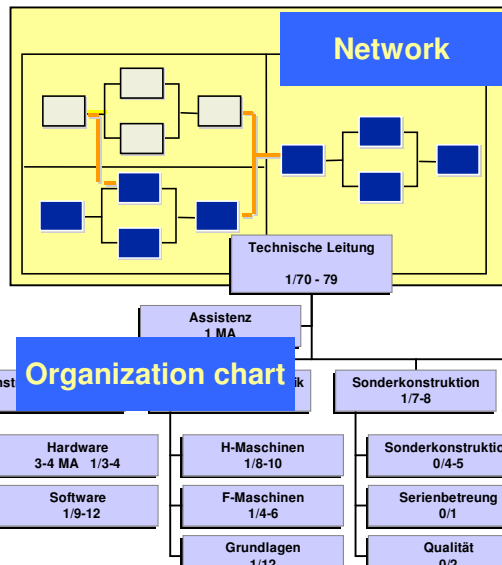
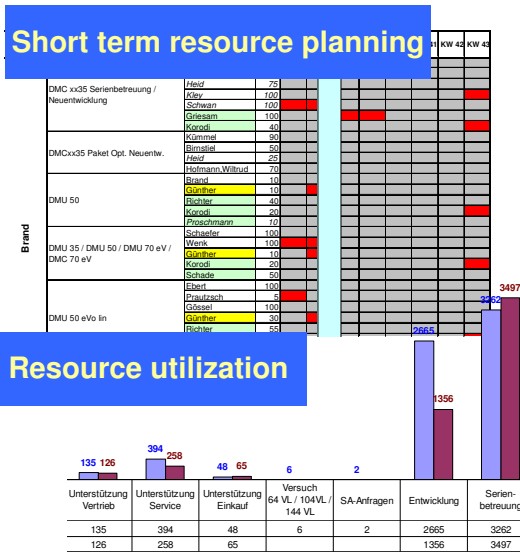


Interims-
management



.... organization....development strategy....QFD....FMEA....project management....

Problem The change in personal due to the age of the retiring employees in connection with the traditional development processes were seen as a chance for a complete restructuring of the whole engineering area in a major company of the machine tools industry. For this complete new orientation it was absolutely necessary to question and check whether actual processes and structures would be compatible in the future.

Project description and results Precondition for the solution of such a comprehensive restructuring task was transparency and distinctiveness in the core processes of the relevant area as well as the connection to the preliminary and succeeding departments. This leads to a qualitative and quantitative analysis of the actual work flow the used resources the implemented controlling instruments and a final evaluation of these instruments in respect to their future necessities. This could not only be seen with a look to the actual development projects but also with the establishing of a long term innovation strategy.

First of all the different activities have been collected in an overall planning and control scheme which is actualised every month with a forecast of two month. This helps to get an overview about the actual activities and available capacities. The long term planning and controlling of development projects is based upon network plans which are the basic for monthly check of the tasks.

In addition to these organizational input the methodological competence of the new team has been trained. Methods like FMEA QFD or others have been implemented as well as continuous project management in development projects.

The last step was a reorganization of the structure in the engineering area which lead to a leaner management structure with is more flexibility and efficiency.

Project-manager Dr.-Ing. Lothar Ophey