

MILLERKNOLL, INC.

An Assessment & Recommendations for Automation Opportunities
in MillerKnoll's Warehousing Operations

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With over fifteen unique brands under the **MILLERKNOLL** umbrella, MillerKnoll is the largest high-end furniture manufacturer in the world. With a vision and purpose to 'design for the good of humankind,' MillerKnoll places a strong emphasis and focus on people from its customers to its own associates throughout the organization. Our Tauber project with MillerKnoll this year focused on the company's warehousing operations, more specifically the Midwest Distribution Center in Holland, Michigan. Our team defined the following two goals for our project.

1. Reduce the human struggle in warehousing operations
2. Roadmap the integrated technology ecosystem for the future state of warehousing

Our Tauber team set out to achieve these goals by conducting benchmarking research and site visits to understand what industry leaders are doing in the warehousing technology ecosystem. In parallel to this benchmarking, the team planned and executed a series of trials for process improvements and technology solutions to inform final recommendations for the DC excellence journey that MillerKnoll has embarked on. Based on the knowledge gained from the benchmarking research and trial execution, the team defined recommendations in the form of a phased implementation plan to take the Midwest Distribution Center from its current state operations to a desired future state with an integrated technology and data-driven system.

As MillerKnoll continues the DC excellence journey with the guidance of the recommendations and detailed analysis our team was able to complete and provide at the end of this project, we expect the Midwest Distribution Center to implement an integrated, technology ecosystem in the next 3-4 years that will yield compounding annual savings up to an estimated \$2 million. In addition, we expect MillerKnoll to utilize our learning to continue the ongoing DC excellence journey to identify more opportunities to reduce the human struggle and gain additional operational efficiencies.