



# Solution Case Study

## SSE eLearning Powers Transition to eWarehousing for Bunzl Distribution USA, Inc.

“SSE was our expert guide. At the outset, we didn’t exactly know where to start, how to proceed or how to measure success. The results have far exceeded our expectations.”

*Peggy Nance  
Director, I.T. Field Services  
Bunzl Distribution USA, Inc*

### Overview

**Bunzl Distribution USA, Inc.** supplies more than 250,000 outsourced food packaging, disposable supplies, and cleaning and safety items to food processors, supermarkets, retailers and convenience stores. Its 3,500-plus employees service clients in all 50 states, Puerto Rico, Canada, the Caribbean and Mexico from a network of more than 90 warehouses. Worldwide sales exceed \$5 billion.

The company operates in the fast-paced, ultra-competitive world of logistics -- the process of planning, implementing and controlling the efficient, effective flow and storage of goods, services and related information from point of origin to point of consumption. Speed and accuracy in delivery are critical to maintaining customer satisfaction, just as efficiently managing inventory is imperative to achieving profitability for those plying the supply chain field.

### Client Need

Bunzl identified an opportunity to achieve meaningful strategic and economic gains by retiring its paper-based order fulfillment process with an eWarehouse electronic fulfillment system. The paperless system would enable Bunzl to perform picking and receiving functions simultaneously; attain continuous real time inventory updates; and to fill orders faster. Handheld wireless devices linked to a virtual private network form the backbone of the system.

While the projected reward of the venture was great, the primary impediment was daunting – the need for Bunzl to teach hundreds of geographically dispersed warehouse employees of varying skill and educational levels how to use the sophisticated devices. Another complicating factor: English is a second language for a number of Bunzl employees. Additionally, Bunzl aspired to cross-train employees to enhance day-in, day-out workplace flexibility and to standardize training throughout its border-to-border warehouse network.

When among multiple service providers, **SSE** alone presented a turnkey solution that began with it guiding Bunzl on how best to gather and organize the content before programming it for delivery, Bunzl turned to SSE for project leadership.



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## The SSE Solution

At the outset, SSE collaborated with Bunzl over a two-month period to complete an in-depth needs analysis to identify objectives, measurements, user groups, lesson outlines and curriculum maps. It then developed a proprietary eLearning prototype. After the prototype was approved, SSE produced a core set of nine lessons in four months, followed by 19 supplemental lessons within another three months. The complete curriculum included 28 lessons designed around warehouse tasks, supplemented by 57 job aids for instant, on-the-job reference.

Each lesson is presented in basic English and displayed in three forms: onscreen text; modulated audio; and animated simulation. Further, the audio matches screen text to simulate close-captioning.

Lessons are accessed from a website portal that contains training lessons, assessments and reference material. Each Bunzl learner has a unique ID correlated to his/her job function. The portal enables Bunzl corporate officials to track and compile records on lesson completion, scores and user activity on the site.

The entire project – from launch to deployment – was completed in 11 months.

## Client Benefits

- **Learning Is Quantified.** The SSE solution gives Bunzl the ability to continuously quantify the (1) satisfaction of the learner with the lesson (2) learner's mastery of the subject via a post-lesson assessment (3) application of the learning via a SSE-developed evaluation form that Bunzl supervisors use to score individual, on-the-job performance.
- **Just-in-Time Training, Plus “Instant” Cross-Training.** Training is eminently efficient, since each lesson is targeted to a specific job function. And, since a lesson can be completed in as little as 10 minutes, a warehouse manager can instantly respond to day-to-day staffing dilemmas.
- **Gathering and Application of Bunzl “Best Practices” Knowledge.** Bunzl is now successfully disseminating proprietary “best practices” applications and organizational knowledge throughout its workplaces nationwide.
- **Universal Accessibility.** The eLearning portal puts training at the fingertips of every warehouse worker and cuts travel time and cost for Bunzl corporate personnel.
- **Downtime Protection.** Should the private wireless network temporarily fail, a 15-minute lesson on paper-based order fulfillment enables workers to quickly restore facility operations.
- **Remarkable, Productivity-Enhancing Outcomes.** Since its adoption, Bunzl reports that with eWarehouse lessons facilitating average assessment scores of 88%, the system has helped it to
  - cut incorrect orders by 50 percent
  - boost productivity by 25 percent
  - slash onsite implementation training from five days to one day
  - and reduce recurring corporate support by 75 percent.