



*Building on two centuries' experience, Taylor & Francis (T&F) has grown rapidly over the last two decades to become a leading international academic publisher. The T&F Group includes imprints such as CRC Press, Routledge, Garland Science and Marcel Dekker. With offices all over the world, the T&F Group publishes more than 800 journals and around 2,300 new books each year, with a books backlist of 46,000+ specialist titles.*

### **The Challenge: Projected growth outstripping existing systems**

Taylor & Francis' U.S. book group was maintaining three separate outsourced warehouses, groups of staff and business systems, which led to higher operating costs, lower customer satisfaction, difficulty in tracking inventory, fewer consolidation opportunities and capacity limitations. With significant business growth projected, T&F recognized that operating and freight costs would soar if something wasn't done.

### **The Solution: A single center, single systems**

With contract expirations looming, Exceed Consulting worked with T&F to consolidate the outsourced distribution centers into a single distribution center and customer service call center, controlled by one base business system and warehouse management system (WMS).

After detailing all future needs, operational requirements were defined by the Exceed/T&F team, forming the basis of an RFP that went to several pre-qualified WMS vendors. After thorough evaluation, Quality Software Solutions Inc. (QSSI) won the bid.

In tandem, we identified and evaluated potential sites, choosing an existing building that already contained some of the necessary equipment—much of which was reconditioned and reused to minimize capital expense. In four months, an integrated packing area, shipping sorter and inline scale/QC area were added along with additional storage equipment. The large office was also renovated to staff the new call center and credit department.

In the same time period, Exceed led the newly hired T&F local management team through the implementation of QSSI. This included defining changes to the legacy base business in order to support the new distribution center's functionality and configuring the WMS to meet the RFP functional requirements. We developed test plans for functional areas, systems and user acceptance. Our tests ensured that the base business system, conveyor, and WMS would function in concert to achieve T&F's operational goals.

We provided overall project management from inception through go-live, including the synchronization of facility preparations and systems activities, and a detailed plan to transfer product from the outsourced centers to the new consolidated center.

### **The Results: Consolidated center generates greater profits, improves response**

- A carefully coordinated move allowed T&F to ship from its outsourced facilities right up to the date of go-live in the new center
- Facility changes gave T&F more than 20,000 reserve locations and 65,000 picking locations to support its growth
- Five-year payback on \$8MM

"You can't quantify passion or personalization on a project, but it's that passion that gives an outstanding result, and Exceed has that passion."

—Bill Montour, Taylor & Francis

