

BLUEPRINT FOR SPECIALTY FULFILLMENT



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A Barrett Distribution Centers Case Study



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A BARRETT DISTRIBUTION CENTERS CASE STUDY

BACKGROUND

Belgium's Chocolate Source (formerly Belgium's Best Chocolates, Inc.) was established in 1998 with one mission, to bring the best chocolates from Belgium to the US market. Belgium's Chocolate Source is the exclusive importer of Nirvana Belgian Chocolates: a premium all-natural chocolate line including gourmet truffles, seasonal chocolate assortments in gift boxes, and artisanal gourmet specialties such as fruit jellies (pates de fruits) and all-natural marzipan, nougat and other specialties.

Challenges

- Diverse set of customers serviced through multiple sales channels and order streams (e.g. B2C, brick and mortar retailers, on-line retailers, and business promotions)
- Integration and interfacing to numerous e-commerce sites that push order activity
- Temperature control warehouse environment
- Value-added gift wrapping with custom-printed cards
- Significant seasonal peaks at Valentine's Day, Easter, Mother's Day, and Christmas
- Expiration date tracking and management
- Product conversion of cased chocolates
- Pick & pack fulfillment
- Consolidated warehouse configured to service the entire U.S. customer base

Barrett Blueprint® Methodology

Barrett's Blueprint® process is a proprietary approach to designing, implementing and managing supply chain solutions which holistically deploy Barrett's people, process and technology resources, in collaboration with others as required. The Blueprint process methodology provides a professional framework for very deliberate consideration of all aspects required to create a tailored road map for each customer engagement. This case study is another in a long line of validations of the process as a value driver that establishes solution control and results that meet or exceed customer expectations.

The sketch below charts key steps from initial analysis through design and manage to improvement:



The next few pages illustrate, step by step, how the Barrett team worked with this client to identify opportunities to scale the operation and improve order efficiency, which in turn, improves retailer satisfaction and increases order levels.

Following is a recap of results achieved, in each phase of the process, using this framework:



FIGURE 1: BARRETT BLUEPRINT PROCESS METHODOLOGY



Design Phase



Barrett evaluated requirements that included interfacing to 7 websites, controlling expiration dates, unit of measure conversions based on shipping channel, and significant holiday spikes in volume. Based on a detailed analysis we created automated solutions that supported scalable, continued growth.

Build Phase



In the Build phase, we established separate business units to support cases being sold through a B-to-B division and each gift box being sold through a B-to-C division. Built interfaces with 7 separate web sites in support of these business units.

Implement Phase



Startup was effectively managed through a detailed project plan that tracked milestones. An IT manager focused on the interfaces and configuration of the WMS and all EDI interfaces. Operations team developed a productive flow to handle spikes and maintain a high level of accuracy.

Manage Phase



KPIs that measure accuracy and order cycle time have consistently been met. Any variances are documented and corrective actions implemented. Results are reviewed internally on a daily basis and collaboratively with Belgium's Chocolate Source during quarterly business reviews (QBRs). Open communication with a dedicated customer service representative has contributed to outstanding results.

Improve Phase



Barrett has made improvements to both systemic and operational processes. Corrective actions address any issue that might lead to a service failure. Barrett made improvements to the system to raise awareness of imminent expiration dates and enhanced system interfaces with the 7 different on-line retailers. Finally, Barrett developed detailed execution plans to prepare for seasonal volume spikes.



ABOUT BARRETT DISTRIBUTION CENTERS

Barrett Distribution Centers, headquartered in Franklin, Massachusetts, and founded in 1941 as a single warehouse operation, has grown to serve a wide array of customers and industries with a network of 13 strategic distribution centers throughout the US. These facilities are designed to efficiently handle fast moving consumer goods for leaders and future leaders of the consumer electronics, chemical, food and beverage, and footwear and apparel sectors. Barrett provides both consumer direct fulfillment and retail channel delivery, with facilities and operations covering the East Coast, West Coast, Mid-Atlantic and Southeast.

For more, please visit www.barrettdistribution.com.