



Large Distributor and Retailer of School Supplies Los Angeles, CA

Background

A large family owned national distributor and retailer of school supplies to educational institutions with over \$200 million in sales and growing at an impressive rate. The company is over 40 years old where it was started by a very determined mother with an idea to sell educational toys and supplies to schools from her garage that has now grown into a respectable company run by her son. He is now in the process of passing the torch over to his son for added growth. This company has a very bright future with virtually little or no competition.

Situation

The business is moving at a rapid pace where growth is affecting all aspects of the company. The IT department consisted of 26 people with the average tenure above 15 years. The company was frustrated with the IT department, who was not able to complete projects that were instrumental in moving the company forward. We were brought in to help complete the projects, establish new procedures, reduce costs and establish standardization throughout the organization. In addition, moral and productivity were at an all time low.

Solution

Upon entering the company, we performed an evaluation to gain an understanding of the "current state". By repositioning people to utilize their strengths, we quickly improved moral and productivity. We discovered the IT manager created a process that required each project to be checked by him. By understanding and modifying this process we were able to open the floodgates to completed projects. We removed monetary compensation tied to project completion and focused people on personal challenges and improved team environment to drive up productivity. We mentored the existing IT manager on how to keep this environment thriving in the future. The projects completed include new distribution centers network infrastructure, WMS project management, event calendar, hardware standardization, catalog database and project tracking system.

Results

Within sixty days, the IT department had reached a level of productivity that the company had not seen before. The company saved 20% annually off IT salaries by dropping the project compensation program. The IT manager gained an understanding of our methodologies to improve moral and productivity while IT projects were reduced from 190 to less than 25 on a monthly basis. Customer service improved significantly.