

Optimizing
the Warehouse
Dedicated
to the Storage
of Dry Groceries
for a Retail Brand

PRACTICE

Supply Chain

SECTOR

Distribution

DURATION OF THE MISSION

6 months



Our client, a retail brand, wants to optimize the warehouse dedicated to the storage of dry groceries without investing in CAPEX

KEPLER offers a Lean approach to optimize the layout of the warehouse and thus the flows and capacity.

Context

- A 23,500 m² warehouse comprising excise duty areas with 30 people + 4 supervisors, 15,000 storage spaces
- 6.5 million packages prepared year-round and storage on 5 floors with saturated picking locations
- An old industrial building with many poles and a slab in poor condition preventing any elevated / mezzanine picking
- Very unstable productivity, from 135 to 225 parcels per hour, and structural use of temporary labor (~25% of the workforce)

Objective(s)

Improving Responsiveness and Securing Availability

- Enhancing productivity and warehouse capacity
- Reviewing the central warehouse layout and operations

Our Approach

Distribution
Mission: 6 months

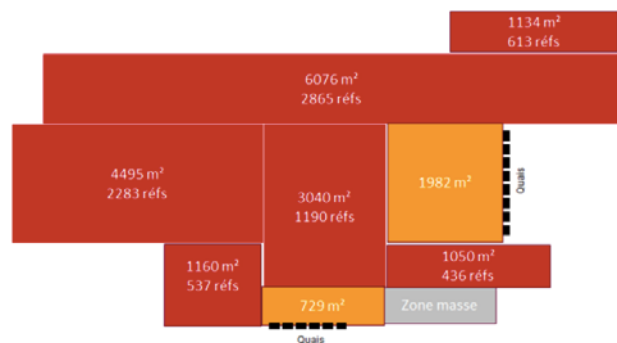
Methodology

- 1 **Field observations** and NAVT analysis of the operations
- 2 **Analysis of activity data** and summary of performance gaps
- 3 **Root cause analysis workshops** and definition of target processes
- 4 **Optimization of physical flows** and relocation of the warehouse
- 5 **Review of the course of the day** (cut-off) and team coaching

Levers and Tools

- **VSM workshop per process**
- **5S Workshop**
- **Warehouse modeling**

Target reestablishment



Reorganization of operations and preparation paths

OPTIONS D'IMPLANTATION	REORGANISATION		RE-ORGANISATION (FORMES)		REORGANISATION (LOUDES)	
	SC1	SC2	SC3	SC4	SC5	SC6
Conservation des zones actuelles	X	X				
Localisation des zones en fonction des fréquences de picking et manipulation			X	X	X	X
Stockage caisses le long des murs			X	X		
Stockage caisses sans palette avec démontage allées			X		X	X
Stockage caisses dans racks avec stockage en hauteur maintenu					X	X
Zone de Klocx dédiée avec 500m ² au sol (hyper dévlopé Klocx DPH)			X	X		
Dimensionnement zone picking en P1-P9 conservatoire (approx PCB)			X			
Dimensionnement en zone picking P1-P9 sans filtre			X	X	X	X
Dimensionnement en zone picking P1-P9 pour Mèner 10% d'emplacement			X	X	X	X
Mise en place d'une zone d'éclatement des promos dans le 1			X	X	X	X
Mise en place d'une zone d'éclatement des promos barycentre entregale			X	X	X	X
Concentration classe A d'un ensemble sur une allée			X	X	X	X
Ventilation classe A sur plusieurs allées à l'entrée			X	X	X	X
3 postes d'impression + BL posé par expé lors du contrôle			X	X	X	X
Postes d'impression embarqués			X	X	X	X

+10% of picking
locations

1k vacated
locations

+18% of picking
productivity

220k€ annual
savings

“We worked in collaboration with the stores to test improvements on pallet preparations.

The goal was to improve the warehouse productivity without degrading the service provided to the stores.

The levers validated in the workshop have been tested through preparations and pilot stores, before being deployed across the entire grocery store universe.”

Lysiane Bessonnet

Director, Supply Chain Practice Leader

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