



ROTHBAUM
CONSULTING ENGINEERS

Tchibo

Cost reduction analysis

Process and cost analysis of the three plants in Hamburg, Berlin and Marki to develop cost-cutting measures in the coffee production network



An overview

Tchibo Manufacturing GmbH is subjecting its manufacturing costs to a regular, critical review in order to increase its overall competitiveness. The aim of the project was to develop effective measures to reduce manufacturing costs and sustainably increase profitability. Together with Rothbaum, a comprehensive catalogue of measures was drawn up in three months.

Tchibo Manufacturing GmbH

- Tchibo Manufacturing GmbH, based in Hamburg, is the production company of Tchibo GmbH and is responsible for the roasting, blending, grinding and packaging of coffee.
- The diverse product portfolio, ranging from whole espresso beans and ground coffee to coffee capsules and pods, is produced at the three plants in Hamburg, Berlin and Marki (Poland).
- With its various brands, Tchibo is one of the market leaders in DACH and Eastern Europe and generated total sales of EUR 3.25 billion (2022).

Services

- Cost analysis of planning and production processes
- Manufacturing footprint analyses for cost optimisation of the production network
- Use of process mining and process simulation to identify and quantify process-related optimisation opportunities
- Development of a catalogue of measures with identified potential cost savings

Results

- Development of 18 measures from the areas of planning, footprint and operations
- Dedicated list of all required investments and categorisation of the measures in various strategic development scenarios
- Creation of packages of measures, each comprising three to six individual measures and offering potential savings in the mid seven-figure range



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Project description

Procedure

- Process mapping at the three plants in Hamburg, Berlin and Marki
- Expert interviews in the areas of planning and controlling
- Detailed analysis of current manufacturing costs
- Identification of 41 conspicuous cost drivers and possible starting points for optimization
- Development of a digital twin of the production and planning process with process mining
- Identification of optimisation options for production (planning) parameters with a dynamic process simulation
- Creation of a comprehensive manufacturing footprint calculation matrix
- Technical, process-related and organisational validation of the cost reduction measures with the respective Tchibo experts
- Preparation of options for action and implementation plans as a basis for decision-making by the Management Board

Results

- From the 41 identified anomalies with cost-cutting potential, 18 specific measures were derived. These can be allocated to the areas of planning, footprint and operations.
- Three optimised production network scenarios can be derived from the manufacturing footprint calculation matrix. Not only was the relocation of production volumes considered, but the current shift system was also checked for free capacity and the optimisation of personnel deployment was taken into account.
- In a comprehensive analysis of energy consumption, optimisation options were calculated that would lead to a reduction in energy costs.
- A dedicated list of the required investments per measure was drawn up and the measures were categorised in various strategic development scenarios.
- This resulted in packages of measures, each comprising three to six individual measures and offering potential savings in the mid seven-figure range.

„ The comprehensive analysis concept made it possible to identify significant and effective savings potential. The collaboration with the Rothbaum team was extremely satisfactory for me.“

Manuel Fliegel,
Director Manufacturing

Tchibo Manufacturing GmbH



I look forward to your questions!



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