

InBev
From biggest to best

Case Study
FMCG

Creating top tier, cost efficient breweries across five continents

Company Name: InBev

Location: Belgium

Sector: FMCG

Function: Supply Chain

Business Challenges: Increase EBITDA by 25% over 3 years by reducing costs, sharing best practises and realising economies of scale

Consulting Services: Performance Improvement, Change Management

Capabilities: Business Turnaround, Organisational effectiveness, Supply Chain, Asset Management, Energy Management

Client Quote:
"VPO is how we out-execute the competition. Our work with Celerant proved we can give ourselves that edge everywhere we operate."
Inbev Top Management

Situation

InBev is the leading global brewer by volume and the third-largest selling beer brand in the world. In 2004 InBev launched the global strategic initiative Voyager with World Class Efficiency as one of the four pillars. World Class Efficiency would primarily be driven by a Voyager Plant Optimisation(VPO) Programme to establish 'The InBev Way of Working' to be consistently applied to all global operations.

Approach & Delivery

Celerant was selected to partner InBev in shaping and executing the VPO programme and worked closely with global and regional managers to develop its ambition and management, training and support structures.

At the very start 2 pilot breweries were selected to test the programme's approach, ensuring rapid delivery of first results to support the global roll-out. Consequently 2 more test breweries were chosen to make final adjustments to 'The InBev Way Of Working' and prepare the InBev employees for the challenge of a global roll-out.

InBev-Celerant VPO project teams worked with managers and employees on every site, where they conducted gap assessments, gauged improvement potential, developed and executed implementation plans. As such the teams became an integral part of the site's management team.

This Closework® approach fostered local buy-in, promoted in-depth knowledge transfer, demonstrated that VPO could span InBev's diverse cultures and developed the skills and confidence needed to independently roll-out VPO on a global scale.

Results

All 4 pilot sites exceeded operational and financial improvements within 10 months and within 1 year of the global roll out the 4 VPO programmes had delivered substantial financial improvements. Key operational improvements included a 15% increase in throughput of the brewing process, a 15-20% average OEE increase of packaging, a 40% reduction in changeover time, an 8% energy reduction and a 10-20% improvement in labour efficiency in the warehousing and technical departments. The companyís own people have made 'The InBev Way Of Working' a truly global standard. They now apply best practices and use the same set of proven procedures and KPI's to gauge their progress.

Client satisfaction

InBev confirmed that out of the 9 consultants they considered working with, only Celerant committed to the delivery of benefits. Celerant took the hard commitment to stay with InBev until the results were achieved. Celerant put skin in the game and this was mostly appreciated by InBev. InBev was very happy with the realisation of substantial benefits from the first phase, which demonstrated to the InBev people that the sustainable gains target for 2008 was realistic.



CELERANT CONSULTING