



# Getting day one ready

## Bega Cheese

When Bega Cheese acquired the Vegemite business from international food company Mondelez, it needed to establish an end-to-end supply chain for Vegemite that would operate seamlessly from day one, with minimal impact on customers. It also needed to prepare for the storage and distribution requirements of Vegemite, for both chilled and ambient products, and needed to train staff and hire key management roles.

Bega only had a short time until handover day, and it knew the consequences for failing to have product ready for shipment to customers would be strong.

KPMG Australia was engaged to help Bega achieve day one preparedness in two phases. The first was to design and develop a Supply Chain Strategy in the form of a Target Operating Model, outlining the necessary supply chain and logistics processes, systems and operational capabilities required. In a second phase, the team implemented the Target Operating Model, which focused on working with Bega and third party logistics providers in the areas of inventory optimization, enhancing the outsourced logistics facility layout and design and operational process improvement. The team also set up a future state organizational structure for the Customer Service and Logistics (CS&L) team, including job descriptions. KPMG Australia supported the CS&L team to ensure correct system set-up, efficient order releasing, and key account management. KPMG Australia acted as an escalation point for all parties in the supply chain, providing advice and introducing operational efficiency.

The result was a newly set up accredited warehouse, a fully operational end-to-end supply chain, an adequately trained CS&L team, and new staff hires were on track. With KPMG Australia's help, everything was ready for a seamless go-live on day one.

The project's success was also thanks to the breadth of capabilities, skills and experience that KPMG can draw upon.

We know how your business works.

