3PL Dock High Logistics Supercharges Throughput Efficiency and Teammate Performance with Easy Metrics
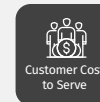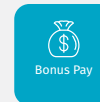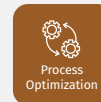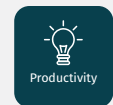
DOCKHIGH
Outdoor Industry Logistics

INDUSTRY	Third Party Logistics (3PL) / Outdoor Lifestyle Brands
Company	Dock High Logistics
Location	Sumner, Washington

EASY METRICS PRODUCTS USED
OpsFM with LMS

JobTrak • Missing Time • Indirect Time • Productivity

Process Optimization • Bonus Pay • Customer Cost to Serve
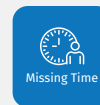
Dock High Logistics is a 3PL provider providing warehousing, order fulfillment, and tailored support services exclusively to outdoor lifestyle brands. Rock solid reliability is at the core of their business – delivering consistent, responsive fulfillment services to help outdoor brands thrive. With multiple decades in the logistics, warehousing and import/export business, Dock High's CEO, Pat Perkins, and his team, operate as a company where associates love where they work, and customers love how Dock High consistently delivers. Collaborative team values and positive team culture enable them to provide the best service to outdoor brands. Dock High tracks cost and performance data across their people, processes, and customers.

STORY HIGHLIGHTS:

Process performance metrics
Tracking cost and performance of processes with Easy Metrics drive continuous improvement efforts resulting in efficiency gains.

Trustworthy productivity visibility to drive employee incentives
Easy Metrics ELS productivity scores enable Dock High to clearly communicate expectations in a non-threatening way, and then reward and incentivize great performance with bonuses and recognition.

Track and manage missing time
With Easy Metrics' simple and effective tracking, Dock High reduced and is able to manage missing time to nearly 0% with consistency.

> " What Easy Metrics provides is just enormous. Without Easy Metrics, we would not be able to run as efficiently and cost-effectively as we do for our customers.

-Pat Perkins
CEO, Dock High Logistics

Over 10 Years	**50% Throughput Speed Increase**	**Nearly 0% Missing Time**
Using Easy Metrics	Process improvement using Easy Metrics analytics	Visibility into which functions people are in throughout the entire day

BACKGROUND:

Dock High's operating philosophy is simple and effective: bring hard-working people together with smart process management, equip them with trustworthy data, and then use their personal judgment to solve problems. With fully engaged, inspiring leadership in place, Dock High benefits from low employee turnover and high retention. The result is a collaborative team, who deliver accuracy and efficiency in their work. Easy Metrics empowers Dock High's operations with reliable process measurement and performance metrics to drive the daily actions of leadership and staff. The results are elevated cost efficiencies along with customer outcomes that have propelled Dock High's growth and competitive moat in their niche over the past decade.

CHALLENGE:

Managing process health, missing time, and labor performance to deliver outstanding service to their data-connected customer base

In the competitive 3PL environment, Dock High's strategic advantage is in earning long-term customer relationships by delivering their services consistently, on-time, on- or offpeak season, without surprises. Dock High understands this is a data-driven endeavor. It starts with an integrated data exchange with their customers through Microsoft Dynamics NAV ERP system framework and SQL database. Their data-driven approach continues with their workflow and cost visibility in Easy Metrics. Their aim is to have trustworthy data their team can understand, equipping managers with goals and metrics for productive employee conversations, and a pay for performance system that fairly rewards an engaged workforce for exceptional goal achievement through increased pay.

SOLUTION:

Building a data driven operations culture with Easy Metrics

Dock High has used Easy Metrics for more than a decade to enable reliable service to its customers. They use Easy Metrics to understand their costs, track labor productivity, and cooperatively manage to performance goals. These efforts have led to double-digit growth each year of the company's existence.

"We are so fortunate to be able to rely on Easy Metrics day in and day out. Over the last 15 years, we've seen many 3PLs that have no objective operational data visibility or a system that's been abandoned. Having the data is a differentiator," says Pat.

With visibility into their operational performance, Dock High has the control to improve customer success year after year. "A 3PL customer expects everything to work. You need reliable systems and processes. To be reliable, cost competitive, high quality and accurate, and do it all with consistency – you simply distinguish yourself as a next level business. Easy Metrics helps us make it happen," says Pat.

RESULTS:

Leveraging cost data to improve and redesign processes

Understanding how well certain processes are performing with Easy Metrics Cost to Serve provides insights into where improvements can be made. According to Pat, "Easy Metrics helps us understand our cost per unit or cost per line. If something is trending up, we take action." Drill-down features for process metrics helps Dock High discover the root cause of inefficiencies. "We find the cause in Easy Metrics and then resolve it. It's very helpful to maintain visibility at a process level and then take action as necessary," says Pat.

When processes need to be redesigned, Easy Metrics provides historic performance data and new data to compare costs. Dock High redesigned their Pack & Ship lines and processes, which involved converting separate Packer and Shipper roles into a single Pack/Ship role. This resulted in a 50% improvement in throughput productivity. Says Pat, "Easy Metrics provided visibility into productivity before and after this project, and continues to support continued incremental improvement with our new Pack/Ship process."

> **Easy Metrics insights helped Dock High to achieve 50% improvement in combined Pack/Ship speed, which has had an enormous impact on our labor performance.**

-Pat Perkins
CEO, Dock High Logistics

Creating an environment of empowered and engaged staff and incentivizing great results with Pay for Performance
Having reliable data with Easy Metrics, which the whole team trusts, makes it possible for Dock High to have daily constructive conversations and give encouragement and feedback to its team. At Dock High, clean data within Easy Metrics is the foundation of employee feedback.

> **We have clean data. I trust it. It gives us the opportunity to have follow ups. I like to give my team the same visibility I have.**

–Heather Pittman
AREA MANAGER RECEIVING & PICK, PACK,
SHIP, Dock High Logistics

When it comes to managing with data, Dock High's approach is to praise for outstanding performance and coach for areas falling below standard. "We make our team more productive by identifying areas that need improvements, make adjustments, and then success follows. Our team is constantly getting better," says Heather Pittman.

Objective data from Easy Metrics drives a positive culture at Dock High. "Being able to use the metrics as a management tool, communicate those with our staff, until they really understand it … it becomes part of our culture. It makes it easier for management to set team expectations and not make things personal," says Pat.

> **We don't have to micromanage. It creates real freedom for the supervisors and they can focus their efforts on supporting the staff.**

–Pat Perkins
CEO, Dock High Logistics

Their incentive pay program is another driving force in Dock High's culture. From the data in Easy Metrics, they are able to offer bonus pay incentives to its workforce. "Our employee retention is high, and our team is motivated by stretch goals. We bonus our staff with performance above 100% of the goal. It gives us flexibility in wages. We offer competitive wages but also we offer them control over earning more," says Heather.

The result: a bond of trust between management and team; a feeling of fairness to the process; and tangible financial reward to those team members who put in the extra above and beyond effort. The savings from efficiencies accrue not only to Dock High as a company, but to the associates who perform above goal.

Dock High continually encourages teammates to innovate and provide feedback on process and performance metrics, driving a culture of ownership. Says Heather, "Our job is to ask… what is holding them back? We remove barriers, and get out of their way. When we optimize and re-optimize it continues to drive success for our staff."

Driving operational excellence with Missing Time and Indirect Time visibility
One of the biggest benefits of Easy Metrics in Dock High's operation has been in the management of missing time. With better visibility of this core KPI, the team was able to drive out missing time to nearly 0% and keep it there for years, far surpassing industry benchmarks. Says Pat, "Easy Metrics' value providing visibility to missing time cannot be over-stated. It's an effective, simple tracking method to a labor management cost center that would otherwise present ongoing challenges."

In addition to missing time, the team regularly monitors Indirect Time. Dock High leverages reporting in Easy Metrics to perform cost breakdown audits tracking indirect functions that don't generate revenue.

> **As a 3PL, it's important for us to understand and manage how much we are spending on Indirect functions. Those are cost centers we don't generate revenue for. Because we manage to very low missing time, we know what functions people are in throughout the day. This is incredibly valuable to us.**

–Jack Pittman
General Manager, Dock High Logistics

Creating a positive and engaged culture every day

Dock High continually invests in its workforce culture through its data, leadership team, and dedicated budget for celebrating its people. Says Pat, "Every birthday is recognized, and every anniversary. We do birthday cakes, balloons, we sing 'Happy Birthday'. We celebrate every holiday, we have a budget so that we take care of our team at Thanksgiving, we take care of Christmas, we do Fourth of July, Halloween parties, Cinco De Mayo, we do food competitions. We do monthly associate lunches, we just continue to invest in our people, the culture of a team, and then it all comes back."

Beyond the celebrations is a daily cadence of leadership time spent on the floor, engaging with staff. "Our leaders are very engaged. We want inspirational leaders, who give themselves to build equity through relationships."

Covid-19 presented new challenges in recruiting and retaining people. Dock High's ability to distinguish themselves from other employers and build trust with employees became more important than ever before. Says Pat, "Easy Metrics was vital to our success because it allowed us to convey clear expectations and then track individual performance in a non-threatening way and incentivize and reward great performance with bonuses and recognition. There is no doubt that Easy Metrics significantly contributed to the success we had keeping our culture strong during a tough period."

Reliability and accuracy of data in Easy Metrics is fundamental to building trust at Dock High. "From managing on the floor and having a method for tracking productivity, to understanding our costs, we can depend on the data in Easy Metrics to be accurate. That's very valuable," says Pat.

Easy Metrics fuels digital transformation of our customers by providing financial and performance visibility of their operational data across their network.

Easy Metrics translates time series operational data from multiple data sources into their costs by: process, customer, facility, people, equipment, and automation. Operations and finance leaders use Easy Metrics' cloud platform to analyze, forecast, and manage the cost and performance of their operational business investments: labor, equipment, and automation. As a trusted leader in Operations Financial Management (OpsFM), Easy Metrics empowers leaders to drive operational speed and efficiency, cut waste, prioritize investments, and adopt labor and automation strategies that ultimately fuel the growth of their business.

For more, visit **www.easymetrics.com**

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