

**CASE#:** J  
**CATEGORY:** Restructuring  
**PROGRAM:** Melco Crown Entertainment (Macau): Supply Chain Restructuring



**CHALLENGE:**

- 1 Post-opening operations highly inefficient.
- 2 Pre-opening, construction mindset and leadership.
- 3 Incorrect staffing, multi-site facilities, inefficient systems.

**SOLUTIONS:**

- 1 Deep dive into post-opening operating systems.
- 2 Intense study of staff mindset and effectiveness.
- 3 Put local and ex-pat team in place to execute.
- 4 Physical inventory of all SKU's, FF&E and OS&E.
- 5 Evaluated international and domestic transportation infrastructure.
- 6 Evaluated supplier base.

**OUTCOMES:**

- 1 Completely restructured Supply Chain department.
- 2 Consolidated all off-site warehouse facilities into a single location.
- 3 Implemented a web based, inventory control and distribution platform.
- 4 Re-trained existing staff and worked with new leadership to implement ongoing systems.
- 5 Did such a great job, was given the LEAN Management program for all departments.

If you are facing a similar situation and need assistance, please reach out to us at [advisory@7docf.org](mailto:advisory@7docf.org)