

SEMIKRON
innovation + service

Getting ready for digital

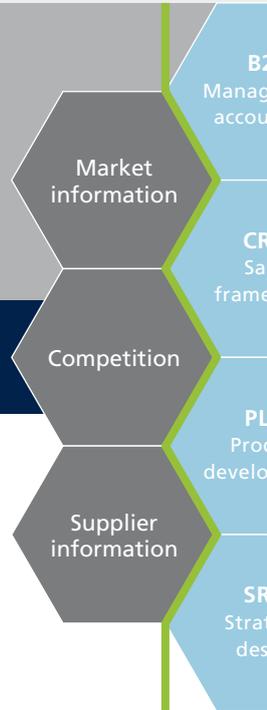
Reengineering the value chain and setting up a change concept for the European production network



"The project as a whole was a great success, providing the basis for major improvements of the business processes within our growing company and yielding the benefits from a more digitized organization."

Dr. Daniel Grabe
Head of Manufacturing &
Project Manager, SEMIKRON

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Tackling the challenges of growth

Over the last years SEMIKRON has evolved into a leading global player in the manufacturing of power semiconductors and was able to attain numerous new customers. Hence a growing variety of products and variants as well as additional suppliers had to be integrated into the value chain.

Further challenges to the operating model arose from the highly sophisticated production requiring a high number of process steps as well as growing threats from competitors.

To address these concerns and to support the organizational structures in developing the adequate degree of maturity, the end-to-end reengineering and harmonization of the business processes became a must.

“CAMELOT’s structured approach provided guidelines that significantly supported and simplified the operational project work. The appointment of Camelot proved to be a major success factor for the entire project.”

Christian Müller
Managing Director, SEMIKRON

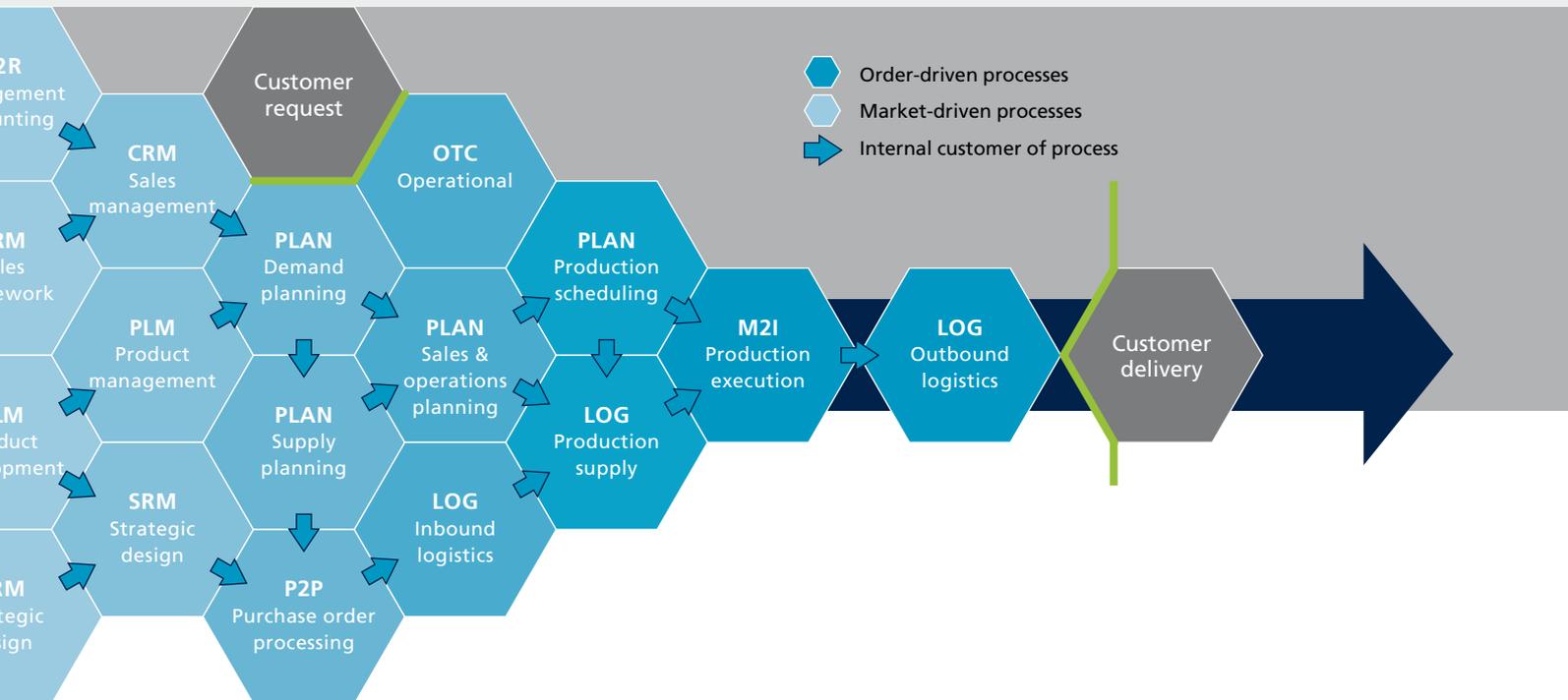
Creating a future-oriented value chain

To tackle the given challenges, SEMIKRON decided to gear their entire operating model towards a future-oriented value chain through a comprehensive process reengineering and redesign.

The project scope comprised:

- Evaluation and redesign of all business processes from customer to supplier
- Alignment of organization and communication structure
- Assignment of IT system requirements to business processes

To improve the value chain performance, optimization potential and impacting factors had to be evaluated on a cost-benefit basis. The developed business processes moreover needed to be detailed to a level that they could later serve as a basis for specifying a renewed IT system architecture.



The eight-month reengineering project consisted of:

Analysis

- All business processes; workshop approach to map as-is processes and define target pictures
- Record pain points along the entire supply chain
- Define aggregated KPI targets for the to-be operating model
- Elaborate to-be concepts in order to tackle pain points from as-is analysis

Design

- Design a harmonized to-be process landscape mapped with an overall renewed supporting communication map
- Develop a future IT system architecture to lift up SEMIKRON to the digitized world

Business case

- Evaluate improvement potential
- Cost-benefit analyses

Change

- Recommend a change approach
- Set up a change management strategy and concept

Results: ready for digital

- Room for improvement identified regarding
 - SEMIKRON's maturity degree concerning the Governance & Management Framework
 - the strategic, tactical and operational value chain alignment
- Detailed process design and organizational design with clear definitions of accountabilities and responsibilities
- Strategic options for an overall IT architecture and key optimization levers identified
- Implementation roadmap for the following years

The calculated business cases demonstrated that the return on invest for the implementation would be achieved within the required timeline. Ultimately the implementation will enable SEMIKRON to significantly reduce the time-to-market and to increase transparency and agility of the organization.

SEMIKRON is now prepared for future growth and the challenges of a digitized business world.



Your contact

SEMIKRON International GmbH

SEMIKRON is a medium-sized company with a focus on producing power electronics for the midrange power segment. Based in Nuremberg, Germany, the company has 3,000 employees working in 25 subsidiaries and nine countries worldwide and realizes a revenue of 475 million Euros. Key customer industries of SEMIKRON include electric and hybrid vehicle manufacturers as well as wind power plant constructors. SEMIKRON is furthermore the global market leader for diode/thyristor modules.

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▶ Benefits at a glance

- ▶ Strengthened the ability to operate in a volatile market environment
- ▶ All business processes evaluated and redefined to achieve higher process acceptance
- ▶ Optimization potential identified and implementation assessed on a cost-benefit basis with the result of an overall return on invest in little over three years
- ▶ Significantly lowered time-to-market
- ▶ Reduced lead times
- ▶ Improved understanding of customer needs and focus on fulfilling them
- ▶ Increased transparency on process and material costs

CAMELOT Management Consultants

CAMELOT Management Consultants is the globally leading consulting specialist for value chain management in the process, consumer product goods and manufacturing industries. CAMELOT Management Consultants is part of the international CAMELOT Group with 1,600 employees worldwide. The integrated consulting approach and close collaboration with renowned technology specialists guarantees project success along all consulting phases: from decision-making to the organizational and technical implementation.

CAMELOT Management Consultants AG

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