

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

Success always tastes sweet.

When Cargill Starches & Sweeteners Europe wanted its 2 production sites in The Netherlands to dramatically improve performance, Celerant Consulting was the catalyst for change.

Cargill is a leading edge, global manufacturer and marketer of products and services in the nutritional, agricultural, industrial and financial sectors. One of its major Business Units, Cargill Starches & Sweeteners Europe, operates in a fiercely competitive market with seasonal and increasing raw material costs, so it had to become more competitive. 2 production sites in the Netherlands were crucial in the European network and had the potential to dramatically improve performance, so Celerant Consulting was appointed to help design and implement The Catalyst Project, aimed at restoring accountabilities and increasing cost control through aligned processes, increased ownership and genuine Behavioural Change.

A robust analysis shows the future

Celerant's experts conducted a robust analysis which revealed that production output, energy usage, logistics costs, maintenance efficiency and procurement spend could all be strongly improved. As a result, Operational Excellence and Performance Management were designated as the key workstreams, with a robust project

management structure aligning both plants on approach and best practice sharing.

Using Celerant's unique Closework® approach, a multidisciplinary Celerant - Cargill team focused the project's first phase on designing processes and developing a performance structure. The first benefits, including a 25% time improvement in production bottlenecks, appeared rapidly, engaging all team members.

Connecting production to customer demand

Celerant Consulting also worked with the production and maintenance departments to implement a sustainable management approach on plant production performance, aligned with the supply chain function. Connecting customer demand to daily and weekly production performance enabled the supply chain function to optimise product switches and manage inventory.

Celerant also guided the restructuring of the purchasing spend, so that improved procurement processes were implemented with a robust vendor management system. ■

RAPID RESULTS RAPID BUY-IN

- Operational savings worth millions of Euros per year have been achieved from solid yield improvements, energy efficiencies and improved productivity in every operational department.
- Competitiveness and teamwork have been restored at both plants.
- A genuine drive for Continuous Improvement has been installed, driven by agreed KPIs and clear roles and responsibilities from operator level right up to Plant Management.

'I am very proud to see the whole team go through the change curve and deliver real savings. The challenges ahead require more hard work, but when we have everyone pulling in the same direction it's just a great way to do your job and be part of a winning team.'

Plant Manager, Bergen op Zoom.