

Consolidated Stores

Client Overview

Consolidated Stores Corporation is one of America's leading value-specialty retailers. The company's Closeout Division operates 1,230 stores in 43 states, doing business as Odd Lots, Big Lots, Mac Frugal's, and Pic' 'N' Save. Its Toy Division consists of 1,320 toy stores in all 50 states, Puerto Rico and Guam for KB Toys, KB Toy Works, KB Toy Outlet, and KB Toy Express.

The Challenge

Consolidated Stores wanted to establish standard maintenance best practices and significantly improve maintenance operations in all of its distribution centers (DCs)—totaling over seven million square feet. The company also wanted to have these company-wide maintenance best practices available for use in new and future DCs.

Consolidated Stores asked Tompkins Associates to conduct a Scoreboard for Maintenance Excellence assessment at two DCs to determine a recommended strategy for the future. Results from the assessments indicated the need for an improved Computerized Maintenance Management System (CMMS), better preventive maintenance (PM), improved planning between DC operations and maintenance, improved storeroom operations, improved shop and storeroom facilities, and the need for a method to measure maintenance performance and service. A Consolidated Stores Maintenance Excellence Strategy Team was chartered to provide direction and support to implementation of Tompkins' recommendations and to define a common measurement process to validate projected savings.

The Solution

Tompkins' combined team efforts with all levels of Consolidated staff significantly contributed to a true Consolidated Stores solution. Results over the initial 12 months of the project included:

- Conducted final selection and implementation of a new CMMS at three DCs
 - Established system on central server for exclusive use by maintenance DC sites
 - Trained crafts people and DC operations personnel
 - Established CMMS Benchmarking System to gain full utilization
- Implemented a planning and scheduling process at each DC
 - Developed corporate-wide planner position description/grade
 - Selected and trained one planner per DC
 - Supported planners with shop level training
 - Measured planning performance

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- Initiated improved Preventive Maintenance
 - Revised and upgraded PM procedures
 - Improved support from DC operation
- Improved storeroom and shop operations
 - Developed strategic storeroom master plan
 - Improved inventory control and accuracy
 - Established modernized central shop area
- Established written standard operating procedures
 - Work order and work control
 - Planning and scheduling
 - Storeroom operations and parts procurement
- Implemented corporate-wide performance measurement process
 - Consensus on corporate-wide metrics (13)
 - Performance goal for each metric established
 - Maintenance Excellence Index (MEI) established for each DC

The Results

Tompkins helped Consolidated Stores achieve its corporate-wide maintenance goals with measurable results. The key outcomes were:

- Development and implementation of a corporate-wide strategic maintenance plan
- Common CMMS and standard best practices in place and ready to apply at future DCs
- Greater accountability and productivity of all craft labor and material resources
- A new DC quickly brought online with effective maintenance practices
- A renewed focus on PM and planning coordination with DC operations
- Storeroom modernization and improvement