

# TURNING DELIVERY ASSOCIATES INTO ESSENTIAL WORKERS: AMAZON DJZ4 STATION LAUNCH



# ABOUT



## AMAZON



### About Delivery and Logistics

Amazon's Operations teams are at the heart of its mission to be Earth's most customer-centric company. Together, we create, build and take ownership for what we do—whether we're developing new technology in-house, launching an Amazon fulfillment center, or delighting our customers by delivering packages directly to them. We're constantly creating the ideas, services, and products that make life easier for millions of customers.

### About Last Mile Delivery

Getting orders from delivery stations to customers' doorsteps is the "last mile" for delivery. We deliver goods to homes, businesses, Amazon Lockers, and even cars all over the world. This network is powered by hundreds of small businesses and tens of thousands of drivers that leverage Amazon technology.

## ASPIRE LOGISTICS GROUP



### About the Aspire Logistics Group ("ASPG")

As an Amazon Delivery Service Partner (DSP), we are a hard working, service-oriented team that focuses on punctual delivery, safe handling and tracking logistics.

Under Amazon's last mile delivery team's directive, we service Amazon: fulfilling all delivery and internal tracking status needs within Jersey City's immediate markets in the NY metro area. These include Jersey City, Newark, Bayonne, Harrison, Elizabeth and Hillside markets.

We provide recruiting, mentorship, dispatch communications and long-term career growth to cultivate a network of dedicated top delivery talent.

## LAUNCH CAMPAIGN OVERVIEW



In August 2020, Amazon opened its Kearny fulfillment and delivery station. This launch took place in the height of COVID-19 pandemic.

Working closely to adhere to Amazon's protocols, policies and standards, the Aspire Logistics Group ("ASPG") created an internal communications launch campaign to train and grow team talent. The company leveraged Amazon's applications to meet and exceed Amazon's performance benchmarks and expectations while adhering to an additional set of safety and social distancing regulations as a result of COVID-19.

The primary objectives of the campaign were to meet the business objectives of Amazon's delivery service partner program, effectively ramping up, training and launching delivery services to market. Our target audience were our delivery talent: delivery associates between the ages of 21-65.

In addition, Amazon's resources and delivery service partner materials, combined with ASPG's practices and strategic execution gave equity and tech access to its associates and team members to learn B2C mobile application platforms, who may not have had the opportunity to be exposed and learn otherwise.

This resulted in delivery fulfillment excellence, with over 1.24 million packages delivered by ASPG to date.

# TARGET



Our internal communications targeted our Delivery Associates ("DA") to implement exceptional delivery and safety practices.

Our DAs are a diverse group of people with varied prior work experiences. Aspire Logistics Group ("ASPG") and Amazon brought jobs to a lot of driven people that came from sectors adversely impacted by the pandemic, including former employees of the post office, airline industry and healthcare sector.



**140+**  
DELIVERY  
ASSOCIATES HIRED



**38%**  
ARE SPANISH  
SPEAKERS



**21-65**  
AGE OF DELIVERY  
ASSOCIATES



# CHALLENGES

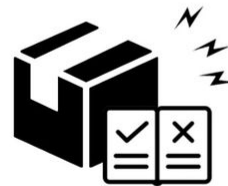


As an Amazon Delivery Service Partner, the Aspire Logistics Group ("ASPG") faced unique challenges of learning and training our team to deliver efficiently and meet Amazon's expectations.

- We were responsible for screening, hiring, and training a diverse group of candidates.
- Employees were expected to be well-versed in using Amazon's complex app-based logistics network to fulfill deliveries and excel in their performance.
- Drivers, vehicles, and accessories had to be managed, organized, and maintained to operate the business efficiently.
- There were often language barriers with employees that may not speak English as their first language.
- In addition, the timing of the pandemic introduced a whole new set of strict safety measures and social distancing protocols, in an economic landscape where Amazon was one of the few businesses hiring: **we were essential.**



COMPLIANCE ON SAFETY & FULFILLMENT PRACTICES



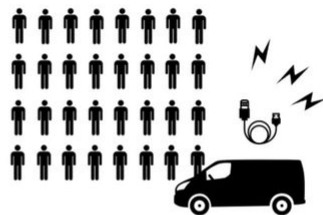
ALIGNMENT ON ALWAYS-CHANGING DELIVERY PRACTICES



ROLLOUT & UNDERSTANDING OF FULFILLMENT APPS & UPDATES



TRAINING TO IMPLEMENT BEST PRACTICES THAT ARE WELL-UNDERSTOOD



DAY-TO-DAY ORGANIZATION OF DA DRIVERS, CARS & ACCESSORIES



THE TRACKING & GROWTH OF DA'S BASED ON PERFORMANCE



ENCOURAGEMENT & MORALE THROUGHOUT PANDEMIC



STAYING TRUE TO COMPANY CULTURE

# SOLUTION

Faced with strict social distancing protocols, ASPG management leveraged a mix of digital marketing techniques to effectively communicate and influence positive performance in our employees, while still keeping true to Amazon's work culture.

**Training** We created a *Best Practices Driver Playbook* for all DAs to understand all workflows, protocols and practices.

**Data & System Management** We leveraged Amazon's internal data and cloud applications to create a powerful internal rankings system of all our employees based on weekly performance metrics, such as safety, teamwork, delivery efficiency and quality.

**Bonus Incentive Programming** ASPG created a weekly bonus incentive program.

**Signage** We created car signage and placed them in 30+ vehicles to support Amazon delivery best practices as daily reminders to DAs.

**Tutorial Videos** We created engaging tutorial videos with upbeat music that DA's were able to use in a positive, socially distant way.

**Bringing Stand-Up Meetings to WhatsApp** ASPG re-imagined Amazon stand-up meetings (an Amazon work culture favorite) and brought it into a digital social format.

## Effective Social Messaging

We created info-graphic updates and announcements via Email and WhatsApp. Messaging on WhatsApp received more reads, engagement and better performance as a result (+73% vs. email)

## ...And We Did All This in English & Spanish

All communication materials are bilingual in English and Spanish to service the needs of our employees.



## STAYING SOCIAL WHILE DISTANCED

Our DA's were well-versed on every safety and delivery update while maintaining social distance and staying safe. In addition to using traditional signage tactics, ASPG also utilized social messaging and cloud-based applications to efficiently communicate delivery and safety practices. These day-to-day communications resulted in performance changes that hit Amazon's KPI's as a result.



# SUCCESS

Reimagining communication channels for ASPG's delivery associates brought unprecedented success in a challenging time that a lot of customers relied on Amazon for deliveries.

In a year where a station launched in a pandemic, ASPG has delivered 1.24 million packages to date.

- Exploring social messaging to DA's proved to be efficient: all updates, assets and communications on WhatsApp received +73% engagement than with email alone.
- Performance by our DA's proved to grow positive, with 50% of raises earned on excellent performance, determined by Amazon deliveries.
- Leveraging cloud applications to create an internal rankings and scheduling system proved to be effective: ASPG management has saved 40.5 hours per month by utilizing this system.
- Across all weekly team performance evaluations provided by Amazon since the DJZ4 station launched, ASPG has been compliant 94%.



**1.24M+**

TOTAL PACKAGES DELIVERED  
SINCE STATION LAUNCH<sup>†</sup>



**+73%**

ENGAGEMENT ON COMMS  
W/ SOCIAL MESSAGING VS. EMAIL<sup>\*</sup>



**+50%**

RAISES EARNED BASED ON  
EXCELLENT PERFORMANCE<sup>†</sup>



**40.5**

HRS SAVED PER MONTH  
BY INTERNAL RANKINGS &  
SCHEDULING SYSTEM<sup>\*\*</sup>



**94%**

OF WEEKLY TEAM PERFORMANCES  
WERE COMPLIANT  
SINCE STATION LAUNCH<sup>†</sup>



**WK. 51**

HIGHEST WEEKLY TEAM  
PERFORMANCE OUT OF ENTIRE STATION  
(HOLIDAYS 2020)<sup>\*\*</sup>



<sup>†</sup> Based on Amazon Logistics score cards 37 out of 39 weeks since DJZ4 Kearny station launched. Compliance refers to scores that are 'Great', 'Fantastic' or 'Fantastic Plus' in Amazon Logistics delivery fulfillment tracking system. These are measured by safety and compliance, quality and team scoring.

<sup>\*\*</sup> Based on Amazon DJZ4 station reporting for Week 51, December 13 – 19, 2020. (The week before the Christmas holiday)

<sup>\*</sup> Data cited from Amazon Logistics as of May 10<sup>th</sup>, 2021. ASPG has delivered 1,242,894 packages for an average of 124,289 packages per month since station launch on August 12<sup>th</sup>, 2020.

<sup>\*\*</sup> Based on 13.5 hours spent weekly on scheduling and manually ranking each delivery associate for bonus programming. <sup>†</sup>Based on a AB test of a communication sent on WhatsApp and MailChimp in December 2020.

<sup>†</sup> 70 out of 140 delivery associates have earned raises based on performance and objectives met with Amazon deliveries. <sup>\*</sup>ADP, 2021, workforcenow.adp.com.