

Conducting Interviews and Gathering Requirements

Some of the interview questions and their responses

Warehouse Manager

- **How do you track which shipment is going into a designated truck?**

This is done by manually checking and matching orders to their designated trucks based on the provided route sheet, this is prone to mistakes though.

- **How is the delivery schedule communication carried out to the warehouse team?**

A route sheet is gotten from dispatch and we load based on this.

- **Do you experience delays, issues, during the loading process?**

Sincerely, yes. We sometimes experience last minute route change which makes us automatically reload the truck and this causes huge delays.

- **What are your observations when it comes to timing and coordination?**

Delayed dispatched, automatically causing a push back in loading also. This makes drivers arrive late, which affects the schedule for the next day.

- **What improvement do you think would help the dispatch and loading team to work more effectively?**

A finalized route plan in advance, with a system that automatically links routing to loading lists.

Dispatchers

- **How are delivery routes planned and assigned?**

We currently use spreadsheets and work experience to assign the routes, especially by zones and the dispatchers familiarity with the route.

- **What are the challenges encountered when planning these routes?**

It is not flexible because we can barely make last minute changes, it is time consuming and hard to account for traffic. Every change is done manually, for example if a driver calls in sick, we have to reshuffle the routes manually.

- **What tools or systems do you use (state them, if any)?**

We use Google Maps, Excel, Notebooks, and Phone calls. We presently don't have any routing software/services that we use.

- **When planning, is traffic or delivery deadlines a consideration?**

Due to us not having the right tools to make our work more efficient and get real time traffic updates, we try but a lot of times deliveries are delayed or cancelled.

- **What do you think would make your job easier when it comes to route planning?**

Technology is advancing, so should we. An automated routing tool would be our best bet.

Truck Drivers

- **What are the delays often faced?**

Traffic is inevitable especially during peak hours, coupled with the fact that loading our trucks consumes much time.

- **Do you always follow the routes given, or do you make adjustments?**

When we encounter traffic, we sometimes make adjustments as most of our assigned routes are traffic prone.

- **How are issues reported during delivery?**

We do this by calling the dispatcher.

- **Do you think some trucks deliver more than the others?**

Yes, we have longer routes, which means delivery time will differ.

- **What do you think would make your deliveries more effective and efficient?**

When we are assigned routes, traffic time should be considered while making sure that trucks are loaded and ready to go as at the trip start time.

Customer Service Department

- **How often do you receive complaints from customers relating to deliveries?**

This is a daily thing, especially during peak hours and weekends.

- **How are these complaints documented and communicated internally?**

The complaints are logged into our CRM system. We sometimes call, email the operations team and dispatchers.

- **What are the most received complaints from customers?**

The most complaints are about late deliveries.

- **How are these delivery issues tracked and reported?**

The issues are logged into our CRM system. However, there is no link between the delivery data and the customers' complaints.

- **What do you think would make your deliveries more effective and efficient?**

When we are assigned routes, traffic time should be considered while making sure that trucks are loaded and ready to go as at the trip start time.

Finance Department

- **Has delivery cost recently increased?**

We have been experiencing an increment in cost due to rising fuel prices, a prolonged delivery time because of the manual route planning.

- **What are the main costs incurred in delivery operations?**

Inconsistent fuel pricing, Overtime pay, maintenance etc.

- **Do we track cost per delivery or route?**

We track total delivery expenses but not per route or trip

- **What are the cost-saving measures can we employ?**

An effective routing system, reduction in mileage would aid in cost reduction.

Management

- **What does the business experience when it comes to delayed delivery?**

This causes a decrease in our customers satisfaction rating and affects repeated sales, especially for time-sensitive shipments.

- **What are the biggest concerns with the current delivery process?**

High cost and constant complaints from customers.

- **What are the goals to improve logistics performance?**

To implement a faster, cost-effective, and reliable delivery system with fewer customer issues.

- **Will there be any investment in route optimization tools?**

Yes, this is a must. It will help our business efficiency.

- **What would it be to say this project is successful?**

Success of this project will be us optimizing the route challenges and increased customer satisfaction.

IT Department

- **What are the needs of this department to successfully implement the new system?**

We need to find a system that integrates with our order database, includes location-based features, and is compatible with mobile apps or GPS devices used by drivers. Additionally, we'll require time for setup, testing, and staff training.

- **What are the possible limitations to be aware of when it comes to the new system?**

Our IT infrastructure for real-time data is limited, and our staff have little experience with digital tools. Integrating a new system may be challenging if it's not compatible with our existing setup.

Taking Detailed Notes on Stakeholder Needs, Pain Points, and Expectations

Having a clear understanding of these needs, pain points, and expectations will guide the project team in creating a solution that effectively addresses stakeholder concerns and enhances overall satisfaction. Regular engagement and feedback loops will be crucial for success.

Stakeholder Needs, Pain Points, and Expectations

Stakeholder Needs

1. Effective Communication

- Clear channels for updates and feedback.
- Regular meetings to discuss progress and challenges.

2. User-Friendly Interface

- An intuitive system that is easy to navigate for all users.
- Comprehensive training and support materials.

3. Customization

- Ability to tailor features to meet specific operational requirements.
- Flexibility to adapt to changing business needs.

4. Data Integration

- Seamless integration with existing systems (e.g., CRM, ERP).
- Access to real-time data for accurate decision-making.

Pain Points

1. Inefficient Processes

- Current routing methods lead to delays and increased costs.
- Manual processes are prone to errors and inconsistencies.

2. Lack of Visibility

- Difficulty in tracking shipments and resources in real-time.
- Limited access to data analytics for performance evaluation.

3. Stakeholder Conflicts

- Different departments may have competing priorities and goals.
- Communication gaps lead to misunderstandings and misaligned objectives.

4. Resistance to Change

- Some stakeholders may be hesitant to adopt new technologies.
- Concerns about the learning curve and disruption of existing workflows.

Expectations

1. Timely Implementation

- A clear timeline for project milestones and deliverables.
- Commitment to meeting deadlines to avoid operational disruptions.

2. High-Quality Outcomes

- Assurance that the new system will effectively address their pain points.
- Confidence in the reliability and performance of the solution.

3. Ongoing Support

- Access to technical support and resources post-implementation.
- Regular updates and maintenance to ensure system longevity.

4. Collaborative Approach

- Involvement in the development process to ensure their needs are met.
- Opportunities for feedback and iteration throughout the project.

New Requirements Identified

- **Real-Time Data Analytics:** Stakeholders emphasized the need for enhanced data analytics capabilities to monitor performance and optimize routes.
- **Training Programs:** There is a clear demand for comprehensive training to facilitate the transition to the new system.

Conflicting Needs

- **Customization vs. Standardization:** Some stakeholders prefer a highly customized solution tailored to their specific needs, while others advocate for a standardized approach to simplify training and maintenance.
- **Speed of Implementation vs. Thoroughness:** There is tension between the desire for a quick rollout and the need for thorough testing and stakeholder feedback to ensure the system meets all requirements.

Conclusion

This summary highlights the critical needs and pain points of stakeholders, along with new requirements and conflicting expectations. Addressing these factors will be essential for developing a successful route optimization solution that satisfies all parties involved