

CREATIVITY AND INNOVATION

EVRI COMPANY



EXECUTIVE SMMARY

With 7-day solutions and over 400 million parcels delivered and 80% of the leading retail brands on board, Evri is the UK's largest parcel delivery company. Double-digit growth has been delivered by the company for the past seven years. Innovations in service delivery, employee creativity, and the implementation of innovative new ideas can boost an organization's competitive advantage. In order to facilitate employee enthusiasm for customer journeys, new products, and service delivery methods, a leader must create conditions that achieve this. For managers and supervisors in the industry, a £6bn annual contribution presents a tremendous opportunity for improving service delivery and introducing new products.

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INTRODUCTION

My report will identify the solution of some problems that the EVRI has and their solution with the help of innovation and creativity. This business is facing problems at the level of the latest generation equipment that would help the employees but also the company's economy. The operations of the Evri will be identified in this report and the way in which this company provides long-term sustainability of the organization. My job in this company is delivery driver. The report will identify the barriers a driver faces and his risks. I will critically analyze the importance of creativity and innovation for this industry but also the theories it is based on along with concepts, techniques and leadership style.

COMPANY BACKGROUND

Over the last five years, Evri has tripled its size from Grattan Mail Order, which was set up in 1974 in Yorkshire. In nearly 50 years, we've grown significantly, and our name has changed a few times along the way. EVRI is a successful parcel delivery service that makes sending and tracking parcels easy and affordable. It has been a long history for Evri to trade as "Hermes". In the UK and over 220 other countries, Evri provides delivery solutions to more than 220 destinations with our friendly team of over 20,000 couriers, 14,000 local one-stop ParcelShops and Lockers, and a growing network of state-of-the-art hubs and depots. Over 80% of the UK's largest retailer brands trust us for speed, value, and service, along with fast-growing online marketplaces like Vinted and Etsy and consumers seeking alternatives.

Importance of creativity

The creative process involves the discovery of new and original ideas, connections, and solutions to problems. This is what makes us human - it fosters resilience, sparks joy, and enables self-actualization. Artistic creations and innovative companies are examples of acts of creativity. It is not necessary that a creative idea be artistic or world-changing to qualify as creative. Almost everyone possesses some degree of creativity, as life requires ingenuity and novel workarounds. Creating new ideas, connections, and solutions to

problems involves the discovery of new and original ideas. As humans, we are made of these qualities - they build resilience, spark joy, and enable self-realization. A creative act is an artistic creation or an innovative company. For a creative idea to be considered creative, it does not need to be artistic or transformative. As life requires ingenuity and innovative solutions, almost everyone has some degree of creativity. In order to effectively restructure frontline employees, new perspectives from competitors, business partners, and customers must be generated. In order to achieve efficient operations and superior performance, it is critical that frontline employees improve their creativity skills. Currently, creativity is a highly sought-after skill. Innovators and unique problem solvers are valued by companies. Boosting productivity and gaining an advantage over competitors are two benefits of creativity for employers and employees. Despite machine learning and artificial intelligence, businesses still need creative thinkers to come up with new ideas (Bay Atlantic University, 2021).

The benefits of creativity and innovation

1. Fast problem-solving
2. Separating your business from the competition
3. Boost in productivity

Being a growing ride that works in the field of outsiders can be a view. Evri is among the first successful companies in the delivery sector only that creativity will bring a huge benefit.

Innovating is creating something that is useful and novel at the same time. Innovating doesn't have to mean developing new technology or creating new business models; it could just mean improving customer service for a company or adding new features to a product. There is a common misconception that innovation and creativity are synonymous. Though similar, they differ from one another. In business, creativity fosters unique ideas because it fosters innovation. It is essential that an idea be useful in order for it to be considered innovative. Innovations aren't always the result of creative ideas, as they don't always provide viable solutions.

In EVRI business, modern leaders understand the benefits of innovation in business to increase profits and grow the company. There is consequently a great need for business innovators and managers. The main characteristics of business innovation:

Companies' products or processes are directly affected by sustaining and disruptive innovations, respectively. It is disruptive innovation when smaller companies challenge larger corporations in the long run, as opposed to sustaining innovation, which enhances business processes in the long run. It is through innovation that we introduce novelty into existing product lines or processes, customer satisfaction, market share and leading to an increase in revenue. Modern technology can sometimes be introduced into a business to upgrade its operating systems. Companies can experience innumerable benefits when innovation and automation are combined (Jaiswal, 2022).

For Evri Company, innovation and creativity is very important because today we live in a very competitive environment where it is necessary to approach new techniques, new ideas and be inventive. Creativity and Innovation help the Evri to evolve and stay at the top.

Competitive analyses

Understanding the market landscape and making informed decisions to improve your position can be achieved with a competitor analysis. A competitive market requires competitive analyses for any business to be successful (Lyons, 2023). Two of the strong competitors that Evri faces is Amazon and DHL. The two competitors are very popular on the market, which is why the only option for the company is to find new innovations and to be creative to reach the 1st place.

EVRI SHIPPING	AMAZON SHIPPING	DHL SHIPPING
With a new brand name, Evri, Hermes is a prominent courier company in Europe and the UK. Both consumers and businesses	Providing fast and reliable shipping options to our customers has been an integral part of Amazon Shipping's support for our	In the logistics industry, DHL has a reputation for being a global leader. A global leader in express parcel delivery, DHL

are served by Evri, a shipping company known for providing cost-effective and flexible solutions. The company's commitment to convenience and affordability makes it stand out in the market as a leading provider of next-day delivery and parcel tracking services (www.parcelabc.com, n.d.).	direct-to-consumer cosmetic business, Nature Spell. Our Next-Day Delivery success rate is 98.5%, which allows us to focus on sales rather than daily collections or missing parcels. (shipping.amazon.co.uk, n.d.).	provides heavyweight freight transport services to over 220 countries. For businesses and individual customers alike, DHL's innovative logistics solutions and customer service make it a preferred choice (www.parcelabc.com, n.d.).
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Organizational climate and leadership

Organizational climate affects employee behavior in every business, whether you're a small startup or a multinational organization. Businesses can use organizational climate to gauge how employees feel about their policies, practices, and culture and ensure these align with their overall vision, long-term goals, and strategy. This is key to creating a workplace environment that your employees love and thrive in. The happier they are, the more productive they will be, and the stronger their results (Jay, 2022).

At Evri (Hermes) sustainability is deeply embedded in our DNA. We also have a long history of protecting the climate. We have been working systematically to protect the climate for many years and have strategically enshrined this as a corporate goal. And we are seeing successes: from 2006 to 2020, Hermes Germany managed to reduce CO2 emissions¹ for parcel transport by 38%, with reductions of up to 57% at our locations, through specific actions aimed at avoiding and reducing the impact of our core processes – thus far, with no use of CO2 offsetting certificates (Hermes, n.d.). With a commitment to improving environmental, social, and governance (ESG) across all aspects of the company's operations, Evri today announced it had reduced its operational carbon

emissions by nearly a third in its financial year to February 2023. By 2035, Evri's goal is to reach net zero for direct and indirect emissions. This company implemented an energy efficiency program in response to an in-depth audit, resulting in weekly energy savings of more than 13,000kwh. EVRI aims to reduce its carbon footprint as it transports its goods from its depots to its customers' doorsteps. According to the company's sustainability strategy, Evri plans to use electric cargo bikes to deliver more than 500,000 parcels a year by the end of 2023. According to average final-mile emissions, the firm delivered about 160,000 parcels to UK customers using e-cargo bikes from February 2023 to February 2024.

Leadership in business is the capacity of a company's management to set and achieve challenging goals, take fast and decisive action when needed, outperform the competition, and inspire others to perform at the highest level they can (Twin, 2022). Evri can only reach his goals with a strong team but also with motivation and passion because this makes the difference. Evri motivates all the employees, awakens their passion, supports them and gives them fulfillment. This gives us the power we need to continue to develop successfully as a company. For EVRI clients, it reinvented and strengthened the values. Evri Fulfilment emphasizes the wishes of the employees and wants to offer everything the best to the new employees who want to trace their threshold. The company offers freedom to employees because we believe that only with employees. We have developed Work Essentials (We) in collaboration with managers and employees from various locations to fulfill the company's mission of leadership and cooperation. Having such a clear set of rules has helped us interact as a team and communicate effectively. Regular feedback is also offered between us. Our vision is realized when we live our values together and overcome the challenges of our daily professional lives (GmbH, n.d.).

EVRI Innovation

My job as a delivery driver is to collect packages from the warehouse and deliver them to certain addresses around 8 am - 8 pm. For this job I use my personal car. The advantage of this company is that it offers me flexibility. Many times, I prepare my schedule in order to plan my days. My trips as a driver are not long, they are in areas close to me, which makes my work easier. Having been employed by this company for 4 years, I encountered

problems with the latest generation equipment. The equipment that the company has implemented is Parcel Vision. It is an example of innovation that has helped the deliverers.

Last year's Christmas period will be a busy one, and as a result, the Evri Innovation Team has developed bespoke software to improve parcel delivery accuracy and customer communication. Regional trials are currently underway. Parcel Vision is a bespoke software that Evri (formerly Hermes) is currently testing regionally to improve parcel delivery accuracy and communication with customers.

The Parcel Vision application detects and flags any safe place photos taken by couriers as proof of delivery that fail to show the parcel and its location. In the event that a parcel cannot be clearly seen or is too close to the lens or the camera lens is covered, the camera will automatically detect this. Thousands of safe place photos were used to train the machine learning model that developed the software. These issues will be detected, the courier will be notified, the problem explained, and a retake of the photo will be requested. A 98% success rate is reported by the company based on the results of the initial trials. We are always looking for ways to leverage technology to improve delivery accuracy and customer service at Evri, according to Sam Greenwood, an innovation engineer. A number of exciting developments are being made in machine learning and artificial intelligence."

Throughout my experience, I encountered many problems, including failure to complete the route, for which I came up with an innovative solution to help the company. I often do not manage to fit in during the schedule, which makes me stay over the schedule without being paid, or I do not manage to deliver the packages at all, which means that my entire route is turned upside down. All my colleagues face this problem. During the busy period it is very difficult to deliver all packages. Because the company has a very large turnover, the innovative solution would be means of delivery such as drones. If we imagine what the future will look like, surely these drones will not be missing from big businesses. The same solution would be innovative, especially in the urban environment where it is very difficult to move around and provide information in real time. Drones would be the perfect solution to order delays because they would do the job especially at night when small couriers do this only truck drivers. These drones can workday and night without problems

with deliveries, thus the routes would be complete and the delivery availability would be wider. The term drone refers to an unmanned aircraft, or flying vehicle, controlled remotely and without the presence of humans inside the cockpit. Drones come in many sizes, shapes, and functions. Compared to traditional delivery methods, drones provide several advantages: they are faster, cheaper, and more environmentally friendly (Merkert et al., 2022).

The process of creativity used to help the EVRI company and support my idea followed these steps:

1. Preparation- The idea of implementing the drones started from the research and experience of other countries in which the technology has advanced for several years and the financial benefits brought in the latest technology. I started collecting information, informing myself of other companies such as Amazon and looking for the resources needed to start it with this implementation. When I researched and compared several businesses, in the technology chapter I saw that Amazon wants to implement the drones with the same wishes, which makes Evri in a great competence with Amazon. With regards to delivering parcels on time and safely, Amazon is exploring new ways to do so. Drone delivery is scheduled to relaunch in a sparsely populated UK suburban area in 2024 with plans to expand drone testing to other areas after gaining regulatory approval. It was almost 8 years ago when Amazon Air Prime tested drones - the drone successfully delivered a package to a Cambridge customer. Amazon's drones have crashed and caused fires a number of times since then, including one in which its propellers lost power and it fell (www.ciht.org.uk, n.d.). Finally, our advantage would be the implementation of the best quality safety drones, and their technological testing over a long period of time to avoid any damage and accident.

2. Incubation- I chose an intimate and quiet place to calculate my ideas and realize if my creativity is beneficial to the company.

3. Illumination -Here I started to develop an action plan and complete my ideas.

4. Evaluation- At this stage I analyzed what the risks will be, the economy, invested that they would need and also how well -depleted this implementation with drones can be.

5. Implementation -At the end of this stage, everything brought together the completion process was approved.

Support services required for drone delivery

Retail and logistics companies use drone technologies and services for their global expansions. In a managed services environment, such providers have experience and expertise that support seamless delivery.



Figure 1. Service drone delivery

Sources: (Vazhavelil and Sonowal, 2021)

Advantages of drone delivery services

Drone delivery services offer the following significant benefits:

1. Shorter and more direct routes lead to quicker air deliveries, which saves companies time.
2. Costs are reduced because operations are lower than vehicle delivery services.
3. VTOLs (Vertical Takeoff and Landing), geospatial mapping, IoT, and machine learning facilitate package delivery accuracy.
4. Remote areas and harsh terrain can be reached more easily.

5. Reduce the need for human intervention by providing contactless delivery.
6. Energy consumption is reduced, reducing carbon footprint.

My report identified the following type of innovation: Radical innovation, because this innovation is unique and new in Evri company. The innovative process was the search for solutions to delivery problems. So that the deliveries are executed in real time and efficiently.

The Chocolate Model

Diane Dormant's model on innovation adoption and change - The Chocolate Model - also demonstrates these impactful factors. Organizational innovation adoption and change is the focus of the Chocolate Model. A CACAO acronym can be used for planning purposes and to make sense of the four elements involved: change, adopters, change agent(s) and organization. When planning for organizational change and innovation adoption, the Chocolate Model differs from Rogers' Innovation Diffusion Theory.

Through this model, EVRI is ready to make changes, strategies and guides the change leaders to consider the structure of the organization in choosing strategies and in sustainability planning

Diffusion of Innovations Theory

In the diffusion of innovations theory, innovation spreads from introduction to widespread adoption across societies and cultures. In the diffusion of innovations theory, new ideas and practices are explained in terms of the process by which they are adopted, as well as the reasons why idea adoption can take place over time. Innovations are diffused and spread based on how they are communicated and the subjective opinions attached to them. As companies develop marketing strategies and market share, they often use this theory.

This model is included and applied for the Evri company because it is planning an organizational change in the style of delivery and the adoption of innovation with drones for delivery and the theory of diffusion was implemented to create the new marketing strategy that will bring a more advantageous market share. This model presents the

responsibility of the company because it is present a behavior, the adoption of an idea, or a new product.

EVRI CREATIVITY

The Hermes company was revealed to be problematic regarding the delivery of parcels. And the creative solution in order not to lose contracts and to reinvent the solution was to change the name. As I said before, Evri took the new name of the delivery company Hermes. This creative change of the new name in 2022 has the following history: Evri has changed its name from Hermes, the courier company plagued by allegations of driver mishandling. "Dramatic growth" over the past two years has led to a "major transformation" for the delivery brand. CEO Martijn de Lange said: "This is more than just a name change. It signifies the company's commitment to leading the way in the creation of responsible delivery experiences. Taking our successes and achievements forward, it represents the start of a new culture and a better way to live in an ever-changing world. Creating new courier services through the collaboration of logistics personnel, service personnel, and personnel from other departments in a complex social system represents the creative process in courier services.

In Evri company there are problems such as opportunities, equipment or the safe delivery of packages while offering long-term sustainability. My creative solutions will help the company to improve its needs. From my experience I can say that the opportunities in this company are not very many, which is a disadvantage for the employer. I want to advance and learn new experiences. The solution is the implementation of creative courses, car qualifications, free seminars after which qualification diplomas and advancement at work can be obtained. These opportunities are offered to all employees based on interviews where there is a desire to advance and potential. In Evri's warehouses, the scanning of parcels on trucks is done manually. This is very hard and difficult on busy days for the employees who work on scanning them being in number of 2. I had the opportunity to work on scanning the packages and I did not deal with them being thousands of packages. The packages come to the lane quickly, most of them with the barcode facing down, which

is difficult because it takes time to turn them over and very often the manual scanners do not scan each package separately and the internet system is blocked due to the speed. At the end of the day, hundreds of "lost" packages remained. My creativity is to work in a team when scanning packages, the number of platforms being five. For the parcels that have not been scanned, there should be two more people who scan at the end of the line to ensure one hundred percent that all the parcels have been scanned, and a platform to turn all the parcels face up to be scanned successfully. The safe delivery of packages shows the reputation of the delivery company. The most important thing when packaging fragile items is to avoid any possible packaging hiccups along the way, regardless of what you're sending. When you send a parcel with Evri, we guarantee it will arrive in the same condition it was sent. It is possible for your items to be accidentally damaged along the way if it has been poorly packaged. Very often the parcels did not arrive in good condition, which makes us want a change. Double packing in bubble bag or bubble box for parcels up to 30 kg. These bags in which the parcels will be packed must be biodegradable to ensure sustainability.

Investment Theory of Creativity

Investing in creativity is in large part a decision, according to a theory proposed by Todd Lubart and me. It is a decision to buy low and sell high when it comes to ideas. Good investors also generate novel, perhaps a bit ridiculous idea that are viewed at the time as novel by creative people. They metaphorically "buy low" before they "sell high," reaping the profits of their success and moving on to the next unpopular idea. Individuals who are creative are by nature defiant. Rather than following the lead of others, they think and act their own way. It is more common for them to take their own path, aiming for ideas that may be new and useful at the same time. As a result, one's own limitations are often the greatest obstacle to creativity, not the restrictions of others.

The investment model has a great impact on the EVRI company because for stimulating creativity, resources such as: intellectual skills, styles of thinking, knowledge and personality are needed. The company could not success without these elements.

Componential model of creativity

To include multiple variables in the creative process, Amabile (1996) proposed a componential model of creativity. The most dominant components of Amabile's model were domain-relevant skills, creativity-relevant skills, and task motivations. A number of factors are required within each component and they are interdependent. Creative work is created by operationalizing these three skill domains, which are based on the component model. A problem or task is identified, preparation is made to solve the problem, response possibilities are generated, evaluated, and finally responses are selected to complete the task. This can be applied to the creation of a new performance when the generator is involved alone during the initial phases of development; however, performers and other creative interpreters collaborate during the final stages.

Force Field Analysis

Driving forces (rating)

New staff

Faster delivery of packages

Using technological equipment for easier work

Knowledge and skills

Equipament to sustain sustainability

Restraining forces (rating)

Fear of failure

High cost of drones

Great market competition

We will not have enough orders

The 4 P's innovation of Space

John Bessant and Joe Tidd developed the 4Ps of innovation space model. To clarify our innovation's comprehensiveness, we use the four Ps model (flixabout.com, n.d.). Four broad categories are identified in the model:

The product - Our network of over 18,000 friendly parcel Couriers allows us to provide cheap and convenient parcel delivery services. Sending or returning a parcel with Evri's Courier service includes full tracking (evri.com, 2024).

The process - The most popular service we offer at Evri is our direct delivery of parcels to your door, but that's not all we do! Sending parcels is made easy with our range of services. Using Evri, you can drop off or collect a parcel at any ParcelShop or Locker. Our Standard service is also available, as well as Next Day for even faster delivery (www.evri.com, n.d.).

The position - The product or service is available for everyone, simple person or business.

The paradigm - To meet the demands of our clients and the market, our solutions are designed to be flexible and scalable.

CONCLUSION

In conclusion, I would argue that being creative does not necessarily mean being effective. Innovation is simply a new way to do something that adds value. The best idea generation

technique, in my opinion, depends on the person using it, rather than on the technique itself. In addition, I may have demonstrated my ability to identify and solve problems creatively. The adoption of innovation and its diffusion within a company, group, or society can be challenging. The importance of creativity and innovation in the EVRI company brings major success. Innovation such as Parcel Vision and Drones and creativity for opportunities to receive support for free qualifications, double packaging for safety and teamwork will be favorable results for the company in the long term. The competitors of this business are Amazon and DHL with potential apples on the market. Applied theories and models made the problems solved. There are many theories and models for innovation adoption and diffusion which contradict each other in some aspects and overlap in others. Two of the models and theories applied to the Evri company are: The chocolate model and Componential model of creativity together with the diffusion of innovation theory and Investment Theory of Creativity.

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