

MORE FROM LESS

Increasing output without increasing capacity?

Yes, we can!

How can you turn the world's biggest chocolate factory into the world's most efficient one? Sven Pieters, Production Manager in Wieze, Belgium, has the answer and proudly shows the result to Flemish Minister-President Kris Peeters.



Continuous improvement results in Wieze, Belgium:

- 14%: man-hour per tonne
- +15%: capacity on powder line
- 20%: change-over time in molding
- 30%: gas consumption
- 33%: planned maintenance cocoa line
- 40%: electricity consumption
- 50%: time for overhaul of refiners



**MARNIX VAN DER BIEST,
CORPORATE CONTINUOUS IMPROVEMENT
MANAGER OPERATIONS & SUPPLY CHAIN**

“With our continuous improvement methodology, we have a comprehensive full-loop system to make people work and think in a performance-oriented way, every single day. And we now have a factory management method that helps us to digest our ambitious growth today and tomorrow.”



**HERVE CANTELOU,
PLANT MANAGER, LOUVIERS, FRANCE**

“Project success is when an operator from another workshop asks you when the continuous improvement method will be implemented at his or her facility.”



**NICK RUSSINKO,
BUSINESS PROCESS MANAGER FOR THE BARRY
CALLEBAUT FACTORIES IN NORTH AMERICA**

“I strongly believe in the threefold process to develop ownership and commitment for Continuous Improvement activities. This involves encouraging people to challenge the status quo in a constructive way, training them to find cross-departmental solutions and implementing these on the floor.”

The last issue of the Journal featured a story about continuous improvement in efficiency. Its content focused on successful pilot projects in the U.S., France and Japan. Following the powerful example set by the movie industry, we now proudly present the sequel, “continuous improvement II” – no 3-D glasses required!

In the interim, many other locations in the Americas, Western Europe and Asia have started to apply standardized methodology to obtain “more from less” through sharing best practices, successes, findings, and also flops, with other regional teams. These teams represent a dynamic combination of experienced and young colleagues. For the younger members, the continuous improvement know-how is a strong foundation on which to build their future professional careers. Their more seasoned colleagues enhance their management insights with new techniques and eye-

opening experiences. In this way, continuous improvement actively contributes to the continuous development of employees.

The magnitude of the results inevitably varies from site to site (see example for Wieze, Belgium, the world’s biggest chocolate factory), with each one contributing to an overall achievement exceeding our expectations. Top of the tree is Japan with an impressive 55% increase in production line output.

The yearly recurring benefits are a multiple of the initial investment cost and interestingly, the project has a payback of less than one year. Whereas continuous improvement was initiated as a program, it has now become embedded in our organizational structures and is here to stay.

“We all have our individual management concepts and techniques, but significant differences are only made when the entire organization acts as one. My biggest

learning has been the effective implementation of a holistic system to manage performance across an entire organization, with the aim of systematically driving performance improvements. With our continuous improvement methodology, we have a comprehensive full-loop system to make people work and think in a performance-oriented way, every single day. And we now have a factory management method that helps us to digest our ambitious growth today and tomorrow,” explains Marnix Van der Biest, Corporate Continuous Improvement Manager.

With Barry Callebaut’s around 45 factories, we are sure the script for the next sequel of our story on “more from less” is already in the making...

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