

Warehouse Management Systems as Engines of Organizational Change

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How to use your WMS to support
the change you need in your organization

Why this presentation is important

- Most managers make WMS decisions once in their career
- WMS projects and systems are expensive and challenging
- Significant number of users not satisfied with results
- Most WMS products have more capabilities than you will need

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What do users want from a WMS?

- **Task Outcomes / Economic-Cost-Productivity**
 - Problem or opportunity
 - Minimum cost, quick and easy fix
 - Short term goals
- **Process Outcomes / Capability Enhancement**
 - Vision
 - Requirements
 - Education
 - Measurements

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Where do companies focus their attention?

- Scope of the project relative to scope of the problem:
 - Task / function within the warehouse—cut costs, add new technology
 - Warehouse operations as a whole—productivity, throughput, planning, communication
 - Company-wide change—strategic advantage, eg. Customer service, market shifts, agility, etc.
 - Supply chain dynamics—shifts in labor markets, supplier or vendor support, issues of scale

How to use your WMS to support the change you need in your organization

Characteristics of change projects

- Financial objectives:
 - Reduce costs
 - Increase throughput
 - Short term implementation and impact
 - Warehouse as principal focus
- Type of project:
 - Re-engineering
 - Warehouse Requirements
- WMS functions
 - Locator
 - Wave processing
 - Pick methods
 - Directed activities
- Technologies
 - Auto ID, voice, PTL
 - Warehouse control
 - MHE
 - Measurement

How to use your WMS to support the change you need in your organization

Characteristics of change projects

- Capabilities Objectives
 - Growth (products, size, geography)
 - Long Term
 - Company and supply chain
- Type of project
 - People development
 - Stakeholder requirements
 - Communication
- WMS functions
 - Labor scheduling
 - Daily Wave planning
- Technologies
 - Transportation Mgmt
 - Supply Chain execution
 - Labor Management

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