

## ▶ Boohoo: Putting people first with Vitesse

Boohoo Plc is a leading online fashion group, they have been pioneering a new way of measuring performance and productivity, using Vitesse software within its UK facilities. first at its Burnley site (UK1), then at then at its 1.6m sq ft 5 floor Pretty Little Thing Fulfilment Centre (UK2) in Sheffield.

**“Vitesse has been a pivotal change at UK1 DC in Burnley. It has enabled us to drive increases in pick efficiency in a fair and consistent way for our colleagues, and also to allow our first line managers to take ownership for their productivity targets.”**

**Amy McNamara,  
Head of Operations, Boohoo**



## ▶ The Background

Boohoo first implemented Vitesse at their Burnley facility (UK1) in 2020 to provide fair efficiency targets for their 1800 colleagues on site. Within the first 6 months, picking efficiency rose from an average of 54.9 to 68.6, increasing by a further 6% in efficiency over the following months.

Based on the success at Burnley, Boohoo subsequently introduced Vitesse to its 1.6m sq ft 5-floor Pretty Little Thing Fulfilment Centre (UK2) in

Sheffield. This site which first opened as a manual pick and pack operation, but has since been transformed following the business’ decision in 2022 to roll out an £125m state-of-the-art automation project.

But it’s not just process automation that has delivered the goods for Boohoo, it’s also the company’s focus on performance measurement, enabling them to optimise the productivity of its people, while creating a fairer workplace and rewarding outstanding effort.

**“Vitesse gives us target times for everything everyone has done during the day and compares that with actual times achieved. We divide one figure by the other to provide an efficiency measurement,” she explains. “We are always on the look out for opportunities to improve.**

**Small adjustments can yield significant savings. Shaving just a few seconds from a pick line can equate to savings worth many thousands of pounds when multiplied across an operation that handles over 200,000 units in outbound orders daily. This makes Vitesse not just an effective labour management system, but also a valuable tool for financial control.” Emma Lowe, Productivity Manager, PLT (UK 2)**

## ▶ The Vitesse factor

As an early adopter of Vitesse, Boohoo has moved away from the widely-used Units Per Hour (UPH) formula, to a more sophisticated, accurate and fair measurement, based on visibility of each individual worker by task type across the entire pick and pack operation.

Clearly it takes more time to pick an order from a tote of mixed items than from a carton of all the same SKUs. Similarly, picking bulkier items takes more time than picking smaller and lighter items. That's where UPH is a blunt instrument – inaccurate and intrinsically unfair to employees as a means of performance measurement.

By contrast, Vitesse can take account of all variations and uses empirical data to compare target performance against actual performance and identify where the challenges lie.

It is this granularity that sets Vitesse apart and enables clients like Boohoo to understand exactly what each worker should be achieving and continually 'measure to improve'.

**“Our Sheffield site has successfully taken Vitesse, that we first introduced at Burnley, a stage further as Vitesse works in harmony with our new automation installation.**

**We see automation across our network, together with the visibility provided by Vitesse, as a competitive advantage that we will continue to leverage in our key markets.”**

**David James, Group Supply Chain Director, Boohoo**



Amy McNamara, Head of Operations at Boohoo explains, “Vitesse displays the true efficiency of a colleague, using actual work content. This is particularly useful within the picking department as each pick tour is based on several variables including tasks, totes, picks, metres walked and so forth, rather than using KPIs that simply give average units per hour, as we did previously.

“It gives the user a clearer view of efficiency, as data can be filtered by task type, staff member, shift group and by hour (or any set period). Data feeds are taken every 15 minutes and show cumulative efficiency throughout the day.”

Vitesse also displays unallocated time between tasks, giving greater control to Team Managers by highlighting ‘lost’ hours and helping identify potential training requirements amongst colleagues. Although reward schemes are uncommon in the warehousing sector, Boohoo successfully uses Vitesse to enable a financial incentive scheme for workers on site at Burnley. Subsequently, a similar scheme has been introduced at Sheffield, aimed at rewarding, recognising and retaining staff.

## ▶ The results

- Lower cost-to-serve as workers become more efficient
- Improved workforce morale – attrition reduced by 60%
- Self-funded through savings achieved
- Increased picking efficiency
- Shorter processing times
- Higher customer satisfaction

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