

# Communities of Practice Case Study

## *FMCG - Confectionery company*

### Scenario

- Single “candy bar” product manufactured in 15 countries and sold in over 30
- Able to sell as much of product that could be produced
- \$100m USD global sales
- Experienced engineering problems in factories
- Each factory unaware of problems or solutions in other factories
- Company considering building a new factory to increase production – would take time and investment

### Approach

- Set up new Community of Practice to address
- Half-hour phone call including engineers from all factories
- Found overlapping problems and solutions
- Arranged CoP face-to-face meeting in Turkey, 2006
- Arranged to close factory line for one week trial - \$2m cost
- Promised to deliver \$2m increase in production (2% pa)

### Result

- Improvements in production processes increased production capacity by **20%** - directly led to **\$20m** increase in sales pa
- Result was instantaneous (cf time to build new factory)
- True story – to be published with more detail in Arthur Shelley’s forthcoming book