

We are always thinking one step ahead

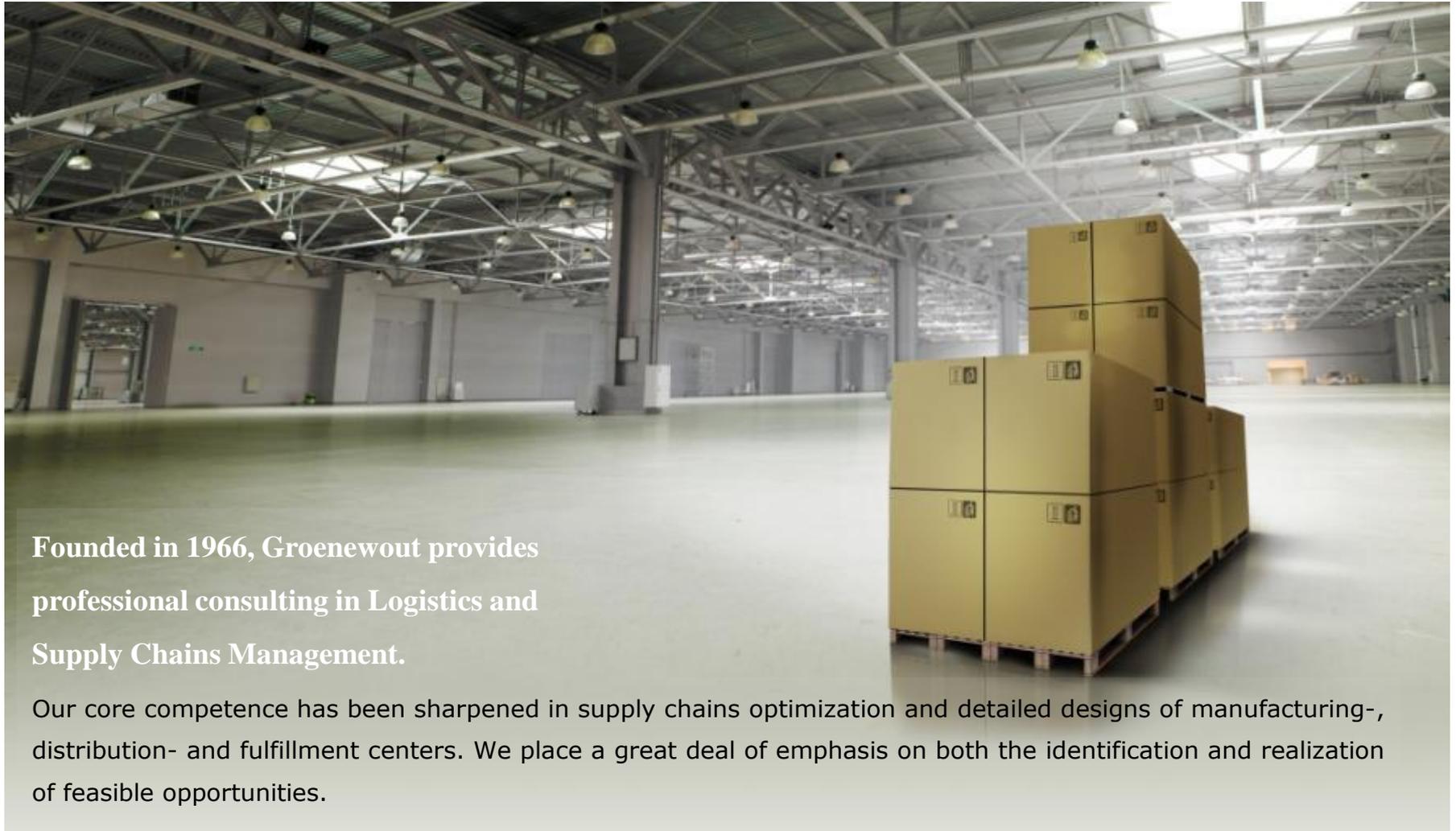
CONSULTING, ENGINEERING & OPTIMIZATION IN LOGISTICS NETWORKS

General presentation Groenewout



GROENEWOUT

Groenewout introduction



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



Tjoapack

fonQ

stichd

blokker.



NINE
& Co.



allego 

bloomon



BVB
SUBSTRATES



ESTÉE LAUDER



stryker



bol.com 




STRENGTHOLT



ERIKS



XPO Logistics

muRata
INNOVATOR IN ELECTRONICS



HIKVISION



elho®
GIVE ROOM TO NATURE

Vos | Logistics

B&S

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

Accell Group N.V. focuses internationally on the mid-range and higher segments of the market for bicycles and bicycle parts and accessories. In Europe, Accell Group is market leader in the bicycle market measured in turnover. Accell Group's best known brands are Haibike (Germany), Winora (Germany), Batavus (Netherlands), Sparta (Netherlands), Koga (Netherlands), Lapierre (France), Ghost (Germany), Raleigh and Diamondback (UK, US, Canada), Tunturi (Finland), Atala (Italy), Loekie (Netherlands) and XLC (international).

Opportunities

Groenewout was asked to develop a new distribution network direction for Accell's part & accessories division in Europe. This concerned 11 warehouses with circa 1.4 mio. shipments per year.

Solution

Three key milestones have been defined for this project:

- A Basic Data Document (BDD) , capturing the AS-IS logistics volumes , - costs and the Marketing & Sales (M&S) business requirements.
- An overview of the most feasible distribution strategies, both on footprint as on route-to-market strategy.
- Specified financial business case.

Benefits

- Recommendation on the strategic direction of Accell's distribution structure in Europe (footprint).
- Product portfolio analysis to determine the impact on inventory levels throughout the supply chain.
- Design of the organizational set-up supporting the logistics strategy.



Description

Agfa-Gevaert N.V. (Agfa) is a German-Belgian multinational corporation that develops, manufactures, and distributes analogue and digital imaging products and systems, as well as IT solutions. The company has three divisions: Agfa Graphics, Agfa HealthCare & Agfa Specialty Products

Opportunities

Agfa requested a review on its distribution network structure in Europe, in light of the expected evolution in its sector. This review specifically served the purpose to outline a long-term strategy regarding the optimal distribution tactics, i.e. the function of the Wilrijk and Wiesbaden warehouses and or the practicality of a new greenfield distribution network solution.

Solution

A European distribution network assessment, with the following viable distribution footprint scenarios:

- Current distribution footprint (BASE-CASE)
- Optimized current distribution footprint (BASE-CASE+), containing potential quick-wins within the current footprint
- Circa 3 to 5 new network scenarios with different alternatives on the number and locations of the warehouses

Benefits

Evaluation of all viable distribution network concepts:

- Operational logistics costs
- Return on Investment (ROI), Net Present Value (NPV)
- Essential warehouse operations characteristics as building footprint, logistics processes and - equipment
- An impact on customer service & lead-time.
- Qualitative aspects as reliability, responsiveness, flexibility, business contingency/risks, "green" arguments and location factors (e.g. distances to rail, port, airport)



Description

Apollo Vredestein is a Netherlands-based tire manufacturer and it is part of Apollo Tyres Ltd of India. Apollo Vredestein has its head office in Amsterdam, the Netherlands and its production facility in Enschede. It designs, manufactures and sells tyres under the Apollo and Vredestein brand names via offices in Europe and North America.

Vredestein products include car tyres, tyres for agricultural and industrial applications, and bicycle tyres.

Opportunities

Currently, tires are manufactured in Enschede and Hungary. Enschede is the central distribution center from which tires are distributed, mainly across Europe via a network of regional and local distribution centers. Since Enschede has fully utilized its capacity, Groenewout was asked to analyze and propose the best suitable distribution structure to facilitate this production set-up.

Solution

By using the Supply Chain modeling software Cast Aurora, different transport and warehousing scenarios have been simulated. Not only the logistics footprint was assessed but also the differentiation between direct factory, X-dock consolidation and local DC shipments.

Benefits

With the simulation of several supply chain scenarios a transparent insight is realized with the following benefits:

- Minimization in supply chain costs (transport, warehousing, inventory)
- Increased supply-demand balance, which can improve the supply chain lead-times
- Strategic plan of TO-BE logistics footprint



Description

Zebra Technologies is a public company based in Lincolnshire, Illinois, USA, that manufactures and sells marking, tracking and computer printing technologies. Its products include thermal barcode label and receipt printers, RFID smart label printers/encoders/fixes & handheld readers/antennas, and card and kiosk printers that are used for barcode labeling, personal identification and specialty printing.

Opportunities

After the acquisition of Motorola Solutions' Enterprise business, providing mobile computing and advanced data capture communications technologies and services, Groenewout was asked to determine the strategic direction of Zebra/Motorola's European distribution footprint.

Solution

Supply chain simulation models were used to determine:

- Number, location, market region and function of the European distribution centers
- Operational logistics costs, required investments-/transition costs.
- Lead-time indications
- High level sanity check on TAX aspects

Benefits

- An overall business case to support the decision on the future distribution concept. This embeds the financial aspects (operational expenses-OPEX and capital expenses-CAPEX).
- A trade-off between insourcing or outsourcing the warehouse(s) to a Logistics Service Provider. This includes a qualitative evaluation, as well as a financial one (typically the impact on required investments/transition costs when insourced vs. outsourced).
- Implementation schedule for the favored distribution network scenarios from AS-IS towards the TO-BE 5 years from start.



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.



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

Bol.com opened its web shop on March 30, 1999. More than twenty years later bol.com has 10 million active customers in the Netherlands and Belgium and a range of more than 20 million products. Bol.com is one of the most popular web shops in the Netherlands and Belgium. In 2018 bol.com realized over 2 billion turnover.

At bol.com, customers find the largest selection in a large number of product categories with books & e-books in Dutch and other languages, music, films, games, electronics, toys, baby items, garden and DIY items and everything for living, animals, sports, leisure and personal care.

Opportunities

In 2014 bol.com decided, for strategical reasons, to set up an own fulfillment center (bol.com fulfillment center = BFC). Up till that moment bol.com logistics was fully outsourced to a 3PL.

The total project encompassed the realization of 250.000 m² floor space within a building block of 100.000 m² on a land plot of 20 hectares in Waalwijk, the Netherlands. The first phase (BFC1) was the design, tender, realization and commissioning of the first half of the total fulfillment center with a semi-mechanized logistics solution.

Solution

Groenewout started to design the optimal logistics solution, together with the bol.com process design team, including the types of storage systems, level of mechanization, capacity definition, the business case (CAPEX/OPEX) and a project implementation time schedule. The proposed set-up was approved by the steering committee. During implementation process Groenewout acted as part of the bol.com team for tendering, contracting, detailed engineering, realization and commissioning. The project team for logistics was working continuously in close alignment with the building stream. Groenewout was involved in that team as well.

Benefits

- Proven logistics process solution for the fast growing bol.com operation.
- Structured approach during tendering leading to attractive proposals of the candidate suppliers.
- Early and smart alignment of building engineering with storage systems, conveyors (8 km) and other logistics solutions.



Description

Blokker is a large retailing company in the Benelux. They have 2 DC's (Geldermalsen / Mijdrecht) and more than 1.000 stores (with different brand names as Blokker, Marskramer, etc). Their main product categories are household, garden furniture, living and cooking. They have a separate e-commerce DC in Gouda.

Opportunities

Blokker needs to invest in their logistics, to reduce costs, to streamline (folder)promotions and to align capacities with expected retail volume reductions, in short, to make logistics 'ready for the future'.

Given the current 2 DC's set-up and knowing the logistics equipment in Geldermalsen being outdated, there is a need for a new logistics operation.

Solution

Groenewout was requested to develop a new Logistic Masterplan to make Blokker ready for the future;

- Change transport frequency
- Adjust flows
- Improve store efficiency
- Adjust promotion flows
- Change pick, sort pack process, MHE and layout
- Strategic plan for future logistic developments

Benefits

- Change transport frequency to stores (reduce transport costs), reduce costs in stores by delivering per product group
- Increase capacity within Geldermalsen (storage and output) by changing processes and MHE
- Insight in strategic logistic concepts for the future



Description

The main warehouse of Kramp had to expand its capacities as a result of the supply chain redesign advised by Groenewout.

Opportunities

Kramp requested Groenewout's support to design the expansion of the storage & processing capacity for small items in the warehouse in Varsseveld. Later Groenewout was asked to take the lead in the tender/procurement process as well.

Solution

A thorough data analyses by Groenewout helped to understand the complexity of the order profiles and processes, the optimal slotting of items in various locations types (small bin up to pallet) and the required sizing of the future operation (>60.000 lines per day).

Groenewout created the conceptual design including CAPEX and OPEX implications for several solutions in the market. Balancing capacities, costs and lead time requirements a (roaming) shuttle system would be the best concept for Kramp.

Groenewout took the lead in the procurement process for this solution. During implementation Groenewout coached the project team of Kramp until go-live.

Benefits

The benefits are well described in an interview with Kramp halfway the project. The main elements are:

- Flexibility to start out in the lead position and change to a support role during the implementation;
- A good challenging partner for Kramp in the long run on Supply Chain and Logistics vision and project execution;
- Data driven mindset and design methodology;
- Experience with suppliers and project management.



BEIJER REF

Description

Coolmark, ECR & Uniechemie are three subsidiaries of wholesaler Beijer Ref, specialized in refrigeration and air conditioning. All three entities market and sell refrigeration systems and components for both commercial and industrial systems

Opportunities

Beijer Ref identified a new business opportunity in consolidating the warehouse and assembly operation of the three mentioned entities into one new consolidated Benelux warehouse.

Groenewout was asked to assist in developing a functional design for the new DC.

Solution

- Revision of the current logistics operation and concepts
- Development of new data set for consolidated operation
- Suggest and compare possible alternative concepts
- Determine preferred future state and functional design of consolidated DC

Benefits

Deliverables include:

- Quantification of various logistic scenarios (goods flows, FTEs, costs), to support the decision making
- Investment budget and operational costs for new facility

By moving to a consolidated operation new opportunities emerge, allowing all three entities to benefit from the increase in throughput volumes.

This offered them the possibility to implement a partially mechanized operation, including an Autostore system.



Description

Estée Lauder Companies Inc. is an American manufacturer and marketer of prestige skincare, make-up, fragrance and hair care products. The company owns a diverse portfolio of brands, distributed internationally through retail channels and e-commerce, and has its headquarters in New York City.

Opportunities

Estée Lauder defined their Masterplans for the near future. One of the main topics was to launch e-commerce business for several European countries.

Question was to develop a robust integrated logistics concept that supports the omni-channel business requirements. This new logistics concept had fit into the overall operations strategy which is a Fast & Agile operating model.

Solution

- Business volumes were gathered and analyzed to define current and future growth. Logistics processes and current system capacities were analyzed too.
- During a workshop expected e-commerce services like next day delivery, invoice printing, promo docs, payment options, returns solution, etc. were discussed and how these kind of services could impact current logistics operating model.
- Several growth scenarios (upper & lower bounds, incl. what-ifs) were mapped against needed capacities (AS/RS & PTL).
- Finally lay-out designs and CAPEX estimates were conducted for all scenarios.

Benefits

- Translation of the business masterplan into logistics masterplan: in-depth omni-channel commerce knowledge and experience was helpful to identify the potential eConsumer needs and the logistical impact.
- Clarification of the capacity gaps in the future and how to solve them.
- Whole study with concrete results was delivered within 6 weeks.
- Providing accurate capital request for ExCo team.

AVEDA
THE ART AND SCIENCE OF PURE FLOWER AND PLANT ESSENCES

DARPHIN
PARIS

JO MALONE
LONDON

MAC

CLINIQUE

Bb.

Bumble and bumble

BOBBI BROWN

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

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At bol.com, customers find the largest selection in a large number of product categories with books & e-books in Dutch and other languages, music, films, games, electronics, toys, baby items, garden and DIY items and everything for living, animals, sports, leisure and personal care.

Opportunities

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The total project encompassed the realization of 250.000 m² floor space within a building block of 100.000 m² on a 20 ha. land plot in Waalwijk, the Netherlands. The first phase (BFC1) was the design, tender, realization and commissioning of half of the total fulfillment centre for a semi-mechanized logistics solution.

Solution

Groenewout started to support bol.com with defining the program of requirements for the building and building related installations for the BFC1, including setting up related CAPEX and planning.

After having chosen the architect, Groenewout took the role of streamlead building and managed the complete process of permitting, contracting, realization management (planning, more/less work) and commissioning in a continuous close alignment with the selected logistics solution.

Benefits

- The complete and detailed requirements document created a drivers wheel for the technical component for the complete project up to commissioning.
- Setting up a correct budget at start and close monitoring of more/less work resulted in a financial finish close to target.
- Early and smart alignment of building engineering with storage systems, conveyors (8 km) and other logistics solutions.
- Realization within 2,5 year for complete project from start definition of specs to phased commissioning of building.
- International award winning BREEAM Outstanding (*****).



Description

Hollister Limited (USA) is active in the medical device sector. It manufactures and distributes products for ostomy care and continence care.

Opportunities

Hollister had outgrown its EMEA DC in Etten-Leur and the 10 year lease was due to end in spring of 2018. Two years ahead Hollister was looking for support to understand what the optimal location is for the EMEA DC considering future elements such as labor intense repackaging processes and a shift of sourcing as it will open a plant in Eastern Europe. The ideal location turned out still to be southern part of the Netherlands.

Hollister then requested support to find a new site, design the logistics processes & hardware solutions and perform project management during construction of the facility and installation of all logistics equipment.

Solution

Groenewout has taken the lead during these stages:

- Distribution network analyses
- Site survey & selection of real estate developer
- Design of warehouse operation
- Procurement of all logistics systems / equipment
- Installation of logistics systems / equipment
- Commissioning the facility & logistics systems

Benefits

Overall responsibility on design project management in one hand, by an experienced and knowledgeable team that takes ownership to deliver the project in time and within budget. Hollister highly appreciated:

- Effective communication and cooperative partnership
- Objective and challenging as project partner
- Knowledge & experience
- Pro-active and hands-on attitude

Successful transition to new location and adapt to new processes without breaching service levels The proposed project budget and timelines were honored at all stages.



Description

PartsPoint is an internationally operating company, specializing in the distribution and sales of automotive parts and accessories. PartsPoint Group owns various brands, formulas and chains in this competitive and specialized line of business – a playing field that is increasingly international in nature. PartsPoint Group is located in Ede, in the Netherlands.

Opportunities

Due to the reorganization of the logistic process there was a shortage on storage -, VAS -, and office space on the main locations.

PartsPoint was looking for support during the design, tendering and realization phase, to translate their wishes into a new building.

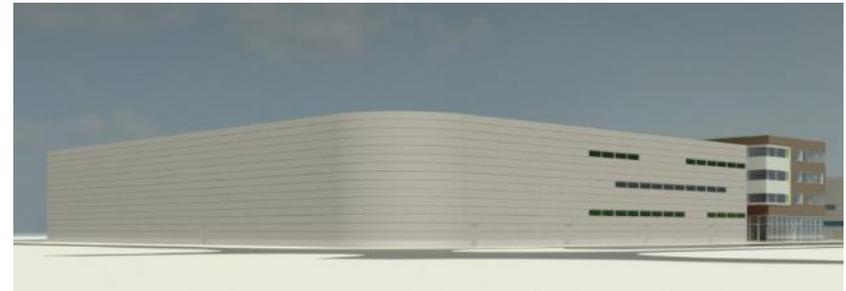
Solution

Groenewout managed the various phases/aspects of the project consisting of 5000m² regular storage and VAS, 2500m² dangerous goods storage, 500m² office building.

- Architectural & technical design,
- Tendering & contracting,
- Environmental and building permits,
- BREEAM certification,
- Fire safety with foam outside air extinguisher installation, and
- HVAC & E-installation.

Benefits

By choosing 1 responsible technical consultant, the client was guaranteed of an efficient integration of the different aspects of the development which resulted in a shorter lead-time (1 ½ year from first design till an operational building).



Contractor: VDR
 Installer: Van Dalen
 Fire safety: Aqua +

KAEMINGK

season decorations

Description

Kaemingk Season Decorations has been a significant distributor of decorative items for Christmas and Spring for over 75 years. The portfolio contains 17.000 products and the products are sold to more than 30 countries.

Opportunities

For the Christmas season, in a period of 20 weeks, Kaemingk receives 2500 containers and ships 1.5 million order lines on 120.000 pallets.

To be able to facilitate further growth, Kaemingk has plans to completely rebuild an existing facility. Groenewout was asked to support in the following decisions:

- Function of the new facility (order pick, bulk or a combination)
- Layout and processes
- Level of mechanization

Solution

Based on data of the previous year, Groenewout calculated scenarios for the new facility. Based on this analysis, it was decided to use the new facility for bulk storage and receiving of containers.

An automatic sorter was chosen for sorting of mixed inbound containers. For bulk storage, narrow aisles came out as more cost efficient than automatic cranes.

Benefits

- Quantification of various logistic scenarios (goods flows, FTEs, costs), to support the decisions
- Ideas to improve the picking process
- Investment budget and operational costs for new facility



Description

Stryker European Supply Chain Services operates its Distribution Center in Venlo. Stryker is a fast growing medical device company, based in the USA.

Opportunities

Stryker has outgrown the facility that was constructed in 2010 and assigned Groenewout to manage the design & realization of a 10.000 m² of warehouse expansion.

In parallel Groenewout designed an advanced automated goods-to-person system to be fitted in the new warehouse.

Solution

Groenewout managed the various phases/aspects of the project

- Architectural & technical design
- BREEAM certification
- Building permit
- Tendering & contracting main parties
- Realization
- Hand-over & commissioning

Some technical specifications are different from regular warehouses, e.g. dock doors, waste area and HVAC systems.

Benefits

- Stryker preferred to have one party be accountable for the whole project, to ensure an integrated design and efficient project communication
- The project was completed in time and within budget.



Description

Decowraps is a manufacturer and leading supplier for the floral industry, supplying packaging options for all levels of fresh flowers and potted plants.

Opportunities

Decowraps identified new opportunities by insourcing their European logistics operation into a new to build DC.

Groenewout was asked to conduct a second opinion on an in-house performed logistics study in order to determine the capacity requirements and optimal logistics concept.

Solution

Review the current & future needs for warehouse space and land plot estimate (m²).

Advise on optimal storage systems and best practices to meet growth expectations in 2022 & 2027.

Summarize labor (FTEs) and Material Handling Equipment (MHE) requirements based on the advised logistics concept.

Estimate CAPEX & OPEX to support decision-making process.

Benefits

Deliverables include:

- a model to calculate required warehouse space, labor and MHE for selected warehouse layouts.
- a financial business case on the selected scenarios, containing the operational costs as well as the initial investment.



DRIVEN BY KNOWLEDGE