Cultivating a continuous improvement mindset in food & beverage and consumer goods manufacturing

Part of article series: **Empowering growth through operational resilience in the F&B sector**

dss+

Protect. Transform. Sustain.

An executive series for food and beverage leaders

The food and beverage industry is a major engine of Europe's economy; yet leaders face rising pressure from evolving regulation, digital adoption, complex supply chains and rapid innovation cycles. This six-part series from dss+ outlines what to do next – practical frameworks, cases and KPIs you can apply to protect performance and unlock growth.

What you'll get:
Insights and practical advice on how to meet compliance demands without stalling investment; build resilient supply chains; turn data into decisions; run lean/agile plants; lift engagement and safety; and embed continuous improvement that lasts.

Our goal:
To equip F&B companies with proven strategies that increase resilience and competitiveness – so you can reduce risk, improve efficiency and sustain growth in volatile markets.

dss+ provides pragmatic guidance built on decades of operational experience.

As published in

INDEPENDENT

Articles in this series:

1. **Empowering growth through operational resilience:** How to grow and thrive in a complex regulatory landscape;
2. **Supply chain resilience:** Mitigating risks and ensuring uninterrupted and cost-efficient production;
3. **Embracing data-driven digital transformation:** Harnessing data and technology to optimise efficiency;
4. **The future of operational efficiency in F&B:** Integrating lean, agile and digital transformation
5. **People power:** How to transform performance through employee engagement;
6. **Continuous improvement mindset:** Fostering a culture of constant improvement.

In high-pressure, low-margin manufacturing environments like Food & Beverage – a core segment within Consumer Goods – as well as other consumer products industries such as household goods and personal care, complacency can be costly. Staying competitive and adaptable means relentlessly finding better ways to work. Without a sustained culture of improvement, gains disappear, firefighting becomes the norm, and performance stagnates.

Continuous improvement (CI) offers the engine for this adaptability, not as a one-time programme, but as a persistent cultural mindset. While many companies launch Lean Six Sigma initiatives or periodic Kaizen events, true CI goes deeper: it's an ongoing journey embedded in daily habits and values, not a checklist of tools. It focuses everyone, from executives to operators, on constantly seeking improvements rather than settling for "good enough." This mindset shift is essential to thrive amid strict quality standards, evolving consumer tastes, and narrow margins. By contrast, a true CI mindset prevents this cycle of firefighting, replacing it with a proactive culture of prevention, problem-solving and innovation.

“

A true CI mindset prevents the cycle of firefighting, replacing it with a proactive culture of prevention, problem-solving and innovation.

Leadership's role in sustaining improvement

Top-down commitment and vision: In many organisations, continuous improvement fails because leaders treat it as optional or temporary. Building a continuous improvement mindset starts at the top. Senior leaders must champion CI as a strategic priority and clearly communicate that **improvement is never finished**. In practice, executives and plant managers should consistently talk about CI goals, allocate resources, and celebrate wins, signalling to everyone that "the way we do business is to always get better." Leaders set the tone by making it clear that no matter how well the operation is running, it can always be improved. This commitment counters the complacency or short-term focus that often creeps in when margins are thin and daily fires demand attention.

"Walk the talk" and model behaviours: Continuous improvement efforts quickly lose credibility if leaders only talk about them but do not act accordingly. That means personally engaging in improvement activities (joining Gemba walks, participating in Kaizen workshops) and demonstrating openness to change. Toyota illustrates this principle well: its philosophy holds that meaningful change must start from the top, and the company has even reshuffled leadership to reinvigorate a fading CI culture. When executives consistently question the status quo, admit their own mistakes, and actively seek ideas from frontline employees, they legitimise the CI mindset for the whole organisation. This visible engagement sends a powerful message: everyone, from the boardroom to the shop floor, is responsible for finding better ways to work.

“

Nestlé have institutionalised continuous improvement to drive steady 5–6% organic growth and save around CHF 1.5 billion annually.[2]

Embedding CI into strategy (beyond projects): One of the most common pitfalls in continuous improvement is treating it as a set of disconnected projects. When this happens, results fade quickly, and employees lose engagement. The difference between CI as a programme and CI as a culture lies in how leadership integrates it into the company's strategy. Rather than treating improvement as a series of ad-hoc projects, forward-thinking executives weave CI into strategic planning and daily management routines. A notable case is Nestlé: its leadership deliberately shifted from isolated, project-based improvements to a "sustainable, attitude-inspired approach," engaging everybody at all levels in everyday continuous improvement to ensure long-term sustainability[1]. In other words, Nestlé moved away from viewing CI as a flavour-of-the-month initiative and made it a core organisational value. Similarly, leaders in any F&B/CG company should integrate CI goals into annual plans, tie them to KPIs, and review progress as rigorously as they would for financial targets. By embedding CI into the governance of the business, leadership ensures it isn't just a temporary campaign but a permanent way of working.

A CI culture has tangible payoffs. It enables companies to adapt swiftly to new regulations, refine operations for efficiency, and innovate continuously. Industry leaders like Nestlé have institutionalised continuous improvement (e.g. through their Nestlé Continuous Excellence programme) to drive steady 5–6% organic growth and save around CHF 1.5 billion annually[2], concrete evidence that a sustained improvement mindset delivers real performance benefits. In essence, CI becomes the connective tissue that holds gains together: ensuring that new technologies, processes, and workforce improvements continue to evolve rather than stagnate. Even the best new automation or process can falter over time if people revert to old ways; a CI mindset prevents backsliding and fosters long-term agility. Importantly, continuous improvement isn't a "project" with an end date, it's a continuous cycle that becomes part of the company's DNA, bridging short-term wins into long-term resilience.

Creating the right environment:
Even the best CI tools fail if employees feel unsafe to speak up. When people fear blame or ridicule, problems stay hidden and improvement stalls. That's why leadership has the responsibility to cultivate an environment where continuous improvement can truly thrive. One foundational element is **psychological safety:** employees need to feel safe to speak up about problems or suggest ideas without fear of ridicule or punishment. W. Edwards Deming famously urged managers to "drive out fear" to enable quality improvement[3], and this principle holds especially true on the factory floor. World-class organisations actively work to "drive out fear" by training managers to quit the blame game and thank employees for raising concerns instead of punishing them[4]. Leaders can reinforce this by responding to bad news calmly, focusing on fixing processes not blaming people, and even sharing their own failures to show that learning matters more than perfection.

Beyond psychological safety, leaders must also remove practical barriers to CI. This includes **giving teams time to solve problems**, supporting cross-functional collaboration, and rewarding effort as well as results. In short, leaders must "till the soil" of culture so that continuous improvement becomes everyone's job, and over time, simply "the way we do things around here."

1 Bettina Büchel & Christopher Zintel, "Nestlé Continuous Excellence: Lessons for Driving Performance Improvement," The European Financial Review, Sept. 1, 2024 europeanfinancialreview.comeuropeanfinancialreview.com.
2. ibid
3. David Rizzardo, "Psychological Safety Is a Must-Have for a Lean Culture," IndustryWeek, Dec. 3, 2024 industryweek.comindustryweek.com.
4. ibid

Embedding continuous improvement into daily operations

Making CI part of daily work: One of the biggest risks in continuous improvement is treating it as an occasional event, which causes progress to stall between big initiatives. To prevent this, improvement must be woven into everyday operations. Leading F&B and consumer goods firms implement Lean-inspired routines such as short **daily huddles** or toolbox talks, where teams review performance, address issues, and plan small improvements. Frontline supervisors encourage operators to flag minor problems each shift, rather than waiting for a quarterly review. This daily discipline shifts the focus from firefighting to proactive improvement. Over time, the simple habit of asking 'What can we do better today?' makes continuous improvement part of everyone's job.

Gemba walks and shop-floor focus: A common problem in manufacturing is that leaders make decisions from offices or meeting rooms, disconnected from the realities of the shop floor. This distance allows inefficiencies and risks to persist unnoticed. One powerful daily practice is the **Gemba walk** – when managers regularly go to the "Gemba," the Japanese term for the real place where work happens (e.g. the factory floor), to observe processes firsthand and engage directly with employees. By walking the floor, seeing reality unfiltered and asking questions, leaders can spot inefficiencies and show support for frontline teams. In an F&B plant, for instance, a Gemba walk might reveal a bottleneck on a packaging line or a potential quality issue in sanitation, prompting immediate corrective action. Leading companies embed Gemba walks into a manager's daily or weekly routines, signalling that improvement is a constant priority. This practice not only uncovers improvement opportunities but also demonstrates leadership's commitment to CI, which boosts employee buy-in.

Standard work and visual management: A common problem in CI is that improvements disappear when they are not standardised or made visible. Standardisation prevents regression by documenting the better method as the new standard and training employees accordingly – for example, updating a cleaning Standard Operating Procedure (SOP) so the improvement is carried into the next shift. Alongside standard work, **visual management** tools keep everyone aligned on performance and CI progress. On the shop floor, teams often use **tiered performance boards** or metrics dashboards tracking safety, quality, output, downtime, etc, in real time. In a food processing plant, daily targets versus actuals, colour-coded downtime charts, or boards showing current quality defects make performance transparent. These visuals prompt teams to act immediately when metrics stray from the goal and turn abstract goals into tangible, daily ownership for frontline teams. It helps employees see problems as soon as they arise and spurs quick corrective action without waiting for management intervention.[5]

Incremental Kaizen and a continuous flow of ideas: A frequent pitfall in CI is relying only on large, periodic overhauls, which makes progress slow and change harder to sustain. Embedding CI daily instead means encouraging small, incremental improvements continuously that simplify work, reduce waste, or improve safety. Even a 1% gain every week compounds significantly over time. This approach builds momentum while minimising resistance to change since people see quick wins without feeling overwhelmed.[6] Many companies support this by creating suggestion programmes or idea boards so every employee can contribute. Over time, hundreds of small "everyday Kaizens" can yield big gains in efficiency and quality; indeed, world-class manufacturers implement thousands of employee ideas per year. Toyota is a famous example: according to reports, Toyota's employees submit more than one million improvement suggestions annually, and about 90% are implemented[7]. Such results show that when small ideas are consistently encouraged and rewarded, a powerful flow of improvement becomes possible – something F&B and Consumer Goods companies are increasingly striving to replicate.

> **Toyota's employees submit more than one million improvement suggestions annually, and about 90% are implemented.[7]**

5. Tom Moore, "Fostering a Continuous Improvement Culture in Food & Beverage Teams," Food Manufacturing, May 14, 2024 foodmanufacturing.comfoodmanufacturing.com.
6. Janna Hamlett, "Implementing 'Kaizen' in a Food Facility: A Guide to Continuous Improvement," Food Safety Magazine, Aug. 19, 2025 food-safety.com.
7. David McBride, "The Toyota Culture of Continuous Improvement," Reliable Plant Magazine reliableplant.com.

Building CI capabilities at every level

A common barrier to sustainable CI is limiting it to a small group of specialists or an OpEx team, which leaves the wider workforce disengaged. To make continuous improvement truly continuous, organisations need to invest in **capability building**: equipping people at all levels with the skills and habits to drive improvement. This requires training, coaching, and structures for collaborative problem-solving so that CI becomes a shared capability rather than a niche expertise."

Training in CI principles: Developing a CI culture often starts with upskilling the workforce in basic improvement methodologies. Leading organisations provide training for everyone—from executives to machine operators – covering Lean, Six Sigma, root-cause analysis, Agile problem-solving, and simple tools such as waste elimination, the 5 Whys, or the Plan-Do-Check-Act cycle. The idea is to create a common language and toolkit across the business. In fact, many F&B companies are ramping up such training: industry surveys show that roughly 70% of food industry employees are eager to learn new skills[8] and many firms now provide formal sessions on topics like statistical process control or Kaizen methods. When employees can identify waste or analyse a problem themselves, they become confident contributors to the CI journey rather than passive bystanders. This knowledge demystifies CI – it's not some arcane project handled by experts, but a normal part of everyone's job.

> **70% of food industry employees are eager to learn new skills.[8]**

On-the-job coaching and mentorship: A common problem with CI training is that classroom learning alone rarely changes habits – employees often struggle to apply tools once they return to daily work. Real habit and mindset change happens through on-the-job coaching. Companies often designate CI champions or Lean coaches who work alongside teams guiding improvement initiatives and reinforcing new skills. For example, an operations manager might mentor a shift team in using a fishbone diagram to find the root cause of a recurring downtime issue or unsafe situation. This hands-on coaching turns theory into practice and helps employees apply methods such as 5S or SMED with confidence. It's also the model used by dss+ in its safety culture transformation programmes, where leaders engage in structured coaching conversations to embed CI behaviours on the shop floor. Coaching not only accelerates skill-building but also helps teams overcome early setbacks, ensuring that continuous improvement efforts take root and continue to grow.

8. Catena Solutions & Food Industry Executive, Food & Beverage Industry 2024 Upskilling Report, Oct. 1, 2024 catenasolutions.com.

> **Investment in learning boosts morale and retention, as employees who see investment in their growth feel more valued.**

Building cross-functional problem-solving teams: A frequent barrier to CI is that complex problems are tackled within departmental silos, leading to partial or ineffective solutions. Issues such as reducing batch yield loss or shortening order lead times typically require input from multiple departments. To address this, progressive companies form cross-functional improvement teams – often called Performance Improvement Teams (PIT) – that bring together diverse expertise from operations, quality, maintenance, supply chain, and more. A popular model is to charter a PIT team of 4–6 members, with a clear mission, such as reducing packaging line changeover time by 20%, and allow them a few weeks to analyse, implement, and report back on their solutions[9]. These teams not only deliver measurable results, but also serve as powerful learning experiences: team members sharpen their CI skills through collaboration, and their success stories inspire others. Diverse perspectives prevent narrow thinking and often unlock solutions no single department could see on its own. Over time, rotating employees through PIT projects builds a broad base of CI talent and stronger network across the organisation.

Culture of continuous learning: A common risk in CI is that capabilities stagnate if employees stop developing new skills. Without ongoing learning, improvement efforts lose momentum over time. That's why a true CI mindset must go hand-in-hand with a learning culture. Leading firms encourage employees at all levels to build skills through formal training and self-driven learning – whether by offering online certifications like a Six Sigma Green Belt, sponsoring participation in conferences or benchmarking visits, or rotating staff through different plants and roles. Companies often track training hours per employee or internal promotion rates as indicators of building capability. The aim is to have an engaged, knowledgeable workforce that's always getting better at improvement.

The benefits go beyond performance: investment in learning also boosts morale and retention, as employees who see investment in their growth feel more valued. One survey found that nearly 70% of F&B employees want to gain new skills[10] - when companies meet that appetite with training and growth opportunities, it energises the team and creates a pipeline of in-house CI experts. In short, continuous learning keeps the organisation's improvement engine tuned and ready for future challenges.

Cultural enablers: psychological safety, ownership and recognition

A frequent reason CI fails is that culture works against it: employees fear change, expect blame when issues arise, or stay confined in silos. Processes and tools alone cannot overcome these barriers. What makes continuous improvement thrive are cultural enablers – above all psychological safety, a sense of ownership, and recognition for contributions. These elements provide the foundation for a CI mindset and turn improvement from a management initiative into part of how people think and act every day.

Psychological safety – a "no fear" culture: One of the most common reasons CI fails is fear: when employees expect blame or ridicule, they keep their heads down and problems stay hidden. Continuous improvement flourishes only when people feel safe to speak up about problems and ideas. That's why, psychological safety is the cornerstone of a CI culture. Managers must actively "drive out fear" and create an environment where raising a concern is welcomed. In many F&B plants, for instance, operators historically were hesitant to report issues for fear of being blamed, but world-class organisations reverse this by retraining leaders to thank employees for flagging problem instead of pointing fingers. When employees see it's safe to admit "I have a problem" or "I made a mistake," they contribute more ideas and engage in problem-solving[6]. Leaders can model this by how they react to bad news and even by sharing their own mistakes to show that learning is valued more than blame. The result is a trusting environment where CI ideas surface freely instead of staying bottled up.

9. Tom Moore, "Fostering a Continuous Improvement Culture in Food & Beverage Teams," Food Manufacturing, May 14, 2024 foodmanufacturing.comfoodmanufacturing.com.
10. Catena Solutions & Food Industry Executive, Food & Beverage Industry 2024 Upskilling Report, Oct. 1, 2024 catenasolutions.com.

Empowerment and ownership: A common obstacle to CI is that employees feel like passive executors, waiting for approval to fix even minor issues. This slows down improvement and erodes motivation. A strong CI culture gives employees at all levels ownership of their processes and the authority to improve them. Companies practicing lean often say, "Those doing the job are in the best position to fix it." Toyota famously empowers every assembly-line worker to halt production if they spot a defect, reinforcing that quality and improvement are everyone's responsibility. In an F&B context, this could mean a machine operator adjusting a setting when yields drop or a packing line worker initiates a quick fix for a minor jam without waiting for an engineer. Empowerment also means involving employees in decision-making and problem-solving forums, so they feel their insights matter. When people are trusted to improve their own work, they take pride in the results and become proactive stewards of CI with more innovative ideas bubbling up from the front line.

Recognition and rewards for improvement: One reason CI efforts stall is that employees stop contributing ideas if they feel their efforts go unnoticed. To nurture a CI mindset, leading firms establish recognition programmes that celebrate employees' improvement efforts – whether it's an individual suggestion that saved water or a team project that reduced customer wait times. Recognition can take many forms: a shout-out in a meeting, a "CI Idea of the Month" award, small bonuses or gift cards, or even tying CI contributions to promotion criteria. The impact is powerful: employees see that leadership genuinely values these contributions, and it encourages others to step forward. Toyota shows the dramatic effect of recognition— its culture that encourages more than one million employee ideas each year, with about 90% implemented.[11] Many food and consumer goods companies run innovation challenges, award points or perks for useful suggestions, or publicise success stories to stimulate grassroots improvement.

By visibly appreciating contributions and broadcasting wins, organisations create a positive feedback loop where recognition fuels engagement, and engagement generates more ideas.

Teamwork and shared accountability: A common barrier to CI is relying on individuals or isolated departments, which creates blind spots and slows down progress. Continuous improvement is most effective when it's a team effort. High-performing CI cultures put a big emphasis on teamwork and breaking down silos so improvements in one area don't get obstructed by another. Companies foster this through team-based goals and metrics, ensuring that whole shifts or departments succeed (or fall short) together. Practices like quality circles or regular shift debriefs give everyone a voice and create camaraderie in pursuing the same objectives. In F&B, when a production team, a QA technician, and a maintenance mechanic all share a common goal of improving line uptime, they support each other instead of finger-pointing. Over time, a strong "we're in it together" ethos develops. Peer support becomes a driver of CI: colleagues will catch each other's mistakes, share tips to help the team perform better, even when the boss isn't watching. With psychological safety and empowerment also in place, shared accountability makes CI self-policing and self-improving, replacing old 'us vs. them' barriers with collective pride in performance.

“

Investment in learning boosts morale and retention, as employees who see investment in their growth feel more valued.

11. David McBride, "The Toyota Culture of Continuous Improvement," Reliable Plant Magazine reliableplant.com

Metrics and governance to sustain the momentum

Even with a great culture and skilled people, continuous improvement can drift without the right metrics and governance to guide it. As the saying goes, "If you can't measure it, you can't improve it." Effective CI requires defining Key Performance Indicators (KPIs) that track both the outcomes and the process of improvement, and a governance structure to review and act on those metrics.

Measuring what matters: A common pitfall in CI is tracking too many metrics - or the wrong ones - so teams lose focus, and improvements don't link to business priorities. F&B and Consumer Goods manufacturers typically establish metrics at multiple levels to monitor CI progress. At a project or team level, they might track ideas generated and implemented or measure cycle-time reduction after a Kaizen. At the operational level, common metrics include OEE (equipment efficiency), yield or waste percentages, defect/scrap rates, changeover times, customer service levels, and safety incident rates. At the business level, companies monitor cost savings achieved from CI initiatives and year-over-year gains in productivity or profitability. The key is aligning KPIs with strategic business goals – safety, quality, delivery, cost, etc – so that improvement work drives the outcomes the company cares about. Many organisations tie CI metrics to financial results as well, such as the dollar value of CI projects savings, to demonstrate ROI and keep executive sponsors engaged. Clear targets (e.g. "reduce waste by 10% this year" or "implement 100 ideas from frontline employees") give teams a tangible aim and something to rally around.

KPI cascading and alignment: CI often falters when high-level goals stay abstract, leaving teams disconnected from the company's priorities. Without clear alignment, departments may work at cross purposes and improvements fail to add up. Cascading KPIs is done by translating leadership objectives into specific targets for each plant, department, team, roles. For instance, if the corporate goal is to improve on-time delivery to 98%, the supply chain group might have a KPI for trucking reliability, production might target schedule adherence, and maintenance might aim to cut unplanned downtime – each contributing to the larger delivery goal. Industry guidance highlights best practices such as tiered KPIs (corporate > site > team), regular performance reviews at each level, and strong cross-functional involvement[12] in both setting and monitoring metrics. This inclusive approach ensures operations, quality, and maintenance understand how their measures influence each other[13]. When done properly, KPI cascading enhances accountability and transparency: every employee understands what they're responsible for and how it impacts company success[9] while reinforcing a data-driven mindset across the organisation.

Visual tracking and feedback loops: CI loses effectiveness when performance data stays hidden or is reviewed only at month-end, long after issues arise. Pairing KPIs with visual tracking and feedback loops solves this by making results visible in real time. Many organisations implement real-time performance dashboards – digital or physical – at the shopfloor and office level. This creates immediate feedback: if a KPI is off track today, the team can see it and initiate problem-solving right away. For example, a beverage plant might post an hourly fill-rate chart or yield percentages can spot a dip mid-shift and correct it on the spot. Regular stand-ups for line teams to discuss their metrics, weekly department reviews, and monthly leadership meetings reinforce these visuals. The mantra is clear: "measure, share, respond." turning data into daily action and accountability.

Governance structure and ownership: Improvement efforts often fade when they depend only on individual enthusiasm without formal support. Sustaining CI also benefits from a formal governance structure such as a CI or Operational Excellence office or a dedicated leaders like a VP of Continuous Improvement or a plant CI manager with clear accountability. Steering committees or CI councils, typically including senior executives, review projects, prioritise resources, and ensure alignment with strategic priorities. Governance also embeds CI into management routines: capital project plans may be required to show their CI impact, and quarterly business reviews often include update on CI metrics and recent initiatives. Some companies even have recognition at this level – such as an annual award for the best improvement project across all plants. The aim is not bureaucracy but to maintain momentum and strategic direction – treating CI as a core business process, just like safety or finance, so it can survive leadership changes and endure over time.

12. Geoff Olsen, "Unlock Operational Excellence With KPI Cascading," Food Industry Executive, Mar. 25, 2025 foodindustryexecutive.comfoodindustryexecutive.com.
13. ibid.

Conclusion:
Continuous improvement (CI) as the bridge to long-term resilience

The lesson from leading F&B and Consumer Goods companies is clear: continuous improvement is not about isolated projects, but about building a culture that sustains progress. In a volatile market, it's the companies with a CI culture that prove more agile and resilient over the long run. Why? Because they've embedded the capability to adapt and solve problems at every level, every day.

Organisations with a CI mindset treat unexpected challenges – a supply disruption, a sudden quality issue, a shift in consumer demand – not as crises, but as opportunities to learn and get better. Their teams are used to analysing root causes and iterating solutions, which means they can bounce back faster. This agility to respond, recover, and even excel amid change is the hallmark of resilient organisations. Continuous improvement, in effect, becomes an internal engine for agility: it powers other strategic initiatives (like supply chain resilience or digital transformation) by ensuring the organisation never stops learning and adjusting.

One of the biggest risks after any improvement effort is backsliding – processes quietly slipping into old habits once attention wanes. A strong CI culture is the antidote to backslide. It instils an expectation that standards will not only be maintained but further improved upon. For example, if a plant implements a new quality control system as part of a digital upgrade, a CI mindset ensures that employees will keep fine-tuning that system, updating procedures, and training newcomers, rather than gradually ignoring the new process. In this way, continuous improvement acts like an immune system for the organisation – it catches deviations or inefficiencies early and corrects course before they grow into big problems. Over years, this yields a compound effect: companies with deeply ingrained CI tend to become markedly more efficient, safe, and customer-focused than peers who lack that culture. Studies repeatedly show that organisations with highly engaged improvement-focused employees dramatically outperform those without them on key metrics (productivity, safety, quality, profitability)[1]. The difference isn't from one big leap, but from the cumulative impact of thousands of small improvements driven by a committed culture.

For senior executives and operations leaders, the message is clear. Technology, new equipment, and clever strategies can set the stage, but it's a continuous improvement mindset that turns one-off gains into lasting excellence. Fostering this mindset means treating improvement not as a project or a checklist, but as a perpetual journey – one that engages every employee, every day, in making things better. It requires leadership that is relentless in asking, "How can we do this better?" and a workforce that feels empowered to answer that question. The reward is a business that doesn't just implement changes but sustains them and keeps building on them. This is how F&B and Consumer Goods manufacturers can thrive amid complexity: by creating an organisation that's always learning, always adapting, and never satisfied with yesterday's success. As one Nestlé executive described their CI programme's goal, it was to engage everybody in everyday improvement to "accelerate performance improvement and ensure sustainability"[2].

When continuous improvement becomes ingrained in the culture, the company gains a self-renewing source of competitive advantage – one that carries short-term transformations into long-term resilience and prosperity.

Contacts

Melissa Barrett
Managing Director, Global Lead Ag, Food, Beverage & Consumer Products
Melissa.Barrett@consultdss.com

Matt Baker
Industrial & Manufacturing Lead, North America
Matt.Baker@consultdss.com

Duncan Munro
Global Opex Practice Lead
duncan.munro@consultdss.com

Contributors

Marcos Salla, Senior independent consultant
Andre Pereira (UK) Andre.Pereira@consultdss.com
Massimo Marino (Italy) Massimo.Marino@consultdss.com
Anne-Sophie Gasse (France) Anne-Sophie.Gasse@consultdss.com
Tania Montesin (Australia) Tania.Montesin@consultdss.com
Luis Constantino (Brazil) Luis.Constantino@consultdss.com
Stuart Brown (US) Stuart.Brown@consultdss.com

About dss⁺
dss⁺ is a leading provider of operations management consulting services with a purpose of saving lives and creating a sustainable future. dss⁺ enables companies to build organisational and human capabilities, manage risk, improve operations, achieve sustainability goals and operate more responsibly.

If this article sparked your interest, our team of F&B experts will be delighted to hear from you. Contact us today!

www.consultdss.com

Contact us ▶

dss+
Protect. Transform. Sustain.

linkedin.com/company/consultdss
twitter.com/consultdss
youtube.com/consultdss
instagram.com/consultdss
www.consultdss.com