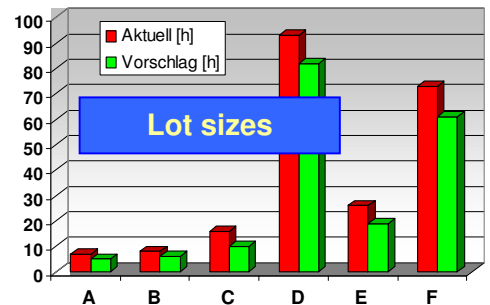
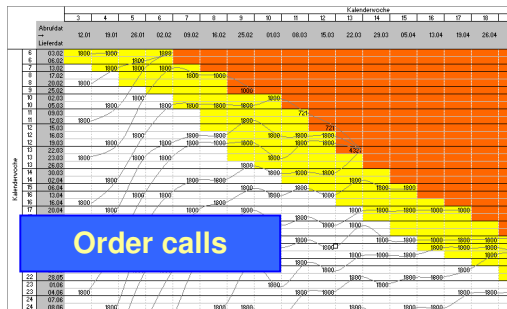
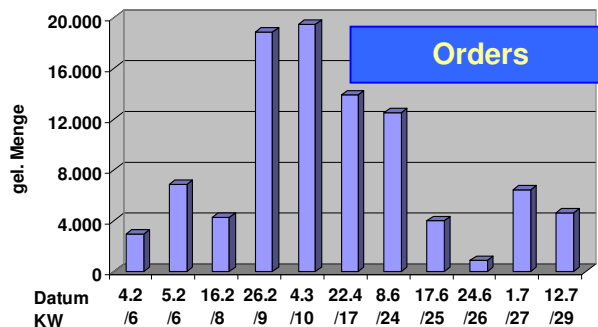


Value stream mapping



2004



- Optimisation by:
- Segmentation
  - Optimisation of set-up times
  - System adjustment
  - training

....Value stream mapping....Productivity increase....Lead time reduction.....Segmentation.....

**Problem** The manufacturing of steel plates for automatic transmissions is directed by a high variety (about 2000 diff. Types) connected with a extreme different order size (200 per year up to 20.000 per week). These extreme different values lead to considerable fluctuations in the capacity demands in a customer-order oriented manufacturing. Consequently a lot of trouble occurs in the manufacturing process which leads to delays in delivery on one side and unnecessary additional efforts to fulfil the orders. Simply said the productivity decreases and the customers are not satisfied.

**Project description and results** At the beginning of the project a lot a partial analysis were present and a lot of single optimisation steps had been proposed. What was missing was a complete and overall strategic approach which took all the different influences into account.

With one key customer as example the complete process – starting with the order calls to the delivery – was analysed and the weak points have been fixed. It came up that a additional capacity reserve could be activated by consequent use of changed disposition rules which were oriented at the lots being ordered during the year. As second step the quality of planning was increased by consequent cleaning of the planning data. In a third step the production process was segmented into a independent premanufacturing process and a customer oriented finishing process.

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