



HOW THORBURN'S MONITORING SOLUTIONS SIGNIFICANTLY REDUCED SHRINKAGE AT TAKELOT'S DISTRIBUTION CENTRES



INTRODUCTION

Distribution centres (DCs) are fast-paced environments where products from thousands of businesses are received and delivered to customers across the country. However, the constantly shifting nature of the business and high value of commodities make DCs vulnerable to stock theft at various stages of operation.

As South Africa's largest online retailer with more than 2500 third-party businesses using the platform to sell products and goods to over 1.8 million shoppers, Takealot's DCs run to exacting logistics and tight deadlines. So, when the company expanded its operations to keep pace with its continued growth, it needed a security partner that could assist with the design and roll-out of an **innovative, integrated security solution that included on- and off-site monitoring and proactive risk mitigation.**

With over **15 years of experience** in the operational management of large-scale monitoring technology, Thorburn Security Solutions has the in-depth understanding of the DC environment and proactive approach that Takealot was looking for in a security partner.

CHALLENGE

Takealot previously had multiple security suppliers providing various services and had already invested heavily in CCTV systems. However, none of their providers at the time had the necessary skills and knowledge to expand their CCTV going forward.

There were also issues around the management of on-site control-room employees. The majority of packing and warehouse employees are supplied by labour brokers, and as a result, the risk of theft was considerably high.

Takealot needed a security service provider with the correct skillset and understanding of DC operations to implement and operate an integrated security system.

THE SOLUTION

The client wanted a CCTV solution that could provide detailed images to assist the security team with on-site investigations. Thorburn worked closely with Takealot to design, rework and formulate a solution within a **tight timeframe and a specified, cost-effective budget.**

Takealot initially approached Thorburn to assist with expanding their CCTV system at their main Johannesburg DC. After conducting a risk assessment and gaining an understanding of the client's security needs, Thorburn recommended additional solutions, which included:

- Off-site monitoring from Thorburn's state of the art National Control and Command Centre (NCC).
- On-site control room design and construction for Takealot's main Johannesburg and Cape Town DCs.
- On-site specialised and analytical control-room operators.
- The installation of covert cameras to unknowingly detect criminal activity.

These were added to the scope of the contract, which grew to include solutions being rolled out at **two additional Johannesburg DCs, a Cape Town DC and the Johannesburg Returns Warehouse**. Thorburn worked to integrate the technology with on-site control room monitoring, which:

- **tracks employee behaviour,**
- **monitors and reports suspected cases of theft, and**
- **an off-site solution that monitors after-hour activity and rapidly responds to threats**

A **dedicated project manager** was appointed to roll out the projects and liaise with the client to assess new or additional requirements on site. **Thorburn's design of the on-site control rooms** included everything from concept design and furniture layout to electrical networks, lighting design and the correct location of screens and other monitoring equipment. Entirely new video monitoring software was adopted, and all control-room operators were upskilled in the use of the software.

Innovative Solutions



As a company that prides itself in innovation, Thorburn constantly looks for ways to use technology to streamline operations and resolve challenges. When the air-conditioning system at the Returns Warehouse repeatedly tripped the power in the server room, causing equipment to overheat and shut down, resulting in costly damage to the equipment, Thorburn deployed a **simple and cost-effective analogue temperature sensor**. The sensor sends temperature alerts to the main control room, which allows technical staff to take the necessary action to prevent equipment malfunction due to overheating.

BENEFITS AND RESULTS

As a first step, Thorburn had three weeks to install **over 60 cameras** and surveillance equipment successfully at the client's Johannesburg Returns Warehouse. The client moved into a new facility, and Thorburn had to ensure that the correct CCTV measures were in place for operations to start.

Next, two new on-site control rooms were specifically designed and constructed at Takealot's two main DCs in Johannesburg and Cape Town and two highly skilled CCTV operators (one analytical), were deployed at both DCs. Other benefits include:

-  Over **270 cameras** deployed over four facilities
-  Over **25 covert cameras** deployed
-  Detailed reporting
-  Detailed imagery can be used when investigating and prosecuting criminal activity
-  Quick installation turnaround times
-  A faster and more accurate investigation success rate
-  Innovative integrated solutions that save costs

Thorburn's specialised CCTV operators have detected and prevented the theft of millions of rands' worth of Takealot's high-value electronics and goods.

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The Thorburn team at Takealot is indeed producing some excellent results. During the course of one week alone, six suspects were suspended for incidents of theft and consumption of Takealot's consumables. After just three weeks on the job a control-room operator identified a significant breach in procedure in 'Receiving' and further identified hystor drivers who had ignored company safety regulations. We appreciate the time and effort the Thorburn team invests in helping us achieve great results. Their talent and experience achieve excellence every day.

Elaine Moodley, Takealot CCTV Manager

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Thorburn's ability to streamline various security systems into an integrated and effective whole has resulted in a further increase in the contract's scope.

a **TSEBO** solution

+27 (0)87 820 3851 | sales@thorburn.co.za
www.thorburn.co.za

