



A global provider of power generation solutions Creating a faster, cheaper R&D capability

Case Study Energy

Operational Excellence to boost R&D capabilities

Company: n/a

Country: Europe – Finland, Switzerland, Italy, Netherlands

Sector: Energy

Function: Research & Development, Product Engineering, Supply Chain, Manufacturing Technology

Business Challenges:

Implement a global approach for R&D aimed at reducing Time to Market and improving Customer satisfaction

Consulting Services: R&D Optimization, Performance Improvement, Change Management,

Capabilities: Innovation, Process Excellence (Integrated Product Development, Lean and Six Sigma)

Client Quote:

“Piloting has a high risk factor in that the project takes more time than expected in the early phases. One has to take time when implementing change programmes, Celerant understands that”
Client’s Management

Situation

Having lost market share over the last four years, a leading supplier of complete lifecycle power solutions launched a concentrated effort to renew its portfolio with new products, with the aim of regaining market leadership in key segments. The client focuses on the marine engine and power plant markets with products, solutions and services. It earns most of its revenues from engine and power plant maintenance services, but after losing market share in marine solutions over 4 years, it identified a clear need to regain leadership in engine products and sales. It also identified Celerant Consulting as the ideal partner to make this happen by replacing a change-resistant mentality with new behaviours and installing a culture of Continuous Improvement and genuine Innovation.

Approach & Delivery

The multinational project was primarily designed to deliver Innovation content, so Celerant’s consultants used a Voice of the Customer approach to relentlessly focus on customer satisfaction and seek continuous feedback from the organisation. They also improved the project portfolio and resource management processes to ensure that R&D projects were in-line with the product strategy; introduced a comprehensive MCRS®

Management System that enabled the 3 Business Units to manage their R&D projects more efficiently; standardised the product development process; introduced Lean and Six Sigma tools and trained the R&D workforce; implemented successful pilots to demonstrate the impact of these improvements in real R&D projects; developed the plan for the full roll-out in the organisation for 2011.

Results

SIS targets were 100% achieved * Plan attainment 94% on end target. * The pilot phase was extended from 4 R&D projects to 10 due to critical mass support from senior management. *100 R&D experts and Project Managers, including a core group of Key Users, have been trained to ensure ownership of the new ways of working. * Real Behavioural Change has taken place and a culture of Continuous Improvement has been installed.

Client Satisfaction

“In the beginning people had some doubts, but now everyone is starting to adopt the approach: “I am really grateful that we have the opportunity to test these new methods and tools in our project”, “This will help us plan for good discussions with supply management on make/buy decisions.”
Client’s Project Manager