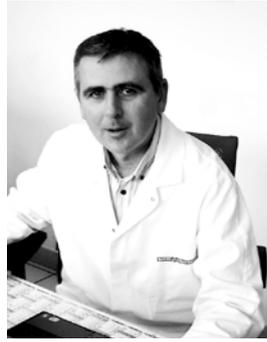


# From good to better

*Continuous improvement  
in efficiency meets cost leadership*



Roderick Parayno  
in the U.S.



Stephane Bizard  
in France



Norimasa Kushida  
in Japan

by Jörn Wagenbach

Take a look at Roderick Parayno in the U.S., Stephane Bizard in France, and Norimasa Kushida in Japan – what do they have in common? Okay, they all work for Barry Callebaut. But there is more. Although thousands of kilometers apart from each other, they are all applying the same methods to reach a common goal: increasing production output without increasing capacity. The results so far? The additional output generated ranges between 15% and 55%!

This has much to do with setups, workflows and planning, of course. But the real strength of the program is its focus on people and their desire and ability to get from good to better. Roderick

Parayno, Continuous Improvement Manager U.S., explains: “What we implemented is unique because it does more than just give instructions. It creates a better way of working, ensuring both the committed involvement of all members of staff and the sustainability of results obtained.”

The project started by clarifying the roles and responsibilities within each site and developing precise and specific performance indicators for all departments and every level within a department. Dedicated training prepared staff to analyze and address performance issues, resulting in rapid improvements of the operational results. Daily production re-

sults and root causes for inefficiencies are now published in all production areas and explained to all operators. “Improvement measures are communicated and implemented more quickly,” says Stephane Bizard, Supply Chain Louviers.

Operational changes on and off the shop floor quickly became visible. A vital cultural and behavioral transition was also taking place, boosted by training sessions and coaching. In the words of Norimasa Kushida, Production Manager at Tsukaguchi: “Our continuous improvement program has advanced inter-departmental communication between production, supply chain, quality assurance and maintenance. It

has built a platform for understanding and challenging ourselves.”

Very soon the three colleagues will have some more fellow workers to chat with about continuous improvement successes: A second wave of the program covers Barry Callebaut locations in Belgium and Malaysia and further roll-outs are planned for Eastern Europe and Africa. •

*Active in a capital-intensive business, Barry Callebaut has to ensure that performance of all of its production facilities is high and constantly improved. Growing customer expectations confirm the need to maintain cost leadership in the sector.*