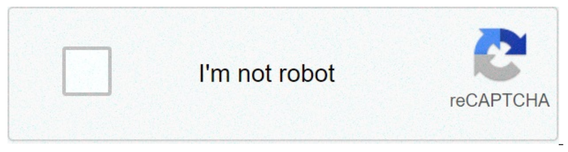

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Warehouse capacity planning excel

From Aaupwikirk Stinchcomb, Oklahoma Press The Aaup Business Manual >> Part 3: Management of operations Introduction to warehouse operations in its simpler form, "AwareOsing" is the storage of goods until the storage of the goods are required . The goal of warehouse operations is to meet customer needs and requirements, effectively using space, equipment and work. The goods must be accessible and protected. Meeting this goal requires constant planning and a continuous change. How do your organization displays warehouse operations? Some will say that it is an inevitable cost of doing business, others that is a necessary service to our customers. Some will say that it is an estimated part of our editorial program. While we all agree that the warehouse is an inevitable cost and that provides a necessary service to our customers, we also accept to be assessed part of our editorial program? I think we do it. The only question is who should manage storage needs: should we do our or let someone else face for us? In both cases the effectiveness of storage operations, will certainly contribute to how your customers perceive your organization. You can publish great books, but for them to receive great praise, your customers must receive them promptly and in good condition. Do you know your customers? For example, do you consider, do you consider other departments in your organization to be customers? Otherwise, there may be problems. The needs of all your customers must be considered in all warehouse planning activities. Otherwise, rather than satisfying their needs, you are probably reacting to their needs. How can I solve this problem? How can I satisfy this need? Those of us in storage are continuously asking ourselves such questions. I've never found a single solution suitable for the challenges I faced. Every problem can have more solutions. These factors as available space, equipment, personal and investment capital, as well as the will to change, help determine which solutions are available to them. I hope the following information will help you find solutions to the challenges you face. The law of walls sometimes in this document, I will refer to the 80/20 rule known as the law of Pareto. It is a quantitative guideline that simply suggests that 80% of the volume of the product is equal to 20% of the products of the active line in the inventory. The report in your operation probably varies somehow. It only determines your 80 / NN report and use it. Don't forget to control it from time to time, adjusting if necessary. The systems defined the word Â ¢ â,¬ å "Systems" as used herein is defined as one or more pieces of Used to achieve various warehouse functions. Â ¢ â,¬ Å "Sistemy System", for example, may not be other than pallet rack files. Or it could include pallet racks, static shelving and storage space more pallet than a single title. The impact of the 'Organization on warehouse operations almost all aspects of the organization need it deposit operations, especially if located in the same building. As stated above, such needs must be considered customer requirements and treated accordingly. Three groups (order entry, accounts receivable, inventory) have a direct working relationship with warehouse operations. are so closely linked that one, two or all three can be managed under the warehouse umbrella. Although they will not be treated here as warehouse functions, the relationship must be faced in all warehouse planning activities. Ordering (often part of customer service) takes orders from customers and enters them into the system. The accuracy of the instructions provided by the ordering staff directly affects how the warehouse handles and processes customer orders. credits cash out the money due for goods sent to customers. personal credit accounts can only perform their tasks if the shipment completes correctly and turns into the documentation that triggers the customer billing. Moreover, the cashed accounts manage and/or verify the amount of the credit that customers must receive for the returned goods. The accuracy of these credits is directly related to the accuracy of the information provided at the time of receipt of customer returns. inventory levels and inventory reconstitutions are not generally monitored or managed by the warehouse. However, each time an interruption of stocks occurs, the warehouse will have to process additional orders back at the time of receipt of stocks. If there are regular stocks, the warehouse should wonder why. The impact of business software on warehouse operations too often the software chosen to manage the business functions of an organization performs a great job responding to the needs of the office departments, but fails to meet the requirements of warehouse. For this reason, warehouse operations must generally develop their own database. in my situation, the company software we started with did not meet the need for reports on open picking sites; did not support the location of the stored products or reported the open storage sites; and did not support the printing of the bills needed to record the annual physical inventory. If your business software lacks the support you need, you will probably need to develop your own database to meet those needs. if you have someone in your organization who can develop the database for you, this is great. Otherwise, I suggest you select a software program that can read and import the type of product-export file that the company software can provide, even if it requires some training. How do youto develop your database, keep things simple. With the passing of time, you will have plenty of ideas on how to improve it to help you manage your warehouse. the physical structure of the warehouse whether you are making changes to your existing warehouse or creating an empty warehouse, there are some factors to consider in your plans. if you are building a newthese factors can normally be addressed in the construction contract. The floor must have the load capacity needed to handle the systems and equipment you plan to use. Your designs must adapt to the fixed positions of the structural support poles and, if possible, protect them from damage. Internal obstructions such as heaters, exhaust pipes, gas pipes, water pipes, power lines and lighting fixtures must be secured. Restrictions and requirements of the local and federal building code must be addressed and followed whenever significant changes occur in the warehouse. Developing a Master Plan for Warehouse Operations A Master Plan is an essential tool for managing warehouse operations. The bigger the operation, the more important the overall plan becomes. Without knowing where you are now, you cannot effectively plan where you need to be in the future. The master plan should be broken down into segments documenting the procedures, rules and workflow for each warehouse function. It should have segments documenting all the space, equipment and work resources, and how each is used by the various functions. To develop your plan, follow these five basic steps in the sequence listed. Repeat these steps for each warehouse function. Define the function you want or need to perform. (Sets goals.) Determine how the function will be performed. Determine the equipment needed to perform the function. Define the space requirements of the function. Assess the support needs of the function (e.g. personnel, software and capital). Include changes in the workflow within the warehouse and/or other departments of the organization. Some functions are common to all of us; some are unique to each of us. I will then try to address the common functions. I am not referring to staffing requirements, as the size of the operation directly affects the number of staff required. In a small operation a person may be able to handle all the functions. In a medium-sized operation each person will probably handle more functions. A large operation may require one or more assigned staff members to handle each function. The only common factor in terms of staff is the need to train staff so that everything is covered when a person is not able to work or is on vacation. I strongly suggest you use software to put together your master plan. Software doesn’t have to be expensive to be effective. I use MS Excel for almost all my documentation needs. I also use Excel to prepare the drawings for my warehouse by resizing the cells into small squares and then applying the scale I want to use. Using Software will help you make changes quickly, maintaining your updated plan. Methodology Â «Methodology» is the word used to describe as a function or a group of functions will be performed. While we decide how to achieve our goals, our reasoning can often become subjective; Often it is based on what we did in the past. There is no way to deal with all areas and e It could be considered in determining the methodology that is used. I can, however, suggest considering some functions that follow the basic options. To keep your objectivity, look for your staff's opinions. After all, they will have to follow the methodologies that are established. Location decisions There are three basic locator systems for storage and withdrawal systems: the human location system. This method is strongly discouraged, but it is an option for short-term / temporary storage. The fixed placement system. This system assigns a product to a position. No other product can be stored in the location, even when it is empty. The random location system. This system allows you to place a product in any open position. Each of us will have to define and / or modify our Locator system codes from time to time. The Locator field in most corporate programs is a text field with a length of five characters or more. This allows us to use both alpha and numeric characters in locator codes. As you define and / or change your loggers, remember these basic rules: the text fields are ordered from left to right, one column at a time from the computer. Here is an example of a sort of ascending text fields. 1111, then 1T22, then 21x1, then 2345 Keep your loggers simple and readable. This can usually be realized holding them and using a coherent mix of alpha and numeric characters. Here are some examples: 10J, C25, A115, 2F77, A66F6, 25C, J10, B211, 5A12, X11A1 Your Locator system codes should be flexible so that they can be used to define a single large position or more parts of the same Position and still order in the desired sequence. See the code of the storage locator code below for a way that this can be realized. Most business programs will welcome a five-character landowner code. The real length of the Locator code and how it is defined will be determined by your needs. Here are some examples of locators who currently use: Example of storage code: G33F6> Position 1: The G is a row of pallet racks> Position 2 and 3: 33 is a pallet position in the rack row> position 4: The F is a complete pallet of a title> Position 5: 6 is the rack level with level 1 being the floor (if position 4 was A, B or C, would mean that 3 titles are stored on the same pallet. A is always on the north side of the pallet, B is in the center, and there is always on the south side.) Example of withdrawal code: 2V25> Position 1: The 2 represents the withdrawal system 2> Position 2: La V is a row of static shelving> position 3 and 4: the 25 is the position in the row of the planning of the most likely cutting equipment equipment each of us has one when it comes to the brands of equipment we use. There is no problem if we do our homework and honestly evaluate alternative brands and if our choices are based on the projected total cost over the long term. I have a problem when the brand preference has the end result of dictating how we use available space and/or and/or Our goals. We should also consider and evaluate the purchase of equipment used than new ones. After all, the new equipment is used the first time we use them. Used equipment is a valid choice when it comes to a guarantee and when the sum of the sales price and maintenance costs for three years is less than the selling price of the new device. The total savings of the used equipment increases according to the age, especially when it is more than five years. Before being able to define the needs of space of the warehouse functions, it is necessary to determine the equipment and systems that will use to carry out each function. The features and volume of your shipments, the methodology used to perform each function and the available investment capital will influence the choice of equipment. It can also be influenced by the degree of risk that you and your organization are willing to take you when it comes to using and maintaining specialized equipment. Space Planning Have you ever heard anyone say Â «Warehouse is at maximum capacity»? If you can open the door and enter, it's not full capacity. What the person actually is saying is that storage systems are fully ability. The challenge in space planning is to find ways to effectively use and / or increase the cubic space usable in the warehouse. As planned, always pay attention to the unused space above the systems installed. It may not be necessary now, but you need to set the systems to fit the use in the future. The naves are necessary, but they waste a lot of cubic space. Generally they occupy 60% of the total cubic space, and can occupy much more. How to have your warehouse, keep the number of lanes to a minimum. Run corridors The length of the building instead of the width usually reduces the number of necessary naves. The small islands will depend on both the investment's entity that you can invest in the most expensive equipment needed for use in restricted corridors, both from your opinion on the security of using such equipment in a restricted corridors . A last note on spatial planning. The time to plan, prepare and make the necessary changes is now, not when the warehouse or one of its systems reach the ability. You should project your five-year capacity requirement in the future and update it every year. Because the number of line articles that host is most likely increasing, in the end you will reach the capacity of your warehouse systems. As a rule, the expansion of an existing warehouse or the search or construction of a warehouse require four or five years. Simply put, if you can't project yours and to plan continuously to satisfy them, you may be the person who says that the building is fully capable. The dock area could be the most neglected part of the warehouse floor. Too often you expect to settle for what exists, even if no pier is connected to the warehouse. Except for very small operations, at least one dock door isThe number of doors necessary will increase is in direct relationship to how long it takes to download or upload an expedition and how many deliveries and pick-ups averages every day. You should no longer have a carrier waiting for a door at any time, and the wait must not exceed thirty minutes. The basic functions of the dock are the discharge and loading of vectors shipments, control of shipments for damages, and the verification of the accounts indicated on the delivery receipt. The driver must notice all damage and deficiencies on the delivery receipt before the receipt is signed. All delivery and / or shipping documents must be addressed to the appropriate department within the organization. The basin basic equipment usually includes a hand truck and a pallet jack. If there is a high volume of shipments, the pallet jack can be needed to be electric or a powered forklift may be required. In the end, the characteristics of the shipments usually determine the necessary equipment. The space directly adjacent to port doors should be sufficient to accommodate the average daily volume of receipts and outgoing shipments. Just as space depends on the time you want to receive to control shipments and move them to storage systems, your capacity to check when vectors deliver and / or collect shipments, and how soon the outgoing shipments start to be staged every day. There should also be space for empty pallets, containers, trolleys and the like used to contain incoming goods. You could save floor space by storing these above and / or between the doors of the pelvis. Unless you expect to receive incoming shipping continuously during the day, it usually makes sense to manage incoming and outgoing shipments in the same area of the warehouse. This way usually requires less space, less equipment and less personal. Receiving operations Reception duties often include port functions. The reception function is the starting point for inventory control in the warehouse. It is also the most suitable function to collect information needed to keep the details of the accurate and current product. And if the copies of the product must be addressed or stored, receipt should manage their delivery and storage. All essential data must be collected at this stage and must be documented on the reports received. The basic functions of receipt includes the verification of the quantity of product, the preparation of the reception reports and the transmission of these reports to the designated departments. You will also receive the products received for movement in storage and withdrawal systems. You will also receive the necessary warehouse to process Receiving usually need a desk, a computer, a storage cabinet, and other furniture or equipment associated with duties to be treated. A small office or nearby space near or in the area of the pelvis is all the space normally requested. Storage functions are usually an extension of the duties of the receiving department. The basic storage functions are the movement of the products from the Area for a holding location, recording location and quantity and updating storage records so that the product can be found easily when needed. The retrieval of products to hold positions can also be assigned to storage operations and/or can be a function of the collection operations. There are two basic methodologies for setting up a storage system: you can simply use the floor, lining pallets in a row and stack pallets of similar product. This method is usually referred to as bulk storage. This can be a valid option for a warehouse with a very low ceiling. It can also be a good option for storing many pallets of the same product. You can install pallet racks and/or racks in rows. This widely accepted method, usually referred to as rack storage, usually makes good use of the available space and is cost-effective so much so that the ceiling height allows at least three levels of full pallet storage. The higher the ceiling, the cheaper the rack memory usually becomes. Storage normally takes up the available storage space. That being so, you might find it best to lay out the entire building for storage before attempting to determine the space requirements for other warehouse functions. Once you have determined the best storage layout, simply remove the parts to fit the other features. Before selecting the storage equipment, you need to know the dimensions and weights of the loads of the drive to be managed. Unit loads will normally be cartons stacked on wooden pallets. The pallet used determines the width and depth of the unit load. The standard pallet is 40 inches wide and 48 inches deep. The height of the pallet plus the height of the cartons stacked on the pallet determines the height of the unit load. As the height of the cartons usually varies, you need to set the height to a level that can better accommodate the various carton heights. After you know the unit load specifications, you can work with equipment suppliers to determine which rack pallets and lift trucks best suit your needs. Generally it is best to select equipment that exceed slightly exceeds the weight requirements. The added level of security is worth the slightly higher cost. The size of the product received usually varies from a few cartons to a few pallets. If this is your situation, you might want to consider configuring your storage area to accommodate the various volumes because it will make better use of the storage space. I use the 80/20 reversing rule when it comes to the size of positions in the system of About 20% of the complete pallet positions were reduced in height from one foot, and we hold less than pallet loads. As previously indicated, localization codes allow you to divide complete pallet locations for the liquidation of up to three products. These simple modifications add positions to the storage system without requiring additional floor space and allow you to use the existing space more efficiently. Selecting operations are defined as theof products ordered by customers. This is a simple function, but it is time consuming. As you evaluate and/or set up withdrawal operations, efficiency should be an important objective. After all, customers expect their orders to be processed quickly, not just accurately. Experts suggest that there are two basic ways to set up a withdrawal system. At the same time, parts of both concepts can be combined. So there are three ways: You can move the binder into the warehouse. This means that the collector will extract the products directly from the storage locations. This method works best when products are shipped in quantity of cases or when most orders include a lot of complete cases. For reference, we’ll call it a filing pickup system. You can move the bag to the binder. This means that the pickup system is a stand-alone system, but it could be in a defined section of the storage area. For reference, we’ll call it an autonomous withdrawal system. You can combine the above. This means that the collector pulls fast-moving products from storage locations and slow-moving products from a separate pickup system. For reference, we’ll call it a hybrid pickup system. The equipment needed to hold the products varies according to the method of collection used. Pallet racks are likely to be used in a storage pickup system. Static shelving, cardboard flow racks and pallet racks could all be used in a stand-alone pickup system. (The use of other equipment, such as a carousel, is also possible.) A hybrid sampling system could use all of the above mentioned equipment. Before deciding how to set up the withdrawal system, you need to decide how to assemble the customer’s orders. There are two ways to accomplish this: You can choose in batch, pull multiple orders at once. This method is common when binders have to travel long distances to assemble orders. You can make one order at a time. This method is common when travel is not an important factor and when the customer orders average one to a few products. Note: When batch selection is selected, large orders are selected one at a time. The definition of a large order is determined by the specifications used for the batch of orders. If the specifications used are equal to 10 orders and 100 total products, a large order would be any order that has 100 or more products on it. If you’ve been involved in publishing any length of time, you probably have your own preferences when it comes to configuring and managing withdrawals. How, then, can we objectively assess the need to change our ways? I suggest that one of the following order features offers the best solution. (1) Determine the percentage of orders containing a number of complete cases: If the percentage exceeds 50, a storage withdrawal system can be the best choice. If the percentage is 25 to 50, a hybrid withdrawal system should be considered. If the percentage is less than 25, a stand-alone withdrawal system is probably the best choice. (2) Evaluate the characteristics of the order line-item: orders:the percentage of orders with a line element. If you choose an order at a time, these orders can be ordered by area, regardless of the withdrawal system used. Determine the percentage of orders with two or three line elements. If you choose only, most orders can be assembled without having to travel through the entire withdrawal system. Determine the percentage of orders with four or five line items. If you choose and use a stand-alone withdrawal system, about one half of the orders can be assembled without you having to travel through the entire system. If the sum of the above percentages is 60 or more, the choice of one order at a time makes sense. If the sum is less than 40%, the batch withdrawal should be considered. If the sum is 40%-60%, the single or batch picking can be equally effective. I would only prefer to use a stand-alone or hybrid pickup system, and I would batch choose if I use a storage pickup system. After evaluating the characteristics of the order, you should know how you will choose the orders and what type of withdrawal system you will use. Before making your decision, consider these facts to see if they have an impact that makes you change your mind. The physical equipment that composes the picking positions must be set according to rule 80/20. This means that at least 20% of the picking positions should contain a greater number of products. The withdrawal position assigned to each product should be based on rule 80/20. This means that fast-changing products should be in picking locations that keep more stock. You should be able to move a product in or out of its pick position easily as the level of its activity moves up or down in time. The long-term cost of the equipment to be used in your withdrawal system will be an important factor. Fixed and unpowered equipment usually require very little maintenance and most will continue to be functional many years in the future. Mobile and powered equipment usually require a certain level of maintenance in progress and most will have to be replaced at regular intervals. The physical configuration of the withdrawal system should minimize the travel time of the pickers when possible. The same applies to the collection method used. The withdrawal method should minimize the number of times the products must be handled before they are inserted into the final cartons used for shipping. I have to admit that I'm put in my way when it comes to collecting operations. After many years of publishing and warehouse activity, I prefer to choose orders one at a time because I think it reduces the time necessary to transform orders.Use a stand-alone withdrawal system, because it welcomes and allows me to apply the 80/20 rule to determine its installation and the position of the product. I also prefer a stand-alone withdrawal system because I like to use a conveyor to gravity, not trolleys, tables and so, to transport orders through the withdrawal system. In reality I like to use the conveyor to transport orders to choose from the packaging and shipping areas. shipping. You know my preferences, I have to note that my collectors have the chance to extract complete speakers directly from the warehouse, if the volume of the speakers justifies it. Ultimate note on the withdrawal system. Too often the capacity of the withdrawal system is ignored when it comes to planning storage. It also has stocks and, if carefully planned and managed, it can often be configured to contain all stocks of low process products. This can help reduce the pressure on the storage system and eliminates the need to extract the stock from the storage at a later time. Packaging operations The packaging is the packaging process for shipping products ordered by customers. If you select Lots, orders are separated and controlled for accuracy during the packaging phase. If you choose only once, orders are controlled only if you are not believed that the binders are responsible for the accuracy of orders. As a general rule, the products are packed in shipping boxes, the airspace is filled with a packaging support and the boxes are sealed. If the shipping method requires it, the boxes are stamped, labeled and marked otherwise depending on the need. If the hills are packed badly, the possibility of damage increases considerably. The shipping packaging must have such resistance that cannot be bent or crushed easily and must be packed in order to prevent the products from moving during transit. If you want to know how and how not to pack, spend a few days in your customer-rendered area by monitoring the parcel status and their content in relation to how they are packed. Pay particular attention to packages rejected by the customer and returned intact. If your packages are damaged when you receive them back, you are not doing a suitable job in your packaging area. The necessary equipment in the packaging area includes tape machines, knives and various stamps. If a transport system is not used, a packaging table is required. If a transporter is used, it is probably packed on the conveyor. You may also need some equipment to apply or place tags on the cartons, even if I assume that most of you are using the most possible peeling labels. Shipping operations Shipping operations are where the final steps are taken to prepare orders for shipping through the required transit mode. The tasks performed usually include the weighing of each box, the registration of shipping information in a manifest system and the application of address labels generated by the Manifesto system. If the shipment takes place by post, the correct postage is applied. If the is carried out by truck or air carrier, a load policy is compiled. After the packages are processed, they are ordered for pallets or trays so that they can be moved to the delivery pier for the withdrawal of the carrier. It is usually held responsible for shipping to ensure that all shipments are withdrawn on the day they are ready for shipment and that all shipment practices are forwarded to the competent departments at the end of each day of dispatch. If you ship many packages a day, it is also essential that you buy your own ownsystem. The manifest system should support all shipping methods that normally use, including trucks and US mail. It should also be allowed to import shipping data from an export file generated by the company software. The configuration of your customer database in the manifest system is not a good idea because the addresses change regularly. Using the export file from the business software guarantees that address information is correct when a new order is processed for the customer. This eliminates the need to check all the addresses generated by the manifest system compared to the selection documents, saving both the time and orders sent incorrectly. Customer performance operations No publishers like having to issue credit for customer returns simply because a customer wants to return the products. And consequently many publishers assign a secondary priority to customer returns, taking the attitude we will process them in our free time. I suggest that such an attitude is not only improper, but it will also cost you money. Not maintaining the return of the current customer, directly increases the workload in the containers of the accounts, since the customer will take the credit for the return even if the warehouse has not yet processed it. This increases the number of research that must be addressed. The main functions of the warehouse associated with customer returns include the verification of what has been returned, deciding if the credit should be issued according to its conditions and the state and positioning the number of products and the quantities associated with a report report that can be used by the office to apply the credit due. The report can be entered directly into the corporate software, a stand-alone software package or handwritten. The return area must include such base equipment such as a large table, a box knife, waste containers and, usually, a computer with a barcode scanner. Furthermore, there must be a means to order and hold products until they are returned to a salable inventory and a place to contain products without a credit until they are returned to customers or destroyed. The accuracy of the return relationships is as important as that of the reports covering stock receipts. Both have a direct impact on the inventory accuracy available for sale. Following this concept, many publishers consider the customer returns a receiving function. However, when the receiving department is assigned the duty of processing yields, the priority supplied to that project tends to be Â ¢ â,¬ Å "as the weather allows ... because the inventory receipts must be processed as they come receipts. For this reason, I suggest you to manage customer returns independent of other reception functions and give it a high daily priority. At least one member of staff should be assigned returns as their primary duty. returned products must be moved to Sarable inventory positions, usually the collection system, on a continuous basis. for this reason, it is usually better to process returns in an area close to thesystem. you may consider managing customer returns in an area close to the starting point in your withdrawal system. As mentioned above, or conveyor belts in the withdrawal system. or even conveyor belts to move returns to the pick-up site. we tub returns for zones before putting them on the conveyor belt. collectors supply returns when the time permits it, but at least once a week all warehouse staff will take time to supply the remaining returns. other operations there may be other operations, functions or guidelines that influence warehouse operations. Below are some to consider: backorders. As regards receiving operations, it was suggested to withdraw stocks for backward orders. I also suggest that we avoid the retrospective orders going through the withdrawal system. when possible, they have received deliver the backorder warehouse in a special place in your packing area, and process them without involving collection operations. printing order. consider giving your warehouse the possibility to print its own collection and shipping documents. In this way, the time of death is reduced due to the expectation that another department inserts the printing of documents in its calendar. Time or standard targets. You should set time standards for managing all functions in warehouse operations, and you should make them well known to your staff. the objectives that are set out must be realistic but challenging, not easily reachable daily. For example, my goal is to deliver all customer orders within 24 hours of receipt. with the increase and decrease of the volume of orders received, we reach this objective 80% of the times and we constantly forward all orders within 72 hours of receipt. storage and withdrawal capacity. As a general rule, you should plan to increase storage capacity and withdrawal once you reach 80%. once you reach 90.% you should implement your plan. when capacity exceeds 90.% more and more labor will be used to maintain open positions. this is particularly true in the storage system, as it is necessary to move and consolidate the partial pallets to have sufficient pallet space for the incoming warehouse. edi and pubnet. if you do not have edi and pubnet features, it is possible that larger customers go elsewhere to make their purchases. more and more customers are carrying out their orders electronically. It is no longer a matter of whether you should install, but when. Advanced shipping notice (asn.) The ASN is essentially a file containing an electronic packing list for each shipped box. scanning of products as they are packed in boxesShipping Create the file and compare the contents of the file with the original order file to ensure accuracy. The files created during the day are sent daily to customers through Edi. As for the Edi and the PUBNet, the number of customers who want ASN is increasing. Unlike Edi and Pubnet, however, ASN will not reduce the costs of work. In fact, probably will increase the costs of work by increasing the time needed to turn your orders. In in situation, where I hold collectors responsible for accuracy, adds a pass of check, and prevents the collector from packing orders while they are assembled. The only good thing about ASN is accuracy. Using ASN features to check all orders should lead to a virtually error-free shipment. Technology in general. Many of us have been slow to accept and implement new technologies in our business, even though our customers have been requesting new features for several years. Partly because of the costs, but also because we lack the necessary skills to analyse or implement it. Whether we like it or not, it is time to create and run a full-time IT department, and it would be better if that department served the entire organization. The AAUP Business Manual >> Part Three: Operations Management

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