



REpower Systems AG

Bigger, Faster, Better

Case Study Manufacturing

Increasing productivity to match demand and beat the competition

Company Name: REpower Systems AG

Location: Germany

Sector: Manufacturing

Function: Production

Business Challenges: Optimise existing capacity, production facilities, processes and organisation to secure REpower's position as a leading manufacturer of wind turbines

Consulting Services: Performance Improvement, Change Management

Capabilities: Asset Management, Process Excellence, Innovation

Client Quote:
"If someone had forecast such an immense productivity increase 2 years ago, I would not have believed them." Lars Rytter Kristensen, Chief Supply Chain Officer, REpower Systems AG

Situation

REpower system AG is one of the leading turbine producers in the German wind energy sector. It stands for a successful company with a story that is as compelling ecologically as it is economically. REpower faced increased demand and increased competition. To protect its position and prepare for an expansive future, it wanted to implement RE TOP 1000, a comprehensive Change Management programme designed to increase productivity by 15%.

Approach & Delivery

Celerant Consulting had already worked with one of the main REpower clients at a former company and delivered outstanding results, so it was brought in to help drive RE TOP 1000. The aim was to increase capacity from 670 to 870 MM turbines in 2 plants (an increase of 30%) up to a global total capacity of 1,000 MM turbines.

Working closely with the client team, Celerant's experts optimised and standardised all internal processes to reduce lost time, guarantee a 'just in time' supply of material and optimise on time delivery to the assembly lines by installing a KANBAN system. We also improved the quality checks for supplied material at delivery.

Results

€1,750m savings have been achieved against a target of €930m and production capacity has increased by 34%.

Productivity has increased by 26% through optimised processes to and from production, a TAKT time based production flow and KANBAN systems, with hours per MM turbine reduced from 500 to 370.

A new management culture, supported by a new MCRS[®] and fact based decision making, has been successfully installed and a new culture of continuous improvement embedded across the organisation.

Client Satisfaction

"This Project was perfectly structured right from the beginning. Meanwhile the project methods got recommended as best practice for REpower."
Gutmundt Ertel, Head of Production, REpower Systems AG

