



An international leader in natural ingredients New targets for a new future

Case Study
FMCG

A Lean Programme and behavioural change create a dynamic business

Company Name: n/a

Location: UK, France

Sector: FMCG

Function: Production

Business Challenges:

Double EBIT in 3 years by acquisition and organic growth, reduce stocks by 30%

Consulting Services:

Performance Improvement, Change Management

Capabilities: Asset

Management, Integrated Supply Chain (manufacturing principles, maintenance, production optimization, inventory management, planning)

Client Quote:

"I was impressed with the results and speed of implementation." Chief Operating Officer

Situation

Our client is a world leader in product delivery for the food and pet food industries. To remain competitive and satisfy its new shareholders, its ambition was to double EBIT in 3 years by increasing OEE by 15% and reducing non-quality by 50%, stocks by 10% and maintenance costs by 10%.

The new CEO had worked with Celerant Consulting whilst with his previous company. Convinced by our Closework® approach, track record and results delivery, he decided to work with us again.

Approach & Delivery

After a detailed analysis, 3 major workstreams were defined:

- Increase throughput by introducing Lean manufacturing techniques
- Reduce maintenance costs through better handling of the GMAO
- Reduce stocks

These activities were linked by a robust MCRS®, our proprietary management system, and simple operational indicators. As the most effective way to reduce waste in processes is to engage the people best able to see waste, Celerant's teams used our Closework® approach to engage the people closest to the process to facilitate the improvements.

Results

New tools have been implemented which allowed our client team to be more efficient. The concept of Lean manufacturing has been introduced with new maintenance techniques and better stocks management.

All stretch targets were achieved on time:

- OEE went from 50% to 75% in all key areas
- non-quality was reduced by 50%, stocks by 30% and maintenance costs by 20%.

Client Satisfaction

"Results are visible and sustainable. It would have taken so much longer to achieve these results if we had decided to do it on our own."

Plant Director