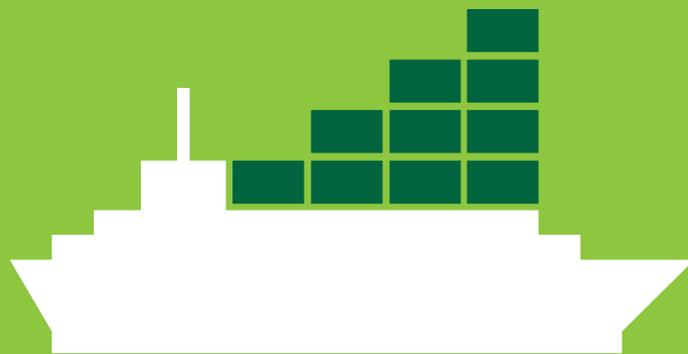


# World-class logistics? *Know how.*

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With funding from the European Union, we helped SITI, Morocco's leading producer of luxury tea bags, to improve logistics and supply chain management, and increase turnover by 27%.



# Luxury textile teabags producer, Morocco

**We helped the Société Impériale des Thés et Infusions, also known as SITI, to develop within the business a logistics function worthy of their global ambitions. By the time the project completed 18 months later, SITI had improved productivity by 15% and profits by 23%.**

SITI is a world leader in its very unique field of specialisation and most of the company's production goes to export. To back up the business' strong pace of growth, they needed effective logistics and robust supply chain management. Stock-related information needed to be reliable and space and other resources used more effectively.

We brought in a logistics expert from Romania, Stefan Cucu, who has more than 20 years of experience working in logistics for giants like Danone, Intersnack and British American Tobacco. Over the course of 18 months, the adviser helped the company strengthen their logistics function, raising inventory accuracy from 77% to 93%.



Stefan Cucu (second left) brought his career-long experience in logistics to SITI's management.

Through the project, the adviser:

- Reviewed the organisational and procedural aspects of the company's logistics
- Introduced new procedures to improve logistics performance, like regular inventory counting and rules for stock segregation
- Supported the introduction of logistics as a core organisational function and the recruitment of a Logistics Supervisor and the reorganisation of the logistics team
- Introduced ABC categories
- Assisted with the implementation of a Warehouse Management System
- Improved SITI's planning processes to reach a compromise between flexibility and reducing operational costs.

During the project, no less than 8 business tools were successfully introduced to the company, some of which will be taken on as good practices / lessons learned for other companies.

The company also invested in a brand new logistics centre, equipped with a modern racking system and handling equipment. Over the course of the project, SITI steadily improved on their new logistics and production-related indicators, including reducing demurrage costs to zero, improving forecasting accuracy and raising production efficiency. And, 18 months after the project started, and now in a stronger position to continue to grow, SITI has seen exports increase by 27% and taken on over 100 new employees.

[www.ebrd.com/knowhow](http://www.ebrd.com/knowhow)

Turnover  
**+27%**

Employees  
**+10%**

Export sales  
**+27%**

Total project value  
**€52,000**

Client contribution  
**€12,500**