

Case :

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Country :

Belgium

Sector :

Food – Biscuit production

Company :

A supply chain subcontractor. The activity is basically warehousing and picking.

Type of intervention :

Logistics- warehousing and picking : efficiency improvement.

Development and implementation improved 360° management control system.

What did we do?

We developed a common denominator for these locations which was man-hours used compared to budget. Per location we developed a reporting system with KVI's, quality indicators (picking mistakes, damages, ...) and performances (for ex. picking performance). We developed a meeting structure throughout the whole organization in order to discuss these reports and we coached the site managers how to manage based on this information.

Structural improvement was obtained by giving the sites more budget responsibility. Sales offers are now being officially transferred to a site; this forces the sales department to critically analyze what has been sold and that this has to be realistic.

Further on we worked at :

- Order and neatness floors, wood in containers, pallets, empty containers
- Safety
- Decrease of damage
- Machine breakdowns
- Treatment of complaints
- Container inbound planning + elimination of backlog
- Flexibility matrixes

Results :

The main result is a drastic improvement of the man-hour productivity.