

## Key Aspects:

- Packaging company
- Process mapping
- 3PL selection
- Contract negotiation
- Network Integration

“Malcolm's professional approach and undoubted knowledge of supply chain management was a significant benefit in the review of our logistics operation. He was able to tailor solutions according to local site requirements and still engineer cross-site synergies and benefits. As a business, we have definitely profited from Malcolm's involvement.”

Site General Manager

Malcolm Cossey

S2F Supply Chain

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## CASE STUDY

Development and implementation of an integrated distribution network across a multi-site manufacturing operation.

### THE BENEFITS

- 450k savings on a budget of £3.5M
- Improved payment terms of £210k
- Operational enhancements – POD scanning, track and trace facilities, pallet management, on site presence at some sites.
- Improved communication channels with the provision of lead logistics providers.
- Key performance metrics established

### THE ISSUE

A division of a successful multinational packaging company operated out of five manufacturing sites across the UK. Each site acted autonomously, developing their own logistics solution locally on differing contractual terms and service provision. Whilst this autonomy represented one of the strengths of the company in many areas, it did not enable them to exploit the true benefits across the supply chain between the sites.

### THE CHALLENGE

To identify the true costs across the business cluster supply chain and assess the benefits of an integrated approach.

### THE APPROACH

A full and detailed assessment was carried out comparing the introduction of a single 3rd Party Logistics (3PL) Provider across the cluster versus the development of an integrated approach by installing Lead Logistics Providers (LLP) at each site.

The study involved detailed mapping of the current processes with each site and identifying various quick win improvement projects. Multi-functional participation was encouraged in establishing the scope of the new operation and addressing current performance issues. A detailed service level agreement was developed improving the overall operation and developing inter site cooperation between the manufacturing sites and the logistics providers. A structured review process was incorporated throughout the process with key milestones identified.

### THE SOLUTION

A review was held with the business team and the decision taken to implement an integrated solution with site Lead Providers. The project continued through implementation introducing site service level agreements and contracts as well as implementing an ongoing performance management system.