

Upgrading the Warehouse of a Hotel Distribution Group to Absorb the Upcoming Load

PRACTICE
Supply Chain

SECTOR
Distribution

DURATION OF THE MISSION
3 months



Our client, a hotel distribution group, wants to upgrade its warehouse to accommodate the coming load, following the purchase of a subsidiary in Switzerland.

KEPLER offers the implementation of a flow analysis methodology and the reorganization of the logistics site.

Context

- A European leader in equipment and consumables supplies for hotels and restaurants
- The Savoie platform gathers and stores more than 7000 active product references and delivers to the French and Swiss markets
- A new non-standard and uncontrolled second mark flow (non-stocked references) represents more than 40% of the logistics in terms of number of lines received
- An unmeasured service rate is challenged by newly integrated customers
- Saturated platforms with difficulties in absorbing second mark flow and tensions within the logistics teams

Objective(s)

Improving Responsiveness and Securing Availability

- Absorbing a 40% increase of the expected load in the warehouse



Methodology

1 Analysis of current logistics flows (physical and information flows)

2 Field works:

5S, Kaizen of existing logistics processes, warehouse layout

3 Establishment and standardization of second mark flow (physical and information flow)

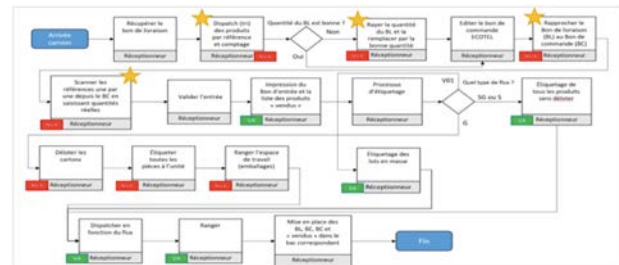
4 Implementation of routines and automated logistics dashboard

5 Reorganization of logistics teams: versatility, RACI, schedules modulation

6 Implementation of a common group action plan (trade, procurement, logistics)

- **Lean: VSM, 5S, Kaizen**
- **Performance management**
- **Load / Capacity match**

Value stream mapping



Dashboards





Absorbing
the load



Organization review
Warehouse



RACI



Field dashboard
and group KPIs



As in many unprocessed environments, a ramping increase in activity resulted in a reduced productivity and increased malfunctions.

The implementation of Lean flows and activity measurement enabled to restore serene teams and to define and test a logistics organization target with them.



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