

Supply Chain Optimization in Packaging Industry

Tetra Pak Supply Chain Operations

DrAgoljub Gajic

Operations Associate – Tetra Pak South Eastern Europe

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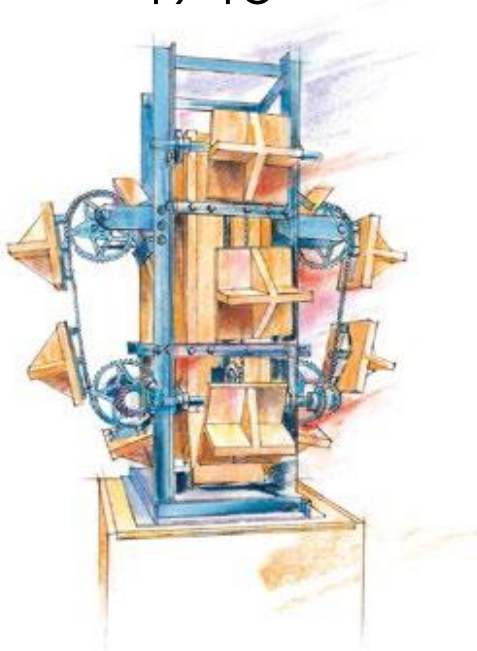
AGENDA

- Tetra Pak
- Supply Chain
- Optimization Project
- Conclusion

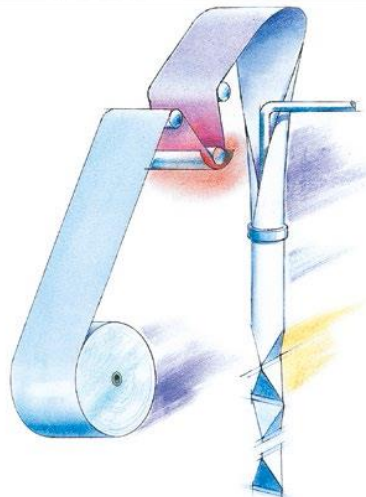
Tetra Pak history



"A package should save more than it costs" - *Dr. Ruben Rausing*
1946



1952



2015



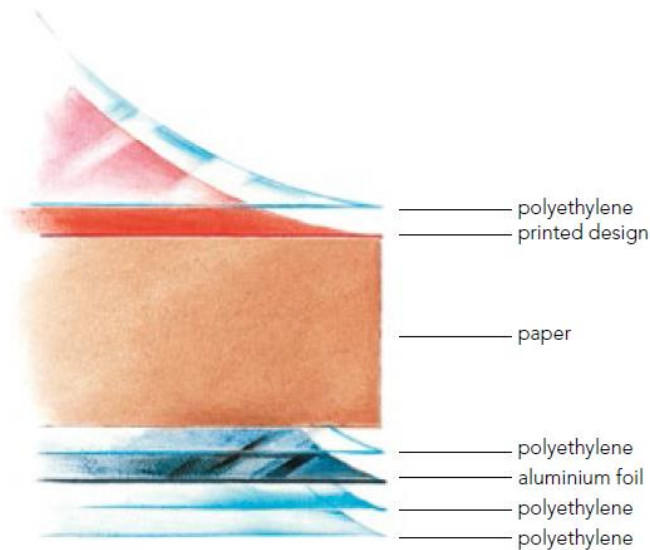
Tetra Pak in figures*

- 178 billion packages sold in more than 170 countries
- 11 € billion of net sales
- 23,540 of employees
- 40 packaging material and closure plants
- 6 packaging machine plants

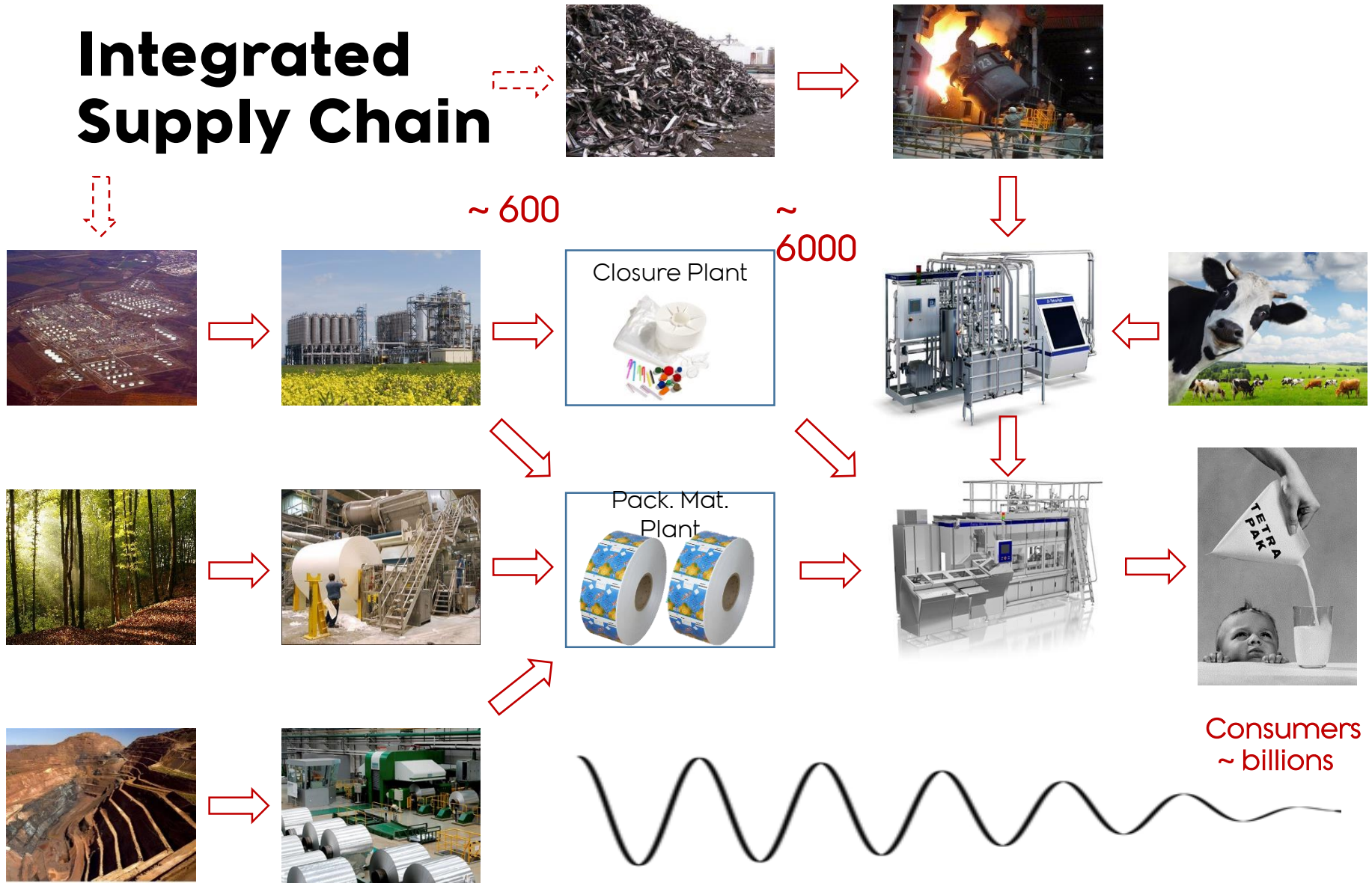


Supply Chain Operations (SCO)

- Supply Chain Operations source, make and deliver **100 % recyclable** carton based packaging material



Integrated Supply Chain



SCOPI
Alumni

Supplier site
~ 140

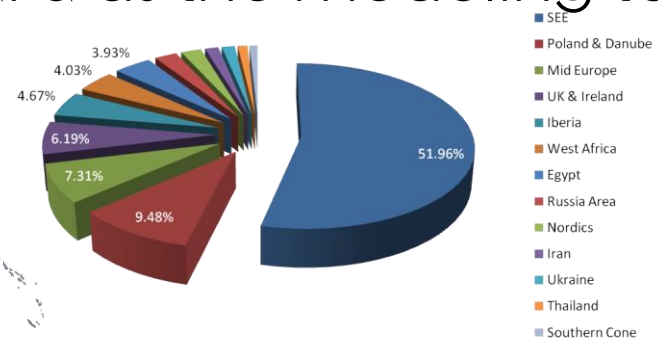
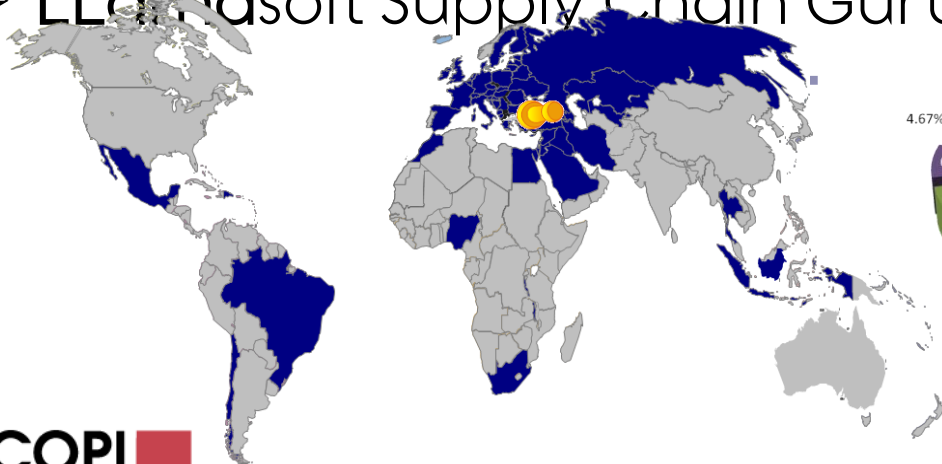
Tetra Pak site
~ 40

Customer site
~ 3000



Supply Chain Challenges

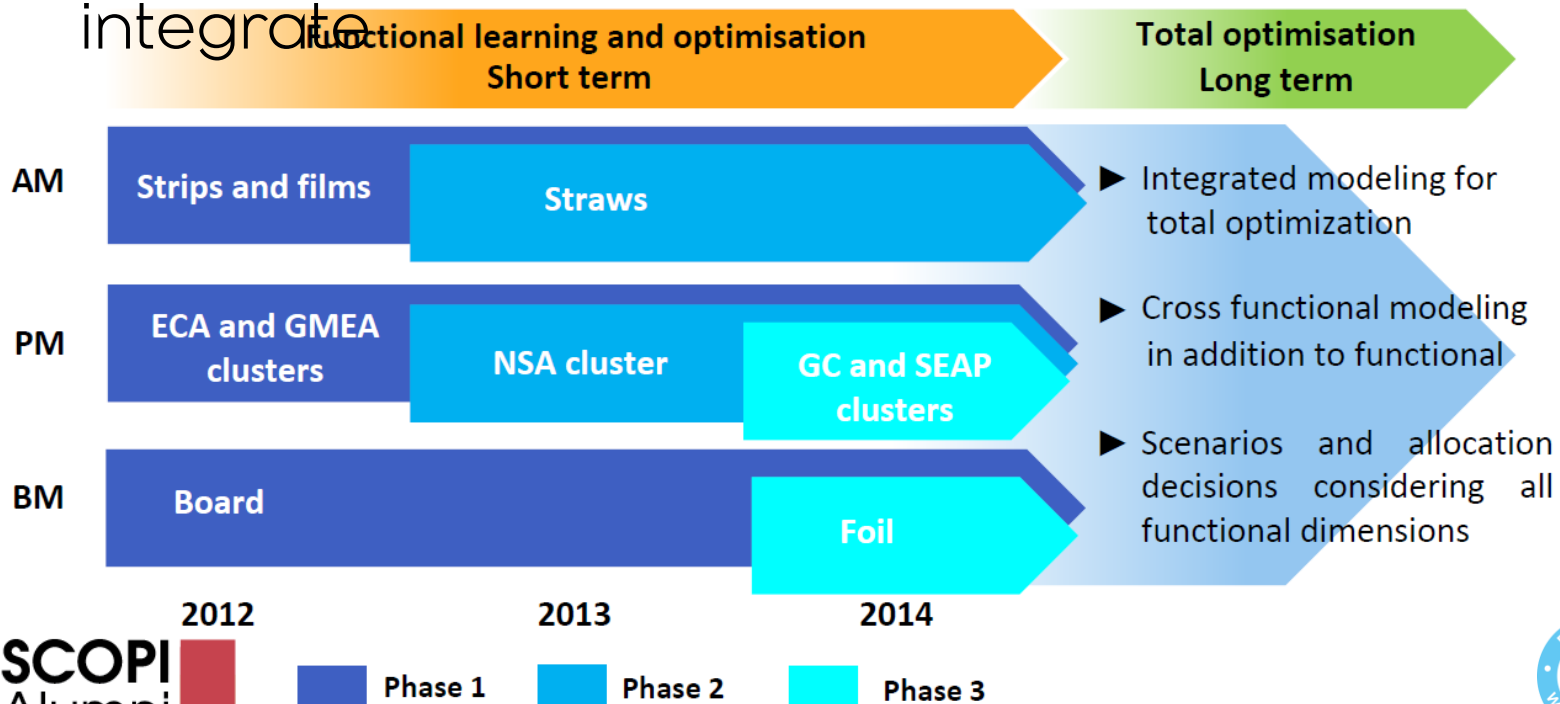
- Production allocation to reduce total supply chain costs
- Plant in Gornji Milanovac, Serbia as an example
- "What if" analysis to support decisions (e.g. capacity, product portfolio, allocation, investments, etc.)
- A supply chain optimization model to be developed
- Llamasoft Supply Chain Guru as the modeling tool





Supply Chain Optimization

- A small pilot in 2010 and a proof of concept in 2011
- Supply chain optimization project starts in 2012
- Functional roll-out per product group or from a geographical perspective with the aim to integrate



Conclusion

- Savings exceeds project cost by ~ 6 times in less than 2 years with increasing momentum
- Involvement of the right people creates trust in the model
- A smaller scope achieves benefits faster
- Data availability and governance (i.e. ownership and maintenance) as challenges to leverage the technology
- Increased automation of model building would save time
- Usability is good but requires high analytic skills, i.e. dedicated modelers are needed 😊

THANK YOU FOR YOUR ATTENTION

MORE INFO

dragoljub.gajic@tetrapak.com

DrAgoljub Gajic
Operations Associate

