

Porsche LEAN culture

Operational Excellence & continuous improvement as success factors
Dennis Knoll

Porsche Consulting
Strategic Vision. Smart Implementation.



YESTERDAY





“The lights go out in Zuffenhausen”

DIE WELT | JULY 4TH, 1992



1992



“It’s a terrible
piece of work,
but there is **hope.**”

CHIHIRO NAKAO



TURNAROUND

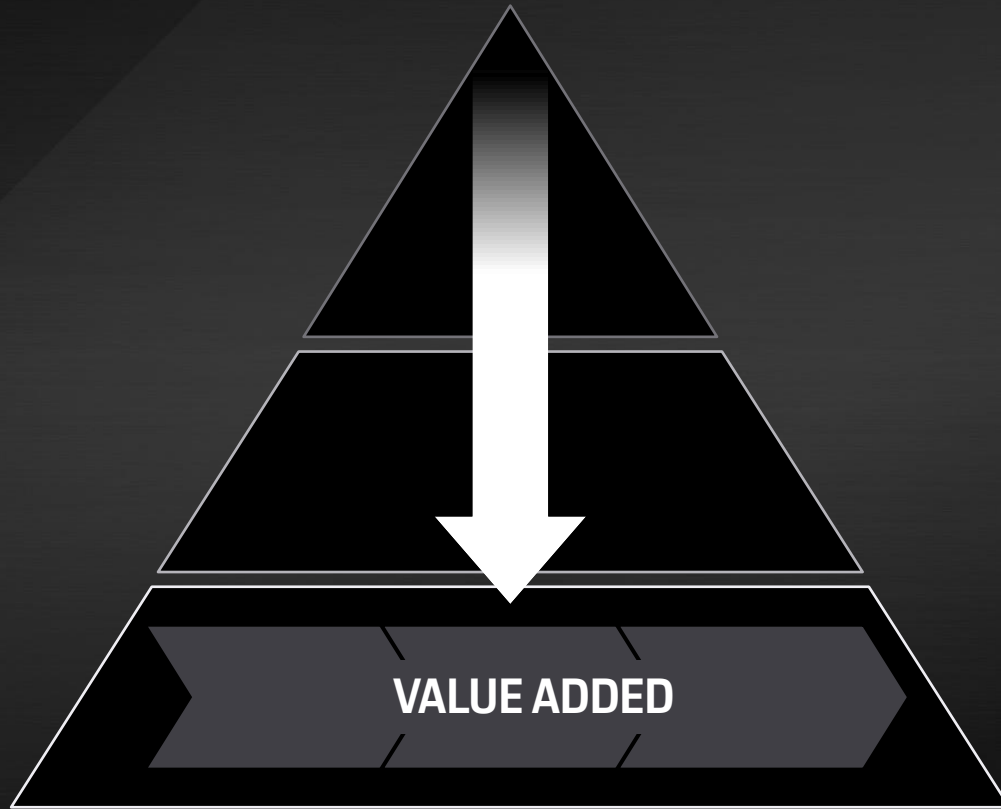


Continuous improvement at Porsche starts in 1993 with **TOM TURBO**

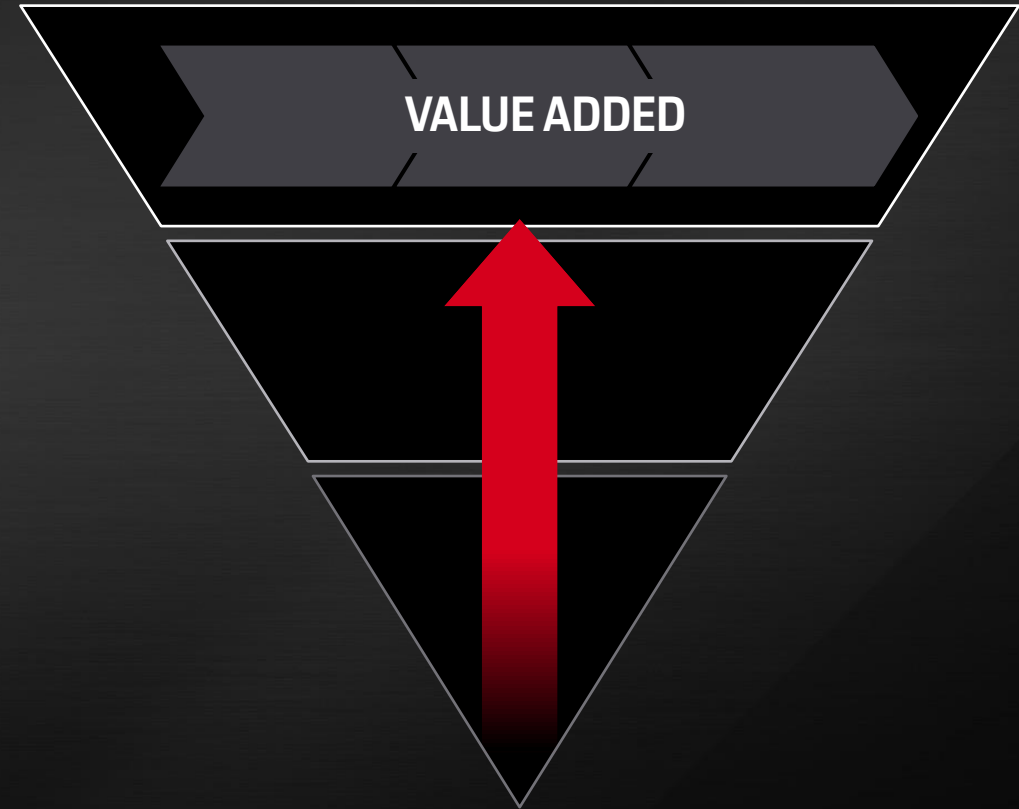


At Porsche, the focus is on the value creation process

CLASSIC METHOD



PORSCHE METHOD



Leadership in the lean enterprise supports the focus on the creation of value throughout the company

BEFORE

TURNAROUND

AFTER

Product orientation

»

Process orientation

Being in the office/meeting

»

Be on site/Go GEMBA

Management by orders

»

Management by objectives

Informer

»

Communicator

Control

»

Guidelines & Control

Area focus

»

Cross-divisional thinking and acting

Improvement according to own criteria

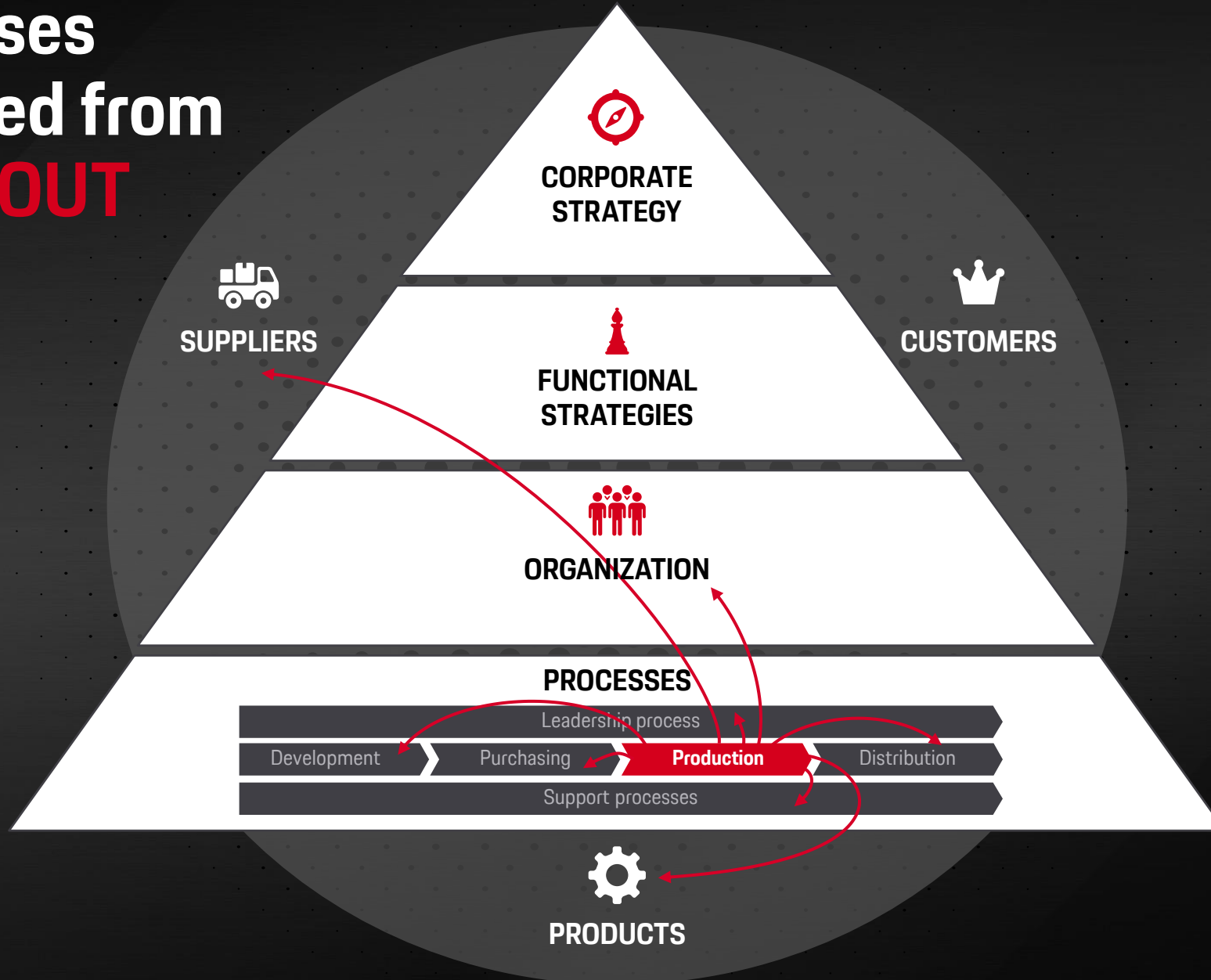
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Improvement with strict customer orientation

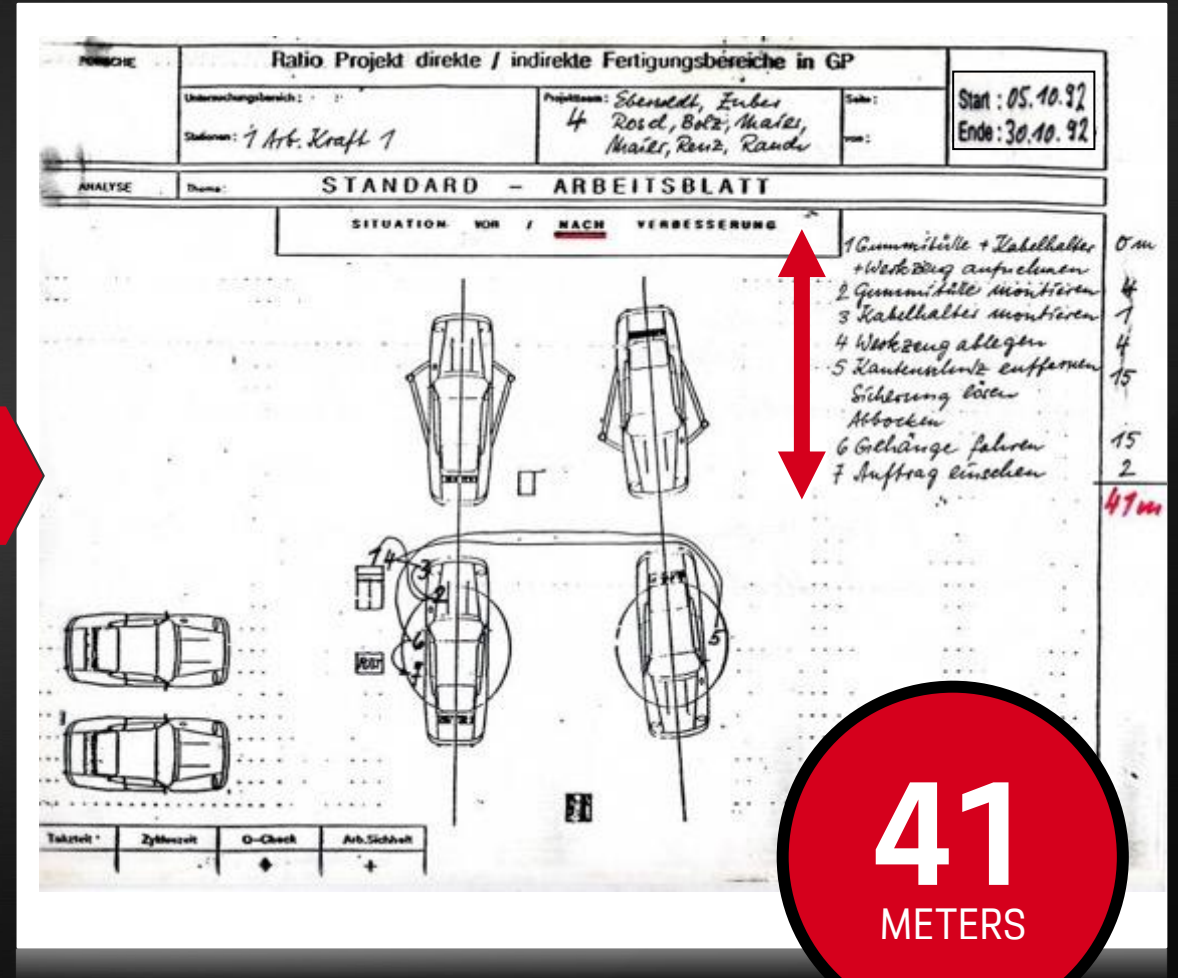
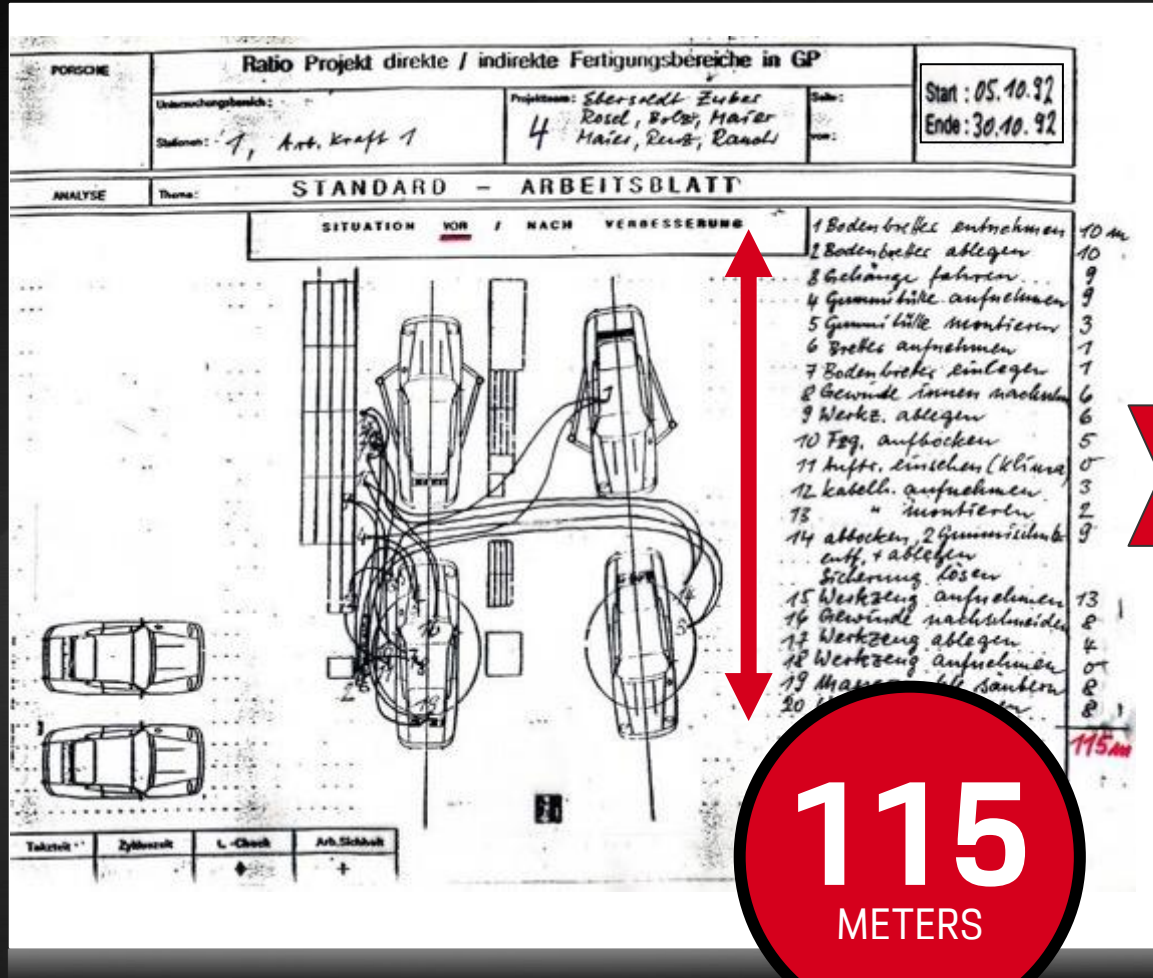
Firefighting activities

Process stability

Lean processes are introduced from **THE INSIDE OUT**



Initial productivity improvements tackled obvious waste



Furthermore we developed standardized design and assembly concepts

RELEVANT TO CUSTOMER

Individual design
& recognition element
"in the rear mirror"



IMPLEMENTATION



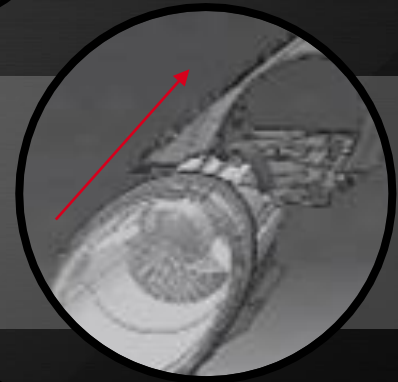
Part families are developed based on a common concept



Part families are **assembled in the same way**



Focus is on **assembly procedures** and subsequently the reduction of assembly time

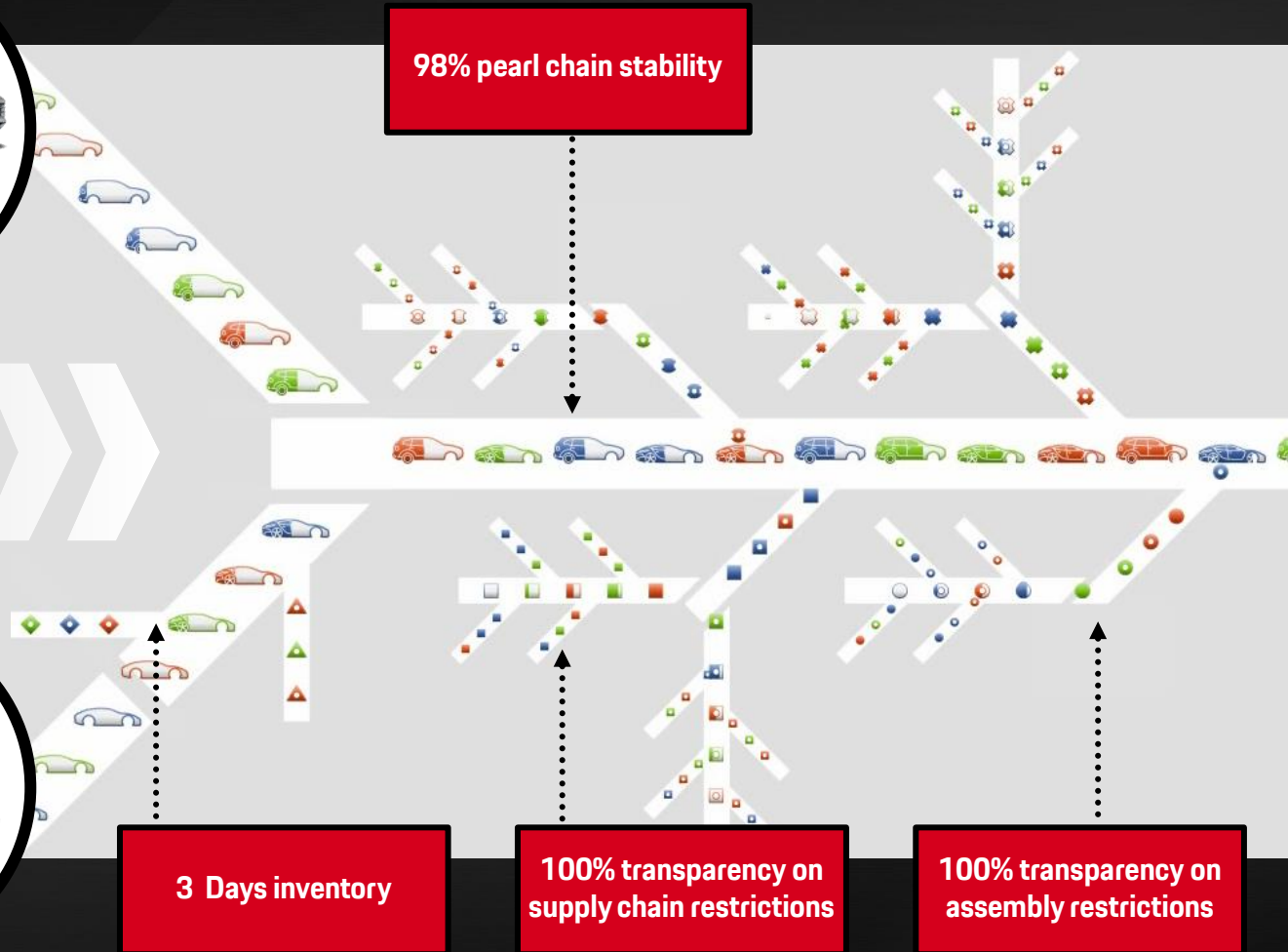
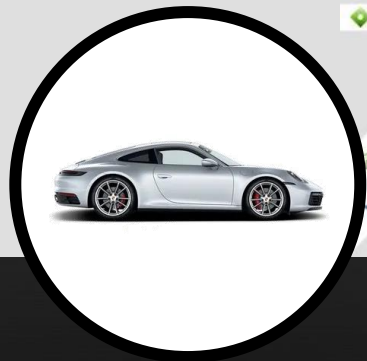
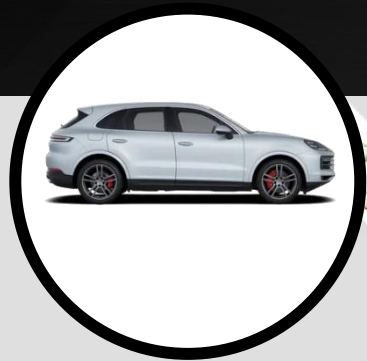


RESULT

Similar part families
can be found in
different products

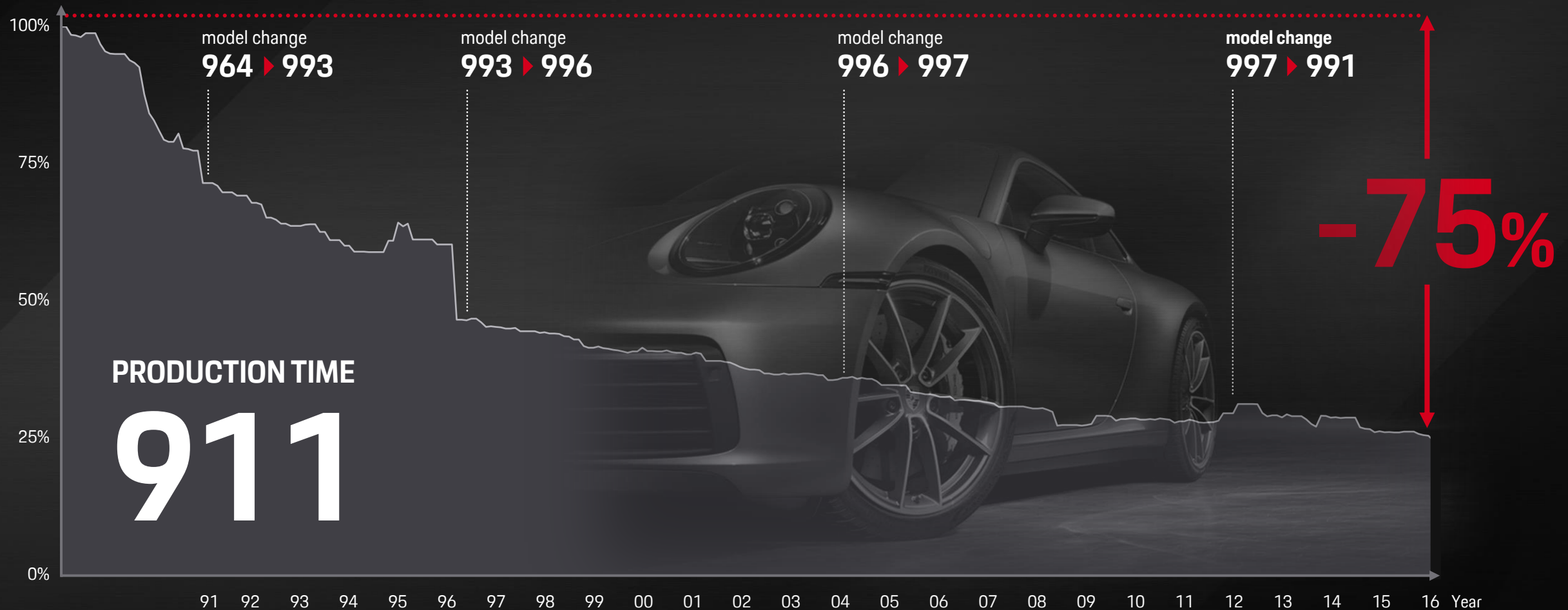


Additional productivity is achieved through a mixed model line



- ✓ Transparent, high Performance Supply Chain
- ✓ Advanced demand & capacity mgmt. process
- ✓ Demand-oriented, pull-based material disposition

Continuous improvement led to a 75% drop in production time





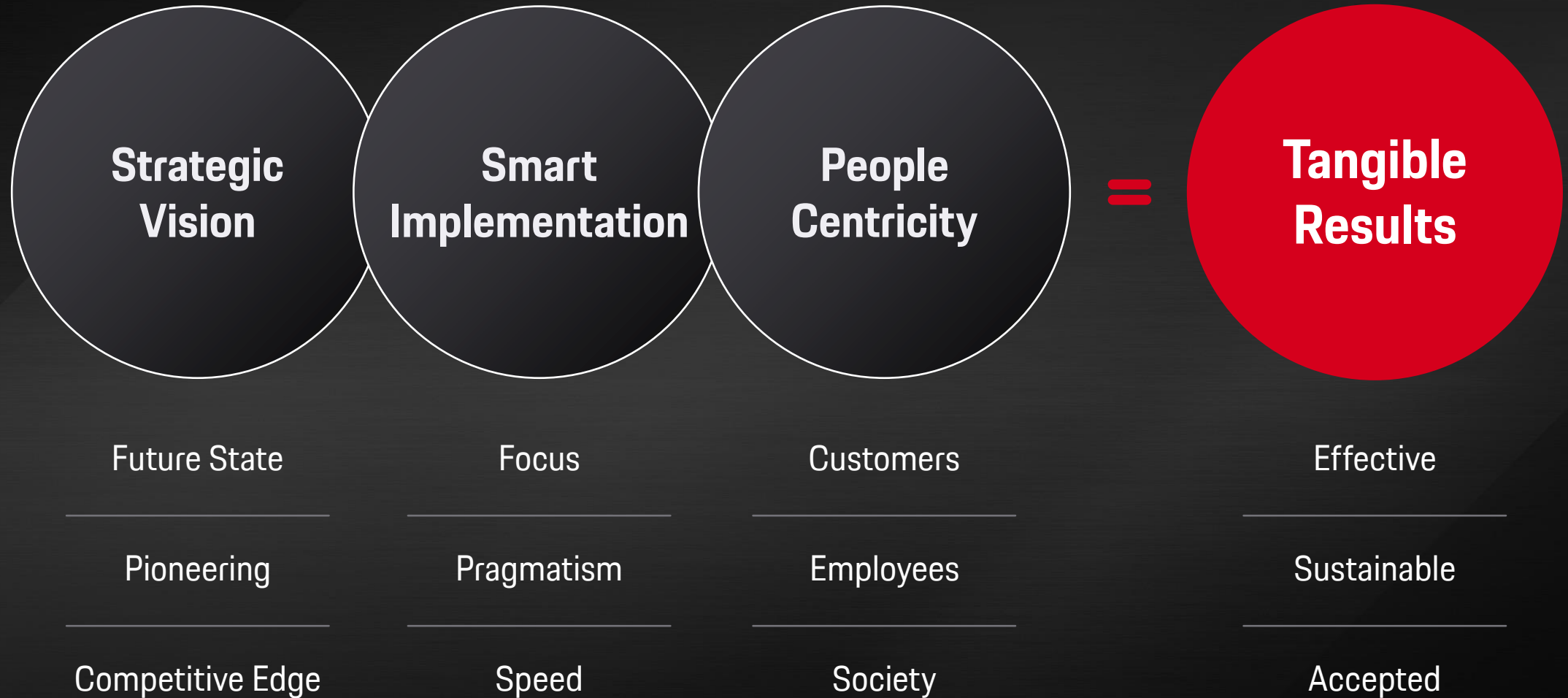
NEW BUSINESS



Porsche Consulting started out in 1994

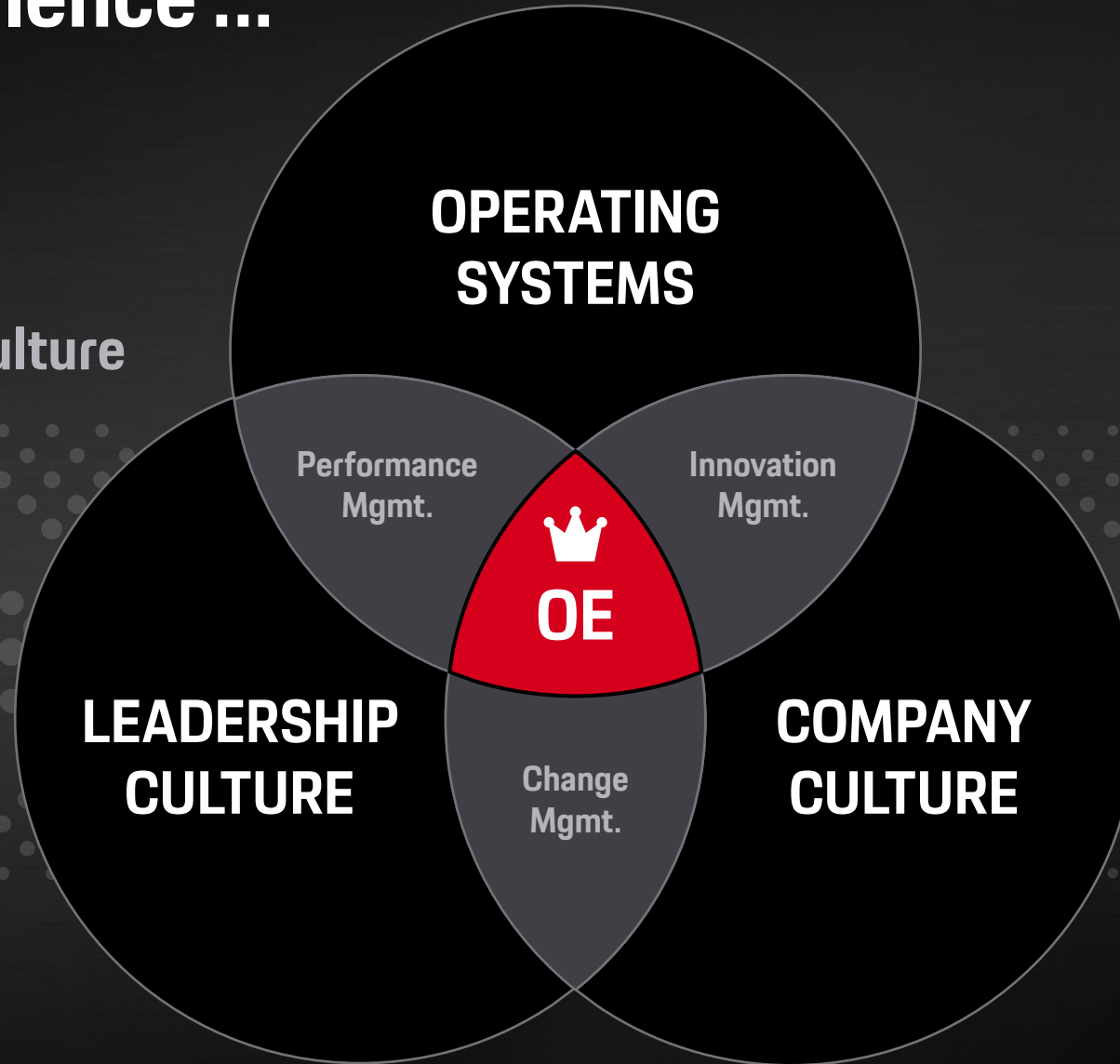


Our Way of Working



Operational Excellence ...

... is a combination of
Operating Systems,
Leadership & Company Culture



“Best of Consultancies 2023” – great results for Porsche Consulting



Ranked 1st in the categories

Automotive & Supplier

Operations Management

YEAR OVER YEAR AGAIN!
2023, 2022, 2021, 2020, 2019, ...



TODAY



PIP performs in all fields helping to achieve factory-targets

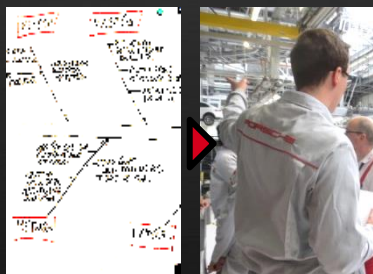


QUALITY

Activities to improve product quality
(DKA/Audit, purchased parts, ...)

e.g.

Problem-solving-workshop for main quality topics

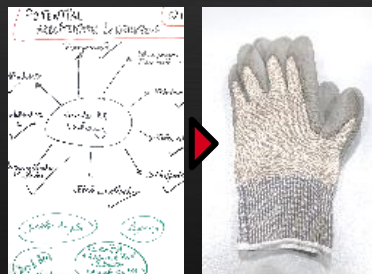


FINANCE

PIP-activities including possible savings
according to costs, investments and VBZ

e.g.

Reduction NPM-costs: improvement & alternative material



PROCESS

Improving work-processes
(time reduction, process stability, transparency, standards, ...)

e.g.

Improving working-process: Providing tool-sets



HUMAN

Increasing work-conditions for employees
(ergonomics, safety, usability, ...)

e.g.

Improving ergonomics: providing an exo-skeleton

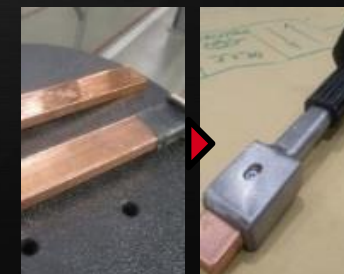


ENVIRONMENT

Activities with a positive effect for the environment
(electrical energy, heating, hazardous substances, ...)

e.g.

Reduction material usage: development of a strike-chisel



The results of improvement are presented to the management in defined terms



FINAL PRESENTATION

- ✓ Presentation of the results directly by the workshop-team
- ✓ **Direct Feedback** for all involved employees

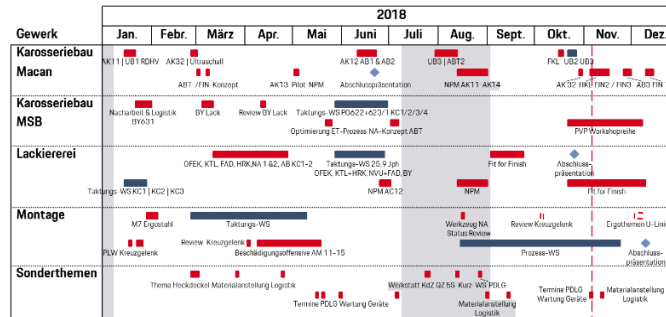


GOALS AND BENEFITS

- ✓ **Appreciation for employees...**
 - through management-attendance
 - especially for employees from production line
 - part of the Porsche culture and further effects
- ✓ **Gemba:** Presentation on/close to shopfloor
- ✓ **QFPHE:** Results are fitted to the according target-categories

PIP-WORKSHOP-ACTIVITIES

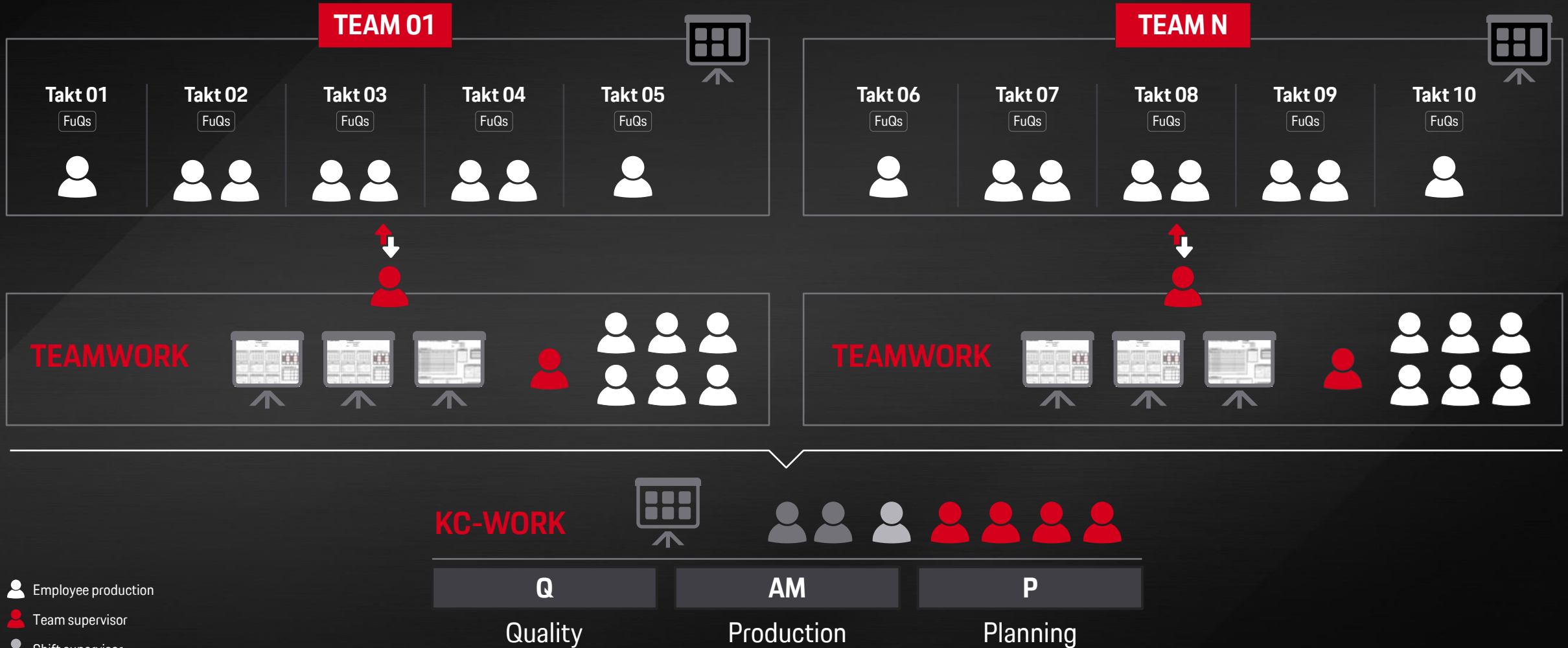
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IMPRESSIONEN

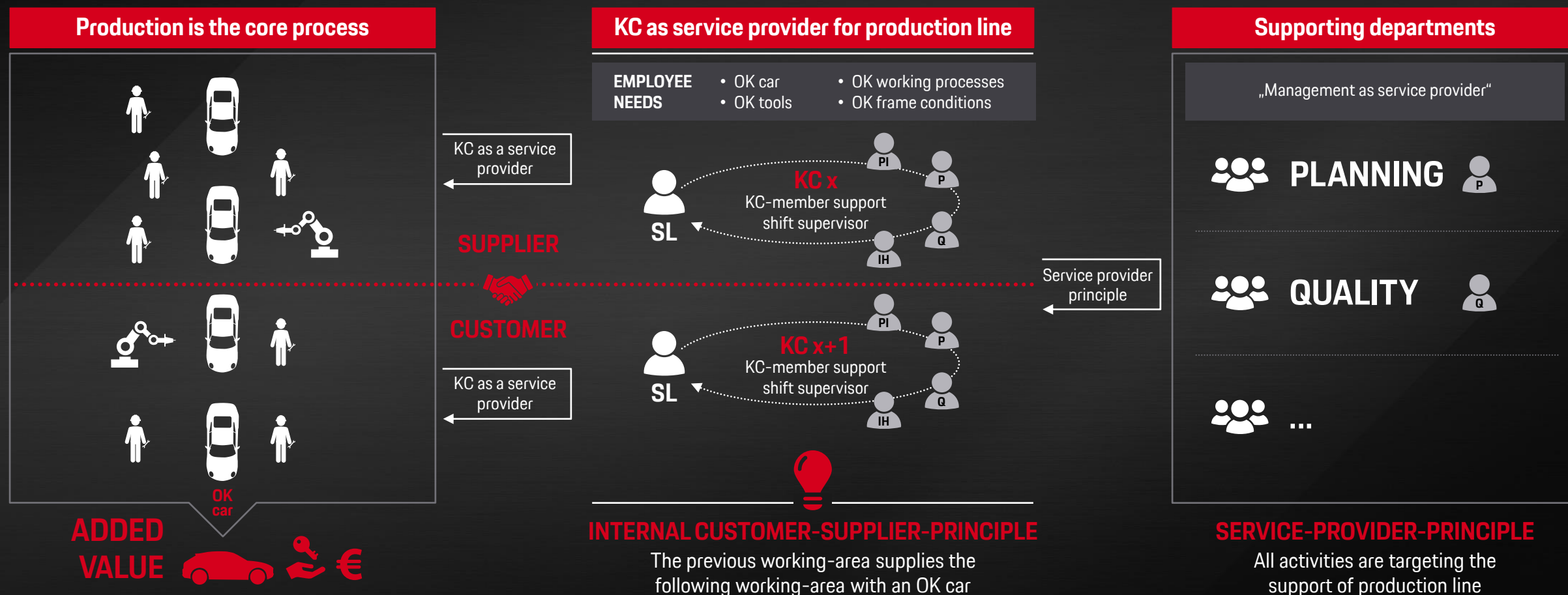


Teamwork at Porsche Leipzig

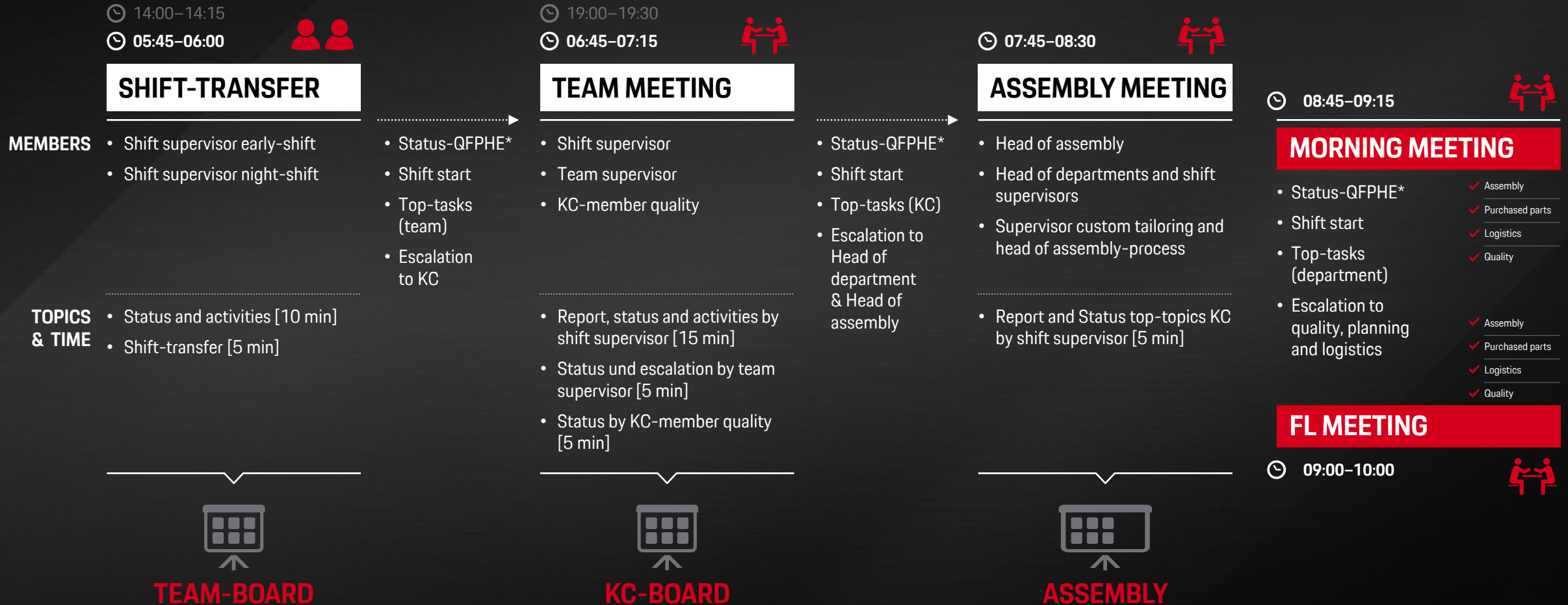


- Employee production
- Team supervisor
- Shift supervisor
- KC-member quality and production

KC-work is based on the service-provider- and the customer-supplier-principle



Shopfloor management – Report-cascade assembly

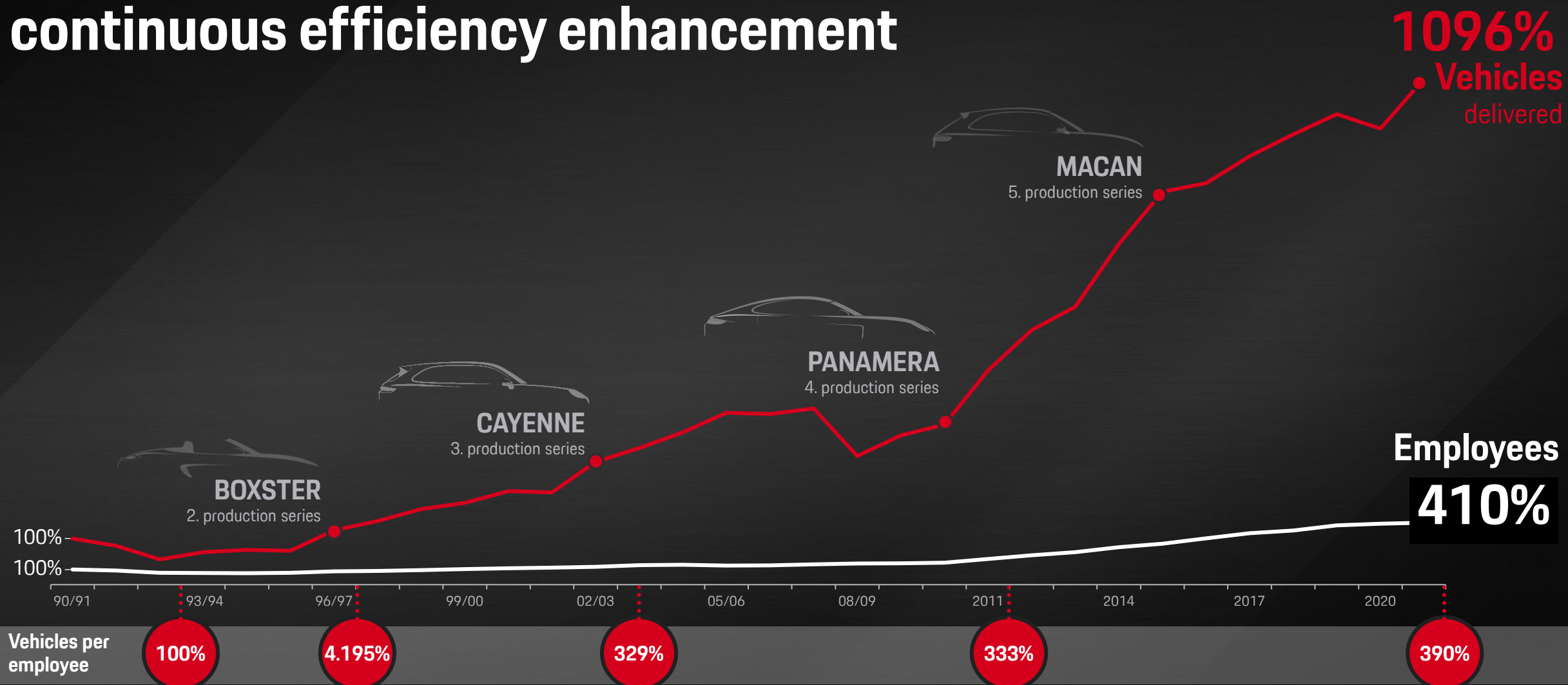


* Quality / Finance / Process / Human / Environment

Source: Porsche AG | Porsche Consulting

Porsche Turnaround

Disproportionate growth in sales volumes thanks to continuous efficiency enhancement





TAKE AWAY



The consistent focus on four principles still forms the basis for operational excellence in all areas today



**TRANSPARENCY
&
LEADERSHIP**



**FOCUS ON
VALUE
CREATION**



**EFFICIENT
PROCESSES
& STRUCTURES**



**PERFECTION
&
CIP**



"Success factors for Porsche"

Teach employees to see

only in this way can waste be
identified and eliminated

Think in processes

and consistently align
your actions with customer needs

The future needs flexibility

make it measurable
and a corporate goal

Kaizen is a culture

establish it "from the top"

Give employees a vision

and be a role model



We are happy to answer your questions and to stay in contact



Nils Hof

Director Porsche AG
Industrial Engineering



Dennis Knoll

Associate Partner Porsche Consulting
Operational Excellence

dennis.knoll@porsche-consulting.com // +49 (0)170 911 4683