

MCP CASE STUDY - PLASTICS



GEKA GmbH: Setting up new planning processes and tools to help a global market leader achieve excellence

The global market leader of brushes, applicators and complete packaging for the cosmetics industry

GEKA is the world's leading manufacturer of brushes, applicators and of complete packaging systems for the cosmetics industry. They therefore are a major development partner and solution provider for the international cosmetics industry. Founded as



a brush manufacturing company by Georg Karl approximately 90 years ago, the company is close to customers worldwide today thanks to its international production plants and sales offices and many worldwide partners.

At their central production locations in Bavaria, at the production plants in the USA and Brazil as well as at the sales offices in Paris, New York and Shanghai, approx. 900 people are employed. Due to their global presence of sales and manufacturing GEKA is underpinning their position as market leaders.

Innovative products and setting trends

Expertise that has been accumulated over the years, a constant flow of innovations and countless patents marks GEKA out as the application specialists. As a trendsetting company, they are able to offer customers unique developments and non-exclusive packaging solutions. GEKA's customers are famous international companies who market liquid colour cosmetics such as mascara and eyeliner, liquid eye shadow, nail varnish / nail care products, lip-gloss, lipstick and other lip products. They serve both the mass market and the exclusive market, in direct distribution or as private labels.

Company and product

GEKA is the world's leading manufacturer of brushes, applicators and of complete packaging systems for the cosmetics industry

Key challenges

- Missing transparency on shop floor and in system
- Non resilient order-to-delivery process
- Missing trust in IT system

Solution

A fully integrated solution and new processes were implemented within a one-year project in the main production site in Bechhofen, Germany.

Key benefits

- All 3 levels of planning (S&OP, capacity planning, scheduling) integrated in one system
- New toolset and processes to conquer daily tasks and problems efficiently
- Full transparency on shop floor
- All data needed within the system

System architecture

SAP

Low transparency on processes, capacity & performance, non-resilient Order-to-delivery process and missing trust in data

The reasons GEKA started a project to enhance their planning processes were numerous:

- Low transparency on processes, capacity & performance: For the plant management it was always very difficult to get a grasp on what is currently going on in production. Budget and reality data often drifted apart and consequently financial goals were missed.
- Order-to-delivery process not resilient: A difficult order to delivery process, being prone to mistakes and not fully enabling sales team to reach their goals
- No trust in data result in workarounds besides the system: Due to a lack of usability, different tasks were done outside of the IT system, resulting in wrong or missing data and therefore a high mistrust towards the data within the systems.



Setting up a project to push GEKA forward: The OTIF-CHAMP project

To solve these issues GEKA and MCP set up the 12-month OTIF-CHAMP-project. MCP experts joined GEKA production management and worked for 3 to 4 days each week onsite to reach major progress. As a result:

- 3 levels of planning are now in place (S&OP, Capacity planning, Scheduling)
- a toolset is in place to detect peaks at an early stage and to define measures to cope with it
- differentiation between reservations and orders within the system is done at a glance
- the management of subcontractors improved (reservations, monitoring)
- a reliable OTIF calculation out of the system is possible
- system-based workflows for all kind of orders was established

- Customer information in production and warehouse is consistent, correct and directly within one system.

In addition, OTIF Champ is regarded within GEKA as something that makes change happen. The drive used to start additional initiatives besides OTIF Champ such as an initiative to set up reusable master data wire brush planning or to use reference article as a massive improvement for the budgeting process.

Therefore, even other departments which were out of project scope, have linked their issues to OTIF Champ project

Key Benefit

By setting up three levels of planning (S&OP, capacity planning, scheduling) GEKA has now a consistent process to cover all planning horizons – this dramatically reduces mistakes and the need for coordination meetings.

Key Benefit

Full transparency on the shop floor and the constant check of budget vs. actual data enables the management to take full control.

“As a private-equity owned company we have worked with many consultants in the past. It was fantastic to see, that with the OTIF-champ project and the help of MCP things really changed towards the better”

Florian Bäuml, production management, Geka GmbH

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