

STOCKROOM MISSION

- To fill orders for customers:
 - 1) with a product that meets company specifications
 - 2) within company specified time frame
 - 3) within company specified budget

Differences: Garments vs. Linen

- More individual SKUs (sizing)
- Assigned to individual users
- Personalization / alterations
- New assigned under specific conditions

Garment Stockrooms

- Inventory Management
- Work Order Management
- Processing/ Labor Management

Inventory Management

- Storing / Space Allocation
- Purchasing
- Grading
- Handling Excess Inventory

Storage/Space Allocation

- Define your space (Lineal, Square or Cubic)
- Define your usage(Shipped or In-service)
- Establish Inventory Profiles based on above
- Factors that would modify profiles
 - Lead time from supplier
 - Supply of RTS garments
 - “Death or Growth” mode
 - Adequate Minimum supply
 - Defined Maximum supply

- How many SKUs to keep in inventory?
- Using a “Size Curve”
- Minimize travel to high usage items
- Hanger stockrooms should store pants over shirts
- Do not mix grades; Different grades can be kept on opposite sides of the same aisle



Sample Profiles:

Values Maximum Inventory Levels

SIZE	Profile 1	Profile2	Profile3
S	6	11	11
M	6	22	44
M LN	6	11	11
L	6	33	55
L LN	6	11	11
XL	6	26	50
XL LN	6	11	11
2X	6	17	24
2X LN	6	11	11
3X	6	11	11
3X LN	0	11	11
TOTAL	60	175	250

Handling Excess Inventory

- Determine when the space is worth more than the garments
- Audited “rag outs” to dumpster
- Tough to sell usable “Good Used” excess
- Inventory “Sharing” with other Companies
- Flea Markets, Rag man
- Disposable grade
- Charities, Internet

Purchasing

- Understand the differences between vendors(Cost, Lead times,Fit,Construction)
- Decide on Primary and Secondary Vendors
- Ordering for demand:Time is of the Essence
- Ordering for Stock:Know your Inventory
- Proper Receiving Procedures
- Benefits of Perpetual Inventory

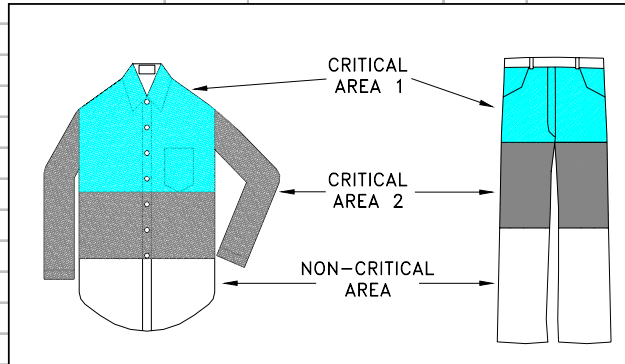
Perpetual Inventory

- Defined as “Having a “by garment” record of every garment in your warehouse
- Usually accomplished by Bar Coding
- Can be Accomplished with a daily “In & Out” by SKU
- Benefits include Reduced NFU, Faster Ordering for Demand, Intra or Intercompany Trading

Garment Grading

- Goal is to Match Customer to Appropriate Product (Garments or Linen)
- Standards decided on by Upper Mgmt.
- Employees that grade are key to controlling costs and maintaining quality
- Graders generally determine damages
- Failure to stay current will cost your company real dollars

65/35 BLENDS



I	CA 1	CA 2	NCA	MAX/
	MAX ALLOWED	MAX ALLOWED	MAX ALLOWED	GARMENT
STAINS	0	0	0	0
MENDS (TEARS)	0	0	0	0
MENDS (HOLES)	0	0	0	0

12 MONTH LIFE REMAINING

G	CA 1	CA 2	NCA	MAX/
	MAX ALLOWED	MAX ALLOWED	MAX ALLOWED	GARMENT
STAINS	0	1 CONTRASTING STAIN 3/4 OF AN INCH OR SMALLER	2 CONTRASTING STAINS 1-1/2 INCHES OR SMALLER	2
MENDS (TEARS)	0	1 TEAR 1-1/2 INCHES OR SMALLER	2 TEARS 1-1/2 INCHES OR SMALLER	2
MENDS (HOLES)	0	1 HOLE 3/4 OF AN INCH OR SMALLER	2 HOLES 1-1/2 INCHES OR SMALLER	

12 MONTH LIFE REMAINING

P	CA 1	CA 2	NCA	MAX/
	MAX ALLOWED	MAX ALLOWED	MAX ALLOWED	GARMENT
STAINS	1 CONTRASTING STAIN 1-1/2 INCHES OR SMALLER	2 CONTRASTING STAINS 1-1/2 INCHES OR SMALLER	3 CONTRASTING STAINS 2 INCHES OR SMALLER	3
MENDS (TEARS)	1 MEND/PATCH 1-1/2 INCHES OR SMALLER	2 MEND/PATCHES 2 INCHES OR SMALLER	3 MENDS/PATCHES 2 INCHES OR SMALLER	3

6 MONTH LIFE REMAINING









New for Used

- Defined as: Number of New Garments used to fill “other than new” requests DIVIDED BY the number of “other than new” requested
- A Key Result Indicator for any stockroom.
- Affected by Grading Quality and Timeliness, Inventory Utilization
- Since garments DO wear out, you will always have a degree of NFU

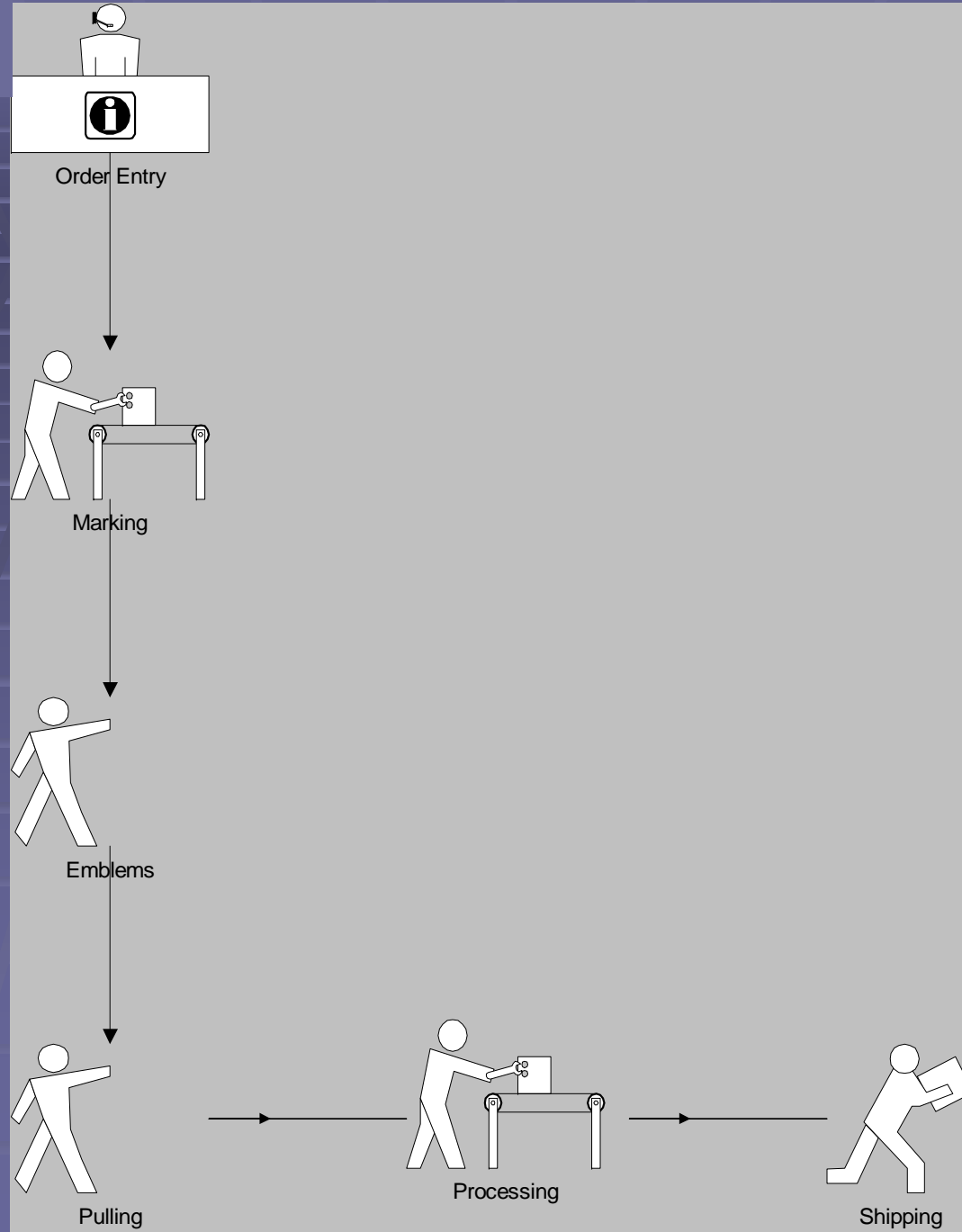
Work Order Management

- Handwritten vs Keypunched
- Central keypunching vs Decentralized
- Timely Order generation is vital
- Prioritizing Work Orders

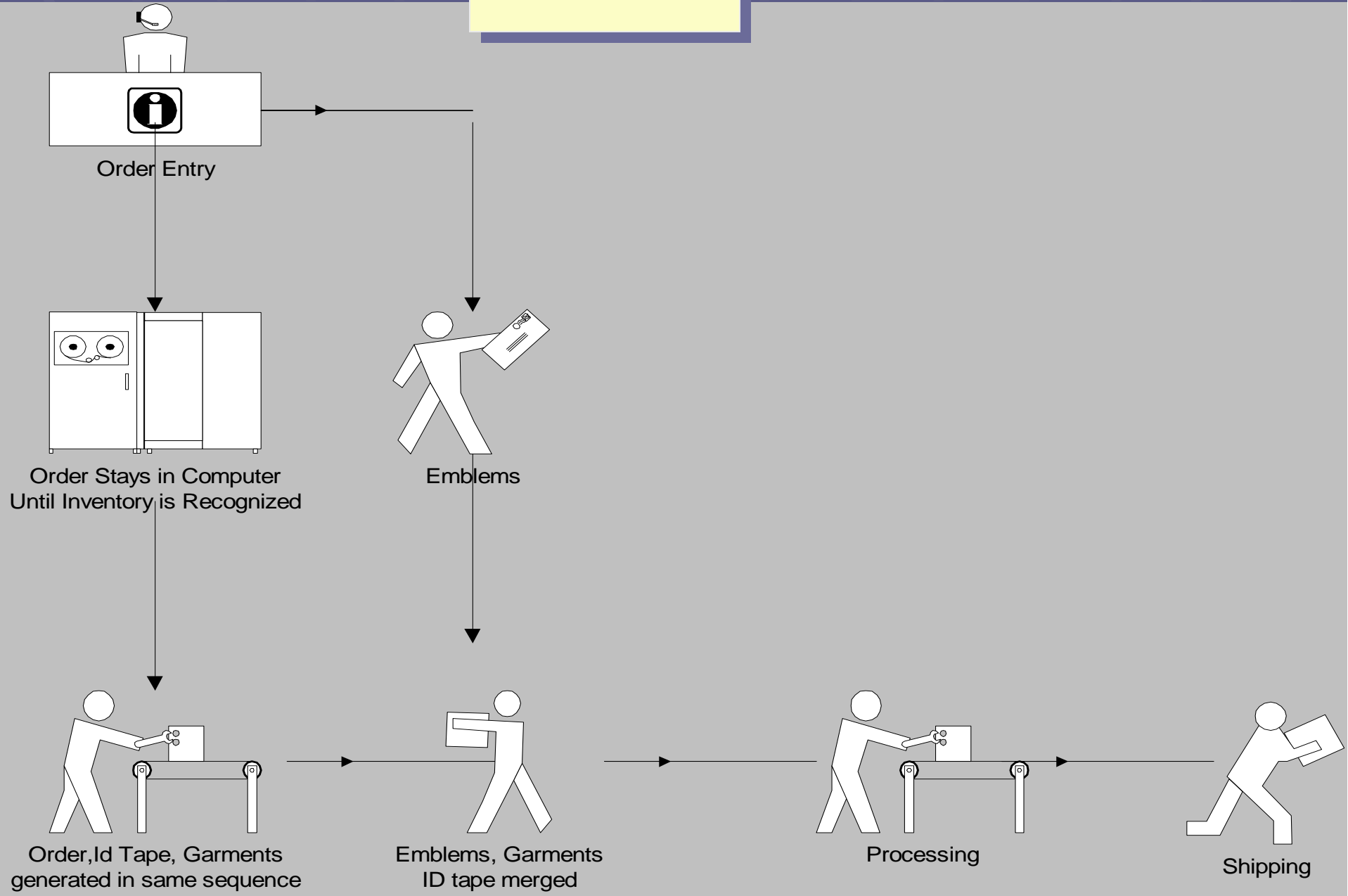
Tracking Back Orders & WIP

- Do you have a “black hole”?
- Handwritten orders are difficult to track
- Order Management system should:
 - Account for product “on order”
 - Account for product already “on hand”
 - Order required product the same day
 - Provide information to match received product to the appropriate order

Traditional Flow



Alternate Method



Processing Work Orders

- Pulling Garments
- Pulling Emblems
- Making ID Labels
- Sewing, Heat Sealing, Altering
- Assigning Specific Garments to Specific Users in Database
- Shipping

Pulling Garments

- Efficient Picking Order
- Sequence Orders to Processing Floor: “Hottest” Orders first
- Distribute Work to Each Processing Team
- Consider running orders “by product, by man” to decrease unnecessary handling
- Garments not found in inventory should be ordered ASAP

Pulling Emblems

- Maintain Stock for Common Emblems
- Sublimation allows for in-house mfg.
- Time is of the essence when required to purchase
- If you sew, you can recycle emblems
- Just like garments, fewer SKUs are easier to manage
- In-house embroidery can be the difference between 1 and 2 week service

Making ID Labels

- If you keypunch orders, you should be able to produce ID labels without keying again
- Tape and Ribbon are vital to your operation. Maintain adequate inventory and QA your tape, ribbon and heat seals.
- If you use bar codes, there are pro & cons to single and dual labels, as well as “license tag” vs encoded bar codes.
- Labels need to be attached to work order

Sew or Heat Seal Emblems?

- Sewing advantages: Emblem reuse, no glue stains
- Heat Seal advantages: Slightly more productive, Emblems are less likely to warp or come loose, does not require as much training and/or specialized equipment









Sewing Equipment

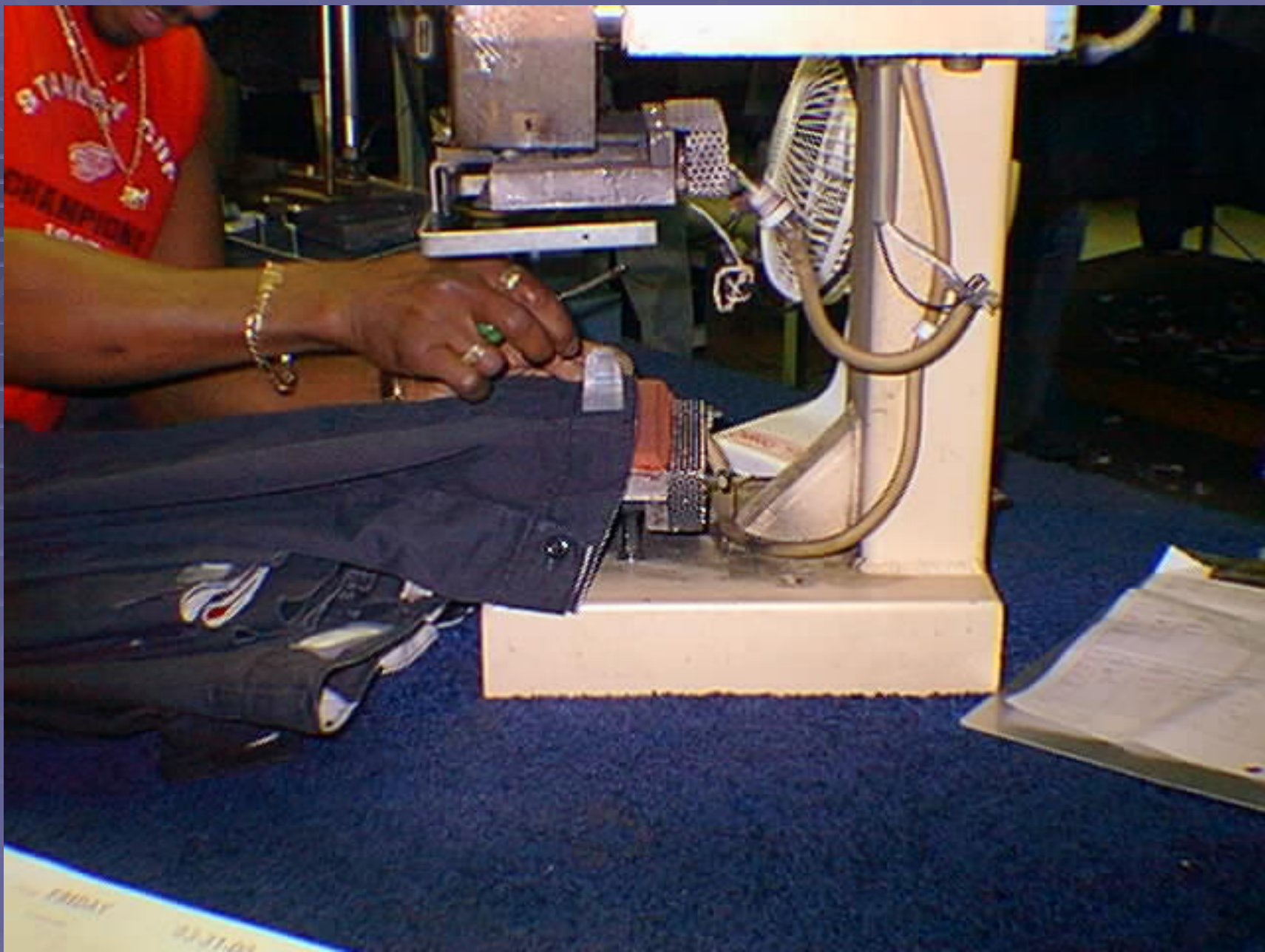
- Pattern tackers: Single & Multiple patterns
- Float sewers
- Stitch count and locking stitch is very important
- Clear monofilament thread for easy removal and no color matching

Heat Sealing

- Time, Pressure, Temperature should be checked daily
- Three machines per operator for highest productivity







Hemming

- Traditional Hem method is blind stitch
- Preserving hem length is an important consideration.
- Straight stitch with monofilament can be used to preserve original hem length, especially for inseams < 30"
- Consider offering even inseams only to reduce hemming
- Minimize rehemming blind stitch hems





Shipping

- If an order is partially back ordered, you should ship completed portion.
- If you ship to outside depots, give ample consideration to shipping methods and personnel. Shipping errors are costly



Cleveland 1
Cleveland 2

NEXT
DAY
PRODUCTION
CLEVELAND

Linens Stockrooms

- “Put In” Management
- Load Make Up
- Shortage Management

“Put In” Management

- Benefits
 - Promotes adherence to quality standards
 - Prevents customer shortages
- Methods
 - Large volume products only
 - Monitoring injections vs. inventory is an absolute necessity



Textile Rental Co.

Report for Week Ending: 12-26-92
Inventory Taken By: JST

LINENROOM INVENTORY TRACKING

ITEM DESCRIPTION	SERVICEABLE USED ITEM INVENTORY									
	INV. DAY	AVG. DAILY USAGE	WEEKLY INVENTORY AFTER LOADS ARE MADE UP — 8-WEEK TREND							
			11/7	11/14	11/21	11/28	12/5	12/12	12/19	12/26
20X40 BATH, WH 1ST QUAL	TH	1,000	1,100	900	800	850	600	400	450	300
20X40 BATH, WH 2ND QUAL	TH	500								
WASHCLOTHS, WH	TH	1,500								
BAR MOPS	W	2,000								

In this example, item inventory for first-quality white 20" x 40" bath towels is declining.



Textile Rental Co.

Report for Week Ending: 5-20-93
Inventory Taken By: JST

LINENROOM INVENTORY TRACKING

ITEM DESCRIPTION	SEASONAL SERVICEABLE USED ITEM INVENTORY									
	INV. DAY	AVG. DAILY USAGE	WEEKLY INVENTORY AFTER LOADS ARE MADE UP — 8-WEEK TREND							
			4/1	4/8	4/15	4/22	4/29	5/6	5/13	5/20
20X40 BATH, WH 1ST QUAL	TH	500	450	500	580	600	650	800	750	800
20X40 BATH, WH 2ND QUAL	TH									
WASHCLOTHS, WH	TH									
BAR MOPS	W									

In this example, item inventory for first-quality white 20" x 40" bath towels is increasing.



Textile Rental Co.

PIECE PUT-IN PLAN (SEASONAL ITEMS)

ITEM DESCRIPTION	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	YEAR-TO-DATE AVERAGE WEEKLY
TO-7265-WHIT-17X26 MESSAGE TOWEL													
PIECES SERVICED LAST YEAR: AVG. WEEKLY	6,000	5,000	4,000	4,200	3,900	4,000	6,000	9,000	12,000	12,500	12,200	9,000	7,320 (87,800 + 12)
ESTIMATED CHANGE: +5%	300	250	200	210	195	200	300	450	600	625	610	450	
EST. PIECES SERV'D IN PLAN YEAR + AVG. WEEKLY	6,300	5,250	4,200	4,410	4,095	4,200	6,300	9,450	12,600	13,125	12,810	9,450	7,680 (92,190 + 12)
PUT-IN NEEDS (PER WEEK)													+ 360 WK
RAG-OUT AND L&R	315	265	210	220	205	210	315	475	630	655	640	470	385 WK X 52 = 20,200
GROWTH					300	300	300						900
TOTAL PUT-IN NEEDS (PER WEEK)	315	265	210	220	505	510	615	475	630	655	640	470	20,920
ORDERING SCHEDULE (50 DZ. PER CASE)	3 CS	1 CS	2 CS	1 CS	2 CS	3 CS	2 CS	4 CS	5 CS	4 CS	5 CS	3 CS	35 CS 21,000 PIECES

Load Make Up

- Orders should be made up in advance to allow for auditing
- Inspect product quality (cleanliness, wear, finish)
- Inspect for accurate counts
- Load make up accuracy and timing can reduce merchandise costs

Shortage Management

- Goal is “no customer shortages”
- Manage “in process” product effectively (soil room through finishing)
- Secondary storage must not be forgotten
- New product is “last resort”
- “Emergency” inventory at depots or on trucks is costly

Summary

- Identify or predict demand
- Purchase product with best value
- Maintain organized inventory
- Gather products to supply customer requirements
- Process the products to fulfill orders
- Ship the products on time

Stockroom Management Test Questions

1. Which of the following is NOT true of NFU (New for Used)?
 - a. It is derived by taking all used garments DIVIDED BY total garments shipped (all grades)
 - b. It is a key result indicator for any stockroom
 - c. It is affected by grading quality and timeliness
 - d. Since garments DO wear out, you will always have some NFU

Stockroom Management Test Questions

2. Which garment personalization method is most likely to result in a one week turnaround of orders?
 - a. Direct Embroidery
 - b. Specialized embroidered emblems ordered from a manufacturer
 - c. Custom silk screened emblems
 - d. In-house sublimated emblems

Stockroom Management Test Questions

3. Which is NOT an advantage of “Put In” management
 - a. Promotes product quality
 - b. Prevents customer shortages
 - c. Improves customer satisfaction
 - d. Allows you to use products that are literally rags.

Stockroom Management Test Questions

4. How many heat seal machines (per operator) allow for greatest operator productivity?
 - a. 1
 - b. 2
 - c. 3
 - d. It doesn't really matter

Stockroom Management Test Questions

5. Which statement is true concerning managing stockroom inventory?
 - a. You must use bar codes
 - b. Having as many garments as possible packed into your stockroom is critical to your success
 - c. Knowing your exact inventory levels by SKU will minimize garment purchasing costs
 - d. You should never dispose of any garments