

General Presentation Groenewout



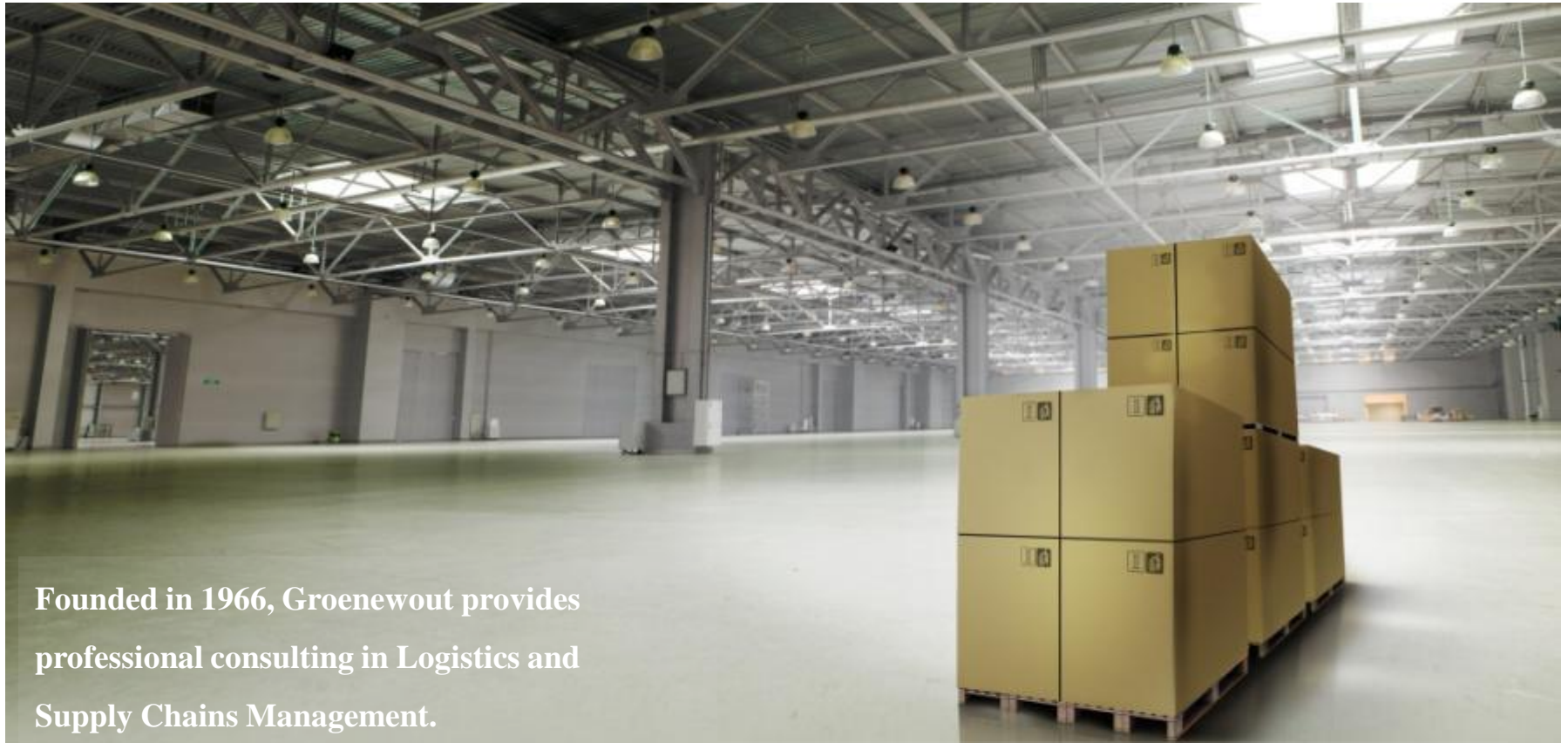
GROENEWOUT



Breda, January 2017

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Profile Groenewout



Founded in 1966, Groenewout provides professional consulting in Logistics and Supply Chains Management.

Our core competence has been sharpened in supply chains optimization and detailed designs of manufacturing-, distribution- and fulfillment centers. We place a great deal of emphasis on both the identification and realization of feasible opportunities.

Our consulting service portfolio

SUPPLY CHAINS & LOGISTICS CONSULTING:

Strategical	<ul style="list-style-type: none"> • Feasibility studies • Warehouse tendering for building, logistics & IT 	<ul style="list-style-type: none"> • Distribution Network Studies • Global sourcing • Non Product Related Purchasing (NPR) 	<ul style="list-style-type: none"> • Organizational - & functional design • Business process (re-)design • Key Performance Indicators (KPI's)
Tactical	<ul style="list-style-type: none"> • Warehouse (lay-out) design • Plant (lay-out) design • Lean warehousing • Insourcing / out-sourcing warehousing 	<ul style="list-style-type: none"> • Transport tendering • Service Level Agreements (SLA) • Insourcing / out-sourcing transport • Benchmarks 	<ul style="list-style-type: none"> • Sales & Operations Planning (S&OP) • Production planning • Collaborative Planning, Forecasting & Replenishment
Operational	<ul style="list-style-type: none"> • Loss Prevention & Security (LP&S) • Facilities electrical, HVAC & temperature engineering 	<ul style="list-style-type: none"> • Location studies & site selections 	<ul style="list-style-type: none"> • IS selection & implementation (WMS/TMS/APS) • Inventory Mgt.
Materials Mgt.		Physical Distribution	Supply Chains Mgt.

Our consulting methodology



MULTI-DISCIPLINARY

Groenewout's team consists of highly qualified business consultants with unique, complementary disciplines.

HANDS-ON

More than 50 years of experience in operational environments & implementation processes.

INDEPENDENT

Groenewout has no formal obligations towards suppliers or contractors whatsoever and always gives an independent advice, keeping the interest of the client as a first priority.

INTEGRITY

Groenewout highest value is integrity, externally towards client organizations and their employees and internally towards Groenewout employees.

PROFESSIONAL

- Quantifiable: Quantification is the basis for our advice.
- Quality: Highly qualified professionals with more than 150 years of logistics experience.
- Leading edge expertise: Groenewout strives to maintain a leading position as a Logistics and Supply Chains Management specialist, creating a continuous learning environment to develop the organization and the individual.

Quality measured by our clients

(Fine) Chemicals



Healthcare



Electronics



3rd-Party Logistics Service Providers



Retail / Fast Moving Consumer Goods



And many other industries



Our focus areas

Supply Chains Management



Logistics



Construction Mgt. & Engineering



Supply Chains Management

OUR SERVICES, YOUR BENEFITS

Supply Chains Design

- European) distribution network designs
- Optimization of supply chains & logistics processes through Lean Six Sigma principles
- Design and implementation of Sales & Operations Planning processes
- Comprehensive costs- and risk analysis for best practice outsourcing decision making

Supply Chains Implementation Support

- Inventory management & -optimization
- Benchmarking costs on a pan-European basis through an extensive transport- & warehousing cost database
- Warehouse- and transport tendering & negotiations support

Your Benefits

- Increased flexibility & improvement of responsiveness
- Operational cost savings & balance sheet improvements
- Optimized structure & efficient organization
- Competitive service levels & economical transition period
- Integrated purchasing & supply chain solutions
- Reduction of (non-product related) purchase costs & budgets
- Optimized sourcing structure & location
- Professional vendor & relationship management

Description

Albert Boehringer started producing tartaric acid back in 1885 in a small factory in Ingelheim, close to the German city of Mainz. Now, over a century later, Boehringer Ingelheim is a major pharmaceutical company generating an annual turnover of more than 13 billion euros. Despite employing 44,000 people worldwide, Boehringer Ingelheim remains a family-owned company to this day.

Opportunities

Boehringer Ingelheim is in a process to merge its country based logistics operations into a limited number of regional setups. Groenewout supported both the Benelux and Nordics region to optimize the logistics processes and manage the implementation.

Solution

- Obtain data transparency on sales volumes, logistics-, transition costs and investments.
- Provide a business case proving the efficiency of consolidation of the national warehouses.
- Request for Quotation to potential Logistics Service Providers (LSP) & Service Level Agreement with preferred LSP.
- Project management during the implementation roll-out.

Benefits

- Centralized logistics- and distribution operation for the geographic regions Benelux and Nordics.
- Optimal and more uniform operations.
- Reduction in logistics costs.



Description

Coty is a leader in beauty and has developed an unrivaled portfolio of notable brands. Coty delivers its innovative products to consumers in over 130 countries worldwide.

The Coty Prestige brand portfolio is distributed in prestige and ultra-prestige stores and includes Calvin Klein, Chloé, Davidoff, JOOP! and many others. The Coty Beauty brand portfolio is more widely distributed and includes adidas, ASTOR and many others.

Opportunities

Coty wanted to redesign the European distribution network for the two divisions Beauty and Prestige. The scope was defined as all flows from suppliers to customers.

Solution

Based on a full year of sales and inventory data, a model was developed of the Coty distribution network. This was done in 3 steps:

1. Base case model of the as-is flows and costs.
2. Blue sky model to find the optimum without constraints.
3. Constrained model to do what-if analysis and to find the best solution for Coty.

In the initial project, significant savings were identified.

In the period after the initial project, Groenewout assisted in more detailed analysis for UK, Iberia and Germany. For example the benefit of combining Beauty and Prestige products in one shipment to the same customer, were analyzed.

Benefits

- Potential costs saving of € 2.5 million
- Insight in many scenarios
- A good balance between theoretical optimal solutions and real life constraints



Description

Kramp is a wholesale company supplying spare parts, technical services and business solutions, in the agricultural, landscaping and forestry industry, as well as for the earth-moving industry. Kramp operates 20 branches in 16 countries, and employs 1300 persons.

Opportunities

Because of the exceptional growth of turnover and the commercial development of new geographical areas, the European distribution capacity and its allocation of existing logistic centers needed to be improved.

Solution

Four questions were to be assessed:

- What are the required service levels in each country?
- What is the policy towards local stocked, global stocked and non-stocked assortment and which assortment should be stocked in which warehouse ?
- Where should the logistics centers be allocated, given the distribution infrastructure?
- What internal logistics infrastructure is needed to fulfill the needed capacity in each logistics center?

Benefits

An integrated, operational supply chain plan (purchase, logistics and distribution) for the next 10 years, which is aligned with the business plans of sales and product management and the overall company strategy.





Description

Dulcinea Farms, Ladera Ranch USA, started in 2003 in the field of fresh produce (melons and tomatoes). They grow, market, and sell their consumer-directed products nationwide. Dulcinea Farms, LLC™ is a wholly owned subsidiary of Syngenta, a world-leading agribusiness.

Opportunities

Dulcinea was starting to operate a fully integrated produce value chain, balancing the quality and volume of field production against the customer demand in the retail shops of fresh produce.

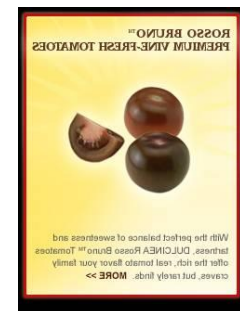
Solution

Groenewout designed the new supply chain set-up for the Dulcinea fresh produce model:

- Organizational structure & outline in line with Sales- & Operations planning concepts
- New business processes
- KPI dashboard (Key performance Indicators).

Benefits

- Plug & play organization, procedures & policies to support the responsive supply chain
- Increased delivery reliability
- Less produce market dumping and -loss.



Focus area Logistics

OUR SERVICES, YOUR BENEFITS

Logistics Design

- Warehouse feasibility studies with accurate future investment & running costs projections early in the design process
- Warehouse layout- & process improvements through Lean Six Sigma principles
- 3D simulation creating virtual logistics environments to optimize material flows
- Optimization & alignment of WMS, inventory control, material handling & transport control systems

Logistics Implementation Support

- Design, tendering & contracting of logistics equipment and-IT
- Warehouse realization- and operations start-up support
- Operational problem solving and production re-engineering
- Operational support in performance improvements

Your Benefits

- Flexible facility design & competitive responsiveness
- Cost efficient operations & maximized productivity
- Lean processes & efficient organization
- Improved processes & economical transition period
- Increased delivery cycle time & increased fill rates
- Operational cost savings & balance sheet improvements
- Optimized processes & efficient organization
- On time deliveries & economical transition period
- Visibility of goods & control of freight costs
- Reduction of transportation costs
- Rationalization of contract partners
- Clear performance based agreements

Description

Forever Direct is the European Distribution Center for AVA (Aloe Vera of America). AVA exclusively manufactures products for Forever Living in Texas (USA). Forever Living Products (FLP) is US-company founded in '78. Its corporate HQ is based in Arizona (USA). FLP is today the world's largest grower, manufacturer and distributor of aloe vera, bee and nutritional products. FLP is a multi-billion dollar company with 8.5 million distributors worldwide over 125 countries.

Opportunities

FLP operates from an external DC in the Netherlands to serve the EMEA-countries. This DC has initially a bulk replenishment-function to the local, national sales warehouses in the EMEA-region (43 countries in total)

In the new situation, a new EDC must be created for pick, pack, ship activities of the direct order-fulfillment shipments for a major part of the EU-countries and the bulk replenishments for the remaining EMEA-countries. Besides, new VAL-activities must be incorporated in the total solution.

Solution

The As-Is business volumes (flows and inventories) were calculated in order to determine the To-Be volumes. Topics as actual vs. future order profile, growth expectations, insourcing of new EU-countries and new processes and related volumes, seasonality patterns, organization, etc. were taken into account. All these calculations & assumptions were documented in a Logistics Strategic Document (LSD) .

In the next phase, "The conceptual design phase", 4 logistics scenario's were defined based on the assumptions in the LSD document.

Finally, the preferred solution was detailed-out: Layout, Capex & Opex, organization, implementation planning and ROI for both options: rent/lease vs. buying.

Benefits

- A detailed business transparency approach of the future situation based on data sets, questionnaires/interviews and validated assumptions.
- Preliminary business case on which EU-countries are to be sourced on order fulfillment from the new EMEA-EDC.
- Estimation of the savings (annually & one-off).
- Optimal logistics concept of new EDC with layout design and sizing.



Description

Jabil is an electronics solutions company providing comprehensive electronics design, production and product management services to global electronics and technology companies. Jabil Assembly Poland (JAP) serves several OEM's with final assembling and distributing of TV sets (LCD and CRT).

Opportunities

JAP was growing very fast and was outgrowing the capacity of the facility. This had a significant negative impact on the efficiency of the logistics processes. Jabil designed a new site with more space dedicated for receiving, storage and handling of components and finished goods.

Groenewout was asked to develop a new logistics concept that should be more efficient and fit in this predefined facility.

Solution

Groenewout has executed the project in three steps:

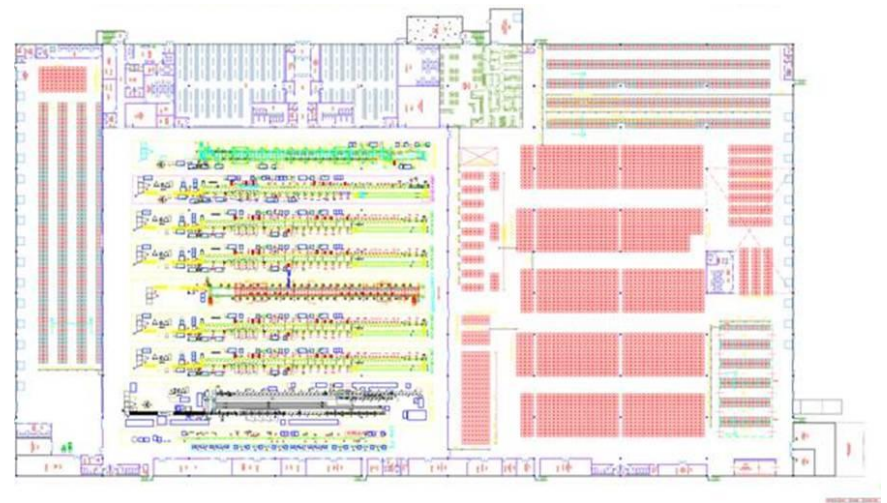
Step 1: Data gathering by Jabil. Based on client data, Groenewout has analyzed the current and future business volumes, both flows and storage, also taking into account the seasonality patterns.

Step 2: Generating various solutions varying with storage density, mechanization levels, splitting local supply flows from storage products, etc. Together with the Jabil team the optimal concept was defined, both qualitative and quantitative.

Step 3: Detailing out the preferred concept in CAD drawing with process descriptions, material handling equipment requirements, investments and operational costs etc.

Benefits

- Clear project approach with logistics expertise
- Maximized storage capacity combined with flexibility and efficient handling processes
- Detailed quantifications to support decision process
- Final solution prepared for implementation.



Description

Gruppo Campari is a major player in the global branded beverage industry, with a portfolio of over 45 premium and super premium brands marketed and distributed in over 190 countries worldwide.

Opportunities

Campari ships finished goods to the warehouses of its affiliates in countries around the globe. Campari plans to align the INCO terms for these shipments, to centralize the transportation of these intercompany flows and Campari intends to reduce the overall transportation costs.

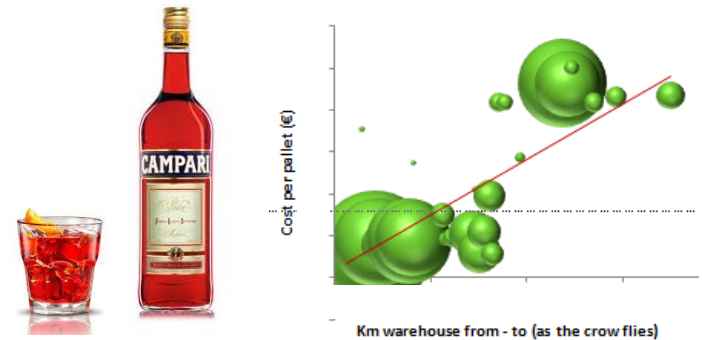
Solution

In order to select a group of future carrier-partners Groenewout:

- Analyzed current lane volume and costs
- Set up all necessary tender documents, including a Request for Information and Request for Proposal
- Set up a model to benchmark carrier costs, per lane
- Analyzed feedback from respondents and assisted Campari in selecting the optimal carrier for each (cluster of) lanes

Benefits

- Substantial reduction in number of carriers
- Cost saving of >10%
- Tool to benchmark carrier freight costs
- Educate Campari on tender procedures



Description

Outsourcing support for an industry leader in imaging products and solutions for the digital home and digital office environments.

Supply chain characteristics: short product life cycle, high value products, mainly non-European suppliers, trend towards European centralization, pan-European distribution.

Opportunities

To increase flexibility and reduce company asset costs in preparation of an organizational change, Client was committed to selecting a Logistics Service provider to outsource the complete UK Warehousing and Distribution activities.

Solution

Groenewout supported the tendering process to evaluate the 4 potential LSP partners. Besides comparing the quality of the financial proposals, during live presentations by the LSP management teams, a risk assessment and overall impression formed part of the final evaluation criteria.

After selection of the preferred partner, Groenewout supported the Due Diligence and contract negotiation process between Client and the proposed Logistics Service Provider.

Benefits

With help of Groenewout, Client managed to complete Due Diligence and contract negotiations in a very tight schedule. Within a two month period, a complete outsourcing contract was set up and agreed, covering a.o.

- A performance based Service Level Agreement .
- TUPE* transfer of 100 staff.
- Facility sale & lease back.
- Subcontracted contract migrations.
- IT usage & Legal settlement.

*TUPE: UK law for Transfer of Undertakings (Protection of Employment)



you can
Canon

Focus area Construction Management & Engineering

OUR SERVICES, YOUR BENEFITS

Construction Management & Engineering Design

- Consulting pre-design & feasibility studies on warehouse- and production facilities
- Structural & mechanical advise and engineering of new facilities or–adjustments
- Advise for complex building environments (e.g. climate-controlled, O2 reduction & highly secured concepts)

Construction Management & Engineering Implementation Support

- Design, tendering & contracting of logistics- and production facilities towards investors, developers and contractors
- Multi-disciplinary project management covering all from basis modular construction to complex climate-controlled environments
- Design & roll-out of loss prevention & security systems

Your Benefits

- On schedule go-live of operations
- Operational & transition related risks minimized
- Optimized assets management
- Realization of your facility plans within budget

Description

Hollister is dedicated to delivering products and services in Ostomy Care and Continence Care in all parts of the world. The corporate headquarters is based in the United States.

Opportunities

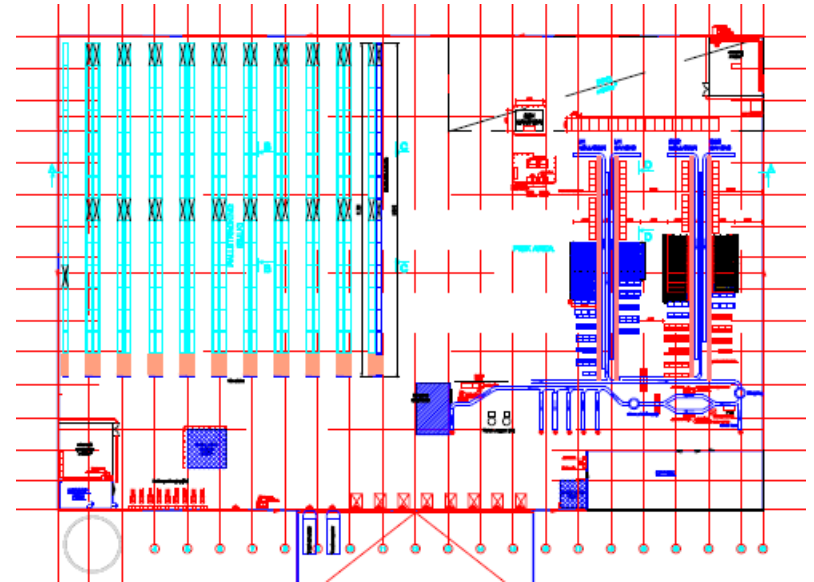
The European market has always been serviced from a European Distribution Centre in Germany. Hollister decided to move the European Distribution Centre to the south of the Netherlands, as this would save costs.

Solution

- Selecting a project developer and site for the Distribution Centre
- Feasibility study and final design
- Tendering for the best supplier
- Setting up a contract with selected supplier
- Realization support and project management regarding the building and the internal warehouse.

Benefits

- With a pro-active focus on the tight planning start design to go-life European Distribution Centre was possible within short timeline
- Overall project management allowed for seamless coordination among all contractors; including key-equipment suppliers
- All expertise needed for the project in one hand.



Description

Antalis decided to consolidate their operations in the Netherlands, following their acquisition of Map Merchant. We advised Map Merchant in 2007 to do so to take advantage of transport synergies, economy of scale in the warehouse operations and lowering overhead/staff.

Opportunities

In spring 2008 Antalis acquired an option on a plot of land in Almere and planned to go live in the summer of 2009, but they lacked a solid project plan. We proposed an approach for all aspects, except IT.

Solution

We have taken the lead in:

- align business volumes and requirements
- conceptual design of warehouse operation
- select project developer / sign contract
- reviewing the detailed building design
- tender and installation of logistics equipment
- equipping offices / prepare moving plan
- acceptance of facility

The building was ready in due time.

Benefits

Antalis management appreciated mostly:

- Well-founded design of lay out and processes
- Pro-active and hands-on attitude
- Control on quality and timelines
- Objective and challenging as project partner.

The proposed project budget and timelines were honored at all stages.



DRIVEN BY KNOWLEDGE