



enVista Implements Tier-One Labor Management Program For The Golf Warehouse (TGW)

enVista's labor management project
increases TGW's facility throughput,
space utilization and inbound
process efficiency





THE COMPANY

The Golf Warehouse, Inc. operates under the parent company, Crecera Brands. Based out of Wichita, Kansas, TGW is one of the world's first online golf retailers, selling brands like NIKE Golf, TaylorMade, PING, Callaway, Titleist, adidas, FootJoy, Ashworth and more. Also included in The Golf Warehouse brand are Baseballsavings.com and Softballsavings.com, which are leading online superstores for their sports. Altogether, the three brands have 200,000 square feet of warehouse space devoted to 47,000 products.

THE OPPORTUNITY

TGW wanted to increase employee engagement, efficiency and productivity across its warehouse operations and saw an opportunity for improvement within its labor management (LM) program.

In addition to enhancing the retailer's LM operations by improving training, employee engagement, customer service, throughput and organizational scalability, TGW saw the need to both streamline its inbound process flow by reducing waste across its receiving operations and creating additional capacity in reserve storage locations. Prior to the project, TGW was facing the issues of efficiently receiving inbound product, as well as finding the adequate space to put product away in the reserve storage area.

Ultimately, TGW wanted to implement streamlined processes coupled with an effective layout and a proven technology to enhance efficiency and scalability for future growth - without any degradation of customer service.

ENVISTA'S SOLUTION

To begin this project, enVista performed an inbound Kaizen event. The Kaizen event focused on optimizing flow through the receiving process by implementing the 6S system - sort, set in order, shine, standardize, sustain and safety - to reduce waste and standardize workstations. Increasing receiving productivity and throughput would result in a streamlined inbound operation that would get product into the reserve or other active locations more quickly. To tie together this part of the project, enVista provided and certified TGW's supervisors and operations staff as Lean Six Sigma White Belts. This involved training on the practical application of lean concepts to help reinforce the recommended changes that enVista's team had already implemented.

Once the inbound processes and layout were optimized, enVista's team determined that TGW needed a labor management system (LMS) to enhance processes within its four walls. enVista implemented its proprietary LMS, enCompass™, within TGW's facility to address improvement opportunities across operations, employee engagement and throughput.

enVista partnered with TechSera to interface enCompass™ with Manhattan Associates' WM I-Series and with Lucas System to integrate their Voice Directed Picking. enVista and TechSera completed all interface design and testing to ensure the systems were designed specifically for TGW's unique needs and functioned properly to avoid any facility downtime or degradation of customer service.



To further enhance employee and operational success, enVista's LM team developed preferred work methods and engineered labor standards (ELS). The team created ELS for warehouse processes including:

- Replenishment pick/put
- Picking and packing – singles, multis, pick-to-carton
- Auto-bagging
- Returns processing

Once these standards were in place, enVista provided detailed training for warehouse employees on the new processes and technology. Training procedures included:

- Supervising on the Line
- Engineering Standards Training
- Progressive Wage Model and Employee Coaching
- Employee observation and feedback training
- 6S and White Belt Training in Lean Six Sigma

enVista's team performed a reserve storage capacity analysis to improve TGW's storage utilization, which started the project at 25 percent. This analysis determined that while

TGW's locations were full, the capacity utilization within those locations was not optimized. In response to this finding, enVista suggested creating smaller reserve locations to optimize reserve storage capacity.

THE RESULTS

TGW saw significant improvements in its receiving processes. The improvements include:

- 33 percent decrease in cost-per-unit
- 7.5 hour increase in production for receiving per day
- 28 percent decrease in headcount
- 9.3 percent increase in lines per head

Once the smaller reserve locations are implemented, TGW anticipates up to a 40 percent increase in cube utilization across its reserve storage. enVista's end-to-end labor management project increased efficiency, productivity and space utilization within TGW's facilities, allowing for scalability and organizational growth for the thriving golf retailer.



Let's have a conversation.TM

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