

1-888-JUNK-VAN

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Problems

Markus Kingo, founder of 1-888-JUNK-VAN, is looking to grow his business. But in order to do this, he needs to greatly increase the origination's operational efficiencies by acquiring technology that will provide the company with a centralized database to help solve the following major problems:

1. Customer Service Problems
2. Miss Communication Between Employees
3. Driver Inefficiencies

Key Facts/ Background Information

1-888-JUNK-VAN was founded by Markus Kingo in 2008. The company offers professional junk removal services in Ontario, Canada at competitive prices.

- **Staff:**
 - Marcus Kingo - owner of 1888-Junk-Van
 - 3 drivers
 - 3 Helpers
 - 2 Call Center Operators
 - 1 Data Clerk
- **Competitors:**
 - 1800-Got-Junk (main competitor)
 - Waste Management (major global waste services leader)
 - Republic Services (major global waste services leader)
 - Other small local services
- **Financial Performance:**
 - 2008 Sales-\$300,000
 - 2009 Sales-\$600,000
 - Employees are paid hourly. Drivers are paid \$12-\$20 per hour depending on productivity.
 - Charge flat of \$50 per job (truck and two workers) \$.21 per pound of waste collected. Average job costs customer \$231 before taxes.
- **Timeline:**
 - 2008-Founded in London, Ontario by Marcus Kingo. Business model with no physical overhead. Started with him as the only driver with one truck.
 - 2008- Call center operators, a data clerk, drivers, and helpers employed.
 - 2008- Company expands to Kitchener, ON.
 - 2009- Company expands to Hamilton, ON.
 - 2009- Business now has five trucks.
 - 2009- Started experiencing multiple problems/customer complaints:
 - Information handling errors
 - Losing customers
 - Incorrect billing
 - Lack of a central database
 - Poor time management

GAP Analysis

Assesment Type	Current State	How to Bridge the Gap	Future State
Qualatative	Remote files/documents sent back and forth	5 possible solutions: 1. Google Drive 2. MS Access 3. Custom Application 4.ERP System 5. PaaS	Centralized Database
Qualatative	Information Errors: 1. Input data errors 2.Incorrect/incomplete data being sent	Along with a centralized database, team members need to have better communication with eachother/customers	Information errors seldom occur
Qualatative	Poor Customer Service: 1. Forgotten e-mails 2. Billing mistakes 3. Customer data errors	1. Automatated e-mails 2. No more using manual calculations 3. Standarized customer forms 4. Customer satisfaction surveys so this can be quantitaively measured	Greater customer satisfaction
Qualatative	Driver Inefficiency: 1. Data recording takes too long 2. Have to go back to customer sites just to pick up payments 3. Not picking up enough materials to sell to recycling facilities 4. Driver routes not calculated	1. More standardized easier to use driver forms/database 2. Use database/online payment forms or systems to have customers pay 3. Wait until there are enough materils to sell to recycling facilities/figure out a place to store materials 4. Need to be systems in place so that driver data/performance can be measured quantitatively 5. Most effiecient route needs to be calculated for both time and gas	Improved driver efficiency/operations procedures

Alternatives Considered

MS Access	Custom Application	Google Docs	Platform as a Service	Enterprise Resource Planning System
Pros <ul style="list-style-type: none"> • Quick Implementation • Relatively cheap • Can be installed on multiple computers • Installation can be performed internally 	Pros <ul style="list-style-type: none"> • Central database • Remote access • Can be customized to preference 	Pros <ul style="list-style-type: none"> • Almost Immediate implementation • Simultaneously able to work on same document • Automatic email service • Easy to use • Files can be easily shared 	Pros <ul style="list-style-type: none"> • Fast deployment • Test before implementation • Can be easily scaled • Can cancel at any time • Forms are easily built and tables easily connected 	Pros <ul style="list-style-type: none"> • Can be accessed remotely • Central database • Able to integrate full business process
Cons <ul style="list-style-type: none"> • No remote access • Have to acquire shared server • Professional assistance required for shared server • Shared server costs more 	Cons <ul style="list-style-type: none"> • Changes cannot be made after finish • High maintenance charge • Extra charge to input data • Take at least 1 months to design & build 	Cons <ul style="list-style-type: none"> • Lack of formal customer support • Files only stored on cloud • Confidentiality concerns • Charged after 10 user accounts • Data cannot be cross referenced • All data would be shown in 1 large very flat file 	Cons <ul style="list-style-type: none"> • Special customization is expensive • Confidentiality concerns • Reliability concerns • Employees may not have skills to manage system • Needs to k now how much platform in needed 	Cons <ul style="list-style-type: none"> • Extremely expensive • Comes with unnecessary features

Decision Matrix

1-888-JUNK-VAN Scoring Matrix						
Criteria	Weight	Microsoft Access	Custom Application	Google Docs	Platform as a System	Enterprise Resource Planning
Cost	20%	6	3	10	6	2
Remotely Accessible	25%	2	10	10	10	10
Ease of Implementation	15%	7	5	7	7	3
Time to Implement	10%	7	5	9	10	5
Ease of Operation	15%	6	6	9	7	4
Scalability	10%	6	3	1	9	8
Vendor Support	5%	4	5	1	8	6
Total	100%	5.15	5.8	7.95	8.1	5.55
				Rating scale:	1=Worst	10=Best

Conclusion/ Recommendations

After carefully weighing all the options we have determined that Platform as a Service (PaaS) is the best option for 1-888-JUNK-VAN. PaaS provides a centralized database that all employees can remotely access. Also the provider would handle all of the hardware, storage, network capacity, and software functions. Lastly PaaS system allows them to easily scale the database as needed by the company as well as coming with customer support that is relatively cheap.

This service will allow 1-888-JUNK-VAN to have more efficient operations by improving their processes. They need to improve driver efficiency by calculating the routes before hand and also stop returning to job sites just to collect payment. Communication and customer service problems should be eliminated by implementing this centralized database.

