

One of the Worlds largest confectionary companies Raising The Bar

Case Study
FMCG

Creating a culture of Operational Excellence

Company: n/a

Country: UK

Sector: FMCG

Function: Supply Chain, Maintenance, Planning, Production

Business Challenges: Drive growth via existing resources. Deliver operational excellence by moving from a local to a globally recognised approach. Power the vision of being the “World’s Best Confectioner”

Consulting Services: Performance Improvement, Change Management

Capabilities: Integrated Supply Chain, Process Excellence

Client Quote:

“This is just not another programme or project. It will be how we run the Supply Chain from now on and how we will deliver operational excellence.” Senior Vice President of Operations Excellence.

Situation:

In recent years, our Client, one of the world’s largest confectionary companies, has invested heavily in its Supply Chain network. Following this high capital expenditure and restructuring cost, it now had to deliver more for less - using existing assets to drive growth and deliver Operations Excellence through a culture of continuous improvement. Celerant Consulting was chosen to partner the programme because it demonstrated a clear understanding of how the company could achieve its goals, based on experience of working with other multi-nationals, and a highly collaborative approach with proven techniques for changing shop floor behaviours.

Approach & Delivery:

Celerant’s experts undertook a thorough diagnostic which highlighted key areas of opportunity and then designed, installed and embedded a bespoke solution into the client’s industrial sites. It included new production performance tools, maintenance management processes, an integrated planning and maintenance approach and a site-wide MCRS® to maintain the focus on core performance at all levels.

These operational improvements increased efficiency, started to break down silos, improved the communication and approach towards solving the root causes of issues and began to create a workforce who were capable of driving further change.

The Client team, who were trained in Celerant methodologies, tools and techniques and had put these new ways of working into practice during the project, will continue to use a Closework® approach after Celerant’s de-crowd, engaging the people, challenging the culture, driving continuous improvement and delivering results.

Results:

£2.6m in cumulative cashed benefits have been achieved during the 32 week programme, translating to £5.8m annually.

Operational excellence improvements include a 10% volume increase on critical lines, Process stability, OEE increase, waste reduction and a 17% changeover compression.

A comprehensive MCRS® has been installed, driving proactive performance management across 5 manufacturing units and making the SCS method the new way of working. In addition, 18 Team Members have been trained in Celerant successful methods and approaches.

Client Satisfaction:

“This programme has been great at delivering results in engagement, acceptance and technique. It has developed a group of people who understand the links between programmes, systems and execution - and that 80% of success is through influencing and changing behaviours.” Manufacturing Manager & Project Team Member