

Top beverage company in Asia to achieve significant profitability improvement through Zero-Based Budgeting('ZBB') to secure a platform for long-term profitable growth

Client context

- Client faced with **limited market growth and profit gap** vs. global leading players
- Need to move on to more balanced profitable growth** in M&S, supply chain, supporting func. from existing revenue-driven operation
- 'ZBB' is a way to drive sustainable productivity improvements and build a culture of cost management**

Client name: X
Team set-up: X
Fees Structure: X

Approach

- Conducted all financial data visibility analysis** through ETL¹ of transaction level of 3 years' spending data ('Spend cube') and operational data analysis in manufacturing, logistics, sales channel.
- Identified detailed cost-saving levers & initiatives** by leveraging relevant global industry benchmarks, savings levers& impact from firm's previous experience, and item-level cost tree analysis.
- On-going of bottom-up validation & further opportunity development** with each cost owners to set up the savings target for the next 3 years

Leadership



Max
Magni



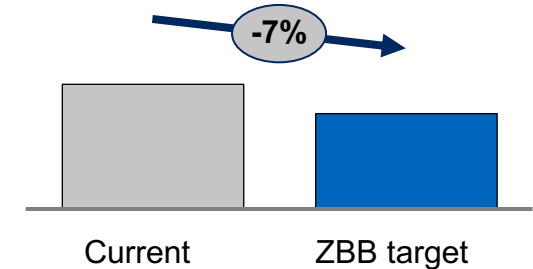
Hejin
Kang



Sumi
Kim

What was unique: X

Impact



- Manufacturing productivity improvement** aiming at 15-25% uplift on OEE² and yield
- Found opportunity of billions of KRW through turning around currently loss-making **sales-equipment operation**
- Expect more than 10 billion saving from **raw materials& packaging and logistics**

¹ Extraction, Transformation, Loading internal data for analysis

² Overall equipment effectiveness