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Regional Fast-Food Chain Continues Rapid Expansion With enVista's End-to-End WMS Consulting Services

ABOUT

enVista's client is an American regional chain of fast-food restaurants, primarily located across the western region of the United States. With humble beginnings, the chain has grown to encompass eight warehouses servicing hundreds of restaurant locations and has become a nationally recognized household name.

OPPORTUNITY

At the onset of the project, the client sought to combine two of its warehouses into one newly built facility in Chino, California. Company leadership consulted a few external resources prior to engaging enVista and determined that there were gaps in the internal resources available to support this critical project. Because of this, leadership was seeking additional expertise to get the new facility fully up and running. In particular, the chain needed support with project management and governance, adhering to industry best practices, enabling IT capabilities to support the facility and creating documentation to support associates in the new facility.

Two of the business' warehouses were already equipped with Körber's Warehouse Advantage warehouse management system (WMS), and the fast-food chain wanted to equip its Chino facility with the same technology. To accomplish this, the client's internal leadership determined that it would need significant, dedicated support for integrating the technology into the new facility and ensuring that it correctly supported all of the processes and automation in the facility, as well as followed industry best practices.

The fast-food chain engaged enVista to be its trusted partner for testing, documentation and go-live support for the opening of its Chino, California facility. enVista was selected because of our vast expertise in warehouse management systems, including selection, implementation, testing and go-live management.

SOLUTION

enVista's purpose in this project was to review and provide feedback on the WMS design, ensuring that it met the needs of all people, processes and technology within the warehouse. This project included several phases: Design review and feedback, documentation, testing and go-live support.

Design Review and Feedback

enVista began the project by performing an in-depth review of the WMS design that the company had compiled for its Chino, California facility. The client wanted to ensure that its WMS design adhered to both industry and organizational best practices, along with meeting the needs of all associates in the warehouse and across the business. Another key focus of the recurring design review sessions was to evaluate gaps in reporting that aimed to provide the chain's associates with accuracy of information and ease of access to this information.

For enVista's team, this involved extensive discussions with end-to-end roles in the warehouse to determine their daily activities and needs. It also involved a review of the other technology and automation that would be present in the facility to ensure that the design accounted for any necessary integrations. The team also analyzed the current state processes in the warehouse to ensure that the WMS would be able to accommodate and enhance them.

Once the team had an idea of the warehouse's overall needs, it analyzed the WMS design to ensure that everything was in place to meet those needs. enVista then delivered this feedback to the client's team, enabling adjustments to be made to the design that would ensure maximum success and return on investment post-implementation.

Documentation

Once the WMS design had been reviewed and finalized, enVista's team moved on to the documentation portion of the project. This phase was critical because it created detailed documentation that could be leveraged by relevant groups within the client's supply chain practice to understand the new processes and technology that would be present in the warehouse, how they should use them and how it would impact their daily roles. This documentation would make a big difference in the success of the system post-go-live along with sustaining the success as new associates were onboarded. enVista's team created a couple of different types of documents for the warehouse team.

1. Technical document – This was a detailed document on the intricacies of the Warehouse Advantage configuration for the warehouse's technology-focused associates. This document was extremely technically detailed, providing in depth information that these associates would need to understand how the technology behind the WMS was configured and how it would impact the inner workings of the warehouse.

2. Description of operations document – This document was created for the higher-level audience within the warehouse. The description of operations detailed how the WMS was being leveraged with a focus on the operational impacts of

the system. The document outlined what processes the WMS would be involved in, referenceable insight into how the efficiencies and accuracies of the WMS could be fully realized, as well as any constraints the associates might experience with it and more.

Testing

Once the technical aspects and processes involved with the WMS were documented, it was time to administer a robust testing program of the system to ensure that it ran smoothly in the warehouse environment. enVista's WMS team provided several types of testing on the WMS.

1. Regression testing – The regression testing phase involved taking the fundamental master data from the WMS and making sure the system's configuration adhered to the expected outputs. Through documenting the test scenarios, test steps and a grade against the expected results, this effort ensured that data would be flowing through the WMS smoothly and accurately and any issues were logged and tracked through resolution.

2. End-to-end testing – During this testing phase, enVista's team partnered with the client's IT team and Körber, testing how the WMS would integrate with other present systems and evaluating the expected results across a myriad of scenarios. These systems included the enterprise resource planning system and the warehouse control system. This effort further introduced and integrated the chain's IT group into the complexities within its WMS, setting the group up to provide a higher level of support in later phases of the project. Any issues were again logged and tracked through resolution.

3. User-acceptance testing – During this phase, enVista's team trained the super-users in the warehouse on the new WMS and tested to ensure that the design fit their needs and expectations. The testing curriculum during user acceptance testing was a combination of conference room and on the floor experiences for the super-users. This effort provided a lot of hands-on experience for the super-users and served

as an important aspect of the overall change management by introducing these users to the system and collecting any feedback from them to further enhance processes where collectively deemed necessary.

4. Field-acceptance testing – In this final phase of testing, we looked at the physical devices connecting to the network and made sure they were integrated well with the WMS so everything would move smoothly through the warehouse and all systems were connected and communicating data properly. This effort, different from the previous testing efforts, was aimed at simulating experiences the users may face during the eventual go-live and was completed primarily on the floor. The audience also expanded to include additional end users to serve also as an introductory training for these associates.

After completing the testing phase, enVista's team handled the master data migration into the WMS production environment that would be necessary for implementation, guided the client through a cutover plan and then readied themselves to be available for 24/7 go-live support.

Go-live Support

After the WMS implementation, enVista supplemented the client and Körber support, acting as one of the first lines of defense for the warehouse team. This involved 24/7 on-the-floor support, issue logging, triaging and more. This partnered support model provided an overall smooth transition that limited the impact on the customers at the restaurant's stores, maintaining their principles of quality, freshness and customer satisfaction.

This project is just one of many examples illustrating how enVista

and Körber have leveraged their longstanding partnership to build great trust in end-to-end WMS projects. As the project progressed, the teams exceeded the initial expectations and outlined requirements by delivering more to address additional needs that were uncovered. This commitment aimed to ensure the success of the project and contribute to the ongoing growth of the fast-food chain as a nationally renowned organization.

After seeing the wide success of this project, the client decided to leverage enVista for WMS roll-out projects it had planned for four additional warehouse facilities. These projects will include even bigger training roles for the enVista team – involving the creation of a training platform that will provide documentation for associate onboarding, promotional training and more.

RESULTS

The successes of the standardized WMS solution have increased the rate at which the solution can scale at other facilities by expanding the referenceable documentation available and improving the end user adoption rate.

By providing the model for verifying the system and training the end users, enVista has taken the go-live hyper care support time for a WMS implementation in the client's facilities from seven weeks to just three weeks and has increased end-user satisfaction by reducing the number of application and/or data issues experienced at go-live. The improved efficiencies of the standardized solution have also enabled reduced direct labor costs by improving workflow visibility and inventory accuracy.

Let's have a conversation.®
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