

Bar Coding, Distribution Center Testing and Standards

Bar Coding Implementation

The client—an international, research-based health care and chemicals group with several hundred individual companies—lacked the internal expertise necessary for implementing a barcode/automatic data capture project in support of its SAP implementation. As a result, Tompkins Associates was asked to manage the development of functional and programming specifications, application development and deployment by a sub-contractor, integration of the barcode system to SAP, develop alternative solutions, and manage the client's resources, finances, training, FDA validation, SOPs and testing related to the implementation.

Tompkins Associates performed the following activities for the client:

- Managed and facilitated the barcode integration software and hardware into SAP in clean rooms and warehouses for the biological division
- Managed the detail design for the barcode solution developed by ACSIS
- Assisted in integration test, protocol development, and user acceptance tests
- Managed the complete installation of RF equipment and critical change control practices for clean room manufacturing
- Assisted in the validation of implementation, operations, and software qualification
- Managed the finances for the barcode integration project
- Trained 300+ employees on the barcode device
- Developed SOP for the barcode solutions

Tompkins Associates successfully completed the request tasks in an extremely shortened time frame. Implementation of the RF equipment into the client's manufacturing and wholesale areas greatly improved accuracy and efficiency of barcode tracking. In addition, operators could become mobile and therefore not restricted to PCs to complete transactions.

New Distribution Center Clinical Testing

One of this client's services is providing distribution support for clinical testing of pharmaceutical products. The distribution support of the clinical testing of pharmaceutical products presents several unique challenges. In addition to the usual pharmaceutical requirements there is a need to:

- Keep track of products down to the unit container level
- Produce complex kits comprised of specific products and collateral material in specific order
- Provide the product segregation and control of a third party logistics provider

The client had outgrown its existing facility. In order to continue operating efficiently, the company was in need of a new facility.

Tompkins developed a total strategic plan for the new facility. Included in the plan was the design of workstations, identification storage, material handling requirements and equipment, including pallet racks and carton flow racks. As a part of the study, Tompkins recommended improved techniques for the complex kitting operations.

Using Tompkins Associates recommendations the client has successfully moved into its new facility.

Distribution Center Labor Standards

The client, who supports independent pharmacies across the Southeast, sought to increase warehouse picking productivity while improving efficiencies, quality and customer service. A fair and effective system for providing additional compensation to hourly employees based on this improved performance was needed. Tompkins Associates and the client chose to develop a team-based incentive plan to balance the associate's contribution with compensation as well as to integrate an effective, structured continuous improvement process.

Tompkins Associates created a Warehouse Incentive Strategic Plan that included tools to evaluate hourly employee performance and defined associated performance measures, data collection methods, reporting systems, communication and incentive methods.

Deliverables of the plan were:

- Any analysis of the performance measures currently in use and documentation of the transition to recommended best practices measures and communication plan
- An analysis of the most effective method for collection data both individually and for teams
- A computerized spreadsheet program designed to efficiently document and manage the incentive program

- Development of a communication plan to inform employees of the new incentive plan and the best methods of continuing to communicate throughout the year
- Recommendation prioritization of opportunities for improvement from the current operations to begin implementation of cross-functional teams
- Necessary training materials and orientation program for successful implementation
- Strategic charters for all project teams