Industrial IT & Warehouse Automation

🌐 **stevenrgreene.com/**case-study-behr.html

62% Productivity Increase

22 North American Facilities

60% Provisioning Throughput

24/7 Operational Uptime

The Challenge: Legacy Scaling in a 24/7 Environment

As the organization underwent aggressive expansion, legacy paper-based workflows and fragmented IT support created bottlenecks across mission-critical production and logistics environments.

- **Manual Inefficiencies:** Warehouse operations relied on paper-based inventory tracking, leading to fulfillment delays and data inaccuracies.
- **Scaling Constraints:** The IT team needed to scale from supporting 4 sites to 22 sites without compromising responsiveness or operational reliability.
- **Production Risk:** Unplanned downtime in automated material handling systems directly impacted plant throughput and logistics fulfillment.

The Strategy: Industrial IT Modernization

The transformation focused on integrating IT directly into the plant floor. By aligning technology delivery with manufacturing and safety objectives, I turned IT into a force multiplier for shift productivity.

1. Mobile Computing & Warehouse Automation

Designed and led the rollout of forklift-mounted mobile computing systems across distribution centers. This eliminated manual data entry, providing real-time inventory visibility and driving a 60–62% increase in first-shift productivity.

2. Standardizing the Operational Playbook

Developed comprehensive SOPs and "train-the-trainer" programs to ensure technical readiness across a distributed field team. This standardized framework enabled the rapid onboarding of new facilities while maintaining consistent service quality.

3. OT/IT Alignment & Continuous Improvement

Served as the only non-production member of the advisory board for 5S and continuous improvement. I collaborated with plant leadership to align IT support with downtime-reduction initiatives and automated material handling systems.

4. Scalable Logistics & Provisioning

Implemented automated logistics and IT support workflows for end-user equipment. By centralizing warehouse-based imaging and shipping operations, I increased provisioning throughput by over 60%.

The Results: Measurable Operational Throughput

The transition to automated, standardized operations provided the foundation for sustained growth and superior manufacturing efficiency.

- **Revenue Impact:** Increased shift productivity by over 60% through the elimination of paper-based logistics workflows.
- **Rapid Site Scaling:** Successfully expanded IT operations from 4 to 22 sites while maintaining high resolution rates for production-impacting incidents.
- **Operational Excellence:** Improved overall equipment effectiveness (OEE) and reduced unplanned downtime through data-driven automation analytics.
- **Mission-Critical Resilience:** Ensured 24/7 service availability for networks, servers, and automated control systems across North American facilities.