

Joint consulting expertise

A joint venture between Lufthansa Technik and McKinsey & Company, **Lumics** brings together the process experience of the leading provider of technical services in aviation and the consultancy expertise of the world's leading management consulting firm.

Lumics is a new consultancy firm which has commenced operation in Hamburg, Germany. The company specializes in the provision of consultancy services for the optimization of complex production processes and their practical implementation.

"Lumics offers clients the best possible combination of analytical and practical knowledge. This is consistent with McKinsey's perception of implementation as an indispensable element of consulting," said Detlef Kayser, chairman of the Lumics advisory board and a director at McKinsey

in Hamburg. Dr. Thomas Stüger, Chief Executive Products, Services & IT at Lufthansa Technik, pointed out: "For many years Lufthansa Technik has been successful at optimizing its own processes. With the foundation of Lumics we will be able to offer competent advice and highly practically oriented support for process optimization to customers both in the maintenance, repair and overhaul (MRO) sector and in other industries."

Located at Lufthansa's Hamburg base, the company commenced operation on 2 September 2013 with a broad spectrum of

competencies. As Dr. Nicole Röttmer and Dr. Christian Langer, the two Managing Directors of Lumics, explain: "What singles out our staff is their experience in the optimization of production processes – whether in the role of specialists overseeing such changes or as operative managers who have played an active part in designing such optimization in their own area of responsibility." ☺

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Dr. Thomas Stüger, Lufthansa Technik Chief Executive Products, Services & IT (front left), and Frank Mattern, Managing Partner Germany, McKinsey & Company (front right).

“The primary focus is sustainability”

Connection spoke to **Dr. Nicole Röttmer** and **Dr. Christian Langer**, Lumics' Managing Directors, about the reasons for founding the joint venture, the strengths of the partners and the benefits that the new concept will offer its customers.



Connection: What is the underlying idea behind the foundation of the Lumics joint venture?

Dr. Nicole Röttmer: McKinsey is a specialist in process improvement and organizational change. However, studies on the sustainability of transformations suggest that most projects fail – even a high share of those that initially were successful. Our goal is to safeguard the impact of transformations by support our clients more intensively and for a longer period of time in leading their transformations across all levels. The primary focus of Lumics thus is sustainability: how can we ensure that a transformation will realize the benefits that were originally intended.

What will Lufthansa Technik be contributing to this?

Dr. Christian Langer: With regard to the first point, in our organization we have visibly achieved sustainable implementations of change. We can demonstrate what has changed in our company and how production, cooperation and orientation to results have changed. In this way we also have a convincing showcase. And we also have the experience in the heads of our staff who themselves have lived through changes. This experience is also to be found in the personnel of Lumics. In fact Lufthansa Technik has already passed on this valuable knowledge before. For example, we helped our sister companies implement the Lean approach in a number of areas. The request from a south European airline which, as an MRO customer, was looking for support in the Lean area provided the main impetus for Lufthansa Technik to enter into this joint venture. We are now building up a professional consultancy capability and will be able to support even more of our MRO customers.

How big is your team at the moment and what are your plans?

Dr. Langer: We started out with a team of eleven. We can't give any numbers, but we anticipate growing significantly in the future. As well as academically trained consultants we also have, for example, one colleague who only a year ago was working on the A340 as a mechanic – with all the necessary licenses. This employee is now passing on his knowledge as someone with experience close to the shop floor. When this man is talking to the foreman of a pharmaceutical company, for example, he can naturally talk at a quite different level.

Dr. Röttmer: This aspect is very important. In transformation projects, contribution from all organizational levels is required. This requires developing and maintaining a positive momentum, building on a shared objective, a need for change, enabling of the concerned employees across all levels and ensuring that organizational processes and rules support achieving the objective. An integrated perspective on the organization is fundamental to this – this is easiest to achieve by reflecting all levels with the relevant change experience in your own organization.

What are your pre-eminent service features?

Dr. Langer: There are two salient service features. Firstly a track record of the sustainable implementation of changes. At Lufthansa we have highly variable, extremely safety-critical processes. And we have shown that dramatic improvements can be accomplished in such an environment.

The second aspect is our ability to work meaningfully at different levels of the organization. We can slot in anywhere from the

shop floor to the Board of Management. We have mechanics on board as consultants who themselves have experienced change and can hold their own when faced with challenges in a quite different way compared with someone who has only observed it. It is this ability to operate meaningfully at every level that makes us different.

Dr. Röttmer: We provide lean-based implementation consulting across industries. In that, we reflect and leverage McKinsey's professional consulting expertise and experience, experience of our own consultants and the Lufthansa Technik showcase as well as the diverse education and experience of our staff. We adjust to the specific needs of our clients by offering full-fledged project support, expert support, but also light-touch support to individuals or in forms of workshops after a transformation officially came to a successful close.

Lufthansa Technik's background is in a particularly demanding industrial environment. What does that mean for your customers?

Dr. Langer: If it works here, then it will also work elsewhere. At Lufthansa Technik we have to always take care to ensure that processes remain stable and controllable through and beyond the change process. If it works here, with the high variability and high safety requirements, then that will show customers in the MRO area that this consultancy firm follows the same philosophy. I think that should also create a good feeling for companies from other industries. 📍

For more information:
www.lumics-consulting.de

