

## A multi-cultural Change Programme to keep global brands rolling off the line

**Company Name:** Sidel

**Location:** Europe, Africa, North America, Latin America, China & South East Pacific

**Sector:** Manufacturing

**Function:** Production

**Business Challenges:** Focus on equipment installation phase to improve business performance and provide a competitive advantage.

**Consulting Services:** Performance Improvement, Change Management.

**Capabilities:** Process Excellence, Organisational Effectiveness.

**Client Quote:**  
*"Our top client scored us as the best performer on installation among its different suppliers."* Client VP Western Europe & Africa

### Situation

As a world leader in liquid foods packaging solutions, Sidel has installed 20,000 machines in over 150 countries. Recent installation cost and lead time overruns meant it was struggling to match client satisfaction levels. The customer is king, so Sidel launched the SIX Project (Sidel Installation Excellence) to drive installation practices at a world class level by implementing global shared ways of working and contributing to the business EBITDA and service excellence.

Celerant Consulting was brought in to help drive the project because it had demonstrated deep expertise in managing complex projects in a multi-site and multi-cultural context.

### Approach & Delivery

Celerant Consulting was tasked with improving customer satisfaction and reducing installation costs 23% by decreasing lead time, improving installation quality before leaving manufacturing facilities, sharing best practices, developing management and technical skills at all levels and creating a culture of continuous improvement. The project was jointly managed by a Celerant - Sidel team.

Celerant Consulting developed common working practices to avoid extra costs linked to quality issues and provide more reliable solutions for Sidel's clients. The big challenge was to implement these solutions in 6 different commercial zones, each managing its own activity and involving 500 people from Field Technicians to Vice Presidents.

Behavioural Change was therefore critical and Celerant's teams provided over 400 Closework® sessions, gaining people's trust and commitment.

Celerant Consulting also implemented a new MCRS® designed to systematically manage all the key installation processes, anticipate any issues and provide corrective action should they occur.

In just 2 months, shared reporting tools, effective process measurements and efficient decision making that linked every level from bottom to top were designed and installed across the globe.

### Results

In just over a year, installation costs have been reduced by 23% or around €7m recurrent, €1m more than target.

A 30% reduction on installation lead time, from 24 weeks to 17, has been achieved, emphatically regaining customer confidence and satisfaction.

A changed working culture has been installed, embedding cross collaboration and continuous improvement as stepping stones for further growth.

### Client Satisfaction

Today, all installation engineering processes are more efficient, shared and understood within the 6 global commercial zones.