

## Review "Metal Meets" - the 4th edition

### METAL MEETS CUSTOMER CENTRICITY

**On 20 February 2020, leading heads of the metal industry met again at the KölnSKY and discussed the topic of customer centricity as part of this year's Metal Meets.**

All participants agreed: Customer Centricity is a hot and central topic.



"A very well-organized event with exciting contributions about the different ways in which Customer Centricity can be used to develop a clear differentiation in the market."

Oliver Santelli, Managing Director, Georgsmarienhütte

The morning was used to create a broad foundation on the topic of Customer Centricity with various presentations.

Mr. Marc Hartmann, Senior Partner at B&C, opened the event. He introduced the topic of the day with the central questions "how does IT support the communication channels from and to the customer" and which "mindset must be available in which organizational form for Customer Centricity".

Prof. Rembert Horstmann from the Cologne Business School then defined the scientific framework. Therefore he gave the participants an overview of the latest scientific findings on Customer Centricity and its successful application in B2B markets.

This was followed by Mr. Stefan Grüll, CEO at Steelbutsmart, who impressively demonstrated with a practical presentation that his company understood the wishes of its customers and implemented them convincingly. In his presentation "Creating customer value through the use of new technologies (Blockchain@Work)" he explained how blockchain and digital identities can create a tamper-proof connection between quality data and product.

At the end of the morning, Mr. Marco Bauer, CEO of Up2parts, gave a practical presentation from outside the industry with the title "Customer Centricity - What changes if you take the topic seriously in a parts manufacturer?" He showed very impressively how Customer Centricity can be implemented through digitalization.



"Understanding Customer Centricity as corporate culture, rather than a sales task. This insight has been impressively demonstrated by noteworthy examples. B&C organized a successful and entertaining event."

Dr. Guido Stebner, Managing Director, Deutsche Edelstahlwerke

After a lively networking lunch break, the discussion was further enriched by a panel study in the afternoon in which the conference participants assessed the status of customer centricity in the metal industry online.

In the very active discussion panel, the speakers from different industries (Dr. Jürgen Harland, Salzgitter Flachstahl, Jens Hartmann, Isabellenhütte Heusler, Dr. Jens Magenheimer, ISRA Vision Parsytech) exchanged their respective experiences in implementing

Customer Centricity with and among the conference guests. Especially interesting and motivating were the reports on the demonstrably monetary results of the implementation of Customer Centricity.



"B&C put together a very good mix of practical presentations and created a very pleasant event setting. The input on how measurable results could be achieved with Customer Centricity was particularly exciting for me".

Gerald Zwickel, Member of the Board, Zapp

The presentation "Customer Centricity needs an integrated supply chain control approach", held by Dr. Matthias Weber and Michael Jansen, both managers at B&C, completed the day in terms of content. The function and benefits of the B&C supply chain control framework for implementing Customer Centricity were highlighted.



"B&C managed to prepare the topic of Customer Centricity in a very practical way, so that I was able to take a lot with me. In particular, the examples on how to expand customer centricity in the business model via technological developments and IT were valuable for me."

Dr. Herbert Eichelkraut, Managing Director, HKM

The successful day ended with Kölsch, finger food and a magnificent view of the carnival celebrations of Cologne. Additionally, inspiring suggestions for following themes of Metal Meets in 2021 were collected here!



## Planning excellence is the lever for a cost-optimized supply chain alignment

**Restrained market development and structural changes in the traditionally important customer industries pose great challenges for companies in the metal industry. The smaller the opportunities on the sales side are, the more important it is to look inwards - cost efficiency is key!**

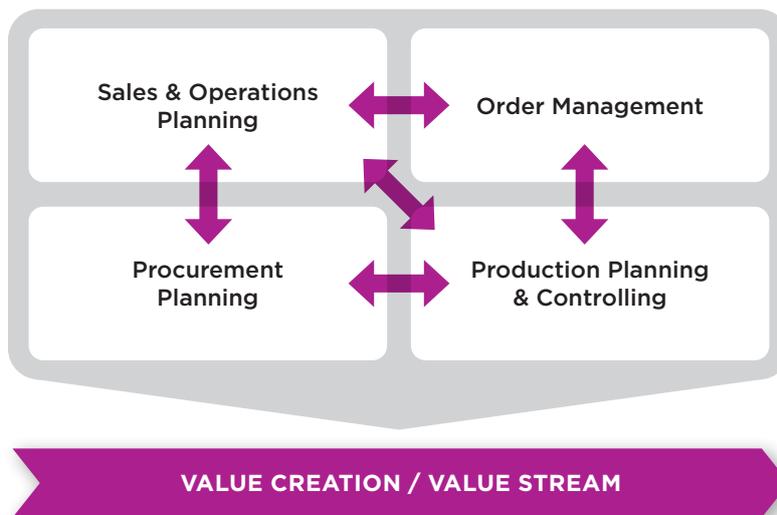
Excellence in planning and control processes is a necessary condition for keeping costs under control along the supply chain. To achieve this, the processes need to be fully interconnected, as this is the only way to make planning decisions with the highest possible transparency, speed and minimum amount of work.

The B&C approach to developing excellence in planning focuses on the integration of the relevant planning and control processes across all planning levels. The aim is to establish robust and reliable planning processes that enable active cost management in day-to-day business and at the same time support the strategic reorientation of the company.

For a cost-optimized alignment of the supply chain, structural shifts in demand, such as those currently occurring on the customer side, have to be registered and processed in Sales & Operations Planning. The basis for these planning processes is high-quality sales planning that considers mar-

ket trends, political developments, etc. With a well-structured process and high-performance IT support, all input data is prepared, possible scenarios are created and thus a basis for decision-making is available for the operational plan. For example, it is possible to assess how the (temporary) shutdown of aggregates, individual production routes or entire sites and thus the bundling of residual demand on the most cost-efficient plants will

in the S&OP and the sales quotas derived from them reflect this approach. In procurement planning, for example, this would materialize as order points that need to be adjusted based on the realigned supply chain or supplier management being restructured. In operative production planning, the synchronization of product-related routings for determining order-related delivery dates is an expression of the integrated planning approach.



Once the integrated planning structure has been set up, sound and reliable basic data must be available for determining decision alternatives across all planning levels. A structured master data management with the aim of data availability, consistency and transparency has to be a central aspect of an integrated planning approach.

affect the operating result of the company and its delivery capability. The reallocation of material flows in the network also offers the opportunity to reduce inventories at various stages of the value chain and thus has a positive impact on cash flow.

The integrated approach requires from all parties involved in the process to ensure that planning decisions once made are consistently enforced at all levels. This means in order management, the material flows defined

### Conclusion

Excellence in planning requires a complete integration of all planning levels, which ensures the necessary transparency for strategic decisions as well as the controllability of the supply chain. This enables tapping into cost reduction potentials in the value chain in a targeted manner.

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