

CASE

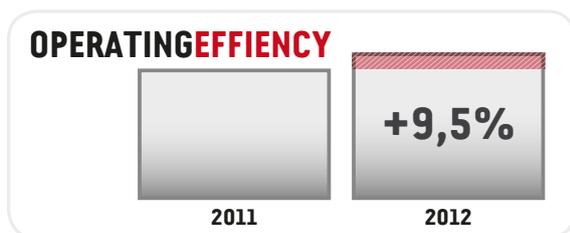
SINEBRYCHOFF - CONTINUOUSLY BETTER

192-year old Sinebrychoff, the leading manufacturer of beers, ciders, soft drinks and energy drinks in Finland, also offers a comprehensive selection of international beers as well as a wide range of other alcoholic beverages through its partners. Sinebrychoff began its brewing operation in 1819 and is today the oldest brewery in the Nordic countries and the oldest foodstuff producer in Finland. Sinebrychoff is part of the international Carlsberg Group.

ASSIGNMENT -
IMPROVING PRODUCTIVITY

Sinebrychoff has fared very well despite the challenging market conditions. Sinebrychoff is part of the international Carlsberg Group and is one of its twenty-six production facilities in Europe. *"Success and competitiveness in Europe today requires more than being good,"* says **Bo Ranta, Production Director, Sinebrychoff**. *"Success is not a given. We must improve continuously, which became the founding principle of our project. We must see to it that our cost management and productivity are better than the Group average,"* he says.

WE MEASURE CHANGE IN 4 AREAS



SOLUTION

Our cooperation focuses on managing and motivating people. Personnel should be inspired to work together to identify better ways of working. Managing the flow of goods and logistics alone is not enough to provide exceptional results. *"It is a process more than a project - we want to improve continuously,"* Ranta explains.

The training sessions focused on what the Group operations involve and what the supervisor's role is in the Group environment. All Sinebrychoff managers and most of the staff have participated in the training sessions. In total, some 200 people were involved in the implementation of the change, one way or another. *"We must keep up with the Group-level requirements and enforce not only the management's leadership skills but also the personnel's interaction skills to remain at the top,"* Ranta emphasises. In addition to training sessions, we established a forum, **"Continuously better"** café, where the management and personnel can discuss given themes. *"The café has been well received and a good platform for fruitful interaction. It has also increased the visibility of management among the staff."*

RESULTS

The cooperation has introduced changes in leadership practices and personnel's attitudes. We now have a deeper understanding of why we want to be continuously better. *"We had previously tried to implement lean ideology at the production plant, but the launch was not very successful. We have now managed to crystallise the idea into a more approachable and positive form,"* Ranta says.

"We measure change in four areas. We have gained the best results in cost management and produced vs. planned," Ranta adds.



Bo Ranta
Production Director
Sinebrychoff

Jari Kivinen
Trainers' House

CASE

Sinebrychoff

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