

## CASE STUDY

# Global Agribusiness & Food Company Drives Lean Transformation & Reduces Costs

### Overview

- Bunge Limited, a global agribusiness and food company with approximately 32,000 employees in 30+ countries, drives lean transformation and reduces costs
- Senior leadership participation and a culture of continuous improvement fueled the success of this lean transformation
- \$100M total program savings and \$220M of future potential savings identified



Learn More About  
TBM's Food & Beverage  
Industry Solution

### About TBM

#### Speed wins every time.

TBM specializes in operations and supply chain consulting for manufacturers and distributors. We accelerate operational performance to make you more agile and help you accelerate business performance 3–5x faster than your peers.

### Challenge

- Goal to be the world's best-integrated food and agribusiness company as measured by farmer/customer satisfaction, operational excellence, motivated employees, and financial returns
- Create a consistent company-wide culture of quality and continuous improvement (CI)
- 5-year profit improvement target of \$150M in cost savings

### Solution

- Create and rapidly internalize a multi-phase enterprise-wide culture of quality and CI across a global footprint to standardize businesses and maintain competitive advantage
  - Assess value stream, review organizational capability and financial performance objectives
  - Create CI program framework, pilot process, and full roll-out plan
  - Identify key improvement priorities to fuel growth

### Results

- CI program launched and internalized in 28 facilities – 2 countries/4 divisions – in two years
- \$100M total program savings and \$220M of future potential savings identified
- Bunge Continuous Improvement Organization created with global responsibility
- Standard work, best practices, and communication powered employee engagement and support