



**mile20 consulting**  
SUPPLY CHAIN

## The Problem

Although this client's hair colour manufacturing operation had been cost optimized, total delivered cost, service and inventory were not meeting the customer or business needs.

All hair colour shades were produced with 1 tonne batches and minimum distribution units of 1 pallet. This cost efficient manufacturing solution was driving inefficiencies beyond the plant in excess inventory, service and cost impacts.

## Case Study: Global Beauty FMCG Manufacturer

### Supply Chain E2E Synchronization

#### The Project

To create a breakthrough in synchronizing the E2E supply chain with the cadence of customer demand rather than centred on manufacturing optimisation. Whilst doing this, improve TOTAL cost AND service AND inventory

#### Approach

In partnership with the Supply Chain leadership and an E2E Team, the portfolio was segmented and a vision that 90% of the portfolio would be produced with a minimum weekly cadence.

Innovated solutions to increase agility whilst ALSO reducing cost. Key components were:

- Simplification of the packaging combined with late stage high speed printers
- Rapid changeover capabilities
- Segmenting batches across 250kg -> 2000kg and creating a minimum distribution quantity of 1 layer rather than 1 pallet.

#### Outcome

Despite marginal manufacturing cost increases, there were reductions in total E2E cost. Total E2E inventory reduced 18% once the project had been scaled across the full portfolio. Reduction in the firm horizon, weekly portfolio cycling and rapid changeover allowed service to sustainably improved from 97 to 99-99.5% fill rate.