

Good to Great Update

Transformation Programme newsletter



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!

Architecture and Morality



Having been asked to write a blog for the Good to Great project, I reflected on my actual role in the organisation. In simple terms my role is to provide the sites (Architecture) for both crematoria and funeral divisions to deliver the high quality service (Morality) that Dignity leads the market in providing.

This architecture can be in the form of new build crematoria or acquisition of existing sites (be they private sector or public sector facilities) and the acquisition and opening of new funeral homes. An example is the Bentley Crematorium (Brentwood) which we opened in 2012 after 3 years of delivering the architecture to the crematoria division. Since the site was handed over, Michelle Hales and the team (three to four people) have excelled at providing the morality of the high quality service, and the site contributes over £1m per annum in EBITDA for the business. This is the same for Wyre Forest

Crematorium near Kidderminster, completed in 2013, where Joy Eddington and the team deliver over £1m EBITDA per annum.

Recently, I have been heading up the Dignity response to the Competition and Market Authorities (CMA) Investigation into the funeral market and I've noted how focused the CMA are on the architecture side of the business and how extremely difficult it is to show them the morality side of the business. The importance of providing the right architecture for the delivery of the morality our clients need and expect is a fundamental part of making Dignity a future success.

This in turn feeds into the Good to Great programme where we are ensuring that our architecture is fit to take the business forward in the increasingly ever-changing environment, whether that change is driven by consumer behaviour, digital technologies or potentially the results of the CMA investigation.

In this time of increasing focus on the architecture of Dignity, we need to ensure that more than ever, the morality of the services we deliver is never forgotten or subsumed by the necessary changes we are going through in the coming years.

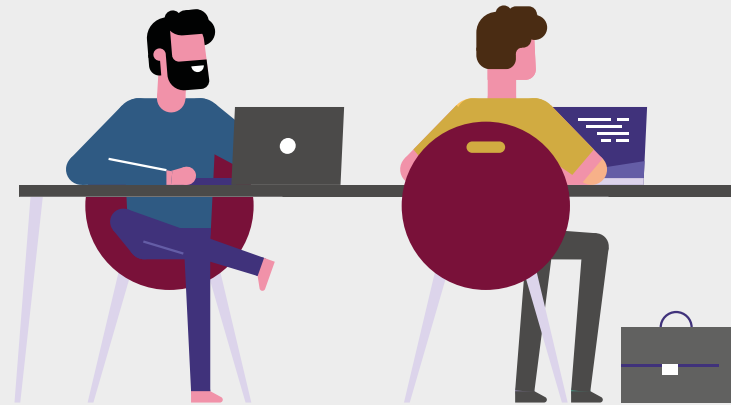
We should also remember that we as a company have proven, that given the right architecture, our small teams of dedicated people will continue to deliver market leading levels of customer service that will ultimately ensure and secure the future success of Dignity.

Alan Lathbury

Business Development Director

Your Voice Matters

One of the things that has made our business so successful is the way we interact with clients, which is thanks to the fantastic care of our people.



However, your feedback in last year's survey told us that we need to get better at listening to your views and opinions when it comes to decisions which impact you, and get better taking your suggestions on board.

As a result, we're setting up a new Employee Forum and are looking for 18 representatives from across the business to get involved.

Watch this video to hear Mike explain why he believes it's the right thing to do. You can find more detailed info about key dates and how to express an interest in the recent HR Bulletin and next issue of Dignity Express.



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New Ad Features happy customers

If you asked someone on the street what they associate with funeral directors, you wouldn't expect them to say 'happy customers' – yet our new national radio ad is choc full of just that.

Airing for the first time this week on mainstream radio stations Classic FM, Smooth and Gold, the ad uses our customers' very own words, voiced by actors, to demonstrate the outstanding care Dignity has given to them. The powerful testimonials describe how we try to make a difficult time easier and end with a voiceover saying, "At Dignity, you'll find something you really don't expect from a funeral directors: A lot of happy customers."

As we continue to work on our new visual branding, radio means we can still promote our business across the UK and encourage greater awareness of Dignity Funeral Directors.



Clients may well talk to you about the ad, or come into branch if they've heard it. So to hear it for yourself, [click here](#) or dial 0800 0086 371 to listen in and leave your feedback.

CLASSIC *fm*

smooth
RADIO

gold
The Greatest Hits of all Time



The ad airs until 21st July. If you have any questions, get in touch with the marketing team at brandm@dignityuk.co.uk.

Sign of the Times



We're planning to refresh the majority of our fascias this year as we continue our journey from Good to Great. But before we can go and make the changes, we need to visit and survey each branch to make sure we have exactly the right specifications for our new and improved signage. (As the saying goes, measure twice, cut once!)

We trialled and reviewed the survey process at four branches near head office last month, which means we're now ready to start surveying the rest of our estate.

With it being such a huge project, we're working with two national contractors to help us, Wood & Wood and Butterfield Signs. They'll take photos of branch exteriors, take measurements and check branding on windows. They may sometimes need access inside if they need to test window decals or electrics, so make sure you check their ID and access code when they arrive.

We expect to survey up to 50 branches a week from next week, with installation following a few weeks later. And the good news is that the majority of branches should have had their external refresh by the end of this year, giving Dignity a great new look.

Look out for more details on when to expect changes for your branch, coming soon!

Introducing Turner & Townsend

With 850 property projects to deliver over the next three years, the size, scale and complexity of the transformation of the Dignity property portfolio is a significant challenge. So, we've brought in professional services company, Turner & Townsend, to help.

Three of their subject matter experts (pictured) in procurement, cost and commercial management and project management will help us bring the physical aspects of the transformation programme to life, such as the development of our procurement strategy, re-branding and project delivery.

Jayne Thomson

Rob Levy

Mark Whitehall



Turner & Townsend

Look out for more details on when to expect changes for your branch, coming soon!



60 Seconds with... Tracey Rose



Name:

Tracey Rose

Role:

Head of HR

Where are you based?

Head office – King Edwards Court

How long have you worked for Dignity?

17 months

What does a typical day look like for you?

There is no such thing as typical for me; it varies hugely which is what I love about it. But usually lots of meetings.

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

I try to make people feel happy at work, I tell them off when they are naughty, I help them when they find things hard or feel sad and I show them how to be good at their job.

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

A rather sensitive employee relations case I had to investigate that would make you blush!

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

I'd like to have more time to spend on coaching and developing my fantastic team.

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

Three Little Birds by Bob Marley – my message to my three kids that they will be fine because hopefully, I've taught them well.

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

To paraphrase Richard Branson, we should invest in and develop our employees well enough that they can leave, but treat them well enough so they don't want to. If we take care of our employees, they will take care of our clients.



Jargonbuster

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

Sea-change

Aha me hearties! Although this phrase does have its origins in sea-faring lore, when we talk about a sea-change in business we talk about significant change in perspective or systems. In others words, transformation.

Best Practice

As we move from Good to Great, you may hear a lot of talk about best practice. This is simply a way of doing things that gets consistently better results to other methods. We may take best practice from the way we do things now in some areas, or learn from how other organisations manage themselves. This high standard then becomes a benchmark we can aim for.

Got a phrase that has you bamboozled?
Let us know at goodtgreat@dignityuk.co.uk



On the hunt

CSC agents have been raving about a simple new tool which is not only making their lives easier, but improving our clients' experience too.

Our agents specialise in taking different types of calls, so if a call came through to them that they weren't trained to deal with, they previously had to ask their Team Manager who from the team was free to could take it before dialling a number to transfer the call. Clearly this wasn't ideal for them or our customers.

Now, thanks to new phone 'hunt groups,' if a call comes through to the wrong team, the agent can simply pop the call into the right queue, ready for an agent with the right skill set to assist.

We are already seeing huge benefits from the new hunt groups, saving time and providing a more professional experience for callers to boot.



Listen in!

To the new Dignity radio advert and leave your feedback and comments at the end. Simply call free on 0800 0086371.

Get in Touch 

If you have a question about transformation, heard something on the jungle drums, have some feedback or a suggestion for the next newsletter, then drop us an email at goodtgreat@dignityuk.co.uk