

Case Study – Logistics Operations

1200 Staff – 80 Sites – 3500 Transport Assets

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SPECIALIST EXPERTISE

Liquid Chemicals

Liquid Foods

Bulk Raw
Materials

Minerals

Building Materials

Multimodal
Logistics

Fleet Utilisation

UK, EU, Global

Procurement

Large scale
Multi-Site
Multi-Modal
Fleet &
Logistics
Operations

The Client *:

CEMEX UK is a £1.1.bn business manufacturing and distributing 44m tonnes of Cement, Aggregate, Concrete, Asphalt and Building Products. Operated a Logistics own fleet of c1500 trucks, +2000 Sub contractor trucks, 150 rail wagons, multi modal units, and barges from 80 sites.

The Challenge needing a Solution :

The business needed to run and operate the large in-house and sub-contractor fleet efficiently, safely and legally with the aim of providing excellent customer service cost effectively. In many areas there where safety, legal compliance issues, inefficiencies, poor in-house versus sub contract decisions and environmental non-sustainable modal selections.

The Solution Delivered :

Appointed to the CEMEX UK Board as Vice President Supply Chain and Logistics and with a team of 6 Directors and 1200 and an initial budget of £170m. Implemented a period of intensive focus on safety, performance and cost including :-

- A new KPI suite
- Costs reduced via fuel economy, payloads, 24x7 deliveries
- A restructured organisational design
- Insourced 3PL contract saving £1.5m p.a.
- Saving of £3m p.a. via network modelling and right sizing fleet
- Increased customer service from 86% to 96% On Time in Full
- Drove down Lost Time Injuries from 43 to 10 p.a.
- Saved £11m by optimising rail operation

At a Glance : Sector :

Cement, Building
Materials

Role :

VP Supply Chain
& Logistics

Duration :

4 Years

Delivered :

- Payloads Up
- Fuel Economy
- Org Redesign
- KPI Suite
- c£20m Savings
- Safety Improved
- Switch to Rail and Waterways
- LTI's from 43 to 10 p.a.

Awards and Recognition :

- 2 x Motor Transport Awards (Industry Oscars) for Efficiency in Operation for Cement Operation and and Aggregates Operation and Finalist 1 x Safety in Operation
- Royal Society for the Prevention of Accidents (RoSPA) multiple year Gold Award Winner
- Supply Chain of the Year Award 2003, Good Citizen section.
- European Cement Conference 2006 – Most innovative transport solution – ISO-Veyor

KEY TRANSFORMATION ACTIVITIES

Change Projects

Contract
Management

Growth Planning

Restructuring

KPI Implementation

Performance
Management

Continuous
Improvement

Turnaround

Post Merger
Integration

* Role undertaken whilst working for CEMEX UK.

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