



CASE STUDY // 2022

FROM AN 8-MONTH BACKLOG TO SUPPLY CHAIN SUCCESS

*How Jarrett helped a specialty paint
supplier get their product flowing
better than ever*

www.gojarrett.com

info@gojarrett.com

877.392.9811

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OVERVIEW

When Smithers-Oasis acquired Design Master in 2021, Design Master had a significant amount of inventory that came with the acquisition but was not directly tied to demand. They needed to organize it and distribute it to customers. Reviving their broken supply chain fast was the key to the survival of this specialty paint brand beloved by florists. Recognizing this, Larry White, the VP of Corporate Technology at Smithers-Oasis, reached out to Mike Jarrett, President & CEO of Jarrett, who Larry had worked with almost two decades before.

What began as a friendly reunion between friends led White to realize that what Design Master needed, was exactly what Jarrett did. An agreement was reached and operations started six weeks later.

BACKGROUND

When Design Master and Jarrett started working together, they did not have a supply chain solution. In some ways, they were like a start-up, except unlike most start-ups, there was no measured ramp-up.

Originally, the company only wanted help with warehousing, but to achieve the efficiency Design Master wanted and the accuracy that was required, a more comprehensive solution would be necessary.

Jarrett saw transportation closely integrated with warehousing and logistics as paths for success. With that in place, Jarrett could help the company meet its short-term goals while providing the brand with a supply chain built for growth. With Jarrett's processes, Design Master leveraged the full potential of Jarrett's software platform by maximizing the efficiencies the tools were able to achieve.

Without much convincing, the Design Master team agreed, and the race was on.

CHALLENGE

To get Design Master's supply chain on track, Jarrett would have to create processes from the ground up. According to Aaron Nussbaum, Director of Logistics Operations at Jarrett, it was the hardest onboarding he's seen.



"In a matter of six weeks, we executed the transportation and warehousing program with Jarrett."

- LARRY WHITE,
VP of Corporate Technology, Smithers-Oasis

"This business was essentially a startup when Smithers-Oasis bought them," Nussbaum explains, "because Design Master is made by a contract manufacturer. They didn't own any of the warehouses. They didn't own any labor and they didn't own any of the manufacturing capabilities. And so literally from the day that we signed our agreement and they moved the product over to us, we provided a supply chain framework for them overnight."

The danger to Design Master was that loyal customers had waited almost a year already, and it was unclear if they would remain loyal much longer.

"Knowing that, Design Master threw down the gauntlet," Nussbaum explains, "the two most important things that Larry stressed were 'how are we going to receive the inventory on day one?' and 'how are we going to fulfill orders within a couple of days after receiving inventory?'"

The short-term goals were high. And the long-term ones were even higher. In addition to a broken supply chain, Design Master had no supply chain system to bring everything together under one umbrella and provide basics like inventory reporting and visibility into lead time on orders.

SOLUTION

Jarrett provided the one-stop solution Design Master needed to get the speed and accuracy of their supply chain up to the standard of this beloved brand.

On the transportation side, Jarrett implemented inbound and outbound freight management anchored by Jarrett's own cloud-based TMS system, jShip. The system was a game changer that digitized and integrated quoting, dispatching, tracking and filing claims for their LTL, TL, and expedited shipments. Design Master gained new control over its transportation through a comprehensive analytics dashboard and has a dedicated account team to handle every issue or request that comes in by phone or email.

On the warehousing side, Jarrett's masterstroke was creating a process for live-tracking Design Master inventory that has helped them move from backlog to best-in-class. In getting Design Master supply chain up to speed, Jarrett executed programs in short order for fulfillment, specialized labeling, pallet management, monthly cycle counts, and email notification for every order milestone.

RESULTS

For starters, Jarrett met Larry's expectations from the beginning. "I think it speaks to our efficiency and our partnership in that we've been able to meet those expectations or exceed them," Nussbaum says. "They wouldn't have continued with us if we weren't able to help them get out of that backlog."

Success came early and often. All signs point to Design Master revenue growing—a big leap from having a broken supply chain with excess inventory that was untethered from demand.

Jarrett's customer service helped enable that success by taking communications and correspondence off Design Master's plate so they could focus on growth, not handling issues and requests. Jarrett fielded 4,558 emails, achieving an average email response time of

6.29 minutes. On the phone front, Jarrett achieved an average response time of 8.28 seconds to answer.

Most importantly, Design Master and Jarrett established a relationship that provides the foundation of growth. As volume grows and processes continue to change, the exchange of ideas and data-driven insights will fuel continuous improvement.

"I think most people would say we're strategic partners. When you work together to make both of your businesses as efficient as possible and do whatever it takes to offer solutions, that's when the magic happens," Nussbaum adds.

