



Vandemoortele

From good profits to great profits

Case Study
FMCG

An operational post-acquisition programme with a new empire state of mind

Company Name:

Vandemoortele – Business Line Bakery

Location: Belgium, France

Sector: FMCG

Function: Logistics & Distribution, Production, Supply & Demand Planning

Business challenges:

Following the acquisition of Panavi in 2008, Vandemoortele's main challenge is to prepare the Business Line Bakery Business in becoming a major, leading player in the European Bakery Business by 2012.

Consulting Services:

Performance Improvement, Change Management

Capabilities:

Integrated Supply Chain, Asset Management, Organisational Effectiveness

Situation

End 2008 Vandemoortele took the strategic decision to focus on 2 business segments: frozen bakery products and margarine & fats. These two business segments represent 80% of the Group's revenue. Celerant Consulting was asked to partner Vandemoortele in defining and implementing the future Way of Working throughout all sites and as such optimise the whole Bakery Supply Chain. The financial goal for the project was to reduce operational costs by €9 million and reduce the working capital with €6,7 million.

Approach & Delivery

A programme was shaped to design and implement the future Way of Working on 4 representative pilot sites, in order to drive operational performance. In parallel, the new combined supply chain footprint needed to be optimised to service the different markets and clients in an optimal way.

In a second wave, the programme was rolled-out to 6 new sites where Vandemoortele team members were put in the lead, supported by Celerant coaching in background. Celerant committed to the financial business case defined in the two first waves. A third and fourth roll-out wave would then be autonomously executed by Vandemoortele.

Results

The shift in corporate culture exceeded expectations in business benefits with 20%: with €11,1 million annualised savings and €6,1 million working capital reduction. The One Way of Working is now implemented with a great level of engagement of all stakeholders.

Client satisfaction

Vandemoortele now has a team of 15 internal consultants, trained and coached by Celerant during Wave 1 and Wave 2 of the programme. The company is now capable to further roll-out the implementation of the programme independently to all sites of the group by 2010 year end.

Client Quote:

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

Eddy de Mûelenaere Managing Director Business Line Bakery Products