

Target Operating Model

Target Operating Model and Digital Roadmap at Viessmann

Type of Company
Heating technology

Company Name
Viessmann

Challenge

The financial organization was executed in the same manner across various parts of the group - in the plants, sales companies, divisions, and at the holding level. The previously decentralized approach led to high complexity and inconsistent reporting data, necessitating a review of the overall alignment of the group from the finance organization's perspective in terms of effectiveness and efficiency.

Approach

The goal was to develop core action areas to align the finance organization with growth objectives. This involved considering the potential of digitalization as well as a Target Operating Model tailored to these needs.

Actions taken included:

- Conducting a high-spot analysis in the areas of accounting, group reporting, controlling, sales management, and finance IT.
- Analyzing efficiency potentials, particularly in the Record to Report process, through process optimization, digitalization, and organizational structure adjustments.
- Deriving action options and establishing a comprehensive roadmap, including ongoing initiatives.
- Prioritizing all options and finalizing a "Digital Roadmap."



Result



Complete transparency regarding the causes of current challenges and available action options.



Development of a roadmap based on the dependencies of options for the organization.



Support the further development of the organization in accordance with the defined company vision.

Reference

"Without a clear vision of the future finance organization, the CFO area will become the dinosaur of the company!" Stephan Grunwald | CFO Advisory

Your Temporary Co-Drivers



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