

Warehouse Space Optimization and Peak Readiness Strategy for a High-Volume Consumer Products Distributor



1 Introduction

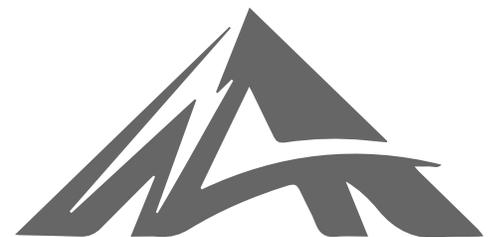
A well-known consumer wellness brand manufactures and distributes microwavable, heatable plush products and wellness items infused with French lavender, providing aromatherapy and comfort to customers nationwide. Founded in 1995, the company offers a broad product portfolio including plush animals, slippers, neck wraps, and eye masks filled with natural grains for warmth and calming weight. Operating from the Midwest, the organization supports a growing multi-channel business model spanning direct-to-consumer (DTC),

business-to-business (B2B), and marketplace fulfillment. The distribution center ships more than 2 million lines annually and experiences significant seasonality, with demand increasing 40–50% during the holiday peak between Thanksgiving and New Year's. As the company prepared for a major growth step with the launch of a new manufacturing line planned for late 2024 to early 2025, leadership partnered with Alpine Supply Chain Solutions to stabilize peak performance, improve inventory visibility, and reclaim facility space without sacrificing throughput.

2 Challenge

The company's rapid growth and peak-season demand created increasing pressure on warehouse execution, inventory accuracy, and fulfillment consistency. Leadership identified ongoing inconsistencies in inventory availability and allocation across selling channels, including B2B, DTC, and Amazon, driven by misalignment between the WMS (Deposco) and ERP (Sage). These mismatches contributed to avoidable split shipments, backorders, and confusion around what inventory was truly available to promise. During peak periods, the operation faced elevated stress from late shipments and higher fulfillment complexity, increasing risk to customer experience and marketplace performance.

At the same time, upcoming manufacturing startup plans introduced new space requirements for WIP storage, QA processes, and staging capacity, making it critical to reorganize the facility and improve workflow. Weekly WMS-ERP reconciliation activity further increased administrative burden and diverted operational leadership time away from execution improvement.



3 Solutions

Alpine conducted a focused best-practice assessment designed to quickly identify root causes, stabilize peak execution, and provide a prioritized roadmap aligned to leadership priorities. The engagement combined operational process evaluation with a detailed review of the WMS-ERP interface to ensure that recommendations addressed both physical workflow issues and system configuration drivers. Alpine's approach emphasized aligning Sage and Deposco to a consistent operational "truth" for inventory, reducing allocation errors

and preventing false backorders caused by pickable logic limitations. Additional solutions focused on improving wave planning control to enable better prioritization during peak recovery periods and strengthening replenishment visibility to prevent reactive execution. Alpine also developed recommendations to reclaim and reorganize space in preparation for manufacturing by creating clearer zoning, reducing cross-traffic, and relocating value-added activities away from congested shipping areas.



4 Implementation

Over a four-week engagement, Alpine reviewed 24 months of inbound and outbound data to identify trends and build a Pareto analysis, then validated findings through on-site observation and end-to-end process mapping.

Alpine deployed two resources on-site for two days to document physical and information flows across receiving, storage, picking (pick-to-cart), packing, and shipping, while also tracing how transactions moved between Deposco and Sage. Several high-impact improvements moved into immediate execution planning, including enabling “All Locations Pickable” to align inventory representation across systems and reduce split shipments.

Alpine also supported transitioning the operation to manual wave release during peak to improve order prioritization, especially for Amazon cutoffs, key accounts, and DTC promise dates. An “Available Replenishment Report” was implemented to create visibility into replenishment needs triggered by waves, preventing incomplete picking and reducing rework. Operational discipline improvements were reinforced through daily 10-minute pre-shift huddles, adjustments to receiving processes through landed cost estimation, and relocation of the kitting/value-add area to reduce congestion near shipping.



5 Results

The engagement delivered immediate stabilization improvements while establishing a long-term operational roadmap to support continued growth and manufacturing readiness. Aligning Deposco and Sage inventory logic reduced split shipments and prevented false backorders caused by mismatched allocation rules, improving fulfillment reliability across channels. Manual wave control and replenishment reporting improved prioritization during peak, strengthened execution discipline, and reduced reactive firefighting behavior on the floor.

Space recovery actions, including relocating the kitting/value-add area, reduced congestion and created cleaner flow—supporting the facility’s ability to absorb future WIP, QA, and staging needs tied to the upcoming manufacturing line. In addition to implemented changes, Alpine provided executive-level recommendations to strengthen sustainability through cycle count program reset, phased third-shift replenishment, master data validation, packing/shipping redesign, and labor KPI governance. Overall, the company gained a practical, prioritized path to stabilize peak operations, improve inventory visibility, and prepare the distribution center for the next stage of operational complexity.

