

More Than Just Peanuts: Seeberger's Growth Plan Yields Major Lean Benefits

What originally began as a small project to extend Seeberger's storage capacity for peanuts and coffee soon turned into a full-blown, forward-looking endeavor. Ingenics teamed up with Seeberger to design and coordinate "Seeberger 2030+" – a long-term plan to support the company's growth through lean processes and streamlined workflow.

It all started when Seeberger, an internationally recognized purveyor of high-quality nuts, dried fruit, and coffee, began making plans to expand its storage facilities in order to accommodate its growing range of products. To guarantee a smooth transition, Seeberger Managing Director Clemens Keller called on Ingenics for help. Ingenics project leader Sieghard Schmetzer worked with Keller and his team to develop the plan, looking closely at all of the company's functions and workflow to determine where there were areas for improvement, and how they could run more efficiently. But Ingenics also went one step further. "We looked beyond the project at hand, and asked Seeberger how they planned to evolve over the next twenty years," said Schmetzer.



Managing Director Clemens Keller

To develop a targeted and cost-effective solution, Ingenics worked with Seeberger to uncover hidden potential, and identify areas that needed improvement.

The close collaboration is a key part of Ingenics' approach. "By working together, we know we are on the same page with the customer from the start, and have the same understanding of the actual situation. This builds confidence while also creating a strong foundation to identify and achieve common goals", said Schmetzer.

The next phase was a process analysis, during which Ingenics focused on analyzing Seeberger's material flow. Based in the Danube Valley since 1983, the company had been slowly expanding its location – making changes to its facility more than nine times. According to Ingenics, this kind of gradual change can often have a negative impact, which is what necessitated the closer look at Seeberger's material flow. "When a company grows gradually, the way the goods are flowing is not always optimal," explained Schmetzer. "We analyzed how the products flow through the company, and identified spots that could be improved. And we found that streamlining material flow could significantly enhance the efficiency of Seeberger's overall operation." In the future, all Seeberger products will flow in one direction, from East to West: from raw material receipt and inventory, through production, to finished goods, to joint commissioning, to dispatch.

Changes for the future

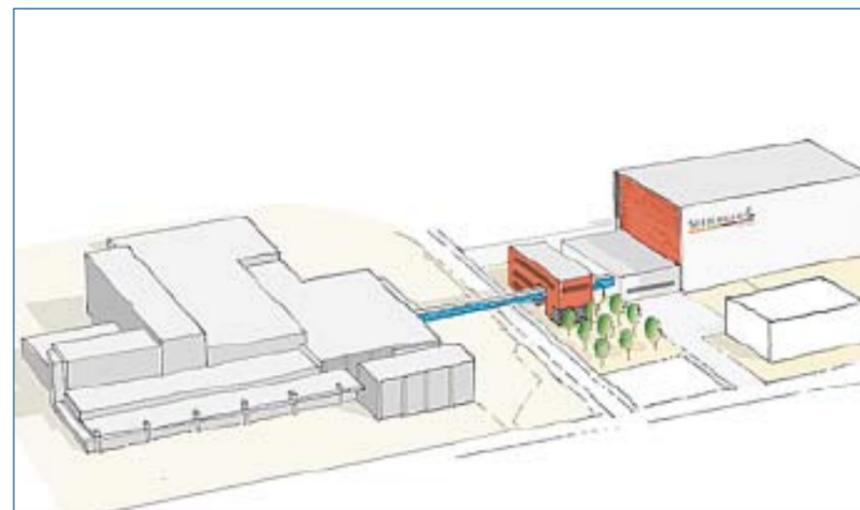
In addition to improvements in production, the general development plan includes recommendations for enhancements to Seeberger's logistics processes. "We recognized that production and delivery could be supplied with C-items in the right lot size, and at the right time – something that is only partially possible today," said Schmetzer. He envisions a new, automated small part



About Seeberger KG

A family-owned company with a rich tradition, Seeberger was founded in 1844. With Clemens Keller at its helm, the company exports high-quality nuts and dried fruits and coffee to customers around the world. The company has been headquartered in the Danube Valley in Ulm, Germany since 1983, and is home to nearly 400 employees.

Seeberger KG
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Sketch of Seeberger's expansion plans

stockpile as a supplement to the existing pallet commissioning. Changes in the administrative area are also planned, adapting organizational structures to support planned

"With Ingenics, we have been able to develop a logistics concept for our Ulm location that is truly trailblazing. With the right infrastructure in place, we now truly feel like there are no limits to how much we can grow in the future."

Managing Director Clemens Keller

company growth – including a new, modular office building and representative areas, all designed to give the company the flexibility to continue to strategically evolve to 2030 – and beyond.

Staff readily assumes responsibility

And what of the Seeberger employees? "The team has been very receptive to the innovations in progress, and excited to see the benefits at hand," said Schmetzer. This too is in line with Ingenics' approach, which emphasizes the involvement of

the entire staff in the change process, and includes offering workshops to train employees on a regular basis. "Only motivated and informed employees can effectively support change processes, and assume the necessary responsibility for their successful implementation," explained Schmetzer.

Ingenics expects that Seeberger will already start to see improvements by 2013, when the company completes the first phase of its plan – with many more to come as the implementation continues.



Seeberger's leading nut, dried fruit, and coffee products