



CASE STUDY

Döhler optimizes capacity utilization with Infor Production Scheduling

Döhler, a family-owned producer, marketer, and provider of natural ingredients and ingredient systems, has a storied history that began over 180 years ago. With humble beginnings as a spice mill in Erfurt, Germany, Döhler has grown into a leading global enterprise with more than 48 facilities across the globe.



Production scheduling at Döhler's Roggel plant in the Netherlands was simple enough that the company could easily rely upon an Excel-based solution to manage tank capacity and utilization. This process was enough to meet the plant's scheduling needs—until numerous mergers and acquisitions caused the company's product portfolio to rapidly expand. This quickly pushed the Roggel plant above capacity and caused management to schedule overtime to meet production line needs.

Many of the Döhler's new SKU offerings required fermentation, which can vary tank utilization rates by several days. Unable to adequately compensate for these variations, the company found itself committing to lead times it could not meet—which was further compounded by a lack of insight into its own equipment usage. The capacity overload and higher throughput levels added too much complexity for the Excel solution to adequately manage tank scheduling. To overcome these challenges, Döhler realized it needed a solution that would enable the plant to allow for the variance and flexibility its equipment truly needed.

Headquarters
Darmstadt, Germany

Industry
Food and beverage

Employees
7,000+

Infor product
Infor® Production Scheduling

Website
doehler.com

“ Without Infor Production Scheduling, we wouldn't have been able to meet our current demand (volumes), which was dramatically higher than the same time last year. Also, our visibility on capacity utilization has significantly improved as well.”

JAN TEN HAVE
Head of Supply Chain Cluster, Döhler Group

That's when Döhler turned to Infor Production Scheduling to help optimize its capacity utilization. Jan ten Have, Head of Döhler's Supply Chain Cluster, had previous experience with Infor solutions, and upon seeing how another organization's plant was successfully using Infor Production Scheduling for tank management, realized the solution could help alleviate Döhler's problems.

Not only did Infor Production Scheduling allow Döhler to optimize its capacity utilization, visibility into tank utilization also allowed Döhler to optimize its investment in additional tanks—the company created a “buy as needed” approach that significantly reduced costs and upfront investment. With the decrease in lead times that Infor Production Scheduling enabled, Döhler gained additional time to approach new tank investments with a more calculated approach.

This was part of Döhler's initiative to centralize its supply chain activities to foster synergies that will allow the company to streamline the processing of fresh products and juice concentrate for its global customers. Due to the successful implementation of Infor Production Scheduling at the Roggel plant, Döhler is looking to replicate the solution at additional facilities in the region as the company continues to grow its business.

Business challenges

- Meet the needs of a rapidly expanding portfolio
- Overcome missed lead times and the need for extra overtime
- Replace an Excel solution that can't keep up with the complexity of operations

Business results

- Met increased demand by optimizing tank capacity and utilization management
- Successfully factored equipment variance and flexibility into production scheduling
- Created a more cost-effective and informed approach to new tank investments

“ We have become much better at rescheduling, which is a key factor due to the variance in tank fermentation. We anticipate tank requirements much faster now and our order confirmation and reliability to our customers has significantly increased because of the Infor implementation.”

JAN TEN HAVE

Head of Supply Chain Cluster, Döhler Group

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