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How a Leading Food Manufacturer Turned Regulatory Complexity into Competitive Advantage

Discover how Red-on-line supports a leading international food manufacturer in managing regulatory change, assessing site-level compliance, and driving action plans across a complex multi-site European operation.



Case Study: Anonymous Client

Industry: Food Manufacturing

Operations Covered: 8 Sites

Certifications: ISO 14001 & ISO 50001

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Introduction

For large food manufacturers, managing regulatory change is no longer just an HSE challenge. Environmental, energy and operational requirements can directly influence investments, procurement decisions, maintenance planning, capital projects and overall operational performance.

Operating multiple production sites across different countries adds another layer of complexity. Corporate teams need visibility across the organisation, while local sites require practical and site-specific guidance to manage changing requirements effectively.

Since 2021, Red-on-line has supported this international food manufacturer* in creating a more structured and consistent approach to managing regulatory change across its European operations. Combining regulatory intelligence, digital tools and on-site expertise, the project has helped the organisation move from fragmented local processes to a shared approach that enables earlier visibility of risks, stronger alignment between teams and better decision-making across the business.

Today, eight production sites operate from the same regulatory framework, while six sites benefit from annual field assessments that help translate requirements into practical actions and business priorities.

Key Figures

- 8 European production sites covered
- Partnership since 2021
- 6 sites assessed annually by HSE experts since 2024
- ISO 14001 and ISO 50001 certifications maintained
- One shared approach across European operations

**Case study anonymized for confidentiality*

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01 Context & Challenges

Operating several production facilities across Europe required the company to **balance local autonomy with effective corporate oversight.** Each site faced its own set of environmental, energy and operational requirements, while corporate leadership needed a consolidated view of risks, priorities and upcoming changes across the wider business. As regulations continued to evolve, understanding potential impacts and coordinating actions across multiple functions became increasingly challenging.

The challenge was not simply staying compliant. The company also needed to understand:

- ? Which sites would be affected by upcoming regulatory changes
- ? Which risks required immediate attention
- ? Where investments might be needed
- ? How projects and procurement activities should be planned
- ? How to ensure consistency across sites while respecting local realities

Without a common framework and shared visibility, teams often spent significant time gathering information, reviewing obligations and preparing for audits, leaving less time for proactive planning and operational improvement.

Key Challenges

- Inconsistent practices across sites
- Limited visibility of risks and priorities
- Difficulty anticipating change
- Cross-functional coordination challenges
- Resource-intensive audit preparation
- Lack of consolidated oversight
- Limited action plan tracking

Project Objectives

The organization wanted to create a more connected and proactive approach across its European operations. Rather than focusing exclusively on regulatory compliance, its objective was to provide teams with the visibility and information needed to make better decisions and anticipate future requirements.

The project focused on:

- Creating a consistent process across all European production sites
- Providing earlier visibility of risks, issues and regulatory change
- Strengthening alignment between corporate and local teams
- Improving planning of compliance-related investments and procurement
- Supporting the maintenance of ISO 14001 and ISO 50001 certification

02 Solutions Deployed

From Regulatory Monitoring to Better Business Planning

To achieve these objectives, the company implemented a combined approach bringing together regulatory intelligence, digital tools and field expertise.

The Red-on-line platform provided a single source of information for regulatory requirements, obligations, risks and actions across all eight production sites. Teams gained greater visibility into what was changing, where impacts might occur and which actions required attention.

However, **visibility alone was not enough**.

The company also wanted to ensure regulatory requirements were understood, assessed in the context of daily operations and transformed into practical action plans.

To support this objective, Red-on-line consultants conduct annual assessments at six sites, working directly with local teams to:

- Review current practices
- Identify gaps and risks
- Assess implementation in the field
- Prioritise actions
- Define realistic improvement plans aligned with operational priorities

This combination of technology and field expertise enables the organisation to move beyond reactive compliance management and establish a more proactive approach to planning and risk management across its European operations.

> *« The feedback from the site assessments has been extremely positive. Working closely with local teams played a key role in the project's success. Today, teams value the quality of the regulatory frameworks, which are carefully tailored to their actual operations rather than being overly generic or burdened with unnecessary information.»*
>
> *Environmental & Energy Manager, Europe Region, Food Manufacturing*

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03 Benefits

Turning Regulatory Insight into Operational Advantage

Today, all eight sites benefit from greater visibility of regulatory requirements, risks and upcoming changes, creating a stronger foundation for decision-making across the organisation.

Key Benefits:

- Earlier identification of regulatory changes and potential impacts
- Better planning of investments and corrective actions
- Stronger coordination between Operations, Procurement, Engineering, Finance and HSE teams
- Improved integration of regulatory requirements into maintenance and capital projects
- More efficient preparation for audits and inspections
- Greater consistency across European operations
- Stronger confidence in corporate reporting and decision-making

Most importantly, teams now spend less time reacting to emerging requirements and more time planning ahead. This allows resources, budgets and projects to be aligned earlier, reducing operational disruption and supporting more predictable business performance.

Results:

The project has helped the company create a more connected and consistent approach across its European operations.

Key Figures:

- **8 sites operating from a shared framework**
- **6 annual field assessment programmes**
- **ISO certifications maintained**
- **Increased visibility and coordination across European operations**

Turn Compliance into a Driver of Performance

As regulatory requirements evolve and operational pressures increase, industrial organisations need more than a theoretical approach to compliance.

Red-on-line's HSE experts help bridge the gap between regulatory requirements and operational reality, enabling teams to identify risks, prioritize actions, and implement practical improvement plans.

Red-on-line in numbers

- **5000+ clients in 100+ countries**
- **500+ jurisdictions covered**
- **350+ international experts**

Red-on-line consulting results over 2025

- **2,000 days** of on-site consulting delivered in 2025 accross 500+ sites
- **91%** client satisfaction rate
- **50,000 non-conformities identified**, including 4,000 findings requiring priority action

By giving teams advance insight into regulatory developments, Red-on-line empowers organisations to make proactive investment decisions, optimise resource allocation, and reduce the risk of operational disruption.

Talk to our HSE experts to build an assessment programme tailored to your sites and operational priorities.

Book a meeting with one of our experts

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