

## Creating a fast-moving, innovative and continuously improving organisation

**Company Name:** n/a

**Location:** Europe

**Sector:** Manufacturing

**Function:** Production

**Business Challenges:**

Improve operational performance, boost delivery performance and quality and reduce costs by building an effective maintenance organisation.

**Consulting Services:**

Performance Improvement, R&D Optimization, Change Management

**Capabilities:** Innovation,

Organisational Effectiveness, Process Excellence

**Client quote:**

*"We are now an organisation that is able to deliver on our mission and continuously achieve sustainable, predictable, high quality results, in financial as well as operational terms."*

European Production & Logistic Centre Manager

### Situation

As a global leader in lighting products this client operates in a very competitive environment, with emerging markets in Asia and Eastern Europe putting margins under real pressure. To counter this, it had moved its mature, labour intensive production to Eastern Europe and Asia and kept its high-end production in Western Europe. But its main European Production & Logistics Centre wasn't achieving its potential, so Celerant was asked for support.

### Approach & Delivery

Celerant Consulting quickly analysed the situation and designed and implemented a thorough and effective MCRS® to enable targeted improvements.

A major improvement in operations led to more competitive cost and improved maintenance resulted in more stable processes which ran more efficiently.

Another key aspect to the turnaround was getting the client's people to buy into the value of the whole project. So Celerant Consulting used intensive Closework® approach to support the drive towards continuous improvement, behavioural change and a real sense of ownership by the workforce.

### Results

Annualised savings of millions euros have been achieved, with operation substantially improved.

Spare parts inventory has been reduced by 5%, maintenance headcount by 12% and sustainable best-practices have been embedded in a revitalised working culture.

The company once again sees its European Production & Logistic Centre as a key player, respected for high performance, quality and delivering great results on time.

### Client Satisfaction

The transformation is reflected in more than radically improved bottom-line metrics: the culture of the site has gone through a revolution. People feel proud to be part of a fast-moving, innovative and continuously improving organisation and they are now able to manage change successfully.