

# World's largest supplier of wind generators

## Powering up the turbines

## Case Study

### Utilities

## Precision delivery to improve output

**Company Name:** n/a

**Location:** Europe

**Sector:** Utilities

**Function:** Production

**Business Challenges:**

Increase project efficiency and dramatically reduce penalty payments.

**Consulting Services:**

Performance Improvement, Change Management

**Capabilities:** Organizational Effectiveness

**Client Quote:**

*"The people from Celerant got considerably more involved in the project than it was expected. This meant they developed an excellent understanding of our business and our markets within a short time, and we were able to involve them at a concrete level in discussions of day-to-day business."* Director of Central Europe

### Situation

Our client is one of the world's leading suppliers of wind generators. They design, produce and install wind farms, including transportation, site preparation and supervision, turnkey installation and operational sign off. In recent years, delays in the construction of the turbines had led to missed customer handover deadlines and high contractual compensation payments. The challenge was to increase project efficiency and dramatically decrease penalty payments.

### Approach & Delivery

Celerant Consulting had worked successfully with the organisation on other projects, so it was logical to entrust it with such an important task.

The fact that only 75% of turbines were being completed on time convinced the team that it was dealing with a process problem and this was confirmed when a customer survey carried out by Celerant Consulting also raised process and project management issues.

To solve them, the team focussed on 3 areas:

- Improvements to the organisational setup
- The introduction of a mandatory Stage-Gate process and the optimization of supporting processes, such as transport planning and the ordering of options
- The introduction of operating figures, as well as meetings to direct business performance and project planning.

The core element was the Stage-Gate process, which describes all activities from initial customer contact to final turnkey handover. Stage-Gate refers to each gate within the planning and construction procedure. For each activity, the team defined relevant roles and responsibilities, as well as core activities and operating figures. Celerant Consulting also established operating figures and targets for the core process and the allocated support processes.

To drive the new ways of working, Celerant Consulting used Closework® approach to build close collaboration and to develop the skills, roles and responsibilities of the project planning department.

### Results

The Number of turbines completed on time rose to 90%. Contractual penalties dropped dramatically. Only 50% of the budgeted sum was paid out, equivalent to just 15% of previous years.

### Client Satisfaction

*"The project was a complete success. One measurable result was the drastically reduced number of contractual penalties. In addition, we have a whole series of improvements in the Stage-Gate Process which we have used to introduce clear guidelines on how to complete projects. And this Stage-Gate process is now being consistently followed."* Director of Central Europe