



Leading Multi-National Food Manufacturing Company Reimplements Warehouse Labor Management Standards for Greater Productivity

Leading cereal and convenience food manufacturer standardizes processes and engineered labor standards across its multiple-3PL provider, eight-distribution center network



THE OPPORTUNITY

With external market factors like low labor availability, the leading food manufacturer saw an opportunity to improve efficiency and workforce productivity within its warehouses. The company's supply chain network had grown significantly since its original implementation of engineered labor standards (ELS). It recognized the opportunity to upgrade its warehouse labor management (WLM) to reflect process and layout changes and identify preferred work methods and enhance training programs.

ENVISTA'S SOLUTION

enVista partnered with the leading food manufacturer to standardize their warehouse processes across their network to drive efficiencies and prepare each site for their reimplementation of WLM. Some of the process standardization initiatives included re-zoning the warehouse along with dock door optimization to improve inventory movement, reslotting case pick areas to minimize travel and enable stackability and ensuring each operation was utilizing the best types of equipment for each activity.

Once the process standardization initiatives were implemented, the enVista LMS team developed preferred work methods and updated ELS across the eight sites. The initial preferred work method and ELS development approach were established at a pilot site and implemented across each subsequent site. Methods and ELS were developed for receiving, putaway, replenishment, pallet picking, case picking, pallet moves and loading.

enVista also trained 50 managers and supervisors across the 3PLs to effectively manage their workforce in a WLM and engineered standards environment. enVista's enRichment training covered the following topics:

1. **Engineered Standards (ELS101)** – How ELS are developed, maintained and implemented
2. **Preferred Work Method Observations & Coaching** – How to successfully perform observations and drive productivity through coaching and feedback
3. **Supervising on the Line** – How to be a successful leader in an ELS/WLM environment
4. **End User Application Training** – How to utilize WLM to drive productivity improvements

Additionally, corporate engineering resources received training on maintaining the integrity of WLM and the engineered labor standards. There was a more in-depth and detailed focus on setup and configuration, maintaining/editing assignment data, reporting and keys to success to further identify opportunities and drive operational success.



THE RESULTS

By standardizing processes and ELS across the client's multiple-3PL provider, eight-DC network, the client was able to increase workforce visibility utilizing standardized performance metrics and ultimately improved workforce productivity by 8-10 percent. All eight sites showed improvement in pallets per hour (PPH) cases per hour (CPH), some improving by as much as 27 percent and 58 percent, respectively. Further, enVista's solution enabled the client to track productivity via PPH and CPH at the site level while driving out unproductive hours. In addition, the sites were able to track productivity at the individual level.

In addition to process standardization, enVista performed a supply chain assessment that provided a roadmap to reduce supply chain costs. enVista then led a network strategy to optimize movement within the network, assisted in negotiating 3PL contracts to reduce distribution costs and hold 3PLs accountable and implemented a labor management system.



Let's have a conversation.®

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