



Company must expand its business to international markets and significantly increase its R&D efficiency

Improvement Roadmap



Strategic Challenge

- Declining core market in Germany due to shifting government regulations and competition offering more **cost-effective energy systems**.
- Reassess the current **business model** and find solutions to stay competitive
- Implement a restructuring program and **improve efficiency in R&D** to contribute to overall results and meet market demands

Results & Impact

- 33% increase of **R&D efficiency**
- 22% reduction of **time to market/volume**
- Significant increase of liability along entire value chain
- Enablement to deliver **“future-proof” technologies and products** within the next 10 years

Levers & Building Blocks

- **Strong matrix organization** with product lines and empowered teams with **end-to-end responsibility** and own budget
- **Agile concept phase**
- **Global capacity scaling** with suppliers and partners
- **Automation strategy**
- **Strict platform governance** with module owners and decision boards