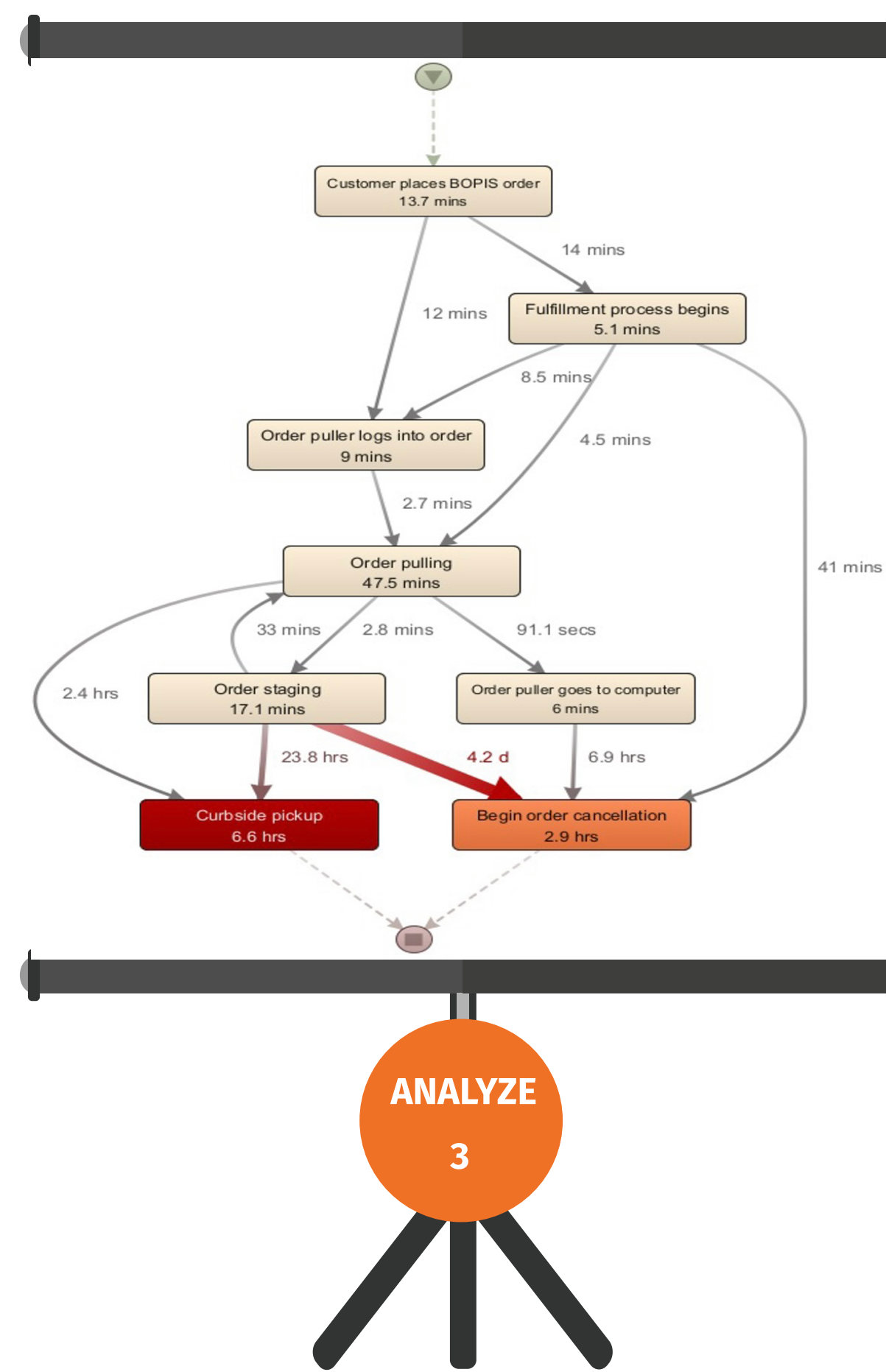


Activity	Frequency	Mean duration	Duration range
Order pulling	41	47 mins, 27 secs	4 hours, 10 mins
Customer places BOPIS order	40	13 mins, 39 secs	28 mins
Fulfillment process begins	39	5 mins, 7 secs	23 mins
Order puller logs into order	39	8 mins, 58 secs	36 mins
Order staging	26	17 mins, 4 secs	40 mins
Curbside pickup	23	6 hours, 33 mins	6 days, 7 mins
Begin order cancellation	17	2 hours, 56 mins	2 days, 8 mins
Order puller goes to computer	14	5 mins, 58 secs	12 mins

Data Collection

BOPIS order data was collected and processed through various software including Excel, Disco, and Celonis. Areas considered critical to customer quality were assessed in an effort to identify process bottlenecks. Order pulling, pickup times, as well as order cancellation's required deeper understanding.



ANALYZE
3

MEASURE
2

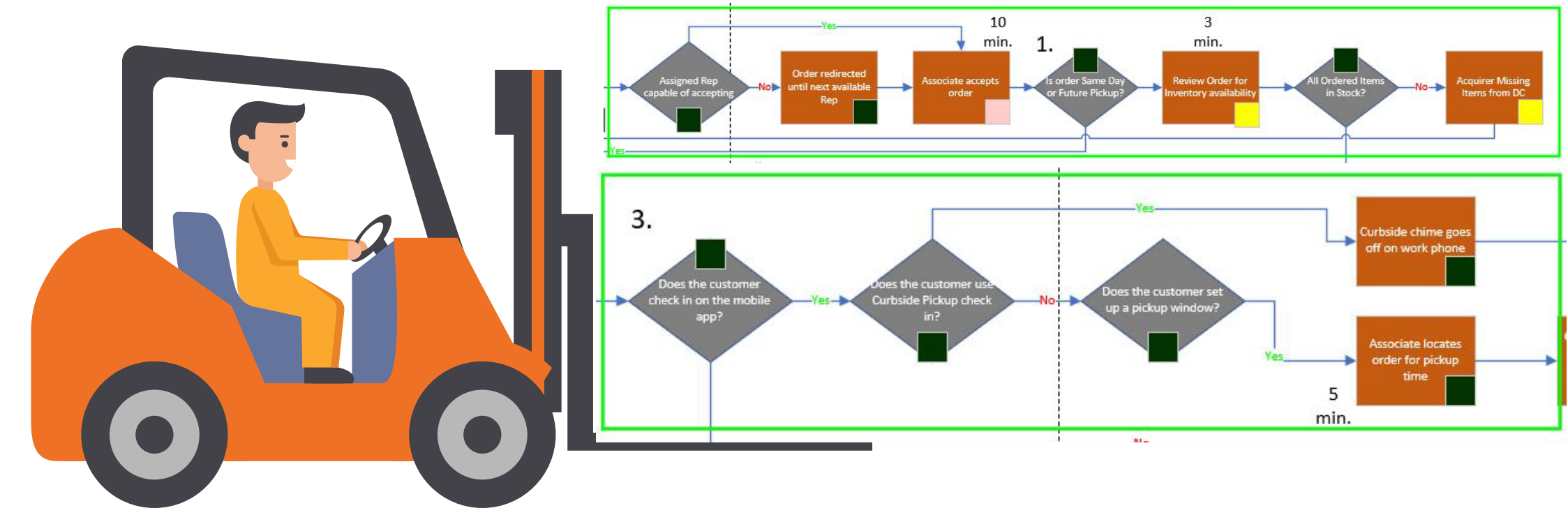
IMPROVE
4



Buy Online and Pickup In-Store Process Improvement

DEFINE
1

CONTROL
5



Process Improvement

Proposed improvements:

1. Employee accountability by order assignment and evaluation.
2. Missing inventory resolution via ship-to solutions.
3. Order pickup times improved through optional appointments.



Projections & Review

These improvements are projected to reduce BOPIS order cancellation by 20%, increase overall employee utilization by a net of 15%, and improve customer satisfaction to at least 90%. Continued review through employee evaluation and engagement with improvements is necessary to inform future performance decisions.



Problem Statement

The Home Depot's BOPIS system accounts for 25% of overall sales and will play a critical role in sustaining growth for the company's current earnings of \$132.1 billion dollars. Growing e-commerce has put a strain on the process causing long order times, missing inventory, and frustrated staff. Through process improvement, we seek to reduce cancelled orders 20% and achieve 90% customer satisfaction.



Allen Barrett
Matthew Campigotto
Marikate Costello
Nicholas Lutkenhouse

Quality Service
Positive Employee Attitudes
90%+ Satisfaction

Accuracy
Orders Contain All Items
< 5% Error Rate

Timeliness
Fast Completion Time
2 Hour Pick & Pack