

Raffles Holdings Limited - Valuation of a Divestiture

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Overview

- Based in La Mirada, CA
- Founded in 2012
- Crown Zellerbach Corp
- Target mid-high end restaurants



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Type of Products

- Distributes paper and plastic packaging products for restaurants and other businesses
- Janitorial supplies such as trash bags, gloves, and toilet paper



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Type of Products

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- “**Green packaging**” includes environment-friendly products
- Meets the ASTM and BPI standards
- Made with potato starch, paperboard, polylactide (recycled and biodegradable polyester), and bagasse (sugar-derived fiber)

Supply Chain

- Orders placed using **historical data** from ERP systems and product-usage Excel graphs
- **Re-distributed** to local restaurants
 - Customer places order by phone
 - Deliver twice a week
- Lead-time supplier and customer is **24 hours**

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Supply Chain

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- Improvements that could be made:
 - **Reduce** receiving and delivering times
 - Item names should be **simplified and consistent**
 - Bar code scanning system
 - **Limited staff** due to limited funding

Scheduling

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- Priority, **order-driven** process
- Servicing the Inland Empire, Orange County, and Los Angeles regions



Scheduling

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- **Truck Routes:**
 - Plot addresses using Google Maps
 - Consider customer time constraints
 - Never double back on route
 - Final route made by CEO
 - Posted on white board

