

Celerant clients, former clients & friends of the business share their expertise and experience.



Mogens Granborg has held significant positions in Danish companies until he retired after 20 years on the Executive Board of Danisco. Now, amongst other things, he is serving as Chairman of the Board of Directors at DSB, the Danish Rail company.

‘Can Danish companies play in the big league? For sure - if they foster people who burn for *productivity*, burn for *efficiency* and think about it around the clock.’

The Danish Prime Minister has addressed competitiveness as a cornerstone in securing Denmark’s international position. What do you think are the keys to increasing it?

Three things: identify cost structures, identify complexity and identify competition. I myself would probably do them in reverse ranking. First of all, identify competition, then complexity and then cost, because cost is a result of the other two.

The way forward always depends on your competitive situation, but one thing I passionately believe is that every company must involve its employees more. It must allow employees to speak up and not be filtered by middle management; otherwise it misses out on so much production knowledge.

My experience from all the companies I’ve worked in is that there’s a lot of knowhow in the unskilled and skilled labour force and a real willingness to be more efficient. So there’s a lot of resource that you can benefit from. They know where ‘the shoe is too small’, if I can use that expression. They know when a company is not efficient and when it has too much waste in its production.

So involving your employees is vital to really understanding the specific challenges for your company and identifying the specific ways you can increase productivity.

The head of runway maintenance at Copenhagen airport woke up in the middle of the night and said: ‘I’ve found a solution to all the snow that keeps blowing across the runways and closing them.’ Now that’s what I call burning for efficiency.

