

WAREHOUSE MANAGEMENT CASE STUDY

GORILLA GLUE, CINCINNATI, OH



"Since implementing the WMS in 2015, our % of Sales to labor cost to run our distribution center has gone down despite double digit growth each year since"

Rob Lackman, COO

**99% ORDER
ACCURACY**

**65% EFFICIENCY
IMPROVEMENT**

**85% FASTER
FULFILLMENT
for LARGE ORDERS**

Introduction

Found in nearly every supermarket, convenience, hardware, drug or big box store, Gorilla Glue manufactures and distributes approximately 19 distinct product lines of adhesives, tapes and skin care products. Today despite double-digit growth, the company's supply chain is model of efficiency; but that wasn't always the case. Just a few short years ago expanding territories and increased demand exposed inefficiencies within a paper-based operation.

Growing Pains

"Too often we had no clear picture of the type, quantity or location of materials," explained Rob Gruber, Vice President of Manufacturing. "All we really knew for certain was that somewhere we had pallets of raw materials."

Distribution also struggled with inventory control. "We were never certain of inventory we had on hand," said Mark Kramer, Sr. Director of Logistics. "The information was buried in a stack of paper someplace. We were literally sending people out through the warehouse to see what we had and where it was."

Early Automation

Until 2015 a largely manual data and logistics management process featured spread sheets, Excel and visual observation. Because they were a long-time user of Microsoft Dynamics GP, an initial attempt at automation began with the ERP's kitting feature. While some incremental improvement was realized, it was obvious that a more robust and focused warehouse management solution was needed.

Selection & Implementation

Because Gorilla Glue manufactures, stocks and distributes, the flexible Tier 1 functionality of FASCOR WMS proved the optimum company-wide solution. "Ultimately FASCOR proved to offer the best solution," said Kramer. "The program is powerful, accessible to our staff, is robust, quick to learn and easy to use.

In addition FASCOR interfaces directly with our Dynamics GP system providing a completely integrated solution."

With rules and procedures in place, upgrading from one WMS to another is, for the most part, a relatively straightforward process of data migration and software tweaks. However, because this was Gorilla Glue's initial WMS implementation there were no established procedures or history to draw from. "In many ways this was a true greenfield implementation," said Gruber. "As it turned out this was a



fantastic learning experience. It forced us to scrutinize all aspects of the business, focus on our goals, and construct the best warehouse management environment going forward."

Just Shipping Glue?

Each day more than 30,000 cases are processed for customers ranging from the big box super stores to the smallest bait shop. Such volume and diversity creates significant implementation challenges. "Although some small grocery stores may place a single order, we still have to account for them in the system," said Kramer. "Even similar store-types such as Walmart, Target, Meijer, Kroger, etc. have unique rules and labeling requirements.



Consequently all must be treated differently. On the surface it sounds like we're simply shipping glue; in reality it's a very complicated process."

With assistance from FASCOR's implementation team the system was configured to



account for the company's wide-range of customers and varying requirements.

Navigating the Supply Chain Jungle

"Across the board, from inventory control accuracy, work orders, raw materials, labor management, and tracking, we saw significant improvements throughout the manufacturing process," said Gruber. "In addition, our more streamlined and efficient process is resulting in better production runs with less scrap."

Aside from the direct benefits were some unanticipated residuals. Improvements freed up funds and resources allowing a renewed focus on new product development. "Some of our products are highly regulated and require the management of a significant amount of data," said Gruber. "FASCOR WMS provides us with the digital tracking capabilities to develop innovative products; something that simply wasn't practical before."

At the company's 600,000 square foot warehouse the newly implemented WMS was delivering similar results. Because FASCOR is easy to use and quick to learn, new employee training, once taking as long as two months, was reduced to less than a week. Automating order fulfillment alone delivered immediate improvement as picking productivity was increased by 50%. Additionally, the system allowed dedicated customer-spe-

cific zones to be assembled. Stocking these areas with some of the most popular SKUs related to their biggest customers helped slash large order fulfillment from 4-6 days to just 24 hours. This along with electronic replenishment, self-directed put aways, and other system optimization steps improved overall efficiency by a staggering 65%.

"Improvements were night and day," said Kramer. What's more Gorilla Glue can develop its staff for new and different jobs that will provide advancements at both an individual and company levels. "Filling more orders with less staff allows us to reallocate resources to fill new positions within the company while continuing to meet growing demands."

With 99% order accuracy distribution has directly impacted both customer satisfaction and relationships with the company's sales teams. In addition physical year-end inventory is practically eliminated. The new process is so accurate that what was once a shutdown of several days for wall-to-wall counting has become in-process cycle counting and is validated with the audit team.

Transportation

Likewise, significant gains were made in shipping. Gorilla Glue utilizes FASCOR's transportation management solution, FASCOR TMS™. Certified by UPS, FedEx and Endicia, The system supports small parcel and LTL shipments. In addition to identifying the most efficient carriers, FASCOR technology allows pallets to be strategically constructed with complete common item levels. This, along with automated cube and weight calculations, allows the most efficient pallets to be consistently built – considerably reducing costs for both Gorilla Glue and its customers. With new levels of supply chain automation, Gorilla Glue was free to pursue strategic partnerships with customers in order to further maximize shipping efficiency.



Real-Time Visibility

Key to success was the use of FASCOR's real-time visibility solution, WebTools™. Totally integrated with systems, tools, and processes, WebTools monitors and manages the flow and progress of all information and activities putting information at your fingertips while providing a clear and accurate snapshot of the operations. WebTools even allows users to monitor productivity down to the worker level. "We're now able to measure performance in areas we could never come close to measuring," concluded Kramer. "This is helping with setting goals and implementing improvement metrics and other areas we never even dreamed of."

Results

Gorilla Glue continues to sustain its double-digit growth rate. And while other departments have added staff, FASCOR WMS has allowed manufacturing, warehousing, and distribution departments to keep pace with growing demand – while actually lowering operating costs.



11260 Chester Rd. Ste 100
Cincinnati OH 45246
513.421.1777

www.fascor.com

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