Business case

Making Production Flows More Flexible for a Leading Actor of the Glass Industry

PRACTICE

Operations

SECTOR

Consumer Goods

DURATION OF THE MISSION

3 Months

KEPLER

Overview

Consumer Goods
Mission: 3 months

Our client, a key player in the glass industry, is seeking to make its production flows more flexible in order to meet marketing and sales teams demands.

KEPLER offers a field and participative diagnosis in order to build the layout and target processes.

Context

- A company taken over by its main competitor on the French market
- An industrial site far from industrial standards and showing signs of dilapidation
- A complex layout, reinforced by a lack of standard processes
- A CAPEX plan to be prioritized over 2 years

Objective(s)

Gaining in Sustainable Productivity

- Validating and aligning COMEX with commercial ambitions
- Involving upstream and downstream teams in defining the solution
- Building an industrial roadmap: productivity, layout, CAPEX prioritization and estimation

Our Approach

Consumer Goods
Mission: 3 months

Methodology

1 **Field observations in production and packaging,** Gemba walk

2 **Facilitating interviews with all functions,** production, logistics, finance, sales, marketing

3 **VSM "current and future states" workshops** with an operational task force

4 **Analyzing data and factory flows:** sales vs. demand, inventory levels, productivity

5 **Workshops with operational functions of the future layout** with new adapted processes

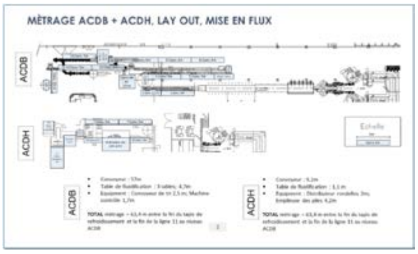
6 **Building investment scenarios,** decision tree, ROI / EBITDA impact calculation

7 **Building a short- and middle-term action plan:**
- performance earnings and capacity
- sizing of CAPEX, rebuilding the layout

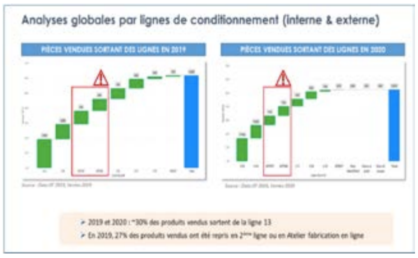
Levers and Tools

- **Interviews and field observations**
- **Existing / Target workshops**
- **Gap analysis, EBITDA impact**

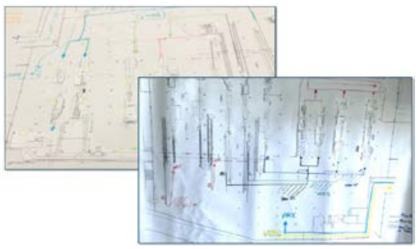
VSM / Flow modeling



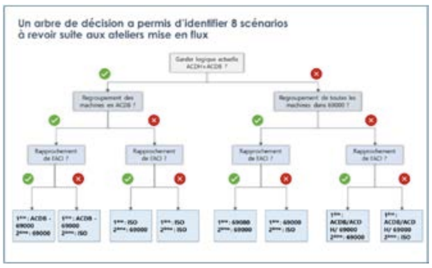
Capacity analysis



Building layout



Decision tree



Results

Consumer Goods
Mission: 3 months

±400k€ **Gains** through the Target Layout

120k€ **Gains** through the short-term productivity action plan

Validatng **CAPEX & ROI**

Trade interface process to validate CAPEX

> *The complexity of such a case lies in the building of an industrial target organization responding to very uncertain commercial needs (volumes produced) and far from being stabilized.*
>
> *The key success factor: translating the ROI of industrial CAPEX into a target sales unit to help the business plan its objectives.*

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