



Warehouse Management System selection,
implementation and optimization: "the day after"..."
Discover useful implementation details and optimization possibilities.

Go-live?

Are all required functionalities clear and designed in detail?

No, only the happy flow.

Is all customization/ parameterization finished?

No.

Are all functionalities successfully tested?

No and no on site testing.

Are all the employees trained?

Not enough.

Is all SKU data (UOM, weight, pieces per pallet) entered in the system?

No, only a limited number of SKU of the total assortment.

Go-live was advanced with almost 2 months due to earlier handover of the building and limited availability of resources resulting in combining several functions like IT PM and lead developer.

The project had a restart and did go live!

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Forbo sees productivity increase following successful WMS implementation

An interview with Mr Kees van de Lagemaat, manager logistics, and Mr Urban Deering, manager ICS, from Forbo Flooring in Assendelft, The Netherlands.



FLOORING SYSTEMS

Forbo Flooring decided to develop its own new warehouse management system (WMS) for its new distribution center in the Dutch town of Assendelft.

After a very smooth construction process, however the go-live of the WMS was delayed and the new distribution center was opened without it. Groenewout helped the manufacturer of linoleum floors to create the functional design, introduce extensive test procedures and define precise work instructions. As a result, the WMS went online eight months later.



Kees van de Lagemaat

In the summer of 2013 Forbo Flooring opened a brand new, 5,500-square-meter distribution center next to its factory in Assendelft. The new DC enables the company to meet the rapidly growing demand for linoleum and luxury vinyl tiles and floor panels. Using the facility to consolidate the flows of goods from its other 11 factories also enables Forbo to save millions of euros each year on logistics costs. An operation of that kind demands an intelligent warehouse management system (WMS), but Forbo did not have one. "We had an ERP system, but that didn't provide sufficient warehouse management support. It lacked the necessary 'intelligence' to manage our processes smartly," says Kees van de Lagemaat, manager logistics.



Urban Deering

Therefore, Forbo decided to develop its own new warehouse management system just as it had done previously for another warehouse. "We were happy with the result of that exercise – it was a user-friendly system with a fairly simple set-up that was easy to tailor to our needs," states Van de Lagemaat. His colleague Urban Deering, manager ICS, adds: "Of course there are good standard warehouse management systems on the market, but they dictate the working methods to be used. By developing a system ourselves, we could continue to work in our existing manner."

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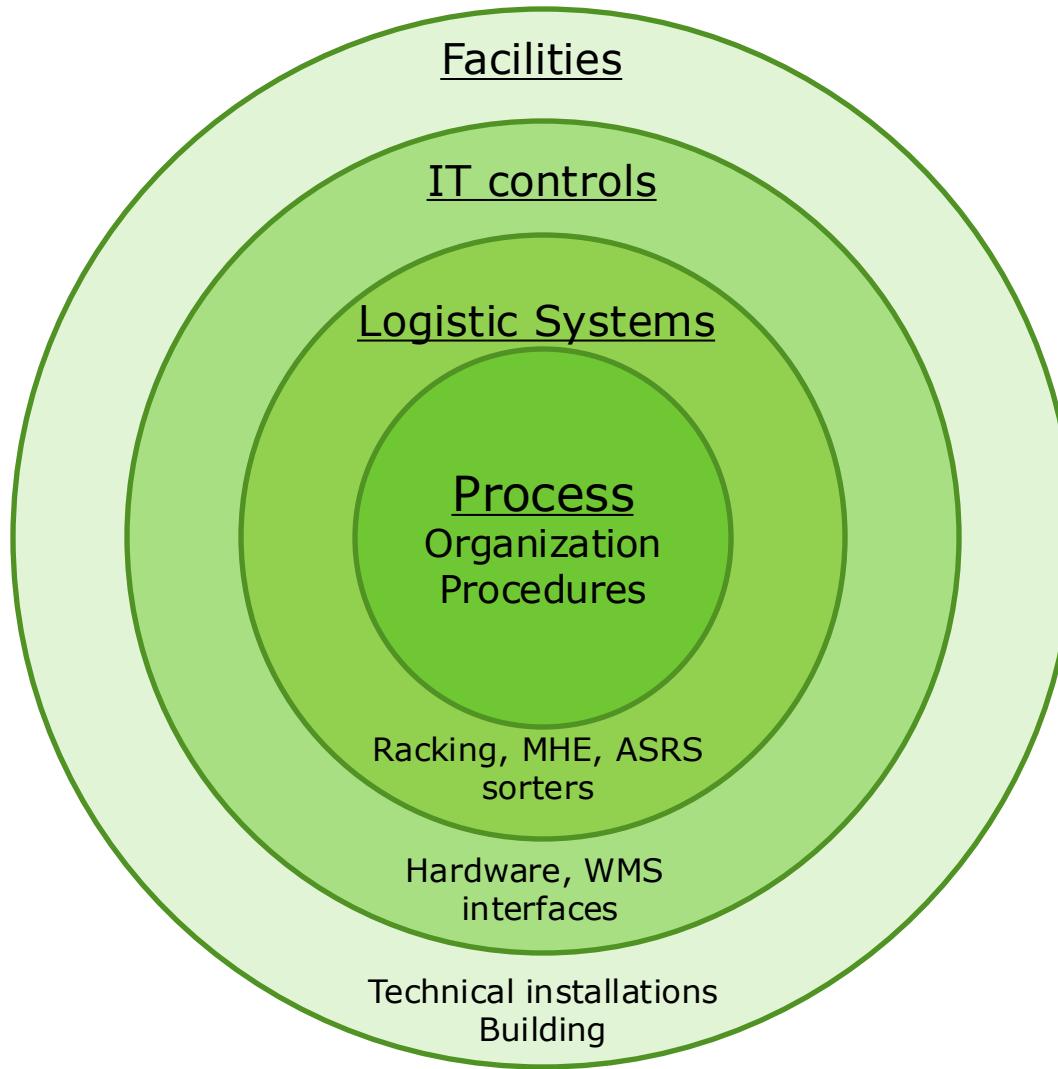
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To read the full interview, [click here](#).

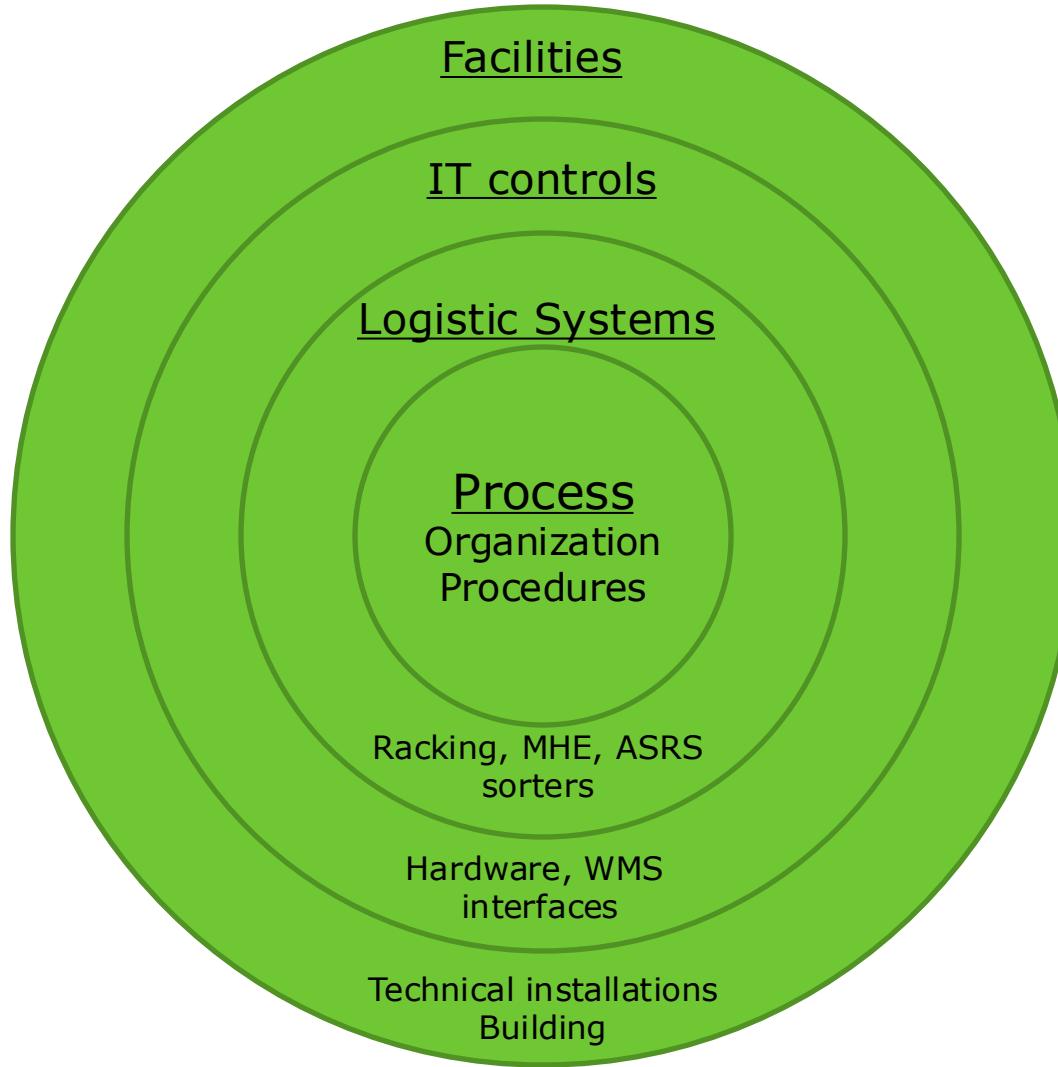
Integrated approach

ANALYSIS AND DESIGN



Integrated approach

REALIZATION



Integrated approach

STATEMENT

A successful implementation is only possible if all the functional requirements are detailed out prior to the RFQ process, hence involving the supplier.

- *The focus stays on the (logistics) process.*
- *The several departments within the company get aligned.*
- *(Internal) discussions do not get troubled by unreachable or out of scope features.*

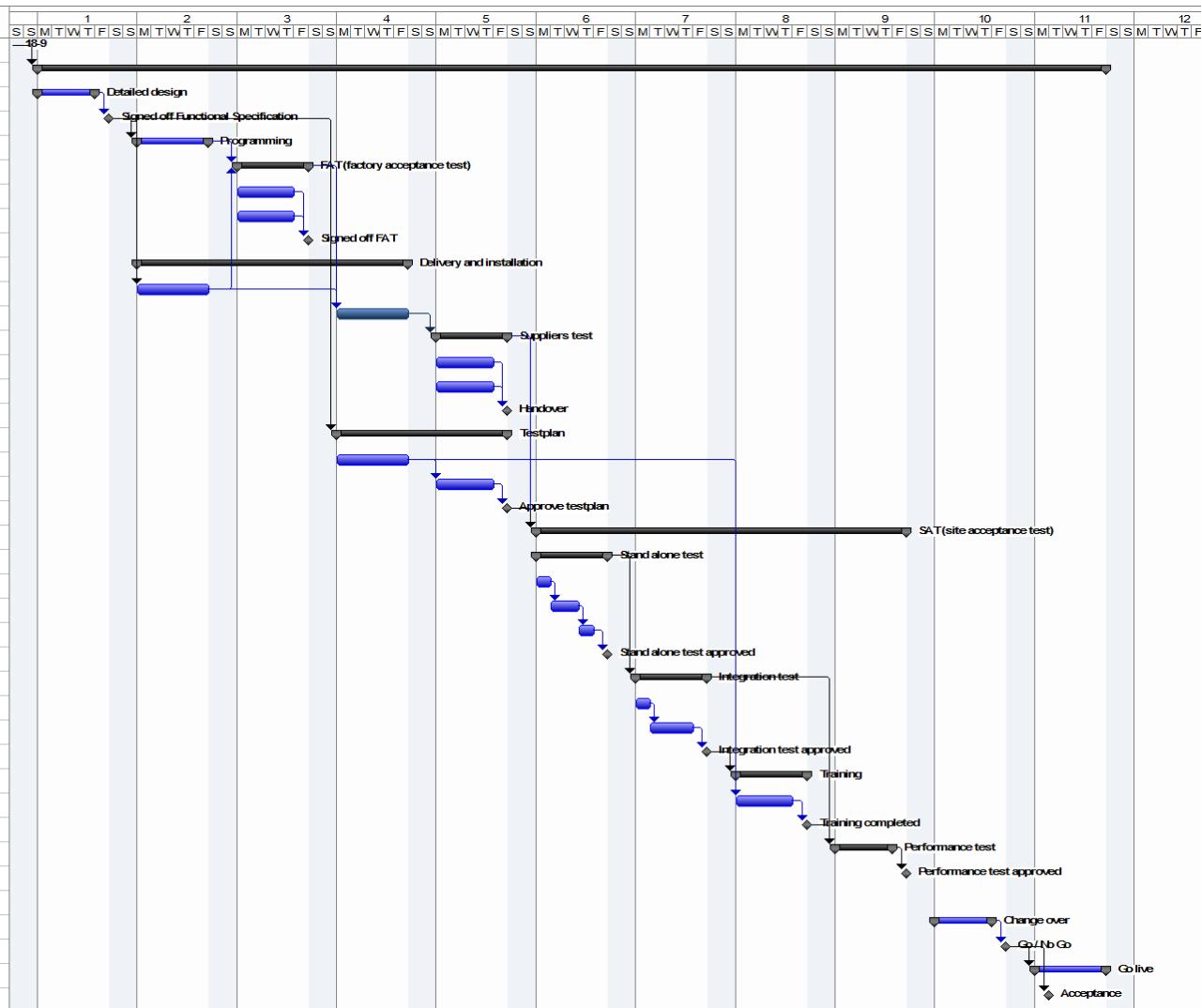
After this the Functional Specifications can be detailed out together with the Supplier.



Testing & Training

PLANNING

ID	Task Name
1	Signed contract
2	WMS project
3	Detailed design
4	Signed off Functional Specification
5	Programming
6	FAT (factory acceptance test)
7	Interface test
8	Stand alone functional test
9	Signed off FAT
10	Delivery and installation
11	Delivery
12	Installation
13	Suppliers test
14	interface test
15	Stand alone functional test
16	Handover
17	Testplan
18	Write workinstructions
19	Set-up testprotocol incl. testscenarios
20	Approve testplan
21	SAT (site acceptance test)
22	Stand alone test
23	Technical inspection
24	Stand alone functional test
25	Stand alone capacity test
26	Stand alone test approved
27	Integration test
28	Interface test
29	Integrated functional test
30	Integration test approved
31	Training
32	Training of end users
33	Training completed
34	Performance test
35	Performance test approved
36	Project spare
37	Change over
38	Go / Nb Go
39	Go live
40	Acceptance

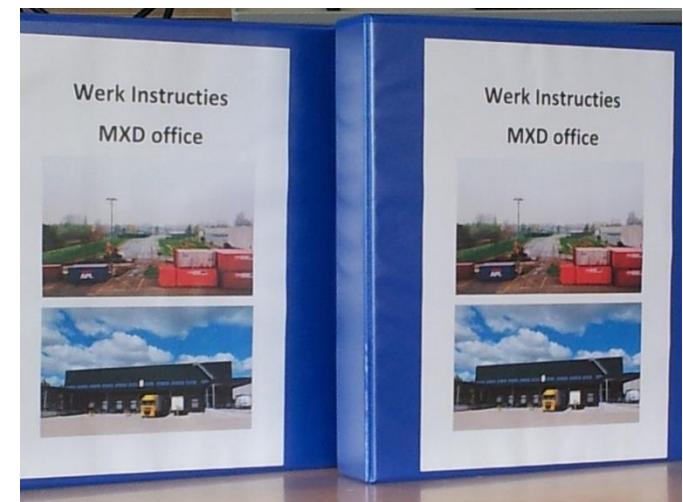


Testing & Training

STATEMENT

- Good tests scenario's and training documentation must be based on the to be workinstructions and,
- the ones who write the work instructions, should be the ones who write the test scenario's, execute the testing, train the end users and give Go-live support (Key-users):
 - *Operational details will be addressed prior to go-live.*
 - *Testing will follow the actual situations.*
 - *Acceptance by end-users is better because training reflects the actual situation.*

Freeing up Key-users for up to 3 months is a challenge



SKU data

STATEMENT

SKU data (UOM, weight, pieces per pallet) and other settings should be entered in the system as much as possible:

- *At the start-up not having this data will lead to issues and will require attention of trouble shooters.*
- *Every issues will require approximately 15 to 20 minutes to solve, identify, solve and correct.*
- *Key-users will be to much operational involved to identify the real problems or give real start-up support.*

When SKU data is incomplete or not correct make, when thinking about implementing a WMS, a plan how to capture this data so this will not develop into a showstopper at go-live. Quality of the testing will increase when this is done with the right actual SKU and order data



DRIVEN BY KNOWLEDGE