



Service Management

Case Study: Shipping Strategy Review, *Infineum*

Infineum UK is one of the world's leading providers of fuel additives to the automotive and aerospace industries. As such the company has a continual requirement to ship a variety of hazardous and non-hazardous items to its partners and customers all over the world. These shipments are often highly business critical and consequently the service provided must be robust in meeting Infineum's specialist needs.

As a result of a number of issues arising with the current shipping arrangements, Infineum UK asked Advanced Workplace Associates to undertake a comprehensive review of the existing service in order to develop a robust and consistent service strategy for the future.

We examined the existing contract and the process through which it had come into being, and reviewed the way in which the working relationship had progressed over the 2 years since the inception of the contract.

Through a programme of interviews and focus groups, we built up a picture of the processes in use, the service quality being delivered and the systems in place. We canvassed the views of users of the service, as well as those of the current service provider.

The project identified a number of process and systems areas of operation that could be improved and we made recommendations in the following areas:

- Organisation of shipping and associated service areas.
- Effectiveness of services provided – addressing current inefficiencies.
- Internal communications between shipping and users of the service.
- External and internal customer satisfaction.
- Reviews with the current service provider.

In discussion with users, we drafted a service specification and service level agreements, which clearly articulate Infineum's requirements of its shipping service.

It was clear from our interviews and review of the processes involved, that the shipping and dispatch of samples and documents is assuming greater importance to Infineum's business and to its management of business risk.

We concluded that, for a variety of historical and contractual reasons, the current service did not meet the needs of the business, and hence recommended that Infineum seek to change its current arrangements.

As a result of this project, Infineum escalated discussions with its shipping provider to put in place improvements that covered the areas of concern. Much of this has been done and an improved, monitorable process has been implemented, with changes in skill levels and service agreements. These changes were achieved without contract renegotiation and avoided Infineum incurring the cost and inconvenience of re-tendering the contract.



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