

**There's a major
difference between
planning for growth
and actually
making it happen.**

All thoughts must be distilled into action and action that brings results.

Companies are now looking for growth, but the road ahead is far from smooth.



We may be in a growth cycle, says Rudi Bogaert, Senior Vice President & Head of Analysis, Celerant Consulting Europe, but unless organisations have a clear plan for implementing sustainable change, real growth will elude them.

Talking with Senior Executives across the globe, it's clear that although companies remain cost conscious, they're now putting much greater emphasis on growth and preparing for the future. Drawing on the lessons of the financial crisis, they're looking to build more resilient and scalable operations and organisations and that means rethinking their organisational structure, industrial footprint and supply chain configuration.

The blunt truth though, is that they will only succeed if they can dramatically improve their ability to drive top-line growth through better and faster innovation, stronger customer relationships and concrete plans for environmental sustainability that turn strategic taglines into far reaching action.

Overall, most companies are well geared towards planning for change, but getting the most out of major transformation programmes requires going beyond the basics of leadership commitment, good planning and communication. It requires the seamless integration of workforce engagement and mobilisation, internal capability build and measurable action plans that will lead to real results.

Transforming the whole value chain

During the financial crisis companies worked hard to slash costs and become more efficient in the middle elements of production and supply chain. The downturn heightened awareness that considerable sums are spent and generated in

operations and it's not just about what goes in and what comes out. It's the working capital, the labour costs and the increasing volatility of the price and availability of raw materials. So CFOs in particular became even more focussed on how operations could avoid waste and achieve maximum yield in a sustainable manner.

Now companies are increasingly focusing on the ends of the value chain - R&D and innovation at one end, customer service and satisfaction at the other - and as they get back on the path of recovery Celerant Consulting is helping them develop holistic, end to end solutions for growth in the face of increasing globalisation.

Implementation:

The difference between success and failure
CEOs and CFOs now take a much greater interest in the execution of their strategic plans. That's why Celerant has expanded its client base so rapidly over the last few years. We provide the parallel track of operational strategy and operational implementation, so we're better placed than anyone to help deliver this new C-Level agenda.

We're ranked among the World's Top 5 Best Positioned OM consulting firms in Change Management* and have designed and implemented hugely successful transformation programmes for world leading companies such as DSM, Cargill, Shell Mining, Kellogg's, T-Systems and Technip.

We transformed 6 global commercial zones in 15 months for Sidel

Sidel is a world leader in liquid foods packaging solutions and has installed 20,000 machines in over 150 countries, but recent installation costs and lead time overruns meant it was struggling to match client satisfaction levels. The customer is King, so Celerant Consulting was appointed to drive a global Change Programme in Europe, Africa, Latin America, North America, Great China and South East Asia Pacific that would enhance customer satisfaction and reduce installation cost by 23% by: Decreasing installation lead time; Improving installation quality before leaving manufacturing facilities; Sharing best practices and developing management and technical skills at all levels; Creating a culture of Continuous Improvement.

An international Celerant - Sidel team quickly 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 globally in 6 different commercial zones, each managed autonomously and involving 500 people from Field Technicians to Vice Presidents. Behavioural Change Management was therefore a critical aspect of the project so that everyone got involved with the new ways of working. Celerant's experts drove this at every level with our unique Closework® approach, gaining people's trust and commitment. They also implemented



a comprehensive MCRS® Management System that played a critical role in developing the new cross-functional way of working. It was designed to systematically manage the performance of the key installation processes to both anticipate issues and provide the most effective corrective action should they occur. In the space of just a couple of 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 and a culture of Continuous Improvement was embedded into the organisation.

Keep it simple

We don't start by saying 'This is where your industry's going, these are the best practices and this is what you must do.' We begin by understanding our client's ambition, but we also want to understand the current reality of their organisation. So our recommendations start from a specific client context because that's the only way you can address the right issues and the right levers. We say 'This is what you can achieve' and then help them achieve it with 'keep it simple' initiatives. It's obviously beneficial to use industry better practice or look at what's going on in general, but each organisation has a unique DNA.

Keep it results focused

Celerant Consulting are change experts and from the very beginning we have been committed to delivering results, not just advice. Our return on

investment approach has always delivered solid, sustainable results that generate clear returns, so we are where the market is turning. For years, organisations have craved implementation skills from their consultants, yet most are unable to deliver. They analyse, produce a report and put forward recommendations, but how do you make it stick in an organisation?

Mobilise and empower your people

It is madness to expect that a strategy can simply be written and communicated and then it will work. Organisations need to be mandated or incentivised for change. Implementation is the key to everything and we believe that we are better at it than any other company in our field. That's why, in a world where 75% of Change Initiatives fail, Celerant's unique Closework® approach means that 95% of our programmes succeed.*

We use EQ as much as IQ, because it's not just about the numbers, it's about preparing everyone for the change to come. Our analyses are genuine partnerships with the client and their employees, so we engage, create awareness and mobilise people for the change to come and the results to be delivered. At the end of the analysis period, client employees help us present the way forward, so Senior Management can immediately see that change is already taking place. They can that their people are already very enthusiastic about the future and how they can implement change for the better.

To support the implementation of large transformational programmes the Celerant Institute was founded earlier this year as a 'Knowledge & Innovation Engine' to deliver outstanding results for our clients by ensuring a precise match between their needs, market trends and our expertise. Working with the entire value chain, it's a centre of excellence that builds on our expertise, develops intellectual capital and innovates our service offerings for Analysis, Supply Chain, Revenue Growth, Organisation & People, Operational Transformation and Sustainability.

It's already helping to transform the future for some of the world's biggest companies.

'From the very beginning we have been committed to delivering results, not just advice.'

For a presentation on how Celerant Consulting turn successful analysis into successful implementation contact one of our Celerant Consulting offices or visit celerantconsulting.com

* Kennedy Information.

For over 20 years, Celerant Consulting has delivered successful, sustainable change for world leading companies. Our expertise covers the entire spectrum of the Operations Management ecosystem, with a core focus on Performance Improvement and Behavioural Change Management. Every project is a strategic partnership where we get down on the ground to identify and analyse a Client's most significant business challenges, then work with them to drive up results. We implement customised solutions that capitalise on existing systems, processes and people - and deliver substantial benefits. We change business for good and over 90% of our Clients say they would work with us again.

Americas + 1 781 674 0400 **Belgium** + 32 (0) 2 762 52 38 **Denmark** + 45 35 45 90 01
Finland + 358 10 396 8800 **France** + 33 (0) 1 56 69 53 00 **Germany** + 49 (0) 211 58 33 00 33
Netherlands + 31 (0) 20 570 5400 **Norway** + 47 22 43 29 23 **Sweden** + 46 (0) 8 670 6579
United Arab Emirates + 971 (0) 2 406 98 77 **United Kingdom** + 44 (0) 20 8338 5000

celerantconsulting.com