

'Our top client scored us as the best performer on installation among its different suppliers.'

Client VP Western Europe & Africa



KEEPING GLOBAL BRANDS

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 Celerant Consulting was appointed to drive a global Change Programme.

The equipment installation phase is a highly visible element of Sidel's value chain. Having an installation that starts and finishes on time, and runs at its full potential, builds trust and enables Sidel's clients to meet their operational targets. So focussing on this critical phase would improve business performance and provide a true competitive advantage in a tough economic environment.

To achieve this Sidel decided to launch 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 appointed because it demonstrated deep expertise in managing complex projects in a multi-site and multi-cultural context and this decision was confirmed by the impressive results that Celerant had already delivered across the manufacturing sector.

Transforming 6 zones in 15 months

Celerant was tasked with enhancing customer satisfaction and reducing installation cost by 23% through:



ROLLING OFF THE LINE

- Decreasing lead time of installation.
- Improving installation quality before leaving manufacturing facilities.
- Sharing best practices and developing management and technical skills at all levels.
- Creating a Continuous Improvement culture and applying anticipation.

The project was deployed over 15 months in Europe, Africa, Latin America, North America, China and South East Asia Pacific and jointly managed by an international Celerant - Sidel team in most of those locations.

Celerant developed and implemented common working practices, to avoid any extra costs linked to quality issues and to provide more reliable solutions for Sidel's clients.

Behavioural change from bottom to top

The big challenge was to implement these solutions globally in 6 different commercial zones, each managing its activity in an autonomous way and involving 500 people from Field Technicians to Vice Presidents. Behavioural Change Management was therefore a critical aspect of the project so that everyone became involved in the new ways of working and the creation of a culture

of Continuous Improvement. Celerant's experts drove this by providing more than 400 Closework® coaching sessions at every level, gaining people's trust and a high level of commitment.

They also deployed Celerant's MCRS® to play 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 any issues and provide the most effective corrective action should they occur.

The whole organisation learnt fast and is still learning

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.

Alongside all this, a new Transversal Project Management Process was defined to closely monitor the Engineering, Development and Manufacturing steps that were needed for such complex projects. Formalised internal quality gates and criteria were defined to place the global order fulfilment process under strict control,

and ensure that the organisation was learning all the time.

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

ROLLING RESULTS

- **Around €7m recurrent cost reduction on installation - €1m more than the target**

In just over a year, Celerant Consulting helped reduce installation costs by 23%

- **30% reduction on installation leadtime - down from 24 weeks to 17**

The project was not just a matter of reducing cost or lead times, it's ultimate goal was to regain customer confidence and satisfaction and it emphatically achieved that

- **A changed working culture**

It also embedded the cross collaboration and Continuous Improvement culture that are stepping stones for further growth