



# AMCS Case Study

AES, Ireland

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**AES invested in route optimisation to optimise their routes for cost saving purposes and to increase customer service.**

## AES in brief

AES, part of the Bord na Mona Group, is one of Ireland's leading waste management and recycling companies. AES provides services to almost 100k residential customers across 13 counties and to over 6,000 Commercial customers throughout Ireland.

AES decided to invest in route optimisation, resulting in spectacular cost savings and highly improved customer service. The collection routes used to be planned by the drivers, resulting in inefficient routes, missed bins and dissatisfied customers. And that's now past tense.

AES Operational Manager Darren Sadler comments, "At AES, we work with different visit patterns, not to mention individual drop-off sites for each type of waste. In combination with the large number of customers and split body trucks, these factors make the planning of waste collection a complicated task."

## Previous dissatisfaction

According to Sadler, "AES practically never created new master plans before. The routes were not written down but simply planned by the drivers, based on local knowledge.

Consequently, the routes were somewhat inefficient and very difficult to execute for temporary drivers, who often missed bins. "Adding to the inefficiency was the fact that whenever we acquired new companies, the new routes were just added to the plan but never actually merged with it. Similarly, new customers were just inserted manually into existing routes without any plan optimisation. As the plans were not recorded in writing, new customers were often forgotten.

When bins were missed, we had to organise extra collection routes. This resulted in increased overtime payment and mileage, and we therefore experienced significantly increased costs. However, this was just part of the problem. When bins were missed, customers were highly dissatisfied, and in some cases they even decided to terminate the agreement. In Ireland local regional authorities are not responsible for waste management, and the Irish household customers are free to change provider whenever they want. This was especially the case with new customers who did not have their waste collected on the very first service day.



**By investing in the state of the art AMCS technology platform we now can meet the full range of our customers service expectations whilst preventing revenue leakage.**



[Watch video how AES benefits from AMCS Platform](#)

## Learning by doing

Sadler explains, "We decided to follow a "learning-by-doing" approach by training ourselves in the user-friendly route optimisation software. We only asked for consultancy from AMCS when needed, and we started the implementation process with smaller depots to learn from the experiences made.

And we did learn a thing or two during the process", elaborates Sadler. "Internally, we learned the value of communication and involvement early in the process. This proved absolutely key to getting the drivers' acceptance.

Externally, communication was also imperative, as we decided to go all in and evaluate all of our customers' service days. This resulted in the fact that we changed approx. 80% of our customers' service days. Naturally, there was a risk involved in such an action, as customers were free to switch service provider if it did not suit them."

"Early in the process, service day changes were not well received", recalls Sadler. "Many customers never got the message regarding the changes, and the outcome was numerous customer complaints about missed bins. "Optimising service days was, however, crucial in order to achieve the best results, and, learning from our mistakes, we therefore changed our communication strategy and improved the acceptance of service day changes remarkably."

## Benefits and customer service

"The system has improved our profitability and customer service greatly", says Sadler. Major benefits from implementing the system:

- ▶ A reduction of approx. 15% in costs per lift
- ▶ 100% elimination of ad hoc routes for collecting missed bins (most expensive routes)
- ▶ Improved customer service, as the number of missed bins has been reduced
- ▶ Ability to take on a great number of new customers with existing vehicles

"Now, the well-defined and optimised routes ensure the effective use of temporary drivers, reducing the number of missed bins tremendously. We are now able to optimise more often, thereby improving our resource utilisation.

Due to better resource utilisation and a better overview of resources required versus actual customer demand, we have been able to relocate vehicles to other service areas, making better use of them.

The improved overview of resources and our ability to assess spare capacity has also enabled us to be more strategic about where to target sales campaigns to build route density. We now know exactly where we have spare resources and, consequently, where it would be extra beneficial to win new customers.", concludes Darren Sadler.

“ We are satisfied with the AMCS route optimisation. Route optimisation is delivering efficiencies, increased service, cost savings and revenue opportunities.

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