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## COVER STORY

## Want a More Efficient, Effective Operation? Of Course!

### Four knowledgeable consultants offer alternatives that can enhance warehouse/DC performance.

In the never-ending quest to achieve productivity goals, performance objectives or efficiency standards, there's often a tendency by warehouse/DC management and professionals to seek out the "latest and greatest" solution available. That may not be the best approach, however.

As Marc Wulfraat shares, "To identify a single 'most effective' practice, tool, technique and/or technology for warehouse operations, is a daunting task to say the least, since a solution that may be a smash success in one operation may be an unmitigated disaster in another." With this in mind, four leading consultants offer their thoughts and

insights on a number of approaches and options to consider.

The panel of experts with extensive experience gained from numerous warehouse/DC engagements and overall industry knowledge, include: **Marc Wulfraat**, president, MWPVL International Inc., Montreal West, Quebec, Canada; **Sandy Stephens**, principal, Johnson Stephens Consulting, Inc., Atlanta; **Chris Considine**, senior manager, Kurt Salmon (Part of Accenture Strategy), Los Angeles; and **Stephen T. Hopper, P.E.**, founder and principal, Inviscid Consulting, Marietta, GA. Their individual remarks follow:



### Invest in distribution center automation

by Marc Wulfraat, [www.mwpvl.com](http://www.mwpvl.com)

There is one common attribute shared by most market-leading companies, which is they are laser-focused on the application of automation technology for their warehouse/distribution operations. Yet, automated material handling systems clearly are not for everyone as the number of conventional distribution centers vastly outnumber the facilities that have deployed any type of automation.

However, I strongly believe this is changing in the U.S. due to a declining workforce caused by an aging population. By 2030, the U.S. labor pool is expected to shrink by about 5.4 percent relative to the overall population, representing a proportionate reduction of approximately 20 million workers between the ages of 21 and 64.

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“Their investment strategy is driven by existing difficulties in staffing their DC, or it is in anticipation of the forthcoming labor shortage crisis.”

Marc Wulfraat

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Unless something radically different happens between now and then, companies that have a heavy dependency on blue collar labor may soon be hard-pressed to attract, recruit and retain enough human resources to ship their sales orders.

Companies currently investing in automation technology, based on my experience, have not been motivated primarily by return on investment, but rather have taken a long-term outlook and made the decision to automate to reduce their dependence on human labor. Their investment strategy is driven by existing difficulties in staffing their DC, or it is in anticipation of the forthcoming labor shortage crisis. This is important because the economic rewards of automation are less of a concern to these firms than the rewards of being an early adapter of emerging technologies.

Today, there are more proven automation solutions available to the market than ever before. Fully automated and semi-automated material handling systems now exist for handling pallets, layers, cases and retail units. For example, we already have goods-to-person automation systems that eliminate the need to travel in the warehouse. Thousands of automated shuttle robots are deployed in DCs across North America to improve efficiency, accuracy and speed-to-market.

Companies are now beta testing robotic arms equipped with grasping technology and high-speed vision systems designed to automate the physical picking function of retail units. In the near future, a market leader will emerge with these technologies in place and this will translate into a major competitive advantage that raises the bar for everyone.

Automation projects are typically a 24-to-36 month voyage and most people that have been through a large automation project would advise to start small and grow into automation over time if at all possible. Visionaries are investing in automation today because they don't want to be in the long lineup of laggards that will be competing for resources from oversold automation suppliers when the labor shortage crisis truly starts to become a reality.

## Capitalize on “effective” managers

by *Sandy Stephens*  
[www.johnsonstephens.com](http://www.johnsonstephens.com)

Today's most published and discussed tools for supply chain operations are technology focused: supply chain execution systems, automated material handling systems, robotic fulfillment equipment, automated data collection and self-guided vehicles. While technology can be an invaluable and irreplaceable tool for supply chain operations of all sizes and types, the technology itself remains only a tool enhancing the abilities of effective managers. The effectiveness of the managers and their operations remains solely dependent upon the manager's use of the tools and not the performance of the tools themselves.

The most effective tool in supply chain management today, as in the twentieth century, remains the effective manager employing scientific management. Defined as the use of data to measure, plan, execute and evaluate production or performance, scientific management is employed by the effective manager utilizing the information and assistance provided by today's advanced technology to more quickly and effectively plan operations, direct activities, evaluate performance in real time, adjust for unpredictable factors and measure results to create feedback.

For example, robotics and automation cannot perform without the movement of goods to and from the equipment. That movement depends upon the effective planning, coordination and real time adjustments by managers. The adjustments may involve staff planning, work assignments, workload/product mix balancing and performance motivating feedback.

While warehouse management systems (WMS) and warehouse execution systems (WES) can provide real time data, and the most advanced systems can direct workers to change or reprioritize task, the completion of the work depends upon manager planning and leadership.



“The most effective tool in supply chain management today, as in the twentieth century, remains the effective manager employing scientific management.”

Sandy Stephens

The process begins with performance measurement. Establish a baseline for staffing and performance of each task by measuring units produced per work-hour for each machine and/or each person performing a task. One week of data will provide an accurate baseline to begin. Seasonal impacts must be considered as merchandise mix changes.

Once the baseline is set, the data is used for daily and weekly staff planning. Simply divide the units to be processed by the baseline productivity rate for each task and calculate the hours required to meet expected production. Managers then assign the calculated number of people or machines to each task to provide a smooth and efficient flow of goods through the facility.

At the conclusion of each day, the results are evaluated and compared to the plan to determine what adjustments should be made for the following shift or day. By providing data, WMS enables hourly adjustment of staffing to accommodate same day shipping and other service level targets.

Remember: Only the effective manager can make the adjustments happen and satisfy the demands of today’s dynamic supply chain.

## Design and plan for today, but keep an eye on tomorrow

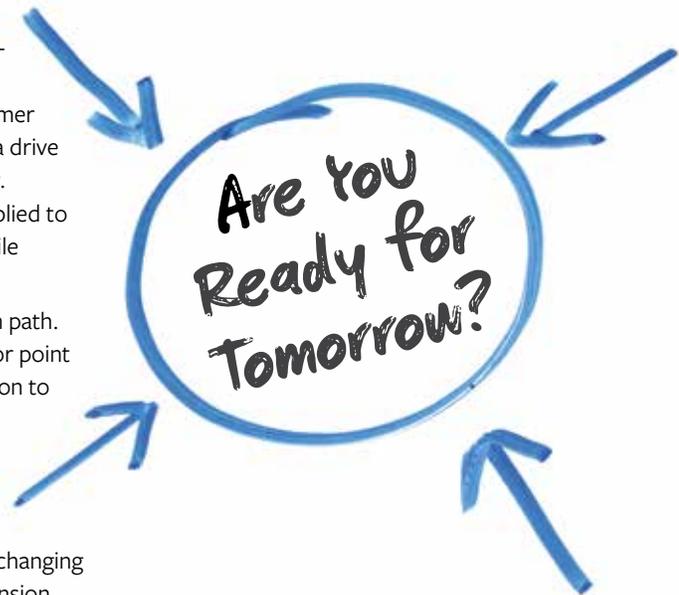
by Chris Considine  
[www.kurtsalmon.com](http://www.kurtsalmon.com)  
 (Part of Accenture Strategy)

**A** most effective practice when designing and planning DCs to meet current business requirements is giving strong consideration to future adaptability, expandability and flexibility. This is particularly important today where increasing end-consumer demands and, in some industries, a drive towards omnichannel, are evolving.

Among the basic principles applied to ensure efficiency in the design, while allowing for expandability are:

- Having a clear physical expansion path. This is done by defining an anchor point in the building such as an induction to a shipping sorter, an ASRS or a receiving area.
- Ensuring functional area adjacencies are considered and can be maintained through changing business requirements and expansion.

*continued on page 4*



“Selecting and deploying equipment that can serve multiple functions, distribution channels or fulfillment needs can ensure the infrastructure is more highly utilized and ROI is achieved or exceeded.”

Chris Considine

- Balancing the theory of constraints to make sure functional areas and technologies can support the overall flow of the facility and their throughput capacity does not result in bottlenecks.

For example, one discount retailer’s DC, already supporting over 500 stores, has increased capacity by almost 50 percent by expanding the building along a single wall and extending an already several hundred-foot long shipping sorter off a maintained single sorter induction point. This enabled the company to defer higher significant capital investment and operational costs by delaying the construction of a new standalone facility.

Planning for flexibility, while somewhat of a misnomer, has been done successfully by considering potential scenarios for future changes in the business projections and developing a sensitivity analysis to determine their impact.

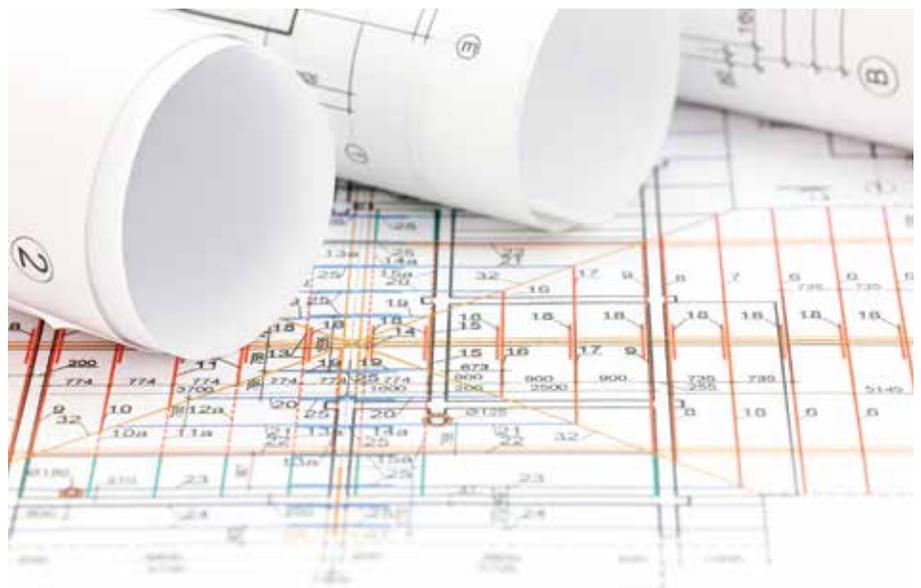
An outdoor retailer, for example, selected a unit sortation system for their retail and ecommerce fulfillment operations designed with 20 percent excess processing capacity above the future projected throughput requirements to ensure that, within a range, increases in seasonal peaks or changes in order profile could be accommodated. An incremental additional upfront

investment was required relative to adding capacity at a later stage or the inefficiencies of adding a new standalone system in the future.

Adaptability requires foresight and planning. Selecting and deploying equipment that can serve multiple functions, distribution channels or fulfillment needs can ensure the infrastructure is more highly utilized and ROI is achieved or exceeded.

As an example, a global luxury apparel and accessory retailer designed their narrow reserve storage aisles to be physically and systemically interchangeable between case and pallet storage. Their wholesale business typically held pallet quantities of inventory while the retail and e-commerce reserve stored more SKUs in case quantities. As the levels varied seasonally they were able to utilize the full building storage capacity as necessary. Considering the configuration of the racking and making a minor modification to their fork vehicles they are able to leverage the equipment across their channel businesses.

One final observation: In designing and planning a DC, ensure the right people are recruited to make the correct decisions in terms of future changes to the design and to fully optimize the technology that is being deployed.



## Streamline existing warehousing and distribution operations

by Stephen T. Hopper, PE  
[www.inviscidconsulting.com](http://www.inviscidconsulting.com)

Certain capital investments can bring significant economic value to the mission of warehousing and distribution. The question is, are they really the wise choice compared to other practical improvements that will squeeze out significant costs and waste and aren't nearly as expensive? It never hurts to find out.

During countless meetings with warehousing and distribution executives and operations managers to discuss possible improvements, they tend to lean towards expensive solutions. For example, they might say they need a fancy, new automated material handling system. Or they might say they need a new WMS. They might even say they need a whole new facility.

Management teams are often too quick to look past the low-hanging fruit. They sometimes don't understand how they can get the best out of the facilities, assets, and other resources currently available to them, without making major capital investments in new facilities, equipment, and technology. As a result, they often make one of two mistakes: They spend money on unnecessarily expensive capital investments (simply because they have the budget to do so), or they settle for an inefficient, ineffective operation (because they don't).

But it doesn't have to be that way. There is much to be gained by methodically evaluating the functional and economic potential of an existing facility and operation before either jumping on the "let's buy something new" bandwagon or just passively floundering along with the status quo.

Streamlining warehousing and distribution operations without making major capital investments is often misunderstood. Worse, it is sometimes even dismissed as an intangible, "hocus pocus" approach. But executives and managers are often pleasantly surprised when they recognize how



much labor, processing time, materials and errors can be potentially reduced or eliminated by taking the following steps:

- Assessing the flows, processes, labor, space and equipment in the current operation
- Analyzing SKUs, order profiles, sales trends and projections and operating constraints
- Classifying inventory based on the most efficient storage, picking and processing methods currently available
- Reengineering flows and processes to accommodate the most efficient methods for each functional area
- Applying lean principles to eliminate waste by simplifying, eliminating and combining activities
- Adjusting the physical layout of existing equipment and workstations to support the streamlined flows and processes
- Standardizing the work by developing and deploying standard operating procedures (SOPs) and engineered labor standards and incentives (where practical)

The results of this approach can be remarkable. In my experience, it is common for businesses to reduce operating costs by 20 percent or more, simply by efficiently utilizing the facilities, assets, and resources they currently have. ✨

“Streamlining warehousing and distribution operations without making major capital investments is often misunderstood.”

Stephen T. Hopper

... ignoring or not reviewing safety procedures regularly often works to the detriment of both the employee and the company.

# Safety Still an Issue

## Warehousing and storage sector rate of workplace injuries well above average.

According to the U.S. Bureau of Labor Statistics, “There were approximately 2.9 million nonfatal workplace injuries and illnesses reported by private industry employers in 2015, which occurred at a rate of 3.0 cases per 100 equivalent full-time workers.”

A review of BLS data finds the rate of injury and illness cases per 100 full-time workers in the warehousing and storage sub-sector is 5.0 cases, significantly higher than the private industry rate, and at the upper level when compared to other industry sectors. For the years 2014 and 2013, the warehousing and storage sub-sector rate held steady at 5.2, while the private industry rate continued to decrease, from 3.3 cases per 100 full-time workers in 2013 to 3.2 in 2014.

Another disturbing trend when reviewing the BLS data: while the number of

warehousing and storage facilities have increased, along with employment, so, too has the number of reportable cases of workplace injuries and illnesses, from 32,800 (2013) to 35,300 (2014) to 38,400 (2015). On a positive note, however, the number of fatalities in the warehousing and storage sub-sector has fallen, from 17 (2013) to 11 (2015).

### Safety complacency

Warehouses can be dangerous work environments as attested in the BLS reports. Yet, while many leading warehouses have active, on-going safety education and training programs, there’s obviously a large number of others which do not. Among the reasons they offer for this apparent complacency is insufficient time, inadequate resources and budget cutbacks. Unfortunately, ignoring or not reviewing safety procedures regularly often works to the detriment of both the employee and the company.

As OSHA reports, many potential hazards confront warehouse workers in their day-to-day performance. Among the more common:

- Unsafe use of forklifts
- Improper stacking of products
- Failure to use proper personal protective equipment
- Failure to follow proper lockout/tagout procedures
- Inadequate fire safety provisions
- Repetitive motion injuries

Therefore, there’s a real need for awareness of on-the-job hazards and introduction and development of an intensive safety program.



HAZARD	POSSIBLE SOLUTIONS
<p><b>Conveyors:</b> Workers can be injured when they are caught in pinch points or in the in-going nip points, are hit by falling objects or develop musculoskeletal disorders associated with awkward postures or repetitive motions.</p>	<p>Inspect conveyors regularly; ensure that pinch points are adequately guarded; develop ways of locking out conveyors and train employees in these procedures; provide proper lighting and working surfaces in the area surrounding the conveyor.</p>
<p><b>Materials storage</b> where improperly stored materials may fall and injure workers.</p>	<p>Stack loads evenly and straight; place heavier loads on lower or middle shelves; remove one object at a time from shelves; and keep aisles and passageways clear and in good repair.</p>
<p><b>Manual lifting/handling:</b> Back injuries may occur from improper lifting and overexertion.</p>	<p>Provide general ergonomics training and task-specific training; minimize the need for lifting by using good design; and lift properly and get a co-worker to help if a product is too heavy.</p>

■ A safe workplace is often accompanied by higher employee satisfaction, increased productivity and reduced equipment downtime.

steps to improve employee training and education, and enforce safe practices and corrective action when required. A safe workplace is often accompanied by higher employee satisfaction, increased productivity and reduced equipment downtime.

### Want to show your commitment to safety?

Join in the inaugural Safe + Sound Week— a nationwide event to raise awareness and understanding of the value of proactive safety and health programs in workplaces.

Safe workplaces are sound businesses. Successful safety and health programs can proactively identify and manage workplace hazards before they cause injury or illness, improving sustainability and the bottom line. Participating in Safe + Sound Week can help get your program started or energize an existing one.

Organizations of any size or in any industry looking for an opportunity to show their commitment to safety to workers, customers, the public, or supply chain partners should participate. For questions about Safe + Sound Week, contact [www.osha.gov/safeandsoundweek](http://www.osha.gov/safeandsoundweek).

OSHA, in conjunction with co-sponsors NSC, AIHA, ASSE, and NIOSH, and partner organizations, are encouraging employers and workers to host activities and events across the country to promote proactive safety and health programs. ✨

### Back to basics

A good starting point is OSHA ([www.osha.gov](http://www.osha.gov)) and its extensive library of safety information and resources. For example, its “Pocket Guide for Warehousing” includes a series of checklists (general safety, materials handling safety, hazard communication safety and forklift safety) along with a list of warehouse safety and health resources and other information on which a safety program may begin to be designed. There’s also a section describing some common warehouse hazards with recommended solutions. See table above for examples.

Further advice: improve warehouse safety by beginning to focus on warehouse areas that present greater hazards and take



*Throughout its lifetime, WERC has been built by and for the practitioners who run it. The strength of the organization has always been its members. This new feature will relate some of their varied experiences in the diverse supply chain industry.*



Bruce Abels

## BRUCE ABELS

### 40-year commitment to WERC and to developing the warehousing and logistics profession

**Bruce Abels** has the dual distinction of being the Warehousing Education and Research Council's (WERC) first president, and the only person to serve in that role for three consecutive terms—from 1977 to 1980. At the conclusion of that service, Abels continued his involvement as a frequent speaker and lifetime member of WERC, which is currently celebrating its 40th Anniversary.

"I was young and innocent, and because my name started with the first letter of the alphabet I was asked to chair WERC'S first organizational meeting," Abels recalls. "When it came time to elect officers, someone in the back of the room said, 'You've done a good job running this meeting; I nominate you.' I was 'railroaded' into the job."

Although Abels, who was Director of Distribution Operations of the disposables division of American Can Company at the time, politely declined, the motion was rapidly seconded. There were no other nominations, and he was quickly elected. In addition to that role on WERC's Board, (shared with many of warehousing's most respected leaders, he notes) Abels chaired the first WERC Annual Conference and led WERC for two more years.

### Professional discipline

At the time of WERC's founding in 1977, warehouse operations had become a professional discipline. Yet, no organization existed to support the professional development of warehouse practitioners, both seasoned management veterans and those new to the industry.

"There was a desire to make resources available for people who tackled day-to-day, practical, hands-on warehousing 'stuff,'" Abels continues. "Those of us who founded WERC felt a need to focus on warehouse operations and strategy and its role in supply chain. As the role of the warehouse has changed dramatically over the last 40 years—with the emergence of real-time fulfillment, sophisticated hardware and software technologies and third-party logistics service providers—WERC has evolved as well."

Today, as the President of Fairfield Logistics Advisors, Abels is still an active member of WERC, attending Conferences, networking and sharing his expertise with other members.

### Hands-on focus

"People turn to WERC for knowledge, skills, networking and educational resources. In my own client base I see people who can learn a lot from WERC," he adds. "I often encourage clients, particularly when they make a critical new hire, to send that person to WERC's educational events, publications and Annual Conference to get better educated and more quickly up to speed on our industry."

Abels cites WERC's networking opportunities and educational offerings as being the most valuable to him while navigating his own supply chain career over 40 years.

"I was so young and had so much to learn when I became WERC's first President. I have always been very grateful to those professionals who were wiser and more experienced than I, who were willing to share all they had to offer to me as a friend and colleague," he notes. "And, I have always

In 2017, WERC marks 40 years of serving warehousing and logistics professionals, and we hope you'll share your own memories with us.

If you have any "vintage" photos depicting the industry over the decades, post them on the

WERC Facebook page,

[www.facebook.com/WERChq](http://www.facebook.com/WERChq).

40  
years

loved WERC's 'hands on' focus, delivering usable information and skills to everyday practitioners, like me."

After 40 years, it's safe to say that WERC has likewise been impacted just as positively from Abels' leadership, notes Michael Mikitka, WERC CEO.

"Bruce has had a profound influence on WERC's growth and development in the past four decades," Mikitka says. "His leadership and guidance is something that I personally have come to rely on many times since I joined the organization in 2001."

To hear more about Bruce Abels' 40-year journey with WERC, go to YouTube [[www.youtube.com/watch?v=0iyUE-10f8Y](http://www.youtube.com/watch?v=0iyUE-10f8Y)] to view a video interview conducted at WERC Conference 2016. 🌟

## BRANDON JEFFRIES

### How one of WERC's youngest members is maximizing his membership

At just 22, **Brandon Jeffries** has already figured out that a career in the supply chain industry is exactly what he wants to do. Which is why the Acworth, Georgia resident (a northwestern suburb of Atlanta) joined WERC two years ago.

"I found WERC on the Internet when I was researching the logistics and supply chain management field," he recalls. "Because they're a big association for professionals in the field, I wanted to join in order to learn more about career opportunities in the industry."

As a high-school graduate who is currently employed by a major international parcel and freight carrier—where he's been a package handler for four years—Jeffries was drawn to the wealth of educational material available through [WERC.org](http://WERC.org).

"I've taken several of WERC's online courses and have attended some of the Atlanta WERCouncil's events, including the

tour of a Georgia Power facility," he says. "Not only was it a chance to see a different operation from where I work, but I met some really great people in the industry."

### On-the-job safety

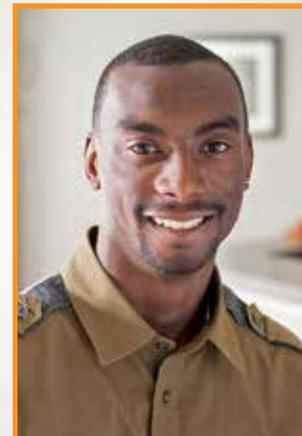
Jeffries has already put some of the knowledge he's gained from WERC materials to use. Recently the victim of another worker's hazardous material accident while on the job, he recalled a WERC Sheet article covering personal safety procedures to follow during a Hazmat incident—which he promptly did. "I had just read that piece in the newsletter and knew exactly what to do," he explains.

On-the-job safety is an area in which Jeffries has a particular interest. Certified as a National Rifle Association (NRA) pistol safety instructor at the age of 16, he's been teaching proper firearms handling and safety techniques since 2010. Additionally, he recently completed his Powered Industrial Truck Certification for forklift operation.

His goals for his WERC membership are to continue leveraging its educational resources, to connect with a mentor or two, and to find a position with greater responsibilities and more opportunities for career growth in a company smaller than his current employer.

Jeffries' chances are good, says Brad Bossence, Chair of the Atlanta WERCouncil and Vice President of Customer Solutions at LeanCor Supply Chain Group. "WERC is an outstanding resource for young supply chain professionals looking to advance their careers, like Brandon," he notes.

"Many of our members are senior industry leaders, meaning our chapter events provide the opportunity for persons entering the industry to network with influential people in various industries," Bossence continues. "Leaders enjoy mentoring young professionals as well, and sometimes their goal is to meet prospective candidates at WERC events, so there is a mutual benefit for everyone." 🌟



Brandon Jeffries



# Metrics in the DC: Annual Workplace Study

**This year's results reflect a period of transition.**

For the 14th year in a row, WERC has teamed up with DC Velocity magazine to survey members on the most critical metrics used in their distribution centers with research led by experts **Karl Manrodt PhD** and **Donnie Williams Jr, PhD**, and **Joe Tillman**, principal research lead.

This year, 527 members responded to the survey, (with the number of measured metrics reduced from 50 to 30) up from 300 in 2015. Those who responded described their primary customers as:

- **Retail firms— 25.5%**
- **Manufacturer— 16.0%**
- **Distributor/wholesalers— 23.6%**
- **End Consumer— 34.9%**

“This reflects the changing nature of business” says Tillman. “Many companies have moved their manufacturing or are offshore,” he says. “This also reflects the changing demographics of WERC members, with more retailers and 3PLs coming into the fold.”

Asked which attributes respondents said were of primary importance to their facilities, 61.8 percent ranked people first, 24 percent pointed to processes, and 14.2 percent claimed technology. This was surprising, because recent data supports that many respondents actually focus on employee metrics. “There’s a definite disconnect here,” Tillman says. “We’re beating the drum, but not acting on it.”

## SIDEBAR:

### The Protectionist Economy

While many of the new administration’s policies roll out, one that stands to impact business for supply chains is the protectionist economy. The president has suggested high tariffs on imports from a variety of countries in an effort to keep American manufacturers in a position of strength. How much of that policy will come to fruition remains unseen, but if it does, the supply chain will look much different.

A recent *Harvard Business Review* article suggested there are three reasons to rethink the supply chain:

- 1. East Asia’s diminishing cost advantage**—The HBR article suggests that the shift to manufacturing in Asia has gone too far and that companies should rethink their manufacturing and sourcing footprint. Back in 2004, the cost of manufacturing in China was 15 percentage points cheaper than in the United States. That gap is now down to about one percent, which is triggering a surge in re-shoring. Walmart is a case in point, committing to sourcing an additional \$250 billion in products made, assembled or grown in the United States.
- 2. Advances in manufacturing technology**—The HBR says that manufacturing is on the cusp of a robotics revolution and that robotics could cost effectively replace or augment 50 percent of the tasks done in plants today. Looking at the coming decade, this will further shrink the cost differential of global manufacturing and “relocalizing” supply chains.

- 3. The shift to protectionism**—If some of the suggested Trump policies on import tariffs come to be, some retailers could see net profits plummet by almost 80 percent, while exporters of manufactured goods could see net profits rise by 50 percent. At the same time, the impact of such a move on exchange rates and other policies could influence trade economies.

The end results, says the HBR, is that resiliency will be key for supply chain success. Sourcing within the United States, sharing freight and logistics, and collaborating with competitors to boost combined volume and attract suppliers are all strategies that companies can consider, says HBR.

The article recommends that manufacturers consider the following:

- Rebuilding supply chain ecosystems, if possible in conjunction with partners and large customers
- Engineering supply chains to be resilient to further shifts in policy
- Analyzing the total cost of supply for each location
- Exploring robotics and automation and understand how these change the equation
- Evaluating existing and future customer footprints and mapping it against existing manufacturing and supply chain capabilities

In today's quickly evolving supply chain, focusing on agility in the workforce becomes paramount, says Tillman. "It's all about responding to changing dynamics," he says. "However, when profitability is low, there's less investment in training."



## Most popular measures

The researchers were surprised to see that, for only the second time in 14 years, *on-time shipments* was no longer at the top of the list. Instead, *average warehouse capacity used* rose to the top. "The only other time this happened was 2009," he says. "There are likely several factors playing into this."

Among them, says Tillman, is the fact that many companies are in a bit of a struggle right now to identify where their focus is. "By placing the focus on where their capacity is used, it helps guide them in answering the question, 'can we do more with less still,'" he explains.

In times of uncertainty, this makes sense, he says. "There's a lot of questioning 'what will happen next,'" Tillman explains. "Politically, we've had a change in administration and that has resulted in a change from a global viewpoint to one of protectionism. This is where focusing on capacity, and the ability to flex and change, plays well." (See sidebar, page 10)

### Top five most popular measures in 2016:

1. Average Warehouse Capacity Used – **Capacity**
2. Order Picking Accuracy (percent by order) – **Quality**
3. On-time Shipments – **Customer**
4. Peak Warehouse Capacity Used – **Capacity**
5. Part Time Workforce to Total Workforce – **Employee**

One trend that has been decreasing over the past three years, says Tillman, is firms that trying to be all things to all people. "There are three basic business strategies—leadership, customer service, and product focus," he explains. "You can't do all three of these best."

In 2014, Tillman explains, the report started revealing that those with this mixed strategy were on the decline. "Now we see 53 percent focused more on customer service," he says. "Only 21 percent are trying for all three."

Plenty of changes are on the horizon and how it will all shake out on workplace strategies will prove interesting in the coming years. 🌟

## Honors for Paul Delp

**Paul Delp**, a long-time WERC member and president of Lansdale Warehouse Co., was honored recently by the Borough of Lansdale, Pa., for his and his company's years of service to the community. The proclamation was presented on Feb. 15 by borough Mayor Andy Szekely to Delp, who also serves as president of the American Chain of Warehouses Inc. Lansdale Warehouse operates more than 600,000 square feet of warehouse space located in five facilities in the nearby towns of Hatfield, Montgomeryville and Souderton in Pennsylvania's Montgomery County, not far from Philadelphia.

## Resources for Employers and Veterans

The **VETS to WERC** program debuted at WERC's 39th Annual Conference for Logistics Professionals in spring 2016. Based on the sure conviction that veterans are a *perfect* fit for job openings in the warehousing, logistics and supply chain field. WERC and sponsors offer a variety of resources to help both employers and veterans leverage the soft skills and logistics expertise that vets bring to supply chain careers. Check it out at [werc.org/vetstowerc](http://werc.org/vetstowerc).



**VETS TO WERC**®

### Founding Sponsor:



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NORTH CAROLINA



## Rise Against Hunger Event

This May, the **NC WERC Council** is partnering with Rise Against Hunger (formerly Stop Hunger Now). At just \$.29 per meal, 80 percent of Rise Against Hunger meals are distributed through transformational programs like school feeding, orphanages, health clinics and vocational training. There's also a large, growing focus on the health, education and empowerment of Women as a key driver for ending extreme poverty and hunger. For more information, visit [events.stophungernow.org/NCWERCouncil](http://events.stophungernow.org/NCWERCouncil).

Coming in the next issues of **WERCsheet**...



**Complete Conference 2017 Coverage**

Our writers will be onsite to report on all the data, information and insights presented at the WERC Conference. You'll be able to experience some of the enthusiasm and benefit from the lessons of the top-notch sessions of this year's Conference.



**DC Measures Report**

Every year, WERC members look for the annual DC Measures Report and we are proud to say it is available NOW. **Check out page 10** for a quick overview of some of the changes noted in the annual study as our researchers outline their findings. And then go to [www.werc.org](http://www.werc.org) to order your copy of this valuable study of the most popular warehouse metrics.



**Other Highlights**

**WERC Conference 2018:**

Next year's conference dates and location will be announced.

**2017-18 Board of Directors** will be announced.

**We'll continue to look back on WERC's 40 years of accomplishments.**