

Operational Excellence

01_ Initial Situation

Through the increased quality and the rising production strength from Asia, many companies from Germany experience more competitive pressure, which finally leads to the loss of customers and revenue. In order to counter the threats and increase the international competitiveness, our customer, a leading global antenna producer, set the goal to optimize and increase efficiency of his most important business unit.

A core solution was the improvement of delivery performance and customer service.

We, i-tec Consulting GmbH, a valued partner for digitalization, adaption of business processes and innovative business models in the fields of service and production, supported the company to reach their goal.

02_ Success

Based on a thorough analysis, a transformation program was developed, which served as a basis for a connected and efficient manner of working together amongst all departments of the team. By focusing clearly on the strategically relevant projects and portfolio elements, the gap to the competitors was sustainably closed.

The main aspect was the development of a platform concept and a modular construction system for components and products. This is how the development times were reduced by 20 % and the time-to-market goals were achieved. An efficient manner of working together within the departments led to significantly higher employee motivation.

I-TEC TOOLBOX



03_ Approach

Together with the decision makers on the executive level, the procedure model was developed and verified, as well as the focus of the resources on the most important action fields and an accompanying change management program decided upon.

A project organization with “4 cross-functional pillars” was set up, the processes and data was analyzed and sorted by degree of efficiency.

The following goals were in focus:

- Timely delivery of customer requests
- Execution of the development projects in due time
- Definition of the “next generation product roadmap”
- Realization of further product cost reductions

The initial situation basis represented the actual cost baseline. As a result for this, the cost and milestones of the different focus fields was decided upon, the project progress of each action field was evaluated and presented in a review meeting.

A KPI model ensured the permanent transparency of the project progress and enabled a quicker reaction with the introduction of counter measures in case of goal discrepancy.

In all project phases, the employees and the management were integrated thoroughly, in order to enable sustainable success in terms of change management.

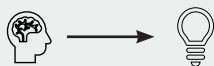
TOOLBOX

01. Data Analysis
02. Value Chain Analysis
03. Risk Evaluation Matrix
04. Workflow Design
05. Simulation
06. Target Costs Management
07. Project Management

CORE ELEMENTS OF OPERATIONAL EXCELLENCE METHODOLOGY

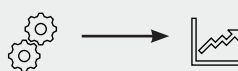
FROM THE IDEA TO THE PRODUCT

INNOVATION



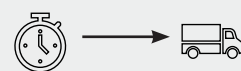
- Innovation teams
- New technologies
- New products

EFFICIENCY



- Standardization
- Lean production
- Component strategy

TIME TO MARKET



- Process digitalization
- Assurance of quality
- Collaboration in teams

OPERATIONAL EXCELLENCE