
Daysha Consultants have in-depth knowledge of the FMCG and Distribution sector. Understanding these businesses and their processes, together with our IT project management and technical knowledge, puts us in a unique position to deliver real value. The implementation of an advanced warehousing management system at Boyne Valley Group is one such example of how we are helping businesses in this sector.

Situation

Summary

The Boyne Valley Group wanted to replace their outdated and error-prone paper based warehouse management system and replace it with a modern system taking advantage of advances in technology such as RFID and Voice Recognition. This system would improve efficiency and effectiveness in their warehouse, reduce their operational costs and provide a better service to their customers. Ultimately this will enable Boyne Valley to beat their competition.

Customer Profile

Boyne Valley Group is located in Ireland. It has been in business for over fifty years. It started off as a small family business and has grown substantially.

Now, the Boyne Valley Group has their main Warehouse and Distribution Centre located in Drogheda consisting of a fully serviced 12 acre freehold site providing next day delivery to almost 3,000 retail grocery outlets across the 32 counties of Ireland.

Solution Overview

Customer Profile

- Name: Boyne Valley Group
- Location: Drogheda, Ireland
- Sectors: FMCG

Objectives

Project Management and implementation of an advanced warehousing management system.

Daysha Services Used

- Project Management
- Infrastructure
- QA
- Service Integration

Benefits

- Reduced operational costs.
- Improved pick accuracy
- Reduced OTIF
- Improved customer service.

Problem

Context

Boyne Valley had a paper based Warehouse Management System (WMS), and it was apparent that automating their WMS would increase pick accuracy, reduce returns and ultimately provide their customers with a higher quality of service and at the same time reduce Boyne Valley's overall operational costs.

However, the ERP system in place did not have a WMS module. This meant the software solution for the WMS was going to have to be a stand alone system that would need to be integrated with the main ERP system.

Daysha were asked to manage the project from inception and design, through vendor selection, software integration, user training, and change management.

Objectives

1. Daysha needed to find a way for Boyne Valley to eliminate the paper WMS system and integrate the solution into the current ERP system.
2. Manage the design and implementation and systems integration of the WMS.
3. Implement the new system through user training and organization change management.

Solution

The initial phase of the project was an extensive engagement between the business and the software suppliers to design a **software solution** for the WMS application. This entailed Daysha **project managing** several workshops to agree the current business processes and then translating those processes into a logical set of actions that could be interpreted by the software vendors.

The solution chosen included a number of leading technologies, namely RFID (Radio Frequency Identification) and Voice Recognition.

The second phase of development was to build an interface between the chosen WMS and the main ERP system. The basic goal of this system integration was to enable the transfer of sales orders and PO's from the ERP system to the WMS. In addition, the WMS had to update the main ERP system with all stock movements from the warehouse and to update the status of the sales order as stock is selected from the warehouse.

One of the main features of the warehouse management solution was the use of voice recognition technology to allow users in the warehouse perform commands without being tied to a desk or terminal. So a significant part of the solution was the installation of the voice units that interacted with access points installed around the warehouse.

Although the hardware was a substantial installation the most challenging element of the hardware was bringing users through the **change management** process so that they were confident about using the new devices from the 1st day of go-live. The majority of the users were not computer literate and some users were not able to speak English and this meant the change

management program had to be comprehensive to bring all users up-to-speed on the new system successfully.

Evaluation

Results and Benefits

“Daysha brought us through the consultation, design and implementation of our warehouse management system (WMS). The system that’s been successfully delivered is at the leading edge of WMS technology with the incorporation of both Radio Frequency and Voice.

The impact for the business and our customers has been dramatic. With a higher quality pick accuracy this has helped to reduce our error rate down to 0.01% and has reduced our overall operational costs by 12% and our OTIF is now running at 99.4% and this in turn means we’re delivering a higher standard of service to our customers.

Daysha’s experience within the FMCG sector was invaluable to the success of the project through designing the correct processes to meet our business needs and to building a clear approach to the project for both Boyne Valley and the external suppliers involved in the project.”

Fran Egan, Head of Operations – Boyne Valley

For More Information

For more information about Daysha Consulting services, contact us through info@dayshaconsulting.com. To access information using the World Wide Web, go to: <http://www.dayshaconsulting.com>

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