



Session 4 (a)

The Do's and Dont's of Implementation - A Military Perspective

Speaker :
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The Chartered Institute of
Logistics and Transport (UK)



WAREHOUSE MANAGEMENT SYSTEMS

SAINTS OR SINNERS?

IFS

```
get_timezone_offset  
myoffs = date("Z") - $myservertime;  
  
print "var tzoffset = $myoffs + (new Date().getTimezoneOffset()/60);"  
print "var servertimeOBJ=new Date(($mydate+tzoffset)*1000);";  
>  
<HEAD>
```

```
<script language="JavaScript" src=""></script>  
<script type="text/javascript">  
begin
```

```
var servertimeOBJ;  
  
(servertimeOBJ != null){  
var myscriptTime = servertimeOBJ;  
}  
else{  
var myscriptTime = new Date();  
}
```

```
// End -->  
</script>
```

```
</HEAD>
```

```
<BODY>
```

```
<script type="text/javascript">  
<!-- Begin  
document.write(myscriptTime)  
--> End -->  
</script>
```

```
<p><center>  
font face="arial, helvetica, sans-serif", size=12, color="black">  
by: <a href="http://www.ifs.com">IFS</a>  
</center></p>
```

```
<script type="text/javascript">  
press any key to continue  
</script>
```





WHO AM I?

Ex-Royal Logistic Corps Colonel
30+ years of experience in logistics
Left active service at the end of 2002.

WMS-related experience:

Managing Director - large Depot complex in Germany,
Chief Planning Officer and Director Storage
- UK-based multi-commodity depots (less munitions) for 8 years.

Responsible as Senior User for introduction of new WMS system into
the Defence Storage and Distribution Agency (DSDA),
including introduction of modern processes and RF Technology.





WHO AM I?

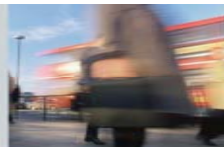
**Have experience of running logistic operations in
UK, Germany, USA, Jamaica, Cyprus**

**Served in many operational areas, including a sunshine
tour in the Gulf (Saudi Arabia and Kuwait) in 1990/91.**

**I specialise in Supply Chain Operations and multi-national
logistics, inventory management, warehousing and distribution.**

**Recently worked on
Future Defence Supply Chain Initiative Project**

**Currently working for IFS Defence as a
Business Development Consultant.**





WHERE WAS WMS INSTALLED?

- **Sites:**

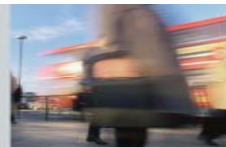
2 main depots of Bicester and Donnington and a sub depot at Longtown, with subsequently installation into Llangennech. An earlier version was at RAF Stafford.

- **Inventory:**

550,000 different item headings with value of £3.2Bn.

- **Range of items:**

Wide spectrum of spare parts, fasteners, engines and major assemblies, radios, tank track, clothing and uniforms, food, textiles, weapons and hazardous stores.





WHERE WAS WMS INSTALLED?

- **Bicester site:**

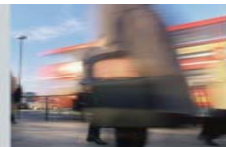
37 major warehouses, 20 mile perimeter fence, 44 miles of railway, 32 miles of internal roads. 14 articulated tractor units and 96 trailers providing an inter-site shuttle services, 1600 staff.

- **Donnington site :**

12 major warehouses. E.g. Building B55 semi-automated warehouse with 10 spurs and 90,000 pallet spaces.

- **Management information system:**

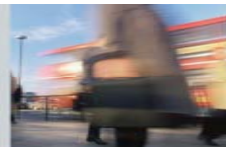
Installed at Head Office for operational planning and financial visibility of activity and direct access to strategic management reports.





DIFFERENCES BETWEEN MOD AND COMMERCIAL OPERATIONS

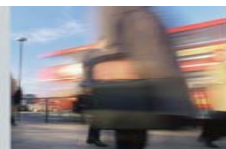
- Very secure operation.
- Not possible to accurately determine peaks and troughs.
- The stock is owned by other MOD organisation (Equipment managers).
- Large throughput.....but smaller in each shed (11000 issues,1300 receipts daily).
- Many mission-essential 'just in case' stocks. Only 5% of items were fast movers.





DIFFERENCES BETWEEN MOD AND COMMERCIAL OPERATIONS

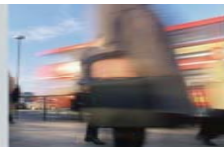
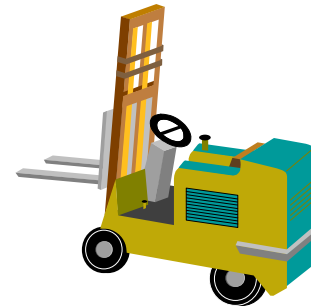
- Size is generally much bigger with many sites.
For example, depot at Bicester is bigger than Bicester town.
- Long receipt process.
Could be 15 days from gate to shed for examination.
- Low investment in RF Technology
- Strict stocktaking and audit requirements - accountable to the National Audit Office for stocktaking and fire segregation.





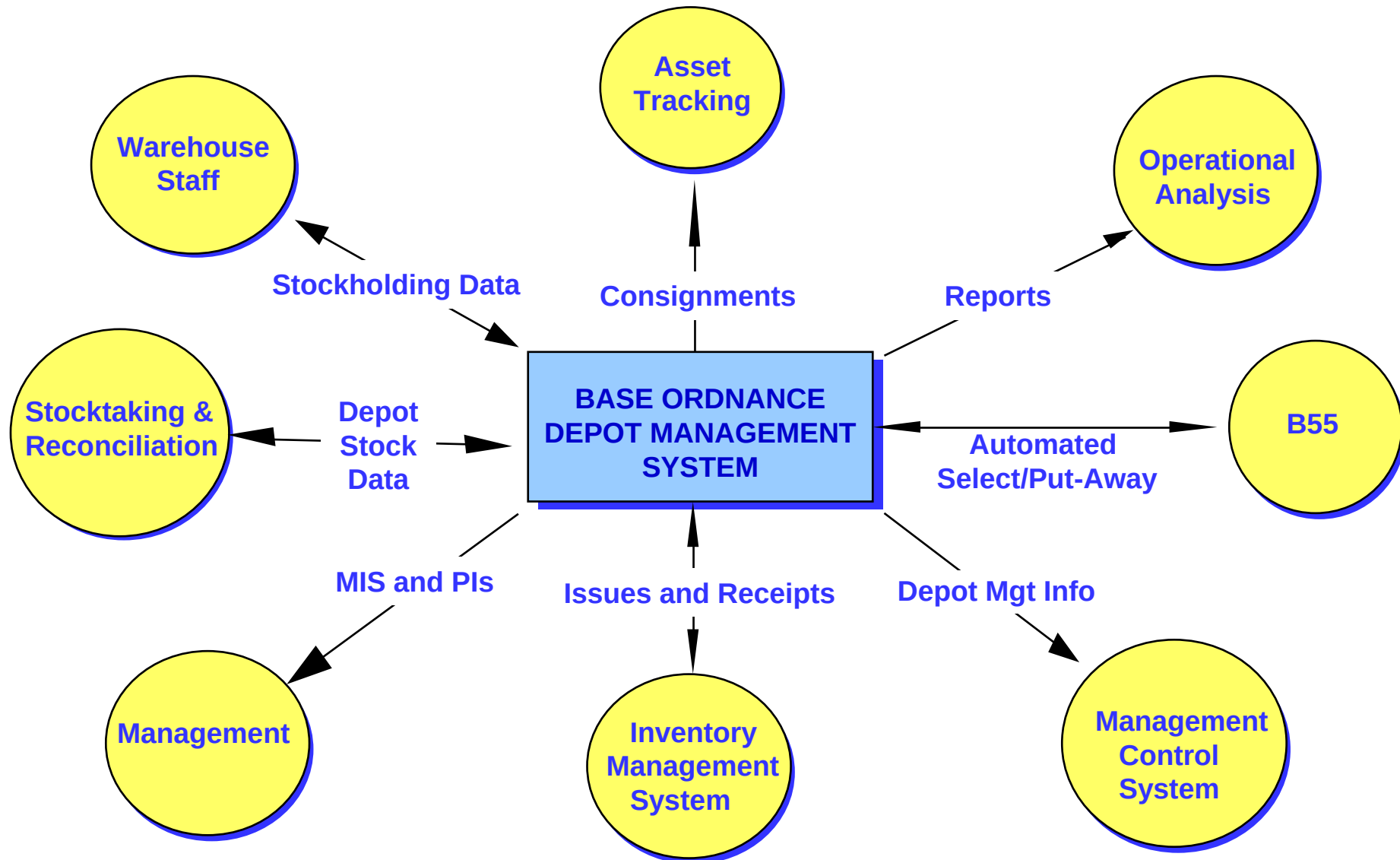
FUNCTIONALITY OF SSA GLOBAL SOLUTION

- Receipts and Put-away
 - Including Flo-thru and Paperless Productivity.
- Stock Control, Maintenance, Stocktaking and Reconciliation.
- Picking and Issues.
- Consignment Build and Distribution Management System.
- Labour Scheduling and Control System.
- Management Information System.





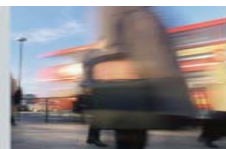
WMS SYSTEM BOUNDARY





BENEFITS

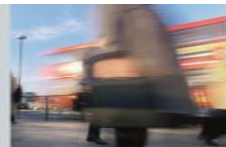
- **Reliable WMS to support the core business.**
- **Ability to maximise effectiveness and mobility of manpower, which during increased workloads and reduced resources, required full utilisation.**
- **Increased efficiency, reduction in manual and paper dependent systems led to reduced error rates and improved quality.**





BENEFITS

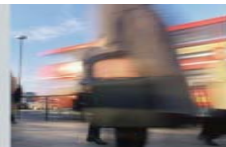
- Introduction of RF Technology.
- Fire compartment monitoring and directed putaway
- Reporting business performance to Central Government.
- Formed basis for further development and expansion.





5 BAD POINTS

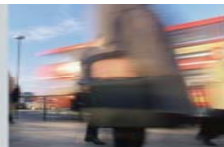
- MOD's slow bureaucratic process of business case and financial approval.
- Excessive customisation, linked with some senior management reticence at grasping opportunities.
- Failure to modernise processes sufficiently well.
- Lack of volumetrics (weights and measurements) came to haunt us later on.
- Going for incremental part solution, rather than seizing the initiative and business methods opportunities. Also - DCCAD, Automated Weighing and RDTs out of scope – must be critical elements to implementation.





5 GOOD POINTS

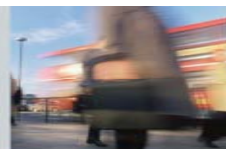
- **Selection of the best fit product and market leader, including site visits and meetings with those who had installed this WMS.**
- **Strong leadership and committed team, including specially selected super users.**
- **Use as opportunity to modernise processes and use RF technology and paperless productivity.**
- **Effective communications and training, including involvement of super users to sell WMS capabilities and processes.**
- **Hardware assessment on capacity.**





SUMMARY KEY POINTS

- **Select the best fit product.**
Once you have found it, ensure that the WMS provider allocates the right quality of supporting team from the company.
- **Select most competent and experienced team to support you, including super users and champions.**
- **Seize the business methods opportunities to modernise processes, including the use of tested modern technology.**
E.g.. RDTs, automated weighing and sortation systems.
- **Install WMS performance management and reporting system, to allow real time access to choke points, KPI achievement and customer support.**
- **Good training and communication are essential.**





Questions ?



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