

Update

Transformation Programme newsletter

from good
to great


Dignity[®]
WITH DISTINCTION

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!

Embracing the Change



I've been asked to say how I feel about our plans to go from Good to Great. In all honesty, I initially found the transformation process difficult. It was like having someone second

guess everything I have done and politely show me how I could have done it better. It wasn't easy to take when you've dedicated most of your working life to the company. Part of the difficulty was that they were right, it just took me a while to accept it.

What's perhaps more surprising was I knew we had to modernise and change. I could see the funeral market changing. I had the customer research, the competitor information and the data about how the internet was affecting our business. Yet I still struggled when it started affecting me and my teams. But we have embraced the change, and for some months we've been rapidly working to improve our offer to clients, provide better support and services to our critical front line employees, and to get our message out to shout about what Dignity has to offer.

We have made huge progress already by lowering many of our prices, trialling the new Tailored Funeral offer, getting prices online (more to come on this front soon) and significantly increasing the presence of our funeral directors in internet search results – in fact, in early February Dignity became the most popular UK funeral website, overtaking Funeral Zone and the Co-op.

We ran a ground breaking advertising campaign to promote our improved Simplicity offer and we have very exciting plans for Dignity, which we'll be able to show you soon.

Over the coming months we'll all have our thoughts and ways of doing things challenged. I hope you'll also be open to change and new ideas. Our market certainly is changing. Our Funeral Notices service is a great example. Three million consumers will view and interact with our Funeral Notices in 2019. Three million! Yet I still hear so many people saying my clients don't want it.

Choice is what we must offer now. We can no longer assume we know what our clients want. Our clients having been changing faster than us – its time for us to catch up. Arranging truly personal and unique funerals for our clients will be key to our future success. This transformation should help us all ensure we have a successful future.

Steve Wallis

Commercial Director, Dignity Plc.

2, 4, 6, 8 Collaborate!



Ever wondered what the collective noun is for a group of senior leaders? Well, we've got one – the Operating Committee.

A brand new group of eighteen, the Operating Committee (or OpCo for short) is represented by Senior Managers and colleagues from almost every area of the business. It was created at the end of last year in response to your feedback that we have too many barriers and not enough cross-functional working.

Meeting monthly, the team makes sure the business is joined up by reviewing progress of the Good to Great programme, identifying opportunities to work across teams and making sure we're focussing on the right priorities. For example, in last week's meeting, they discussed a wide variety of topics, including pricing, new property signage and communicating with the CSC.

For Good to Great to be a success, we need to make sure we all work together to get the best results - and what better way than getting our business experts in a room to inform each other, discuss and agree on the best way forward?

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The OpCo will work closely with the Good to Great Steering Group to make sure decisions made as part of the programme are practical, workable across the business and still deliver our strategic objectives.

How would you improve cross-team working at Dignity?
Let us know at goodtgreat@dignityuk.co.uk

Who's in the OpCo?



Kate Davidson

Regional Manager, The
Crematorium and Memorial Group



Anthony Driver

Regional Manager &
Property Business Lead



Edward Dufty

Operations & Projects
Manager



Angela Eames

Financial Controller



Kate Goodman

Transformation
Comms Lead



Jamie Hawke

Regional Manager &
Operational Organisation
Business Lead



Mark Hull

Group Head of Marketing &
Brand & Pricing Business Lead



Justin Lewis

Branch Development
Manager



Menna Lloyd

Transformation
Programme Co-ordinator



Gordon McGown

Head of Service Delivery



Ciaran Nolan

Head of Property



Andrew Parsonage

Head of IT



Sue Pedley

Head of Customer
Services



Tracey Rose

Head of Human
Resources



Stephen Rymer

Regional Manager, and
Arrangement Business Lead



Paul Toghill

Director of Distribution



Sima Tudor

Transformation
Programme Manager



Paul Turner

Transformation Director

Feel free to contact your representative member to understand more, or to raise issues you think need to be discussed at the OpCo.

Becoming Fleet of Foot

A new search tool is saving several hours a week for the fleet teams.



Going from Good to Great is all about making things easier for our clients and colleagues, so when the transformation team spotted a common problem for the fleet teams, they acted quickly to put a solution in place.

Transformation colleagues have been visiting lots of different branches across funeral operations, getting to know the different business areas and the processes that go into delivering great care. As they visited a number of fleet teams to understand their ways of working, they noticed a common frustration when trying to allocate vehicles to a funeral in Compass.

Fleet colleagues were spending hours scrolling up and down a list to search for vehicles, so working with IT, we developed a simple search facility. Now, all the fleet teams need to do is enter a vehicle registration number and a result is returned immediately. Bingo!

The change is already making colleagues' jobs easier and more efficient nationwide – in fact, at Roberts and Brain (pictured) they've calculated a time saving of five hours a week!

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How could the Good to Great team make your lives easier?

Let us know at goodtogreat@dignityuk.co.uk

Simplicity Strikes Gold

Simplicity's simple, respectful funerals have earned the trust of our customers, earning the Feefo Gold Trusted Service Award.



Simplicity Cremations has been awarded a Feefo Gold Trusted Service Award, based on the online reviews of over 100 genuine customers.

Only awarded to businesses that deliver exceptional experiences, as rated by real customers, Simplicity's simple, respectful funerals have earned the trust of our customers and a rating of 4.6/5 – a testament to our rising presence in this growing market.

With online reviews being such an important asset to the brand, this

great feedback and an award logo we can use on our marketing (as pictured) helps potential clients see Simplicity as a reliable business they can trust.

**Gold
Trusted
Service
Award**



2019

feefo

Commercial Director, Steve Wallis, said, "We're very proud and privileged to provide a service that means so much to our customers – and thanks to their feedback we're honoured to have won the Feefo Gold Trusted Service Award 2019! Well done to all the colleagues who have been involved in making Simplicity a success."

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Find out more about Feefo awards, here:

<https://trustedservice.feefo.com>



What would you like to hear about in the next newsletter?

Let us know at goodtgreat@dignityuk.co.uk



60 Seconds with... Keith White



Name:

Keith White

Role:

IT Service Desk and Support Manager

Where are you based?

King Edwards Court – IT

How long have you worked for Dignity?

Since 19 October 2015

What does a typical day look like for you?

Throughout the day I receive e-mails, telephone calls and face-to-face contact from Dignity customers; requesting assistance with new IT queries and update requests for existing open Helpdesk tickets.

This includes but is not limited to:

- The provision of hardware and software; supplying quotes and managing with my team the preparation and supply of Capex requests.
- Reviewing open Helpdesk tickets and managing delivery timeframes.
- Assisting my team with queries, discussing best working practice and options for moving the investigations and work forward towards resolution.

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

My team and I fix other people's IT problems.

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

During the refurbishment of Duke Street, I visited to view the design and layout of the new offices; it was busy with painters and decorators finishing

the final touches. While there I looked into the new server room, as I walked away someone pointed out a new design that had been added to jacket – gloss white paint! An emergency visit to the dry cleaners followed and the jacket, was thankfully saved.

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

To be honest, I am not sure. I am passionate about providing the best customer service possible; to achieve this many factors and people are involved. While I believe that we do supply a good service, continued development and investment in what we do will help us reach greater experiences for our customers.

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

Autumn Leaves by Eva Cassidy

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

A greater public presence. When I was interviewed for my role at Dignity, I had not heard of the company. When I speak with friends and family, they too say that they have not heard of Dignity. While individual members of the public may know the local name of an individual Dignity branch; it is understood that the local name will be established and potentially well known within the community. I feel we need to develop the public exposure and knowledge of the Dignity name, so that Dignity becomes known as the publicly perceived name, instead of the current local branch names. *(Ed – we have plans to boost Dignity's profile – watch this space!)*



The Rumour Mill: True or False?

I've heard that our push for online reviews means we're getting a drop in surveys with more useful data. Is this true?

FALSE

No, this is false! As you can see from the Feefo award for Simplicity (see above), online reviews are an important part of gaining trust and are a key part of our plans to make Dignity digitally-fit. So far,

in areas where we've rolled out online reviews, we've seen no discernible drop in surveys. Online reviews give clients a quick snapshot view of the quality, service and care they've received, while customer surveys go into much more detail.

I've heard that our Chapel of Rest facility is not going to be part of the funeral home anymore. Is this true?

FALSE

No, this isn't true. The Chapel of Rest will continue to be an integral part of our funeral homes. We aren't planning to remove any existing Chapels of Rest, however, we will

be enhancing facilities at key locations. This will involve piloting brand new facilities designed to improving the overall experience for those wishing to spend some time with their loved one.



Q Will there be training provided for the three new pilot networks, particularly in regards to new IT?

A Absolutely – we'll make sure that colleagues are fully equipped and trained for when the new pilot networks go live. Exactly how we do this still needs to be worked out, but rest assured, we will put lots of training and support in place.

Q Have you made any decisions yet about our properties and branches?

A No, the network design is still very much a work in progress as we make plans and test out different scenarios. We'll keep you posted as soon as any decisions are made.

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 goodtgreat@dignityuk.co.uk