

Assignment Profile	Premier Foods - Grocery	Mar 10-Oct 10
Role	Project Manager – Strategic Review	

Value delivered

- Identified path from 2010 to 2024, releasing fixed liabilities in property & contracts.
- Delivered warehouse & transport operational solutions & change plan to deliver 10% reduction in operating costs over a 20 month implementation period, accounting for contractual & lease constraints, for Grocery Ambient division.

Project Profile

A three phase project to first identify the existing supply chain from raw materials & packaging through to retailer, then create and review headline options for change. Finally, the selected option was developed in detail, validated, planned, and fiscal year effects mapped from 2010 to 2013. These fully scoped projects would then be delivered by the Premier Foods team.

Phase 1 Review Existing – An initial phase of discovery, challenge, data collection, CAST/Paragon modelling and calibration and detailed mapping of the supply chain.

Phase 2 Develop Alternatives – Alternatives were brainstormed with the Ops team, modelled in CAST, Paragon and spreadsheets to understand relative benefits possible, subsequently constrained to reflect real commitments.

Phase 3 Detailed Delivery & Operational Planning – A multi phase delivery plan, with operational methods and costs for each interim operation, and period of change, was created. All exit & change costs and capital expenditure were detailed.

Features

Current State Assessment – Process and flow mapping identified a very fragmented supply chain, created through acquisition, and segmented in an inconsistent fashion.

Alternative Designs – Regular reviews and adjustments meant that 60 options were modelled and costed to enable Board and Steering Group to make reasoned decisions as to which options should be taken forward.

Detailed Planning – An evolution from mixed NDC/Customer DC to true NDC, with a longer term plan to migrate to RDC operations.

Size – 12 factories supported by 7 outbound and 7 inbound warehouses and 6 hauliers, involving 800+ logistics people.

Tools – CAST, Paragon, Auto-CAD & spreadsheet models used by the team of four planners, analyst & Project Manager.

Client Profile

Premier Foods Grocery – A £1.6 bn division within the Premier Foods Group with 6.7% market share, encompassing both branded and own label products in a wide variety of ambient grocery sectors including cakes, soups, vegetables, stocks & gravies (Oxo/Bisto), home baking (Homepride), cooking sauces and Asian meals, pickles (Branston) and beverages.



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