

“We want to inspire our customers!”

ebm-papst is reorganizing itself as part of its “Making the future together” strategy, with the ventilation and heating technology specialist focusing on its strengths – and beefing up its regional units at the same time. CEO Klaus Geißdörfer explains what the new structure will look like and what this means for customers.

Mr. Geißdörfer, can you capture the essence of the new strategy in a single sentence?

We are bringing ventilation technology into a new era with intelligent and sustainable solutions for our customers.

To achieve this, you are rebuilding the organization. What does this involve?

We are concentrating on what we do well in order to set standards in our industry. We see huge potential in renewable energies, data centers and air conditioning, with heat pumps being a good example of an area where demand has multiplied in part over a short period of time. We need to build up capacities for this – which is why we are focusing on ventilation and heating technology. Ventilation technology, our largest business area, will be organized on a regional basis. Firstly, this brings us even closer to our customers and, secondly, we can structure our supply chains regionally. After all, the pandemic taught us that global supply networks have the potential to slow us down. Regionalization makes us more resilient.

What will happen to the household appliances, automotive and industrial drive technology segments?

We are saying goodbye to the first two, as we can't continue with them in a commercially viable way. The situation is different for industrial drive technology (IDT), which is a growing business area. We are currently looking at how we can continue to drive this area forward.

Let's look at ventilation technology: How should the regional organization be structured?

The three regions, namely Europe, the Americas and Asia-Pacific, will become even more independent. They will then cover the entire process from the initial inquiry to delivery to the customer. So there will be local units for customer relationship processes, supply chains and the product life cycle. This will enable us to create clear responsibilities, simplify processes and increase speed.

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How will you ensure that the global and regional units can collaborate effectively in day-to-day business?

This will start with the region taking the lead. The regional sales team will look after its local customers. The global units will have the job of coordinating important matters across the company. This is also where the key accounts will be located, bringing together customer specific solutions from the regions with global requirements.

The company has already started taking a platform-based approach – what role will it play with regard to products?

This is a cornerstone of our new strategy and is therefore also embedded in the structure. The regional Product Managers know what local customers need. Global Product Management will collate these requirements and then define new modular elements accordingly – this could be motors, impellers, electronics, or peripherals. The development teams will implement the respective modules.

What will your customers get out of this reorganization?

We will be able to provide them with specific solutions more quickly – solutions that will inspire them! And with an even stronger focus on the requirements of their regional market. Our aim is to create intelligent and sustainable solutions together with our customers. This is how we will make the future together!



Image 1: Dr. Klaus Geißdörfer wants to bring ventilation technology into a new era.

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Image 2: ebm-papst is focusing on its strengths while strengthening its regional units.

Image 1	ebm-papst
Image 2	ebm-papst
Characters	approx. 3,500, including headings and sub-headings
Tags	Air technology, heating technology, future, sustainability, strategy

About ebm-papst

The ebm-papst Group, a family-run company headquartered in Mulfingen/Germany, is the world's leading manufacturer of fans and drives. Since the technology company was founded in 1963, it has continuously set the global industry standard with its core competences in motor technology, electronics, digitization and aerodynamics. With over 20,000 products in its portfolio, ebm-papst provides the best energy-efficient, intelligent solution for virtually every ventilation or drive-engineering task.

In fiscal year 2021/22, the “hidden champion” generated revenues of € 2,288 billion. The group employs roughly 15,000 people at 29 production sites (in Germany, China and the USA, to name but a few) and in 51 sales offices worldwide. ebm-papst sets the benchmark with their fan and drive solutions which are used in almost all industries, such as ventilation, air conditioning and refrigeration, heating, information technology, mechanical engineering, household appliances, intralogistics and medical engineering.

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