

BARCEL:

# Driving Innovation through People via Rever



## Barcel Unleashes the Hidden Value of Its Workers with Rever's Digitized Kaizen Platform for Industrial Companies

Snack food manufacturer Barcel's avowed mission is "Building a sustainable, highly productive, and deeply humane company." Central to this purpose is Barcel's appreciation of its employees and an emphasis on talent development and Continuous Improvement as driven by engaged employees.

### Their Challenges

Barcel has a history of making innovation and improvement a priority. Their centralized innovation project management system has allowed them to capture, evaluate, and then execute new improvement ideas. However, this centralized approach limited Barcel to only those ideas that promised exceptional impact on operations. In order to also capture and implement continuous improvement ideas directly from the frontline, Barcel adopted Rever's continuous improvement platform.

### Their Successes

In March 2017, Barcel launched Rever to engage employees in a Continuous Improvement process through a digitized platform. The company had struggled for several years to reduce its popcorn waste and Hot Nut irregularities and saw this platform as an opportunity to gain more actionable insight from frontline employees. Using Rever's platform, Barcel gained clarity into which teams were actively participating in the program and which ideas were having the greatest impact on reducing waste and product variation. In less than two months, Barcel saw significant performance improvement as frontline workers provided new recommendations for improvements. An unprecedented 50% of ideas generated were implemented. Barcel's new approach to Continuous Improvement has reinvigorated employee engagement and accelerated the implementation of new



**Elizabeth Valladares**

Operations Productivity Leader at Barcel, reports on the benefits of Rever's digitized Kaizen solution:

"Rever is a friendly platform. The capture of ideas with pictures and simple questions makes it easier for users to submit improvements and complete the cycle from the identification of a problem to the implementation of the solution.

This technology has helped us to identify more opportunities by easily capturing ideas in a phone app or website and reducing time needed to evaluate whether to test proposed ideas. We can now easily test our initiatives and see if they are worthy of implementation."

ideas. The ease and speed by which Rever's platform enables users to propose, test, evaluate, apply, and expand upon their suggestions has enabled Barcel to leverage its entire workforce in ideation for improvement. With the Rever platform, Barcel has been able to operationalize its cultural values and more fully act upon its commitment to employee development. Employees feel more empowered, accountable, and appreciated through their active role in driving ongoing company improvements. In addition, the leadership team has gained unprecedented insight into which teams are most engaged, how improvements can be leveraged across the company, and the quantifiable impact of new ideas.

As for how her staff responded to adopting Rever, Valladares commented, "The operations area had a good acceptance of Rever, mostly because our rewards system recognizes the collaborators' efforts to document their brilliant ideas and share them with everyone." The first stage of the program at Barcel was such a success that Rever will be deployed on a global scale across Barcel's parent company Grupo Bimbo, the world's largest bakery products manufacturer. Rever will be rolled out to 200 plants in 32 countries.

## About Barcel

Barcel, a subsidiary of Grupo Bimbo, is a confectionery and snack food manufacturer headquartered in Lerma, Mexico. Barcel produces many products, including potato chips, Takis (spicy, rolled-up tortilla chips), Papatinas (slightly-spicy french fries), and many flavors of popcorns.

## About Rever, Inc.

Headquartered in Menlo Park, CA (USA), Rever is a Software as a Service (SaaS) company offering a digitized Continuous Improvement system for global industrial companies. It helps them engage and recognize all their frontline employees for executing daily improvement ideas and automatically share and reuse best practices across sites.

## Results

In less than **2 months** the quantity and quality of improvement ideas increased tremendously



An unprecedented **50% of ideas** generated were **implemented**.

