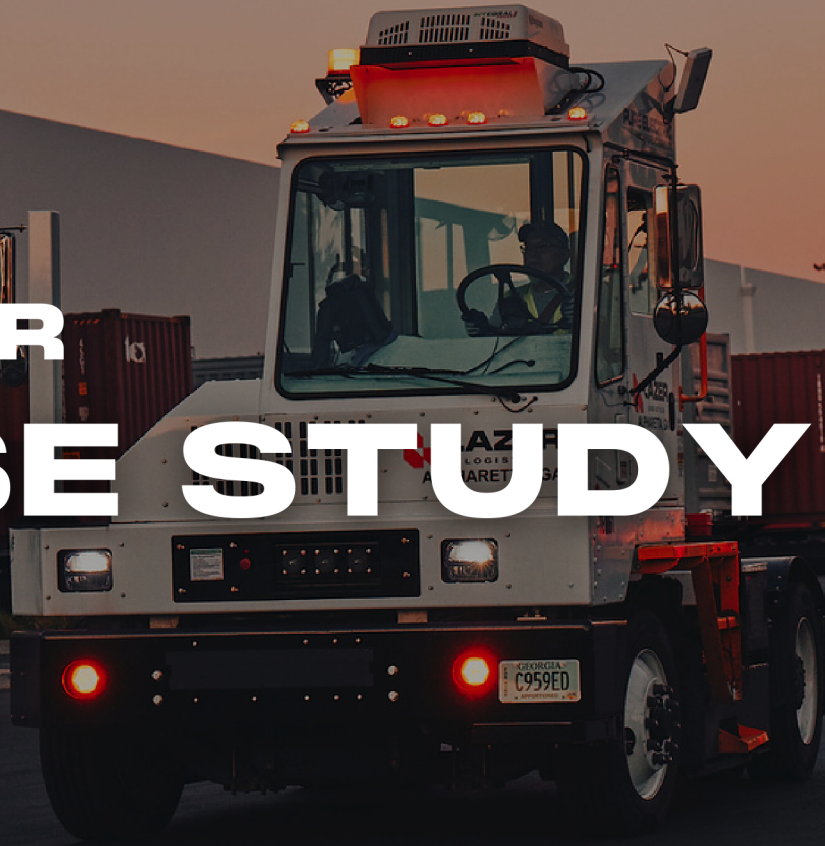




CASE STUDY



SITUATION

Lazer took over a discount retailer's distribution center with multiple issues through an acquisition.



APPROACH

Lazer and the customer created a plan to improve performance at the distribution center.





OUTCOME

Overall, the initiative created an estimated \$250-300K in annualized value for the customer.

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CASE STUDY

Lazer and customer collaboratively transform performance at a retail distribution center, create \$250–300K in annualized value



SITUATION

Lazer took over a distribution center for a discount retailer through an acquisition. The operation had multiple issues:

- High claim costs, an above-normal number of accidents, and “near misses” at the site.
- High driver turnover (leading to direct and indirect costs relating to onboarding, training, and ramp-up time).
- High variance in wait times for yard-spotting moves, creating backlogs.

Lazer initiated a diagnostic to identify the root causes of the issues. Key findings were:

- Limited safety procedures in place (e.g., no light outside of the building to show whether the trailer was safe to move, no physical bumper).
- Too few yard-spotting trucks and drivers (sometimes making 10–12 moves per hour, increasing accident rates and driver attrition).
- Several facilities near the site with higher wages for similar jobs.



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CASE STUDY

Lazer and customer collaboratively transform performance at a retail distribution center, create \$250–300K in annualized value



APPROACH

Lazer and the customer created a plan to improve performance at the site.

PROBLEM

- Too few yard-spotting trucks and drivers (sometimes making 10–12 moves per hour, increasing accident rates and driver attrition).

SOLUTION

Added one more truck to each shift

- It would reduce wait times and allow for a sustainable pace of 5–6 moves per hour.

PROBLEM

- Limited safety procedures in place (e.g., no light outside of the building to show whether the trailer was safe to move, no physical bumper).

SOLUTION

Added physical locks on trailers

- Locks were only removed when the trailer was empty.

PROBLEM

- High driver turnover; Several facilities near the site with higher wages for similar jobs.

SOLUTION

Increased wages

- Went above local market rates to increase retention.

Added an experienced, high-performing lead driver

- We put one of our best drivers in the area at the site.



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CASE STUDY

Lazer and customer collaboratively transform performance at a retail distribution center, create \$250–300K in annualized value



OUTCOMES

- Direct and indirect costs from **accidents fell by 57%**, which more than offset the cost of adding one spotter truck.
- Spotting turnaround times dropped to 5 minutes, which was **83% lower than the customer target**, increasing overall output from the facility.
- The physical locks **eliminated all near-misses** of spotters trying to move trailers with personnel inside, drastically increasing the safety on the site.
- **Driver turnover stopped** (went from an average of 115% turnover per year to having had the same drivers for 24 months). While we increased wages and added a driver and a truck, the customer viewed the trade-off very favorably.
- Overall, the initiative **created an estimated \$250–300K** in annualized value for the customer.

“

The changes made business and economic sense – the value of increased output and safety, combined with reduced costs related to accidents and mistakes, far outweighed the increased labor costs and truck costs. The value of my increased peace of mind comes on top of that.

– Operations Manager

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