

European Leader in Solar modules

Driving beyond the performance limit

Case Study Manufacturing

Reducing the cost per peak watt significantly and preparing for the future.

Company Name: n/a

Location: Germany

Sector: Manufacturing

Function: Production

Business Challenges:
Optimise production to secure long term cost competitiveness.

Consulting Services:
Operational Transformation, Operations Management

Capabilities: Process Excellence, Asset Management

Client Quote:
"Celerant gave us valuable drive and competent support from analysis all the way through to implementation." Head of Wafer Production

Situation

Our client is one of the leading solar module producers in Europe. Being vertically integrated they produce the final product modules, the cells as well as the basic wafers. It is a growth story with its particular challenges.

They are faced with increasing and fluctuating demand as well as ever increasing competition. To protect its position and prepare the production platform for the future our client introduced a change program to increase productivity in the short and long term significantly.

Approach & Delivery

Celerant Consulting was selected because of their hands on implementation approach and was brought in to boost the 'SoLean' programme. The aim was to increase capacity significantly while right sizing the headcount. Together with Celerant the original productivity target was confirmed and a 20 million Euro business case was laid out.

Celerant and client management mobilized the teams. Given the competitive environment, all forces were pooled and aligned to drive beyond the limit.

Immediate action plans were implemented to address the extensive use of contract employees, and detailed plans were designed to address the optimisation of a complex production line.

Process know-how and professionalism through use of many Six Sigma, LEAN and other methods was built up for the underlying production technology.

Results

The long term targets became short term targets and the long term business case was doubled and an increase in capacity of over 30% was in sight.

Significant productivity improvements were achieved over the duration of the project, well over 20%.

Coaching and team challenge were put in place by Celerant Consulting to support the sustainable use of the approach. Key members were trained in the soft and hard tools applied to enable them to further develop the organisation.

Client Satisfaction

"It was good teamwork, focused on the right themes, Celerant really contributed." Project Manager

"The project allowed us to fully understand the production processes and their interdependencies in our highly dynamic production. We are now able to make the right decisions." Head of Module Production