

All thoughts must be distilled into action and action that brings results.



When Rieber & Søn wanted to transform itself from a business conglomerate into an integrated food company, Celerant Consulting was a vital ingredient.

‘Everything is on the table.’

Despite its position as a leading supplier of products to Northern Europe’s retail food service industry and ingredients to food manufacturers, Rieber & Søn’s financial performance was not as strong as it could be in comparison to peer group companies, negatively impacting its share price and consequently shareholder satisfaction. The organisation was struggling with inefficient production processes and interfaces between sales and production that lacked structure and quality. To counter this, it decided to launch a pan European Change Management & Improvement Programme that would completely transform its entire operation. Everything was on the table.



Creating the right mix

Rieber named the programme ‘Our Future’ and appointed Celerant Consulting to help it drive the ‘Future Production’ element, involving Production, Maintenance, Planning, Warehouse and Energy. Celerant was appointed because it had demonstrated deep expertise in managing complex projects in a multi-site and multi-cultural context. The challenge was to introduce cost savings that would bring EBITDA into line with industry standards. Celerant was first tasked with improving the operational performance of 2 key factories in Norway and the Czech Republic. Having achieved impressive results at both sites, it was then tasked with the full restructuring programme involving 13 of Rieber’s 15 sites.

The programme was divided into 5 phases: Design, Install, Implement, Sustain and Continuous Improvement. Performance improvements would be achieved through better asset management, a more focused performance culture, improved management control and reporting systems, greater performance visibility and tailored processes. Once all these had been designed, they were consecutively installed, implemented and sustained.

Sustainability was monitored by various tools and during this final phase, new improvements were also planned for the period following the programme. Once the Continuous Improvement phase had been running for some time, performance was followed up by regular audits.

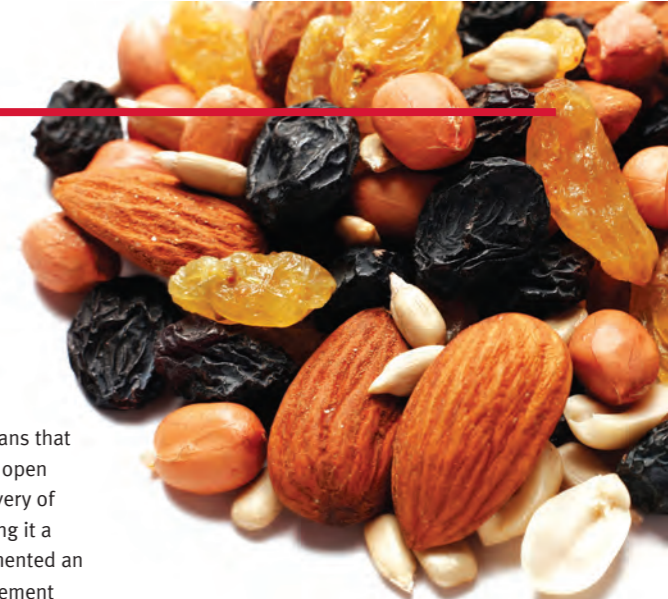


Real food for thought

Celerant’s team worked closely with the client taskforce to create leaner, more professionally run factories where planning, execution and evaluation at every level is precise and disciplined.

Seeing the future from 13 angles

Managing a multi-site programme means that planning, alignment, standardisation, open communication and the constant delivery of high quality are key elements in making it a success. So Celerant’s experts implemented an integrated Programme MCRS® Management System and detailed planning to ensure total alignment and communication at every step of the journey.



What began as a project covering 2 sites in 2 countries has grown into an international programme covering 13 sites in 7 different countries. All Rieber’s main sites have now gone through the ‘Future Production Programme’ and the last remaining factories are being improved this year. ■

the table.’

‘Celerant has a special capability that I have not seen in other Consulting companies. You’re really good at going into details from shop floor to senior management level. Thus securing full implementation and more importantly, sustainability via lasting changes in behaviour.’

Frank Mohn, R&S Supply Chain Director



Although all 13 sites are different, a standard set of tools, processes and techniques was developed, together with a standard training plan to facilitate real behavioural change right across the organisation. As the programme advanced these standards were continuously improved so that the baseline was constantly raised. Everyone involved has been successful in building upon previous performance, raising the bar for future projects.

Production costs were reduced through more efficient use of resources, overtime and downtime cut. Inventory holding improved through greater plan attainment and reduced reliance on safety stock. And the support costs for each site in terms of energy, services, maintenance and other costs were also cut back.

Developing uniformity quickly led to more cost efficient products being delivered on time, in full. As a direct result, employee work experience became less stressful, with their actions being proactive and preventive, rather than reactive. This real cultural and behavioural shift also allowed for greater focus on process improvement, preventive maintenance, training and knowledge transfer.



5 ★★★★★ RESULTS

- Savings of around €18m.
- OEE increased on average by close to 23%.
- Plan attainment, preventive maintenance and many other operational KPIs have all realised their stretch targets.
- A culture of Continuous Improvement has been installed, with a committed, proactive workforce.