

## Case Study



**CAMPBELL &  
MCGOVERN  
LOCKSMITHS**  
Professional Locksmiths Est. 1981

### Background

Founded in 1981 in Bootle, Merseyside, Campbell & McGovern Locksmiths is a family-run business with over forty years of experience in providing top-quality security solutions to domestic and commercial sectors across the North West.

### Challenge

Campbell and McGovern's biggest customer is Riverside Housing, for whom they provide a Master key systems service. This service is currently limited to the Liverpool City Region due to logistics and a shortage of trained Locksmiths and Field Operators but as Riverside has over 100,000 properties nationally, they would like to expand into other regions.

The company aims to investigate Digital Transformation strategies to incorporate job scheduling and on-demand task process information (multimedia) to empower less skilled employees to perform technical tasks, all accessible through a centralised portal. For Field Agents, the vision is to ensure that all live job information and scheduling can be accessed through an in-vehicle or portable PDA (Personal Digital Assistants) Tablet device.

Delivery Partner



### Solution

The Horizons teams have undertaken extensive research and investigation, and several key observations have been made regarding the current state of the business processes and technology infrastructure:

Firstly, the office methods and processes are outdated, having been employed for approximately 40 years, and these are leading to inefficiencies, particularly in stock management.

At present, no stock control system is implemented and although an Excel product listing is created, it is not linked to stock levels or locations, as the business heavily depends on local knowledge to oversee inventory management.

In terms of scheduling, the company uses a bespoke software solution called Komac to manage job assignments. However, there is a lack of integration with essential communication tools. Specifically, there is no system in place to integrate email, diary, or calendar functions, which can hinder effective communication and scheduling.

The company is also utilising software for its field engineers, indicating a significant shift in how field operations are managed despite some elements of the organisation, such as job descriptions still being maintained on cards and orders predominantly coming through via telephone, which may not be the most efficient method in modern business environments.

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To enhance software development, an external consultant is assisting with coding. This collaboration is crucial for advancing the company's technological capabilities. Moreover, the role of a business coach is being evaluated to determine the value they bring to the company.

As the company considers acquisitions and expansion, questions arise about its capability to deliver on these ambitions. A potential solution for improving stock management is implementing a barcode system, which may require funding. Similarly, introducing PDAs in vans could enhance operations, but this will also require financial support.

Lastly, there is interest in future contracts and workflow management, with consideration of using Simul8 software for real-time workflow simulation, which could significantly improve the efficiency and accuracy of workflow processes.

### Impact

The proposal focuses on enhancing system integration for business and technical processes, including streamlining workflow and job scheduling management, improving access to real-time data on jobs, scheduling, and stock control and creating workflow mappings for process digitalisation.

Delivery Partner



The Horizon team implemented a phased strategy with key activities:

1. Development of Workflow Mapping Graphics.
2. Establishing a Digital Scheduling Demonstrator aligned with operational needs.
3. Exploring stock control solutions and funding options.
4. Collaborating on current workflows and creating a digital flowchart for efficiency.
5. Demonstrating digital scheduling and training for market expansion.
6. Analysing stock control practices and identifying new technology solutions.
7. Investigating PDA / bar-coding for stock management and funding avenues.

Campbell and McGovern are moving from paper-based systems to digital asset and inventory management technology, with the goal of improving storage, stock control, and data management for greater efficiency. This transition will help minimise overstocking and waste, offer real-time inventory visibility to lower costs, and ensure service vehicles maintain optimal stock levels.

The team also helped develop a Digitisation Strategy to enhance inventory management and mitigate capital expenditure risks. Guidance on funding led to a successful application for digitalisation hardware.

The rollout of the Digital Inventory Management System introduced proprietary project management technology for real-time control and visibility, enabling the beneficiary to pursue new market opportunities and innovative services, such as Smart Lock Technology and Emergency Response services.