

A photograph of a brown dog, possibly a Weimaraner, running on a beach. The dog is looking up and to the right with its mouth open, appearing happy. The background shows the ocean and a sunset sky with warm orange and yellow tones. The dog has a tag on its collar.

Securing the Growth of a Pet Food Company Through 360° Diagnosis and Flow Modeling

PRACTICE

Operations

SECTOR

Agrifood

DURATION OF THE MISSION

3 months

Our client, a recognized player in the pet food industry, wants to secure its growth from an operational perspective.

KEPLER offers a 360 diagnosis and the creation of a 5-year industrial roadmap including CAPEX.

Context

- Transfer to an investment fund in 2018
- Capacity investment plan of €14M over 2017-2020, dedicated mainly to production
- Growing petfood market (domestic and export)
- Logistics (95%) and industrial (80%) tools nearly saturated
- An action plan is needed on the short-term (performance and capacity gains) and on the medium-term (CAPEX sizing, analysis and scenario selection)

Objective(s)

Securing the Growth

- Building a short, medium, long-term industrial and logistics plan
- Validating CAPEX and ROI
- Supporting the client until its presentation to the investment fund

Our Approach

Agrifood
Mission: 3 months

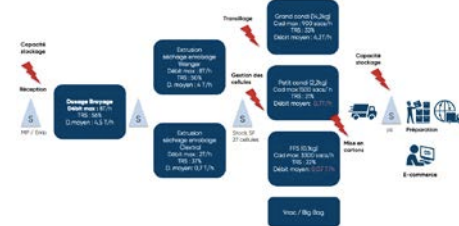
Methodology

- 1 **Field observations of production and logistics** (series change and order preparation)
- 2 **Interviews with all functions:** sales, R&D, quality, production, logistics, management control, maintenance,...
- 3 **VSM current & future states workshops** with a multi-business lines working group
- 4 **Data analysis:** TRS, forecasts, planning, warehouse stock, quality defects, bills of material,...
- 5 **Identifying and structuring of short-term projects:** S&OP, quality, TRS, organization, performance management
- 6 **Building investment scenarios,** decision tree, ROI / EBITDA impact calculation, shareholder validation

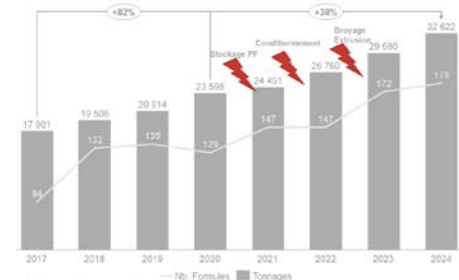
Levers and Tools

- **Interviews, NVAT, field observations**
- **VSM, flow modeling**
- **Scenarios, EBITDA impact**

VSM / Flow Modeling



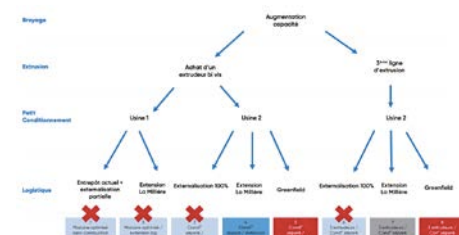
Capacity analysis



Warehouse saturation analysis



Decision tree





Identification and structuring of multi-business lines performance improvement projects



Formalization of the retained industrial scenario with associated CAPEX and ROI figures

“The mission carried out during the confinement, with all the complications entailed, had the main challenge of questioning the CAPEX associated with the proposed strategy.

The key success factor was to model the non-performance impacts related to the creation of new commercial references.

This allowed the investment fund to consolidate its investment strategy with a roadmap aligned with the general management.”

Edouard ALQUIÉ

Director, Operations Practice Leader

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