



## Regional leader in food industry

### From good profits to great profits

Case Study  
FMCG

## Introducing structure to an innovative, entrepreneurial company

**Company Name:** n/a

**Location:** Nordic

**Sector:** FMCG

**Function:** Production, maintenance, Purchasing, HR

**Business challenges:** Increase OEE. Align the S&OP process to deliver lower costs and greater customer satisfaction.

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

**Capabilities:** Process Excellence, MCRS®

### Situation

Our client is one of Europe's leading companies within food additives and flavouring and one of Nordic's biggest companies in food industry. The company has traditionally been sales driven, with growth (organic and acquisitions) given top priority. Operational performance was not given the same priority, so sales were higher than capacity and a lack of integration between sales and operations was creating increased costs and decreased customer service.

### Approach & Delivery

Until recently, the company was 100% family owned, with a strong entrepreneurial and innovative culture. So one of Celerant's first tasks, and one of the main challenges for the project, was to convince the client that a new framework built on structure and fact based decision making would support, not conflict with, this culture.

There was also some initial resistance that the new working methods would increase the administrative workload and reduce the innovative spirit. However, once Celerant had helped the company implement fit for purpose processes, a clear RACI structure, KPIs, Short Interval Controls and a clear meeting structure, issues and topics with the highest urgency and severity could be immediately addressed by

the responsible people, which led to a significant reduction in the non value added time.

### Results

Overall OEE in one of the client's factory increased from 32% to 61% and production for other product groups increased between 19% and 42%.

Massive annualised savings have been achieved. Customer Service levels have increased to 98%+ and been maintained there.

### Client Satisfaction

*"The project created real change within Operations. People moved from thinking everything was fine, to seeing reality, to seeing what could really be achieved when they co-operated to use the new ways of working and the new MCRS®." Client's middle management*