



Case Example

Brewer

Client Situation

- Leading UK drinks manufacturer
- Division turnover c£250m
- Involved in brewing, packing and distribution
- 3 channels, 2 main categories
- Competitive need to improve service to main customers on packaged products

Important Issues

- High number of SKUs due to brand/private label mix
- Production KPIs geared towards large runs and few changeovers
- Business experienced high month end peak due to commercial trade pressures
- Poor internal communication and short notice given on events such as promotions
- Planning was based on unreliable business forecasts

Activities

- Used prototype methodology to develop and pilot a system for demand and production management
- Established a fixed cycle production schedule
- Determined guidelines for planning promotions and new product introduction
- Supervised workshop to test new methodology before launch

Benefits Delivered

- Achieved a stock holding reduction in finished goods of 40%
- Service levels increased from 91.5% to 98.5%
- Successfully moved from an inflexible forecast-driven system to an agile demand-pull methodology