

## Customer Success Story

# Berry Global, Inc. packs more value with an integrated planning process



Achieved hard dollar benefits through operational changes and optimizing production



Created a proven, scalable planning process applicable to all plants, products, and customers



Established a culture of collaboration and continuous improvement



Increased accuracy of promotions and event planning



Freed planners from routine tasks to focus on customer needs and innovation



## Challenge

With over 40 acquisitions in 30 years and constantly changing customer requirements, Berry needed an integrated business planning process and platform to keep its supply chain running smoothly and stay ahead of its competition.

## Logility Digital Supply Chain Platform

Logility provided a unified planning approach to help Berry generate a better demand signal, increase visibility, synchronize inventory, and optimize supply and production.



### Facts

Industry

Global supplier of innovative non-woven, flexible, and rigid products

Headquarters  
Columbus, OH

Sales  
\$7.1 billion

### Profile

Berry Global's products are integral to the success of many of the world's best-known brands. The Fortune 500 company supplies packaging and materials used for finished products in three major markets: engineered materials [stretch wrap, trash bags, duct tape, etc.]; consumer packaging [containers, tube, bottles, drink cups, etc.]; and health and hygiene products [baby wipes, diaper materials, dryer sheets, etc.]. These products are produced in manufacturing facilities across the globe, serving more than 19,000 customers from sole proprietorships to the largest global brands. The company produces over 91,000 SKUs, but the list is ever-changing.

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Mike Reibsam, Director, Integrated Supply Chain - Berry Global

Berry Global's wide range of products is matched by a diverse set of customers, from global powerhouse brands, to a single farmer buying agricultural film. Each one brings its own constantly changing needs and new opportunities. For example, every time a customer wants to change or adjust their product package, Berry must respond. Those challenges, plus a brisk pace of acquisitions, left Berry with inconsistencies and inefficiencies across its supply chain.

To address these challenges, Berry formalized a supply chain transformation project with four well-defined pillars: integrated planning, customer interfaces, warehousing and transportation operations; and, supply chain systems. After addressing some basic foundational elements, including making improvements to ERP processes, gaining buy-in, and designing an extensive training regimen, the transformation team turned its attention to the first pillar—integrated planning.

## An Integrated Planning Focus

"Melding new cultures, processes, people, and tools—and keeping all of this consistent through the development of common enterprise processes—is a big challenge," says Mike Reibsamen, director, integrated supply chain for Berry. "Logility has helped us develop a consistent integrated business planning process so we can focus on growing without having to reinvent the wheel every time we have a new acquisition, business challenge, or new customer mandate."

Because of the synergy that demand planning brings across the organization, the integrated planning transformation effort started with demand planning and forecasting. Logility Demand Planning™ helped Berry break down silos and achieve demand planning collaboration across its many divisions. "One benefit of having a smart, scalable solution like Logility is automatically planning smaller items and freeing our planning team to focus on larger, more complex scenarios."

Next came inventory and replenishment planning. Plants and divisions can be very specific in their needs, so the transformation team selected two pilot plants: one from their engineered materials division and one from their consumer packaging division. Because both plants were already performing well, these two would serve as ideal resources to validate planning processes using Logility and create a playbook for other plants to follow.

### Logility Demand Planning™

provides visibility across Berry's supply chain to increase forecast accuracy and right-size inventory levels.

### Logility Inventory Planning™

allows Berry to improve inventory performance and customer support through demand and inventory plan alignment.

### Logility Replenishment Planning™

isolates and manages inventory and service performance at a product-specific level.

### Logility Manufacturing Planning™

creates valid production plans, provides lower costs, fewer setups and increased product availability.

## Logility enables you to:

- Increase forecast accuracy
- Align inventory with customer demand
- Optimize inventory levels and increase inventory turns
- Boost customer service through product availability, accurate order fulfillment and on-time deliveries
- Optimize your entire value chain and get the right products at the right price to the right place at the right time

"A playbook is like an instruction manual: 'Here is how you implement an integrated supply chain and gear it up for a faster deployment,'" explains Reibsamen. His team also developed a master data scorecard for plants that included seven key data elements that formed the base requirements for inventory and replenishment planning. A plant must achieve a 98% rating before it can go live with the new planning process. Using this approach, more than 40 Berry plants went live in an 18-month period.

For master scheduling and demand-driven procurement, the integrated planning transformation team worked closely with purchasing to make sure the new processes coincided with the inventory and replenishment planning deployment schedule, ensuring cross-departmental actions were in sync.

## Diligence Brings Results

The last area to undergo a transformation will be finite scheduling. Logility enabled Berry to put the integrated planning processes in place that eventually let the company make adjustments at this execution level.

"This last integrated planning area is where the true hard dollar savings occur from making operational changes and optimizing production," Reibsamen says. "But you must have your planning house in order. If you start by trying to optimize finite scheduling you may see a few results, but not of the magnitude you'll experience by following a true top-to-bottom, integrated planning approach."

## Best Practices Rule

In addition to hard dollar impact, Berry's deliberate approach to transformation has produced other long-term benefits. Consistent processes mean the company is no longer doing things differently in different areas. Collaboration and continuous learning are part of the company's culture, so good ideas get populated across the organization.

Reibsamen is quick to point out that people are a necessary element. "Success requires a combination of things. You have to have the right team in place, committed to defining the right processes, using the right planning platform. For us, that platform is Logility."



## About Logility

Accelerating the sustainable digital supply chain, Logility helps companies seize new opportunities, sense and respond to changing market dynamics and more profitably manage their complex global businesses. The Logility® Digital Supply Chain Platform leverages an innovative blend of artificial intelligence [AI] and advanced analytics to automate planning, accelerate cycle times, increase precision, improve operating performance, break down business silos and deliver greater visibility. Logility is a wholly owned subsidiary of American Software, Inc. [NASDAQ: AMSWA].

To learn how Logility can help you make smarter decisions faster, visit [www.logility.com](http://www.logility.com).