Field Force Strategy
A Data-Oriented Approach

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www.whitespacestrategy.com

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White Space's data analytics team can help shape field force strategy, allowing clients to operationally improve and better target investment / divestment in the right resources...

A data-oriented example of how we can help organisations with a field force:

Example Sector:

> Police Emergency Traffic Responders

Strategic Qs:

> What is the optimal way to allocate our emergency traffic response patrol resource?

Example Approach:

Take data on:

1. **Vehicle Collisions** – location, time and date, severity, type of issue, vehicle, plan type, customer details etc

2. **Field force –** base location, patch size, experience, incidents attended, performance across KPIs etc

Map, model and compare the data to draw out key trends. Statistical cluster analysis to identify specific areas where field force investment should be prioritised
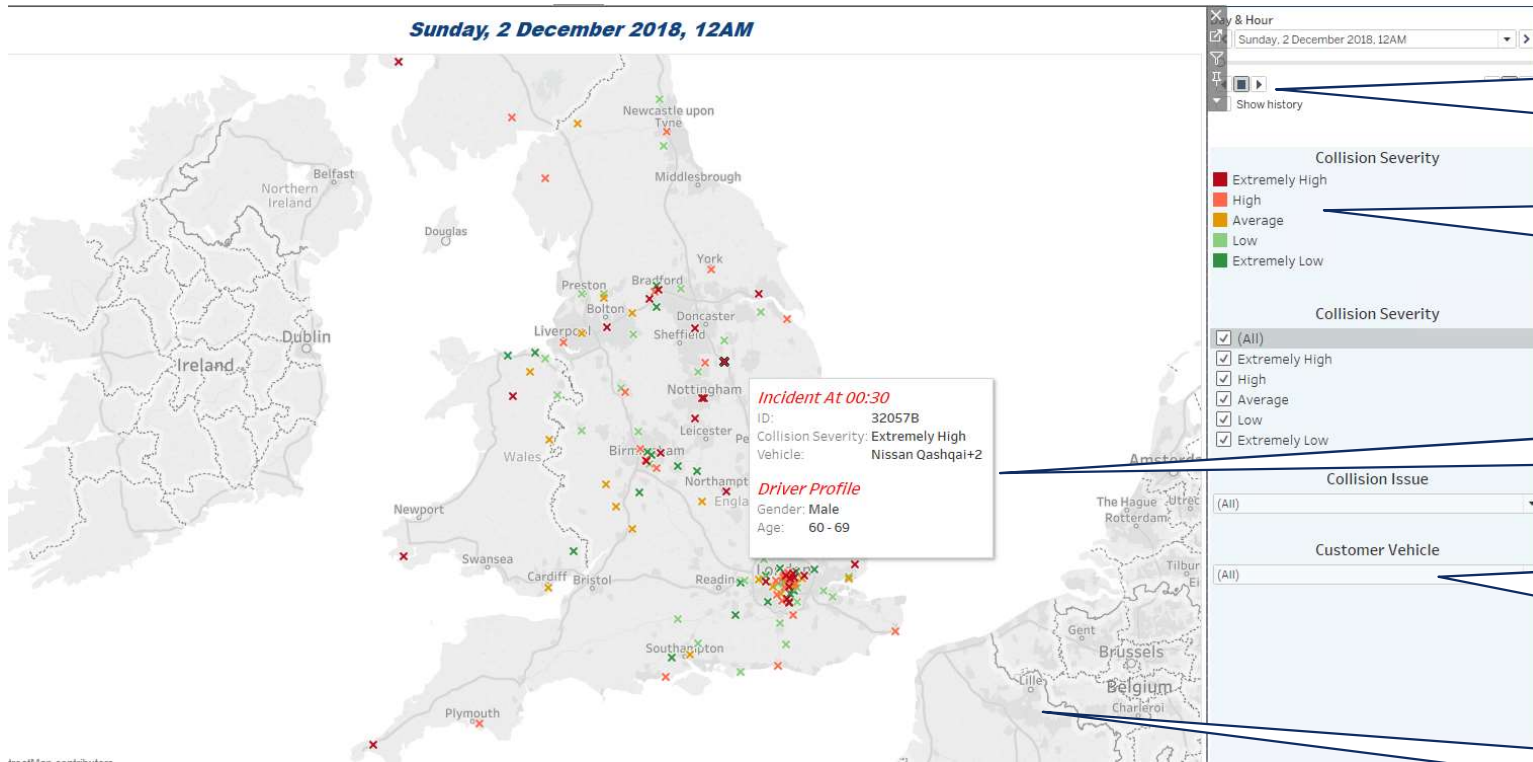
Secondary Qs:

- How do vehicle collisions geographically map over time?

- How does that compare to where our field force is located?

- How does demand vary across the UK?

- On the basis of regional demand and field force presence, how do different patrols cluster?

- Where is the field force under the greatest strain and where are we over-resourced?

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We would start this type of project by mapping details regarding all incidents, callouts, events (or vehicle collisions in this example) over time…

Traffic Collisions

Sunday, 2 December 2018, 12AM

Incident At 00:30
ID: 32057B
Collision Severity: **Extremely High**
Vehicle: Nissan Qashqai+2

Driver Profile
Gender: **Male**
Age: 60 - 69

Collision Severity
- Extremely High
- High
- Average
- Low
- Extremely Low

Collision Severity
- ☑ (All)
- ☑ Extremely High
- ☑ High
- ☑ Average
- ☑ Low
- ☑ Extremely Low

Collision Issue
(All)

Customer Vehicle
(All)

Collisions are mapped over time. Hitting 'play' will show where and when collisions occurred

Colour coded by severity. Allows for more granular analysis

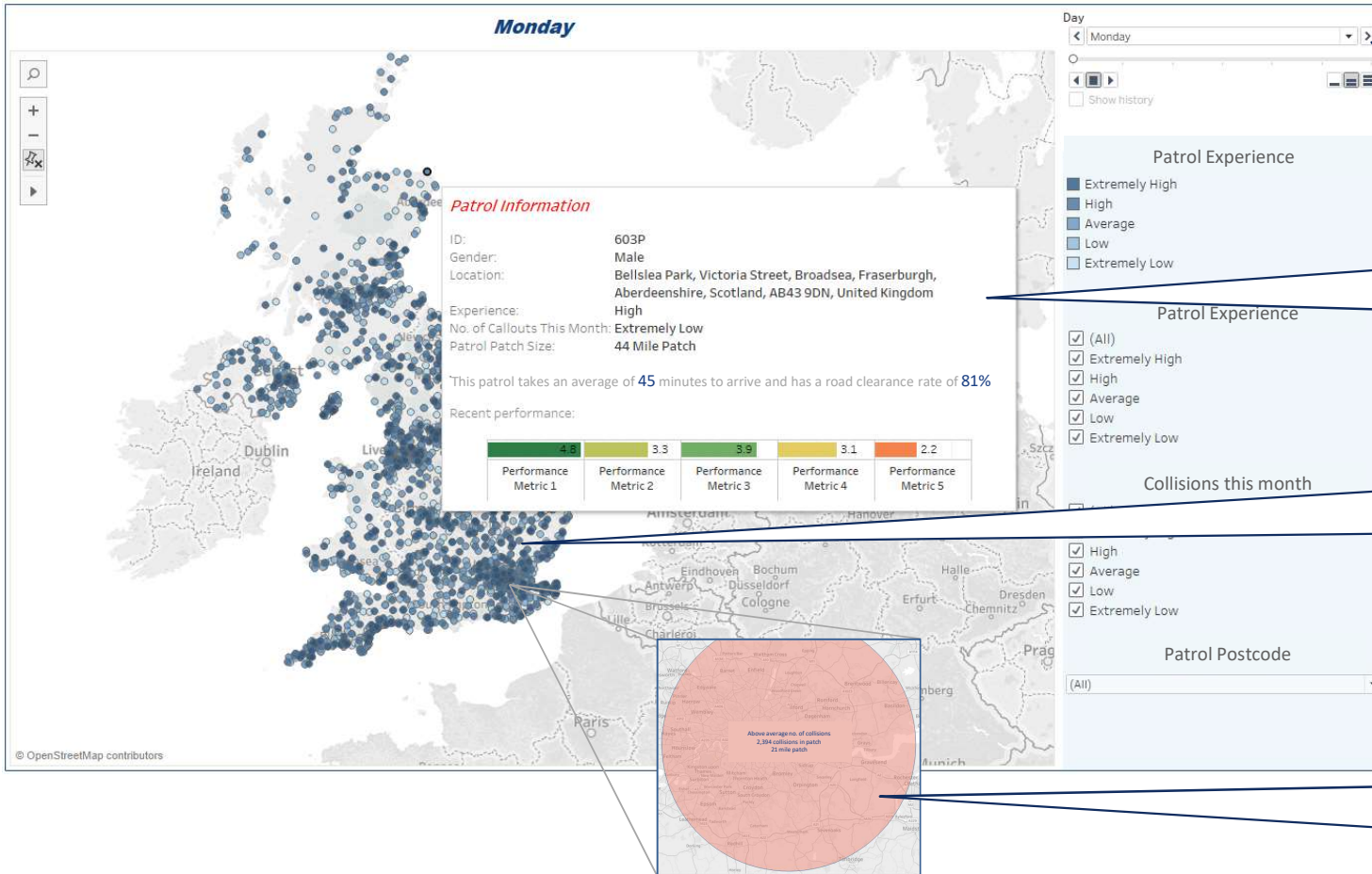Hovering over any particular collisions displays more info

Filters allow the client to select or highlight particular data points

All maps allow the ability to zoom right in or out

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We would then map all relevant detail related to the field force, including insight into their performance (e.g. response time), the size of their patch and their experience level…

Field Force

Monday

Patrol Information

ID:	603P
Gender:	Male
Location:	Bellslea Park, Victoria Street, Broadsea, Fraserburgh, Aberdeenshire, Scotland, AB43 9DN, United Kingdom
Experience:	High
No. of Callouts This Month:	Extremely Low
Patrol Patch Size:	44 Mile Patch

`This patrol takes an average of 45 minutes to arrive and has a road clearance rate of 81%

Recent performance:

4.8	3.3	3.9	3.1	2.2
Performance Metric 1	Performance Metric 2	Performance Metric 3	Performance Metric 4	Performance Metric 5

Members of the field force don't work every day of the week. We can take into account working patterns and who's available, when

We can dig into detail and show key KPIs and performance metrics for each member of the field force

We can start building a picture of where the field force is most heavily / least resourced

Clicking on a patrol reveals more information, such as the size of their patch and how busy they are

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Combining an analysis of both the location of collisions, and the location of the field force allows us to create a heatmap of demand for field forces over time...

Demand
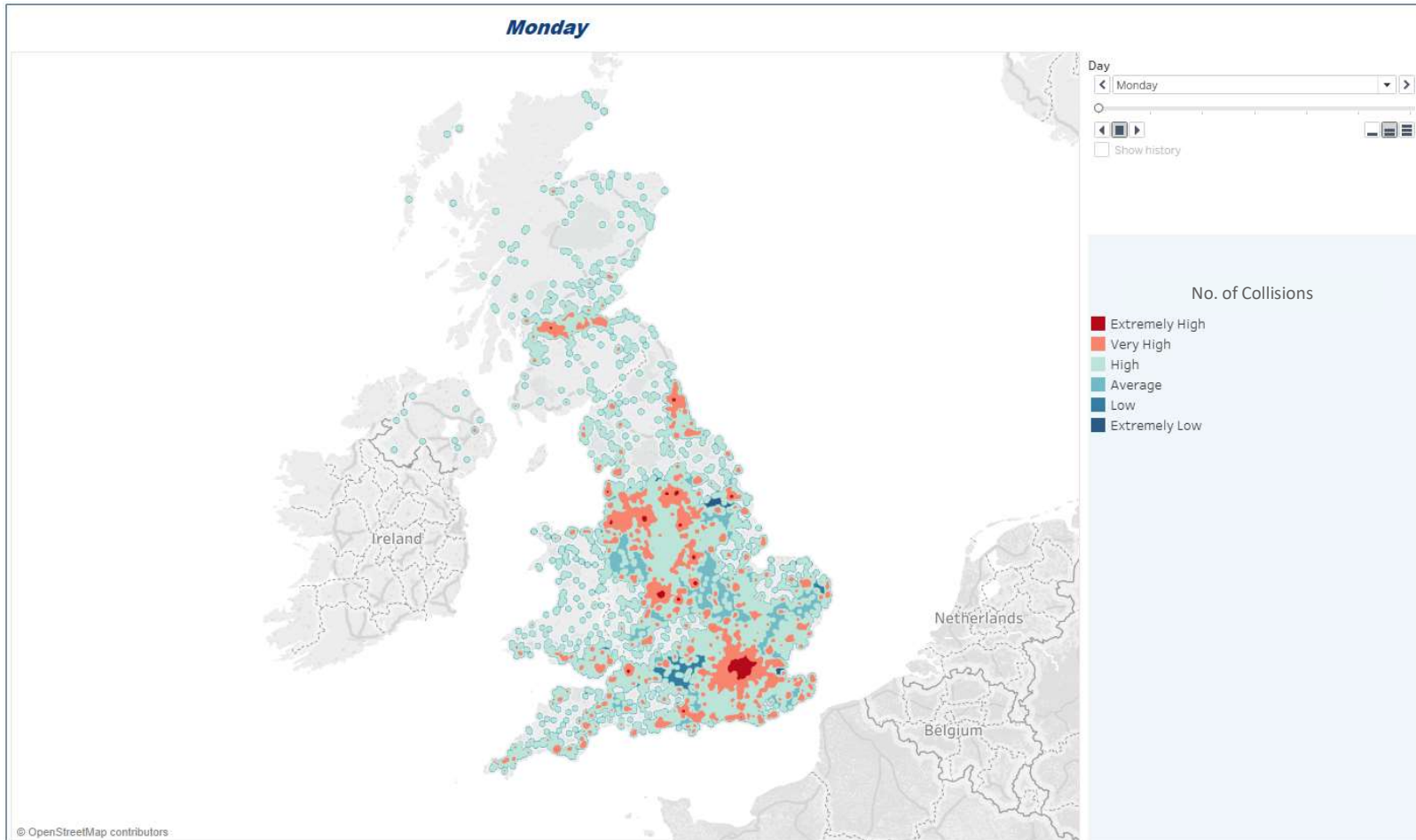
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We have the tools to quickly identify clusters that exist within the data. This helps to support our recommendations on how to manage different groups within the field force...

Clusters

Cluster Groups
- 1. Very Low Presence, Very Low Need
- 2. Low Presence, Low Need
- 3. Average Presence, Average Need
- 4. Very High Presence, Average Need
- 5. Below Average Presence, Above Average Need
- 6. Above Average Presence, High Need
- 7. Very High Presence, Very High Need

Patrol ID:	2509P
Cluster:	4. Very High Presence, Average Need
Avg. Collisions That Day:	1,117
Other patrols in patch:	382

Advanced statistical analysis allows us to create field force clusters based on where the client has high / low presence and where demand is high / low
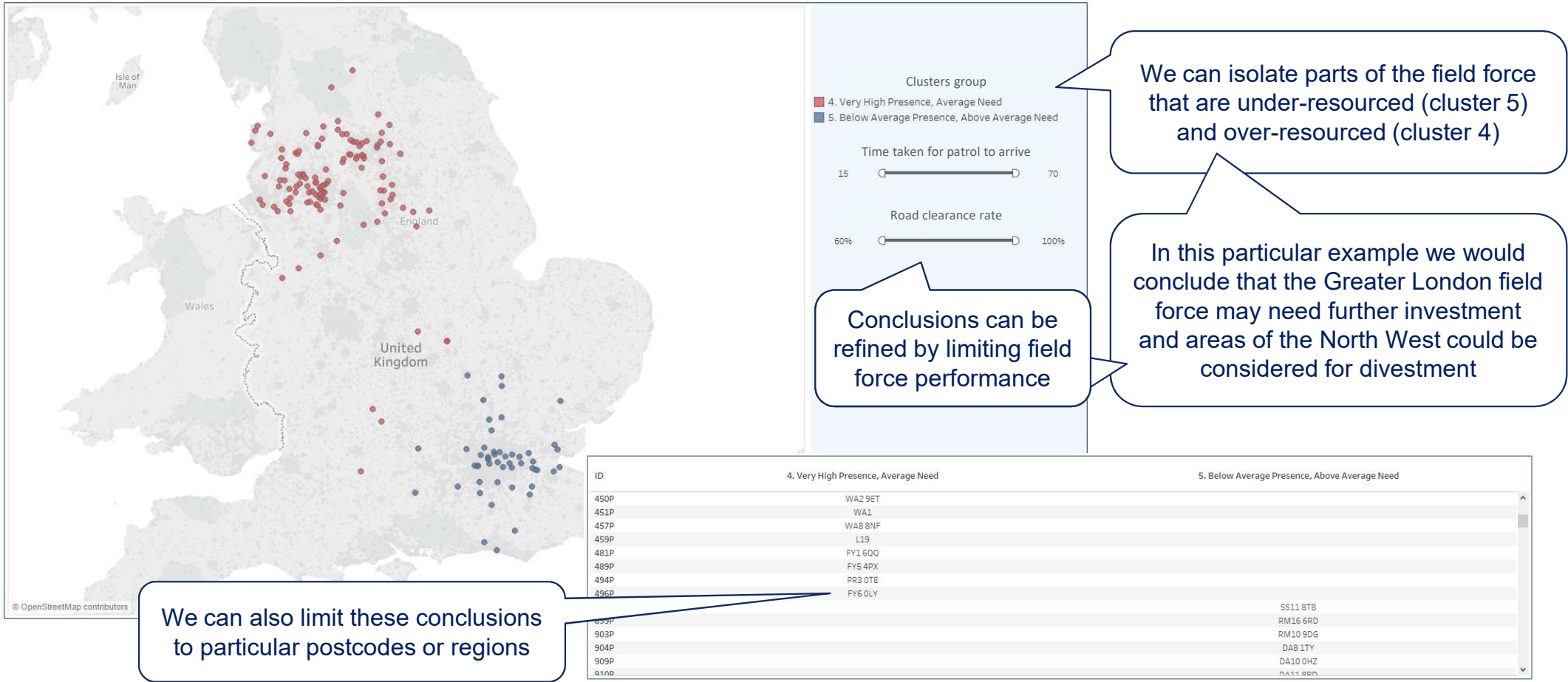
We want to identify groups within the field force which are either under or over-stretched

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This kind of analysis allows us to make data-backed recommendations on exactly where investment decisions should be focussed...

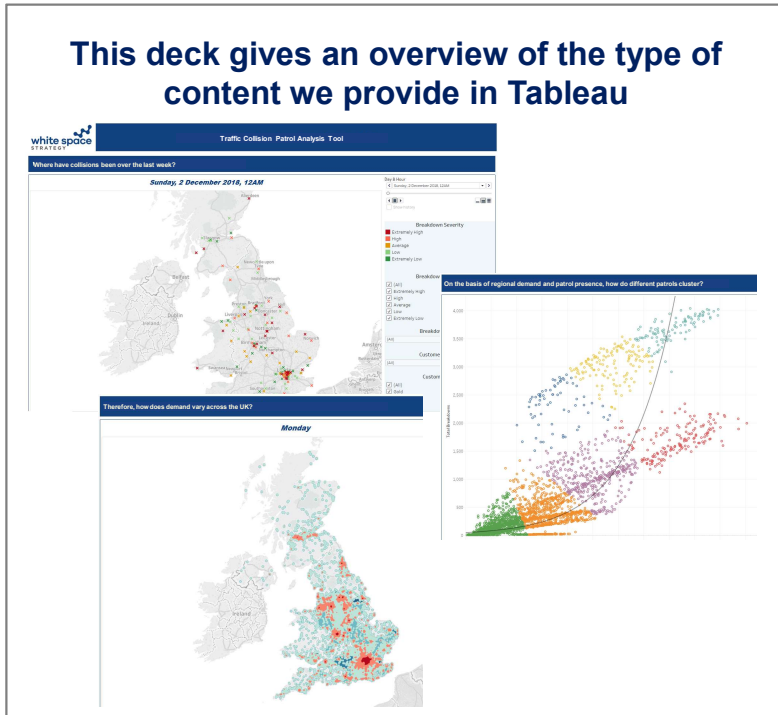**Conclusion**

Clusters group

■ 4. Very High Presence, Average Need
■ 5. Below Average Presence, Above Average Need

Time taken for patrol to arrive

15   70

Road clearance rate

60%   100%

We can isolate parts of the field force that are under-resourced (cluster 5) and over-resourced (cluster 4)

In this particular example we would conclude that the Greater London field force may need further investment and areas of the North West could be considered for divestment

Conclusions can be refined by limiting field force performance

We can also limit these conclusions to particular postcodes or regions

ID	4. Very High Presence, Average Need	5. Below Average Presence, Above Average Need
450P	WA2 9ET	
451P	WA1	
457P	WA8 8NF	
459P	L19	
481P	FY1 6QQ	
489P	FY5 4PX	
494P	PR3 0TE	
496P	FY6 0LY	
899P		SS11 8TB
899P		RM16 6RD
903P		RM10 9DG
904P		DA8 1TY
909P		DA10 0HZ
910P		DA11 8RD

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S T R A T E G Y

We typically provide our interpretation and recommendations in PowerPoint, with our analysis in Tableau format. Tableau is an analytical tool that allows you to dynamically explore data and is available to download for free...

This deck gives an overview of the type of content we provide in Tableau

If you would like to discuss this further, or would like a free copy of our example field force output in Tableau, please contact our **Head of Analytics, Andrew Downs: andrew.downs@whitespacestrategy.com**

Installation Guidelines

Free Installation Of Tableau Reader:

- Go to https://www.tableau.com/products/reader
- Click on Download Now
- Open downloaded file and follow on screen instructions

Overview:

Providing a Tableau output allows our clients to explore our analysis in a more dynamic, visual way. Tableau outputs are easy to customise, easy to add new data or filters to and re-run using new data, using Tableau Desktop
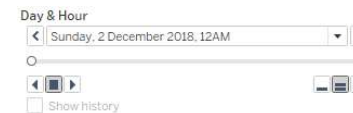
Full Screen:

After opening a Tableau file, you can full screen the visualisation by clicking on the icon above.

Time-Lapse Data:

Press play to see analysis change:

Filters:

Use filters to the side of each visualisation to change what's displayed:

We believe in our approach and exhibit the following qualities on projects...

Collaborative

We want to work together. We need your help to introduce your business to us, provide us with the right data and get acquainted with it. You'd like us to help you make sense of it all

Experienced

Over 500 strategy project delivered to blue chip clients - experience across a wide range of industries. We also have a few analytical tricks up our sleeves that sets us apart from the rest

Practical

Whilst you want fresh perspectives, you need something you can implement. We'll work with you to ensure our recommendations are suitably prioritised and actionable

Capable

We know you probably have a strong internal data team. We want to work with them to make the most of your data by providing time, resource and capabilities they may not have

Enthusiastic

We're motivated by the intellectual challenge of solving difficult, complex problems for our clients. We're also straight talking, approachable and honest

Right

We know speed's important, but there's no point in rushing to conclusions if they're not right. We build long-term relationships by sense-checking analysis and discussing findings as we go

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We are a strategy consultancy that does things differently…

Unique Insight

Our recommendations are *always* based on unique insights

- We always let the evidence lead the strategy
- Our primary research and data analytics capability deliver intelligence and insights unavailable to anyone else
- You will never get 'the same old advice'

Unique Culture

We think and act in a totally different way to other consulting firms

- Bright, experienced team
    - 25 staff, 2/3 from Oxbridge backgrounds; >500 strategy projects delivered to blue chip clients
- We recruit people with real interest in the projects, our client's challenges and the wider community
    - Dedicate up to 10% of our time to Pro Bono work
- We're entrepreneurial, sparky, fun, curious, collaborative, pragmatic and avoid 'consultancy speak'
- Honest about what we can and can't do; and honest even when the answer isn't what people might want to hear

Lower Cost Base

Our business model is lower cost and avoids 'burnout'

- When appropriate, we work 'off-site'
- Oxford based
- No 'Partners'
- Staff can work on more than 1 project at once

Average project satisfaction = 9.1 / 10

SAMSUNG

"All the intellectual capability of McKinsey or Bain, without the cost or arrogance. That's rare. They'll tell me if I'm being unreasonable and they'll listen to other ideas. It's a two-way relationship"   **Strategy and Transformation Director, Samsung**

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We focus on solving complex business problems, through our two business areas...

What do we do?

Market Strategy	Operational Strategy
Market Evaluation	Customer Operations
M&A	Manufacturing Strategy
Competitive Strategy	Sourcing Strategy
Proposition Development	Sales Performance

What do we do differently?

Senior Market Expert Interviews

Customers	Competitors
Partners	Suppliers
Government	Start-Ups

+

Data Analytics

Dataset Merging	External Data Sourcing
Statistical Analysis	Visualisation
Predictive Modelling	Interpretation

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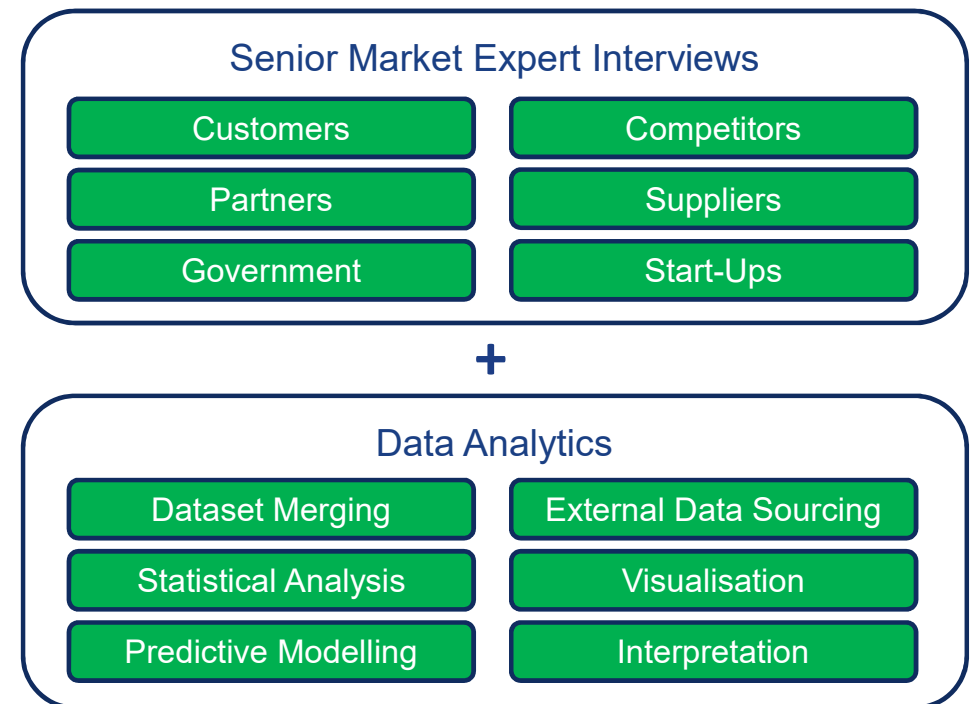
Recent projects have included the following...

Market Strategy

npower

Should we enter a new renewables market?

British Gas

Where are the growth opportunities in Home Services?

SAMSUNG

How do we drive growth in the European connected homes market?

S&P Global

Should we launch a new proposition for energy traders?

Operational Strategy

eDF ENERGY

How could we improve SME customer service?

MITIE

Where are the supply chain opportunities in nuclear new build?

Domestic & General

How do we optimise our repairs customer experience?

DS Smith

How do we optimise global sourcing and manufacture through to 2020?

Local Heroes — A British Gas innovation

"White Space contributed to a new way of thinking about the home services market. Their analysis was well grounded in theory, but at the same time was brutally practical.

Their work was really insightful and supported implementable recommendations"

Head of Local Heroes

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Our clients give us an average project satisfaction score of 9.1 / 10 and an NPS of +86...

CONSUMER MARKETS:

Sainsbury's · BEST BUY · pets at home · POST OFFICE · sky · ASDA · SAMSUNG · fenchurch · MONSTER · TalkTalk Group · GAP · John Lewis · Nuffield Health · shop direct group · Travelex worldwide money · NORTHGATE Vehicle Hire · LLOYDS BANKING GROUP · DG Domestic & General · Dixons Carphone · limelight SPORTS · Unilever · Capital One · Legal & General · British Gas Looking after your world · Nike · HOME RETAIL GROUP · HISCOX AS GOOD AS OUR WORD · HAVERSTOCK HEALTHCARE PATIENT FOCUSED · PRIMARY CARE LED · QUALITY DRIVEN · Central London Community Healthcare NHS NHS Trust · NHS · RSA · Barnet · Hammersmith and Fulham · Kensington and Chelsea · Westminster NHS Richmond Clinical Commissioning Group · Thames Water

B2B MARKETS:

amey · MITIE · Celotex SAINT-GOBAIN · Clugston · COATS · Close Brothers Modern Merchant Banking · allstar fuel card services · CARBON TRUST · BOUYGUES · MORGAN SINDALL · wates · Thames Water · experian · bsi. · Romans · KUEHNE+NAGEL · Wincanton · Biffa · CISCO · whittan · O2 · Manhattan The Supply Chain People. · GS1 UK · WOLSELEY · McGRAW HILL FINANCIAL · AAC capital PARTNERS · wavin · clancydocwra · NORTHGATE Vehicle Hire · SGP · UNIPART GROUP · CBRE · Denplan At the heart of dental care · NORLAND · DS Smith · HSS Hire · edf ENERGY · npower · GRUNDON

PRO BONO:

Shelter · O.U.R.F.C. · The National Autistic Society · British Heart Foundation · Helen & Douglas House hospice care for children and young adults · BritishRedCross

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White Space assessed the potential of the on-demand home services market for British Gas. This led to the launch of an internal spin-out, Local Heroes...

CLIENT:

- What are the key trends in the on-demand home services market?

- How can we compete with existing providers, and how can we develop new, differentiated offerings?

- What options are open to us to enter the market? What capabilities would we need to gain to do so?
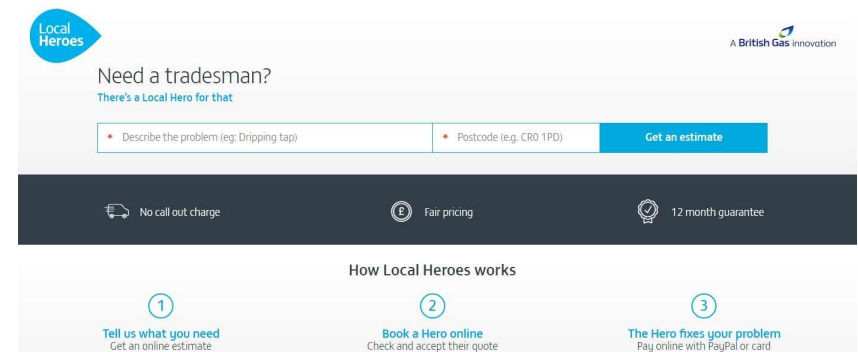

"The team contributed to a new way of thinking about the home services market, taking a more customer centric and broader approach.

Their analysis was well grounded in theory, but at the same time was brutally practical. Their work was really insightful and supported implementable recommendations"

Head of Local Heroes

Launched: June 2017
2,500 tradespeople

"Once you drilled down into the detail we thought it would be much easier to start again and create something completely different and build it around the dynamics of the customers in the market. That's exactly what we did, and Local Heroes was born!"

Head of Local Heroes

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We helped npower Business Solutions decide how best to further penetrate an area of the U.K. B2B energy market...

CLIENT:

npower Business Solutions

Key Questions:

- Is the opportunity presented by the market large enough to render it attractive?

- Which segments present the greatest opportunity?

- How do decision makers behave?

- How can nBS succeed in this space?

"We wanted to quantify the opportunity available in the market, in a reliable and robust way, prior to investment in the development of products and propositions"

"White Space combined data from multiple sources and provided a clear market view, paired with strategic recommendations for action. As a result of this work, we were able to justify the investment in a new product and go to market with an informed and targeted strategy"

Get generating

1 → 2 → 3 → 4

Get accredited · Get a Power Purchase Agreement · Get connected · Start generating power and income

Buying energy
We'll help you make the right energy purchasing decisions for your business.

Managing energy
We'll help your business to meet energy legislation requirements.

Generating energy
Maximise the revenue you can earn from your generation assets.

"I would consider White Space a safe pair of hands – they see projects through from start to finish with diligence, demonstrating a clear understanding of our business objectives and delivering impactful insight"

Market Intelligence Manager, npower Business Solutions
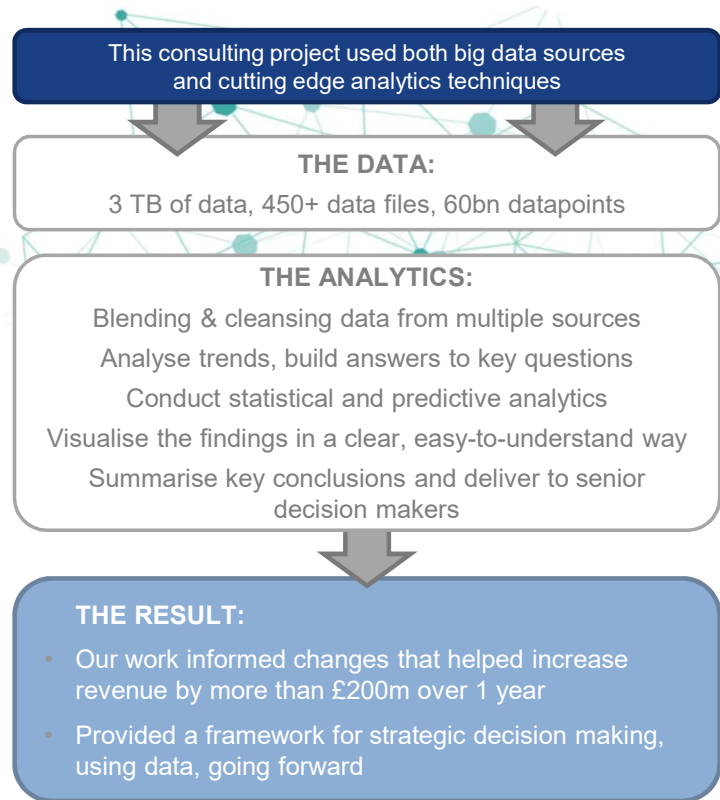
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Our client wished to identify key areas of opportunity and threat to help turnaround a struggling business unit and drive wider company strategy...

CLIENT:

Multinational technology company with revenues in excess of £40bn

KEY QS:

- What are the revenue decline patterns?

- Where should we be making further investment?

- Are there hotspots by country, product, customer segment or partner?

- How do patterns change over time and what can we do to improve?

- How do sales of substitute products compare?

This consulting project used both big data sources and cutting edge analytics techniques

THE DATA:

3 TB of data, 450+ data files, 60bn datapoints

THE ANALYTICS:

Blending & cleansing data from multiple sources

Analyse trends, build answers to key questions

Conduct statistical and predictive analytics

Visualise the findings in a clear, easy-to-understand way

Summarise key conclusions and deliver to senior decision makers

THE RESULT:

- Our work informed changes that helped increase revenue by more than £200m over 1 year

- Provided a framework for strategic decision making, using data, going forward

"One of the best things about this project was the volume of data that was translated into meaningful information and the powerful conclusions that were drawn"
EMEA Strategy and Planning Manager

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White Space advised an automotive player on the key actions their business should take, to retain competitive advantage, in both the short and long term...
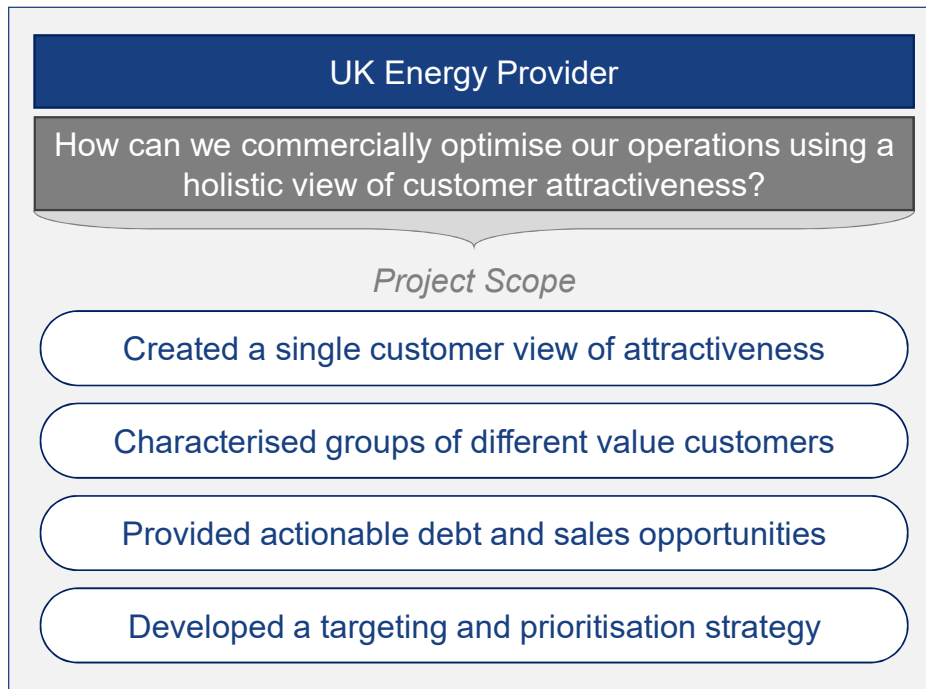
Automotive Player

What strategic and tactical decisions do we need to take to retain competitive advantage?

Project Scope

Identified general market trends and drivers

Analysed key competitors' current and future strategies

Identified tactical initiatives being used by competitors

Mapped and assed future potential threats

Key Outputs

Prioritised set of actions to retain advantage

Long-term threats and trends identified

Detailed analysis of key competitors

Identified B2B contracts for client to go after

Clarity on competitors' financial health

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White Space helped a large energy provider optimise their commercial operations, allowing them to more effectively capitalise on opportunities to increase sales and reduce debt…

UK Energy Provider

How can we commercially optimise our operations using a holistic view of customer attractiveness?

Project Scope

Created a single customer view of attractiveness

Characterised groups of different value customers

Provided actionable debt and sales opportunities

Developed a targeting and prioritisation strategy

Key Outputs

Identified, prioritised & segmented those in debt

Repeatable analysis workflows

Modelled attractiveness of current & ex-customers

Identified contracts to renew, shed or re-price

Identified cross and up-sell opportunities

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White Space helped Shelter investigate new site locations using advanced spatial and predictive analytics…

Shelter

Which new trade areas should we prioritise for our furniture and boutique fashion store formats?

Project Scope

Demographic analysis of new and existing trade areas

Spatial and predictive analytics to forecast sales

Advanced modelling to compare new sites with existing

New store prioritisation and rollout strategy

Key Outputs

Criteria for attractive trade areas going forward

Profiles of 40 existing and new trade areas

Prioritised list of potential stores to open

Sales forecasts for new and existing stores

Interactive dashboard for detailed analysis exploration

Shelter went on to open 4 new retail stores using our recommendations

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