

EDEKA Südwest Handelsgesellschaft mbH

Business Process Reengineering and Strategy Development

Hans-Dieter Bader

Reorientation for the logistics of EDEKA Südwest – Strategy development, measure planning and profitability calculations

The new logistics strategy is being successfully implemented by EDEKA Südwest. The location structure is being optimised step by step and the expected effects are being achieved. Thereby, ZLU has supported us from the first strategic considerations through the detailed planning of the necessary measures at the individual locations to the preparation of the decisions to be made by the Supervisory Board.

EDEKA Südwest is one of seven regional corporations of the EDEKA Group generating an annual turnover of more than € 5 billion. Historically, EDEKA Südwest grew together from smaller regional corporations, which is reflected in its logistical structure. With the acquisition of the SPAR chain it was necessary to integrate another logistics location, and so this seemed the right time to take a fundamental decision about the future logistics strategy of EDEKA Südwest.

Being a top management consultancy for Logistics, Supply Chain and Operations ZLU provides both strategic expertise and the “logistical depth” for the detailed planning of individual measures.

Hans-Dieter Bader, CEO



Because this was not only a matter of the strategy, but also the planning of the specific measures to be implemented, we called on ZLU for support. Being a top management consultancy for Logistics, Supply Chain and Operations ZLU provides both strategic expertise and the “logistical depth” for the detailed planning of individual measures.

Together with our own logistics experts, as a first step ZLU developed a new and optimised location structure. Not only were the number, scope and function of the individual locations changed, but also new types of supply chain were integrated (central storage of slow-moving products, increased cross-docking). In a second step, detailed measures were defined for each location and then prioritised in an implementation timetable in terms of their implications (savings and necessary investments). On this basis, the profitability of the new strategy could be presented in a transparent fashion. ZLU was able to demonstrate that the implementation of the measures – despite required investment of almost € 100 million (spread over five years) – will pay off due to savings that are based on logistical optimisation and the bundling of the flow of goods. The developed strategy, the necessary measures, and the required investments were approved by the Supervisory Board, which was due in part to the transparent presentation of the situation. ZLU made a key contribution towards ensuring that EDEKA Südwest adopted the right orientation for its logistical future.