



# Integrated Supply Chain Helps Assure 100% British Barley for Carling

‘EFFP was the driver behind this initiative and their track record allowed any suspicion amongst growers to be overcome. Ongoing involvement from EFFP will be essential to continue momentum and direction to ensure the Carling Western Growers’ Group’s longevity.’

**Jerry Dyson**  
Strategic Sourcing,  
Molson Coors Brewers Ltd

## Summary

EFFP, on behalf of Molson Coors and working with Frontier Agriculture, established a Carling Western Growers’ Group to source 20,000 tonnes of Molson Coors’ annual barley requirements. This initiative is a mutually beneficial long-term supply chain relationship between Molson Coors, the merchant and around 70 British growers.

## The business challenge

Molson Coors needed to address their strategic concerns in securing a long-term sustainable malting barley supply from British farmers to support their 100% British barley brand proposition.

To build a more integrated and robust supply chain, Molson Coors required a solution which would deliver a range of improvements across a number of key areas such as improving efficiencies to unlock value (for all), better risk management (e.g. price fluctuations, quality issues, crop failure) and to establish long-term committed relationships.

## How we helped

Molson Coors appointed EFFP to drive this initiative forward and work with their merchants to clarify where the best opportunities were for supply chain improvement. EFFP also worked with the growers to understand the key motivating factors influencing their decision to enter, or not, into a longer term supply chain partnership with Molson Coors.

A key challenge was to bring all parties together to arrive at a workable consensus. This was achieved through a series of grower meetings, organised and facilitated by EFFP and run in conjunction with Frontier Agriculture and Molson Coors, this was followed by one-on-one sessions to make it all happen.

Once achieved, EFFP produced the strategy and action plan for the development of a long-term supply chain partnership between Molson Coors, its merchants and malting barley growers.

EFFP worked with the whole chain in the early stages of the initiative to help build a strong and valued partnership, embedding good practices, and resolving swiftly and equitably any difficult issues that surfaced between the different parties. This stage is as crucial as the initial planning, ensuring that not only new initiatives are delivered but that a long-term supply chain relationship continues.



**The outcome**

As a result the Carling Western Growers' Group has been established and delivers:

- A secure supply of high quality malting barley local to the Maltings in Burton, from professional growers with the experience to deliver to specification year after year;
- A more direct relationship with growers, allowing contract and supply chain opportunities to be developed and implemented more rapidly, with the potential to deliver value and improved price stability;
- Evidence that Molson Coors is working directly with growers, supporting the importance of malting barley to Carling as depicted in its '100% British Barley' marketing campaign.

In partnership with Frontier Agriculture, Molson Coors have been able to build sustainable relationships with the committed growers, going beyond the annual contract transaction.

The Carling Western Growers' Group has made a 3-year commitment to supply barley to Molson Coors. By building great working relationships with trust on all sides, a forum has been established in which there is not only the necessary focus on barley quality, but also the opportunity to create added value for both the individual grower and Molson Coors.

**Strategic sourcing and supply solutions**

Developing mutually beneficial strategic sourcing and supply solutions can be very challenging to get off the ground despite agreement by all that there are demonstrable benefits to be had.

Even if different parts of the chain or individuals have worked together for many years it is still beneficial to have an intermediary to give an objective and independent view on how to formally construct, as well as develop new relationships. Having a focused resource at hand can ensure the process is continually driven forward, which is especially important when all involved are very busy doing the 'day job'. It is essential that key tasks and issues are not missed and the process is handled efficiently, allowing the key people involved to concentrate on making the important strategic and operational decisions.

EFFP is able to provide the extra resource, knowledge, experience and independence needed to ensure that back-to-farm supply chain management lasts for more than one season and delivers value.

**About EFFP**

EFFP is a specialist agri-food business consultancy, working across the whole supply chain. We combine our farming knowledge with food industry expertise to address structural, commercial and trading relationship issues from an objective and independent viewpoint.

As a national organisation, with a dedicated team of highly experienced sector and regional specialists, we not only assist individual businesses but also promote new thinking and transformational change across the complete chain. We reinvest all our profits back into the industry to help make that change happen.

**We offer**

- strategic insights into what is happening both globally and nationally, and crucially the implications for UK businesses;
- a range of business development services to help deliver growth, organisational and structural improvements and continuing professional development;
- expert advice and practical solutions to strengthen and integrate the supply chain back to farm level.

**Speak to us**

To discuss how EFFP can support your business please contact us.

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