

Siemens Wind Power

From ambitious entrepreneur to global player

Case Study
Manufacturing

Improving maturity across the organisation to enable double-digit growth

Company: Siemens Wind Power

Country: Denmark, USA

Sector: Manufacturing

Function: Supply Chain, Sales, Finance and Operations

Business Challenges:

Standardising and aligning corporate and regional processes to eliminate inconsistencies in a rapidly growing organisation

Consulting Services: Supply Chain, Innovation & Growth

Capabilities: Integrated Planning, Sales Effectiveness, Performance Management

Client Quote:

“The project helped to align corporate and regional requirements to improve planning and performance management processes”.
Guido Stegmüller, Project Manager

Situation:

Siemens Wind Power is one of the world’s biggest providers of complete wind power solutions for onshore, offshore and service projects. Rapid growth had led to inefficiencies in some operational and corporate processes. Celerant Consulting was chosen for the LEAPFROG project to analyse and resolve the following key issues:

- Inadequate alignment between operational and financial forecasting
- Insufficient transparency of operational business performance
- Lack of tools and standard operating procedures in the Acquisition and Project Execution phase

Approach & Delivery:

Three work streams were set up in Corporate and the Americas headquarters who collaborated virtually to design and pilot the new ways of working. The delivery comprised of the following key elements:

- **Integrated Planning:** New set-up of the Load (S&OP) Plan. Planning & forecasting processes were aligned between Corporate and regions to ensure faster response times to Sales and less change requests to existing plans. New order forecast, sales planning and capacity demand processes & tools to support more regionalized operations

- **MCRS®:** Design and implementation of a new management system with a KPI navigator for Corporate (level 1 and 2) and regional management (level 2 – 4); fact-based performance meetings and clear roles & responsibilities for operational improvements
- **Regional Interfaces:** New tools and process for the Sales Acquisition and Project Execution phase. Continuous improvement through root cause analysis. Consistent processes & interfaces across the global organisation

Results:

The project supported the change to a fact-based performance culture. Operational performance and deviations to plan are now visible in the KPI navigator and used for continuous performance improvements. The number of changes to the Load Plan could substantially be reduced which helped to improve planning and forecasting.

Client Satisfaction:

At an internal audit the Americas Sales organisation was able to get a perfect score - also due to the tools and processes put in place by the project.

“The project fostered cross-continent collaboration which was essential to prepare our organisation for the future growth ahead”. Ingrid Jaegering, CFO EMEA