



Benchmarking
and target setting
in the beverage
industry.

A company performance comparison with the industry average and best practice in challenging economic times.

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The global economic downturn and the changes in the consumer spending behavior lead to increasing price pressure. Therefore, in order to secure the profit margin, even more focus is required on the efficiency and effectiveness of the business processes.

Your challenge

Are you in a business that needs agile business processes to easily respond to the current business dynamics?

Is focus on sustainable growth vital for the surviving and thriving of your company?

Are you convinced that focus on operational excellence, cost rationalization and continuous improvement of your business performance is the key to success?

If so, we can help you improve your competitiveness by finding possibilities to cut costs and increase productivity by using our benchmarking and target setting methodology as the baseline measure for the success of each of your business' key driver.

Our solution

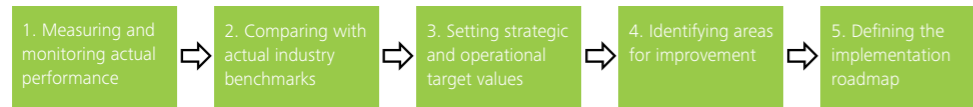
For maximum benefit we have developed and standardized a benchmarking and target setting data warehouse:

- Unique data warehouse established over more than 40 years of industry experience.
- Data warehouse uniquely filled with data from beverage companies (producing beer, soft drinks, etc.). The beverage companies represented in the data warehouse have various sizes; small, medium-sized and global companies.

- The data warehouse contains data of more than 150 beverage companies, more than 160 plants, and 500 filling lines representing a total volume of 250 mio hl.
- The data warehouse includes cost and revenue structures, key assumptions and productivity figures as well as other Key Performance Indicators (KPIs). It contains information on KPIs and KPI-systems of regional and global players.
- The data is recorded with a standardized method.
- For the analysis we take the individual plant footprints into account (size, structure, product range, etc.).
- The presented benchmark and target results highlight the strengths and weaknesses. It helps improving your business performance, setting realistic and achievable targets on the short and long term.



Overview of the benchmarking and target setting activities



Our approach

We help you in five steps:

- Key Performance Indicators (KPIs) and other available company key figures, relative to the scope of the benchmark, are enquired and systemized according to a standardized method within a fixed time frame. The processes and structures for each site, department and filling line are analyzed individually.
- A relevant set of comparable companies or production site(s), operating in a similar market context and with similar business conditions, within the beverage industry are being selected.
- The performance of the individual company or production site(s) is compared or benchmarked with the performance of the peer group. Based upon the outcome of the benchmark and the context of the organization, realistic and achievable target values for the KPIs are set.
- The evaluation of the data and the outcome of the benchmark will identify potential areas for improvement. Individual action plans are being defined in close collaboration with the company key stakeholders. These action plans are 'realistic', meaning that 'achievable' target values are set.
- A recommendation of the relevant improvements is proposed and an implementation roadmap is generated.

Benchmarking and target setting - example final report-cost centre filling line
(shown figures, processes and values only for illustration purposes)

	Actual	Benchmarking	Target
filled bottles in hl	809.061		
filled bottles in units	108.208.291		
Ø bottle size in l/unit	0,75		
	cent/unit	cent/unit	cent/unit
personnel	5,2	4,1	4,8
energy and water	4,3	2,9	3,9
auxiliary material and supplies	0,1	0,5	0,1
maintenance			
• external	2,8	1,9	2,3
• internal	2,5	1,6	2,1
leasing	0,0	0,0	0,0
other operating costs	0,0	0,0	0,0
sub-total	14,8	11,1	13,2
depreciation	9,0	9,0	9,0
total filling cost	23,8	20,1	22,2
packaging cost (calc.)	3,9		
set-up costs	8,7		
total	36,4		
Ø employees	39,8		
productivity in hl/employee	2,349		
productivity in 1.000 units/empl.	2.722	3.629	3.300



Your benefits

By participating in the benchmark analysis, there are a lot of aspects you can benefit from:

- Added economic insight in challenging and uncertain times.
- Insight in your competitive position in complex and volatile market conditions
- External and independent controlling.
- An insight into other companies' experiences in the beverage industry.
- Productivity and other key figures increase knowledge of profit contribution of different cost centres/business units.
- An increasing number of participants over several years confirm the benefit of the benchmarking comparisons.

Proven track record

- We understand the beverage industry's issues and trends. Throughout the years we became a trusted advisor for many of the business partners in the beverage industry.
- We are able to transfer industry-specific know-how from national and international benchmarking projects in the beverage industry. We can provide you the best-practices within the beverage industry.
- We have the skills and the experience within the beverage industry to assess and benchmark the industry-specific processes within a short time frame.
- We combine benchmarking and target setting with a hands-on project approach resulting in pragmatic action plans.
- We have a team of brewing engineers who have a broad and hands-on experience in the brewing processes and operations.
- We have been building and maintaining a unique database containing data of about 160 plants and 500 filling lines of multiple beverage companies of various sizes.
- We bring "benchmarking" to the next level. We define realistic and achievable target values based on best-in-class benchmarks and your individual business and infrastructure context. We provide you an implementation roadmap to reach the next performance level.

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For more information

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