



Leading producer of writing instruments Rewriting the future

Case Study Manufacturing

Improving overall efficiency by integrating processes

Company Name: n/a

Location: Germany

Sector: Manufacturing

Function: Sales, Purchasing, Production, Procurement

Business Challenges:

Reduce purchasing and production costs, improve customer service, define and implement a S&OP process and structure and strengthen Sales.

Consulting Services:

Performance Improvement, Change Management

Capabilities: Integrated

Supply chain, Process Excellence

Client Quote:

“We would never have achieved alone what we have achieved with Celerant. We’re now shaped for the difficult times we will have to cope with over the next years.” CEO

Situation

The organisation has manufactured and supplied writing instruments since 1920 and operates in more than 100 countries. As a leader in manufacturing technology, nearly all its top-of-the-line writing instruments are produced at its German factory. Management decided on a wall-to-wall improvement programme that would include Operational Excellence, Planning Excellence and Sales & Marketing Excellence. In other words, pure innovation.

Approach & Delivery

Celerant Consulting were appointed to help drive the programme across all departments.

- **Sales:** A channel strategy based on customer segmentation was quickly identified. A Sales MCRS[®] supported weekly and monthly monitoring of Sales activity and progress and the product portfolio was reduced because no fading out process existed and stock was rising continuously. Celerant also developed an S&OP process based on a previously designed and installed rolling forecast.
- **Purchasing:** Celerant developed a make or buy-process and calculation template which was integrated in the S&OP process and redefined roles and responsibilities for Order Management and Customer Service were installed.

- **Production:** Celerant designed and installed a weekly performance dashboard and an MCRS[®] included all processes.

- **Procurement:** Celerant used Closework[®] approach to help employees move from an administration culture to a proactive Procurement Department. A cost cutting war room and process was also installed which quickly led to further savings.

Results

More than 60 levers were identified which could achieve around €3.4m annualised savings, plus €1m P&L savings from the cost cutting initiative.

All system elements including meetings, reports and planning tools are installed and sustained by the client.

Decision making has been significantly improved by the transparency and reliability of data from Sales to Shipping.

Client Satisfaction

The client was satisfied at all levels because greater structure and transparency has been achieved across the organisation. Roles have been reshaped in a way that allows high performers to act more efficiently and successfully and decision making is now fact based.