Major supplier in the food industry
Seeing the future from 23 angles

Case Study
FMCG

A multi-site, multi-cultural Change Management Programme to transform a business

Company Name: n/a

Location: Europe

Sector: FMCG

Function: Production, Supply Chain, Purchasing

Business Priorities: Transform a business conglomerate into an integrated food company.

Consulting Services: Performance Improvement, Change Management

Capabilities: Asset management, Integrated Supply Chain, Orgamisation Effectiveness

Client Quote:
"Celerant has a special capability that other consulting companies do not have – you're really good at going into details from shop floor to management level and you're solving the issues." Supply Chain Director

Situation

This client is a major supplier of products to the food service market and ingredients to food manufacturers, but its financial performance was consistently lower than peer group companies, negatively impacting its share price and shareholder satisfaction.
To counter this, it launched, a major restructuring programme focused on Production, Supply Chain, Purchasing and cultural improvements.

Approach & Delivery

Celerant Consulting was first tasked to improve operational performance in 2 key factories in Norway and the Czech Republic. Having achieved this, we were then asked to help drive the full restruturing programme involving 23 sites.

Celerant's team worked with the client to create leaner, more professionally run factories where planning, execution and evaluation at every level was precise and disciplined. Developing uniformity reduced unexpected down time and other efficiency waste and quickly led to more cost efficient products being delivered on time.

As a direct result, employee work experience became less stressful, with actions being proactive and preventive, rather than reactive. This cultural and behavioural shift also allowed more focus on process improvement, preventive maintenance, training and knowledge transfer.

By the programme's final stage all 23 factories had reached a virtuous circle where real positivism generated Continuous Improvement opportunities in both processes and people.

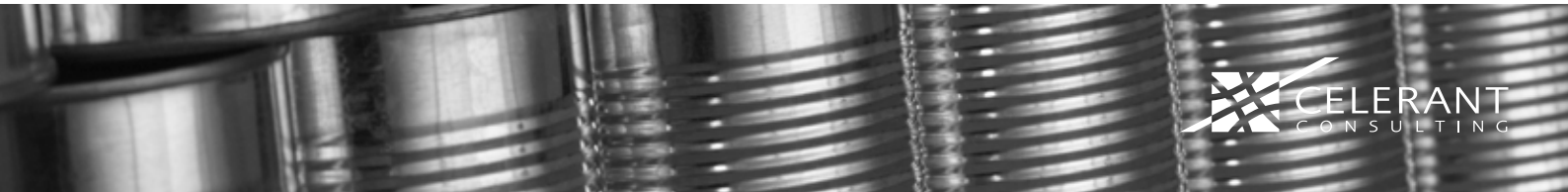
Results

Major savings have been achieved by a better alignment and a more performance focused culture in Production, Planning and Maintenance.

70% of them have been achieved by FTE reductions. A culture of continuous improvement has been installed, with a committed, proactive workforce.

Client Satisfaction

"Celerant is doing a fantastic job in the or strategic programme which is very important to us to meet the future targets." CEO



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