

CASE STUDY

DETAILED SUPPLY CHAIN ANALYSIS SAFEGUARDS PRODUCT QUALITY

ABOUT THE CLIENT

An American multinational corporation operating in the food industry built its name by providing generations of families with wholesome, great-tasting chicken. It currently operates the fastest-growing portfolio of protein-centric brands, so offering transparency into its supply chain is key. With over 135,000 team members, the company strives to be honorable and work with integrity while sustainably feeding the world.

When this food manufacturer decided to launch a line of chef-inspired meal kits with premium proteins for home delivery, Cornerstone Edge was brought in to evaluate its supply chain structure to see whether it would be able to satisfy near-term demand while solving for significant growth over the years. Cornerstone Edge was tasked with analyzing transportation times and fresh delivery capabilities while conducting a thorough risk analysis.

CHALLENGE

This company was embarking on a completely new business venture, providing meal kits both direct-to-consumer and to retailers throughout the country. This meant expanding their portfolio of meat and adding vegetables, quite a challenge when it comes to maintaining freshness. To add to the complexity, they were hoping to work out of their three distribution centers, located in Kansas and Arizona, while using pre-existing routes for their operation. Cornerstone Edge conducted a market analysis to determine whether the company could pull off working within its current structure.

SOLUTION & PROCESS

Cornerstone Edge used its tried and true approach, its 3D methodology, to define, design, and deliver on this organization's needs. The key here was to identify how this company could meet the demand of their customers while ensuring the utmost in product quality and safety. Freshness being the most important requirement.



DEFINE

- Collected baseline data.
- Conducted stakeholder interviews.
- Conducted site visits to Emporia, Olathe, and Springdale.
- Determined Key Performance Metrics for transportation time and delivery.





DESIGN

- Identified different transportation scenarios with a focus on speed and freshness.
 - Created plans based on existing distribution centers and routes to simplify implementation.
- Conducted transportation model design based on the number of freshness days available.
- Completed model analysis and scenario refinement with a plan for both a regional and national rollout.



DELIVER

- Seven options were identified, but the analysis conducted by Cornerstone Edge narrowed those options down to three.
- A detailed analysis comparing speed and freshness, flexibility, risk and quality, operating costs, inventory and waste efficiency, and capital cost helped determine the "best-fit" solution for the company.
- The analysis of the network model confirmed a 3-phased approach was best for a successful implementation.

IMPLEMENT

In the end, this thorough data analysis identified some specific challenges in the approach to the fresh food kits. The complexities of adding fresh vegetables to their offering proved doable, but quality and profitability goals would be difficult to meet. The company chose to step back and refocus on what they do best: meat and poultry.

RESULTS

In order to put your best foot forward, decisions must be made with as much information as possible to ensure all avenues have been explored. The data analysis provided this food industry vanguard with the information needed to maintain product quality and safeguard its bottom line while meeting consumer demand.



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