

Business case

Securing Suppliers Production Level for a Leader of the Cosmetics Industry

PRACTICE

Supply Chain

SECTOR

Cosmetics

MISSION DURATION

6 Months

Our client, a significant player in the cosmetics industry, wants to secure the production of its subcontractors by improving collaborative planning.

KEPLER offers operational support to analyze practices and co-construct target processes to ensure production objectives.

Context

- A co-packing activity, representing €35M in expenditure across the entire value chain (production of POS/lots), Mass Market-oriented
- A team of 11 gliders, each managing 1 to 2 copacker
- A relatively low Supply Chain maturity subcontractors, some of which are very poorly computerized
- Strong seasonality of promotional operations creating muscular stress on flows, especially during two high points

Objective(s)

Improving Responsiveness
and Securing Availability

- Improving the quality of manufacturing schedules sent to suppliers

Our Approach

Cosmetics
Mission: 6 months

Methodology

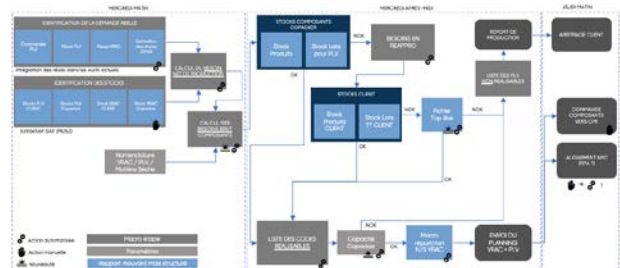
Levers and Tools

1 **Process mapping**
and practices analysis

- **Alignment workshops**
- **Tools review**
- **Teams coaching**

2 **Sharing of findings**
and alignment with target

Review of practices



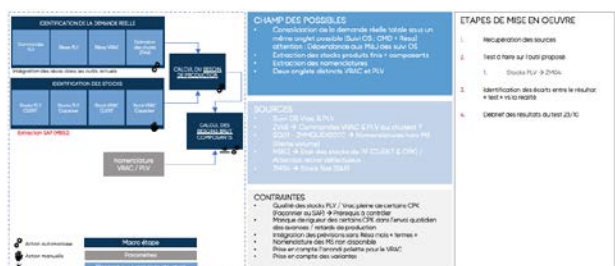
3 **Planning process review**
and **good industrial planning**
practices establishment:
including a needs and
capacity assessment

KPIs monitoring

N°	KPI	Périphérie	Détail	Resp.	Fréq.	Statut	Cible
1	# CF sur plan	Production	Nombre de CF (production) en planning, nombre de CF en stock de CF	TV	Hebdo	Stable	0-2%
2	% commande en planning	Production	Proportion de commandes en planning, proportion de commandes en stock	TV	Hebdo	Stable	90-95%
3	N. Partielles / capacité de cap	Planners / Capacités	Proportion de commandes partielles, proportion de commandes en stock	DB	Hebdo	Stable	90-95%
4	% capacité utilisée en stock	Capacités	Proportion de commandes en stock, proportion de commandes en stock	DB	Hebdo	Stable	90-95%
5	% capacité de stock	Capacités	Proportion de commandes en stock, proportion de commandes en stock	TV	Hebdo	Stable	90-95%
6	% commande / capacité	Capacités	Proportion de commandes en stock, proportion de commandes en stock	TV	Hebdo	Stable	90-95%
7	% commande / capacité	Capacités	Proportion de commandes en stock, proportion de commandes en stock	TV	Hebdo	Stable	90-95%
8	% commande / capacité	Capacités	Proportion de commandes en stock, proportion de commandes en stock	TV	Hebdo	Stable	90-95%
9	Taux de service	Planning	Proportion de commandes en stock, proportion de commandes en stock	DB	Hebdo	Stable	90-95%
10	% commande en stock	Capacités	Proportion de commandes en stock, proportion de commandes en stock	TV	Hebdo	Stable	90-95%

4 **Planning tools redesign**
and development
of additional tools

Guide to good practices



5 **Project KPIs and process**
Identification and animation

6 **Testing of tools and new**
routines on two pilot projects:
before deployment and
change management

30% **Productivity gains**
over schedules
production



**Process & tools
Harmonization**



Schedules
and adherence
rate **feasibility
improvement**



**Performance
animation**
activated

The first step in this operational approach was to alert our client's planning teams about the industrial constraints of their subcontractors.

The target processes have then been defined in collaboration with the client and its subcontractors in a test & learn logic.

Under less than three months, the target process and tools were designated. The routines were tested over an additional 3 months period.

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