



Century 21 Department Store's is a large regional department store with several locations in the New York Metropolitan area. Century 21 prides itself on providing discounted brand merchandise in a comfortable setting with knowledgeable sales staff. Our team was approached by a Century 21 logistics associate to design a system to improve productivity in a warehouse or in industry terms distribution center near the Stevens campus.

At the distribution center merchandise is received, inspected for quality purposes, repriced at the new lower century 21 price, and finally made ready to go on the shelf at one of their stores. Our task was to improve the efficiency of this process so that it could be done more effectively by the distribution center staff, thereby reducing the costs for the distribution center and ultimately lowering prices for the customer.

Over the course of the year we spent hundreds of hours observing the methods of the distribution center staff and how their current methods of getting the clothing ready for sale. The team broke the process was broken down into five distinct tasks, and each employee had a different method of accomplishing these tasks and it was the root cause of the inefficiency. With this information, we created a standard method of how to accomplish each task and in what order. To help the staff learn the new methods as quickly and with as much ease as possible we developed a training program, and monetary incentives to each employee based on their production.

As a result of our efforts and that of the employees of the distribution center, the new system will save tens of thousands of dollars in the first full year of its implementation, while at the same time increase the take home pay of the average distribution center employee, and provide an effective and low cost method for training new staff. The success of this project has encouraged Century 21 to use the same incentive system in areas of their operations.