

GROENEWOUT Member of EPG

General Presentation

Groenewout

9026X137

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The recommendations, advice and conclusions, mentioned in this report, are based on the information and data provided by client. Savings, operational costs and investment estimates are depending on the assumptions and preconditions stated in this report. All orders are accepted and carried-out according to the Groenewout Terms and Conditions 2012.

Groenewout 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-, distributionand fulfillment centers. We place a great deal of emphasis on both the identification and realization of feasible opportunities.









Vision

Our vision is to be the international leader in independent consultancy, renowned for excellence specifically in the domains of:

- Supply Chain Management
- Logistics and Transport Consulting
- Warehouse Construction and Engineering
- Project Implementation (e.g. WMS, WCS)

We consciously bridge the gap between strategic advice, operational design and final realization to offer our customers an integrated and tailored supply chain solution that optimize our clients' operational capabilities.

Our commitment is to deliver unparalleled value, shaping the future through visionary consulting practices.











Solutions overview

Integrated and tailored solutions that optimize our clients' operational capabilities





Consulting methodology

🔆 Independent

Groenewout has no formal obligations whatsoever towards suppliers or contractors and always gives independent advice, with the client's interest as the top priority.

🖓 Integrity

Groenewout's highest core value is integrity, both externally towards client organizations and their employees, and internally towards Groenewout employees.

* Multi-disciplinary

The Groenewout team comprises highly qualified management consultants with unique, complementary disciplines within Logistics and Supply Chain Management.



🚔 Hands-on

Groenewout has more than 55 years of experience in operational environments & implementation processes.

Q Professional

Quantifiable: Concrete analysis and calculations form the basis for our advice.

Quality: Highly qualified professionals with more than 150 years of logistics experience between them.

Leading-edge expertise:

Groenewout holds a leading position as a Logistics and Supply Chain Management specialist, creating a continuous learning environment that supports both organizational and individual development.



SUPPLY CHAIN STRATEGY MULTIDISCIPLINARY TEAM > IMPLEMENTATION LEADING EDGE CONSTRUCTION LOGISTICS **MANAGEMENT & ENGINEERING** INDEPENDEN +50 YEARS OF TOP CONSULTANCY



Our consulting portfolio

É STRATEGIC	 Feasibility studies Warehousing tendering for building, logistics & IT 	 Distribution Network Studies Global sourcing Non-Product Related Purchasing (NPR) 	 Organizational- & functional design Business process (re-)design Key Performance Indicators (KPI's)
TACTICAL	 Warehouse (lay-out) design Plant (lay-out) design Lean warehousing Insourcing / outsourcing warehousing 	 Transport tendering Service Level Agreements (SLA) Insourcing / outsourcing transport Benchmarks 	 Sales & Operations Planning (S&OP) Production planning Collaborative Planning, Forecasting & Replenishment
OPERATIONAL	 Loss Prevention & Security (LP&S) Facilities electrical, HVAC & temperature engineering 	 Location studies & site selections 	 IS selection & implementation (WMS/TMS/APS) Inventory Management
МАТ	ERIALS MANAGEMENT	PHYSICAL DISTRIBUTION	SUPPLY CHAIN MANAGEMENT



Some of our clients



Our focus areas









Optimization last mile deliveries Mosadex Groep



Description

Mosadex offers optimal care and services to more than 800 affiliated independent pharmacies, 500 Service Pharmacies, 250 healthcare institutions, 300 drugstores and more than 11 million (healthcare) consumers in the Netherlands.

Opportunities

Mosadex has the ambition to:

- Optimize pharmaceutical logistics, creating efficiencies in the pharmacies,
- Through this efficiency better serve our patients with care and digital services,
- Through digitalization and focus on healthcare, repositioning and expanding its role to increase trust in the pharmacist as a healthcare professional,
- Based on recognition and trust, we develop new collaboration models.

Solution

To support this strategy ambition, Groenewout conducted a distribution network assessment to determine:

- The optimal transport routings on final mile distribution,
- The financial impact and service implications of direct-to-patient shipments,
- The efficiency opportunities on central filling of pharmacists prescriptions.

- Defined opportunities to reduce the inter-company and final-mile distribution costs.
- A logistics operational design and financial business case on the implementation of a directto-patient logistics service.
- Capacity and financial assessment on the implemented strategy of central filling.











Optimization Network Smit&Zoon

Description

Smit & Zoon was founded in 1821 by Albert Smit, Captain of the ship "De Koornzaaijer". Originally, they traded in dried codfish, salted herring and medicinal cod liver-oil and went on to expand these activities by also trading in several kinds of marine oil, vegetable oil, animal oil and proteins. Today Smit & Zoon is an ISO 9001 certified supplier of leather chemicals to over 70 countries worldwide.

Opportunities

Today the finished products are stored at their main facility in Weesp (Amsterdam).

- Due to volume growth the storage capacity is expected to become too small.
- It concerns outside storage, which negatively impacts the package of the goods.

Solution

Groenewout identified and provided a business case for 3 different logistics network scenario's:

- Required investments
- Operational costs (transport-, handling- and warehouse-costs) i.e. contractual rates with Logistics Service Providers
- Construction and safety assessment
- Logistics assessment on flexibility, lead-time etc..

Benefits

The board of directors obtained a full business plan on the logistics alternatives to avoid the anticipated capacity shortage at their facilities in Weesp.









Tender Support

Bleckmann

Description

Bleckmann is a LSP primary operating in fashion and lifestyle logistics.

Opportunities

Bleckmann needed support in responding to Unilever's warehouse tender for the Benelux region. To advise Unilever on the optimal distribution network for their 3 product groups: (1) Food & Refreshments (2) Home Care and (3) Beauty Personal Care in the Benelux region. These 3 product groups were outsourced to 3 LSPs.

Solution

- Analyses on warehouse and transport data;
- Center of gravity analyses for 4 scenarios;
- Based on the results of the COG analyses considered 1 manual and 2 automated DC solutions for 2 most promising scenarios;
- Tender response document comparing results COG analyses and DC solutions and advice on best solution for Unilever.

- Support of tender project team Bleckmann (Q&A sessions, meetings with Unilever, budget calculation, response document);
- Support in solution design meetings with potential supplier automated DC solution;
- Short-listed from initial six LSP candidates to final two LSPs.









European DNS parts & accessories Accell Group



Accell Group N.V. focuses internationally on the midrange 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.



ACCELL GROUP



DNS & Logistics Master Plan Belgium Intermarché

Description

Intermarché Belgium (ITM) has 78 stores in Wallonia and is growing fast. Replenishment of the stores was done via 2 distribution centers and partly directly from suppliers. The logistics operations had difficulties to keep up with the growth. During the study ITM acquired 86 stores of Mestdagh (Carrefour franchise stores) including their main warehouse.

Opportunities

What is the optimal supply chain footprint and warehouse infrastructure considering:

- Dry, fresh, frozen, fruit & vegetables, meat, bread
- Mechanization opportunities
- Keep current warehouse(s), expansion or greenfield
- (In)Direct transportation to stores
- Consolidation of ITM and Mestdagh stores.

Solution

Many network scenarios were analyzed for the DC footprint (including what-is). Additionally, different mechanization concepts were analyzed for fresh and dry.

- Logistics model for decision-making process (emphasis on phased transition approach)
- In-depth transition planning in-line with cashflows in order to elaborate business cases for many scenarios (NPV-based ROI).







Distribution Network Study Dille & Kamille

Description

Dille & Kamille is a chain of 30+ retail stores. in the main city centers of the Netherlands and the northern part of Belgium. It also has an online store that has been active since 2010. It delivers in most European countries via various postal services. Dille & Kamille markets articles for cooking, creative hobbies, gardening, decoration and maintenance of the house, hygiene and beauty as well as books, food and small furniture. Since the brand was created, the majority of products have been made from natural, ecological, recycled or recyclable materials.

Opportunities

Dille & Kamille has plans to expand the number of shops including entering new markets in the UK, France and Germany. Therefore, a new supply chain strategy has to be developed supporting the new company strategy, market proposition and organic sales growth.

Solution

Activities done by Groenewout:

- Translate expansion plans in growth volumes & shipment profiles.
- Financial- and operational assessment on different logistics strategy alternatives.
- Investments and transition costs.
- Insourcing & outsourcing assessment.

Benefits

New logistics strategy with the most efficient operational set-up supporting Dille & Kamille requirements on customer service, reliability, flexibility and responsiveness.











Center of Gravity study AGFA



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).







Distribution and Warehouse Strategy Isero - Polvo



Description

Isero is part of Grafton Group Plc. They are active as a wholesaler in tools, fasteners, hinges and locks and related products.

Opportunities

Grafton acquired Isero's competitor Polvo, expanding their market coverage and giving exposure to new product segments of the market and a more diversified customer base. The combined business led to a trade increase from 59 to over 113 branches within the Benelux.

Solution

Following the merger, the new logistics strategy had to be developed, looking at:

- Economies of scale in warehousing;
- Cooperation in transportation to branches;

- Consolidation of assortment and inventory;
- The product portfolio available in each of the warehouses;
- Implementation of e-commerce.

- A computer simulation model providing decision support on the optimal logistics footprint structure in the Benelux;
- Logistics design of the (existing) warehouse locations within this network, representing their new distribution role;
- Strategic supply chain transition plan, 5-10 years out.





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European DNS Gates

Description

Gates is a manufacturer of power transmission belts and fluid power products, which are used in diverse industrial and automotive applications. The company employs over 14,000 people and has sales and manufacturing operations in North and South America, Europe, Asia, Australia, and the Middle East.

Opportunities

Gates was aiming at an integrated European logistics concept, optimizing the different warehouse locations in Europe.

Solution

Based on multiple scenario calculations, the strategic direction of Gates' distribution footprint was established balancing the optimal customer service (lead-time) against a minimum logistics spend.

This included,

- A financial business case containing the operational costs (transport, warehousing, inventory), (des-) investments and transition costs;
- Overall blueprint of the warehouse characteristics (size, FTE's, level of mechanization);
- Sanity check on tax implications;
- Stocking strategy per warehouse location within each of the scenarios.

- Design of the warehouse solutions on footprint, logistics processes, logistics mechanization, material handling equipment, number of FTEs and estimated investments;
- An overall financial business case to support the decision on the future distribution concept;
- Implementation schedule for the favored distribution network scenario from AS-IS towards TO-BE.









Our focus areas









Design & Procurement Support Holland Pharma



Description

Holland Pharma is a wholesale company for food, supplements, body care, natural medicines, related medical products and a wide assortment of organic and gluten free products. NDS is the organization behind the DA drugstores. Holland Pharma and NDS are both daughter companies of the Mosadex Group.

Opportunities

Groenewout had already performed a feasibility study for the 2 operations in 1 location.

As a follow up project, after the feasibility study, Holland Pharma / NDS requested Groenewout to perform the detailed design phase and to lead the 'Request for Proposal' process to select the Storage Materials, Material Handling and WMS suppliers.

Solution

Based on the study together with the Holland Pharma / NDS project team we set up a detailed design, which was used for the RFP process. The tender process as performed by Groenewout consisted of the following steps:

- Request for Information (longlist);
- Development of tender document;
- · Select shortlist based on set of criteria;
- Request for Quotation including Q&A;
- Evaluation of proposals, reference visits and selection of preferred partner.

- Well thought detailed design for the future layout of the combined DC;
- Structured approach leading to attractive proposals of the candidates;
- Clear evaluation of proposals led to a direct selection of the best supplier;
- Best supplier and best price for purchasing the Storage Materials, Material Handling and WMS.











Design & Realization BFC Bol.



Description

Bol. opened its web shop on March 30, 1999. More than twenty years later bol. has 10 million active customers in the Netherlands and Belgium and a range of more than 20 million products.

Opportunities

In 2014 bol. decided to set up an own fulfillment center (bol. fulfillment center = BFC). Till that moment 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. 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. 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. 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.



bol.









Redesign operational process FonQ

fonQ

Description

fonQ was operating from 4 different facilities in short distance, in order to deal with growth. fonQ decided to centralize all operations into a new site and made a deal with a developer for a new facility nearby.

Opportunities

fonQ requested support to redesign the existing operational processes and storage methods to enhance its operation and to review the facility specifications & contract.

Solution

A thorough data analyses by Groenewout helped to address the complexity of the processes, the optimal slotting of items (large, small, valuable) and the required sizing of the operation (storage & processing capacity).

In a joined effort the combined project team then assessed various alternatives to store and handle orders and defined the preferable "concept of operation". We supported the procurement process for all logistics equipment.

Meanwhile Groenewout defined the specifications of the facility, reviewed the engineering including more/less work proposal. Groenewout assisted fonQ during the development in the biweekly meetings with Somerset providing opinions in technical matters and process related discussions.

Benefits

Guidance in the development process and expertise on designing fulfilment operations has contributed to define an optimal lay-out and process with the tight timeframe that was available.

- Data driven design;
- Expertise in e-fulfilment;
- Experience in project management;
- Flexibility to cope with set-backs such as retreat of fonQ's project manager, last minute changes to invest in automatic packing machine, etc.





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Warehouse Optimization Euro-Rijn XL





Description

Euro-Rijn XL is a part of the Euro-Rijn Group which is a global logistics service provider and specialized in the non-food retail sector. They take care of the entire logistics process of their customers (online) retail organizations, allowing them to focus on their core business. With over 350.000 square meters of warehouses in strategic locations, they are capable of handling large logistic operations.

Opportunities

Euro-Rijn XL is passionate about improving their operational processes for their customers, they asked Groenewout to help them re-evaluate their current logistic processes and storage concepts for one of their largest customers. This logistic operation spans over 120.000 square meters of warehouse.

Solution

Groenewout has performed a thorough data analysis and feasibility study to investigate the benefits and cost impact of:

- Several different logistic concepts, both manual concepts and more automated concepts;
- General process improvements.

Benefits

The feasibility study led to several benefits for the Euro-Rijn XL.

- Since a thorough data analysis has been performed, a lot of insights were gathered that helped the customer understand their operation even better. Examples are logistic flows, storage profiles over time, operational productivities and many other intricacies related to their operation.
- The feasibility study yielded a comprehensive overview of the investigated logistic concepts. They have been carefully evaluated on both quantitative aspects (CAPEX, OPEX, storage capacity, etc.) as well as quantitative aspects (flexibility, scalability, quality, etc.) to determine a preferred logistic concept for the future.







Project management Crossdock Center Neele-Vat

neele-vat

Description

Neele-Vat is a Logistics Service Provider with multiple locations in Rotterdam, serving customers with storage, transportation, freight forwarding and customs administration.

Opportunities

Neele-Vat was granted the opportunity to set up a business case for a cross docking center on the City Terminal (ex-ECT Home). For that purpose, Neele-Vat had to work with short sea operators to gain commitment to a sustainable and efficient container cross docking solution for unloading & loading of containers inside the terminal gate.

Solution

Groenewout delivered a project manager to work with multiple parties to develop a feasible and economical solution for the cross-dock center, considering the conditions of transportation inside the terminal, the peak workload towards the weekend departures, the cost structure and the interests of all parties involved:

- Short sea operators (competitors)
- RST- terminal operator.
- City Terminal Cooperation
- Rotterdam Harbour
- Neele-Vat

Benefits

The delicate network of stakeholders in this project was the main argument for Neele-Vat to assign an external/neutral project manager with experience in the field:

- Impartial
- Experienced in setting up cooperative networks
- Know-how of harbor logistics

These factors were very important for the success of the project. Rotterdam Harbour awarded Neele-Vat to develop the site for a multi-functional site, including cross docking.







New facility 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.



KAEMINGK





Realization new DC

PartsPoint Group

Description

PartsPoint is a company specialized in sales and the distribution of automotive parts and accessories. It owns various brands and retail formulas (i.e. Brezan) in this competitive and specialized line of business. The head office and main distribution center of PartsPoint Group are located in Ede, in the Netherlands.

Opportunities

A redesign of the supply network (central DC, depots and shops) required a change in the central DC. Groenewout designed a new concept for small item storage and picking. PartsPoint requested Groenewout also to manage the implementation.

Solution

Project management, from design to go-live, entailed:

 Functional specification of storage and processes of small items in vertical lift modules combined with carts and pick/put-to-light technology.

- RFP / tender, including contract negotiation.
- Implementation management; supervising detailed engineering, mock-ups, WMS processes design, building adaptations (sprinkler, data infrastructure, etc.), test-planning and training.
- Ramp-up support until performance of 175 picks per hour was achieved.

Benefits

Partspoint experienced the added value of having a professional partner for the design and project management from start to finish.

- "Ownership" of Groenewout to realize a new concept with high picking performance with multiple suppliers in an existing IT landscape.
- Securing potential pitfalls by mock-ups, simulation and profound test protocols.
- One-stop-shop: equipment, processes & WMS, building, technical installations.
- Project completed with budget and planning.









Master plan Logistics Geldermalsen Blokker

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.

- 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.













Change to Omni-Channel Logistics ESTÉE LAUDER



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 ecommerce 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.

CLINIQUE

BOBBI BROWN

Jo Malone

LONDON



Warehouse Feasibility Study

Bunzl Retail & Industries

Description

Bunzl Retail & Industries is part of the Bunzl Group. Bunzl is the largest value-added distributor of nontrade goods to food and non-food customers. An important part of their business are bread bags, 80% of the bread bags in the Netherlands come from Bunzl. The carton packing materials are also a big flow for Bunzl. The delivery market for Bunzl Retail & Industries is mainly the Netherlands.

Opportunities

Bunzl Retail & Industries expected to grow over the years. Despite their new warehouse, which was built in 2019, they expect that the warehouse will soon be too small. This because some of their biggest customers expect to grow hard in the coming years. Bunzl asked Groenewout to perform a feasibility study for their warehouses in Waalwijk and Arnhem. As part of this study Groenewout also looked to the division of product groups over the warehouses.

Solution

Data was analysed and verified. First, the product groups were divided over the warehouses in a logical way. Result of this exercise was an option for a new warehouse for solely carton packing materials, which are mainly sold per pallet.

The new warehouse was designed, and several automated solutions were presented, among which a pallet shuttle, AGVs and a roaming shuttle solution. These scenarios and their business cases were calculated using the Ware-2-Store model. Lastly, a 3D SketchUp drawing was made to get an idea and feeling of the different concepts in the new warehouse.

- Insights in costs and savings for several concepts.
- Several future proof concepts.
- Insights in the costs for the different solutions.











Design and Procurement Support to expand warehouse capacity

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.







Functional design new DC 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.









Feasibility Study Syngenta

Description

Syngenta Young plants (part of SGS) produces and distributes young plants.

Seeds and cutlings are cultivated to young plants in greenhouses. They are directly grown into dedicated trays. After about 3 weeks the young plants are harvested and forwarded to the Distribution Center in De Lier, the Netherlands. The trays with young plants, which are stacked per type/batch, are picked by a team of operators. The picked trays are sorted on destination in the right stacking sequence with the use of an automated conveyor sorter system. Trays are packed on pallets and shipped to customers throughout Europe.

Opportunities

Syngenta wanted to investigate if the current warehouse is still the best fit for their current and future operational needs. The current overall distribution processes are very labour intensive. For this reason, multiple scenarios were defined, each with a different automation technology. All scenarios focussed on:

- High stability of the quality of the young plants
- Easy scalability of the process

- Short lead times
- Low FTE dependency

Solution

Data was analysed and verified. Growth was projected on the dataset. Several scenarios were proposed and calculated using the Groenewout Ware-2-Store model. Scenarios varied between an optimized "AS-IS" as well as ASRS solutions, AGVbased solutions or a combination of both. AGV solution was tested for feasibility in the supplier test centre.

Groenewout advised that the current distribution centre remained the best fit combined with an innovative scenario based on both ASRS and AGV technology.

- Cost savings due to FTE reduction
- Less dependent on FTEs
- Reduction in picking errors due to higher level of automation
- Shorter lead-times due to more efficient multiorder picking options









Feasibility Study Eriks

Description

Eriks is one of the largest industrial suppliers in the world. Eriks focusses on high end technology items for the industrial market. Eriks has several logistic and service centers in the Benelux of which one in Alkmaar.

Opportunities

Eriks Alkmaar has not changed any processes or systems since 2005. The process is mainly paper based. Given the growth in numbers and complexity and given the planned SAP EWM implementation, Eriks has asked Groenewout to perform a feasibility study, taking into account growth and logistics optimizations.

Solution

To define their new lay out and logistic concept several steps were taken;

- Analyze current flows, processes and data
- Set up several new logistic concepts incl capex and costs (business case)

- Decide on final concept and set up a new lay out and needed m2
- Set up several financial scenario's, investment planning, implementation planning and what if's

- Analyzing their current flows and numbers gave Eriks already a huge insight in their own operation.
- Based on several scenario's, what if's and cashflow overviews Eriks had all information available to take the right decisions.
- Eriks has a concrete m2 needed calculation incl growth scenario's (based on different assortments and orderliness).
- Eriks knows the building limitations.
- Eriks is, with the new logistic concept, ready for the planned SAP EWM implementation.









Masterplan Storage

Tessenderlo Kerley International

Description

Tessenderlo Kerley International is an organization with a worldwide presence that provides solutions for global needs in food, agriculture and water management. The SOP Plant Nutrition segment features the supply of potassium sulfate fertilizers to agricultural end-markets.

Opportunities

Tessenderlo Kerley International has recently defined their business growth ambition and a strategy to succeed. Besides, the current logistics assets are reaching their life cycle. One of the key elements to achieve this vision is to implement a well performing robust logistics operating model. Groenewout created visibility on the future required storage and loading & unloading capacities.

Solution

- Data analysis on inbound-, sales-, inventory & replenishment volumes.
- Model development to simulate To-Be situation for required storage capacity.

- Model development to simulate To-Be situation for required loading- and unloading capacity.
- Providing insight into To-Be situation and giving recommendations on inventory levels and solutions for coping with the high utilization rate of the loading installation.

Benefits

Deliverables include:

- Insight in future required storage capacity for several locations.
- Inventory calculation tool to simulate future expected inventory levels (safety and cycle stocks).
- Insight in required loading & unloading capacity for raw materials and finished products.
- Simulation tool for loading and unloading volumes.









Implementation Support

Baars & Bloemhoff

Description

Baars & Bloemhoff is part of "De Stiho Groep" (DSG) and is a wholesaler for decorative plywood and sheets. Their customers are within the Netherlands and the order fulfillment starts at the Distribution Center in Zaandam from where they manage the distribution themselves.

Opportunities

The new logistics concept resulting from the feasibility study was validated and approved by senior management. This implementation was captured under the project name "BLOEM". Baars & Bloemhoff requested support for executing this project.

Solution

Simultaneously, with the project BLOEM a WMS was implemented. The activities managed for the project BLOEM were:

- Create and monitor integrated planning
- Support on constructional changes on-site
- Support on logistics equipment realization
- Support with internal movements.

Benefits

- A feasible logistics concept for the next 5 years.
- Optimized logistics layout and picking processes.
- Realization of new lay-out with minimum impact on operations.

BAARS & BLOEMHOFF







Our focus areas









Network strategy, Site Selection, Warehouse Design & Implementation Support

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.

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.









Warehouse Expansion

Stryker





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 m^2 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.

- 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.



Tender & Realization BFC Bol.

Description

Bol. opened its web shop on March 30, 1999. More than twenty years later bol. has 10 million active customers in the Netherlands and Belgium and a range of more than 20 million products.

Opportunities

In 2014 bol. decided to set up an own fulfillment center (bol. fulfillment center = BFC). Till that moment 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 support bol. with defining the program of requirements for the 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.

- The complete and detailed requirements document created a drivers wheel for the technical component for the complete project up to commissioning.
- 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 (*****).











(Re-)design warehouse feasibility study

4 weeks

assessment

Logistics concept

pick/pack/ship activities.

Operational costs

FTE requirements

Reliability

Flexibility

costs.

Functional descriptions on a set of

alternative storage operations and

Evaluate alternatives in terms of:

Storage & process capacity

installations, MHE equipment

Scalability (growth projection).

current situation to estimate future

Project growth expectation onto

Investments in buildings, technical

Plan of approach

Every organization is constantly striving for the most efficient, responsive and reliable logistics processes. Groenewout provides state-of-the-art logistics analysis, design and implementation support to integrate the optimal warehouse layout, logistics capabilities and technological advancements in your warehouse

2 weeks

Conceptual design of warehouse operation

- Conclude the layout design detailed in terms of:
 - Operational processes & system requirements
 - Storage systems & material handling equipment
 - Buildings & installations
 - Assessment of suitable automating systems
 - Investments, operational costs and FTEs (± 10%)
 - 2D CAD drawings
 - ROI.
- Automod 3D capacity simulations.
- Implementation strategy.

4 weeks

Develop and secure detailed functional designs

- Description of the number one scenario on network footprint, logistics processes, (storage) systems, material handling equipment, number of required FTEs and estimated investments.
- Estimation of the investments, social costs, transition costs and tax implications.
- Calculate return on investment (ROI), net present value (NPV).
- Define new customer service and lead-time performances.
- Implementation schedule.

As - is' mapping

4 - 6 weeks

- Map 'as-is' warehouse activities & processes.
- Gather data & information needed for the design phase.
- Quantify current operations, including goods flow dimensions & goods flow patterns.
- Quantify dominant material flows.
- Analyze current location types, order profiles & SKUs.
- Analyze the relation between article groups and component lists.
- Map current FTE requirements & operational costs.
- Compile a basic data document and validate findings.



Logistic due diligence Plan of approach

Every organization is constantly striving for the most efficient, responsive and reliable logistics processes. Groenewout provides state-of-the-art logistics analysis to perform a logistic assessment to support the due diligence process

1 – 2 weeks

As - is' mapping

- Map 'as-is' warehouse activities & processes (high level).
- Gather available data & information needed for logistic assessment.
- Quantify current operations (inbound, outbound and storage), footprint and FTE.
- Visit logistic operation and review current layout.
- Determine current maximum capacities (orders and storage), productivities and bottlenecks.
- Determine current inefficiencies.

1 - 2 weeks

Determine impact strategic decisions

- Based on growth targets (markets / assortment / etc) a future logistic set up will be determined.
- Based on the as-is situation the potential gaps and opportunities will be determined given this growth strategy.
- Determine preconditions to facilitate growth strategy.
- Determine future stock coverage.
- Review current plans on (logistic) capacity increase in combination with current layout.
- Determine impact on current systems (f.e. WMS) and needed MHE.

1 - 2 weeks

Complete logistic assessment

- List all key findings, risks, concerns and opportunities.
- Give benchmark figures in terms of complexity, quality of operation, FTE and costs.
- Give a high-level overview of needed Capex to accommodate growth (footprint, capacities, FTE, mechanization, etc.), when applicable based on different scenarios.
- Determine high level implementation strategy, priorities (short term and long-term) and impact.

1 - 2 weeks

Final presentation

- Align deliverables with financial due diligence.
- Set up final presentation with all analysis and findings.
- Estimation of investments, future capacities, FTE's and needed m2.
- Overview of risks, concerns, opportunities and key findings with short term and long-term benefits (to increase efficiency and to facilitate growth).
- Calculate high level return on investment (ROI) of potential investments.
- Set up potential implementation schedule.



Strategic initiative roadmap

Plan of approach

Every organization is constantly striving for the most efficient, responsive and reliable logistics processes. Groenewout provides state-of-the-art logistics analysis to perform a logistic assessment to support the strategic objectives

1 - 2 weeks

Determine opportunities

- List all key findings, risks and concerns.
- Give benchmark figures in terms of complexity, quality of operation, FTE and costs (supply profile matrix).
- Set up an overview of TO BE processes.
- Give a high-level overview of needed Capex to accommodate growth (footprint, capacities, FTE, mechanization, etc.), when applicable based on different scenarios.
- Determine high level implementation strategy, priorities (short term and long-term) and impact.

1 - 2 weeks

Business case and implementation

- Set up final presentation with all analysis and findings.
- Estimation of investments, future capacities, FTE's and needed m2.
- Overview of risks, concerns, opportunities and key findings with short term and long-term benefits.
- Calculate high level return on investment (ROI) of potential investments.
- Set up potential implementation schedule.

Map 'as-is' warehouse activities & processes (high level).

1 - 2 weeks

Data validation

- Gather available data & information needed for logistic assessment.
- Quantify current operations (inbound, outbound and storage), footprint and FTE.
- Visit logistic operation and review current layout.
- Determine current maximum capacities (orders and storage), productivities and bottlenecks.
- current layout.
 Determine impact on current systems (f.e. WMS) and needed MHE.

1 - 2 weeks

strategy.

Design principles

up will be determined.

Based on growth targets (markets /

potential gaps and opportunities will

Based on the as-is situation the

be determined given this growth

improvements (requirements).

Determine future stock coverage.

Review current plans on (logistic)

capacity increase in combination with

Determine bottlenecks and

assortment / etc.) a future logistic set

Design, tendering & realization of dc

Plan of approach

There's no room for mistakes in building or re-engineering distribution centers. Because these facilities are critical components of the supply chain, they require a comprehensive planning and implementation process to ensure they meet return on investment (ROI) expectations. Groenewout has all the expertise to support you in this.

3 months

Design & specification

- Compile specifications for racking, trucks and other material handling systems.
- Compile specifications of Warehouse Management (WM) functionalities.
- Compile specifications of WM hardware: data networks, Radio Frequency equipment, peripherals.
- Compile specifications of building requirements.
- Architectural design of the building.
- Selection of suppliers.
- Tender procedure document.

3 months Tendering & contracting

- Request for Information (RFI).
- Request for Quotation (RFQ) documents.
- Contacting and guiding potential suppliers.
- Organizing Proof of Concept meetings.
- Evaluation of bids.
- Determine best-fit suppliers.
- Outline contract documents.
- Negotiations and finalization of contracting documents.

9 months

Realization & implementation

- Apply for permits.
- Implementation plan & detailed time schedule.
- Specs and drawings for storage, material handling systems & facilities.
- Acceptance test plans.
- Working procedures.
- Transition plan.
- Implement hardware & software.
- Manuals and as-built drawings.
- Coordinate (sub)contractors.
- Human Resource plan and training programs.
- People recruitment process.
- Monitor project progress.

3 months

Testing, training & handover

- Check deliverables Program of Requirements (PoR).
- Test stand-alone installations/systems.
- Test overall processes (integration test).
- Troubleshooting.
- Coordination training program.
- Hand-over & guarantee certificates.
- Maintenance contracts & after-sales services.
- Set up acceptance protocol.
- Hand-over of building, technical installations, logistics equipment and IT.
- Outline ramp-up plan.
- Set up a contingency plan.



- Inventory transition from other stocking points.
- Operational support: planning (capacity, operations and transport) and execution.
- Start up order fulfillment process.
- Contingency support.
- Performance measuring and optimization.
- Management reporting.
- Closing project.
- Project evaluation.

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Design of distribution network footprint

Plan of approach

Companies can leverage their supply chain networks to help them gain a competitive advantage. However, this demands a proper evaluation of the risks and opportunities on the demand side (customers) and supply side (suppliers) of your distribution network footprint. Groenewout has the expertise and simulation tools to assess your strategy in terms of logistics costs, service, quality, reliability and flexibility.

3 weeks	2 weeks	6 weeks	2 weeks	2 weeks
`As - is' mapping	Supply chain assessment	Network scenario simulations	'What-if' analysis	Business case
 Development of an 'as- is' questionnaire & data templates. Retrieve data on shipment and storage volumes and costs. Data check in terms of consistency, completeness and quality. Define the assumed future situation, including the most important future sales volumes and/or trends. 	 Benchmark European transportation costs and DC operating costs against Groenewout's database. Distinguish which (logistics) activities are the most valuable to provide competitive advantage. SCOR rating of (current) logistics performance on costs, reliability, agility, responsiveness & asset utilization. 	 Set up a logistics simulation model in Anylogistix® software. Calibration of simulation model with real-life figures (Base-Case model). Develop Base-Case+ model including potential quick wins & future sales trends. Simulation of various Blue Sky and Constrained distribution network scenarios. 	 Re-run the scenarios in the model and assess the impact of changing the business parameters on the performance metrics. Assessment of the robustness of scenarios to deal with changing external requirements. Sanity check on the aspects of corporate tax, transfer price model, VAT and import duties. 	 Description of the number one scenario on network footprint, logistics processes, (storage) systems, material handling equipment, number of required FTEs and estimated investments. Estimation of the investments, social costs, transition costs and tax implications. Calculate return on investment (ROI), net present value (NPV).
 Documentation of information in a basic data document. 	 Optimization of route-to- market models, e.g. B2B, B2C, distributors, direct deliveries, e-commerce, etc. 	 Evaluate the different distribution network concepts in terms of footprint, operational costs & logistics performance. 		 Define new customer service and lead-time performances. Implementation schedule.

WMS Selection & Implementation

Plan of approach

Every organization is constantly striving for the most efficient, responsive and reliable logistics processes. A Warehouse Management System (WMS) is inextricably linked to the effectiveness of warehouse processes and is therefore a key success factor. Groenewout offers many years of hands-on experience in WMS implementation and operation, combined with a proven approach for achieving and maintaining optimal process performance.

1-2 months Concept Operation & Program of Requirements

- Define project team.
- Write Concept of Operation (CoO), design the future WMS-managed warehouse processes captured in process descriptions and/or used cases.
- Write Program of Requirements (PoR) with functional requirements in addition to the CoO:
- Scalability
- Flexibility
- User interfaces and nonfunctional requirements:
- Interfacing
- Hardware/network
- Project approach
- Quality solution
- License structure
- Roadmap
- Warranty and SLA.

1-2 months	2-3 months
Tendering & contracting	Parameterizing & programming
 Define longlist of potential suppliers. Write Tender documents; tender procedure, NDA, price sheet, evaluation criteria, functional compliance form. Organize introductory workshops with suppliers. Longlist to shortlist. Send out tender documents together with CoO and PoR. Organize functional workshops focusing on client-specific processes. Tender evaluation and advice. Contract negotiations. 	 Supplier writes technical (including interfaces) and functional designs. Technical and functional designs are validated based on the CoO and the PoR. Parameterize (client & supplier) and program (supplier) the WMS. Define Minimal Viable Product (MVP), execute conference room pilot; supplier demonstrates that WMS meets the requirements. Shape, form and focus of the above-mentioned documents. Activities can depend on project approach, e.g. waterfall, scrum, etc.

ths	1-2 months	< 1 month
meterizing & ramming	Testing & Training	Go-Live
plier writes technical luding interfaces) functional designs. mnical and functional gns are validated ed on the CoO and PoR. ameterize (client & obier) and program oplier) the WMS. ne Minimal Viable duct (MVP), execute ference room pilot; olier demonstrates WMS meets the uirements.	 Train key users. Write acceptance test plan including procedures, defined test scenarios with start and success criteria. Execute stand-alone test for all involved systems. Execute interface test and integration test. Write work instructions. Train end users according to 'train the trainer' principle. 	 Write go-live plan including: Transition of data Go/No-Go meeting(s) External and internal communications Back-up plan(s). Execute go-live plan. GO-LIVE. Monitor start-up including supplier support.
pe, form and focus ne above-mentioned uments. Activities depend on project roach, e.g. waterfall, m, etc.	 Execute volume test and (together with end users) near-live tests. Finalized acceptance test plan is approved and signed. 	 System acceptance, start of maintenance contract and guarantee period. Hand over to operations and dismantle project organization.

Logistics outsourcing Plan of approach

Outsourcing supply chain functions to a third-party logistics provider (3PL) can be challenging yet rewarding. Supply chain roles have grown increasingly complex as a result of globalization, technology and growing customer service demands. Groenewout has the expertise to reach an effective decision for the right 3PL to support your critical supply chain functionality, through a thorough tender process.

1 week Request for information	2 weeks Request for proposal	4 weeks Bidding process	2 weeks RFQ evaluation & reference visits	2 weeks Letter-of-Intent & Due Diligence	2 weeks Negotiations & Service Level Agreement
 Determine the potential warehouse and/or transportation partners. All longlisted companies will receive a Non-Disclosure Agreement (NDA). After this NDA has been signed, the Request for Information (RFI) will determine the key elements of the 3PL, the availability of a specific warehouse site, transport networks and the ability to align with your business requirements. These will all serve as knock-out criteria. 	 Groenewout provides standard templates that are used for the Request for Proposals (RFP): A general RFP document describing the outsourcing casus and the RFP process. A response template with open questions to be answered. Pricing template ensuring that all received quotations can be compared in an objective and pragmatic way. Request to calculate the invoice value to gain an operational snapshot of the transportation and warehousing costs. 	 Answer potential questions from the 3PLs. Monitor the progress of the 3PLs in answering the proposals. Hold a teleconference/ meeting with the 3PLs to explain the ins and outs of the RFP in more detail. Provide a Q&A document to all candidates to ensure comparable bids. 	 A financial overview of the bids made by the 3PLs. In addition, key qualitative aspects are summarized in order to select the companies offering the best price/quality ratio. Workshop to determine the top 3. Reference visits. The top three 3PLs will be asked to update their quotation to ensure that all three bids are comparable, also including any questions arising during the reference visits. 	 Document a mutual agreement on the principal terms and understanding of the proposed partnership in a letter of intent. Validate and detail the information from the RFP and the bids. Identify potential benefits and risks to prevent any showstoppers during the negation phase. 	 Contractual negotiations. Prepare the schedules related to the Service Level Agreement (SLA): SCHEDULE 1 logistics services SCHEDULE 2 performance management SCHEDULE 3 problem escalation & resolution SCHEDULE 4 transition management SCHEDULE 5 change management SCHEDULE 6 financial deal shape.



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