

Business case

Optimizing the Logistics for an R&D Center of an Automotive Supplier

PRACTICE

Operations

SECTOR

Automotive

DURATION OF THE MISSION

6 Months

Within an R&D center bringing together many different professions, the logistics function, scattered and embryonic, is perceived as disruptive and not facilitating.

Based on this observation, KEPLER offers to redesign a logistics function adapted to the needs of the site, to improve the management of stocks, flows and consumables.

Context

- An automotive supplier with several R&D activities centralized on the same site
- A multitude of stocks of consumables and project parts without any management nor traceability
- A high turnover preventing the sustainability of good practices, especially with the absence of standards
- A globally unsuitable logistics organization lacking in agility

Objective(s)

Meeting Customers Expectations

- By implementing a logistics function:
 - 1 - Restoring to logistics its central role of facilitator
 - 2 - Engaging in a stock and flow optimization process (5S, dairy rounds, etc.)
 - 3 - Setting up a part location tool
 - 4 - Optimizing the management of consumables (supplies, storage, etc.)
 - 5 - Designing standards and a sustainable training course

1 Logistics Diagnosis of the Site

- Team interviews
- Logistic field observations (shipping, administrative documentation, etc.)
- Identifying main dysfunctions and quantifying gains

2 Designing the target logistics organization

- Building the target organization (flows, storage points, etc.)
- Identifying IT needs (traceability, functionalities, etc.)
- Reviewing the organizational impacts of the target
- Building the roadmap (steps to reach the target)

3 Preparation and Initialization

- Sourcing and supporting for the selection of the traceability tool
- Supporting teams in adapting the tool to technical specificities and business lines requirements
- Creating training modules and plans for increasing user skills
- Managing 5S sites
- Building flow and stock animation routines
- Building a detailed start-up action plan on a limited scope (resources, timing, etc.)

4 Launching of the Pilots

- Initializing on a pilot flow (IT, logistics, consumables, etc.)
- RETEX and estimation of earnings
- Global deployment plan

60%

**Reduction
in the number
of parts stored**

100%

**Location and
identification
of parts**

2

**Rationalization
of the number of
stocks/stores**

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Our client wanted to design tailor-made, agile logistics customized to the constraints of an R&D center.

KEPLER helped the teams to materialize, in an operational perspective, their ideal model of the logistics department.

The project has also provided levers for maximizing efficiency, reducing stocks and better monitoring flows using traceability solutions.

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