

Fit for the future - New means in vehicle construction

Projekt TAS (transparent procedures and structures) *Accomplishment of an organisational project in vehicle construction*

WECON develops and produces particularly shuttle systems for combined traffic on street and rail. Furthermore the portfolio of products covers custom-made commercial vehicles and solutions for container techniques in transport of goods. In order to achieve optimal customer satisfaction WECON lays emphasis on transparent and conscientious business activities. This is also the claim for further development of the different business segments. So in December 2004 the direction of WECON charged the OrgaTech Management Consultancy with an integral organisational analysis. With the project TAS WECON anchors transparent processes and structures in the company.

Initial situation

As one of the leading manufacturers of intermodal systems WECON offers state of the art constructions that are not just used in standard products. Nowadays from vehicle constructors like WECON fast, flexible and cost-effective reactions on customer demands are expected. Besides the adequate business organisation this supposes a defined strategic orientation, a planning of functional areas that is based on this new orientation and an integration of all the functions into the IT-landscape which often causes problems. WECON accepted this challenge.

Task

The task of the project team consisted in the development of a strategic reorientation. Here the boundary conditions of the different business segments had to be taken into consideration. The objective was a modern concept pointing out possibilities of a sensible improvement of the actual situation and offering chances for development to the different business segments. Additionally WECON intended to bring forward technical and organisational potentials. The main emphasis of the analysis was placed on the creation of an integral and consistent order processing with integration of all necessary tools. Here transparent organisational structures that are needed for a reliable and efficient order processing are playing a decisive role. The appropriate organisational structures and process structures were defined and simultaneously the tasks of the division of strategic purchase were pushed and qualified. As an external partner WECON chose the Management Consultancy OrgaTech GmbH.





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Valid target results require a resistant analysis of the actual situation. This was the declared concept when the project began in the middle of November 2004 with a company-wide analysis of parameters and processes. In the course of this analysis the business areas of purchase, distribution, sales, production and construction were examined in order to be able to design tailored packages of measures for reaching WECON's objectives.

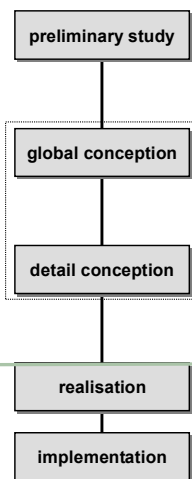
The advancement during the project reflects the special OrgaTech approach model. This philosophy points out the methodical advancement within a project. (Source: Richartz/Kurpicz: Ganzheitliches Projektmanagement als Mittel zur Organisationsgestaltung ISBN 3-933913-06-3)

WECON and OrgaTech worked closely together during the transparent and well structured project run. The direction of WECON aimed for a cooperative attitude. Consequently the involved employees were given the necessary time resources for the project and they took part in the process of decision making necessary for reorientation. The strong involvement of the staff would after all ensure the acceptance of the new processes and functions in future.

The processes and functions were collected by OrgaTech in a data base-supported process and quality tool. This process management tool allows an efficient analysis, optimisation, modelling and documentation of the processes. The organisation and the advancements of processes get transparent and weak points may be located and eliminated. Furthermore this allows a comparison of the different development levels during project run.



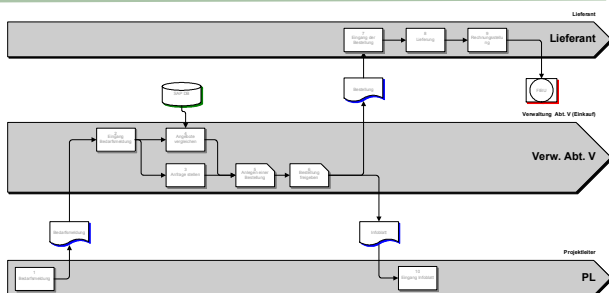
5-steps approach model



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OrgaTech process representation



Reorganisation of business processes

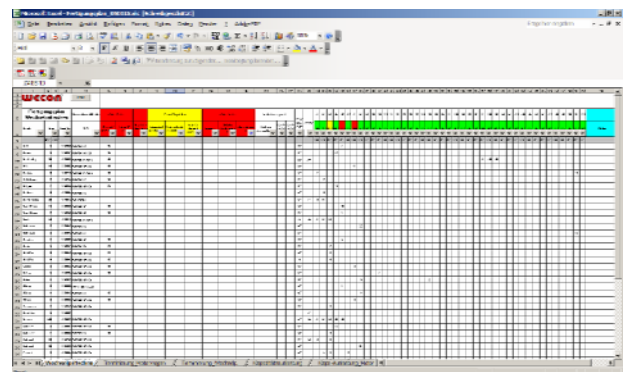
After the phase of analysis the project partners agreed that the organisation structure should be advanced in order to make sure that efficient procedures could be guaranteed permanently in future. So the new organisation was a precondition for quick reactivity in respect of customer requirements and for a targeted preparation of work flow. Thus the projected was subdivided into a conception phase which followed the analysis of the actual situation and in a realisation phase for the following part projects:.

- strategic purchase,
- production
- and organisation.

In the course of the part project **Strategic purchase** the facilities for the establishment of a strategic purchase were provided. The objective of this part project was to procure goods and services on the best possible economical terms. (price, additional costs, expenses) Here an aftereffect was a

minimisation of risks and an augmentation of added value via the purchase potential. During the project run OrgaTech supported the search for alternative or parallel supply sources and played an active role in the accomplishment of meetings with contractors..

In the part project **production** analysis and reorganisation were in the centre of interest. The installation of a tool for production planning allowed the extension of the integrated planning of distribution, disposition and production. The result was a noticeable and reliable amelioration of delivery reliability and of productivity.



Integrated production planning

In the course of **reorganisation** workflow structures for processing of offers and orders were worked out for the different product lines and the demands made on the interfaces were generated. In an effort to achieve an integrated and clearly defined order processing this restructuring gave birth to the two new organisational units of WECON . „Order Centre“ and „Order Management“. The „Order





Centre is responsible for the process of product generation (order fulfillment management). The „Order Management“ (customer order processing management) is charged with tracing of customer orders, with the handling of bottlenecks and with the control of prioritisations between distribution and customer. The Order management is working in close collaboration with disposition department and Order centre.

The adjustment of the defined interfaces with the corresponding functional divisions like sales, disposition, construction, purchase, fabrication and assembling at last created the necessary conditions for a consistent and continuous flow of information.

Resumé

Thanks to the elaborated reorganisation concept and to the conclusion of the initial phase the company now disposes of the necessary information for successful continuation of the restructuring process. The new functional areas that were created in the course of organisational changes are now bundling all the competences and the responsibilities of the WECON staff taking into account defined tasks in the process of order processing. At the same time due to the introduction of production planning a consistent working platform is available. The project was concluded with the implementation

and handover of a Controlling Tool adapted to the form of organisation.



OrgaTech

Unternehmensberatung GmbH

Why we are the right partner for you

Would you like to test us? Just do it!

Consultation requires confidence. But why should you trust us? Why should you decide in favour of us just because you have seen our flyer – We really understand your qualms.

We would be very pleased if we could present to you our portfolio of services personally and if we could point out for you the benefit and the chances of an IT optimisation project.

OrgaTech GmbH was founded in 1999 by Dirk Richartz and Bernhard Kurpicz and its head office is in Lünen. The specialisation on the domain of healthcare, on plant engineering and construction and on steel industry is an important precondition for the development of custom-made consultation products in an SAP environment.

Applying a special approach model in the domain of project management 30 employees create customer-specific state of the art solutions with measurable surplus value. They are thus helping to ensure decisive competitive advantages.

Are you interested? Just contact us:**OrgaTech Unternehmensberatung**

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**About us**