

Voith-Siemens

Empowering to perform

Voith-Siemens is a major world player in the field of Hydro Power Generation and has built a worldwide reputation in the industry. They are renowned as having built the world's largest Hydro Power generation unit, in China.

The tremendous growth experienced by Voith-Siemens (VS) led to friction/cracks in the organizational processes and structures. As part of their drive for continuous improvement (which had included initiatives such as SAP), V-S met with Renoir and negotiated an analysis of the stress areas/processes including related issues – followed by project implementation.

"I liked the way in which you have empowered my people to perform. I am sure that with the help of the new processes, we will generate good long term results."

Julio Fenner
Director

Key Results

Savings in excess of \$2,000,000

4:1 Project ROI

30 day improvement in new project lead times

Better project completion status

More pro-active culture

ANALYSIS

The Analysis revealed a number of impactable issues:

- **Financial:** Profits not rising in line with growth and inconsistent margins.
- **Internal Processes** were poorly defined and planning systems not integrated.
- **People:** There were several change resistant and poor levels of accountability.
- **Customer:** Poor phase delivery

PROJECT

A 7-week Focus Process™ involved 32 sub-process teams and 4 key process teams managed by a combination of 4 client team leaders and 5 Renoir consultants. The objectives were:

- Develop and agree a route map to solving the issues
- Secure organizational "ownership" of the process
- Identify the barriers to success
- Commit to financial benefits

All in all more than 40 managers presented to the board their commitment to change and financial benefits.

A 19-week Implementation Phase involving the V-S Task Force, Management Action Teams, and the Renoir consultants succeeded in exceeding the goals set by Renoir at the outset and achieving the goals committed to by the managers during the Focus Process™. Over 50% of the core business processes were revised.

Renoir projects are built to ensure sustainability. The team ensured that the newly developed key performance indicators were being used, that the behaviors were sustained, and that operational and financial performance continued to improve.

World Leaders in Sustainable Change

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OUTCOMES

The most significant result was cost savings in excess of \$2 million. However the results that will be felt the longest are the behavioral ones:

- Greater transparency to ensure poor performance is highlighted and tackled in a consistent & timely manner.
- Greater accountability by acting on data & balanced scorecards.
- Enhanced focus on business performance.
- Enhanced predictability and consistency of results.
- Enhanced learning & continuous improvement.

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail at: renoir.office@renoirgroup.com

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