

Connecting Leadership to Operations:

Insights from Our Back-to-the-Floor Experience

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Introduction



Who am I?



Who is Martin Brower?



What is “Back to the floor”?

What is back to the Floor

Getting to see how things work in our business, how they really work, rather than how we think they work.

Connecting with our colleagues, seeing the business through their eyes hearing their stories.



LLOP Driving



Inbound Receipt



Ambient Picking



Chilled Picking



Frozen Picking



Loading



Restaurant Delivery

Objectives of Our Back-to-the-Floor Exercise

- **Understand our Business:** Connect with our colleagues and get to fully understand our business.
- **Strengthen Leadership-colleague Connections:** Enhance understanding and rapport between different levels of staff.
- **Identify Operational Challenges:** Discover and address firsthand the frustrations and challenges faced by colleagues.
- **Drive Improvements:** Use insights gained to refine processes and improve efficiency and colleague satisfaction.



Highlights from the exercise.

Basingstoke DC - Night Shift Fri – Sun

- Skill required to drive LLOP
- How physical the job is
- How frustrating the job can be, we don't always make it easy
- Camaraderie of our teams

“Why on earth would you want to do the night shift on a weekend in Basingstoke when you live in Stoke?”

“Fair play to you, it's good to see directors wanting to see how it really works”

“Do you want to hear the truth ...”

“You are alright really, normal like the rest of us”



Key Learnings - What we discovered

How amazing our colleagues are

- Skill
- Commitment to the customer & service
- How hard they work
- How resourceful and resilient they are

Colleague Experience

- Working for Martin Brower feels different by shift
- Canteen Experience
- We were not communicating enough
- Induction of colleagues – opportunity for improvement

Equipment challenges

- Cages
- Voice Recognition
- RF Signal in the warehouse
- MHE reliability



Long-term Improvements Planned

- MB Day – 90th Anniversary Kicked off at Midnight across all our DC's.
- Management Teams regularly scheduled time with night & late shifts.
- 5S Project looking at Cage handling & repair across the business.
- Working with our MHE partners to improve service and equipment
- Reviewing our Induction and training to improve the experience for new colleagues.
- Engaging and talking to our colleagues more.



Benefits of Back-to-the-Floor

- Enhanced Understanding of Daily Operations
- Improved Communication and Relationships
- Identification of Improvement Areas
- colleague Engagement and Motivation
- Leadership Development
- Innovation and problem solving
- Validation of policies and strategies
- Showcasing Commitment
- A real connection with our colleagues



Long-term Improvements Planned

Overall, the "Back to the Floor" initiative is not just about observing and learning; it's a strategic tool that can lead to tangible improvements in operational efficiency, colleague satisfaction, and organizational cohesion.

This approach has allowed us as leaders to lead by example, demonstrating a commitment to understanding and improving the processes that drive our business.

We will be doing more of it, and more of our teams are doing it

