Conquering the SAP EWM challenge "from zero to hero"

Surviving and thriving the journey of implementing SAP EWM from scratch to a full-scale WMS in WoodVision's yard for warehousing and production

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HEADLINES

OLG | OUTDOOR LIFE GROUP
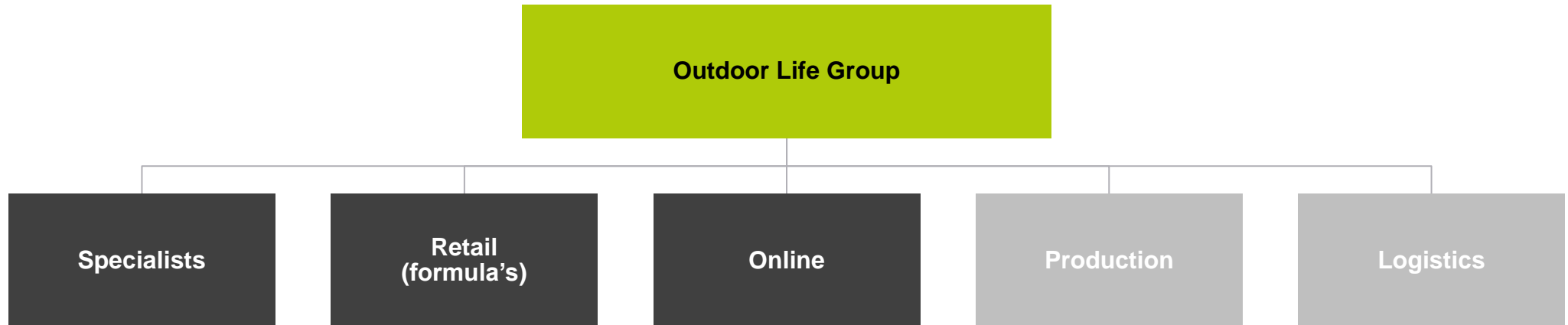
OUTDOOR LIFE GROUP (OLG)

- OLG is a leading player in the Benelux garden-timber market
  - innovative and sustainable products in 5 core-categories

Garden timber | Fencing | Outdoor garden rooms | Decking | Cladding

- OLG consists of several subsidiaries operating in three strategic sales channels.

Outdoor Life Group

| Specialists | Retail (formula's) | Online | Production | Logistics |

GEOGRAPHY

- **HQ OLG in Amersfoort**

- **Outdoor Life Products in Gouderak**   **Retail**

- **NuBuiten in Hardinxveld-Giessendam**   **Online**

- <u>**Woodvision in Kampen**</u>   <u>**Specialist**</u>

WOODVISION IN SHORT…

Key figures
- € 45 mln net turnover
- 850 customers
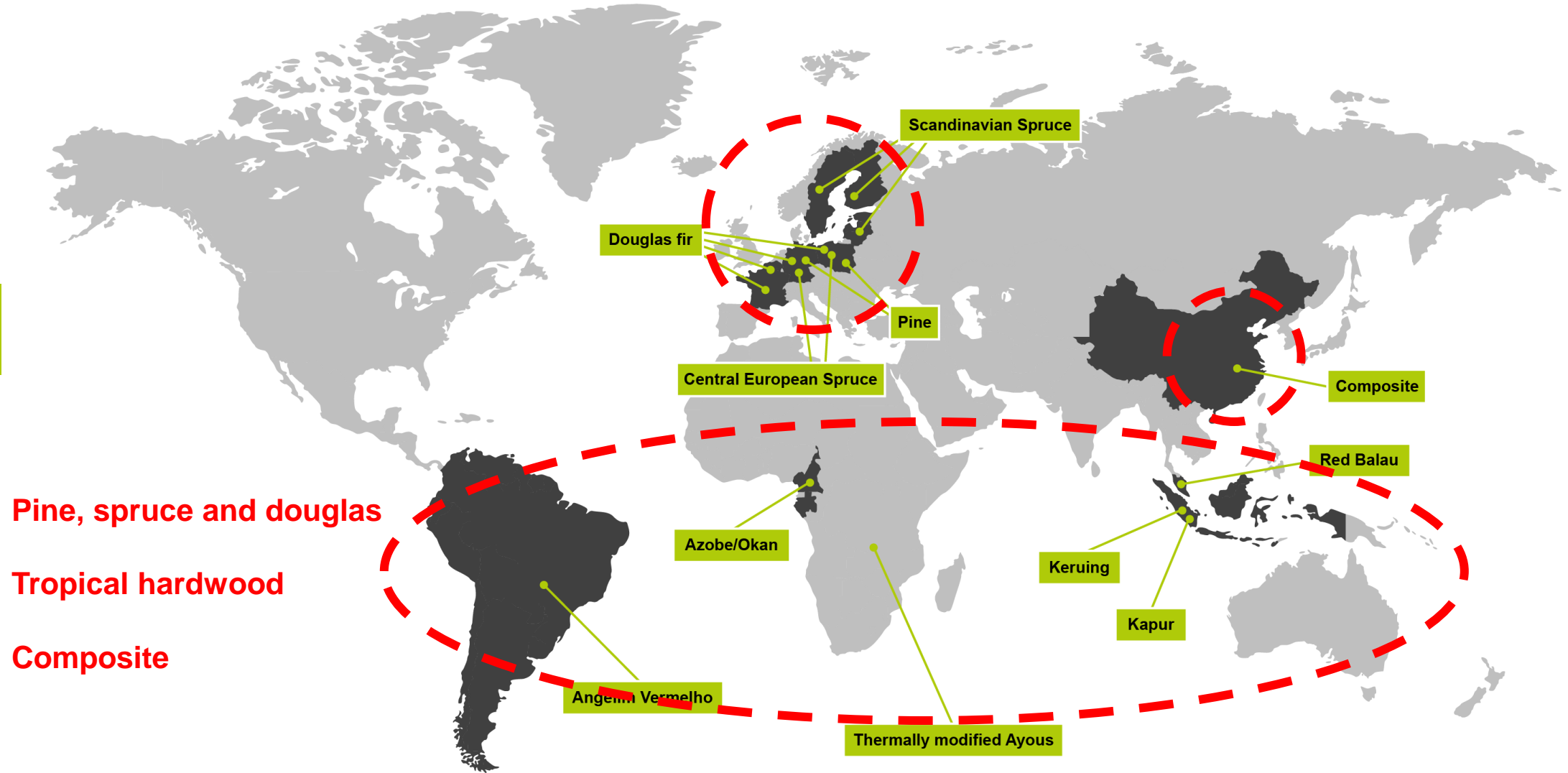- 80.000 m2
- 2.500 SKU
- 85 FTE

Route to market
- Wood specialists
- Landscapers
- Specialised construction centers

Core activities
- Wholesaler for specialist-channel
- Production-units
  - Fences
  - Impregnating
- *LSP for online-business NuBuiten*

ORIGIN

Scandinavian Spruce

Douglas fir

Pine

Central European Spruce

Composite

Red Balau

Azobe/Okan

Keruing

Kapur

Angelim Vermelho

Thermally modified Ayous

Pine, spruce and douglas

Tropical hardwood

Composite

WOODVISION IN SHORT VIDEO…

CHALLENGES

o In september 2019 Woodvision SAP implementation **without WMS**

o Year on year double-digit growth in turnover, stockvalue, proces-complexity

o High seasonality-pattern: 50% of turnover in 2nd quarter

o Be able to service requirements of both B2B and B2C

o **Necessity in 2022 for warehouse-management…**

o Negative sentiment within the OLG-holding for selection and implementation WMS

GOALS, REQUIREMENTS … AND SELECTION

o Warehouse-management: not only registration but also orchestration

o Seamless connection to existing SAP environment

o Configurable/customizable without (or with minimal) enhancements

   ➢ Maintain current process in logistics as much as possible in all seasons

   ➢ Meeting specific and diverse customer requirements

o Full integration with production

o *… and (of course) an implementation within budget and on schedule*

o **SAP EWM ended up to be the only sensible choice for meeting all requirements**

RESULTS

o Woodvision implemented SAP EWM within budget and on schedule

o Minimal enhancements

o Proces control:

  ➢ Highly configurable

  ➢ Orchestration

  ➢ Registration

HOW TO AVOID PITFALLS: LEARNINGS AND TIPS...

o Good blueprint is essential

o Internal communication
  ➢ Keep the employees informed along the process (meetings, narrowcasting etc)

o Project-management
  ➢ Keep control of the project yourself (it's your process!) = projectlead
  ➢ Counterpart-projectlead from implementation-partner
  ➢ Weekly progress meetings with actionpoints and decisions

o Masterdata
  ➢ Start early…
  ➢ Test the quality and the processing time of the upload-data

o Testing and training
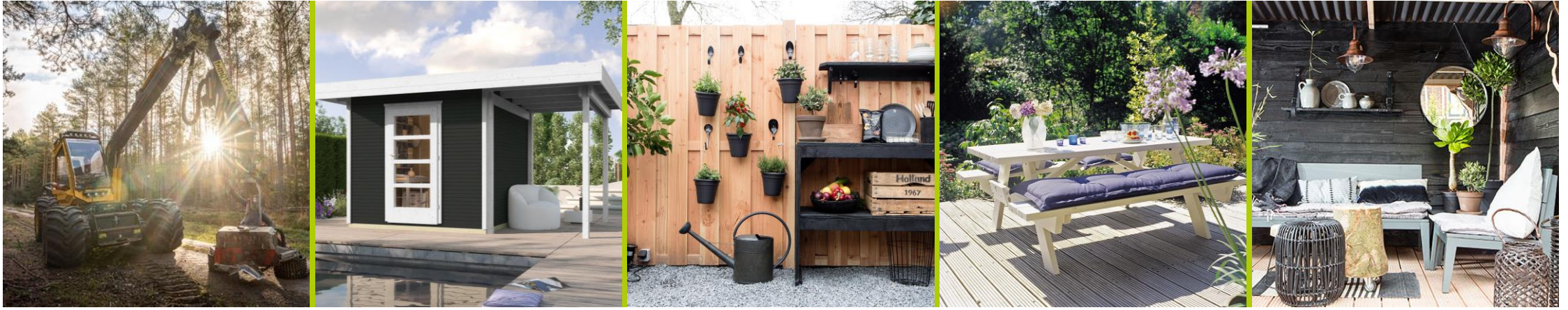 ➢ Trainingssessions in realistic simulation "virtual yard"

LEARNINGS INITIAL STOCK-UPLOAD

o **Key-question:**
  - ➢ **how to create such an upload-file within a few days for a stockvalue of 25 million, exisiting of more than 2.500 SKU's consisting of more than 35.000 packages…**

o Woodvision's own solution:

  - ➢ Designing a label in Excel ("HU-label lookalike") with barcode

  - ➢ Creating an Excel label-generator with a unique number sequence

  - ➢ Start 5 month's (!!) before go-live with labelling (and building an Excel-database)

  - ➢ During go-live, we "only" had to scan the labels on the packages present

FUTURE AND NEXT STEPS

o After "surviving" the go-live, the great improvement journey has begun…
  - ➢ Start manageable and then improve further
  - ➢ Don't make the initial leap bigger than organization/employees can handle

o Woodvision's next steps coming year:
  - ➢ Paperless picking

  - ➢ Cyclecounting

  - ➢ Improving the productivity
    - • Scandata of individual orderpickers and materials
    - • Benchmarking and setting standards

… and many more steps to follow on our improvement journey!

Thank you for your attention!

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