

## Make a start: getting your own organisation on board

### **Introduction**

Now that you have listened to some of the ideas and arguments presented in this e-learning tutorial, you are perhaps wondering where and how you can get things moving in your own organisation. These next pages will help you think about things you can do immediately – how you can make a start and what your priorities should be.

There are five steps:

1. Establish your criteria
2. Develop categories for change
3. Develop suggestions for each category
4. Select the best options
5. Create an outline project plan

**Step 1 – establish your criteria**

There are so many ways to make a start that the first thing you need to think about is how to organise your ideas. What are the most important objectives? How will you measure your success?

So, make a list of how you will evaluate the various options. Then rate them in terms of importance, 1-3, with 3 being *most* important/critical and 1 being *least* important. You will be using these ratings later, so think about them carefully.

Complete the table below – some examples are given to get you started.

Possibility of immediate start	3
Realistic in the short term	3
Level of innovation/creativity	1
How proven the solution is	2
Length of Payback period	2
Degree of technical /system changes required	2
Amount of management effort required	2
<i>Your suggestions...</i>	
<i>Your suggestions...</i>	
<i>Your suggestions...</i>	
<i>Etc.</i>	

## **Step 2 – organise your ideas into groups**

In order to organise your ideas, it helps to group them under headings. That will help you focus your attention on particular types of change and come up with suggestions.

So, what kinds of change are most important in your organisation? Look through the scenarios in this package and create a set of category headings. You can use the list given below, add to it, or create your own.

- Cooperation/Communication
- Intermodal Shift
- Pilot Study
- Optimisation of Vehicle Utilisation
- New/improved Technology
- Financial tools
- Awareness-raising/Training

### Step 3 – develop suggestions

For each heading that you have created, come up with as many suggestions as you can. It is important at this point *not* to criticise or evaluate suggestions. Simply gather them into the appropriate categories. If you come up with suggestions that fit under more than one heading, that's fine too – just note them down.

The table below should help to get you started.

Your categories	Suggestions for this category
<b>Cooperate/Communicate</b>	<ul style="list-style-type: none"> <li>- Start talking to other departments about their perspectives.</li> <li>- Include sharing of information on fuel consumption in subcontractors' contracts.</li> <li>- Work with interdisciplinary teams instead of with departments.</li> <li>- Build high-level IT systems for the exchange of data between companies.</li> <li>- Bring together all companies in a supply chain for a meeting and decide on an overall goal for the supply chain, not just for one part of it.</li> <li>- Get together a group representing diverse interests within the transport sector that will meet regularly to exchange ideas.</li> <li>- Try 'speed dating' meetings with customers and competitors to improve backhaul.</li> </ul>
<b>Intermodal Shift</b>	<ul style="list-style-type: none"> <li>- Use rail or sea if at all possible.</li> <li>- Don't send good by air freight unless absolutely unavoidable.</li> <li>- Work with freight transport groups to put pressure on governments to improve rail facilities.</li> </ul>
<b>Optimised Vehicle Utilisation</b>	<ul style="list-style-type: none"> <li>- Make planes fly slower to save kerosene.</li> <li>- Design products so that they can be transported as efficiently as possible.</li> <li>- Refuse to transport air - optimise packaging for the pallets and containers you use.</li> <li>- Have routine tyre pressure checks before truck departure.</li> </ul>
<b>New/improved Technology</b>	<ul style="list-style-type: none"> <li>- Install GPS in all trucks to help avoid congestion.</li> <li>- Use RFID technology on trucks and containers so that relevant information can be obtained for environmental KPIs.</li> <li>- Investigate whether gas-powered vehicles may be possible for some routes.</li> <li>- Buy one hybrid truck. Use it as a marketing exercise as well as for a technical trial.</li> </ul>
<b>Financial tools</b>	<ul style="list-style-type: none"> <li>- Structure pricing models to ensure vehicles are full.</li> <li>- Reward drivers that achieve the best fuel efficiency.</li> <li>- Ensure that targets and KPIs include environmental performance goals.</li> </ul>

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<p><b>Awareness raising/Training</b></p>	<ul style="list-style-type: none"> <li>- Set up a training programme about environmental issues for all staff.</li> <li>- Ensure all drivers have done an eco-driving course.</li> <li>- Encourage staff to be willing to question everything.</li> </ul>
<p><b>Improved Demand Management</b></p>	<ul style="list-style-type: none"> <li>- Make customers order only full-truck loads.</li> <li>- Discuss with customers whether their sales and operational planning processes could be improved to reduce last minute deliveries.</li> </ul>
<p><b>Change in company philosophy</b></p>	<ul style="list-style-type: none"> <li>- Be willing to question everything!</li> </ul>

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**Step 4 – select the best options**

Choose approximately five suggestions from each heading that initially appear to be attractive or feasible.

Complete the following table for each suggestion. You will be evaluating the suggestion against the criteria you developed earlier.

- In the Rating column, put the rating (1-3) you decided on in Step 1, above.
- In the Score column, mark the suggestion (e.g. Refuse to transport air).
- In the Subtotal column, multiply the Rating by the Score.

Finally, decide what you are going to do with this suggestion: reject, act now, or keep for later.

<b>Suggestion: e.g. Refuse to transport air</b>			
<b>Criteria</b>	<b>Rating</b>	<b>Score (5 = best possible)</b>	<b>Subtotal</b>
How realistic			
Time frame			
Cost			
How inventive/innovative			
Proven solution			
How big the benefit			
How short the payback (shortest is 5)			
Level of organisational effort (greatest is 1)			
Extent of system changes (most significant is 1)			
Non tangible benefits			
Level of senior management involvement			
Other [as selected earlier)			
<b>Total Ranking</b>			
<b>Action:</b> Act now/Reject/Keep for later (select one action)			

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### Step 5a – create an outline action plan

Your organisation may or may not have various forms of project planning in place. However, at this first stage it can be very helpful to note down a rough, outline action plan so that you are sure to make at start.

For each selected suggestion, complete the table below.

<b>Agreed suggestion: e.g. Refuse to transport air</b>		
<b>Final deadline for implementation (approx)</b>		
<b>Action</b>	<b>Responsibility for action</b>	<b>Deadline</b>

### Step 5b – start now!

Depending on how your organisation works, it may be possible to just get started – right now!

So who within your organisation can you email immediately about each of the issues/suggestions you have produced?

<b>Suggestion</b>	<b>Person to contact</b>	<b>Their action</b>