SUCCESS STORIES

This is How the Portfolio Cookie Crumbles at Destrooper Biscuits



SOLVENTURE

BISCUITERIE JULES DESTROOPER BELGIUM SINCE 1886

TABLE OF CONTENTS

Who is Destrooper Biscuits? 03 >

Summary 04 >

Questions & Answers 05 >

Read more 08 >

WHO IS DESTROOPER BISCUITS?

1886
Founded

>80
COUNTRIES

HQ IN
BELGIUM

100%
NATURAL
INGREDIENTS

>1030
SKUs

SUMMARY

INDUSTRY

Premium biscuit manufacturer

CHALLENGES

- Product portfolio
- Margin optimization

SOLUTIONS

Solventure Perform Suite

RESULTS

- Improved relative profitability of 3.3%
- Inventory reduction with 15 days
- Reduction of inventory write-offs

THIS IS HOW THE PORTFOLIO COOKIE CRUMBLES AT DESTROOPER BISCUITS

Destrooper Biscuits has been making Belgian butter, almond and chocolate biscuits for refined tastes since 1886. In 138 years, the Belgian cookie company has grown into an internationally-known manufacturer, active in more than 80 countries with three complementary brands (Jules Destrooper, Farm Brothers and Belgian Butters). Sporting over 1030 SKUs, Biscuiterie Destrooper is sharing its journey on portfolio management challenges. Hendrik Decock, Operations Director at Destrooper Biscuits, tells us more about how to cut complexity, improve margins and create a winning portfolio.



Solving common challenges for Food & Beverage companies

Managing the **Product Portfolio and optimizing margins** is no easy task, as we see regularly with a lot of our food & beverage customers who struggle to answer increased market volatility and continuous product variety pressure (see visual below). That's why the collaboration between Destrooper Biscuits and Solventure focuses on creating a winning portfolio that delivers growth, improved profitability, improved working capital and fixed asset efficiency.

Hendrik Decock: "Destrooper Biscuits operates across diverse domains, all managed under a single portfolio. Our most famous cookie for instance, the Belgian butter biscuit locally called 'lukke', looks quite simple to make, but this single recipe results in over 150 different finished goods that are being produced. This reality has created an increased challenge for production & supply chain and prompted us to **address the cost-of-complexity** it causes in production & the broader organisation. Standard profitability reporting has proven inadequate, as they do not provide comprehensive cost allocations, resulting in insufficient transparency and no ability to compare the performance of different products. And because improper cost allocations give a misleading representation of the profitability, discussions about the portfolio have often been subjective and not grounded in accurate information, which we want to change in the future."

"When Destrooper Biscuits' collaboration with Solventure started in 2022, everyone was already talking about portfolio complexity, but there was **no common awareness** on the cost of this complexity, nor were there any structured actions to counter it. Without common sense of urgency on this topic, we were stuck with project-based portfolio analysis and we were struggling to make decisions on a continuous basis. In this situation we were unable to drive cost gains through plant automation or improve our EBITDA result."

Finding the perfect recipe for process-based portfolio management

Product Portfolio Management strategies allow you to constantly revise your product portfolio according to changing market conditions and product variety pressure, but it is also essential that your **internal departments are aligned** on the product variety funnel or the width of markets and customers you want to address.

To achieve this, Destrooper Biscuits relied on Solventure Perform to kick-start, improve and support the widespread adoption of their Portfolio Management process. This software tool natively connects to an ERP system in order to generate output based on real time portfolio insights. To facilitate creating awareness on portfolio complexity for all stakeholders, it is crucial to include not only the **product dimension** in this tool, but also the **customer dimension** of the portfolio.

This way, the portfolio analysis can start from either of the two dimensions and is always interconnected. Its multi-dimensional interactivity makes Solventure Perform unique in its power to slice and dice data that is impossible to achieve in Excel. Understanding customer behavior and profitability also makes this software a perfect fit with the (often annual) negotiations with customers.

Finally, Solventure Perform supports the action management of portfolio changes, which are essential to follow up on and realize the bottom line results behind your portfolio decisions. This cross-departmental collaboration in a single book-of-record elevates companies out of an often fragmented BI solution with ample insights but no ability to capture actions and drive progress on the portfolio. Integrated value trackers allow you to monitor the value creation which will help you in driving the process adoption and the sponsorship of the P&L owner.



“On top of the tooling side of things, we also focused on our **people and processes**”, Hendrik adds. “We developed a common understanding of the ‘cost of complexity’ across departments, defined minimum volume thresholds, redefined cost allocations for better product comparison, set clear profitability improvement targets and assigned Portfolio Improvement teams. And to ensure support throughout the organization, we enlisted the help of our CFO as a stakeholder, and engaged our CEO in the project as well.”

“Thanks to our work with Solventure these past years,” Hendrik concludes, “we were able to faster analyse our portfolio, improve its transparency, create a higher sense of urgency and better decision-making, while improving the maturity of our business processes. Our objective isn’t to reduce SKUs, it’s about driving margin for the brand. We want to improve profitability and reduce complexity without losing any sales.”

> We achieved remarkable quantitative results, such as an improved relative profitability of 3.3%, a Finished Good inventory reduction with 15 days, and a reduction of inventory write-offs.
>
> **Hendrik Decock, Operations Director at Destrooper Biscuits**



Some tasty portfolio results coming out of the oven

“We achieved some quite remarkable quantitative results already, such as an **improved relative profitability of 3.3%** in the last three months (vs. a target of 1%), a Finished Good inventory reduction with 15 days, and a reduction of inventory write-offs.”

“And while I’m at it, we’ve also reached a lot of targets that might be less quantifiable, such as clear profitability targets for all on the short- and long-term, minimum volume thresholds accepted by the Sales organisation, more qualitative discussions on portfolio actions, marketing definitions of portfolio strategies, improved profitability data for better decision making, and confidence in the accuracy of our portfolio data which guarantees better guidance for customer conversations.”

Hendrik: “Looking at this list, I’m very confident for the **next steps** we’re going to take with Solventure, integrating the portfolio review in our monthly S&OP cycle. It will further integrate portfolio management into our business processes at Destrooper Biscuits, and we’ll be able to expand it towards our total business, including our private label processes, without making our processes and ways of working too complex.”

ABOUT SOLVENTURE

Solventure helps global manufacturing companies take control of their growth plans. In complex, margin-sensitive environments, service issues, bad inventories and misaligned supply chain and financial plans stall growth. We deliver the full transformation cycle of planning by connecting data, process and performance to unlock measurable improvements in margin, working capital and agility.

Check us at www.solventuregroup.com or contact us at contact@solventure.eu for more info.

READ MORE

Product Portfolio Management drives sales growth, margin gains, and asset efficiency. Success comes from ownership, clear priorities, and consistent follow-up supported by AI tools to guide action and track value. Read more about unlocking the full potential of portfolios.

Download it now at www.solventuregroup.com

