



Black Photo Corporation

THE CHALLENGE

- Black's, a leading retailer of photo finishing and photographic equipment selected to move from an analog to a digital processing solution. This meant they needed to decentralize their photo finishing processes, introduce new processes into the field, close down the main processing lab, and reconfigure the logistics of the organization.
- To make this transition transparent to their customers, and to try to capture anticipated synergies (through better equipment and people utilization) they asked Carpedia to assist them in setting up a "model" store.
- New photo finishing equipment would be required in over 200 retail outlets. The retail outlets had been used to process their "prints while you wait" products while the "five day rolls" had traditionally been sent to the main lab. Keeping all production at the retail outlets would double the volume of rolls that could be processed.
- The challenge was to increase activity at the store level, increase production, yet stabilize labor requirements and better manage processing supplies and space utilization.
- The biggest strategic challenge was a consistent rollout across 15 regions in Canada, each with 10 to 20 stores.



THE RESULTS

- The anticipated savings that will be achieved once the full roll out has been completed is estimated at more than 10 times the cost of the initial model store project.
- Carpedia's staff, the local Blacks' coordinator, as well as the store and regional management conducted process observations. Administrative activities were subsequently reduced and the cycle time for film processing was reduced.
- A store-scheduling tool was developed and installed that helped the store manager identify days of the week and times of the day where the store was typically overstaffed. In an effort to increase customer service levels and improve sales, staff was brought in at times when there had been traditionally too few staff members on hand.
- In order to measure results by store and by region, a KPI Performance Scorecard was developed by day, week, and month that gave real time, daily reporting of key performance indicators to all levels from store management to the company President.
- An installation program was set up for the "Model Store Installation" that involved a Model Store Manual, a training program for all Regional Managers, with the Store Managers trained by the Regional Managers. All store management was trained on Process Observations and Activity Lists and the use of all management system tools.
- A store installation schedule was set up that took each store through a three-week schedule of Pre Installation, Installation and Post Installation phases with predefined activities for the installation coordinator, the Regional Manager and the Store Manager.



THE TESTIMONIAL

Ms. Rebecca De w, C.F.O. : "This project was a Retail Operations Improvement assignment and it included a comprehensive rollout of process improvements to over 200 retail locations. With the guidance and discipline (of) Carpedia, all significant milestones are on the way to being achieved.

If and when the need arises again for us to work with a partner, there would be no hesitation for any member of our project team to recommend Carpedia."

Carpédia Group International is a management firm uniquely focused on helping leading companies implement sustainable improvements in revenue growth, productivity, and asset utilization.

