

Construction projects to combat symptoms: No Thanks!

Operations planning enhances the efficiency of every franc invested – and lowers the investment volume



Changing demands for products and supplying customers abroad led to bottlenecks in the infrastructure, logistics, production facilities and organisation. The response was a ready-for-submission building construction project. However, permutations in the framework parameters suggested highlighting improvement potentials across the company beforehand. These new priorities called for modifications to the planned new building and the existing infrastructure.

The Client

- HACO AG, CH-Gümligen
- Manufacturers of food products for the retail trade, institutional channels and food industry; production and sales of private labels.
- No. of products: around 1.000
- No. of employees: around 550

The Objective

- Identify logistical and organisational improvement potentials company-wide.
- Improve company internal processes.
- Ensure optimal exploitation of the existing infrastructure and the planned building extension.

The Solution

- Carry out a corporate audit and evaluate improvement potentials.
- End-to-end operations planning:
 - Investigate the symptoms that triggered the planned building extension.
 - Use analysis model to highlight the problems causing bottlenecks in logistics and infrastructure.
 - Orient the planned extension and the existing infrastructure towards the improvement potentials and overcoming the bottlenecks.

The Client Benefit

- Focus on the most effective improvement potentials: investment in essentials only.
- Improved company internal processes: horizontal hierarchy, efficient assignment of human resources, less handling operations.
- Construction of a finished products warehouse could be postponed and built later.
- The external warehouse was dispensed with: internal transportation and handling costs to the external warehouse have been eliminated.