

## Press kit

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### **Holistic medicine for companies – end-to-end process optimization**

Companies want to generate more profit, while making their processes more flexible and efficient. But where exactly is the untapped potential? And what stops a company from running like clockwork? mSE Solutions believes that these questions can virtually always be answered by conducting a comprehensive analysis of complex supply chain processes.

Klaus Imping, COO of management consultancy mSE Solutions, compares the end-to-end principle with holistic medicine: "Like a doctor who finds that a vertebral blockage may stem from organic, anatomical or even psychological factors that initially appear to have nothing to do with the musculoskeletal system, during our comprehensive process analysis work we discover that inefficiency often has surprising causes."

The end-to-end approach adopted by mSE Solutions not only reveals unfulfilled potential that can be unlocked using innovative technology, but also surprising obstacles. "Particularly at times when everyone is focusing on an increasing number of technical challenges, not enough attention is paid to human factors," says Imping. By this, he means conflicts of interest, false incentives and staff who do not or who are unable to support technological change. In the knowledge that every intervention and every change within businesses – which Imping regards as living organisms – must be perfectly integrated, mSE Solutions not only follows an end-to-end method during its analysis work, but puts solutions into effect across the board as well. This applies to the development and implementation of suitable IT systems all the way up to staff training.

## Interview

### **"Staying on site to put our solutions through their paces"**

Klaus Imping, COO of management consultancy mSE Solutions, on the opportunities and challenges presented by supply chain management

#### **Mr. Imping, end-to-end supply chain management sounds complicated and tedious. Why do you use such a comprehensive method instead of helping your clients to improve their processes gradually?**

Thanks to our interconnected world, business processes are becoming increasingly complex and advances in digitalization are deepening this problem even more. The symptoms and causes of weak points are moving further and further apart. This is why we prefer to look at the whole picture as opposed to merely papering over the cracks. Having said that, we are happy to implement quick wins for our clients along the way.

#### **But aren't companies primarily looking for quick fixes, especially given the speed at which markets are evolving?**

There's no denying that speed is an important aspect. However, an accurate diagnosis and very clear objectives are even more crucial. Without this, the desire for speed quickly results in people making changes simply for the sake of it. Or it leads to suggestions made at a high level that sound like a good idea during management presentations but come up against difficulties when examined in more detail and attempts are made to implement them in practice. Many of our clients have experienced this type of "consulting service".

#### **What does mSE Solutions do differently?**

Two things. Firstly, our successful SupplyChain FingerPrint method helps us to gain a clear, comprehensive overview of the initial situation quickly and with minimal disruption so that we can identify potential quick wins and draw up a very precise set of targets. The second, crucial difference lies in our promise not to make any recommendations that we cannot commit to seeing through to implementation. Our end-to-end approach also involves making sure that recommended innovations and strategies are fully operational. Even when setting targets, we keep their feasibility in mind and – in line with our clients' wishes – we continue to offer on-site support when putting our solutions through their paces.

#### **Management consultancy is a demanding job that requires tireless dedication, especially from more senior staff. What drives you and what frustrates you?**

I'm fascinated by how you often come across unexpected opportunities when diagnosing problems for companies. For instance, while you are looking for ways to reduce inventory levels, you might happen to find a solution that not only cuts inventory costs, but also enables the client to produce much more flexible, attractive products. This is an example of the important and exciting trend of value-added supply chain management. These very creative and successful moments make up for the unavoidable resistance that we sometimes come up against. Many companies are standing in their own way because of their power structures. For example, a unit may not implement a beneficial change, no matter how advantageous it would be, because a decision-maker in another unit would experience personal disadvantages as a result. To put it succinctly, it frustrates me when objectives are considered in isolation. End-to-end thinking across business units leads to success.

## About mSE Solutions

**End-to-end for 30 years:** It was back in 1987 that Christian Zott first recognized the increasing impact that globalization was having on business processes, with more and more complex supply chains being rolled out worldwide. This resulted in Zott establishing mSE Solutions, a management consultancy that adopted an "end-to-end" principle from the outset. For Zott, end-to-end has two dimensions. Firstly, it involves the practice of evaluating processes from the initial supplier all the way up to the finished product. And secondly, it entails giving clients comprehensive advice, from the development of strategies to their implementation in everyday business practices.

**A specialist in complex supply chains and structures:** mSE Solutions works with clients from across a wide range of industrial sectors as well as retailers and service providers, focusing in particular on construction companies. Its clients all face the challenge presented by the growing importance of supply chains, which are not only vital for maintaining a competitive edge, but for reducing costs as well. The need for efficiency and outstanding levels of performance in business environments with often increasingly complex structures requires constant innovation.

**Working in close proximity to clients from five offices worldwide:** mSE Solutions has offices in Munich, Lübeck, Singapore, Pittsburgh and Chicago. Its various client teams generally work across several locations in order to provide support worldwide and in different time zones during clients' respective business hours.

**Expert consultants who draw on a wealth of experience:** The company has more than 100 employees from over a dozen different countries. Their cultural knowledge, ability to speak numerous languages, different educational backgrounds and wide-ranging professional experience mean they are excellently placed to work and communicate with clients all over the world. The team's deliberately diverse nature is ideal for finding creative and effective solutions.

**Owner-managed and independent:** As an owner-managed company, mSE Solutions has no obligations towards anyone and dedicates itself solely to meeting its clients' objectives and upholding its corporate values. By following a philosophy of finding out-of-the-box solutions and taking responsibility for its clients' successes, it has developed many long-standing customer relationships.

Partners of mSE Solutions

# PointOut

software follows structure

Individual add-ons, tailor-made process supporting systems



Supply Chain planning with Kinaxis<sup>®</sup> RapidResponse<sup>®</sup>. Connect data, processes and people in a single platform across business functions.



Experienced in IT services with strong SAP background.

## Success stories

### Lufthansa Technik

#### Bespoke integration paves the way for growth

Attaining conflicting goals: added value – manageability – cost-effectiveness

**Task:** The objective was to create a balance between the need to create added value, on the one hand, and ensure manageable processes and attain cost-effectiveness, on the other. The task was to optimize this state of affairs in a heterogeneous system landscape with more than 5,000 employees and a time-critical business process with a high operational volume and fast response times, in some cases, of under half an hour. The tasks to be organized included the physical supply of materials and the management of several hundred thousand pieces of equipment across over 1,600 locations.

**Approach:** For this project, mSE Solutions developed MAX – MAterial eXcellence, a process toolkit that includes information systems for supporting processes. The project's objective was to design and implement the process toolkit, establish a workflow with a high level of automation, efficiently design exception-handling processes, flexibly map out client supply models, make it technically possible to integrate various systems and ensure scalable volume rates.

Throughout the project, it was important to make sure that the process determined the IT and not the other way around.

**Results:** The capital costs of each flight hour were reduced by 18%, while the costs attributable to errors fell by 70% compared with the figures calculated at the outset. The client's performance increased by 6%. During the course of the project, business volume grew at a significantly greater rate than that recorded in the market as a whole and virtually doubled in comparison to the levels recorded at the start of the project.

#### Area of application:

- Control system for supplying clients with spare parts and consumables worldwide
- Spare parts management
- Materials planning



## Dräger Safety, Lübeck

### Global integration of Dräger's corporate network as a basis for a consistent supply chain solution

**Task:** The objective of the partnership between Dräger Safety and mSE Solutions was to make sales planning across all of Dräger's global sales and service subsidiaries more efficient and transparent. By creating a reliable rolling plan, the aim was to ensure that supplies between "hubs" and production facilities could be consolidated and that there was a stronger level of cooperation with operational production planning. The aim was to improve delivery reliability significantly (to considerably more than 90%), while reducing inventory levels.

**Approach:** Processes were improved along the supply chain through the creation of a global corporate database that enabled the integration of a heterogeneous IT landscape. By connecting data from subsidiaries and branch offices, the IT system created the transparency needed to analyze logistical relationships and optimize central planning processes. The project began with a "logistics fitness program". By means of precisely analyzing master data, document data and transaction data using the Supply Chain Fingerprint® method, Dräger and mSE worked together to identify weak points in the flow of information and business processes, to verify processes and to design new approaches. Regular project days held on the client's premises meant that the responsible members of staff could help shape and support all the process optimization measures.

**Results:** Significant improvements to all logistical parameters; transparent implementation of secure supply chain processes fully supported by IT tools. Thanks to the flexible design and transparent system, Dräger can continue to meet its targets while responding to ongoing changes.

#### Area of application:

- Globally integrated planning processes: sales, volumes and revenue
- After-sales/service management
- Product life cycle management
- Order management
- Material flow: Sales2Hub
- Project ongoing since 1997



## Köpfe der mSE Solutions

Christian Zott, Owner and CEO



Christian Zott founded mSE Solutions in 1987. As a young expert and lecturer, he established the consultancy firm at the age of 27 and the company very quickly recognized the changes caused and opportunities presented by a globalized economy. Today, mSE Solutions is known for its expertise in supply chain management and has developed into an international company with branches on three continents.

*"Once you realize just how interlinked corporate processes really are, the potential of end-to-end analysis becomes abundantly clear. Essentially, this approach is the same as the strategy we have been following over the past 30 years to help our clients maintain a competitive edge."*

Klaus Imping, Partner and COO



Klaus Imping has worked on countless international supply chain management projects during his more than 25 years of practical experience in businesses and as a consultant. His areas of focus include strategy, process optimization, re-engineering, service & spare parts, planning, and organization. He is responsible for operations at mSE Solutions.

*"Konrad Adenauer reportedly once said: 'You have to look at things so deeply that they become simple.' These days, we'd probably say that you have to 'do away with all the nonsense'. This is the exact approach we adopt when working with our clients to find solutions. End-to-end."*

Dr. Ernst Hagg, CIO



Dr. Ernst Hagg has been the CIO at mSE Solutions since 2016, having previously managed mSE's Lübeck branch and the IT platform PointOut for many years. He has considerable experience in the design and implementation of corporate processes and in managing software and app development projects.

*"Technical progress needs open and intensive communication."*

Dr. Heinz-Dieter Sluma, CFO



Dr. Heinz-Dieter Sluma has more than 30 years of experience in leading international companies as a managing director, board member, and executive in various manufacturing industries. His particular areas of expertise include medical technology, chemistry, pharmaceuticals, and mechanical engineering. He has been in charge of finances and administration at mSE Solutions and its subsidiaries since 2010.

*"By opening more offices, we have been able to successfully work on more international client projects. We now take great pleasure in cooperating around the world and building teams that operate across different locations as a matter of course."*



## References:

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Lufthansa Technik AG  
Clariant Produkte (Deutschland) GmbH  
Drägerwerk AG & Co. KGaA  
GF Georg Fischer GmbH  
Festo Vertrieb GmbH & Co. KG  
MTU Aero Engines AG  
Knorr-Bremse AG  
Grundfos GmbH  
Deutsche Doka Schalungstechnik GmbH  
Daimler AG  
Mäurer & Wirtz GmbH & Co. KG  
BOMAG GmbH  
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Pepperl+Fuchs Vertrieb Deutschland GmbH  
Robert Bosch GmbH



For further information, please contact:

mSE Solutions GmbH

Raphael Schmidt

Tel +49 89 578395-49

Mail [rschmidt@mse-solutions.com](mailto:rschmidt@mse-solutions.com)

Elsenheimerstr. 65

80687 Munich

[www.mse-solutions.com](http://www.mse-solutions.com)