"ElCoGa To-Be Concept"

Course: Business Strategy

Study Program: Business Consulting Master

WiSe 24-25

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Agenda

50 min

Objective To-Be Concept

Business Case

ElCoGa's CEO seeks clarity on strategic direction, operational efficiency, market potential, and team performance to determine **whether to grow, shrink or optimize the business**.

Objective

Developing the strategy for To-Be Concept in order to increase ElCoGa's profit, assure their growth and operational efficiency.
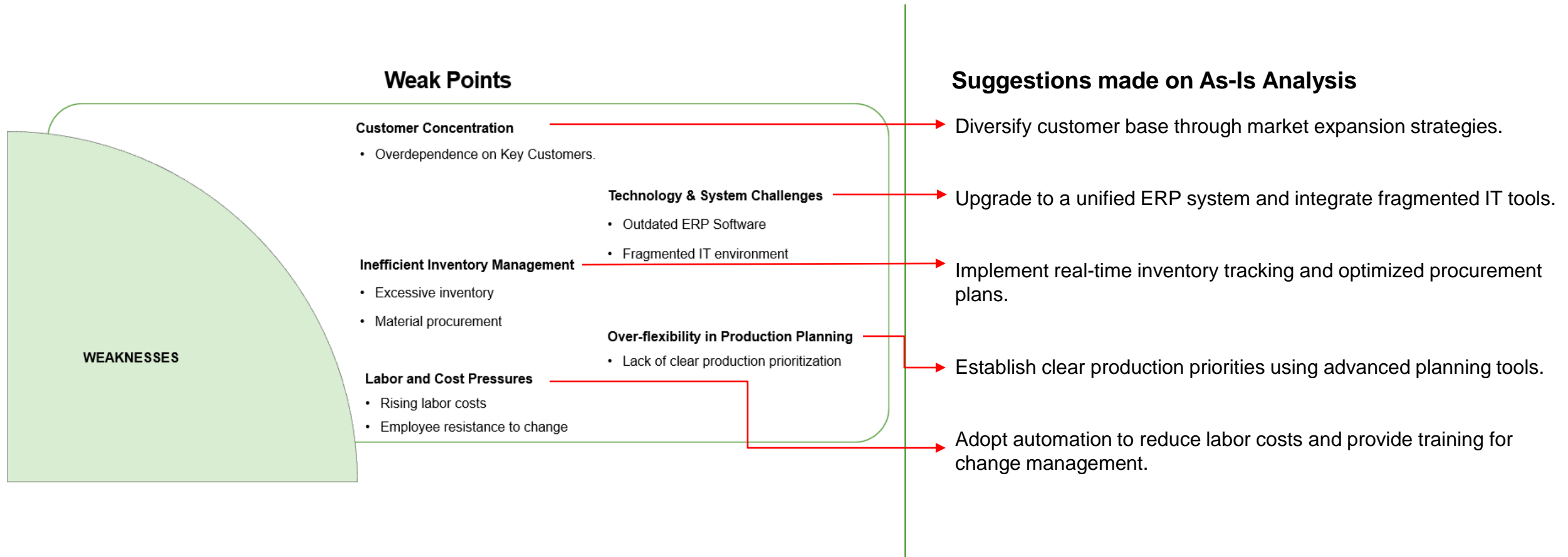
Goal

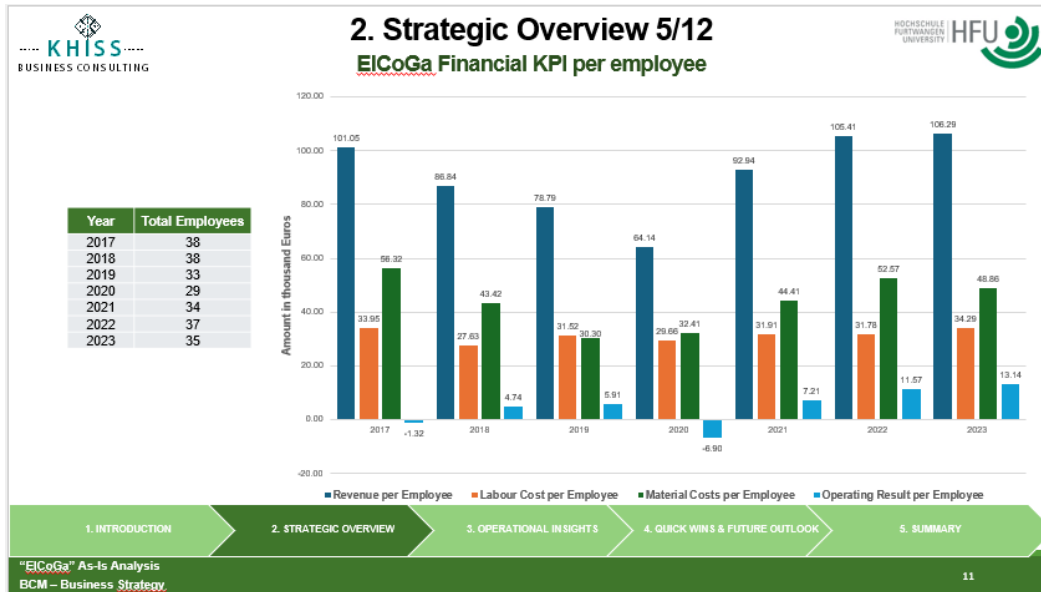Providing solutions on how ElCoGa can ⌐ their profit, performance and have a sustainable growth.

| 1. INTRODUCTION & STRATEGIC OVERVIEW | 2. TO-BE CONCEPT | 3. IMPLEMENTATION | 4. COST-BENEFIT ANALYSIS | 5. MONITORING | 6. SUMMARY |

As-Is Analysis Recap 1/3

Weak Points

Customer Concentration
- Overdependence on Key Customers.

Technology & System Challenges
- Outdated ERP Software
- Fragmented IT environment

Inefficient Inventory Management
- Excessive inventory
- Material procurement

Over-flexibility in Production Planning
- Lack of clear production prioritization

Labor and Cost Pressures
- Rising labor costs
- Employee resistance to change

WEAKNESSES

Suggestions made on As-Is Analysis

Diversify customer base through market expansion strategies.

Upgrade to a unified ERP system and integrate fragmented IT tools.

Implement real-time inventory tracking and optimized procurement plans.

Establish clear production priorities using advanced planning tools.

Adopt automation to reduce labor costs and provide training for change management.

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2. Strategic Overview 5/12
ElCoGa Financial KPI per employee

Year	Total Employees
2017	38
2018	38
2019	33
2020	29
2021	34
2022	37
2023	35

Financial KPIs (2023):

- **Revenue per Employee:** €106,290.
- **Operating Result per Employee:** €13,140.
- **Labor Cost per Employee:** €34,290.
- **Material Cost per Employee:** €48,860.

Key Insights

High Labor Cost per Employee → Opportunity for automation/labor cost optimization.

Material Cost per Employee is significant → Streamline procurement processes/reduce material waste.

Revenue per Employee is high, but Operating Result per Employee remains low → Potential inefficiencies in cost structures, optimize.

Suggestions made on As-Is Analysis

Control Labor Costs → Implement targeted automation to reduce manual effort without compromising quality.
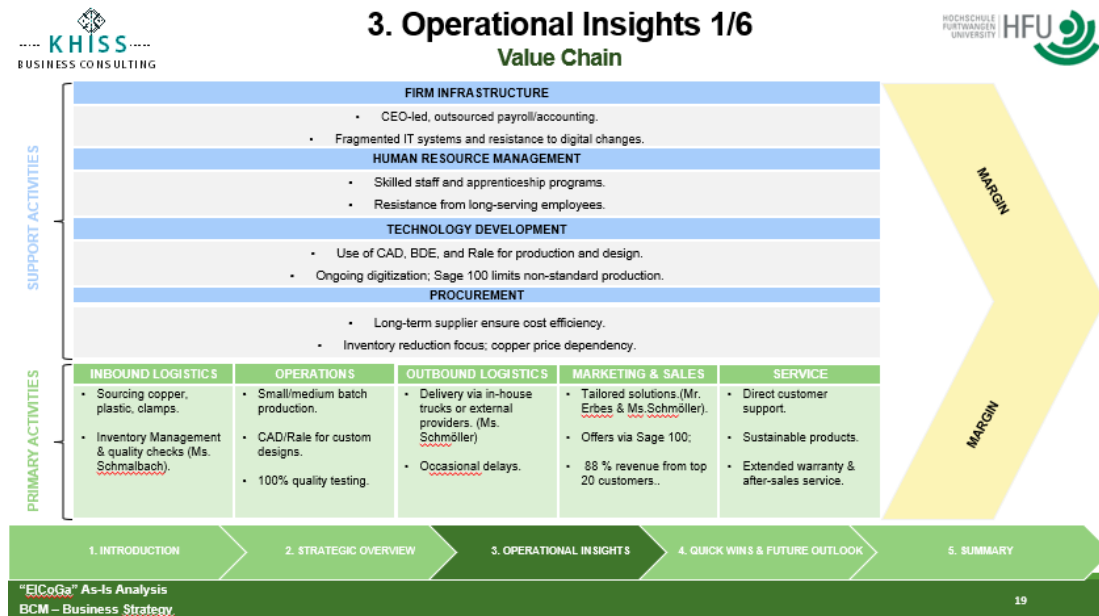
Reduce Material Cost per Employee → Target a 15% reduction through improved supplier agreements and waste management.

Increase Operating Result per Employee → Achieve a 20% increase by enhancing operational efficiency.

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3. Operational Insights 1/6
Value Chain

Key Insights:

- *Delivery Delays:* Manual shipment processes.

- *Production Processes:* Manual interventions disrupt workflows.

- *Quality Assurance:* Slow due to paper-based tracking despite 100% checks.

Challenges:

- Dependence on copper suppliers increases cost risks.

- Manual workflows lead to inefficiencies.

- Limited market diversification restricts growth.

Suggestion made on As-Is Analysis

Delivery Optimization → Automate shipping to reduce delays.

Workflow Standardization → Use digital tools to streamline processes.

Enhanced Quality Assurance → Adopt digital tracking for faster results

Market Expansion→ Target new customer segments.

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Vision/Mission/Strategy 1/2

Translating a Mission into Desired Outcomes*

Mission - Why do we exist?

Core Values - What do we believe in?

Vision - What do we want to be?

Strategy - What is our game plan?

Balanced Scorecard - How do we implement & focus?

Strategic Initiatives - What do we need to do?

Personal Objectives - What do I need to do?

Strategic Outcomes

| Satisfied Shareholders | Delighted Customers | Effective Processes | Motivated & Prepared Workforce |

* Adapted from Kaplan & Norton Figure 3-2, page 73.

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Vision/Mission/Strategy 2/2
Real-World Example

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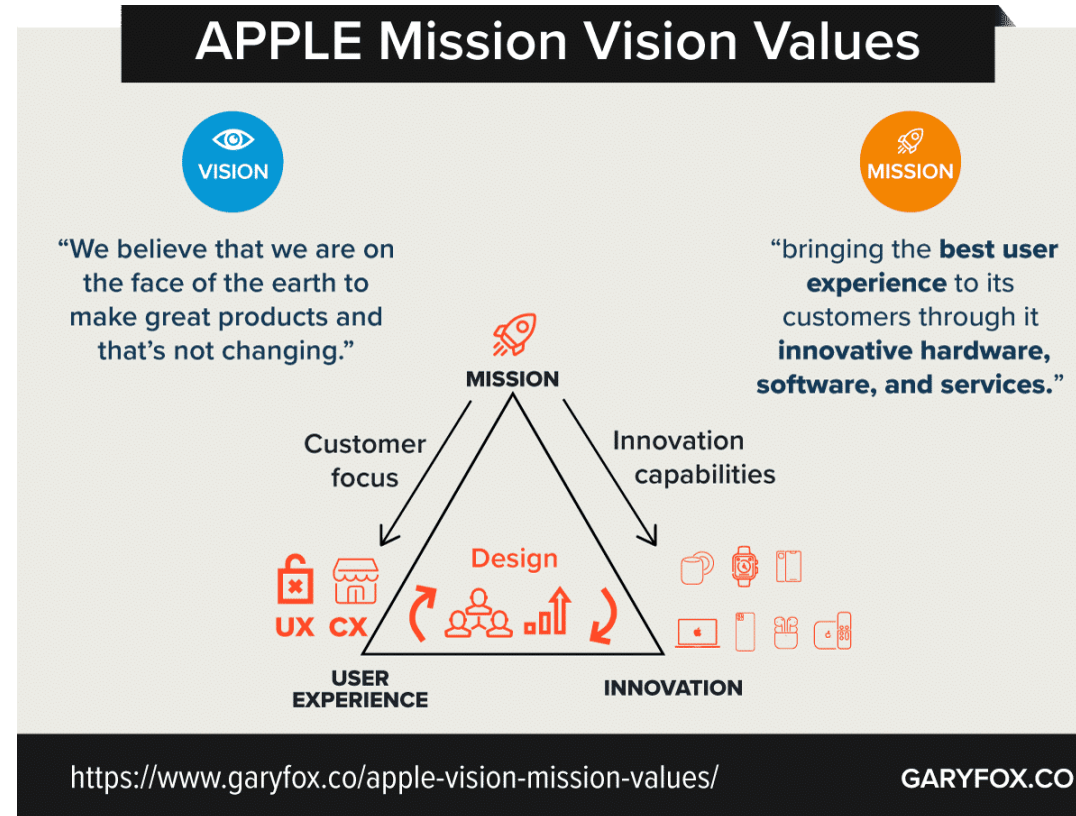
Organizational Chart

ElCoGa – Organizational Chart

Managing Director (CEO)	Partner

Strategy Advisor (To be recruited)	Finance Manager	External service provider

Customer Care & Sales	Innovation & Development Division	Logistics & Supply Chain Division	Production & QA	HR Manager
Ms. Schmöller Head of Customer Experience	**Mr. Heinz** Chief Innovation Officer (CIO)	**Ms. Schmalbach** Head of Logistics	**Mr. Van Thanh Van** Production Manager	**To be recruited** **Chief Technology Officer (CTO)**
Mr. Erbes Customer Care Specialist	**Mr. Gottfried** Electrical Engineer & Innovation	**To be recruited** Procurement Specialist	**To be recruited (1-2)** Quality Assurance Lead	**To be recruited** **IT Specialist**
Working Student (To be recruited) Customer Care Specialist	**Mr. Schmidt** Technician & Innovation	**Working Student** Procurement Support	**To be recruited** Process Improvement Analyst	**Working Student** **IT Specialist**
To be recruited Key Account Manager	**University Collab. (1-2)** Innovation Intern	**To be recruited** Supply Chain Analyst	**Working Student** Process Improvement Support	

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Cross-Functional Teams

Risk Management Team

Mr. Heinz	Ms. Schmalbach	Mr. Van Thanh Van
Chief Innovation Officer (CIO)	Head of Logistics	Production Manager

→ Mitigate supply chain risks and improve operational resilience.

Strategic Planning Committee

Managing Director (CEO)

Ms. Schmöller	Mr. Van Thanh Van
Head of Customer Experience	Production Manager

→ Align operations with strategic objectives and monitor KPIs.

"ElCoGa" As-Is Analysis
BCM – Business Strategy

Vision	To lead in tailored, high-quality transformers and reactors through innovation and excellence.		
Purpose	To provide superior electrical components that enhance customer efficiency and reliability.		
Strategic Priorities	Customer Expansion & Relationships	Operational Excellence	Innovation & Product Differentiation

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Financial

Objectives	Measures	Targets	Initiatives
Optimize cost efficiency. Increased revenue from key customer.	Material cost reduction. Revenue Growth Rate.	Achieve a 10% reduction in material costs by 2025. Increase revenue by 15% annually from major customers.	Inventory Optimization. Customer Incentive Programs.

To succeed financially, how should we appear to our shareholder?

Customer

Objectives	Measures	Targets	Initiatives
Enhance Customer Satisfaction. Expand Customer Base.	Customer Satisfaction index. No. of new customer acquired.	Achieve 90% satisfaction score by Q4 2025. Retain 95% of top 20 customer annually.	Proactive Communication with Customers. Marketing Campaigns.

To achieve our vision, how should we appear to our customer?

Vision and strategy

Internal Business Processes

Objectives	Measures	Targets	Initiatives
Streamline Prod. Processes	Production Lead Time (Days)	Reduce prod.lead time by 15% by mid 2025.	Automated Scheduling and Priority Matrix.
Enhance Inventory Mgt.	Inventory Turnover Ratio	Increase inventory turnover ratio to 8 by 2025.	Digital Transformation.

To satisfy our shareholders and customers, what business processes must we excel at?

Learning & Growth

Objectives	Measures	Targets	Initiatives
Upskill Workforce.	Training Hours per Employee.	Provide 20 hours of training per employee.	Training Programs.
Foster Innovation in product design.	Innovation rate,	20% revenue by end of 2025.	Expand R&D partnership with UNI.

To achieve our vision, how will we sustain in our ability to change and improve?

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Internal Processes Perspective

Streamlined Production

KPI :Production Lead Time (Days)

Target: Reduced lead time by 15%

Automated Scheduling and priority Matrix: Enhance scheduling accuracy to prioritize high-value orders and improve workflow.

Execution: prod. Managers(Mr. Van) and R&D team(Mr. Heinz, Mr.Gottfried),

Introduce a priority matrix for emergencies and boss orders.

• Outcome: Balance urgent and regular tasks without workflow disruptions.

Train employees to use KPIs like on-time delivery rate and average lead time.

Issues:
- Manual scheduling
- Disruptions due to boss orders/emergencies
- Reactive planning

Improved Inventory Management

KPI : Inventory turnover Ratio

Target: Increase ITR to 8x/year by 205

Automate scheduling by fully implementing SAGE 100's production planning module.

Execution: Logistic team(Ms. Schmalbach) and R&D team(Mr. Heinz, Mr. Gottfried).

Action: Update order suggestion lists with dynamic thresholds.

Conduct an ABC analysis to categorize inventory into critical, essential, and optional items.

• Outcome: 20% reduction in overall inventory costs.

Supplier Collaboration: Establish partnerships with suppliers for smaller batch sizes to reduce surplus.

Issues:
- Excess stock
- Minimum order quantities
- Manual coordination

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Balance Score Card 4/6
Financial Perspective

Optimize Cost Efficiency

KPI : Material Cost Reduction

Target: Achieve a 10% reduction in material costs by 2025

Inventory Optimization: Implement lean manufacturing (5S,Kaizen).

- Execution: Collaborative efforts from Ms. Schmalbach and Mr. Gottfried with the SAGE 100 system and warehouse management.

Supplier Partnerships: Negotiate bulk discounts and implement just-in-time (JIT) procurement to lower material costs.

- Execution: Logistic and finance teams work with key suppliers.

Issues:
- High inventory levels
- Procurement inefficiencies
- Underutilized ERP capabilities

Increase Revenue from Key Customers

KPI : Revenue Growth Rate (%)

Target: 15% Revenue growth in 2025

Customer Incentive Programs: Offer loyalty rewards or volume discounts to key customers.

- Execution: Customer care and sales teams (Mr. Erbes, Ms. Schmöller) devise programs to encourage repeat business.

Customer Relationship Management (CRM) Upgrades: Implement a CRM system to track and enhance customer interactions.

- Execution: IT and Sales team(Mr. Erbes, Ms. Schmöller)work together to roll out the system.

Issues:
- Customer dependency risk
- Limited customer engagement
- Pricing pressure

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Customer Perspective

Enhance Customer Satisfaction

KPI: Customer Satisfaction Index

Target: ≥ 90% satisfaction score by Q4 2025

Implement Regular Customer Feedback Systems : Implement Customer Portal to provide regular updates on order status and delivery timeliness, and other enquiries.

- Execution: Sales team(Mr. Erbes, Ms. Schmöller), Logistics (Ms. Schmalbach), Production team (Mr. Van Thanh Van).

Quality Assurance Enhancements: Implement stricter quality checks to minimize defects.

▪ Execution: QA team (Mr. Van Thanh Van), Production team, Innovation team (Mr. Heinz and Mr. Gottfried).

Issues:
- Delivery delays
- Lack of proactive updates
- Inconsistent product quality

Expand Customer Base

KPI: Number of new customers acquired

Target: Acquire 20 new customers per year

Marketing Campaigns: Target emerging sectors like renewable energy, electric vehicles (EV).

- Execution: Sales (Mr. Erbes, Ms. Schmöller), Marketing (Mr. Erbes), Innovation (Mr. Heinz and Mr. Gottfried).

Geographical Expansion: Expand sales efforts in underserved regions within Europe or Internationally

▪ Execution: Sales (Mr. Erbes, Ms. Schmöller), Marketing (Mr. Erbes), Logistics (Ms. Schmalbach) .

Issues:
- Limited marketing outreach
- Overdependence on Key customers
- Insufficient brand differentiation

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Balance Score Card 6/6
Learning and Growth Perspective

Upskill Workforce

KPI: Training Hours per Employee
Target: 80 hrs per employee annually

> **Training Programs:** Training calendar schedule for technical, operational, and leadership skills.

- Execution**:** HR Team, Technical Experts **(**Mr. Heinz, Mr. Schmidt, Mr. Gottfried), Managers (Mr. Van Thanh Van), External Trainers.

> **Continuous Learning and Development:** Provide access to online learning platforms for self-directed learning.

- Execution: HR team, Managers (Mr. Van Thanh Van), IT Support.

Issues:

Limited training hours

Resistance to change

Skill gaps

Foster Innovation in Product Design

KPI: Innovation rate
Target: 20% revenue from innovative products by end of 2025.

> **Innovation Task Force:** Form a cross-departmental team to brainstorm and explore new product ideas or features.

- Execution: R&D and Innovation team (Mr. Heinz, Mr. Gottfried), Sales and Marketing team (Mr. Erbes), Production Team (Mr. Van Thanh Van).

> **R&D Partnerships with Universities:** Leverage academic expertise, cutting-edge research, and fresh talent.

- Execution: : R&D team (Mr. Heinz, Mr. Gottfried), HR team, University Liaisons.

Issues:

Low participation in innovation initiatives
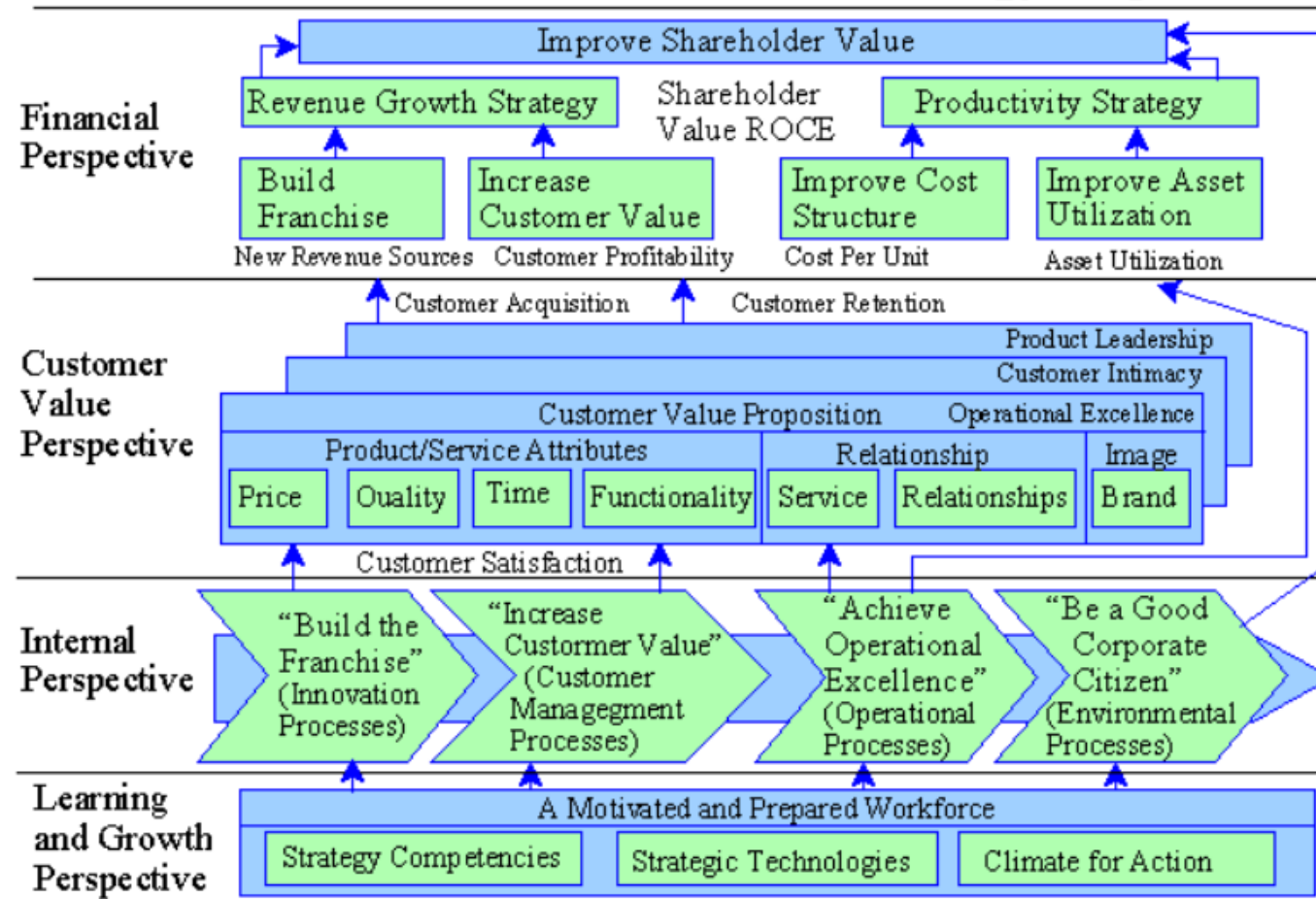
Limited R&D resources and expertise

Lack of Cross-department collaboration

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The Balanced Scorecard Generic Strategy Map*

* Adapted from Kaplan & Norton Figure 3-15 page 96.

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Vision	To lead in tailored, high-quality transformers and reactors through innovation and excellence.		
Purpose	To provide superior electrical components that enhance customer efficiency and reliability.		
Strategic Priorities	Customer Expansion & Relationships	Operational Excellence	Innovation & Product Differentiation
Strategic Results	Broadened customer base and improve customer loyalty	Improved efficiency and reduced costs	Increased market differentiation through innovative and sustainable product offerings.

Strategic Objectives			KPIs	Targets	Initiatives
Financial	Optimize Cost Efficiency / Increase Revenue / Diversify revenue streams		• Operating cost savings • Revenue Growth Rate (%) • Revenue from new segments	• Reduce operational costs by 10% by Q4 2025 • 15% revenue growth in 2025 • 25% by 2025	• Implement lean manufacturing (5s, Kaizen) • Expand into the solar and automotive segments • Develop products for adjacent markets
Customer	Enhance Customer Satisfaction / Expand Customer Base / Strengthen customer loyalty		• Customer Satisfaction Index • Number of new customers acquired • Customer Retention Rate (%)	• ≥ 90% satisfaction score by Q4 2025 • Acquire 20 new customers per year • Retain 95% of top 20 customers annually	• Implement regular customer feedback systems • Leverage digital marketing, exhibitions, partnerships • Loyalty programs, personalized support
Internal Business Processes	Streamline Production Processes / Enhance Inventory Management / Digitize processes		• Production Lead Time (Days) • Inventory Turnover Ratio • Process digitization rate	• Reduce lead time by 15% by mid-2025 • Increase ITR to 8x/year by 2025 • 90% digitization by end of 2025	• Implement Automated Scheduling, Priority Matrix • Forecast demand to reduce material overstock • Audit processes to identify automation opportunities
Learning & Growth	Upskill Workforce / Foster Innovation in Product Design / Build Robust IT Systems		• Training Hours Per Employee • Innovation rate • System functionality index	• 80 hrs per employee annually • 20% revenue by end of 2025 • 100% alignment with operational needs by 2025	• Create training calendar for technical, operational, and leadership skills • Expand R&D partnerships with universities • Upgrade ERP and integrate inventory with QA

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Mobilize Change through Executive Leadership

Actions

➢ Leaders at all levels must champion the strategy and create a culture that supports change and execution.

Example: The Managing Director can lead digital adoption and upskilling by actively participating in workshops on digital tools and showcasing how systems like automated order tracking minimize errors and delays, thereby reinforcing the importance of digital transformation and continuous learning within the organization.

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Translate the Strategy to Operational Terms

Actions

➢ Break down high-level strategic goals into actionable objectives, measurable outcomes, and clear initiatives.

➢ Define key performance indicators (KPIs) to measure progress.

Example: Mr. Van (Production) can track KPIs like On-Time Delivery Rate to ensure production timelines align with customer expectations. By closely monitoring this metric, he can identify bottlenecks or inefficiencies in the production process and take corrective actions such as adjusting resource allocation or optimizing workflows.

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Align the Organization to the Strategy

Actions

➤ Ensure all parts of the organization (business units, departments, and teams) are aligned and working toward the same strategic goals.

➤ Break down silos by fostering cross-functional collaboration.

Example: Ms. Schmalbach and Mr. Van can align to enhance inventory management by ordering materials only when they are needed for production. Demand forecasting can be done to optimize procurement orders, preventing overstocking.

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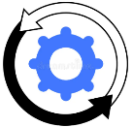
Make Strategy Everyone's Everyday Job

Actions

➤ Foster a culture of strategy awareness by integrating strategic goals into daily tasks for all employees.

➤ Communicate the strategy regularly through meetings and workshops.

Example: *Motivate and reward employees like Mr. Heinz for bringing innovative ideas into production. Recognizing such contributions encourages employees to align their daily work with strategic goals.*

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Make Strategy a Continual Process

Actions

➢ Treat strategy execution as an ongoing process, not a one-time event, by regularly reviewing and updating objectives.

➢ Use real-time data analytics to monitor progress and adapt quickly.

Example: Conduct monthly strategy review meetings with key employees to assess customer feedback, evaluate service effectiveness, identify areas for improvement, and refine strategies.

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Area	Current State	Transformation
Enterprise Resource Planning (ERP)	Underutilisation of "Sage 100" for order processing, production planning, and purchasing	Completely utilise Sage 100

Tailor Sage 100 to align with specific requirements |
| Process Automation | Manual order confirmations and shipping document creation | Utilize the automated features in Sage 100 for order confirmations and shipping document creation to reduce manual effort |

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Digital Transformation 2/3

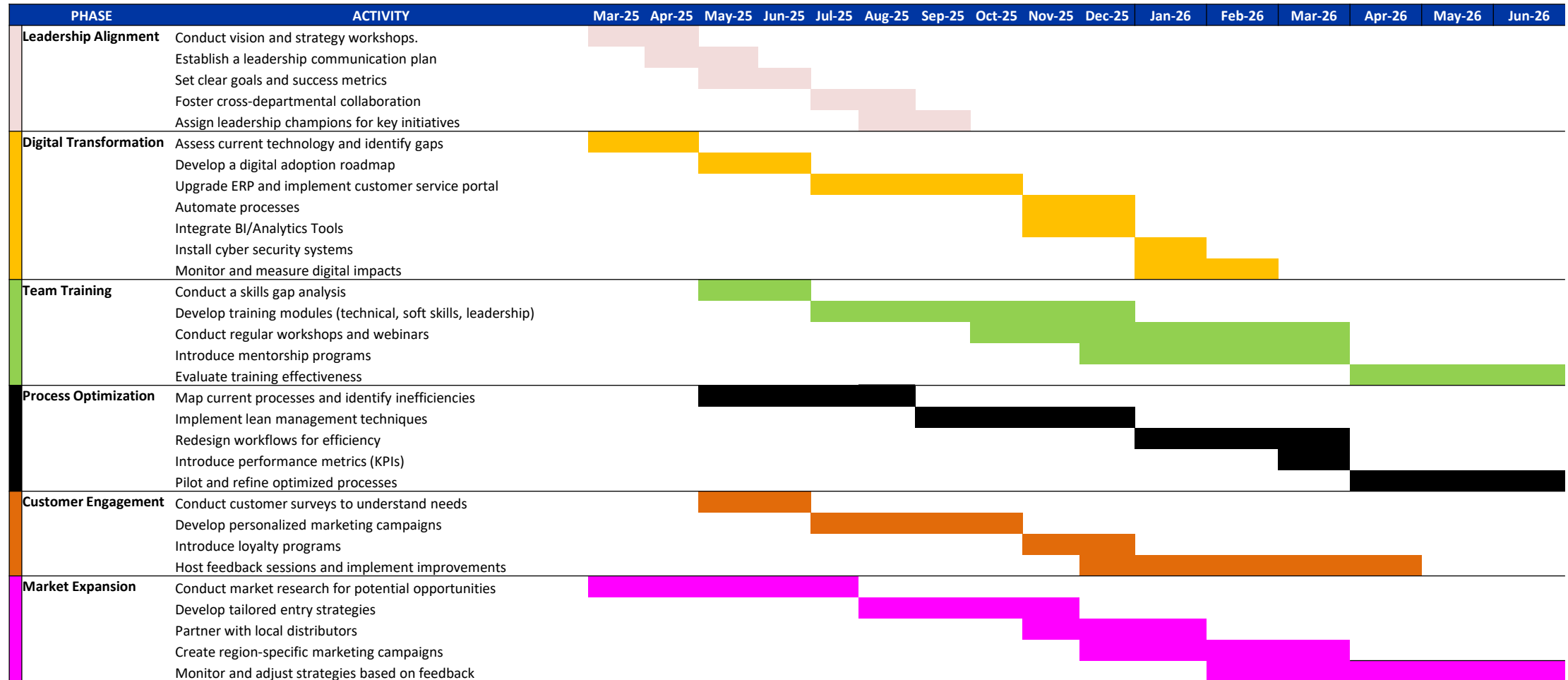| Area	Current State	Transformation
Customer Relationship Management	Customer order/shipping inquiries are managed through email/phone	Implement a customer portal integrated with Sage 100 to centralize customer interactions and improve response times
Data Management	Dependency on document sharing between departments	Consolidate data into a unified system like Sharepoint to ensure accessibility

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Area	Current State	Transformation
Data Analytics, BI	Non usage of advanced tools for production planning and sales analysis	Integrate BI tools/ Machine Learning to analyze/predict production and sales related metrics, facilitating informed strategic decisions
Cybersecurity	Cyber threat concerns	Including employee training on cybersecurity and implement robust security protocols and firewalls

Gantt Chart for Implementation
(16 months – Tentative)

PHASE	ACTIVITY	Timeline
Leadership Alignment	Conduct vision and strategy workshops.	Mar-25 – Apr-25
	Establish a leadership communication plan	Apr-25 – May-25
	Set clear goals and success metrics	May-25 – Jun-25
	Foster cross-departmental collaboration	Jul-25 – Aug-25
	Assign leadership champions for key initiatives	Aug-25 – Sep-25
Digital Transformation	Assess current technology and identify gaps	Mar-25 – Apr-25
	Develop a digital adoption roadmap	Apr-25 – May-25
	Upgrade ERP and implement customer service portal	Jul-25 – Oct-25
	Automate processes	Nov-25 – Dec-25
	Integrate BI/Analytics Tools	Dec-25
	Install cyber security systems	Jan-26 – Feb-26
	Monitor and measure digital impacts	Feb-26 – Mar-26
Team Training	Conduct a skills gap analysis	Jun-25 – Jul-25
	Develop training modules (technical, soft skills, leadership)	Jul-25 – Nov-25
	Conduct regular workshops and webinars	Nov-25 – Feb-26
	Introduce mentorship programs	Feb-26
	Evaluate training effectiveness	Apr-26 – Jun-26
Process Optimization	Map current processes and identify inefficiencies	Jun-25 – Sep-25
	Implement lean management techniques	Sep-25 – Nov-25
	Redesign workflows for efficiency	Nov-25 – Mar-26
	Introduce performance metrics (KPIs)	Feb-26 – Mar-26
	Pilot and refine optimized processes	Mar-26 – Jun-26
Customer Engagement	Conduct customer surveys to understand needs	Jun-25 – Jul-25
	Develop personalized marketing campaigns	Jul-25 – Oct-25
	Introduce loyalty programs	Nov-25 – Jan-26
	Host feedback sessions and implement improvements	Jan-26 – Apr-26
Market Expansion	Conduct market research for potential opportunities	Mar-25 – Jul-25
	Develop tailored entry strategies	Jul-25 – Oct-25
	Partner with local distributors	Oct-25 – Dec-25
	Create region-specific marketing campaigns	Dec-25 – Mar-26
	Monitor and adjust strategies based on feedback	Mar-26 – Jun-26

Timeline columns: Mar-25, Apr-25, May-25, Jun-25, Jul-25, Aug-25, Sep-25, Oct-25, Nov-25, Dec-25, Jan-26, Feb-26, Mar-26, Apr-26, May-26, Jun-26

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Cost Breakdown

COST COMPONENT	INITIATIVE	ESTIMATED AMOUNT (EUR)	DESCRIPTION
Software Upgrades	- Integrate demand trends into the ERP - Full Sage 100 implementation - CRM system - Develop customer portal	30,000	Upgrading Sage 100 ERP and integrate it with CRM – customer portal, analytics for forecasting and build real-time dashboards for key metrics, automation tools.
Employee Training	- Upskilling employees in ERP, lean manufacturing tools, use of KPI's, and sustainable practices. - Includes external workshops and online training.	15,000	Workshops and on-site / online training for employees to use new tools and systems effectively and efficiently.
Expand Customer Base	- Marketing Analysis - Product Development - Marketing and Sales Campaigns - Partnerships	10,000	Expanding into high-growth markets such as renewable energy, electric vehicles (EVs), and IoT industries
Implementation Services	- Installation, configuration, and integration of tools to automate workflows and inventory management.	30,000	Fees for consultants and IT specialists for system integration and customization.
Cybersecurity Enhancements	- Concerns over data security and potential cyber-attacks.	20,000	Firewall installation, encryption, backup solutions, security, and other IT hardware/software
Opportunity Costs	- Testing and training periods - Risk of less production	15,000	Estimated value of productivity lost during system migration and training periods.

Initial Investment: EUR 120,000   + 6000 annual maintenance fees

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Benefit Projections

BENEFIT COMPONENT	ESTIMATED AMOUNT (EUR)	DESCRIPTION
Cost Savings	20,000/year	Reduction in errors, improved inventory turnover, and lower operational costs through automation and ERP optimization.
Revenue Growth	30,000/year	Improved customer satisfaction and retention due to faster delivery, transparency, and better interactions.
Efficiency Gains	15,000/year	Faster workflows, reduced manual work, and improved collaboration.
Reduced Cybersecurity Risks	15,000/year	Avoidance of data breaches and downtime costs.
Data-Driven Decisions	20,000/year	Enhanced decision-making through analytics leads to better resource allocation and market responsiveness.

Total Estimated Benefit: EUR 100,000 / year
Total Annual Benefit: 100,000 – 6,000 = EUR 94,000

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- The analysis considers direct costs (implementation, training, software upgrades) and expected benefits (cost savings, revenue growth, efficiency).

- Costs and benefits are estimated over a **2-year period** and discount rate of 10%.

Net Present Value (NPV)

Total Discounted Benefits

$$NPV = \sum \left(\frac{\text{Annual Benefit}}{(1 + \text{Discount Rate})^t} \right) - \text{Initial Investment}$$

$$NPV = \frac{94{,}000}{1.1^1} + \frac{94{,}000}{1.1^2} - 120{,}000$$

$$NPV = 163{,}141 - 120{,}000 = \text{€ 43,141}$$

The project adds value to ElCoGa, making it worth pursuing.

PROFITABLE

Return on Investment (ROI)

$$ROI = \frac{\text{Net Benefits}}{\text{Initial Cost}} \times 100$$

$$Total\ \textbf{Net Benefits} = Total\ Benefits - (\text{Initial Cost} + \text{Maintenance Costs})$$

$$Total\ \textbf{Net Benefits} = 200{,}000 - (120{,}000 + 12{,}000) = 68{,}000$$

$$ROI = \frac{68{,}000}{120{,}000} \times 100\% = 57\%$$

0.57 of profit is earned per euro invested. For a small company like ElCoGa, high ROI ensures financial security while improving operations.

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Financial KPIs 2/2

Benefit-Cost Ratio (BCR) ✅

$$BCR = \frac{Total\ Discounted\ Benefits}{Total\ Discounted\ Costs}$$

→ Discount Maintenance Costs + Initial Cost

$$= \frac{6{,}000}{(1 + 0.10)^1} + \frac{6{,}000}{(1 + 0.10)^2} = 10{,}414$$

$$BCR = \frac{163{,}141}{120{,}000 + 10{,}414} = \mathbf{1.25}$$

Demonstrates the efficiency of the investment. For every €1 spent, ElCoGa gains €1.25 in benefits.

EFFICIENT

Payback Period ✅

$$Payback\ Period = \frac{Initial\ Cost}{Annual\ Net\ Benefit}$$

$$Payback\ Period = \frac{120{,}000}{94{,}000}$$

$$Payback\ Period = \mathbf{1.28\ years}$$

The investment will be fully recovered within a short time frame (16 months)

QUICK TO RECOVER INVESTMENT

This makes the project a strong candidate for implementation

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Monitoring Tools

Objective: Track KPIs to ensure alignment with ElCoGa's To-Be Concept
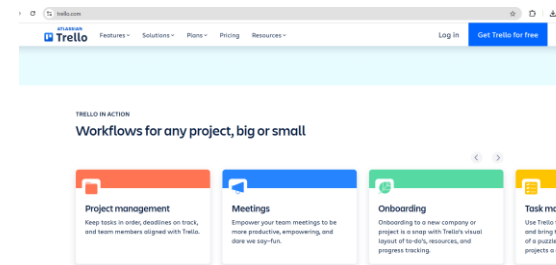
Tools:

- **Excel/Google Sheets:**

  Create real-time dashboards for:
  - Lead Time
  - Defect Rate
  - Revenue per Employee

KPI	Target Value	Current Value	Status
Revenue per Employee	€120,000/year	€106,290/year	In Progress
Production Lead Time	5 Days	7 Days	Needs Improvement
Customer Satisfaction	90%	85%	Needs Improvement

- **Trello/Asana (Free Versions):**

  - Manage tasks, deadlines, and team responsibilities.

- **Process Mining:**

  - Use free tools like **ProM Lite** or **Disco** for workflow analysis.

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Risk Management

Objective: Mitigate risks effectively to support ElCoGa's long-term To-Be Concept implementation.

RISK	IMPACT	MITIGATION STEPS	RESPONSIBILITY
Supply Chain Issues	Delays and cost fluctuations.	1. Establish contracts with backup suppliers. 2. Maintain buffer stock for critical materials.	Procurement Lead
Employee Resistance	Slower adoption of new processes/tools.	1. Conduct training sessions highlighting practical benefits. 2. Foster a culture of change by involving employees in decisions.	HR Department
Technology Hurdles	Inefficient tool usage and integration.	1. Choose intuitive tools to simplify adoption. 2. Assign "tech champions" to support team members and resolve issues.	IT Manager

Long-term contingency plan

RISK	CONTINGENCY PLAN	REVIEW FREQUENCY
Supply Chain Disruption	1. Secure agreements with multiple local and international suppliers. 2. Maintain a safety stock of essential materials to buffer delays.	Quarterly
Employee Skill Gaps	1. Conduct regular knowledge-sharing sessions. 2. Implement ongoing tool-specific training programs.	Every two months
Evolving Market Demands	1. Regularly review customer feedback and market trends.	Semi-annually

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Implementation Monitoring Process

Tracking Frequency

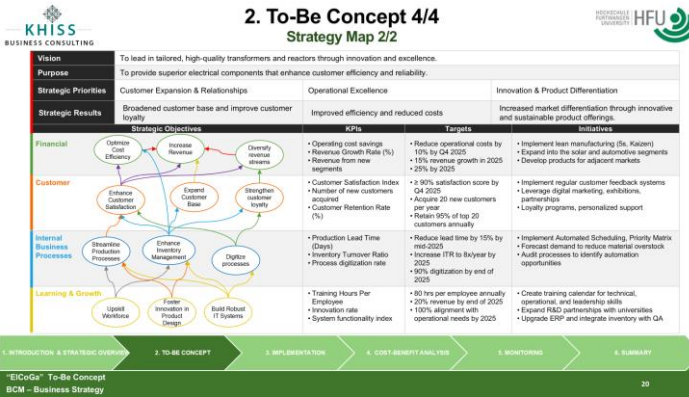| FREQUENCY	ACTION
Weekly Updates	Use Excel/Google Sheets for key KPIs.
Monthly Reviews	Evaluate KPI trends and mitigate risks.
Quarterly Meetings	Realign strategy based on findings.

Team Responsibility

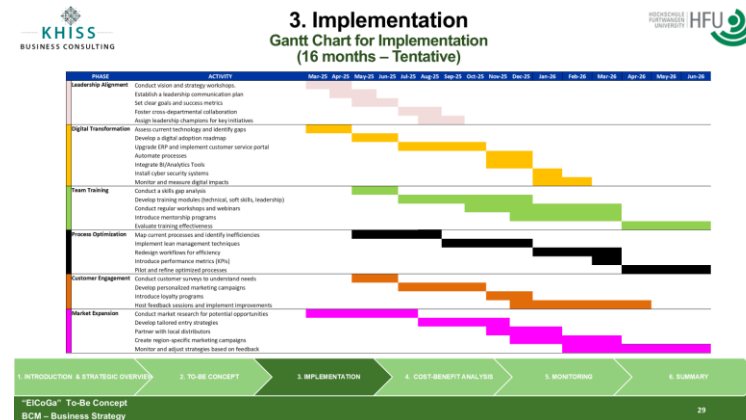| KPI	ASSIGNED TO
Production Lead Time	Production Lead
Customer Satisfaction	Customer Relations Lead

Feedback Loops

TYPE	PURPOSE	METHOD
Employee Feedback	Understand challenges and progress.	Regular feedback sessions.
Customer Feedback	Measure satisfaction and capture insights.	Online surveys.

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Follow Strategy Map Suggestions

Follow Activity List for Implementation

Our Support – Implementation & Beyond

- Aligning project milestones with ElCoGa's goals and KPIs.

- Providing hands-on guidance in process optimization and monitoring.

- Delivering workshops and training to internal teams.

- Offering continuous feedback and refinement during implementation.

- Acting as a liaison between stakeholders for smooth execution.

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VIELEN DANK!