

For over 20 years, Celerant Consulting has delivered successful, sustainable change for world leading companies. Our expertise covers the entire spectrum of the Operations Management ecosystem, with a core focus on Performance Improvement and Behavioural Change Management. Every project is a strategic partnership where we get down on the ground to identify and analyse a Client's most significant business challenges, then work with them to drive up results. We implement customised solutions that capitalise on existing systems, processes and people - and deliver substantial benefits. We change business for good and over 90% of our Clients say they would work with us again.

**What does it
really take to
make your
organisation
successful?**

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

Great theories and elegant models will always come up short unless they capture the imagination of the people on the ground.



You need a holistic approach to successfully execute a strategy and implement transformational change, says Mark Hughes, Vice President Celerant Consulting BVBA. That's why more and more companies are using Celerant's Organisation & People Service Line.

How do you align structure, incentives and behaviours to deploy your business strategy? How do you design and manage transformational change programmes? And how do you govern increasingly complex, multi-cultural, virtual organisations?

At Celerant Consulting, rather than offer up theoretical recommendations about what you could do, we take a pragmatic view and say *'This is what you actually can do.'*

We work with companies to help shape their thinking, deliver insights and get all the right puzzle pieces in place - and then we help them actually execute that thinking. It's not just about theory and nice models and concepts, it's about getting down on the ground to help drive results up.

Smoothing the path between strategy and culture
Celerant's Organisation & People Service Line has two factors that make it stand out. The first is implementation. Celerant Consulting is one of the World's Top 5 Best Positioned OM Consultancies in Change Management. So we'll help you get the structure right for your business, understanding what the right behaviours are, what your HR processes should look like to reinforce these behaviours, and then we'll actually help you put it all in place and deliver results. That's number one.

The other stand out is our MCRS® Management System. That's what really brings change to life, embeds it in an organisation and makes it sustainable. It democratises problem solving. It takes strategy from something that's in the board room and creates alignment throughout the whole organisation so that the person on the floor, the person who is actually doing the work, can answer the question: *'What am I supposed to be doing to execute this strategy? It all sounds great, it's all nice words, but what am I actually going to do differently tomorrow?'*

Our robust MCRS® Management System creates alignment from the boardroom all the way down to the lowest person on the floor - and back again. And that enables an organisation to create accountability at the lowest possible level, because there's clarity about what the organisation is doing and why it's doing it. The more alignment you have the greater the autonomy you can give people. When the WHY is clear, you can give them more freedom on the HOW. And that makes their job more rewarding.

The second benefit it delivers is to create transparency by aligning your Key Performance Indicators to your strategic goals and then clarifying roles and responsibilities. It really is the glue that links processes, systems, and people and becomes the mechanism to steer the business and drive performance.

Creating a successful organisation across the globe

A prime example of this was our work with InBev, the world's largest brewer. It launched Voyager, a global strategic initiative to create top tier, cost efficient breweries and establish 'The InBev Way Of Working' for all of its operations in 5 continents.

Celerant Consulting was selected to partner InBev in shaping the strategy for the Voyager Programme and then executing it by working closely with global and regional managers to develop its management, training and support structures. The objective was to increase EBITDA by 25% over 3 years in a multicultural, grown-by-acquisition company by reducing costs, sharing best practice and achieving global economies of scale.

Pilot breweries were selected to test the programme's approach ensuring rapid delivery of first results to support the global roll-out. Additional test breweries were then chosen to make final adjustments to 'The InBev Way Of Working' and prepare InBev personnel for the challenges of the global roll out. Celerant-InBev teams worked with managers and employees at each site where they conducted gap assessments, gauged improvement potential, developed and executed implementation plans and became an integral part of the site's management team. Celerant's unique Closework® approach fostered local buy-in, promoted in-depth knowledge



transfer, demonstrated that 'The InBev Way' could span diverse cultures, and developed the skills and confidence among InBev's people to independently roll-out the programme.

All of the pilot sites exceeded operational and financial improvements within 10 months and continued to demonstrate year on year improvements. Key operational improvements included a 15% increase in throughput of the brewing process, a 15-20% average OEE increase of packaging, a 40% reduction in change over time, an 8% energy reduction and a 10-20% improvement in labour efficiency in the warehousing and technical departments.

André Weckx, InBev's Chief Technical Officer summed up the impact made by Celerant's Organisation & People Service Line: *'VPO is how we out-execute the competition. Our work with Celerant proved we can give ourselves that edge everywhere we operate. Of the 9 consultancies we considered, only Celerant committed to delivery of benefits. They said, we'll stay with you until those results are achieved.'*

Organising your people for success

You need a holistic approach to make an organisation successful and that means looking much further than organisational structure. Managers waste too much time obsessing about organisational structure when they should be making sure that the structure doesn't get in

the way of delivering the strategy. Eliminate complexity, ambiguity and bureaucracy and then you can focus on aligning people to your strategic goals. So from the top to the bottom of the organisation everyone is clear what they're supposed to be doing.

Having a compelling and inspirational vision is also vital. People always want to be part of something bigger than them. They also want to be treated like adults, so creating the right motivational climate is really key. Governance is also important: having the right decision making processes in place so that you get effective communication and effective collaboration across departments and organisational silos. Organisations are becoming increasingly more complex, so having clarity and improving team work are critical to success.

Changing your culture is the key to everything

How do you create a performance based culture? One that is continually challenging people to learn, to grow, to improve performance, freeing up information, democratising problem solving and giving people the autonomy to be successful. One of Celerant Consulting's core competencies is changing behaviour to change results. The Celerant 5 Box Model shows that to deliver sustainable change you have to change behaviour and what drives behaviour is simultaneously addressing processes, management systems and people and skills.

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Culture is sustained behaviour across the whole organisation. It's about scaling up desired behaviours - and that's where we have a proven track record in knowing what it really takes to make an organisation successful.

For a presentation on Celerant's Organisation & People Service, call us or visit celerantconsulting.com