



Easy Metrics Case Study: evo’s Peak Season Preparations

Sport retailer, evo, uses Easy Metrics to get insights into their labor and build a data-informed culture

35% to 15%

Reduced missing time from 35% to 15%

107%

Achieved 107% of units per hour goal

7%

Productivity gains y/y

Peak Season is, by definition, the busiest time of the year for retail and distribution operations. The stakes are high. Customers require fast delivery and flexible return options. Larger volumes of product need to be moved in a very limited amount of time. This comes with unique challenges: changes in labor costs and needs, potential changes in workplace standards and management, and more. This is especially true for companies like evo, who are majority e-Commerce retailers, because online orders take, on average, four times the amount of labor to distribute than their brick-and-mortar peers. evo has adopted Easy Metrics to meet and exceed the demands of those challenges.



HEADQUARTERS
Seattle, Washington

PLAN
OpsFM with LMS

INDUSTRY
Sports and Outdoor Retailer

WEBSITE
evo.com

evo is a sports retailer that specializes in camping, snowboarding, and hiking equipment. They proudly serve their customer base of outdoor enthusiasts and athletes through their website and a small selection of physical shops, though the majority (85%) of their business is done via online retail. The 2021 supply chain issues blended with the onset of their Peak Season which created unique challenges.

They needed to:

- Fill gaps in their labor
- Improve labor and budget forecasting
- Identify and set labor standards
- Improve the efficiency and productivity of their team

evo were able to identify two broad challenges going into peak season: managing labor and managing labor needs. They were able to address these challenges using the tools and capabilities of Easy Metrics.

Managing Labor

Easy Metrics worked with evo to develop and implement a set of fair performance standards in their facilities, equipping evo with KPIs to track and assess their productivity. From there, evo began using Easy Metrics' built-in Employee Scorecard using their own operation's data to better manage their employees:



“I started utilizing the Employee Scorecard weekly to show my team what I saw. . . their top tasks, missing time, and what tasks they were doing really well in. After a month of using the employee scorecards and following up weekly with each individual, I saw less missing time and better data all around for each of those employees.”

—
Carrie Fenstemacher
 Supply Chain Distribution Analyst,
 former Outbound Supervisor • **EVO**

The Employee Scorecard report isn't the only one of Easy Metrics' reports that sees frequent use. The Employee Hours Summary Report and the Intraday Gap Report were named as major contributors to the tracking and reduction of Missing Time. In addition to reducing Missing Time, the data collected and displayed by Easy Metrics give evo the tools to assess their employees' performance on each task. This allows evo to both assign employees to the tasks best suited for them, and provide training and support for the employees in greatest need.



“It's been really important for the supervisors to make sure to look past just the numbers within Easy Metrics and make sure that all of the employees feel valued, and, you know, enjoy their time here. But. . . we still have tough conversations with employees, that doesn't change. Having Easy Metrics to have that insight and knowing where to target those conversations definitely helps.”

—
Matt Frankland
 Supply Chain Analyst • **EVO**

By leveraging the power of Easy Metrics, evo was able to refine their labor management practices toward success, growth, and productivity. The creation of fair labor standards combined with regular reporting and communication allows evo to maximize their effectiveness without jeopardizing the family-like culture they're proud of. These advancements in their labor management capabilities were also leveraged while solving the issue of labor needs in Peak Season.

Managing Labor Needs

The supply chain disruptions and the labor shortage of 2021 coincided to pose a unique challenge for evo as they were preparing for Peak Season. Labor retention is an ongoing issue for most retailers and distribution centers, and the demands of Peak Season would require additional labor—permanent or otherwise. This meant evo had to weigh productivity and efficiency against the risk of overworking and losing staff; they needed to determine their current workforce’s capabilities before they could determine and assess their needs going into the season. Fortunately, since adopting Easy Metrics, all of the performance data and management capabilities had already been established, leaving only analysis and forecasting left in their preparations for Peak Season.



“We take people’s productivity and different departments’ productivities out of Easy Metrics, and we use it to just model out how much labor we’ll need, how much that will cost us, does it fit within our budget, will we be able to ship all of our orders out, while also managing returns and inbound, etc. And after crunching all of those numbers for the last two weeks, we felt pretty good going into peak season with the labor force we’ve had. Easy Metrics is a big part of that, because we can really understand our productivity across different levels to be able to make sure we have the labor we need.”

—
Matt Frankland
 Supply Chain Analyst • EVO

Temporary Staff

Part of solving the problem of Peak Season labor meant evo had to determine their approach to temporary labor. Temp workers are a common and useful labor pool as distribution centers and retailers enter Peak Season, so evo wanted to ensure that they were able to bring in temps and encourage them to stay as long as possible.



“I just started getting in temps, like maybe two weeks ago that have actually stayed on, which is amazing. . . we do have a solid group of temps right now that have continued to show up, which I love. And they’re doing really great. So I’m hopeful that we can continue on that streak for the upcoming weeks.”

—
Carrie Fenstemacher
 Supply Chain Distribution Analyst,
 former Outbound Supervisor • EVO

evo retained temp workers longer by using data to fuel coaching conversations, encouraging collaboration. They found that including the temp workers in collaborative conversation around metrics helped the workers feel that the environment was inclusive to them, resulting in better employee engagement.



“We’re. . . being sure that we get those people, you know, fair chances, and that if there is a lot of missing time, it’s not, ‘oh, they’re messing up’, it’s ‘let’s look into that, see if they’re not transferring right,’ and making sure we don’t crack the hammer too hard.”

—
Carrie Fenstemacher
 Supply Chain Distribution Analyst,
 former Outbound Supervisor • EVO

Conclusion:

With the help of Easy Metrics, evo was able to transform their labor management practices and gain visibility into their entire operation. With better data, they were able to develop fair labor standards, manage to those standards, and use the performance data to predict their labor needs for their imminent Peak Season and beyond. They met their forecasted labor needs with the right amount of temporary labor. The temp staff benefitted from the labor management practices they had in place. With these new systems in place, evo had never been more prepared for Peak Season.



“From a macro perspective, I feel that we’re more prepared for peak this year than in prior years. But at the same time, next year, we’ll be more prepared than we were this year.”

—
Matt Frankland
 Supply Chain Analyst • EVO

What Happened Next?

Coming out of their peak season, in February 2022 evo reported an improvement in their efficiency across the board. Not only were they able to exceed their goal of 180 employees (temp and full-time) during peak season, they were able to cut their Missing Time down from 35% to 15% — even with a workforce that was ~40% temp workers. The goal evo had set for themselves this peak season was to move 16.5 units/hour, and they exceeded that goal with 17.6 units/hour. It was even higher in November due to staffing bumps, reaching as high as 24 during peak demand. In regards to net productivity, evo was happy to report a 7% increase from 2021’s post-peak season report.

On the process and management level, evo reported further success. Carrie says:



“The daily reports that we would get through Easy Metrics that showed each supervisor and all the stats for their team of supervisors. . . was extremely beneficial, especially during peak because they could just take a look at people’s missing time. If it was above a certain percentage, they could dig into why all that missing time occurred. If it was below that percentage, then they knew their team was doing great, and they didn’t have much to look into at all.”

—
Carrie Fenstemacher
 Supply Chain Distribution Analyst,
 former Outbound Supervisor • EVO

evo’s mission is to deliver an extraordinary customer experience. The ability to accurately forecast their labor needs helped deliver when their customers’ needs were greatest. Easy Metrics enabled evo to manage the productivity of their staff during peak season, helping them to achieve their goals. While the Missing Time report was far and away the most valuable tool for evo, they also leveraged Easy Metrics to track the day-to-day improvement and productivity increases from their temp workers. With the analytics and reports powered by Easy Metrics at their fingertips, evo will continue to adapt, scale, and manage their operation toward excellence moving into the future.



About Easy Metrics

Easy Metrics fuels operational excellence in distribution operations.

Operations and finance leaders use Easy Metric's API integration platform and machine learning to analyze, plan, and forecast their labor spend so they can drive operational speed and efficiency, price their products and services profitably, and drive employee engagement.

With Easy Metrics, they translate raw operations data from multiple data sources into their costs by: activity, process, facility, people, and equipment. They use actionable reports across their network, to optimize labor spend, cut waste, plan facility investments, and drive labor strategies that ultimately fuel the growth of their business.

Learn how to prepare your operation for peak season
at www.easymetrics.com