

Welcome to your latest newsletter about our Good to Great plans. In each issue you'll be able to meet the team, find out what's going on and understand what our journey will mean for you. Let us know what you think!



## Hello and Happy New Year!

I hope you all managed to get some well-earned rest and relaxation over the Christmas period with your friends and families, and my thanks to those of you who were working to support our clients during the festive period.

January can often be a bleak month, after all the fun and festivities of December fade into memory – but I have to say that this year, I am feeling really excited and energised about the year ahead.

It's been twelve months since we made the decision to materially reduce our funeral prices. Since then we have seen a very positive impact on our market share. We have also taken a good look at what we can do to improve and modernise the service we provide to our clients when they need to arrange a funeral. In an increasingly competitive world, we have to deliver what our customers want in a more sustainable and efficient way. We have a clear strategy, a team of experts to help us improve and above all, we have a priceless asset to make Dignity a success – you.

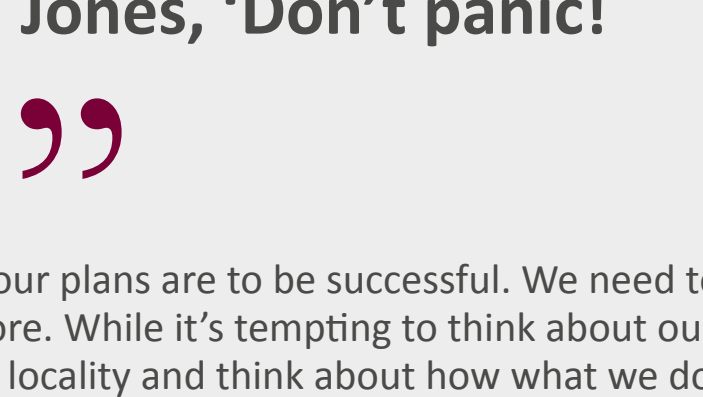
We all need to think clearly and not tie ourselves up in knots. Going from Good to Great isn't a thing we are doing for the next three years, it's about making us fit for purpose for the next ten years and beyond. I am conscious that there are some metaphorical walls and barriers in our business that we need to break through if our plans are to be successful. We need to co-operate and communicate with each other like never before. While it's tempting to think about our own area, network or team, we need to think beyond our own locality and think about how what we do and how we do it in terms of Dignity as a whole.

Going from Good to Great is a once in a generational opportunity to change our business. Our shareholders and board are right behind us, supporting us every step of the way. They have committed over £50m of investment. So let's seize the moment, be ambitious, work together and we will make a good business into a great one.

Yours,

Mike

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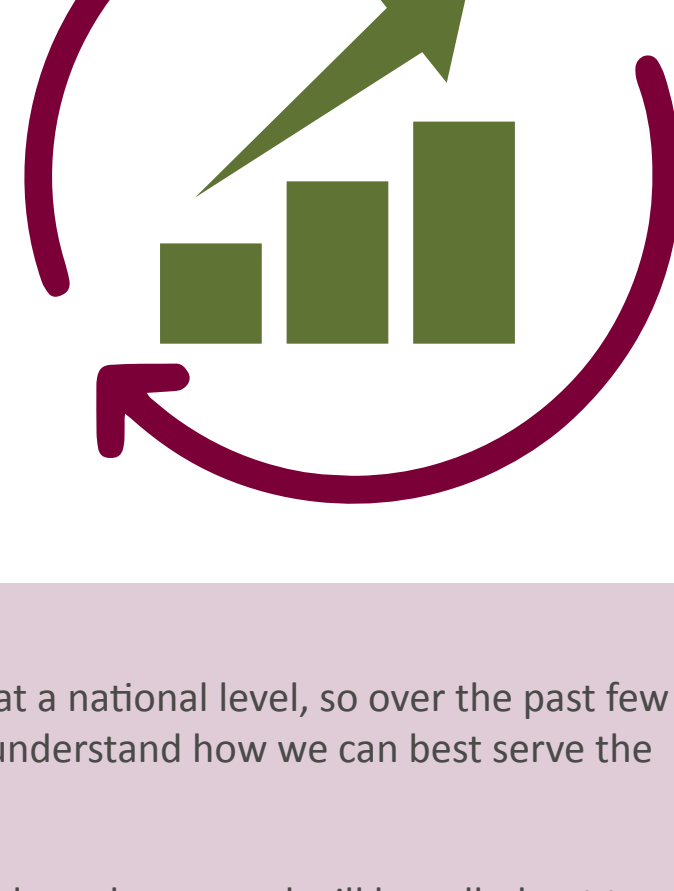


**Yes, there's a lot to do, but in the words of Lance Corporal Jack Jones, 'Don't panic!'**

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## Achieving Greater Consistency

This week has seen a change to our products and pricing in six of our regions.



Going from Good to Great aims to achieve better consistency at a national level, so over the past few months, we've been trialling different prices and products to understand how we can best serve the needs of our clients.

The Tailored Funeral has been well received by both clients and employees and will be rolled out to all regions by September 2019.

However, rolling this out will take time.

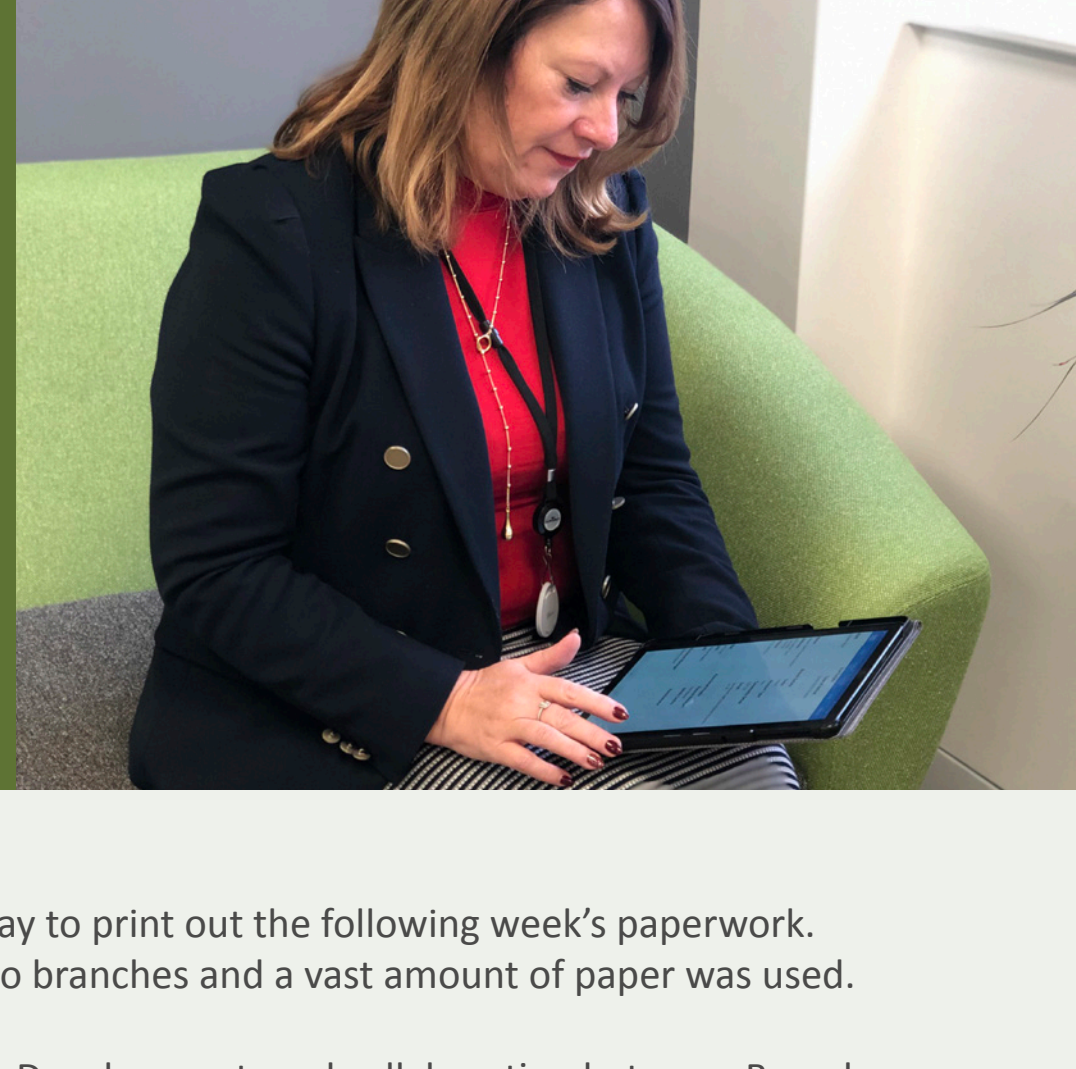
There are a number of tasks we need to undertake to implement the roll out, such as develop the training approach, create the materials and set up IT systems to enable finance, operations and marketing to support the offering of the Tailored Funeral on and offline – all the while considering inclusion of localised services. Until this work is complete we are going to reduce the price of the Full Service Funeral to £3,545 and remove the Limited Funeral.

The changes affect the Anglia, Midlands, North East, North West, South East, Wales & the West regional areas. There are no changes for North London, Northern Ireland and the South West, which are taking part in another pricing trial, or in South London and Scotland, which did not offer a Limited Funeral and where we have already implemented a Full Service Funeral at the new price.

If you have a question about the pricing changes, please get in touch with your Area or Regional Manager.

## Appy Days for BDMs

The Branch Development Team have been singing the praises of a new app, which has saved them time and more than a few trees!



Previously, the team came into the office every Friday to print out the following week's paperwork. There was no ability to have effective ad-hoc visits to branches and a vast amount of paper was used.

Thanks to an idea from Justin Lewis, Head of Branch Development, and collaboration between Branch Processes Manager Jennifer Goldie and IT's Humz Singh, they are now using an app which gives them everything they need for site visits, order marketing materials online and see up-to-date sales figures.

With data synced directly to our internal systems, there is no longer a need to double key information, making the task far more efficient out in the field.

Used on a tablet – which connects to the mobile phone network as well as WiFi – the app has allowed more flexible working thanks to email on the go, faster ordering and fewer wasted hours on missed branch visits, even working offline if needed. In fact, in just the first two months of its trial, nine users had used the touchscreen app 453 times.

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**The tablets have made a massive difference out in the field. They are invaluable during our visits; we can go on the internet and show staff their local sites and go through their online reviews as well as being able to respond to emails easier.**

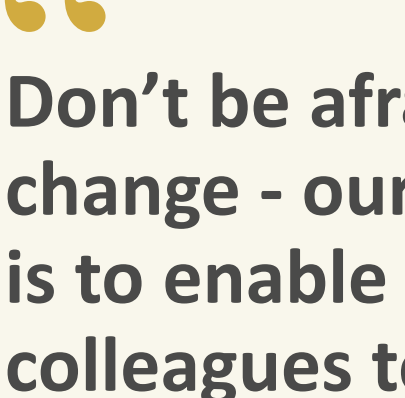
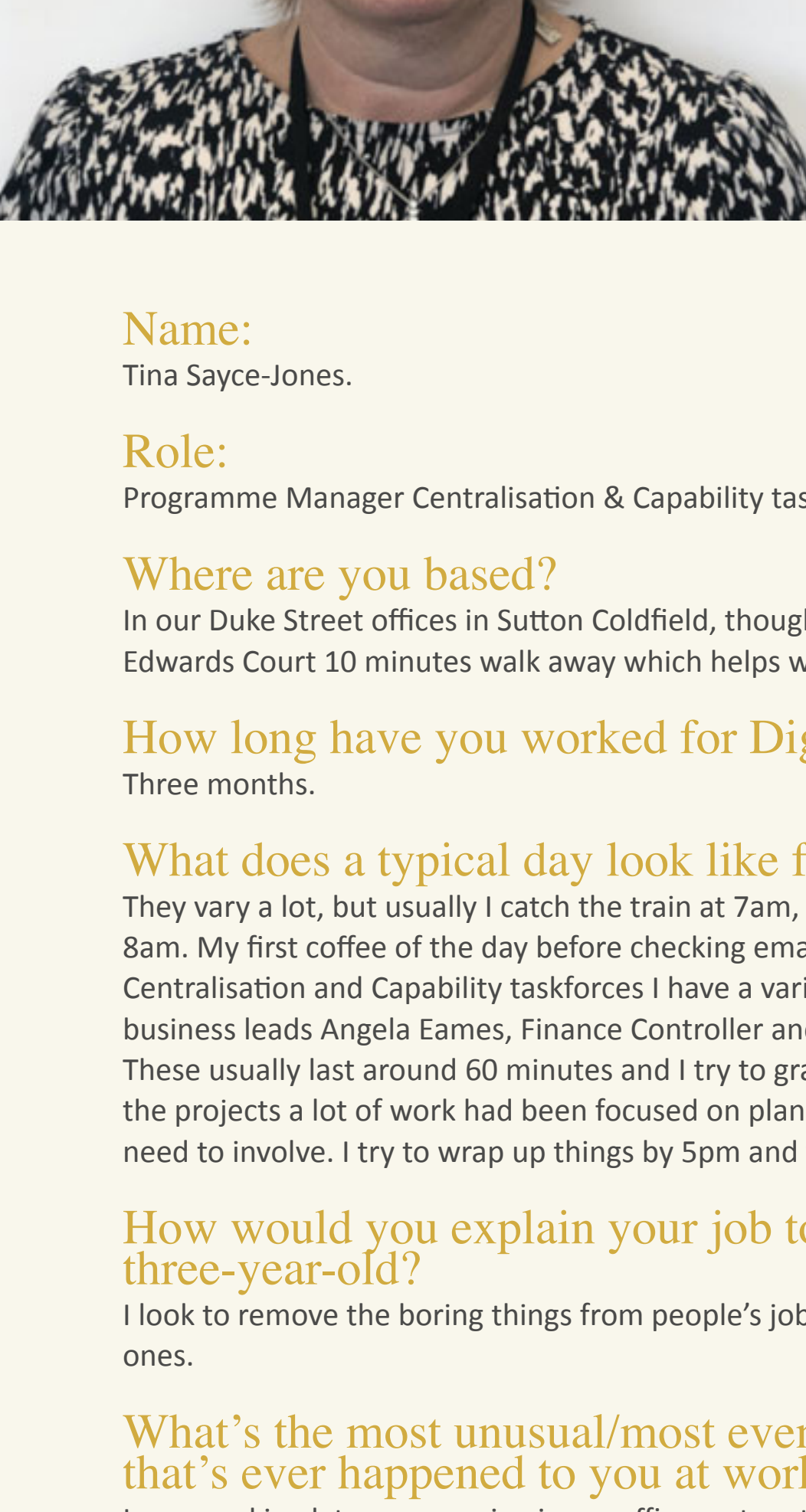
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Derek Marsden, BDM for the South East, has been impressed with the new technology. “The Samsung tablet has made life much easier. It has saved me quite a lot of time.”

Laura Hope, BDM for the North West, agreed. “Using the tablets has cut down my admin time by at least 50%. They make us look more professional and efficient. It has also made ordering stock a lot easier as this can be done during the visit, instead of compiling an email at the end of the week.”

“The tablets have made a massive difference out in the field,” added Caroline Bryan, BDM for the Midlands (pictured). They have enabled us to show real time data rather than using reports which can be up to a month old. The fact that the tablets are not reliant on Wi-Fi means they are invaluable during our visits; we can go on the internet and show staff their local sites and go through their online reviews with them as well as being able to respond to emails easier and more professionally during our days on the road.”

The app, created with technology also used by big brands including Aviva, Tesco and Microsoft, has been such a success that it is soon set to have further enhancements, including a scanning tool.



## 60 Seconds with... Tina Sayce-Jones

**Name:**  
Tina Sayce-Jones.

**Role:**  
Programme Manager Centralisation & Capability taskforces.

**Where are you based?**

In our Duke Street offices in Sutton Coldfield, though I split my time between here and the main King Edwards Court 10 minutes walk away which helps with my daily step count.

**How long have you worked for Dignity?**

Three months.

**What does a typical day look like for you?**

They vary a lot, but usually I catch the train at 7am, a quick 10 minutes walk to get in to the office by 8am. My first coffee of the day before checking emails and preparing for meetings. Working on both the Centralisation and Capability taskforces I have a variety of meetings predominantly with my respective business leads Angela Eames, Finance Controller and Tracey Rose, Head of HR and their wider teams. These usually last around 60 minutes and I try to grab some lunch around 12:30. Given the early stage of the projects a lot of work had been focused on planning what we need to do, in what order and who we need to involve. I try to wrap up things by 5pm and then head back to catch my train home.

**How would you explain your job to a three-year-old?**

I look to remove the boring things from people's jobs so they can spend more time doing interesting ones.

**What's the most unusual/most eventful thing that's ever happened to you at work?**

I was working late one evening in my office, got up to collect some documents I had just printed and as I walked out into the main office I set off a motion sensor triggering the burglar alarm. The security guard hadn't spotted me when he did the office sweep before locking up and setting the alarm for the evening. I was stuck until he arrived 15 minutes later with the Police in tow, with sirens and flashing lights all round me. I think he was more embarrassed than I was!

**If you could change one thing about your job, what would it be?**

Multiple meetings with a large number of people takes a lot of time and effort to check availability and book meeting rooms, it would be great to have a magic wand to do it for me!

**What song/piece of music would you choose for your own funeral?**

Moon River, it was originally sung by Audrey Hepburn in one of my favourite old classic movies Breakfast at Tiffany's and it then became a signature song for Andy Williams. Whenever it comes on, I can hear my husband say 'it's our song' as we get up to waltz.

**What would your top tip be to get Dignity from Good to Great?**

Don't be afraid of change - our aim is to enable all colleagues to focus on providing great customer service.

**Who would you like to hear from in the next 60 seconds feature?**

One of the call handlers from the Client Contact Centre, they work 24/7 and have such a varied role, not knowing what the next phone call will involve.

If you want to be our next 60 Seconds star, drop us a line at [goodtogreat@dignityuk.co.uk](mailto:goodtogreat@dignityuk.co.uk)



## Jargonbuster

Don't know your BAU from your ROI? Then we're here to help!

### RAAIDD

This is a project management tool that records Risks, Actions, Assumptions, Issues, Decisions and Dependencies throughout the project.

### BAU

This stands for Business As Usual. Basically, the usual way we have of doing things.

### Executive sponsor

This is a member of the Senior Executive team working for our CEO, who is ultimately responsible for the success of the project. They provide high-level direction to project managers and are accountable to the board for project success.

### ROI

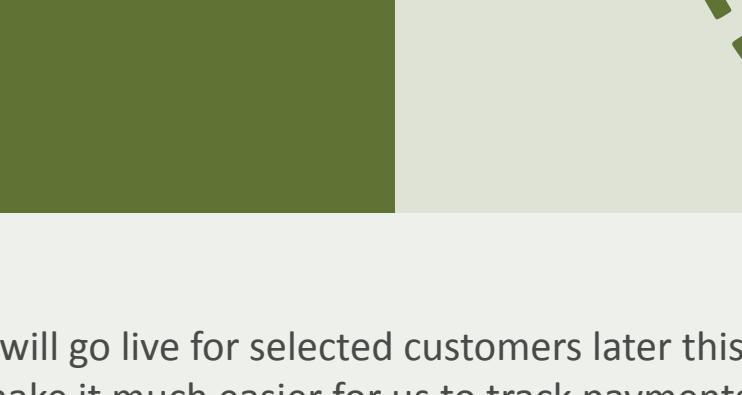
This stands for Return on Investment, which is the expected financial gain of a project. It is used to assess the overall profitability of a project.

Got a phrase that has you bamboozled? Let us know at [goodtogreat@dignityuk.co.uk](mailto:goodtogreat@dignityuk.co.uk)

## The Rumour Mill: True or False?

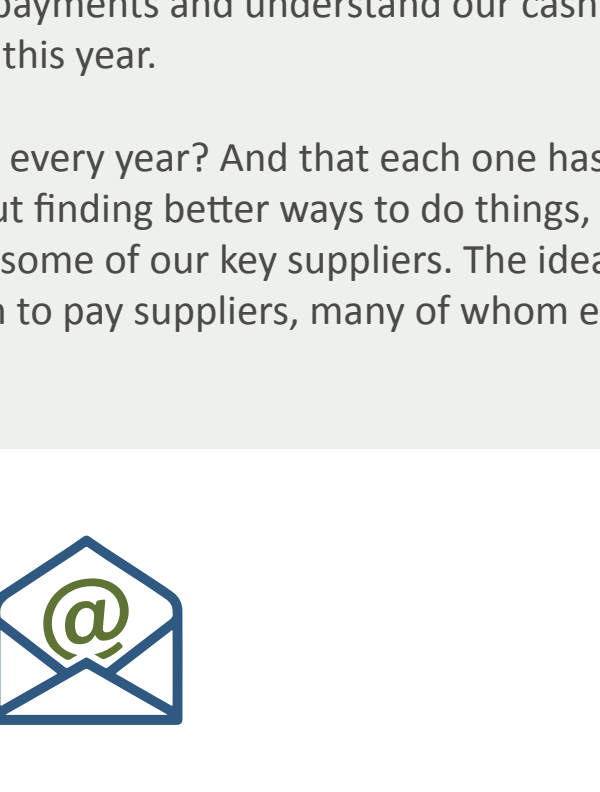


- One of the rumours we've heard about is that admin colleagues in branches will lose their jobs due to the transformation plans. While it's true that some roles may need to adapt to new ways of working, we are not planning on removing all admin roles. **FALSE.**
- Another whisper on the grapevine is that the existing IT project slate has been wiped clean. This is not true – instead we have reduced the number of projects from 150 to about 90, allowing us a more focussed approach that supports the changes we need to make. **FALSE.**
- The jungle drums have also been beating with a rumour that an undisclosed company has bought 20% shares in Dignity, with the aim to get to 30% ownership so they can change the leadership team and takeover the business. This isn't true – there have been some changes to shareholders and investors over the past year, but this is the nature of the stock market. **FALSE.**



## What's Next?

We're trialling some new ways of working over the next few weeks.



A new **Client Payment Portal** will go live for selected customers later this month, allowing clients to pay for funerals online. This will make it much easier for us to track payments and understand our cashflow. If all goes to plan, we will look at beginning a wider rollout later this year.

Did you know that we write 160,000 cheques for disbursements every year? And that each one has to be signed by three people? Going from Good to Great is all about finding better ways to do things, so we are **trailing e-remittances** over the next couple of months with some of our key suppliers. The idea is to drastically reduce the administration, paperwork and time taken to pay suppliers, many of whom expect (and only accept) remittances online.

## Contact us



If you have a question about transformation, have some feedback or a suggestion for the next newsletter, then drop us an email at [goodtogreat@dignityuk.co.uk](mailto:goodtogreat@dignityuk.co.uk)