

# Case Study

## - Beverage Warehouse Service Improvement -

A leading global brewery group was experiencing ongoing challenges in its largest brewery-facing warehouse. Excessive costs, labor disruption and poor delivery service, particularly at Christmas and New Year peak times with deliveries running weeks late, were causing serious disruption to company service and results.

Analyses showed warehouse and delivery shift patterns mismatched store opening times, outbound trailer utilization below target, empty bottle returns under plan, and peak season trailer loading capability significantly under sales requirement. Warehouse management was largely ineffective, with a lack of meaningful operational metrics evident.

Delivery driver dispatch times were changed and loading plans and empty bottle return target ratios introduced and closely monitored. Management was moved to the floor with operational metrics installed, monitored and displayed.

Trailer loading capacity was increased 150% by opening 12 warehouse perimeter doors, staging loads and double pallet forklift trucks at these doors and then linking inbound driver radio communications to loading supervision. Trailers were then pre-loaded enabling returning drivers to switch trailers and depart for their second or third delivery, cutting delivery driver turnaround from 6 hours to 30 minutes. Peak loading and delivery was completed on Christmas Eve and New Years Eve, allowing timely seasonal beer delivery to bottle stores and wholesalers – for the first time in decades.

Asset utilization was increased from 100hl to 154hl per trailer day and from 1.2 to 2.5 trips per truck day. Customer service improved and costs were reduced by 30%.



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