



# Systems Implementation

# Apparel Footwear

Client is an international manufacturer and distributor of casual footwear. They service 52 countries from 6 global distribution centers, each fulfilling retail, wholesale, and internet channels

## The Challenge

The client originally implemented their distribution systems when their business was focused primarily on manufacturing and wholesale distribution. Since that time, they experienced explosive growth and their business model shifted from a wholesale model to retail and internet fulfillment. This put stress on the business, as systems and processes had been built to support a small number of very large orders rather than a large number of very small orders. In response, the client decided to replace their ERP systems and also their distribution systems. Due to the timing of the implementations, the distribution systems had to be implemented rapidly so that they could be live and stable prior to the ERP implementation

## The Solution

- On-Site review and redesign of existing distribution operations to shift from a wholesale model to a retail/internet model.
- Implementation of a WMS to support new distribution processes and to provide a technology backbone to support significant future growth.
- Implementation of a Slotting Optimization solution to drive picking and replenishment efficiency in a new piece-pick focused operation.
- Implementation of a Labor Management solution to track employee productivity and support incentive based pay.
- Implementation of a global reporting platform to allow KPI reporting across all 6 global distribution centers.
- The distribution systems needed to go live with the existing ERP and subsequently switch to the new ERP once stabilized for ERP go-live.

## The Value

The global implementation was completed on time and the systems were stabilized prior to the implementation of the new ERP.

The implementation enabled the shift from a wholesale to retail/internet fulfillment model, reducing overall order cycle time and cost per unit.

The Labor Management solution and global reporting platform allowed executives to compare labor costs and metrics across the 6 global distribution centers and identify opportunities to leverage processes from other sites to further reduce costs.

The Slotting Optimization significantly reduced the overall number of replenishment trips and “stock-outs” during picking, thus maximizing throughput in the active pick area.