

Evaluation of efficiency potentials to safeguard earnings

Evaluation of efficiency potential (sales, cost, working capital) by optimising sales structures, optimising purchasing, reducing inventories, reducing other operating expenses

challenge

- Strong market position and growth story endangered
- Due to the **deteriorating market environment** and increasing competitive pressure, measures are to be developed to safeguard earnings
- Increasing **price pressure** from customers combined with higher supplier requirements

approach

- As part of a performance check, selected areas of the company were analysed and evaluated regarding possible **quick wins** and long term efficiency potentials. The focus was on sales, purchasing, inventory management and energy management

result

- Savings potential in the lower 2-digit million-euro range was identified. The expected savings target was exceeded by around 100%
- The focus was on sales and operations, including purchasing, as well as proposed measures to reduce **working capital** requirements (inventory)
- The measures were presented to the management team, discussed and prioritised. Those responsible for implementation were appointed. The results were translated into **action plans** for systematic implementation (degrees of rigour). Tracking has been set up.