Blocks with No Delivery (BWND) Metric Improvement Guide

Purpose

The purpose of this SOP is to provide operators steps to understand how to reduce Blocks with No Delivery (BWND) through fact finding and key actions by process path.

Scope

This SOP applies to NA, EU, and JP; On-Road Station Operators responsible for performing DPPH bridge for their Delivery Station (DS).

Why Is This Important?

The Block with no delivery (BWND) leakage is one of the four Deliveries Per Paid Hour (DPPH) leakages between Plan DPPH and Actual DPPH and is found as metric 4.1 on the %Plan vs. Actual DPPH tab in the Worldwide (WW) DPPH Dashboard. Similar to Unplanned Leakage, BWND is a post-plan defect between Plan Hours and Actual Hours. Where Unplanned is made of up both Delivery Service Provider (DSP) and Amazon Flex (AmFlex) provider types, BWND only looks at Amazon Flex. It tracks when a Delivery Partner (DP) attended a block but ended that block with no deliveries, delivery attempts or package pick-ups. Meaning Amazon paid for the full block and realized zero delivered packages. This deep dive will walk through the 5 why analysis to determine best course of action to reduce cost waste from BWND Flex.

$$\text{Blocks with No Delivery} = \text{AmFlex Paid Hours} - \text{AmFlex Plan Hours} - \text{AmFlex "Unplanned" Hours}$$

Key Definitions

- Defects per Million Opportunities (DPMO) - A measurement of process performance, adjusted to give context to a larger scale.

Block with No Deliveries (BWND) Leakage: Impact from blocks hours paid to Amazon Flex (AmFlex) Drivers that had no deliveries (no on-road events). A BWND is when a Delivery Partner (DP) is marked as overbooked or checked in manually by the station. This is when a DP has been checked in/overridden by the Delivery Station and then the DP not provided with a route. The DP then is paid for not delivering any parcels.

Measurement Methodologies

$$\text{Blocks with No Delivery} = \text{AmFlex Paid Hours} - \text{AmFlex Plan Hours} - \text{AmFlex "Unplanned" Hours}$$

Metric	Standard	Definition	Formula	Historical Performance Link

BWND Leakage	0	The Amazon Flex drivers are given blocks with no deliveries		[WW DPPH Dashboard > %Plan vs. Actual DPPH Tab > Line 4.2 and 5.1](#) [% Plan vs. Actual DPPH Metric Improvement Guide SOP](#)

Roles and Responsibilities

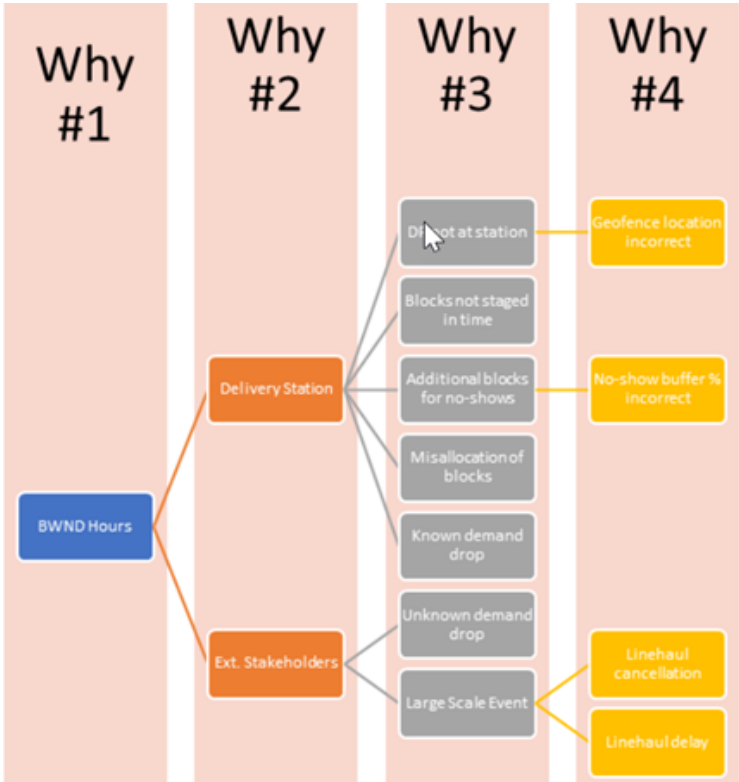| Role	Responsible, Accountable, Consulted, Informed (RACI)	Responsibility
On Road Area Manager (ORAM)/ Delivery Operations Managers	R	Amazon leader (L4-5) responsible for on-road execution and DPPH performance.
On Road Operations Manager (ORM)	A	Amazon leader (L6) accountable for on-road execution and responsible for inputting WW DPPH bridge.
Amazon Customer Excellence Systems (ACES)	C, I	Amazon ACES leadership team responsible for reviewing and supporting Last Mile DPPH to plan performance.

Safety, Tools, Equipment, Software Needed, Resources

- PerfectMile (PM) – [WW DPPH Dashboard](#) - %Plan vs. Actual DPPH Tab - Lines 4.2, 5.1
  - The BWND data updates daily. The granular data for some of the metrics are able to be reviewed in PM.
    Standards Training Assessment Resource Toolkit (START)
- Wiki – [PerfectMile WW DPPH Dashboard](#)
- Issues: *Simple Issue Manager* (SIM) can be raised from PerfectMile.

Process Map

Process Step(s)	Image(s)
1. **BWND Direct Inputs** **#1 BWND Hours** BWND hours is the count of hours paid from BWND. When a station has BWND hours it negatively impacts the denominator of DPPH equation – paid hours. By decreasing the number of paid hours wasted on BWND block, the station can improve the overall DPPH. This metric can be found on metric line 5.1 of Deep Dive Hours section of Plan vs. Actual Deep Dive tab in WW DPPH Dashboard.	 Figure 1: perfect mile: WW AMZL DPPH Dashboard Figure 2: Direct Inputs (Buckets Provided in PerfectMile, QuickSight)

Best Practices (Non-metrics That Can Impact the Metric)

BWND Hours	Recommended mitigation:
Delivery Station – DP Not at Station – Geofence Location Incorrect	If geofence location is not accurate compared to actual Delivery Station (DS) boundary, the DP can sign in and out without being at station. Speak to Geofence team to update local boundary.
Delivery Station – Volume Not Available	Accepted blocks cannot be cancelled within 48 hrs as the DPs will still be paid. Ensure all Flex blocks (volume) are staged within the block time window.
Additional Blocks Opened for No-Shows – Update No-Show Buffer Percentage	Always check the no-show buffer %, and be willing to shift unaccepted blocks to later cycles to avoid excessive surge
Delivery Station – Misallocation of Blocks	Allocating a block shorter than a DP has booked will lead to another DP being allocated a block longer than booked. This is not possible, and hence the longer route is cancelled, causing BWND. Ensure blocks allocated match the DPs assigned block.
Delivery Station – Known Demand Decreased	When did station know about over-forecasted demand? If known before 56 hours in advance, stations should have cancelled blocks. DPs are paid if blocks are canceled <48 hours in advance and therefore, we shouldn't cancel these blocks in case we have last minute volume we can provide them.
External Stakeholders – Unknown Demand Decrease	Speak to CO and Sales and Operations Planning (S&OP) on planning. Excess Flex Delivery Associate (DA)s vs low volume = BWND.
External Stakeholders – Large Scale Event – Linehaul Cancellation	Investigate trend and escalate to Middle Mile (MM).
External Stakeholders – Large Scale Event – Linehaul Delay	Investigate trend and escalate to Middle Mile.

Frequently Asked Question (FAQ)

FAQ #12- Is there a weighting between the Plan vs. Actual Leakages?

Answer: No. They all have the same level of importance.