Andritz Feed & Biofuel A/S

Andritz Feed & Biofuel A/S is one of the world's leading suppliers of process machinery, systems, and complete production plants. The company provides various services to industries such as animal feed, fish feed, cat and dog food, and biomass. The company is a well-established international company with over 800 employees worldwide, of which 200 are at their head office in Esbjerg

CASE: The company's Product Management department wants to streamline their internal work processes and learn more about the product management part via new tools, knowledge, processes, etc. This must be to strengthen a more uniform work process in the short as well as the long term for Andritz Feed & Biofuel A/S.

OVERVIEW

Company	ANDRITZ Feed & Biofuel A/S
Location	Glentevej 5, 6705 Esbjerg
Contact person(s)	Orsolya Sørensen (Product Manager and team mentor)
	Marco Baumann (VP Business Unit Capital and project owner)

COMPANY PROFILE

ANDRITZ Feed & Biofuel A/S (hereafter ANDRITZ) is one of the world's leading suppliers of process machines, systems, and complete production plants. The company provides various services to industries such as animal feed, fish feed, cat and dog food, and biomass. Based on the customer base the company has three different industry / customer segments:

1) Animal feed

2) Biofuel

3) Pet food and Aqua feed

ANDRITZ's office in Esbjerg serves as headquarters and central administration for the company's entire technology division. ANDRITZ is a global company that employs 800 employees daily at their various domicile offices around the world, of which 200 are in the office in Esbjerg. The company has a strong global presence, where, among other things, has offices in Australia, Brazil, Chile, China, France, USA, etc. Furthermore, ANDRITZ has Manufacturing hubs in Slovakia, China, India and USA.

At ANDRITZ, you have an underlying desire to be a complete collaboration partner for your customers. That is why we work based on a simple but effective "one-stop-shop" concept, which simply means that the company can supply all main machines and all equipment in the entire production line for feed to biomass.

 At ANDRITZ, a large and significant effort is dedicated to strengthening their current research and development to lead their industry toward more technological innovations. It is an important factor in the company's vision to be able to deliver the best quality of equipment to their customers, which must ensure easy and efficient production. In addition to this focus, the company has a strategic objective of tripling the current turnover (270 million euros) by 2030. This must, among other things, lead to a greater focus on innovating current as well as new products, which will result in continuous organizational growth. In addition, the target of

ANDRITZ is to streamline the global product portfolio and focus on existing products, that are competitive in the industries, and at the same time increases the unit volume of each product to take advantage of volume leverage.

To ensure the best conditions, the company's various departments must have the best working conditions and knowledge within their field, which must be used to create the results of the future.

CASE DESCRIPTION

ANDRITZ has some clear objectives towards 2030, where, among other things, it must triple its current turnover. ANDRITZ believes, that Product Management is a pivotal function within the organization, which is core and foundation of a successful growth strategy. In line with this, the company will also face several organizational additions at their head office, which also applies to their Product Management department.

The department is relatively newly established, and in the past 1.5 years it has gone from one employee to six or seven. The current organization is characterized by great diversity in educational background and work experience. Some have extensive experience with Product Management, others come with strong engineering or marketing background or the combination of the two. This results in difference in strengths in certain areas, but gaps in others on an individual bases. This we have started to work on with training and learning-on-job.
Another challenge is that business processes with the roles and responsibilities of product managers are not very well documented. and the internal work processes are not streamlined according to ANDRITZ's ambitions.
The team is therefore tasked with setting a greater structure and framework for the future internal work in the Product Management department. The team must initially map out which "best practice" exists around the work with Product Management in other companies. Which methods, structures, processes, etc. are used in internal work? The team can also look at research in the field as well as theoretical angles that will be able to control the work processes.

Subsequently, it must be clarified which current methods and standardizations each employee in the department uses. After this, needs must be identified, and what the current employees want for the future about a more standardized flow in the work across each other. This must be done via a qualitative study that the team must prepare.

Based on their findings, the team must prepare a prioritized list of which measures must be implemented in the department after the end of 8 weeks. Here, we must look at which implementations the team finds most relevant to start with, created based on their findings combined with the maturity of the department.

Finally, the team must prepare an execution plan for the future, which includes the team's recommendations.

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All results, including partial and final results, must be made and presented in English, as it is the company's language.

SPECIFIC TASKS

The specific tasks for the case are divided into following phases:

0. Fase: Onboarding and determination of general objectives
   0.1   The company and the team will go through the document "the right onboarding" that LEAD THE TALENT send to the company and the candidates. After this, ANDRITZ and the team make a plan for the general onboarding

1. Phase: Mapping "best practice" in the market and internal needs detection of the department
   1.1   The team must initially start by investigating "best practice" in the market, in terms of new and modern ways in which a Product Management department can work
   1.2   What methods are there?
        1.2.1   Which are relevant for ANDRITZ to use?
   1.3   What work structures exist?
        1.3.1   Which are relevant for ANDRITZ to use?
   1.4   Which work processes are there?
        1.4.1   Which are relevant for ANDRITZ to use?
   1.5   Are there theoretical methods or other studies relevant that can be used in the Product Management department at ANDRITZ?
   1.6   Other to the above?
   1.7   The team must do a small benchmarking analysis of companies that have a Product Management department and look at how they work
        1.7.1   It would be useful to look into assessing whether interviews with selected companies and their Product Management department would be able to strengthen the analysis
        1.7.2   The team must look at:
            1.7.2.1   Which methods do the companies use?
            1.7.2.2   Which structures do the companies use?
            1.7.2.3   How do you work internally in the department?
            1.7.2.4   How are the company's current synergies and work processes?
   1.8   The team must interview ANDRITZ's Product Management department to gain an understanding of each individual's methods, structures, and work processes
        1.8.1   The team must prepare a concrete question framework, which must uncover the right information needed for the analysis, including a focus on:
            1.8.1.1   Collection of current work processes for the employees
            1.8.1.2   Your wishes for the future processes
            1.8.1.3   Mapping which needs are most important to work within the short and long term
            1.8.1.4   Other

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1.9 In conclusion, the team makes a gap analysis of the company's current Product Management department

    1.9.1 The team must be able to analyze where the company is now and where it want to be in the future based on the objectives that ANDRITZ has combined with the above analysis

2. Phase: Analysis part 2

2.1 Based on their analysis from phase 1, the team must map which relevant findings have been found in each of:

    2.1.1 Analysis of "best practice" in the market and in companies

    2.1.2 Analysis of the department's current work and processes as well as needs for the future

    2.1.3 Gap analysis of where ANDRITZ's department is today and where they want to be in the future and the way to get there

2.2 Based on the above from point 2.1, the team must prepare a plan for how the Product Management department develops in the desired direction for the future

    2.2.1 Which tools must be implemented?

    2.2.2 Which work methods must be implemented?

    2.2.3 What work communication must be implemented?

    2.2.4 Which structural work frameworks must be implemented?

    2.2.5 How to secure the common thread in the work going forward?

    2.2.6 How will the department end up "speaking the same language" and having the same understanding of the work?

    2.2.7 Other?

2.3 Based on phase 2.2, the team must prepare concrete recommendations in a prioritized order for ANDRITZ and the department

    2.3.1 Based on these results, the team must at the same time have analyzed what readiness and maturity the department currently has, when considering which implementations must be made here and now, and which must be implemented in the future

2.4 The team prepares a concrete report on this, which must be presented to relevant stakeholders in ANDRITZ

    2.4.1 ANDRITZ wishes that this report should also be a "work manual" for the department, and should be used in their onboarding of new employees to the department

3. Phase: Presentation of results

3.1 The team completes their analysis report and presentation, which must be used to present their results

3.2 ANDRITZ provides feedback on the team's results and findings

4. Preparation of execution plan for the future

4.1 Based on their presentations, findings, and feedback from ANDRITZ, the team must prepare an execution plan for the future

4.2 The team must work out which concrete phases and tasks lie in the short as well as the long term about their implementations. This is done based on their

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presented priorities for activities in the area as well as the company's feedback from phase point 3.2

    4.2.1   Which implementations start now?

    4.2.2   Which implementations must happen later?

OUTCOME

The company's desired outcome after 8 weeks

- ✓ Mapping the department's current work as product managers
  - o Covering the need for necessary knowledge and streamlined work processes
- ✓ Best practice within Product Management
- ✓ Recommendations and implementations of necessary knowledge and work processes to strengthen the Product Management department
- ✓ Prioritized recommendations of initiatives, knowledge, tools etc. Within Product Management
  - o What must/can be implemented now? What will be implemented in the future
- ✓ Execution plan for future efforts and activities in the Product Management department

PROFILE PROFESSIONS

- ✓ Anthropology, collection of qualitative data, analysis of data
- ✓ Project management
- ✓ Business understanding, international business understanding
- ✓ Strategic implementations, strategic recommendations
- ✓ Design Thinking
- ✓ Innovation and Entrepreneurship, Product Management

TALENTPROFILE

If you are motivated by strategic projects that allow you to implement concrete measures in a growing and internationally recognized company, then this project is of the highest relevance.

ANDRITZ is looking for a team consisting of national and international profiles who have strategic understanding and who can handle themselves in an international environment at the head office in Esbjerg.

The project will be driven by a prepared task framework, which is a starting point for what needs to be done, but with the possibility of relevant task additions for the team. Therefore, as a team, you will also have to work iteratively and proactively for the task. It is expected that the group will be able to run the project, albeit with the necessary support from the company.

It will be possible to introduce a hybrid working model during the project. However, this is agreed internally between the team's candidates and relevant people on the project from ANDRITZ during the onboarding period, whether there is a need for this or not.

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