

Business case



Optimizing the Costs of Promotional Operations for a leader of the Cosmetics Industry



PRACTICE

Supply Chain

SECTOR

Cosmetics

MISSION DURATION

12 Months

Our client,
a major player
in the cosmetics
industry, wants to
rationalize the costs
of its promotional
operations.

KEPLER carries out
the implementation
of an end-to-end
value chain
optimization
approach.

Context

- A perimeter of 36M€ of annual expenditure divided between packaging, logistics (transport & storage) and processing
- A promotional activity driven by marketing, over which operations (procurement, planning, logistics) have «little control»
- Siloed optimization initiatives already conducted on several perimeters
- Limited overall management of the full costs of promotional operations without end-to-end vision

Objective(s)

Optimizing Full Costs

- Defining and implementing a cost reduction initiative on promotions

Methodology

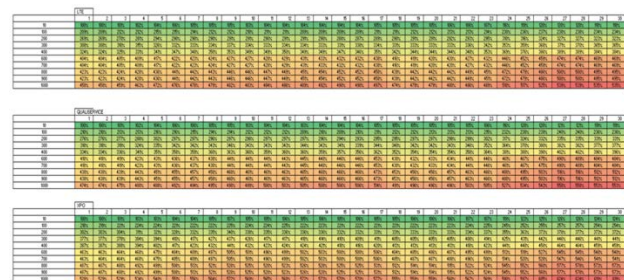
Levers and Tools

1 Complete expenditure mapping: contractual review, panel analysis

- **Machine Learning**
- **VAA, Make or Buy**
- **RFI / RFQ**

2 Cross-Units workshops on the validation of levers per procurement family (Redesign-to-Cost, furniture massification, reallocation of lots, ...) and associated profit targets

Target Deviation Analysis



3 Construction of the site sheet and animation of a cross-units task force



4 Actions monitoring and teams coaching, gains on savings and animation

Massification of units



Dashboard

735K€ gains on
packaging procurement
(sleeves, boxes, etc.)

363K€ gains on
folding

142K€ gains on
logistics

"We have found significant sources of performance by optimizing the business interfaces. The challenge on this mission was to get procurement, manufacturing, and logistics teams working together to define the collective good."

Lysiane Bessonnet

Director, Supply Chain Practice Leader

Our offices



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■ USA

159 N. Sangamon Street, Suite 200
Chicago, IL 60607-2201 - USA

usa@kepler-consulting.com

Tél : + 1 (708) 969 1963

■ EUROPE

32 boulevard Haussmann
75009 Paris – France

info@kepler-consulting.com

Tel.: + 33 (0)1 44 75 05 35

■ INDIA

#312, DBS Center, 31A,
Cathedral Road - Nungambakkam,
Chennai – 600034 - India

india@kepler-consulting.com

Tel.: + 91 (0) 44 40 50 92 00

■ CHINA

Room 351, 3F, No.135 Yanping Road,
Jing'An District,
Shanghai, 200042, China

china@kepler-consulting.cn

Tel.: +86 (0)21 - 6117 0311



Contact the Author

Lysiane Bessonnet

lysiane.bessonnet@kepler-consulting.com