



## Efficiency Program for an Automotive Company



**Fortos supported one of the world's leading Automotive manufacturers throughout the journey to reduce structural cost with 10Bn SEK.**

### Customer Challenge

**The customer** is one of the world's leading manufacturers in the Automotive industry. During the past decades the company has had a growth focus with many acquisitions in different business areas.

**A new strategic direction** was set, focused on growing the company's profitability. One of the main components to support this strategy was to reduce the structural cost base with 10Bn SEK.

**A decision** was taken to run a company wide efficiency program and Fortos was asked to support.

### Customer Solution

**Fortos together with the customer** initiated a program office to secure the delivery of 10Bn SEK in structural cost reductions. The program organization was established at the headquarter level with workstreams in all business areas to secure efficiency measures of the whole company. **Fortos consultants** were part of the program from the very first start, through the implementation and running phase, and involved in the closing of the program when the efficiency target was achieved.

The main building blocks of the Efficiency Program were:

- Coordination and consolidation of efficiency activities
- Implement a company wide methodology and framework for tracking and follow-up
- Track and report financial bottom line impact linked to headcount development and efficiency activities
- Introduced an HR controlling function ensuring alignment and quality of HR and Finance data





## Customer Value

Fortos supported the customer to implement an efficiency program structure, including governance structures, ways of working, tools and templates etc. With the program in place, the business was geared to track and enhance reporting, take fact based decisions, set clear accountability for different initiatives and reach financial impact for an improved company-wide profitability

In addition, focused training and communication efforts paved the way for more sustainable long term solutions in ways of working with reporting and follow up between the HR and Finance community.

## Customer & Fortos Collaboration

**Different success factors included:**

- Top management commitment from the offset
- Clear targets anchored with all stakeholders
- Well defined activities with appropriate agreed level of detail
- Single point of contact in good collaboration with the organization's HR & Finance representatives
- A simple and time efficient reporting structure developed together with the recipients, continuously improved over time
- Establishing one version of "the truth" with regards to reporting

**Another success factor** was that the Fortos team was engaged at several levels of the organization to secure alignment of ways of working.

**In this project Fortos** consultants supported the customer throughout all phases to secure project success: from establishing the project structure and objectives, to developing the different components of the efficiency program, and finally to implementing and working with the solution and its continuous improvement. This is what Fortos consultants are known for – commitment to make the change happen and delivering true value to the customers.

## Want to know more?

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## About Fortos

*Transformation is our heritage. Fortos has a long history as one of the most valuable advisors to leading multinational organizations in the Automotive industry. We support our customers to achieve successful transformations through our deep understanding of their business, our world-class transformation competence and long term commitment to deliver sustainable client value.*

*Learn more about us at [Fortos.se](https://www.fortos.se)*

