



Sustainable performance increase thanks to the right organisation design

Decisive battles were not lost because of the wrong strategic intention but because of the wrong formation. In the economy too, the strategic direction of impact is often correct – you know the direction and the target. But what is missing is the consistent transmission into an appropriate, lean and efficient organisation with clear competences.

In the course of our projects we meet the following situation again and again: the top management actually knows the direction and the target; the strategic direction of impact is drafted and is plausible. But what is missing is the appropriate and necessary separation into business units which are consequently responsible for clear and identifiable parts of the strategy. That is the only way how to reach the defined targets and to develop suitable competences.

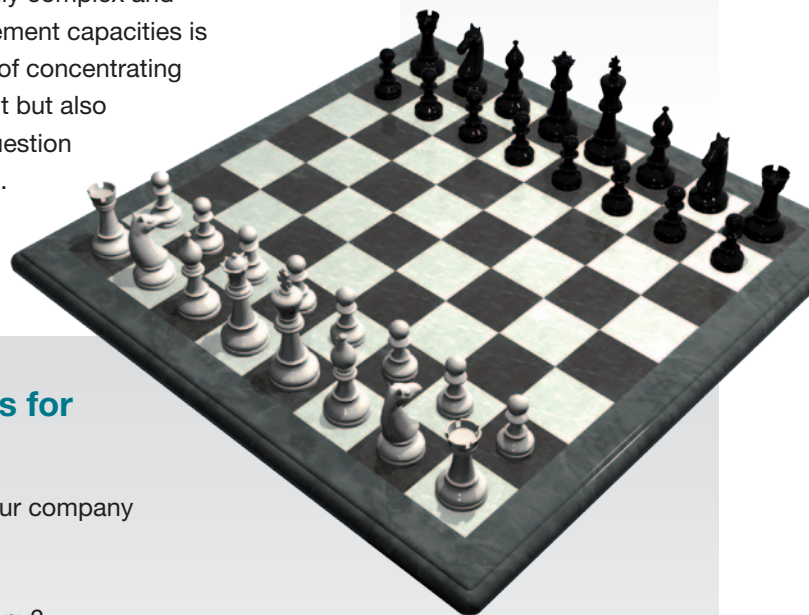
Without this separation the company becomes unnecessarily complex and possible synergies are not used. A large part of the management capacities is used for the solution of internal interface problems instead of concentrating on customers and doing business. The middle management but also some of the top performing personnel are frustrated and question the strategy which they can hardly notice in their daily work.



Stefan Zirhan
Partner HPO AG

When did you ask the following questions for the last time?

- If you were to take a Greenfield approach, what would your company look like even if a strategy exists?
- How much organisational structure is actually needed?
- How many unnecessary interfaces are there in the company?
- How clearly are the responsibilities defined in the company?
- How is the performance managed?
- Which bottlenecks slow down the performance?



Bei einem Schachspiel sind Aufgaben und Kompetenzen klar auf die einzelnen Spielfiguren verteilt.

Sustainable performance increase thanks to a reduction of complexity



Christoph Biedermann
CEO ABM Greiffenberger
Antriebstechnik GmbH

“A revision and implementation of the strategy with business process models and an organisation plan which is conform to the processes: HPO has accompanied us on this way and thanks to its continuous methodology it has helped us to the necessary results.

The reduction of complexity by the business process model resulted in an increased efficiency and thus in a sustainable performance increase.”

ABM Greiffenberger produces electrical drive units for different applications. The range of products goes from drive units for screw conveyors, drive modules for fork lift trucks and cranes to system solutions for wind power stations. The strategy is a certain presence in various industries with very different needs. A combination of different kinds of businesses is the result.

Targets of the project

The main target of the project was the operationalization of the strategy in the daily business supported by the constitution of business process models conform to strategy. Moreover, the process-oriented organisation should be made easier to steer with the help of defined indicators.

Approach

The approach to the project was tailored according to the needs of ABM. A lot of importance was attached to a transparent project management with the help of milestones and defined results. The

methodic approach of HPO led to an integral organisation design. By the integration of the persons concerned in the development of a solution the foundations of a successful implementation were laid.

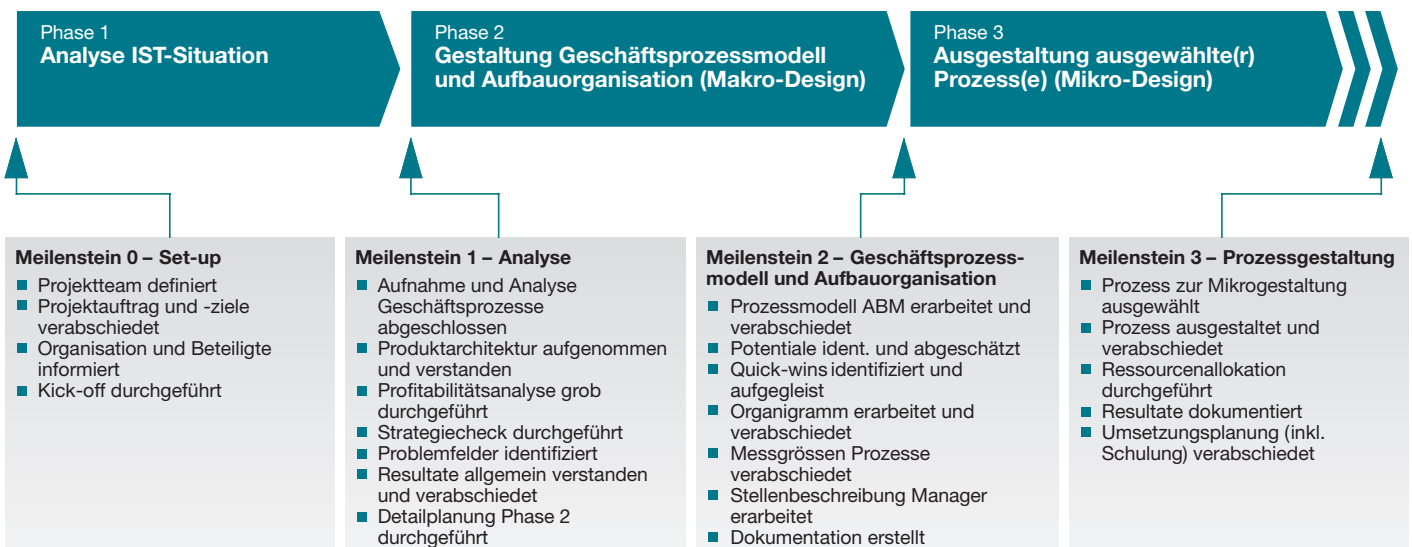
“The integration of the persons concerned in the development of a solution guarantees the success of the implementation.”

HPO guaranteed the project progress, the continuous implementation of the concept and the integration of external know-how.

Results

The levers for optimisation identified in the current analysis were consistently implemented in the macro and micro design phase. Finally the design led to two business process models: customer specific solutions, platform based customer solutions.

2009														
Mai					Juni					Juli			August	
18	19	20	21	22	23	24	25	26	27	28	29	30	31	32



Projektmasterplan mit Phasen und definierten Meilensteinen



By the separation of the two businesses the complexity of the process could be reduced considerably. By defining so-called 'key performance indicators', the performance of the two business models could be made transparent and easy to steer at the same time.

The organisation chart is process-oriented and reflects the business process models. The process owner is manager of the unit at the same time. This guarantees a continuous responsibility and a 'learning organisation'. Finally the micro-process design ensures the implementation of the strategy in the daily business.

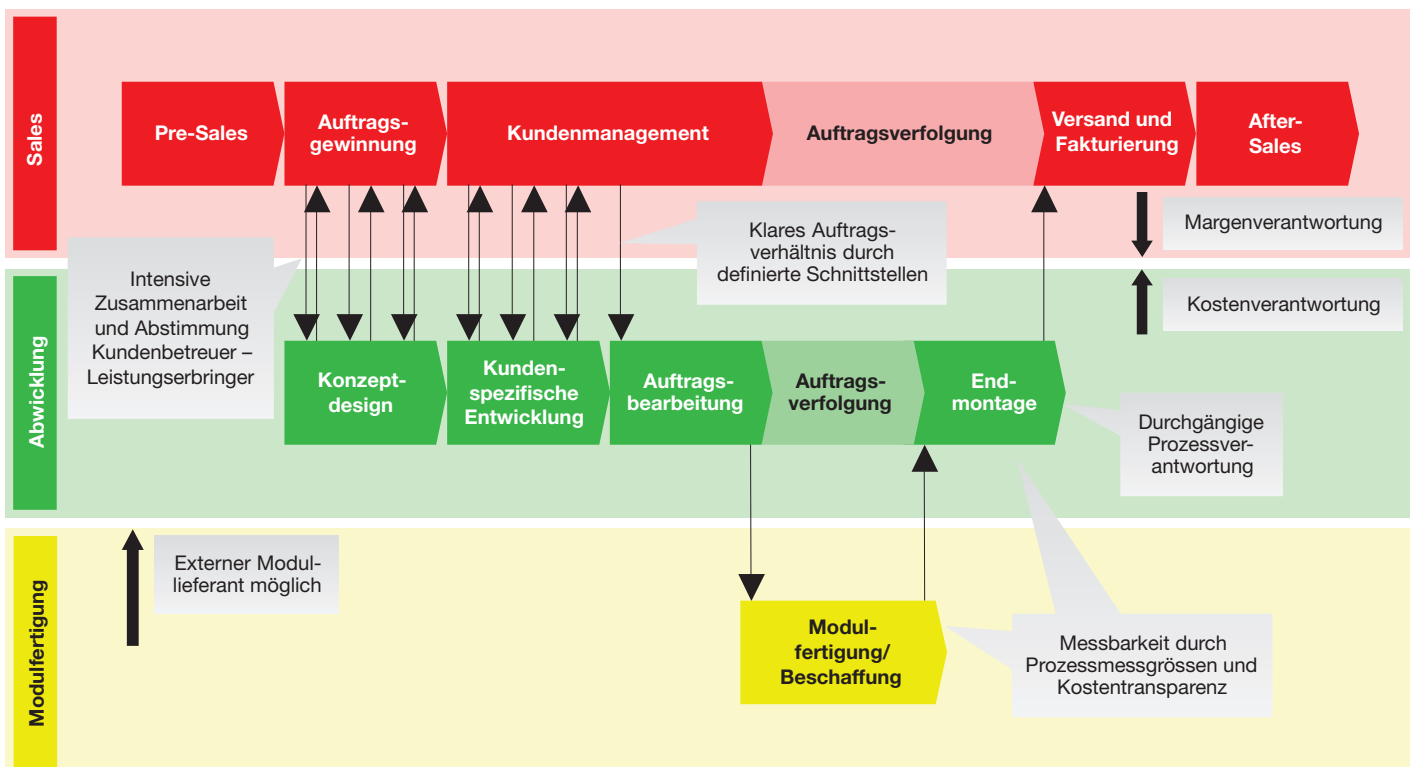
design. In the course of the project all the optimisation levers were transferred into work packages, integrated in the main planning and assigned.

The aim was to use the generated momentum and do the homework in the shortest time possible. Like in every other company the execution of such a project always involves the same persons. That is why the aim was to have all their capacities available as quickly as possible for the daily business. In order to guarantee the implementation an assessment is planned within six months after the implementation start.

Further approach

The optimisation levers identified in the first phase of the project did not only comprise the approaches in the area of the organisation

“A process oriented business model guarantees continuous responsibility and measurability.”



Geschäftsprozessmodell «Kundenspezifische Lösungen» mit Designkriterien

Are all the industries the same?

It is amazing to see again and again how similar ways of looking at a problem are in different industries and how approved approaches can even be adopted from other industries. Industrial processes, for example, fit perfectly in the environment of financial service providers. The HPO-methodology is based on common patterns and ensures that the best possible solutions can be developed.

On the other hand industries differ. Processes are the same, but the contents are completely different. The terms, the languages are different. In the environment of a banker you cannot use the vocabulary of a steel worker and the other way round. In other words apart from the capability of abstraction and the transfer of concepts the basic skills of a HPO consultant also include a profound and specific knowledge of the different industries. We maintain and develop systematically our know-how and our experience in the following industries:

Finance

Banks, insurances and Private Equity

Information and communication technology

Application developers, Telecom providers, ICT Service providers, system providers

Industry

Steel sector, mechanical engineering, plant construction, building industry

Further industries

Chemical and pharmaceutical industry, Life sciences, Power sector, Non profit-organisations, Aviation, Public sector, Transport, Healthcare, Trade and consumer goods, Media

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Our Name is Program: We are Management Consultants for High Performance Organizations

High performance begins with a consistent strategy.

Together we will develop or assess your strategy.

We design your high performance organization.

We ensure its implementation.

We will improve your performance with our own proven methodology.

The value we add exceeds our costs by at least a factor of ten.

We accept performance based fees. And we have good reason.

Step by step.

To success.



Intensive Seminars

Have we aroused your interest? Then take part in one of our intensive seminars.

Contents

Basics of the integral methodology approach, focus on a single topic, presentation, reference to a project from the practice

Dates and topics

- Aug 31st, 2010: Performance increase thanks to an optimal business process model
- Nov 11th, 2010: Business culture – soft factors are often underestimated

Time

14.00 to 18.00, dinner

Further information and inscription at www.hpo.ch.