



## Adisseo Feeding The Bottom Line

## Case Study Chemicals

# Improving profitability and workforce excellence in a tough, tough market

**Company:** Adisseo

**Country:** France

**Sector:** Chemicals

**Business Challenges:**

Re-engineer the business to achieve leading-edge efficiency

**Consulting Services:**

Performance Improvement, Financial Improvement, Change Management

**Capabilities:** Process

Excellence, Asset Management

**Client Quote:** “The Celerant team delivered outstanding value to our company”

G rard Deman, CEO, Adisseo

### Situation

Adisseo develops and manufactures nutritional additives for the animal production industry. Employing more than 1,300 people, and serving customers in more than 140 countries, it faced a challenging combination of issues. Global overcapacity had brought strong downward pressure on prices for vitamin feed additives, a market that accounts for half of Adisseo’s €550m sales. Profitability was further eroded by the dollar’s fall against the euro, so Adisseo’s top executives decided that decisive steps must be taken to improve vitamin P&L by at least €25m. This would be achieved through a major change programme called VITALIS and Celerant Consulting was chosen to help drive it forward because of its outstanding record in operational transformation and its previous, productive relationship with Adisseo.

### Approach & Delivery

Celerant Consulting immediately put significant numbers around its promise to deliver sustainable results by identifying around €16m in P&L improvements that it could pursue by working with the client and pinpointing a further €10m that Adisseo could achieve independently.

These goals were ambitious, so the Celerant Consulting Adisseo team had to ensure that the working practices required to deliver them were welcomed by the workforce. Using Closework®, we worked with Adisseo leaders to prioritise

improvement actions, defining and validating 123 distinct sub-projects, and confirming management’s commitment to each one. 10 work streams were led by Adisseo managers and supported by Celerant Consulting and Adisseo internal consultants.

We provided continuous ‘Train The Trainer’ events and coaching and guidance as the teams designed and implemented new organisations and management systems. Celerant Consulting and Adisseo consultants also worked together to re-engineer purchasing, supply chain, R&D, quality control, production, finance, HR, HSE, maintenance and engineering.

### Results

€29m in P&L improvement has been achieved by the VITALIS project and Celerant helped to directly deliver €18m.

New working practices have been installed and a culture of Continuous Improvement means that people across the business find common ground to shape a better future.

### Client Satisfaction

“I saw first-hand that Celerant’s coaching helped our leaders grow. The biggest difference though, is that we achieved the targets. Actually, we exceeded them.” G rard Deman, CEO, Adisseo.

