

PERSONAS (O)	SELECT PALLET SUPPLIER AND SIGN CONTRACT		GET ONBOARDED / TRAIN OUR TEAMS		ORDER PALLETS		RECEIVE AND INSPECT PALLETS		STORE, LOAD AND TRANSFER PALLETS		TRACK AND DECLARE PALLET MOVEMENTS		COLLABORATE WITH CHEP IN OTHER WAYS		RECEIVE AND PAY INVOICES		AUDIT PALLETS		MANAGE OUR CHEP RELATIONSHIP		GROW THE BUSINESS / LOOK TO THE FUTURE			
	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title	Substage title		
The Customer Journey Story in Brief	CHEP is often the clear (or only) pallet partner choice for manufacturers, given their global reach and preferred status with retailers, but an inflexible contract process leaves customers wondering if this will be a partnership or a more transactional relationship.		Though it can be a lot of work, especially for larger customers, they are pleased with how easy it is to get their teams up to speed with CHEP's systems. It's here that customers begin to appreciate the value provided by CHEP's customer support reps.		Ordering pallets is a relatively simple affair, but constrained availability and sometimes poor notification of partial allocation leaves customers scrambling to cover shortages from alternate sources.		It can take time for teams used to receiving new whitelead pallets to adjust to inspecting pooled pallets, but CHEP quality is generally high. Surprises during the receipt of pallets, such as unexpected shortages or quality issues, can interrupt production and delivery schedules. Such problems are painful and costly.		The scale of pallet movements can be daunting, but this is where customers' operational efficiencies can shine. As long as pallets that meet safety and retailer quality requirements are on hand, things go smoothly.		Tracking and reporting pallet movements can be a logistical nightmare, even with help from automated reporting systems. The more people are involved, the greater chance for error. Discrepancies are costly to track down—for both customers and CHEP—and they can have heavy financial implications.		Customers would like to collaborate with CHEP in other areas, but supply chain challenges and a desire to see CHEP do better at their core business take precedence over exploring other opportunities.		Invoices become more challenging to reconcile along with the complexity and scale of the customer's business, bearing the burden of proof, and CHEP's rigid adherence to contractual payment terms leaves customers feeling unsupported and in contention rather than in partnership.		The audit process can be taxing—even costly—especially for larger-scale operations, with a tremendous amount of back-and-forth with CHEP. Customers find that it either validates their operational processes and diligence, or it highlights the complexities and challenges in their pallet operations (often with financial implications).		Customers cherish their relationships with their CHEP reps, but they are often left feeling that the company doesn't back them up. They want CHEP to be a more proactive, communicative partner, one that's willing to be more flexible and find ways for everyone to win.		Customers are optimistic that we're coming out of a challenging time for global supply chains, and that CHEP is getting back on top of things. More than anything, they want a reliable supply of pallets, but they also have a strong desire for CHEP to provide the guidance and thought leadership that will help them get ahead.			
Emotion																								
Roles Engaged	Procurement Director, Pallet Manager, Operations, Head of Supply Chain		Procurement Director, Pallet Manager, Operations, Head of Supply Chain		Procurement Director, Pallet Manager, Operations, Head of Supply Chain		Procurement Director, Pallet Manager, Operations, Head of Supply Chain		Procurement Director, Pallet Manager, Operations, Head of Supply Chain		Procurement Director, Pallet Manager, Operations, Head of Supply Chain		Procurement Director, Pallet Manager, Operations, Head of Supply Chain		Procurement Director, Pallet Manager, Operations, Head of Supply Chain		Procurement Director, Pallet Manager, Operations, Head of Supply Chain		Procurement Director, Pallet Manager, Operations, Head of Supply Chain		Procurement Director, Pallet Manager, Operations, Head of Supply Chain			
Needs - What They Care About	A quality platform that fits our budget and partner requirements, to get our products in our customers' hands. Pallets are readily available and meet our quality standards. Flexibility to create efficiencies and help mitigate the complexities of our operations and systems. The ability to interface with our warehouse (and other) systems. Transparency, so that we understand how everything is connected. Flexible payment terms. We can understand contracts, terms, and SLAs, and we feel like we're negotiating a win-win deal with a true partner. BLINDSPOT: CHEP works with some old contacts who have forgotten why they chose CHEP in the first place.		How to train our teams? Prefer simple process and conditions. Pilot to start. Processes are understood and clearly documented. Show me that I made the right choice. Understand where I need to go for support. Focus on full-truck shipments.		Pallet availability and allocation. Visibility into when pallets will arrive. Having a backup ordering plan to mitigate shortages or delays. Sourcing from outside our pool. Timely communication, especially for any delays and plans to make it right. Better forecasting, at least one month out. Focus on full-truck shipments.		QUALITY pallets are received ON TIME. No safety issues. Quantity received matches order. Food safety standards met. Reliability of volume. Pallets off-loaded near production area. Turning inventory quickly. Documenting when things aren't right.		SAFETY, limiting pallet damage. Streamlining how pallets are managed, coordinating in systems and on the floor. Storage space for pallets. Retailer quality concerns. Transfer between sites AND outbound. Palletizing our (perishable) products. Need to load during late afternoon / night time (6pm-1am).		Knowing where all my pallets are. Getting people from hundreds of locations to accurately and regularly report pallet movements. Automated (or easy) reporting to CHEP. Data that we can trust. BLINDSPOT: We try to simplify our business but we do not understand—and we ignore—our customer's complexity.		Concern about pushing innovation or distracting CHEP while basic services aren't meeting our needs. CHEP should be proactive and share their expertise and knowledge. Looking for innovative and risk-averse solutions over value-added work—more interested in partnering here. Avoiding quality changes from retailers. Growing interest in sustainability. BLINDSPOT: Lack of understanding of why certain collaborations have failed or haven't picked up in the past. BLINDSPOT: Customers have focused much more on core activities during pandemic. We do not know when the right moment is to retake the conversations.		Invoices need to be accurate and easy to read. Review / verify all invoices for accuracy; chase down discrepancy details; gain necessary approvals. Follow up with colleagues to make sure invoices are moving into workflows and being paid. Pay on time and avoid getting blocked from ordering. Our complex business needs more time to reconcile and pay invoices. Avoid surprise fees / costs. Getting credits when due. Base any queries through non-conformance system and myCHEP on day of delivery.		Validate process, understand and report costs to management. Prefer inventory checks instead of costly, full audits. Mitigate business risk (more broadly, too, like supply chain length). Periodic systems checks (i.e., quarterly). Could use weekly reports or outbound rejections, etc. Need automated systems that reduce the workload.		Evaluate our business (performance, strategies, projects, etc.). Be focused on costs and continuous improvement. Manage it all with a small team. Provide additional training resources for our teams. Keep our relationship strong. Handle disputes / avoid breach of contract. Retain knowledge / history when people retire. Include pallet reviews when we review business with our customers. Do our best to be an efficient customer.		Evaluate our business (performance, strategies, projects, etc.). Be focused on costs and continuous improvement. Manage it all with a small team. Provide additional training resources for our teams. Keep our relationship strong. Handle disputes / avoid breach of contract. Retain knowledge / history when people retire. Include pallet reviews when we review business with our customers. Do our best to be an efficient customer.		Need for a proactive partner (opportunities, innovation, ways to get ahead, win-win wins) that acts like they trust us. Evaluate risk and benefit to the business (e.g., automation, staying ahead of cost changes for lumber, evaluating new / supply chain health, going green, etc.). Continuous improvement is the goal; we can't work like we worked in the past. Having visibility into what's next for CHEP (materials, etc.). Growing our business (volume, markets, countries, acquisitions, etc.). CHEP alignment with our values and culture. Retailers entering the market with different requirements. How do we create end-to-end solutions that deliver the best result for everyone in the supply chain? Cost reductions, EBITDA focus. BLINDSPOT: We do not talk to customers who leave us.	
Customer Quotes	<p>11. Collaps a day really matters when we operate on single-digit margins. It's extremely important to have it as simple as possible. And I can imagine that the various suppliers of pallets have various systems of working, and five, six, seven, in Germany, three or four or pallet supplier, it will be not possible to manage. I'm quite sure about that. I will say—and it's well known in the procurement team—that CHEP is the only contact that we sign the supplier draft, not our draft. With all the other suppliers, we give our drafts. We, of course, negotiate. We change things, we review every clause. But with CHEP, we are still reviewing the contract, and CHEP won't be that flexible—we need to sign the contract as is—and it's a bit of how do you say it in English, "I'll handle. With those penalties, we need to go to each team I mentioned before, like the control team, the legal team, finance team, warehouse team, the operations team, to have their validation, because we are saying that (our company) will accept that penalty case off or you're assuming CHEP has been very transparent in their cost drivers and what they need to pass through and make sure that they're where and we're whole. They've been so transparent that I've been able to take those checks and have my boss cascade them to the C-Suite, so that everybody's on the same page.</p> <p>INTERVIEWER: Is your experience or knowledge of CHEP from (previous employer) helpful at all to your new role?</p> <p>CUSTOMER: Yeah, definitely... These kind of things actually are conducted in exactly the same structure that I've had experience. So at the local level, it's pretty much the same.</p>		<p>12. CHEP is very open to support us. For example if you have any new things that you are going to put on the market you are very open to do a meeting to have support. So I feel that the point is just only to call to CHEP and say "I need a training for new people. Okay, give me the country, give me the number of the people, and we do it. I appreciate this friendship. For years, I've been buying pristine new white pallets. Once we switched to using pooled pallets, then obviously some of our plants were a little bit surprised that this is not a new pallet, and that's why we need to be sure that even though these pallets aren't new, they still correspond to the quality and security of the employees that we expect, so that's quite important. I also do cross-training amongst teams, so not just one person knows how to do the CHEP; there's several people that know how to do the CHEP, so we're always covered in that space. (We've) done a great job in the last three years documenting process and having visibility built around two people to do that. The other thing I used to say about pallets that I was always a bit of a dark art, it's like a bit of a hole, where you're really on top of how everything connects together, and I've done quite a bit of work in the last couple of years to establish those points and reference.</p>		<p>13. Sometimes it can take weeks, even months until CHEP can figure out what to go on and why this user cannot cancel his order in myCHEP. The pallet controllers on each site order the pallets themselves, because they are on site and they can see exactly how many pallets they need that week. They sit in production plants, in our production meetings, and from there they will order pallets from CHEP. (You) place the orders, assuming you place the orders on time, there's nothing wrong with this system. myCHEP portal, which works very well to do both the ordering, the return/reconciliation, the star reports, it's excellent.</p>		<p>14. On time—more critical now than than ever before, because you're dropping 100 pallets a day, or 140 pallets a day when you can't when you don't have it. When you were giving me 300 pallets a day, 400 pallets a day, if you missed one, okay, I had a buffer to play with. Can we just tap the nail down ourselves, or crack that piece off and shove it back a little bit and make sure it's still usable? Because if we reject this one, we don't know when the next one's coming. This is critical for us, this product. If you start to deliver poor quality, and we need to start to reject and order new trucks, that means that we have to stop production, and we cannot afford this. We process a million pallets, but we recognize when a location has even one shipment late or with low quality.</p>		<p>15. Because of the situation that we're in, we now have had to go outside the field and work through our major portal or our service providers portals to say, look, can you source me another 200 from somewhere, because we're not going to be able to run tomorrow. Okay, so that's additional admin work and complications that are unnecessary because that's what CHEP is supposed to be doing. If we had some process where we know that order 123 has pallet XYZ on it... it's a huge challenge for us right now with all sorts of supply chain disruptions in the freight world. I just have to hope for the best that it arrives at the other side of the country at the right temperature and it stayed the right temperature the whole way through. If we want to check on it along the way, I'm pretty much got a call center. But we have over 500 shipments a week, so it's just too much to do that. Having a smart pallet that just tells me where it is and how cold it is would be awesome.</p>		<p>16. In our scope of central pallet management, it's not only (our) entities like plants, but also external companies, like DCS, logistics companies, which we have been using, external on academic co-manufacturers... Every location, every country is used to different internal warehouse management systems. So we need to find a way to communicate to one central CHEP IT server. And none of those sites ever saw a bill for improperly declared outgoing pallet movements, because this is charged directly against (our) procurement cost centers. These investigations are a huge task for such a small pallet management team. We learned a hard way.</p>		<p>17. We expect CHEP to be proactive, and come to us with projects, with new solutions, with improved processes, whatever is available. But there is no option to talk about the future without current business service quality, right? If we had some process where we know that order 123 has pallet XYZ on it... it's a huge challenge for us right now with all sorts of supply chain disruptions in the freight world. I just have to hope for the best that it arrives at the other side of the country at the right temperature and it stayed the right temperature the whole way through. If we want to check on it along the way, I'm pretty much got a call center. But we have over 500 shipments a week, so it's just too much to do that. Having a smart pallet that just tells me where it is and how cold it is would be awesome.</p>		<p>18. Simple operation: We pay the monthly bill 14 days after the end of the month. Except for the fact that we're looking over that sort of money, it's generally a painless process. Complex/large operation: It was getting really complex, and we were getting blocked in the system, so we could not place orders. It was one of the most painful. With CHEP, it's the payment things, the invoices. If we have different units of measure, it always sucks. Whatever is different than on the DCS, the system will block it. It's complex to approve these invoices due to the volume. This is the only account I babysit this close.</p>		<p>19. When they have clean, efficient processes: We love it. Because if I validate our processes, right? It will validate what we're doing, and I'll see on the right track. So for us, we like audits. I don't think the audit is bad. Don't get me wrong, the audit process and the way we've set it up... I mean, if you've ever done a physical inventory, they're not fun. But I mean, for an audit, it goes pretty well. But most days: In tandem with some of the enhancement of contractual language and the accounting some of the transfer issues we had that were driven to us... I just created a good little handoff of things. It's also the biggest challenge when we do our annual audit with CHEP. Getting all our facilities on board at the same time to do a thorough and complete count is often a bit of a challenge. Trying to figure out where there's a reporting gap or some sort of matching CHEP system better with our system data can be quite challenging. Just cause of our limited visibility and tracking. Our audits with CHEP often result in a loss of several hundred thousand dollars. INTERVIEWER: Do you want to tell me about that? CUSTOMER: Not really.</p>		<p>20. With all due respect, it was always a money printing exercise. I give you an asset, and I charge you for it. If you lose it, I charge you for it. If you give it to another customer, I continue charging you for it until the other customer returns it. If the other customer doesn't accept it for whatever reason, and there is a dispute, OK, I sit on the back and say, "I can't arbitrate that because you're both our customers, and I don't want to upset either of you. And it's working very well for me." The ability to sustain (usually) demand shocks and disruption and that sort of stuff will be key. Within our facilities, we will be increasingly focusing our capital programs on driving automation throughout the warehouse and logistics space. Given that CHEP will still be—for the foreseeable future, I expect—our platform of choice, how do we make sure we integrate CHEP into that journey and ensure that your products are doing as great as interacting with our automated process in the best way? The more customers switch to CHEP, the more risk we feel. We're open to that risk, so we always seek assurances of flow we can... I've increased our demand with CHEP... what shows us can CHEP give us to ensure that they can accommodate the additional demand? There's some work that we do for CHEP to do related to reliability component... This probably what's driving the major grocery players to withhold pallet returns, to sort of work outside of the system to protect its business, and we've committed to CHEP that we won't do that, and we'll support the process, and we'll try to leverage the industry to do the same, because it's best for the industry overall. We've been lucky, because we've been able to tap our retail partners to help supply us throughout some of the more difficult times, but without that, we probably would have closed our doors multiple times. When things go smoothly, no one talks about it. We've taken a bit of pride in trying to be the most efficient customer that (CHEP) can have. Yeah, it's actually really good. We're collaborating a lot more together. There's a lot more communication between us and the CHEP business here in (Germany), which is good. It used to be one-sided... We've been through a lot of challenges, but CHEP has really come to the table to try and help us through those challenges.</p>		<p>21. As long as I have an awesome CSR. Common goals and perspectives. Positive partnership / cooperation looks good for the future. Unlocking new efficiencies. Getting through the pandemic together (hopefully at the tail-end). Product lab looks great (pallet tracking). Optimistic for CHEP to get back on top of industry challenges. Corporate CSR to engage at a different level. CALLOUT: Most customers are optimistic about the future and expect there will be plenty of opportunities to engage more with CHEP in the future.</p>			
Highlights	<ul style="list-style-type: none"> Global reach Meeting my retailers' needs Helpful CHEP reps CHEP's ability to work with our internal teams Positive past CHEP relationship and experience 		<ul style="list-style-type: none"> CHEP support around system training, including when there are changes Amazing patient CSRs Support for teams in various countries Easy to train CALLOUT: Pallet Managers take pride in the onboarding process they have developed with some support from CHEP. 		<ul style="list-style-type: none"> Efficient ordering on myCHEP Support from CHEP rep CALLOUT: Ordering pallets is very easy. This was nearly universal sentiment. 		<ul style="list-style-type: none"> Our Excel tracking saves time Generally few issues Leveraging industry support of CHEP pallets helps with reconciliation CALLOUT: Ordering pallets is very easy. This was nearly universal sentiment. CALLOUT: Customers are willing to take what they are given. CHEP pallets are widely perceived as robust (unless they're used to receiving only brand 		<ul style="list-style-type: none"> CALLOUT: CHEP pallets do their job very well. Account manager facilitating some of the relationships—keeping focus on better solutions Win-win for us and the supplier 		<ul style="list-style-type: none"> CHEP is open to supporting us Account manager facilitating some of the relationships—keeping focus on better solutions Win-win for us and the supplier 		<ul style="list-style-type: none"> Accurate most of the time Support from CHEP during the audit process For an audit, it goes pretty well / quickly There was value in working through it CHEP team helpful CALLOUT: The audit process helps our main CHEP contacts motivate their organization to pay more attention to pallets. 		<ul style="list-style-type: none"> We love it—validates our processes and what we're doing Support from CHEP during the audit process For an audit, it goes pretty well / quickly There was value in working through it CHEP team helpful CALLOUT: CHEP is seen as having good people. Customers who have an Account Manager assigned appreciate a positive and personal relationship with them. We heard this again and again. 		<ul style="list-style-type: none"> Strong partnership with our rep, even when CHEP doesn't back them up Our performance today is much better compared to 2+ years ago because of partnership Benefits from EDI Relationship moving from transactional to strategic Getting a win-win for both businesses, like transport collaboration CALLOUT: CHEP is seen as having good people. Customers who have an Account Manager assigned appreciate a positive and personal relationship with them. We heard this again and again. 		<ul style="list-style-type: none"> As long as I have an awesome CSR Common goals and perspectives Positive partnership / cooperation looks good for the future Unlocking new efficiencies Getting through the pandemic together (hopefully at the tail-end) Product lab looks great (pallet tracking) Optimistic for CHEP to get back on top of industry challenges Corporate CSR to engage at a different level CALLOUT: Most customers are optimistic about the future and expect there will be plenty of opportunities to engage more with CHEP in the future. 					
Pain Points	<ul style="list-style-type: none"> Other partner choices are few to none Past relationship was one-sided—didn't really seem like CHEP cared Didn't understand pricing structure / lack of transparency Contract process takes a long time, with multiple legal reviews by both parties One-sided contract with penalties and inflexible negotiations make a transactional relationship Non-agreement was more of the same, with CHEP dictating terms, and always on CHEP paper CALLOUT: We are one-sided when it comes to contract signing. We do not negotiate. It is CHEP way or no way. We do not help our Procurement Contacts to be successful in their organizations. 		<ul style="list-style-type: none"> No playbook for how this all works Onboarding/training differs by country 		<ul style="list-style-type: none"> Having to scramble every day to find pallets Facing problems that might affect production When I'm not notified in advance of order delays or problems Significant out-of-pocket costs in pallet allocation Problems with myCHEP, like canceling orders Complex user permissions in myCHEP that is challenging to manage myCHEP feels more challenging for large volume myCHEP fees can take a long time Communication with CHEP has been poor CALLOUT: Customers live in fear they will need to stop the production line because of the lack of pallets. Allocation process is painful, but at least it is informative. Very often the information about how many pallets will be received is missing until the last moment. 		<ul style="list-style-type: none"> MUST know when an arrival will be delayed Quality issues can stop production It's seen as my fault when we have everything to go on a pallet, but no pallet Inequity order arrivals due to allocation / supply chain Pallet availability issues result in an inability to supply our customers Receiving fewer pallets per truckload Receiving loads early, unexpectedly Impact to food safety requirements when pallet quality isn't met (increases complaints, costs, returns) Having to pull from our other pool, which impacts supply chain CALLOUT: Quality could be improved particularly in the US. Two types of fears are dominant: will pallet work in my automated line? Will pallet be accepted by my retail customer? 		<ul style="list-style-type: none"> Challenges getting pallets back from retailers Pallets getting beat up like crazy Significant out-of-pocket costs in pallet allocation Different pallet standards between segments/markets/countries CALLOUT: Some proposals from CHEP have not proven the expected benefits. Customers do not hear enough from CHEP on where the market is going, what trends are emerging, how market deals with disruption. Exceptions, exceptions, exceptions. Systems break, people go on holidays or change roles. In complex organizations unexpected things happen. CHEP is bad in response to these exceptional situations. 		<ul style="list-style-type: none"> User UNFRIENDLY reporting (needs to be cleaned / improved) HEAVY financial implications Learning curve for being a good CHEP manager Bill of lading and other work to prove status Loss of data is VERY serious Things not being reflected properly in myCHEP (collections) Needing a full-time resource to manage CHEP—lots of manual keying and work chasing pallets Pallets are assigned and booked out for tracking broadly, not specifically CALLOUT: Exceptions, exceptions, exceptions. Systems break, people go on holidays or change roles. In complex organizations unexpected things happen. CHEP is bad in response to these exceptional situations. 		<ul style="list-style-type: none"> Concern about CHEP's focus on core business Had to move out of CHEP standard and into new pallets We carried charges and additional costs CHEP has gone quiet here—hunker down mentality through COVID (may be on both sides) CALLOUT: Some proposals from CHEP have not proven the expected benefits. Customers do not hear enough from CHEP on where the market is going, what trends are emerging, how market deals with disruption. Very polarized responses The more complex, the more challenging to reconcile We aren't flexible (and shouldn't be the stick) Customer desire for collaboration around understanding and addressing changes in the market Really not much about sustainability came up 		<ul style="list-style-type: none"> Credit blocks due to timing of approval process or other delays System blocks anything where there are mismatched measures "Accurate most of the time" still means that we have to check everything Why are these invoices so confusing??? Invoice design makes automation challenging Frustrated by daily hire fees when I'm not getting the pallets I need When things aren't linked to EDI (inaccurate location/booked because of manual interventions) It's difficult to control processes we don't own Lots of steps, no efficiency Delayed payments and email alerts (may be internal systems-related) CALLOUT: Some less flexible customers struggle with aligning to our payment terms, we are not willing to negotiate, invoice discrepancies take ages to resolve. 		<ul style="list-style-type: none"> \$\$\$ shock, or nervousness about financial implications COSTLY, painful, long process—can take a month for reconciliation—HUGE cost When an audit intervenes operations High volume makes it more challenging Customers rejecting pallets without our being aware (not quality, more wrong account) Operational data doesn't match myCHEP, forcing a time-consuming physical / manual count Systems challenges Challenges around internal negotiations and decision-making Tremendous amount of back-and-forth These investigations are a HUGE task for such a small team CALLOUT: Very few customer employees care about pallets. It requires a great deal of effort to be in control of pallet movements and inventories. Negotiations after negative audit result go on and on and on. 		<ul style="list-style-type: none"> When things go smoothly, no one talks about it CHEP not as proactive as expected or needed Disappointing lack of consistency between countries Workflows become impossible to follow High volume makes it more challenging Deliveries and notifications are improving, but need to be better These issues are a leading indicator for where the audit is going to be Contracts are unilateral Cost increases from CHEP are impossible to forecast Up to 3MM inventory management at risk CHEP has a dominant market position, and they act like it CALLOUT: Customers love their CHEP reps, but it feels like CHEP doesn't back them up. That they put obstacles in their way. CALLOUT: CHEP's reporting often doesn't meet needs. Standard reports are not clear and don't work for larger customers. Some CHEP Account Managers will go to great lengths to provide the desired data for their customers. 		<ul style="list-style-type: none"> Rise increases / inflation recovery We don't always know what our retailers are thinking Concerns over how CHEP is addressing supply chain issues and signing new customers This is going to be the decade of regulations and audits (sustainability, carbon impact?) Feels like decades of product and packaging innovation and optimization has slowed Where do pallets disappear? Lots of SKUs High pallet costs by SKU CALLOUT: Customers feel they can't count on growing their business without a guaranteed pallet supply. 			
Tools, Integrations, Interactions	<ul style="list-style-type: none"> Partner requirements Conferences (but we wouldn't want for one) Some CHEP website/portal access 		myCHEP EDI setup Inventory management Other back office components Step-by-step training materials/videos		myCHEP EDI Excel for tracking of each order and receipt CHEP rep + their CRM Internal systems (i.e., SAP) Other suppliers (CHEP is the only reusable one)		CHEP pallet standards v. our pallet standards Fork lifts / automats Drivers Transfer and yard management systems CHEP rep + their CRM Retailer/partner systems and forecasts 3PL Smart pallets		myCHEP Trailers Transfer systems EDI for declaration of pallet movements to CHEP Paper trail / manual documentation		myCHEP Transfer systems EDI for declaration of pallet movements to CHEP Paper trail / manual documentation		Sustainability certificates Life cycle assessments		Multiple / legacy systems Key contacts at CHEP EDI across the journey KPI report from CHEP to reconcile with mine Regulatory requirements and other audit processes Letter enforcing a 30-day window before pallets are considered lost		Contractual language and enforcement Excel to put in details Monthly stock take (how are we tracking against the system?) Regulatory requirements and other audit processes Letter enforcing a 30-day window before pallets are considered lost		Key contacts at CHEP EDI across the journey KPI report from CHEP to reconcile with mine Regulatory requirements and other audit processes QBRs with CHEP Customer business reviews		Contract addendums Innovation roundtables, customer advisory boards, trade shows, etc. Systems integration			
CHEP Opportunities	Conduct prospect research Provide more transparency		CHEP should take more of a leading role in the onboarding process in order to gain more control of perceptions that are created within customer organizations and to expand its network of influence.		Be more proactive in improving pallet availability. Do not allow customers to order out of stock pallets.		Get clear on our support/offerings for automated track, proactively with customers to set expectations and meet needs, be prepared to react to potential issues. Work with retailers to ensure their acceptance of CHEP pallets. Improve quality in the USA.		Build some tolerance into CHEP processes or design much more flexible solutions.		Execute post-mortem analysis. Provide thought leadership around trends, disruptions, automation. Improve invoice issue resolution process.		Potentially build in some tolerance to better align with customers' processes. Improve invoice issue resolution process.		Streamline the process.		Enable and empower Account Managers to improve CX with a clear set of DO and DON'T DO rules. Improve reporting functionality; more self-service, data that can be trusted. Help our main contacts to better engage their organizations. Improve emotional connection to CHEP and pallets.		Cuttle customers on pallet availability expectations. Better leverage CHEP's unique position in the supply chain. Let customers know what CHEP of the future is, share our roadmap. Conduct research with customers that discontinued their relationship with CHEP.					
Notes from Ann/Eric Conversation	A bit of a blind spot. CHEP is often the default choice. Disruption that the contract is one-sided. Annoying? Lack of flexibility for sure. Positive: Selecting CHEP global reach and pricing (one supplier advantage) Negative: signing the contract		Ease of onboarding, good support from CHEP. Anna's analogy of a male parent (CHEP) 'helping' the female parent (my) who thinks it's her responsibility. Really no negative emotions, but acknowledgement that there can be a lot of work or complexity here. Blind spot: We don't know who gets onboarded		Ordering is simple, but there isn't much confidence or information around what they will actually receive. Customers need a backup/mitigation option to address shortages. New pandemic process of pallet allocation (where ordering is almost a wishful), and then they get informed on a daily basis how many they'll actually get. BUT, some customers don't receive ANY notification		Physical operation goes here... Qty is lower than expected, and some pallets are removed for quality or doubt of quality (and retailers might have a different opinion, that could lead to fear on the part of the my) CHEP pallets are robust and high-quality Sensitive automated systems an issue?		Pallet use and possible damage en route		Data transfer operations are easy/functional, but the mismatch of data and complexities of pallet movements complicate things (this is also a lot of effort for CHEP account managers—painful for both)		There's less collab. than we would prefer in some regions, and it's most often closely related to pallets when it does happen (more adjacent than new business) Customer desire for collaboration around understanding and addressing changes in the market. Really not much about sustainability came up		Very polarized responses. The more complex, the more challenging to reconcile. We aren't flexible (and shouldn't be the stick). Customer desire for collaboration around understanding and addressing changes in the market. Really not much about sustainability came up		The perception of the process often depends on the outcome. The audit process isn't difficult, but the clarification and negotiation process (if digging into old data to improve results). How do we ensure controls are in place along the way to result in better audit results?		Strongly dependent upon account manager relationship—and not all customers have them. Deficient reporting that necessitates account manager (or CHEP team) involvement (lots of requests for data). It feels to customers that account managers are almost standalone from CHEP—the company, their hands are tied.		We can grow with customers if we can meet their supply needs. More strategy discussions, better data, conversations and thought leadership to help them be ahead of the game. Barfack Affair to grow with because of the lack of guarantee Those who feel trapped with CHEP (only choice)			