

The background of the slide features three blue cosmetic products. On the left is a square jar with a black lid. In the center is a tube with a silver cap. On the right is a pump bottle with a silver pump. The products are set against a light blue gradient background.

Initiating a Supplier Development Process for a Leader in the Cosmetics Industry

PRACTICE

Operations

SECTOR

Cosmetics

DURATION OF THE MISSION

4 months

Our client, a major player in the cosmetics industry, wants to optimize the costs of its promotional operations by launching a Supplier Development approach.

KEPLER offers to implement a strategy based on Lean actions by optimizing the processes of the customer's copackers.

Context

- A manual copacking process for POS shaping and a semi-automated one for sleeves shaping
- Performance management indicators uncorrelated between the operational teams and the client
- A workshop and lines organization resulting in many trips without added value
- A load imbalance between production line workstations and undefined workstation standards
- A poorly applied planning and scheduling process, resulting in an incorrect calculation of the necessary capacity

Objective(s)

Meeting Customers Expectations

- Contractualizing the process and the remuneration of earnings
- Implementing Lean actions to improve the productivity of the copacking process for one of the main copackers
- Strengthening operational coordination between planning and subcontractors (SQCD)

Methodology

1 Field observations and performance measurement within the lines

- Identification and quantification of malfunctions
- Analysis of demand variability and its connection to team performance
- Reconciliation with the income statement for quantification

2 Audit of existing tools: CBN calculation, planning and scheduling, deviations from benchmarks with good practices (frequency / RACI)

3 Field projects around a DMAICS approach

- Organization of the layout, environment with line-side supply
- Workstation standards
- Integration of temporary workers (improvement of efficiency, integration of teams)

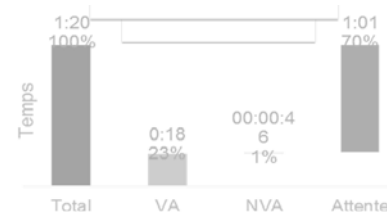
4 Alignment of performance indicators from the field to the end customer

- From progress chart with simple updates to Power BI piloting for management
- RACI Review / update frequencies
- Validation of the gains

Levers and Tools

- Lean Initiatives
- CBN / Planning / Scheduling
- Performance management

Range time measurement



Daily field audit grid

Grille d'observation Codév

Date *

Site *

Pratiquant *

LONE PILOTE T41 (Matière 1) - Pratiq. P41 / C21 *

Top *

LONE PILOTE T41 (Matière 1) - Top OF

Toi réponse *

LONE PILOTE T41 (Matière 1) - STANDARDS AUPRES *

Non inspecté

Inspecté

Plus de 100%

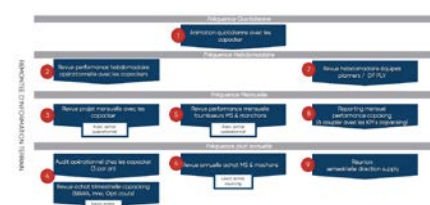
Approuvé

Matière 1

Daily performance tracking



Range time measurement





Elimination of waste and NVA (No Values Added)



Load / capacity adequacy alignment



Follow-up ritual of **daily performance (PDCA)**



Supplier **Renegotiation**

“The challenge of this mission consisted in aligning all the players (customers and subcontractors) on the estimation and distribution of gains.

Rebuilding the cost structure through a collaborative approach was key to achieving this goal.”

Edouard ALQUIÉ

Director, Operations Practice Leader

Our Offices



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