

Warehousing and Fulfillment Strategy and Project Vision

Financial & non-financial goals

- Analysis of historical production data to establish historical run-rates by product and work center
- Gain an understanding of future-state (i.e., next five year unconstrained) sales forecast, including potential capacity needs for acquisitions
- Understand historical financial and operational impacts/rates

Desired future state capabilities

Operating Model Approach

- Develop and align to project design principles to guide and establish boundaries for the short term and future state target operating model
 - *Examples: cost structure, scale, availability of labor*

Operating Constraints

- Future state road map and qualitative scenario analysis
- Future state fulfillment



- Gain an understanding of vision for future state operating model
- Review current capabilities and understand potential alternative methods
- High-level operations analysis to determine cost/risk impacts

- Collaborate with SMEs to define the future state through review of data, customer, and supplier analysis
- Define facility capacity requirements, plant and equipment investments and labor requirements

Impact & Results

- Identified opportunities to improve sales forecasting that facilitated daily order production and reserved stock, creating short lead time delivery
- Warehouse & stock reorganization created 40% more capacity
- Improved daily finished goods packaging throughputs by 23%
- Initiated formal daily environmental tracking to identify and correlate QC trends with temp, humidity, and other factors

Key Activities Performed

- Performed an overall assessment of the client's operations
- Evaluated current processes against new ERP system capabilities
- Evaluated the facility layout
- Performed an assessment of the organization's QC data and practices
- Facilitated Kaizen events in finished goods packaging and warehouse area
- Collaborated with client to ensure that they owned the outcome