

# Greggs

Greggs uses Aptean Routing & Scheduling *Paragon Edition* to support business transformation

## Industry

Food & Beverage Services

## Challenges

- » Operating a fleet of 250 temperature-controlled vehicles that provide 3,500 store deliveries daily
- » Mounting pressure on supply chain to meet growing customer expectations
- » Complex distribution planning systems impacting operational efficiencies

## Benefits

- » Optimized the planning process
- » Improved vehicle utilization by over 30%
- » Removed almost 900 miles a week from local plans
- » Fuel saving of more than 2%
- » Reduced CO2 emissions by around 35 tons per year.



Greggs is the UK's leading bakery food-on-the-go retailer with over 1,800 shops nationwide, serving over six million customers a week. Greggs has undertaken an ambitious £100 million, five-year investment to reshape its supply chain. This is part of a strategic plan designed to transform it from a decentralized traditional bakery business into a centrally-run, food-on-the-go brand that can meet the choice and availability customers demand.

The initiative included the creation of a nationwide network of centers of excellence in manufacturing and distribution, increasing capacity to support shop expansion substantially beyond 2,000 outlets. The retailer has also expanded beyond its traditional place on the high street to new locations on retail and industrial parks, motorway service stations and travel hubs, supported by a successful and growing franchise model.

With the food-on-the-go sector rapidly expanding in the UK, retailers are investing heavily in product and service innovation, often targeting peak demand at different times of the day. Specialists such as Greggs face growing pressure on their supply chains to meet changing customer expectations, so are turning to advanced planning tools to achieve the highest levels of efficiency, utilization and service performance.



“Aptean Routing & Scheduling has enabled us to quickly identify where improvements could be made and create highly-efficient multi-drop route plans that better serve our retail network.”

**Richard Penna**, Group Logistics Manager, Greggs

## Advanced, centralized planning

Greggs has a fleet of 250 18-ton, temperature-controlled rigid vehicles that provide 3,500 store deliveries every day, with 25 tractor units also used for line haul truck requirements between regional distribution centers. A team of 600 drivers work across two shifts, so each store receives a delivery overnight and one during the day, with vehicles also handling the collection of empty cages, trays and baskets.

Aptean Routing & Scheduling *Paragon Edition* is used extensively by Greggs to simplify the planning process, target efficiency savings and maintain service standards. A team of two full-time transportation solution managers are tasked with reviewing fixed routes and schedules on a regular basis to ensure continued optimum performance and factor in any operational changes such as new stores or changes to opening times.

The distribution planning has become progressively more complex in recent years, which has increased the reliance on the routing and scheduling software. With the growing diversity within the store network, for example, the transportation solution managers need to factor in a wide range of operational parameters including time-sensitive access restrictions and strict delivery windows. The distribution planning also has to contend with changing market demands, with extended opening at many stores to handle the growth of breakfast trade and a changing product offer to ensure higher levels of freshly-prepared food.

“We are using the Aptean Routing & Scheduling software to regularly review the efficiency of our multi-drop route planning across the UK, as well as remodel specific areas of the operation as part of a larger major change project.” explains Richard Penna, Group Logistics Manager at Greggs. “We are making record levels of investment in our infrastructure to create a blueprint for logistics that can be applied across the business. This needs to be backed-up by best-practice route planning to achieve optimum performance and support our transformation into the leading food-on-the-go retailer.”

## Supporting major change projects

Following the consolidation of its Edinburgh and Glasgow bakeries in the UK, Greggs used Aptean Routing & Scheduling *Paragon Edition* to model transportation requirements. As a result, the retailer was able to improve fleet utilization by over 30% and remove almost 900 miles a week from its local plans.

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Greggs had previously operated 35 18-ton rigids, split between the Edinburgh and Glasgow bakeries, that serviced each of the 260 shops twice a day. With the planned expansion of the Glasgow site to cover all Scottish shops, the company used the Multi Depot functionality of Apteian Routing & Scheduling to undertake a strategic review of the transportation operation. As a result, Greggs has been able to resize its fleet to just 24 commercial vehicles by optimizing multi-drop route plans, realigning driver shifts and removing a line haul truck operation.

Despite the distance of many vehicle journeys increasing since the site consolidation – with 80 Edinburgh stores now being fulfilled direct from Glasgow – Greggs has been able to significantly reduce the overall mileage traveled through improved planning. This has contributed to a fuel saving of more than 2%, equating to reductions of around 35 tons of CO2 emissions per year.

Apteian Routing & Scheduling software was also used to support a similar major change project in London, with the remodeling of distribution requirements.



## Are you Ready to Learn More?

Apteian Routing & Scheduling can help improve your transportation operation?

Contact us at [info@apteian.com](mailto:info@apteian.com) or visit [www.apteian.com](http://www.apteian.com).



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