

## Foundry Production Planning at Gardner Denver in Schopfheim, Germany,

### **Interim Operations Director for Gardner Denver**

The foundry in Schopfheim was source of great concern as there were always overdues both for internal and external customers. The foundry had been working almost continually, 24-7, for a year and yet the problems were worsening. Most of the external customers were German automotive OEM (Porsche, Daimler etc), the special freight costs were spiraling out of control and the threat of a line-stop was very real.

### **Overall contribution / achievement of objectives**

The first steps was to assess total demand versus capacity, which showed that the foundry was trying to maintain impossible levels of efficiency. As capacity expansion required significant investment this was not an alternative, the demand needed to be reduced. Over 3 months several items were eliminated. The next step was to implement a production planning system that ensured the right components were cast to ensure the capacity was used most efficiently.

### **Impact on the business / bottom line**

The new planning system ensured the correct parts were made and reduced stocks of cast parts. Within 4 weeks the stock turn had doubled from 5 to 10 and was clearly on track for 15 and beyond. The special freight costs to OEM's were completely eliminated within 4 weeks and this brought renewed customer confidence.

### **Leadership / people management skills**

“Steve led a multi-disciplinary kaizen team and they implement a new production scheduling system within a week, which ensured the correct parts were made on time and the flow in the factory was balanced. It was amazing to see that within a couple of weeks the stock levels reduced dramatically and suddenly there was so much free space on the factory floor. The enthusiasm he created in the team was evident to everyone. The employees and management alike were so proud to show off their changed factory when the board from the US visited.”

Operations - Efficiency improvement s10n