

Transition from a manufacturing company to a services providing organisation

How to merge different corporate cultures and focus the organisation towards new objectives.

ELCOTHERM

Following the amalgamation of Elco Energiesysteme, Cuenod and Brennwald, it was necessary to merge the different company cultures and to evolve the resultant organisation from a manufacturing company into a services providing organisation.

The Client

- Elcotherm AG, Vilters, Switzerland – a member of the Italian Merloni Group
- Switzerland's no. 1 in the sector of heat generation equipment
- Turnover: approx. CHF 140 million
- Number of employees: approx. 600

The Objective

- Leverage the no.1 position in Switzerland in the heat generation sector
- Develop an universally accepted corporate strategy
- Improve the profitability of the trading business and expand the service activities

The Solution

- CEO and executive team to generate the corporate concept
- Gain acceptance of the strategy by middle management and employees
- Derive clearly defined objectives and initiate projects for their implementation
- New location concept: centralised headquarters in Vilters, concentration on three regional customer service centres
- Restructure the service organisation and introduce new service products

The Client Benefit

- The no. 1 position in Switzerland is maintained.
- Foundation for a new identity that has acceptance among employees.
- Adaptation of the organisation and its product portfolio to further strengthen customer and market orientation.