

# Operational Excellence at DSM Nutritional Products

## Making the jump and then maintaining pace

Case Study  
Life Sciences

## A global programme to deliver Operational Excellence

**Company :** DSM Nutritional Products

**Country:** Global implementation, HQ in Switzerland

**Sector:** Life Sciences

**Function:** Full scope of Manufacturing (production, maintenance, projects, quality, engineering...)

**Business Challenges:** Fight margin erosion by achieving operational excellence through an engaged workforce that embraces continuous improvement as a way of life.

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

**Capabilities:** Process Excellence, Asset Management, Organisational Effectiveness

### Client Quote:

*"The challenge we faced was greater than normal. There were lots of superimposed programs already and there was a degree of 'program fatigue'! This was a tough context. The PEP initiative was yet another program and it was tough to get buy-in"*

Dr Konrad Brueggemann VP  
Manufacturing & Technology

### Situation

Success is partly about having the right high level strategy in terms of structure, global location and output. But for the strategy to work in practice, and deliver the desired results, Operational Excellence within manufacturing plants is essential. Margins had been under continuous pressure fueling the need for a major transformation journey.

### Approach & Delivery

We teamed up to optimise the usage of existing knowledge and co-developed the 'next practice' using input from all layers of the organization. Apart from better and faster acceptance of the 'improved way of working' more emphasis could be put on building and training an organisation that learned how to flexibly adapt to changes. The design was piloted, testing the 'fit for purpose'. During the subsequent implementations, local competence networks were built to ensure the change would stick and even evolve after the programme.

Main areas that were implemented:

- Core manufacturing processes
- Performance management systems
- Operational Excellence supported by a suite of Lean / Six Sigma tools
- Programme Management

Using the networks and actually transferring knowledge as soon as possible enabled the organisation to take the responsibility of the programme and embrace it as their to continuous change and improvement programme.

### Results

- €270 million sustainable cost savings
- Increased reputation towards clients
- Increased predictability of supply
- Organisation is fit for future: margins maintained & improved
- Productive interaction between employees through use of competence networks for exchange of best practices

### Client Satisfaction

*"Celerant absolutely matched our ambition and really adapted their approach to help us steer our manufacturing base. Showing improvements and successes really helped anchor the changes in the organisation. Enthusiasm is back in the heart of our people and that was a great experience"* Jos Schneiders President DSM Netherlands BV

