

SUMMARY

The aim of the thesis was to implement new WMS for Tristock to solve and/or mitigate further similar challenges like system stability, insufficient automation to support business processes and to provide transparency, data quality and scalability. To conduct the research action research process and scrum project managing framework was used. During the research, the main importance is to enable to solve the pricing problem, during which further develop other warehouse processes.

The thesis structure is divided into three parts, first part describes theoretical background of WMS, scrum framework and As-Is To-Be analysis, the second part describes Tristock overview and arguments to change the WMS, and the third part analyses and reflects on the whole implementation process.

During the work author distinguished main processes and described related As-Is and To-Be warehouse operation processes. The implementation process is divided into four main and two optional objectives which is described more detailed in section 2.2.

The research is divided into four larger categories: planning, action, observing, and reflecting. As the implementation is done by scrum framework then these parts are done in cyclical pattern over the period of 10 weeks. One cycle lasting for two weeks. After each sprint the implementation process is observed and reflected on and used for next sprint planning to improve the implementation as much as possible.

The five sprints divided the roadmap into:

1. Basic operations improvement and development, framework improvement
2. Article importing and categorizing
3. Goods importing
4. Changing the WMS of warehouse operations
5. Integrations and goods owners onboarding

Due to risk management during the sprints were decided that only two goods owners' goods will be imported currently. During the fourth sprint was decided that fifth sprint aim, and plan will be changed, as the integrations are not fatal for warehouse operations functionality. Fifth sprint length was increased to six weeks and the aim was to monitor the software closely and find out problems with each operation. The fifth sprint timeline

extended the timeline of the research hence the research only includes the first two weeks of fifth sprint.

Reflections found that the sprint planning was well distributed between members hence the print planning was done good. This also is portrayed through only 27% tasks being newly created during the implementation. The sprints and implementation were considered a success, as the process is not fully finished for all the goods owners, but the framework is built correctly so later importation will be much more seamless.