

Carrier Experience Survey

Drivers were emailing the CEO to say they hated delivering to our distribution centers. I built the no-code research system that turned an invisible complaint into a permanent enterprise metric.

ROLE	SCOPE	TEAM	CONFIDENTIALITY
Senior Service Designer	7-DC pilot → all 50 DCs	Cross-functional team of 4	Abstracted

A complaint became a metric

+85pts

NPS SWING

From -36 to +49 — the first measurable indicator of driver experience at enterprise scale.

50 DCs

ENTERPRISE ROLLOUT

A 7-site pilot scaled to every distribution center in the network.

Permanent

SCORECARD METRIC

NPS became a standing DC scorecard metric, with a new role funded to act on it.

A small, agile team of four executed a no-code solution in under eight months — driven by service design, rooted in research, informed by the business. The survey gave carriers an outlet, and gave Kroger its first real insight into the drivers its shelves depend on.

Timeline

01 · ASK Solve driver complaints DCs weren't delivering a "Shipper of Choice" experience. Drivers escalated to the CEO.	02 · IDEA NPS sentiment survey Give carriers a feedback outlet and establish the network's first experience metric.	03 · DISCOVER Research & ground truth Research plan rooted in secondary research; a DC visit to walk the inbound experience.	04 · CRAFT Build, brand, gamify Qualtrics survey and dashboards, per-site posters and QR, and a gamified campaign.	05 · DELIVERY Pilot → enterprise 7-DC pilot (June 2022, 70 responses), then all 50 DCs within one month.	06 · CELEBRATE Institutional recognition Presented at the 2023 Qualtrics Conference; added to the DC scorecard; C-suite recognition.	07 · NEXT Make it permanent A Carrier Experience Manager role created to drive DC-level improvements for a year.
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Give carriers an outlet to offer feedback, and turn that feedback into a permanent, repeatable metric that leadership can see, trust, and act on — at every distribution center.

Stakeholder Map

FOCAL — CORE TEAM Day-to-day owners Senior Service Designer Senior User Researcher Director, Network Strategy Senior Manager, SC Innovation 2 DAY-TO-DAY + 2 STRATEGIC OWNERS	PARTNERS & CONTRIBUTORS Enablement Corporate HR (Qualtrics license) Product Design managers AX Qualtrics team Kroger GO Copy Print Center	FOCAL — LEADERSHIP Stakeholders Chairman & CEO SVP, Supply Chain SVP & Chief People Officer Directors of Supply Chain CHAMPIONED AS A TOP-3 PRIORITY	ON THE GROUND The Network DC site leaders DC associates & security 3PL partners Carriers & drivers
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Voice of the Driver

THE DETRACTORS — PEOPLE & PROCESS

Unprofessional staff and long waits were the biggest negatives.

Your crew at Security is extremely unprofessional and disrespectful. They even threatened me that they won't unload if I didn't leave the property.

TOLLESON RESPONSE

Kroger really doesn't care about the drivers or their time.

ATLANTA RESPONSE

All my other deliveries are missed because you took 8 hours for 3 skids.

TOLLESON RESPONSE

THE PROMOTERS — PEOPLE & PROCESS

Friendly staff and quick waits got called out — often by name.

Really like Heather that handles receiving and assigns your dock. Knows her job and has a great personality. The perfect person for this position.

CFC RESPONSE

No wait to check in, and got called to a door within minutes. Big improvement. Way to go Kroger!

SHELBYVILLE RESPONSE

Easy experience, little waiting.

CFC RESPONSE

Discovery

The carrier experience shapes suppliers' perception of Kroger. A poor inbound experience pushes drivers to opt out of loads — driving up detention fees, spot-market spend, and the risk of empty shelves. People and process are the pivot points.

01	NPS was deeply negative across most DCs — with CFC a striking positive outlier (+86), showing what "good" looked like.	02	Unprofessional staff was the largest detractor; friendly staff the largest promoter — often named directly.	03	Wait time, paperwork, and poor signage frustrated drivers, especially when delays cascaded into missed loads.
04	Time matters most: quick unload ranked #1 (73%) and friendly staff #2 (60%).	05	A trust gap surfaced — "Kroger has my best interest at heart" scored lowest of all statements (3.1 of 5).	06	Drivers preferred competitors' "in & out" sites; when Kroger matched that, they preferred Kroger.

The Service

NO-CODE MEASUREMENT

Qualtrics survey & dashboards

An NPS-based sentiment survey with live dashboards, reached via QR codes and site-specific URLs on posters in every receiving office.

ENGAGEMENT

Gabriel's Race to 100

A gamified campaign challenging DCs to hit 100 responses, with daily emails recognizing sites and associates to drive momentum.

VISUAL DESIGN

Branded, bilingual collateral

High-contrast posters and QR handbills, customized per DC and produced in Spanish-language versions to reach every driver.

SAFEGUARDS

Escalation to HR

A formalized process for scanning comments and routing concerning feedback to HR, so any incident had a clear path.

Delivered to the Network

SITE ENABLEMENT

Posters to site leaders

Custom posters and flyers mailed directly to each site leader, with leadership encouraged to post them fast.

FEEDBACK LOOP

Dashboard + biweekly check-ins

A revamped dashboard put real-time feedback in leaders' hands, paired with biweekly check-ins on what worked.

HUMAN TOUCH

Smiling-driver recognition

Sites sharing photos of smiling drivers earned "bonus points" — a reminder the work impacts human lives.

INCENTIVES

A small thank-you

Drivers were offered Kroger-brand foods, fuel points, or store rewards for taking time to respond.

Service Map

DRIVER JOURNEY	ARRIVE	CHECK-IN	DOCK & UNLOAD	DEPART	FEEDBACK
ACTIONS	Locate facility Follow signage Find guard shack	Check in at security Complete paperwork Wait for a door	Back into dock Wait for unload Verify load	Collect paperwork Exit facility Resume route	Scan poster QR Rate experience Leave comments
TOUCHPOINTS	Gate signage Guard shack Facility lighting	Security staff Check-in paperwork Waiting area	Receiving staff Dock & equipment Wait time	Paperwork handoff Exit route	Survey poster & QR Qualtrics survey Incentive offer
EXPERIENCE	<i>Uncertainty · Friction</i>	<i>Impatience · Doubt</i>	<i>Frustration or Relief</i>	<i>Time pressure</i>	<i>Heard · Valued</i>

Success.

+85pts

NPS SWING

Driver sentiment moved from –36 to +49 — proof the experience could be measured and moved.

50 DCs

IN ~1 MONTH

A validated pilot deployed enterprise-wide across every DC in roughly one month.

New Role

CARRIER EXPERIENCE MGR

A permanent position funded to implement improvements at every DC for a year.

This is fantastic and creative! Well done and exciting to see.

CHAIRMAN & CEO

Way to go, team — very cool uplift to share in our all-hands HR meeting.

SVP & CHIEF PEOPLE OFFICER

We are fortunate to affect people's lives. I am grateful to the team.

SVP, SUPPLY CHAIN