German manufacturing network for competi- nal competition was comparability between After only a short time, there were significant tion from external suppliers, the Group planned the different locations. To this end, a uniform improvements in productivity in assembly as

to introduce a comprehensive efficiency program aimed at continuously improving productivity and quality in a total of nine German factories. To this end, ROI not only determined the current performance status of the individual locations, but also made it the basis of a unique competition:

# FROM SCAN TO AWARD THE PERFORMANCE BUNDESLIGA

A ROI project at a leading automotive OEM shows how to master the transition from the systematic evaluation of one's own manufacturing systems to a continuous operational excellence program.

In a kind of "Performance Bundesliga", the component

plants competed in five predefined evaluation categories, such as plant and assembly efficiency. Each plant had to enter a certain number of lines and areas. The absolute and relative improvements on these lines were then measured over six months. The plants with the largest development leaps are the gold, silver and bronze winners within the category.

calculation logic for the basic key figures was defined in advance. In addition, a scan specially developed by ROI for each category was used to record the methodological competence.

The data obtained in this way was published in all plants as in a Bundesliga table. The employees responded very positively to this competition, so that the idea quickly developed

In order to prepare the component plants of its The main prerequisite for this form of inter- with great dynamism and yielded successes.

well as in logistics and maintenance. In order to promote not only the idea of competition, but also mutual learning, ROI organized additional networking events and introduced a special category "Networking" in the competition, which took into account knowledge transfer and best practice sharing.

The translation of the standardized assessments into an

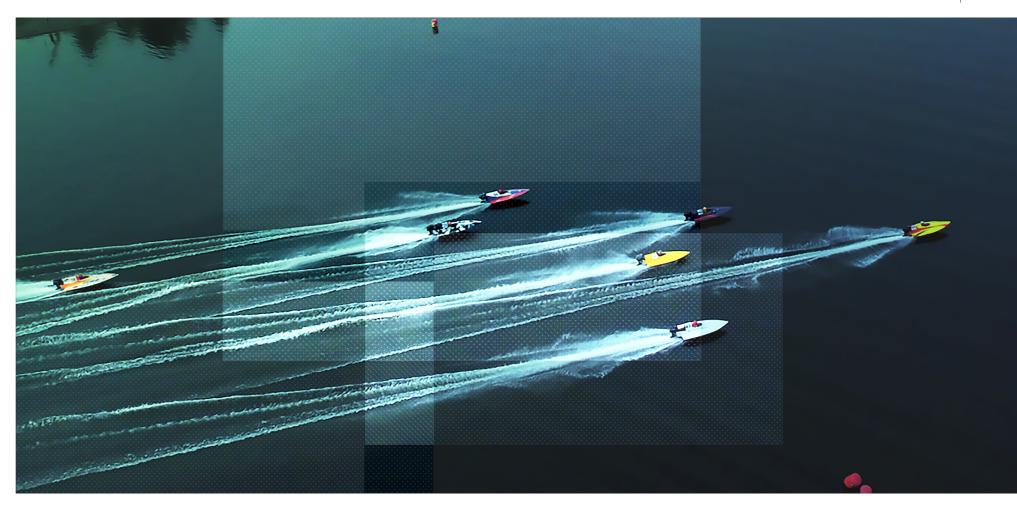
internal competition provided for an unprecedented dynamization of the rigid plant structures and work routines. The program is currently being expanded at an international level in the third round with a total of 25 plants. The Performance Bundesliga will thus become the Performance Champion's League.



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## MODULE





### THE CHICKEN OR THE EGG?

with the corporate strategy or an incomplete picture of the val-translated into concrete lean principles. ue-adding activities in the company.

However, how sustainable and holistic Lean Manufacturing is inthe help of lean tools?

or toolset or whether it is understood as a management approach area of quality. leading to action.

Three elements are therefore decisive in ensuring optimal target Management attention picture development:

### Strategy alignment

strategy and market requirements. Goals, requirements and framehierarchical levels in the company.

Numerous lean initiatives fail even before they have started in the work conditions must therefore be derived in a systematic strategy company. The reason: unrealistic target images, a lack of linkage comparison from the corporate and manufacturing strategy and

troduced and implemented in a company depends primarily on From these strategic requirements, a target image is then developed where the starting point for the planning of Lean measures lies: ls it in the sense of a future state, which provides information about the just a matter of achieving a certain result, such as a cost target, with structure of the value stream, the lean, technology and digital concepts used, the integration of the indirect areas, organization and management systems as well as qualification requirements. They Or is the focus on the process itself, the improvement of which is are derived from the previously defined strategic requirements of intended to achieve sustainable further development of the entire the market. If, for example, the company has to move faster towards manufacturing system? This chicken-and-egg problem is decisive the market, this means a shortening of throughput times; if the for whether lean manufacturing is merely seen as an instrument ability to deliver is to be increased, this requires measures in the

In addition, it is crucial in this phase to create the necessary conditions for the implementation of the Lean project at management level. This involves first of all generating attention for the lean initiative and attracting supporters at decision-maker level. In addition, Lean projects should not only be oriented towards short-term key lean and digital initial training for upper and middle management performance indicators, but should also be in line with corporate to ensure the sustainable anchoring of the lean concept across all

