Case study
Warehouse management

'It is always important that I do not come up with or come up with 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 2020 – September 2020
Sector: Technology – Logistics
Function: Warehouse manager

The client provides in-house Warehousing and Data operations on the Data Center Campus at Google. Within an agreed budget, the client must carry out the operations in accordance with Google's targets and procedures in terms of performance, work safety and technology security.

Objective assignment.
A project charter has been drawn up for the assignment with the main objective:
A reliable and predictable logistics flow in accordance with set targets.

Supervise further rollout of JDA [WMS] Software. Provide training and guidance to personnel in embedding and linking processes and software. Managing behavior and quality of work. Daily warehouse management. ~80 fte including 8 team leads and 3 supervisors. Responsible review of organizational structure regarding tasks, responsibilities and performance. Scaling up from day operation to 2 shifts system.

Main interventions:
- Implementation 6S
- Optimizing warehouse performance.
- Installation paternoster
- Complete implementation JDA
- Coaching and training in the workplace.
- Organizational restructuring. i.a. assessments, job description.
- Day / week / month reports and meetings XPO and Google

Main results:
- Safety performance 85% [including covid intervention]
- Security. no incident
- Cycle count – vrd reliability: 99.46%
- On-time shipping: 99%
- On-time receiving : 98.4%
- Product quality handling: 98.47%
- DC Operations [timeliness] : 0-3 days 100% 0-4 days 92.5%
- Kitting operations : 99.87%
- All processes, flows and procedures documented
- Installed skill matrix, ratings. New org structure
- JDA System Deployment Status: 100%