Case study
Warehouse manager

‘It is always important that I do not come up with all the answers to the questions asked by an organization myself. I provide insight into different ways of thinking that lead to the best possible solution.'

Period: February 2021 – May 2021
Sector: Plastic production
Function: Warehouse manager

The client produces a wide variety of plastic products for the international market. In particular crates for food, airflow and auctions.

Objective assignment.
It has been established that the logistics organization is insufficiently equipped to be able to follow the strongly fluctuating production flow and to ensure optimal stock and delivery management. A charter has been drawn up for this with measurable results-oriented agreements.
1) Optimal use of workspace, employees, use of storage locations and ensuring a smooth logistics flow, minimizing the chance of errors
2) Optimize production goods flow in terms of quality and quantity by eliminating errors

Main interventions:
- Warehouse redesign. Removing unnecessary racks for floor space
- Optimize ERP – SAP Business One.
- Enter cycle counting
- Implementing lean principles
- Review process and procedures
- Stock integration planning. Goal to integrate the 5 different stock locations at 1 logistics service provider. Convert local warehouse to cross-dock function
- Evaluation occupancy warehousing. [labour studies]
- Reporting and meetings cycle arranged. [pdca]

Main results:
- Stock reliability from 81% to 90%
- Cycle counting fully implemented
- Process errors minimized
- Management system introduced
- Knowledge and skills matrix introduced and rolled out
- Start staff assessments.
- Average 15% occupancy improvement identified
- Warehouse finished product refurbished her
- Warehouse raw materials refurbishment [rationalization]