Kraft*Heinz*
Rebus Case Study

How Kraft Heinz Optimized Its Data and Reporting Strategy to Design the Perfect Shift

Kraft Heinz wanted to streamline its warehouse operations and design the perfect shift. After implementing Rebus across their network and gaining real-time data, Kraft Heinz was able to identify some of the roadblocks to achieving its goal. One of the first challenges they faced was how to empower their operators with the right data insights. With Rebus, operators gained real-time visibility into their operations; but the Kraft Heinz team realized they needed a data governance strategy to avoid data duplicates, inconsistency, and confusion.

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Kraft Heinz decided to build a unified data strategy that stretched across all teams to ensure consistency and accuracy. Integrating their Logistics management system, LOG.OS, they were able to create standardized reporting structures tailored to their needs. The solution led to improved data organization, streamlined performance measurement, and better alignment across different 3PLs, ultimately empowering supervisors to make real-time improvements.

By simplifying the reporting and consolidating it to a focused set of dashboards, they maximized the overall benefit their end users received from the real-time data and reporting provided by the Rebus platform.

The Challenge

Since adopting Rebus, the Kraft Heinz team had gained the necessary tools to manage their operations effectively; but as they began to scale across internal sites and 3PLs, they discovered a lack of internal standardization in data, milestones, and success metrics were quickly causing confusion and disorganization. They began to devise a solution to bring everyone into alignment and standardize their reporting.

The issues they had to fix were:

Absence of Preset Standards Encompassing Processes, Dashboards, Datasets, and Reporting

They needed a central vision and plan for how to use Rebus to keep the dashboards from becoming unorganized. Without a plan, they would end up having multiple menu headers with similar names but different content and several iterations of the same report showing varied outputs due to differing filters.

Unclear Allocation of Duties and Responsibilities Among Internal Teams

Once they gained real-time visibility into their data with Rebus, they realized that in order to find the right data at the right time they would need to avoid duplication by different users across sites and instead create a unified strategy and hierarchy.

Deficiency in Cross-functional Collaboration and Communication

They realized that with the powerful new reporting available, they would need to build a consistent communication strategy regarding the rollout of new reports or updates to existing ones. Everyone would need to know where to find the information they needed.

The Kraft Heinz team wanted to design the perfect week, down to the day, shift, and hour, and it was going to take unified expectations and reporting so that every warehouse was on the same page. It wasn't going to be an easy project to tackle so they asked the Rebus team to help them optimize their process.

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The Solution

Kraft Heinz started by building out the plan: bringing data from multiple sites, vendors, and 3PLs into focus through a simplified process beginning with Rebus. They would pull performance analysis data from every level of the plant, use Rebus to unify and report that data in real-time, and create standard KPIs and reporting to keep everyone on the same page.

Next, they went on 7-week site visits to really dial into what was happening on the floor of the warehouse. Finally, after they gathered all their research, they implemented it all through dashboard enhancements. From start to finish, the entire process took about a year.

Rebus gave Kraft Heinz real-time visibility into a lot of data. Now Kraft Heinz was able to standardize the various ways different sites were using Rebus, giving everyone a top-down, unified strategy. The project successfully reorganized how Kraft Heinz was using Rebus to improve the accessibility and usability of data and reports.

Implementation Strategies

Reorganization of Data and Reports

The project focused on cleaning up duplicate reports and organizing data in a manner that was intuitive for end users. This involved categorizing reports and ensuring each had a distinct purpose and output. The result was a standardized process that improved communication and efficiency.

Developing a Comprehensive Strategy

Unlike previous approaches, this internal project emphasized the importance of having an overarching strategy for data organization and report management. This involved gathering feedback from a broad range of users to ensure the solutions implemented were universally beneficial. While they took a top-down approach to standardization, they included feedback from multiple sites so the newly designed "perfect shift" would truly cover the situations experienced at all sites.

Improving Communication and Rollout Processes

The project recognized the need for consistent and inclusive communication regarding new or updated reports. Ensuring all users were informed about the resources available to them became a priority. This resulted in a process that everyone understood, leading to faster adoption and increased productivity.

Using LOG.OS, they can look at production data from all levels of the warehouse That data feeds into Rebus, which is used to create a real-time performance analysis, with reports for the week, day, shift, and hour. Along with Rebus, they use LOG.OS to design a structure to assign actions and owners when KPIs are struggling.

The final solution gives them performance analysis at multiple levels, with dedicated dashboards from the associate level up to dashboards specifically for general managers. They now have real-time dashboard views of entire workload, projected cuts, live trucks, inventory overview, and in-use indirect code visibility.

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"We've 'Rebus-ified' our entire reporting structure. It's all in one platform. It's real-time. We don't have to download something and then run it through a pivot table or a macro or something else. All the data is exactly where we want it to be."

Nick Peterson
Associate Director Logistics Operations, Kraft Heinz

Benefits

Building the Perfect Week, Day, and Hour Customer Supply Chain

With better insights from the floor and the ability for supervisors to think about KPIs mid-shift, they can make improvements in the moment and improve this shift instead of the next shift.

Optimized Performance Measurement System

Kraft Heinz was able to standardize meeting structures and metrics across all sites to ensure consistency and comparability of data.

More Focused Alignment

With Rebus as their source of truth, all sites now follow the same routines and use the same reporting metrics and Kraft Heinz audits the structure to maintain consistency. Everyone knows where to find the data that matters.

Improved Data Organization and Visibility

With an overarching strategy from the top down, there are centralized reports that are standardized for the entire network. While sites can still create their own dashboards, standardized widgets ensure all the same data is accessible at a corporate level.

Even with the power of real-time visibility through Rebus, Kraft Heinz ran into issues common to many organizations when adopting a new data solution. With such a wide network of in-house sites and 3PLs, but without an overarching strategy on how to best utilize their new software, they experienced some confusion across sites by having "too many cooks in the kitchen."

The Kraft Heinz team was forward thinking in developing a targeted strategy aimed at reorganization, improved accessibility, strategic planning, and enhanced communication. With the help of the Rebus team, they created a more productive and user-friendly environment, and maximized the benefits they get from Rebus.

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