

'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 it was a great experience.'

Jos Schneiders. President, DSM Netherlands.



Helping innovators innovate the future.

With margins at its global manufacturing base under increasing pressure, DSM Nutritional Products appointed Celerant Consulting to create LEAN Operational Excellence through real Behavioural Change.

Innovation has helped DSM Nutritional Products become the world's leading supplier of vitamins and carotenoids to the food, pharmaceutical, cosmetic and feed industries. Senior Management was confident that it had the right high level strategy in terms of structure, global location and output, but if that strategy was going to deliver consistent results, Operational Excellence was essential at its manufacturing plants across the globe.

Margins were under real pressure, so Celerant Consulting was brought in to help drive a major LEAN transformation programme that would focus on 4 key areas: Core manufacturing processes, Performance Management systems, overall Programme Management and Operational

Excellence supported by a suite of LEAN/6 Sigma tools.

Overcoming programme fatigue

Dr Konrad Brueggemann, Vice President of Manufacturing & Technology knew that changing behaviours on this scale was going to be a tough challenge: *'There were lots of superimposed programmes already in place and a degree of programme fatigue. The PEP initiative was yet another programme, so it was going to be very tough to get buy-in.'*

To overcome this, a joint Celerant Consulting - DSM team was established to optimise existing knowledge and develop the 'next practice' using input from every level of the organisation. This enabled a stronger and faster acceptance

of the improved ways of working, and allowed much greater emphasis to be placed on building and training an organisation that could quickly adapt to change.

Local knowledge leads the way

The PEP programme was successfully piloted in Europe. Then, as part of its global implementation, local LEAN competence networks were created to ensure that all the changes would stick, and even evolve, after the programme had finished.

Using these local networks to transfer knowledge as quickly as possible enabled DSM to take full responsibility for the programme, energise its entire workforce and create a real culture of Continuous Improvement. ■

FAR REACHING RESULTS

- Over €270m of sustainable savings have been achieved.
- Increased predictability of supply has created improved customer satisfaction.
- Productive interaction between employees has been achieved, using competence networks to exchange best practice.
- DSM is now fit for the future with maintained and improved margins.