

Customer-focused Logistics processes for Hanson plc

Having grown through acquisitions, variations in customs and practices across the UK regions were leading to ineffective operations. Regions were managed autonomously, leading to a large disparity in costs, customer service levels and management practices.

The high visibility of the organisation in the community added an important focus on managing environmental impact in all areas of operations. The senior management needed to transform the business with cost reductions and customer service improvements and we were engaged to support this change by applying leading edge supply chain thinking.

Using our extensive industry knowledge and change management expertise, our team reviewed the total customer experience from order capture through delivery to payment. Working closely with the operations teams, new best practice processes were designed and implemented, supported by an investment in logistics simulation and planning software.

We worked with the Hanson client team to develop a low-risk, phased implementation programme, to minimise potential impacts from this major process transformation. This included full contingency planning to reflect the major changes being negotiated to third-party haulier contracts.

Operational performance levels were monitored through a series of effective KPIs designed and implemented by the joint team. In parallel, the haulier contracts were revised and renegotiated and common Service Level Agreements were established.

A key element of the implementation plan was the development of a radical new customer segmentation process, which better reflected the true cost-to-serve of different demand streams. Overall costs in the Pilot region were reduced by 8% with no negative customer reaction, and an improved in on-time customer performance.

Hanson Aggregates

Now part of Heidelberg Cement Group, Hanson is the world's leading producer of construction aggregates. In the UK it operates 80 quarries and the largest fleet of marine dredgers in Europe, with a range of products for every purpose, from landscaping to major construction and infrastructure projects.



About Weir-tscs

Delivering Results, Reducing Costs

Weir-tscs has decades of expertise working with clients to convert strategy into optimised operational performance.

- **Reduce Costs** - practical approaches to operational improvement
- **Improve Efficiency** - order to cash, optimum systems, process and organisation design
- **Minimise Risks** - a total Sustainability approach backed by unique benchmarking tools
- **Competitive Advantage** - structural improvements to deliver organisations fit for the future

Our clients get Further, Faster

www.weir-tscs.com