



CASE STUDY

Lean Warehouse Assessment

Image Solutions

■ PROBLEM / CHALLENGE

An apparel distributor with light manufacturing (embroidery) was preparing for a critical warehouse move and WMS upgrade. They wanted required a third-party expert assessment of their operations and WMS software design and functionality. The business wanted to identify opportunities to drive improvements in processes, layout and team structure prior to the transition.

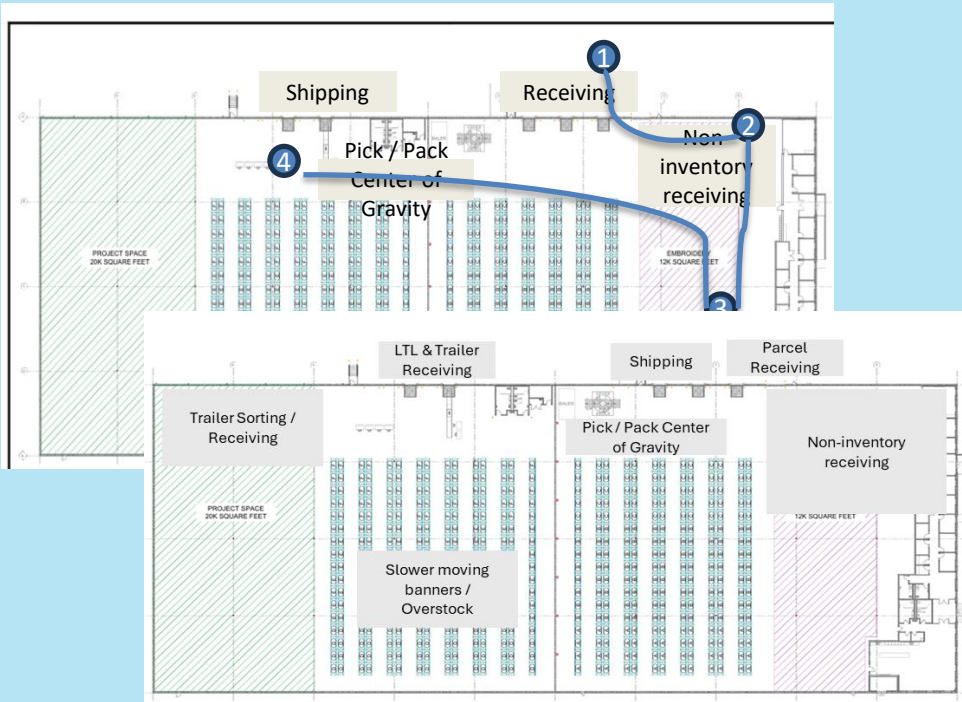
■ LEAN ASSESSMENT

A comprehensive Lean assessment was performed to evaluate local management, the team, warehouse operations, a new homegrown WMS system's capabilities, the new warehouse layout and project plan to support the physical move and WMS implementation.

■ Opportunities Identified:

- **Data-Led Operations Management**
 - The warehouse lacked clear metrics understood by both the floor, local leadership and senior leadership
 - Ownership required streamlined and standardized warehouse processes
 - The replenishment process was reactive and required bin MIN / MAX levels to reduce picking bins stock outs
- **Warehouse Flow and Efficiency Improvement**
 - Adjustment to the location of shipping and receiving docks to minimize high volume warehouse movements
 - Addition of a 'cut-through' in the middle of the long aisles to make movement between aisle more accessible to order-pickers
 - Additional of extra rack in between old building and new building to increase storage space
- **WMS Readiness & Resilience Upgrade**
 - Detailed user acceptance testing required to ensure a smooth transitions
 - Formalized written training and train-the-trainer recommended to have effective training sessions and minimal downtime
 - Well documented coding to ensure a succession plan to the sole developer

Facility Layout



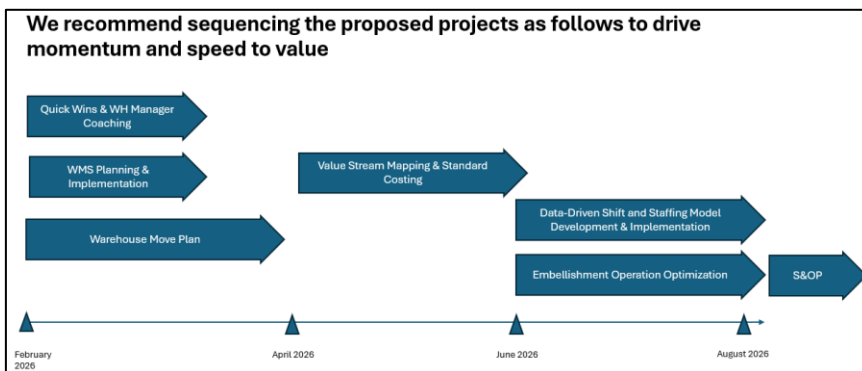
- The original design put shipping on the far dock doors
- Shipping is where the pick process ends and has a much higher volume of movements than receiving
- Swapping the receiving and shipping dock doors allows order-pickers to reduce high volume movements (single picks) and extend the movement for receiving which is done by pallet
- Design is optimized for volume (picking) over receiving

Performance Metrics

- The organization struggled due to a 2000-mile distance between the corporate office and the warehouse
- Metrics were provided by the warehouse to corporate, but the information was inconsistent and did not align with financials
- A clear performance scorecard with documented data sources and calculations was developed to ensure alignment across the organization

Measure	Description	Below	Expected	Exceed	Weight
Customer Success	OTIF: % of orders shipped on time in full	90%	92%	95%	TBD
Operational Efficiency	Units Picked Per Hour	160	180	200	TBD
Operational Efficiency	Dock to Stock Time	48 hours	36 hours	24 hours	TBD
Operational Efficiency	Embellishment Cycle Time	TBD	TBD	TBD	TBD
Financial Performance	Inventory Turns	2.5	3.0	3.5	TBD

90 Day Roadmap:



Customer Testimonial

“What stood out the most was their ability to balance objective analysis with practical recommendations. The output was not just diagnostic – it included concrete next steps such as a 90-day roadmap, prioritization of leadership and training gaps, and specific guidance around WMS adoption, SOP development and operating cadence.”

- Jayson WickenKamp,
SVP and GM

Reference: Jayson Wickenkamp, SVP and GM
Jayson@imageinc.com