

ORDER PROCESSING PROJECT

PROBLEM DESCRIPTION & DEFINE PHASE

PROBLEM STATEMENT

CIM picking was originally designed for full pallet picks with minimal low volume loose picking. The business profile has changed with more SKU's being held. The result is a slow and inefficient picking process with loose controls. Our main customer has asked us to be prepared for a 30% increase in demand. Meanwhile we are struggling to pick and ship the current volumes.

PROJECT OBJECTIVE

Redesign the CIM picking process to match the new business profile, eliminating non value added activities and implementing tighter controls. The project metrics will be based on productivity, capacity, defect levels and delivery performance.

PROJECT PLANNING

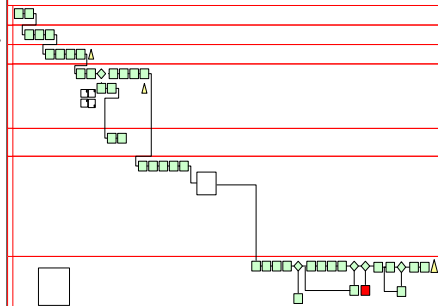
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Project split into 7 Sections - IT, Hardware, Space, Build Area, Planning, Inventory Accuracy, DRP, Site Implementation Plan.

DEFINE & MEASURE PHASES

PROCESS MAP (TO BE)

The team mapped the as-is process, identified and non value added activities and created a to-be map of the process

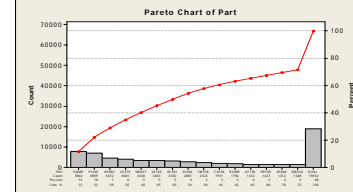


The team collected baseline data from the as-is process and identified the target areas from the data.

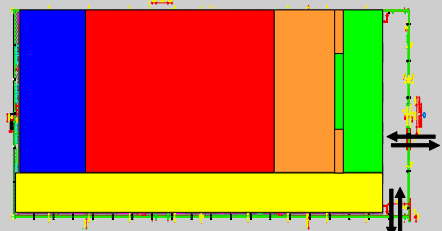
ANALYSE PHASE

PHYSICAL LAYOUT

The team analysed the profile of the SKU's and picking activities and developed physical layouts of the warehouse and picking areas to suit.



BPI 0017 - - CIM Picking - - Layout for Build – Warehouse 3



SOFTWARE TESTING

Date	Scenarios Tested	Rugs Fought	Rugs Closed	Rugs Open	Volume Tested		Show Stages Found
					Rec.	Picked	
16-Apr-04	20	15	7	8	2067	950	94
17-Apr-04	5	1	0	0	1902	2	0
20-Apr-04	11	0	1	1	680	543	30
21-Apr-04	14	6	0	7	1237	515	294
22-Apr-04	12	3	4	4	1141	620	320
23-Apr-04	8	2	1	7	2197	800	800
24-Apr-04	8	2	1	3	1200	690	319
27-Apr-04	7	2	1	4	260	505	285
28-Apr-04	14	5	1	1	1171	588	1103
29-Apr-04	7	4	5	4	290	702	157
30-May-04	17	1	2	3	1601	1400	1349
31-May-04	14	1	1	1	1602	1400	1322

Test Team in Place 8 Weeks Prior to Go Live --
For testing, various Scenarios were developed and tested, results documented. Bugs found, were fed back to IT to resolve. Team then Stressed Tested the system using greater volumes of product and an increase in the number of Users -

Training Documentation was developed by the test team and used to train all 3 Shifts.

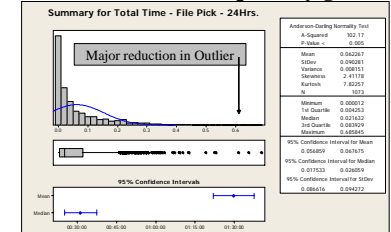
IMPROVE & CONTROL PHASES

IMPROVE

The team used formal communication planning techniques to ensure that everyone was ready for the ‘Go Live’ date.

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Once the new process was launched the team collected data to compare against their baseline data to quantify gains.



CONTROL

A Control Plan was established to ensure improvements are maintained



As a result of this project a 30% capacity increase was realised with significant cost savings and productivity improvements