



....Project-management....Lead-time reduction....Teamwork.....

Problem During the last years a machine tool builder has changed from a supplier of standard machines to a provider of extremely complex production systems which are developed and built according to customer requirements. This situation was accompanied by high pressure of cost and on top even stronger requirements of reduced lead-times.

In that situation – knowing that this complexity will increase in the future – the company realized the necessity to replace the conventional order management by a modern and project oriented order management team. It was obvious from the beginning that these changes would not be done with some organisational actions but also with the according development of the employees.

Project description and results The project started with a common evaluation and analysis of the actual situation. This was the basis for the introduction of network-planning as a fundamental method for the future planning and controlling of dates, schedules, tasks, targets etc.. After a first introduction into this tool the first orders have been planned and controlled with this technology very soon. With this procedure of "Learning by doing" the following targets were achieved within shortest time:

- The communication and the coordination between the different departments was improved remarkable.
- The interdependencies of tasks between the departments was transparent.
- This lead to a remarkable improvement of the lead-time.

The result of the project was a tremendous reduction of the order lead-time by about 30% which is a important increase of the competitiveness of the company.

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