

INTERVIEW

Prepare for the future

Constantia Teich faced a number of challenges: above average growth, increased customer requirements, cost competitiveness, preservation of high quality and an unequal workload of key personnel. Before this background they set up a project to prepare for the future and establish the preliminaries for further internationalization and growth.

by Bruno Burkart und Thomas Mandl

What were the objectives of the project?

Jan Hopman: Our motto was »we are preparing for the future« and we did not want a pure efficiency improvement project. It was important that the employees would broadly accept the project and that measurability and controlling was assured throughout the entire process. Our employees' value-added core activities are the key to our success; thus, we needed to eliminate unnecessary work steps and focus everyone's energy on the revenue and value-generating activities.

What were the particularities of this project?

Jan Hopman: We were able to achieve a high level of motivation and commitment even with very limited resources. By involving the employees concerned, we could enable cultural change. The results of the detailed resource analysis, which the entire staff was involved in, revealed hidden potentials. A very important question for us – »How much change can one company take?« – could be answered.

How did you manage to mobilize your employees?

Jan Hopman: They already knew that there was enormous potential for improvement. So right from the beginning, they were eager to help reduce complexity in daily routines and unbearable peak loads of key people.

What were the key steps during implementation?

Jan Hopman: We worked across departments and involved people. Workshops facilitated by ICG supported the implementation and reduced friction loss between areas. I think it was also crucial that we kept holding regular steering group meetings, where we discussed the project progress and worked on open questions and transposition problems.

What were particularly strong points?

Jan Hopman: The project has changed people's mindset. We managed a seamless change in management. The new form of communication with employees and the good cooperation between the areas have been accepted remarkably well. We managed to overcome old restrictions in cooperation and communication between areas and develop an improved cooperation culture. Through the project, we have learned to handle change better and not to fall back into old patterns. ●



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