

RISING TO THE TOP

When Vandemoortele wanted to transform its Business Line Bakery Products into a leading player in the European Bakery Business, Celerant Consulting was a vital ingredient.

Operating in 12 European countries, the Belgian food group Vandemoortele focuses on 2 business segments: frozen bakery products and margarines and fats. One of its ambitions is to become a leading player in the European Bakery Business by 2012 through increased market share and total revenues, as well as improvements on EBIT and EBITDA.

To achieve this, it appointed Celerant to help redesign its industrial business model with a focus on key accounts and an integrated European Supply Chain and to shift its corporate culture to become more proactive, making sound decisions based on facts and a Total Chain perception.

The programme had 3 key objectives :

- To install a culture of Continuous Improvement by helping to build and implement the new Vandemoortele Way of Working -WOW.
- To realise an annualised P&L impact between €9m and €13.5m and reduce Working Capital by €6.7m to €11m.
- To train and coach 15 Taskforces (internal consultants) and a Management Team to

implement Waves 3 and 4 of the programme on their own.

Creating the right mix

Celerant's experts immersed themselves in the business in order to deliver the programme benefits to Vandemoortele's customers in 3 waves. Wave 1 focused on Supply Chain Optimisation and the design and implementation of WOW in 4 pilot sites. Wave 2 focused on rolling out WOW to 6 new sites, this time with the newly trained Vandemoortele Taskforces in the lead and Celerant coaching in the background. Waves 3 and 4 would be executed entirely by the Taskforces. To optimise the value chain Celerant installed LEAN principles, including a systematic monitoring of performance (lines availability and rates, overweight, waste etc), Key Performance Indicators, standards tools and a customised Celerant MCRS®. It also upgraded the production loss accounting system and implemented a best practices sharing process.

Power to the people

Arguably the most critical phase of the programme was the coaching and training of the 15 key

Taskforces and the Management Team to provide them with the skills and confidence to drive the programme once Celerant was no longer there to help. That involved an intensive Closework® partnership where they were shown how to change the culture, mentality and capabilities of the Business Line Bakery Division from reactive to proactive, from Silo to Total Chain and from 'gut feel' to 'fact based'. They learnt quickly, performed brilliantly and now drive the programme. ■

RESULTS

The shift in corporate culture throughout the organisation went beyond expectations:

- Business benefits were 20% above target
- An annual P&L saving of €11.1m has been achieved
- Working capital has been reduced by €6.7m
- The 'One Way Of Working -WOW' has been successfully implemented with a great level of engagement by all stakeholders
- 15 Celerant trained and coached internal consultants are now ready to further roll out the programme to all sites by the end of 2010



'A programme of this magnitude has never been seen in the history of Vandemoortele. We really believe this programme lived up to our expectations and we could never have done it without Celerant.'

Eddy de Mûelenaere
Managing Director
Business Line Bakery Products

'What made the difference in my opinion? Engaged skills and team work of the Celerant and Vandemoortele team members... and a very robust MCRS® for programme management.'

Antoine Wrobel
Project Manager - Celerant Consulting