CASE STUDY

CREATING A BLUEPRINT FOR OPERATIONAL EXCELLENCE



LEGACY
SUPPLY CHAIN

1-877-762-7175 | 2001 Commerce Parkway, Franklin, Indiana 46131 | www.legacyscs.com

CLIENT OVERVIEW

Legacy's client, a Leading Plumbing Products Manufacturer (LPPM), makes and distributes products serving the plumbing and construction markets. Through a portfolio of trusted brands, LPPM supplies plumbing wholesalers, industrial distributors, and major retailers throughout North America. As the company expanded through acquisition, it needed a supply chain partner that could improve operational performance, standardize processes, and build a stronger foundation for the future.

COMPANY PROFILE

INDUSTRY

Plumbing, construction, and industrial products

MARKETS SERVED

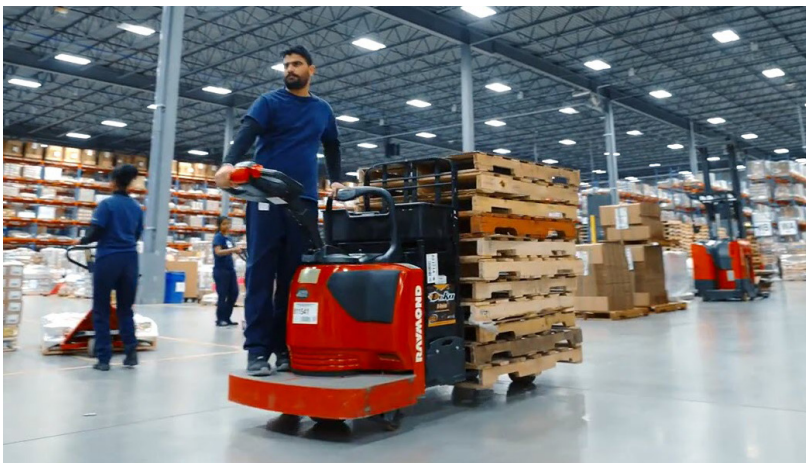
Wholesale distribution, retail, and professional contractors

DISTRIBUTION NETWORK

Distribution centers in Collierville GA (greater Atlanta area) and Compton CA

STRATEGIC PRIORITY

Streamline and standardize operations to improve supply chain performance



CASE STUDY AT-A-GLANCE

85 TO 55
LABOR HEADCOUT WHILE MAINTAINING OUTPUT

99.3%
ON-TIME SHIPPING

99.37%
ORDER ACCURACY

92.8%
CARRIER COST COMPLIANCE
(34% POINT IMPROVEMENT)

20% **REDUCTION IN CLAIMS**

<9 HOURS
DOCK TO STOCK

3 **SITE OPERATIONS STANDARDIZED**

SUPPLY CHAIN CHALLENGES

LPPM needed a logistics partner that could do more than operate a distribution center. The company wanted to transform its U.S. supply chain with a culturally-aligned 3PL expert that would take ownership of day-to-day execution, while building the operational vision and scalability needed for the future.

IPS selected Legacy Supply Chain through a highly-competitive RFP process. Their decision was based on three key priorities: delivering immediate performance improvements; providing an expert operator capable of driving safety, process excellence, technology, innovation and continuous improvement; and creating a scalable platform that could ultimately support additional distribution markets, including the Midwest/Indianapolis and West Coast.

Legacy didn't chase quick fixes or put bandaids on problems. Rather, they quickly identified the major areas that needed to be overhauled and got to work:

PAIN POINTS

1. **SAFETY & WORKPLACE ORGANIZATION**
Product storage, material flow, workplace organization, and housekeeping all presented opportunities to improve safety, efficiency, and operational discipline.

2. **INCONSISTENT EXECUTION**
Operating procedures weren't documented, creating variation in execution and limiting operational efficiency.

3. **LIMITED VISIBILITY AND KPI TRACKING**
Manual reporting and disconnected communication made it difficult to quickly identify priorities and measure performance.

4. **NETWORK EFFICIENCY**
With current locations in the Greater Atlanta area and on the West Coast, LPPM wanted a clear roadmap to optimize their future distribution network.

"We don't walk into a warehouse looking for what's wrong. We look for what's possible, then build the systems that help people achieve it."

— Bo Baird, Operations Director, Legacy Supply Chain

SOLUTIONS

THE SHARED GOAL FOR IPS AND LEGACY:
Transform the operation without disrupting the business.
Legacy worked alongside the incumbent 3PL to execute a seamless transition during peak season. Within 30 days, Legacy retained and transitioned the existing workforce to being Legacy employees, strengthened standard operating procedures, and assumed full operational responsibility while maintaining uninterrupted service. LPPM's CEO was astonished, "I thought it was a huge risk to implement a new 3PL during peak season. I stand corrected!"

Shifting from stabilization to transformation
A successful transition was only the beginning. Legacy connected people, processes, and performance through a disciplined operating rhythm backed by shared leadership, corporate resources, and KPI-driven execution.

As trust grew, so did the partnership. Legacy expanded its role, introduced continuous operational improvements, and built an operating model that could scale across multiple facilities while adapting to changing business demands. The result wasn't simply a new 3PL relationship. It was a stronger, more efficient supply chain built to perform today, sustain results over time, and support whatever comes next.



SOLUTION OBJECTIVES

OBJECTIVE 1

Improve operational performance through standardized processes.

OBJECTIVE 2

Create greater visibility using KPI driven management.

OBJECTIVE 3

Build an operating model that can scale across the network.

OBJECTIVE 4

Establish a culture of continuous improvement.

SOLUTIONS FRAMED
WITHIN LEGACY DIFFERENTIATORS

Transform

Transformation began with giving good people better ways to work. Legacy partnered with the LPPM team to raise the standard of execution by creating a safer, more organized, and more disciplined operation.

Standardized critical operating procedures, giving every team a consistent playbook for execution.

Implemented warehouse best practices that improved workplace organization, product storage, material flow, and safety across the operation.

Applied Lean, 5S, and Kaizen methodologies to simplify workflows, eliminate waste, and embed continuous improvement into everyday operations.

Raised operational standards through disciplined execution that improved quality, consistency, and productivity.

Connect

Legacy didn't replace the expertise inside the operation. Legacy unlocked it. By connecting people, technology, and real-time operational insights, Legacy enabled teams to make smarter decisions, work more efficiently, and take greater ownership of performance.

Introduced KPI-driven performance management, giving leaders greater visibility into performance.

Implemented a single source of truth, using Microsoft Teams as a shared workspace for operational documentation, KPI reporting, and real-time collaboration.

Established a daily 9:00 a.m. Gemba walk, bringing Legacy and customer leaders together on the warehouse floor to align on priorities.

Created a daily HOT List, tracked progress throughout the shift, and confirmed completion before the day ended.

Created a culture of accountability and shared ownership between warehouse operations, leadership, and corporate support teams,

Scale

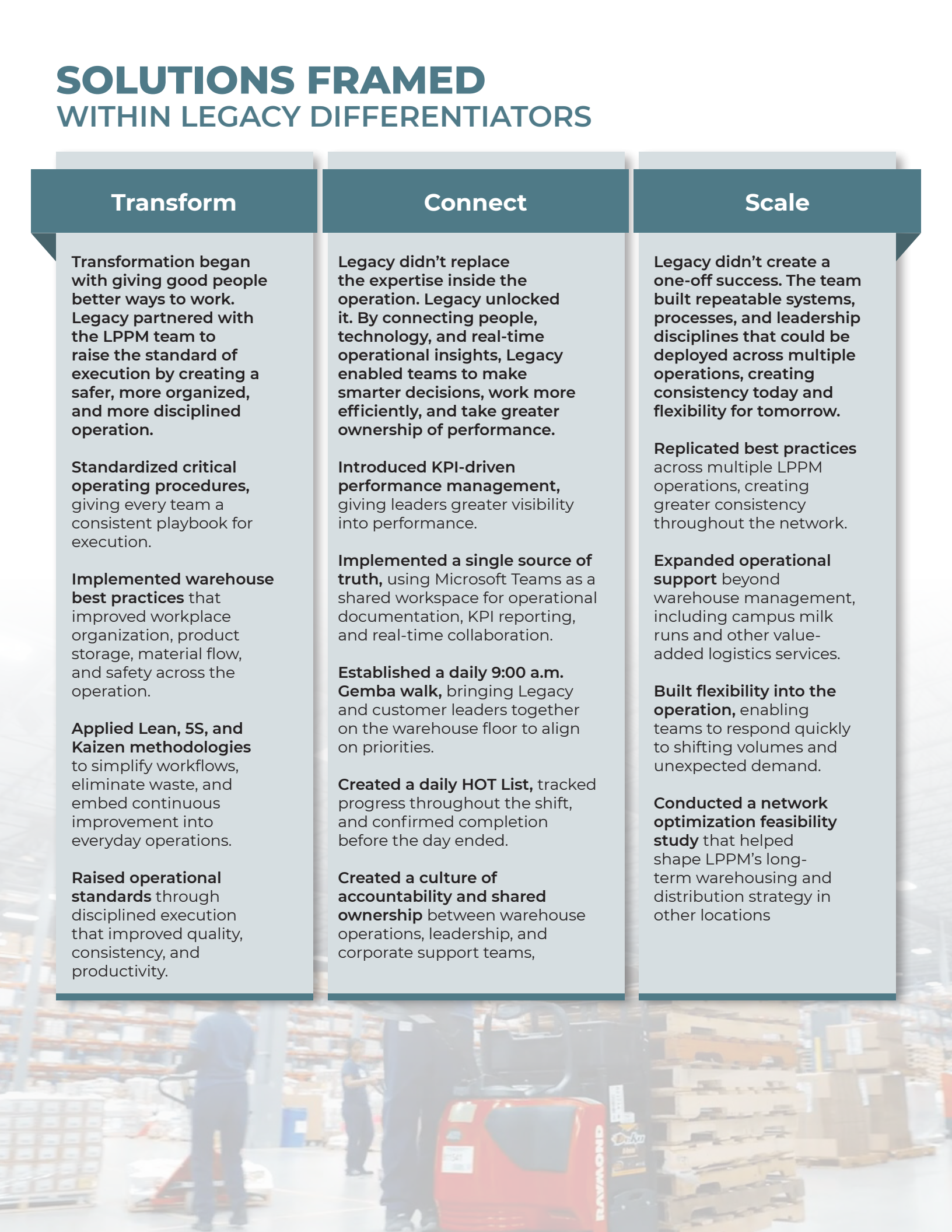
Legacy didn't create a one-off success. The team built repeatable systems, processes, and leadership disciplines that could be deployed across multiple operations, creating consistency today and flexibility for tomorrow.

Replicated best practices across multiple LPPM operations, creating greater consistency throughout the network.

Expanded operational support beyond warehouse management, including campus milk runs and other value-added logistics services.

Built flexibility into the operation, enabling teams to respond quickly to shifting volumes and unexpected demand.

Conducted a network optimization feasibility study that helped shape LPPM's long-term warehousing and distribution strategy in other locations



RESULTS & OUTCOMES

RESULTS THAT CONTINUE TO BUILD MOMENTUM





Sometimes the biggest impact isn't measured on a dashboard. Sometimes it is confidence. Legacy earned the customer's trust by executing a seamless transition during peak season, while maintaining business continuity. Over the next months as Legacy stabilized operations, that confidence quickly grew into something even more meaningful. Month after month, improvements continued to produce tangible results.

Legacy transformed the way work was performed, connected people and teams with the information and operational visibility The changes they made created sustained improvements across the board.

The results over the first year have been astounding. A reduction in staff from **85 associates to 55** occurred while still maintaining the same level of output. The gains weren't achieved by asking people to work harder. They came from empowering experienced teams with better processes, clearer priorities, stronger leadership, and the tools to perform at their best.

THESE RESULTS SPEAK FOR THEMSELVES:

- **92.8%** carrier cost compliance, up from **58.8%**
- **99.3%** on time shipping
- **99.37%** order accuracy
- **20%** reduction in transportation claims
- **Less than 9 hours** from dock to stock

"Legacy is an extremely professional organization. Results like this don't happen by accident. They happen because someone knows what they are doing and get it right." — Senior Director, LPPM

LOOKING AHEAD

With a proven operating model now in place, LPPM is expanding Legacy's impact from a single distribution center, now replicating what has been built to additional locations in California and embedded within their manufacturing facility.

"The best partnerships don't stand still. Once you solve today's challenges, you start designing for tomorrow's opportunities. That's where the real value is created," explains Bo Baird, Operations Director at Legacy.

Build a supply chain that is more resilient. More adaptable. Ready for the future. That's how you build a supply chain Legacy.

"Legacy earns their seat at the table every day. They bring ideas, challenge the status quo, and help us make smarter decisions about where we're headed next." — Vice President of Operations, LPPM





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