

Celerant clients, former clients & friends of the business share their expertise and experience.

‘I could see the difference. I could even *feel* the difference.’

Tessenderlo Group knew that its European PVC Profiles Business Unit was underperforming, so things had to change and fast.

It had 3 plants in Belgium and France that were operating with very limited synergy.

Albert Vasseur explains how the decision was taken to merge its global strategy to create Profialis, a single banner across all three plants to bring back profitability, change behaviours and improve customer satisfaction.

What was your situation last year?

At that time, our results in continental Europe were so bad that it was clear we could not continue to develop and sell all over Europe, we needed to concentrate on our core market of France and Benelux. It was also clear that improved profitability could not simply come from the traditional tools of cost cutting and capital reduction. We had to change our entire strategy.



Albert Vasseur, Director, Plastics Converting Business Group, graduated from INSEAD and began his career as a production department head at Courtaulds Fibres, France, rising to become Plant Manager and ultimately President of the Board of Management and a Member of the Executive Committee. He then became Chief Executive Officer of Thermoplastiques Cousin-Tessier, a French subsidiary of Tessenderlo Group. As Director, he has also been a Member of the Management Committee since 2002.

Now when you say ‘Change the entire strategy’ you have to consider exactly what that implies. It didn’t just mean selling the product in different markets. It meant we had to talk about downsizing, reorganising the business structure, reorganising the product offering.

Reorganising the business structure was the biggest problem facing us. It was made up of 3 different companies, sometimes operating in different markets, sometimes in the same market. Success would depend on the ability of these companies to work together and actually merge into one single operation. If we could achieve that, the improvements in financial savings and capital employed would be huge.

How did you move forward and decide to work with Celerant Consulting?

I believed our biggest problem would be the human element, putting together people who, although they might not have actually been competing against one another, were not acting together in the market. So it became clear to me that we would need some support to do it. Support because it was complex, support because we had an obligation to improve quickly.

I discussed the problem with a few Consulting firms to see which of them could help us. I knew Celerant from previous experience and one of the things I liked about them was that they operated an analysis phase before entering into a project. We decided to ask Celerant to do a first analysis phase and when they produced their conclusion, we shared it with the business management. We were all impressed with their targets in terms of savings and capital reduction and by the timing they put forward. There was not much debate. We all said OK. We were convinced they could help us. We weren’t sure that we would achieve everything they said, but at least the approach they were putting forward was in line with what we believed.