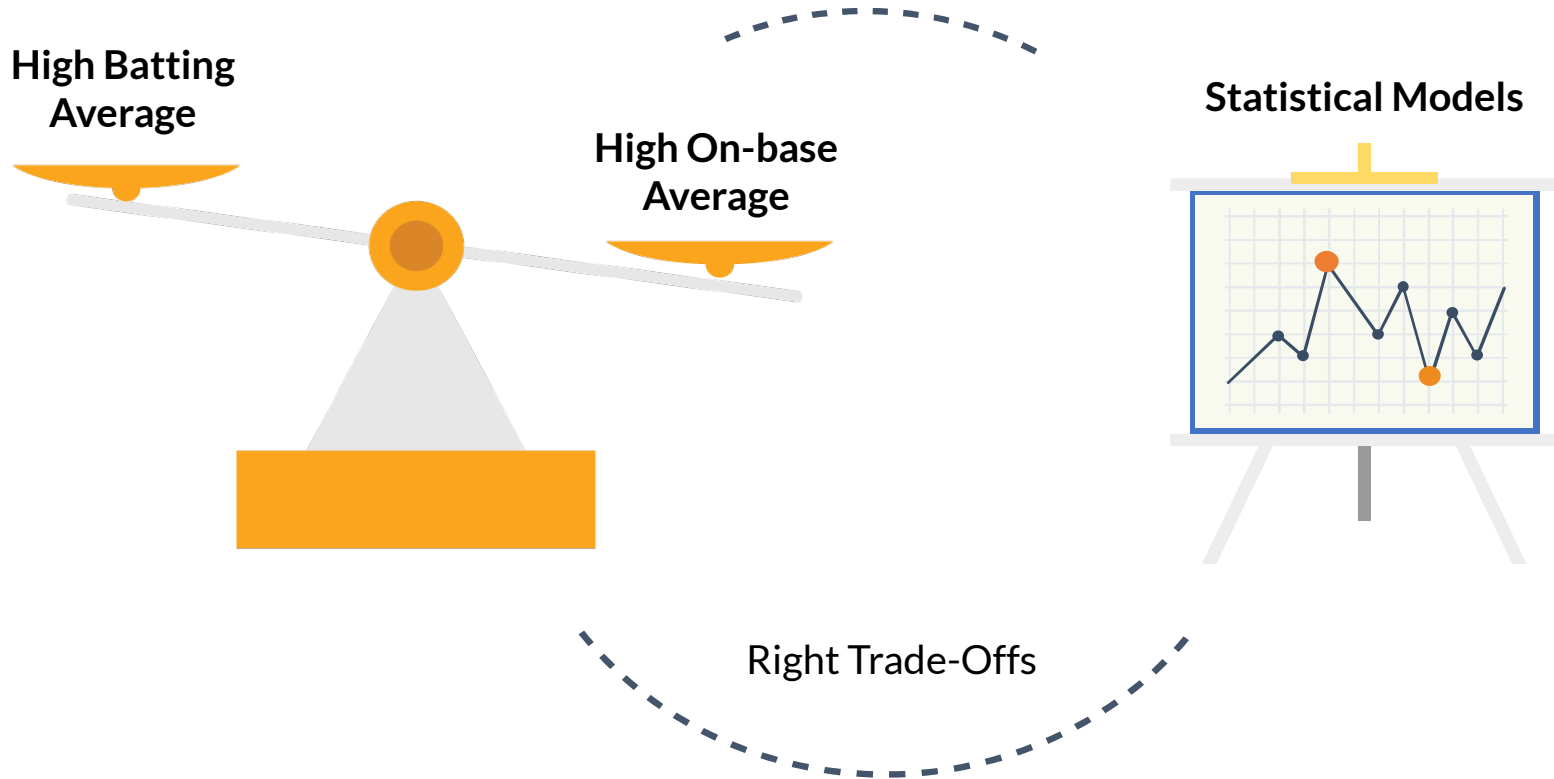
High On-base
Average
&
Good Batting
Average



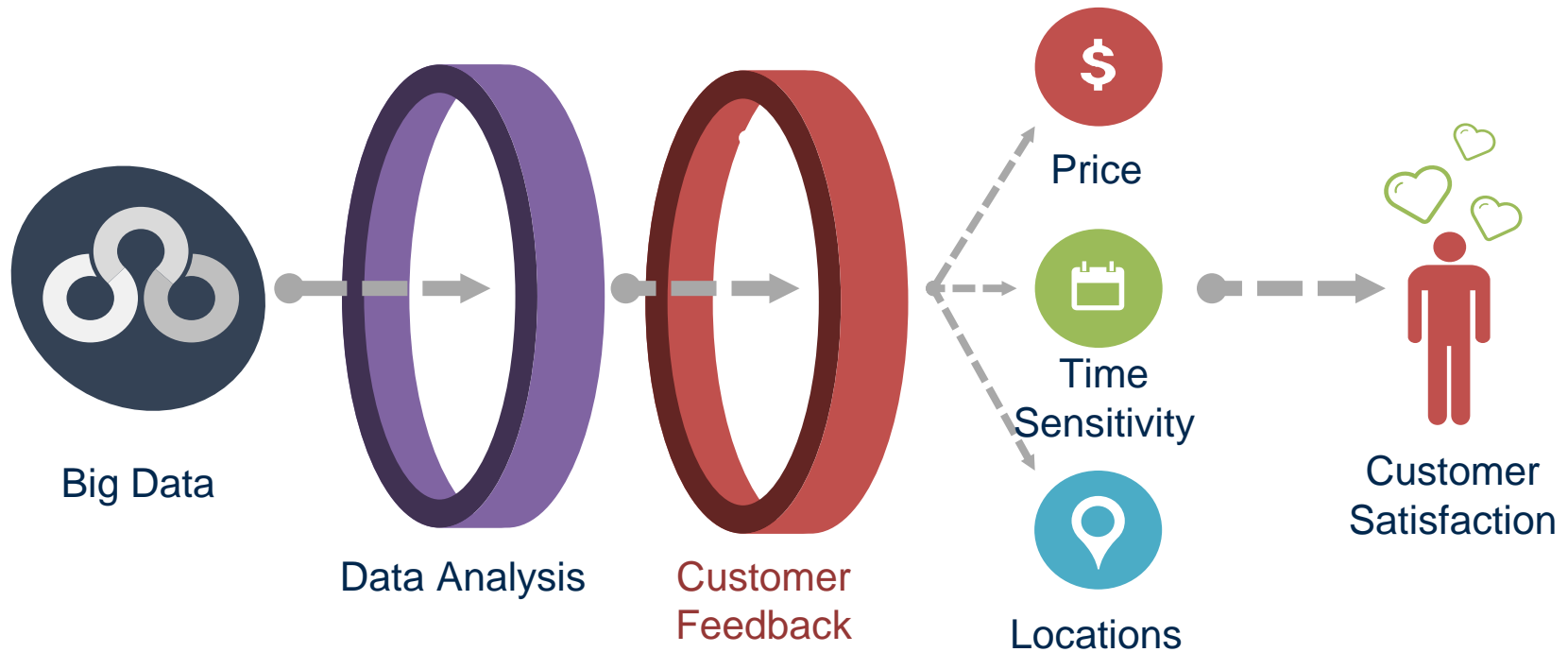
Wins

Opportunities
Conversions

GETTING THE RIGHT BALANCE



Use insights to predict & recommend the best delivery options





Heavyweight & Service Challenges





Heavyweight & Service Challenges

Consumers increasingly control/decide how and when they shop, purchase and receive their orders.

Customers have increasing expectations on delivery - Speed, flexibility, security, services and cost

Despite large/heavy item complexity - shopper expectations remain high

Over 70% of shoppers expect to receive the same level of delivery experience regardless of shipment size



Heavyweight & Service Challenges



Our **average order** is about
1500lbs

– This is equal to approx 1 Black Rhino

Sourced from www.nationalgeographic.com



Heavyweight & Service Challenges

Can't just leave it at the door





Heavyweight & Service Challenges

Parcels

vs.

Large Products

13 stops per hour

1 person delivers

Signature rarely required

Some Lifting

Limited liability issues

Limited scheduling and rescheduling



1.7 stops per hour

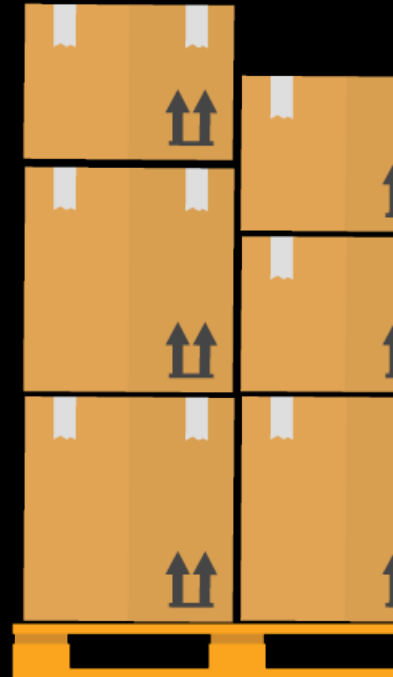
2 people deliver

Order acceptance required

Heavy Lifting

Unlimited liability issues due to in-home delivery and setup

Heavy scheduling and rescheduling





Heavyweight & Service Challenges



Rural Customers



Heavyweight & Service Challenges



Steep Driveways, Branches & Wires



Heavyweight & Service Challenges

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Customer



High Rise Customers



Heavyweight & Service Challenges





The Phases of the Delivery Experience:

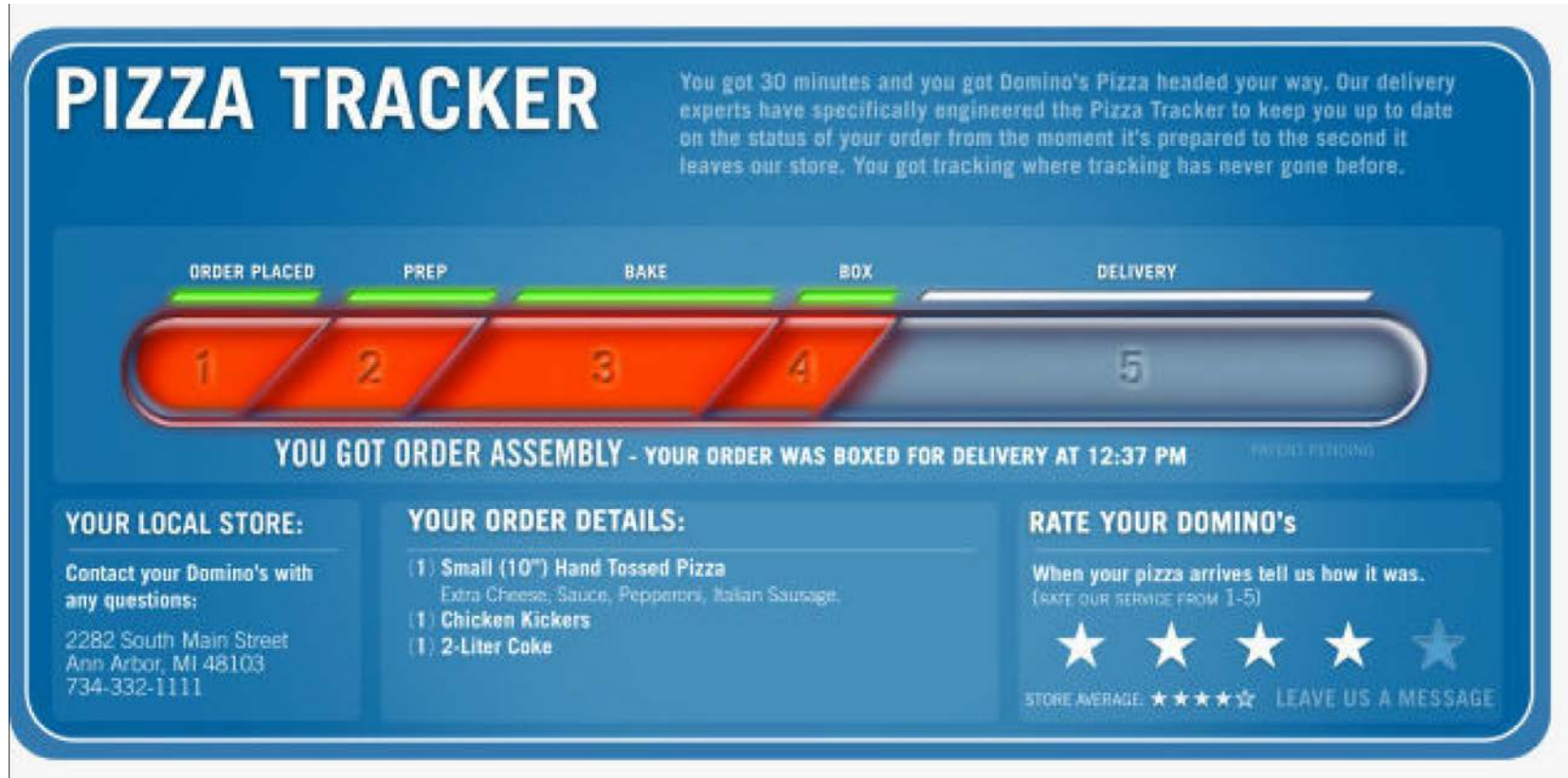


Customers want and are willing to pay for Value added services



- Consumers increasingly make their buying decisions based on delivery options
- Greater customer delivery expectations are being set by Amazon and Uber
- But also by non-industry companies like Dominoes Pizza

Customer Experience



Recommend the best customer options – reduce purchase anxiety

Delivery Options

Delivery Services	VALUE Curbside Residential Delivery (less cost/longer lead time)	STANDARD Curbside Residential Delivery (faster lead time)	BRONZE Inside Home Entrance Drop-Off	SILVER Room of Choice Delivery	GOLD Inside Delivery & Packaging Removal	PLATINUM All-Inclusive Delivery & Assembly
Delivery across the first doorway/ garage	✗	✗	?	?	?	?
Room of choice delivery	✗	✗	✗	?	?	?
Unpacking	✗	✗	✗	✗	?	?
Packaging removal	✗	✗	✗	✗	?	?
Light Assembly	✗	✗	✗	✗	✗	?

Make it easy for the customer to understand –
avoid acronyms and industry language

Enhance the customer experience beyond the vision



Pallet and packaging recycling



Re-use and/or re-purpose

Customer feedback provides insights on the delivery experience

Measure & trend your NPS scores

Root cause analysis & continuous improvement

Share feedback with service providers

Morning Report Example

10 Feedback Submissions (9 Promoters, 1 Passive, 0 Detractors)		
Daily Customer Feedback		
Feedback Rated 4/5 or 5/5		
Product Quality	100.0%	
Shipping Service	90.0%	
Customer Service	100.0%	
Net Promoter Score	90	
Detailed below is customer feedback received yesterday (ordered lowest to highest by Net Promoter Score)		
Order	Feedback	Customer Details
Order ID 2513891	Customer Service: 4/5 -	Gary Simard North Branford, CT
Invoice Date 11/09/2016	Shipping Service: 4/5 -	Account Owner Not Set
Delivery Date 22/09/2016	Product Rating: 4/5	Lifetime Spend \$387
Order Amount \$387	Value: 4/5 Quality: 4/5 As Described: 5/5	Primary Product on Order Laminate - 12mm Exotic Wide Plank Collection Papua Ebony (10079693) Tropical - Cranbury, NJ
Sales Rep Online Sales	Promoter Score: 8/10 No hassle and product as advertised. Pickup was easy and saved us half the price of the floor.	Carrier Terminal Delivery - LDL Satellite
Order ID 2559489	Customer Service: 5/5 -	Stefano Alessandrini DENVER, CO
Invoice Date 20/10/2016	Shipping Service: 3/5 Two boxes were damaged, but the customer service promptly sent replacements!	Account Owner Not Set
Delivery Date 04/11/2016	Product Rating: 4/5	Lifetime Spend \$1,825
Order Amount \$1,825	Value: 4/5 Quality: 4/5 As Described: 5/5	Primary Product on Order Engineered Hard
Sales Rep Online Sales	Comment: The product was as expected, floating installation was fairly easy, gluing and taping the boards is painful....but I'm satisfied by the fit.	

Heavyweight Delivery Services – What you need to do

1) Make it easy

Use simple self-service tools - 60% of consumers prefer to be in control

2) Translate confusing messages

Use simple language that customers can actually understand.

3) Use insights to predict and recommend services to customers

Customers will pay for value added services

4) Be Proactive

Customers understand that “stuff” happens

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Discussion & Questions