

Hershey's Global Supply Chain Transformation Program



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Abstract:

Hershey's legacy supply chain was composed of "built" and acquired assets. Processes and capabilities were dispersed across plants. The legacy supply chain was costly, inefficient and unable to adapt to future commercial needs. Gross margin expansion was slow and needed to be addressed. A comprehensive assessment of alternatives was developed and yielded a powerful approach to deliver quality at a lower cost. Results of the Global Supply Chain Transformation program, which concluded in December 2009, are delivering \$175Million in annual savings, enabling reinvestment in core brands and innovation.