



## Case Study: Demag Cranes and Components, India

### About the Company

Demag Cranes and Components (India) is a subsidiary of Demag Cranes AG, a world leader in industrial cranes, crane components, harbor cranes and port automation technology. As a global supplier, Demag Cranes manufactures in 16 countries on five continents and operates a worldwide sales and service network that is present in over 60 countries through its subsidiaries, representative offices and joint ventures.

### Business Challenges

With ever-growing competition and the changing business environment, it became important for Demag Cranes to monitor business performance vis-à-vis the strategic goals at regular intervals. Analysis of past performance and the need for forecasts and budgets at the fingertips was essential to decide the future course of action.

The major challenges faced were:

- Define and Refine existing business key result areas and key performance indicators with targets and thresholds to align with the strategic objectives
- Need for slicing and dicing on data to get required real time information
- Consolidation of humongous data coming from different data sources
- Elimination of repetitive efforts of data consolidation and analysis
- Standardization of existing business data required for future analysis
- Creation of a central repository for the data over the years required for performance measurement
- Need for an automatic system to track business performance at different levels in the organization

### Nihilent's Role

- Nihilent helped the Demag management in understanding the power of scorecards and dashboards to monitor enterprise-wide performance at all levels using walk through and drill down techniques and top down approach
- Workshops were conducted with relevant stakeholders to finalize the Key Performance indicators (KPIs) and Scorecards
- Proof of concept was used to get buy-in from all the stakeholders to use scorecard as a tool to full-fill organization requirement of tracking business performance and drill downs for MIS reporting
- Nihilent's consultants helped in cascading the Key Performance Indicators (KPIs) at corporate level to business units, regions and functional areas by identifying product, touch points and operational deliverables at every stage
- The process of data capturing and feeding within Demag were standardized
- Dashboard/scorecards were implemented at Demag Cranes using LAMAT to help the management in tracking current business performance and taking future course of action
- Nihilent trained the identified people on using LAMAT along with data uploading and cubes

### Business Benefits Delivered

- LAMAT provides a holistic and balanced view of business performance at all levels
- Key performance indicators aligned with the organization's mission, vision and strategy
- Setting and tracking goals with a drill down on facts using LAMAT stability and scalability
- Timely availability of information with better control on MIS using dashboard
- Improved productivity and reduced maintenance efforts and costs by eliminating repetitive efforts on data collection, consolidation and analysis, leading to improved service delivery and quality



- Standardization of data capturing and feeding process within organization
- Provides a basis for rewards and recognition

### **Technology used**

- LAMAT a web-based product developed by Nihilent uses MSSQL 2005 for Database Management, Integration Services (ETL), Analysis Services, Reporting Services; MS BSM; Sharepoint Services; MS Office Web Components; MS Visio.
- LAMAT runs on Windows 2003 server and supports Windows 2000, Windows XP clients.

### **Customer Speak**

*“Demag’s India business has been growing at over 30% on a year-on-year basis and this growth presents new challenges to us, especially in the area of strategy execution and performance management. We were looking for a systemic solution to benchmark various business performance parameters and continuously monitor the organization performance against these benchmarks. Nihilent’s LAMAT provides us the ability to evaluate the performance of our various business units and drill down to the last performance element. The up-to-date views of our business enable us to monitor progress against key performance indicators, allowing us to quickly identify focus areas and take action. We chose Nihilent as they are a hands-on consulting company that understands the value of technology from a business perspective.”*

- Suhas Baxi, MD, Demag Cranes and Components (India)