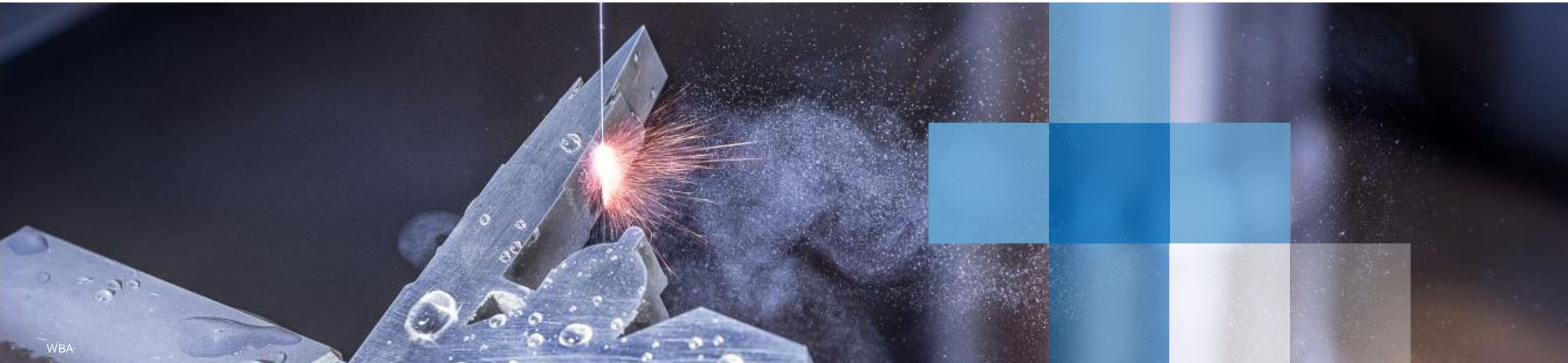




**WBA
WERKZEUGBAU
AKADEMIE**



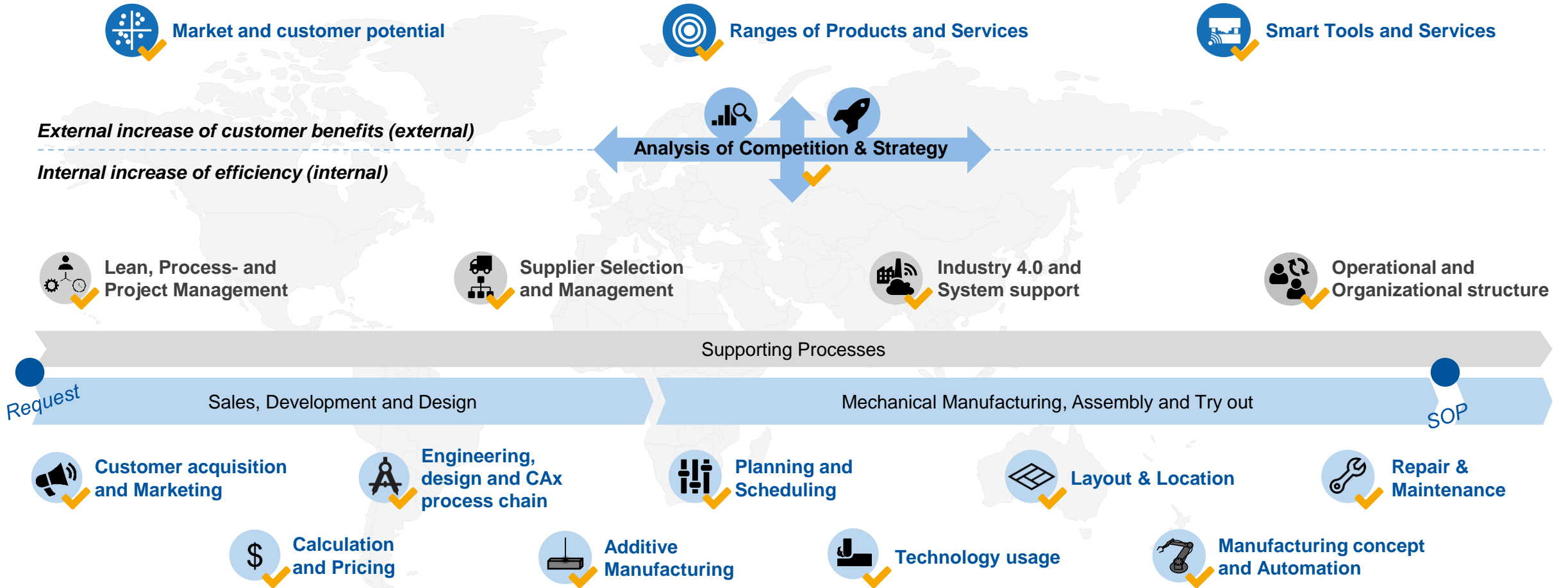
WBA

References Consulting Services

Project focus Competition & Strategy

Consulting Services

Overview of Topics and Content of our Consulting Portfolio



■ Market and Customer (external)
 ■ Core Process (internal)
 ■ Supporting Processes (internal)

Consulting Services

Topics and Content in detail (I/II)



Market & Customer

Market and customer potential

- Analysis of technological trends
- Analysis of market sizes and developments
- Determination of potentials for distribution and procurement
- Identification of potential customers and buyers

Range of products and services

- Analysis of market and customer demands
- Analysis of the company specific range of services
- Analysis of core competencies
- Development of service and business models

Intelligent tools and services

- Analysis of internal and external requirements
- Selection of sensors and actuators
- Conception of company-wide service platforms
- Development of databased services and business models

Competition & Strategy

Analysis of competition and strategy

- Benchmarking for the determination of the organizational and technological performance
- Identification of action fields
- Identification of strategic success factors and strategy development
- Development of an implementation roadmap and deduction of specific measures

Supporting processes

Lean, Process- and Project Management

- Process analysis and process design
- Definition of key performance indicators and IT-based illustration
- Conception and implementation of a (digital) shop floor management
- Definition and implementation of agile methods of project management

Supplier selection and management

- Definition of scopes and relevant processes for procurement
- Identification, assessment and selection of suppliers
- Initiation and development of strategic partnerships
- Holistic assessment of options for national and international tool supply

Industry 4.0 and System support

- Analysis and maturity assessment of the Industry 4.0 status quo
- Development of objectives, concepts and roadmaps including investment budgeting for Industry 4.0
- Deduction of specific Industry 4.0 use cases including implementation support
- Recording and analysis of machine and production data

Operational and organizational structure

- Analysis of organizational structures and assessment of the degree of value creation
- Procedural and organizational reorganizational
- Conception and implementation of agile structures of organizational
- Deduction of measures for the organizational change

Consulting Services

Topics and Content in detail (III/II)



Core Processes

Customer acquisition and marketing

- Analysis of market and customer demands
- Development of strategies for distribution and marketing
- Identification and selection of relevant instruments for marketing
- Fine adjustments of selected analogue and digital instruments for marketing

Calculation and Pricing

- Analysis and optimization of the used methods of calculation
- Analysis of conducted calculations for cost optimization
- Development of solutions for data capturing and provision
- Definition of requirements and selection of calculation software

Planning and Scheduling

- Manufacturing process analysis and derivation of standard manufacturing processes
- Conception of a virtual/physical segmentation and clocking
- Conception of hard- and software for data capturing and provision
- Definition of requirements and selection of planning software systems

Layout and Location

- Analysis and optimization of the material flow
- Basic and fine layout design and optimization
- Conception and further specification of logistics concepts
- Planning and support for relocation and transfer to existing and newly built locations

Repair and Maintenance

- Data capturing and analysis as well as definition of KPIs during the process to increase transparency
- Optimization of spare part management by analysis of tool life as well as process definition
- Development of concepts for predictive maintenance and repair

Engineering, design and CAx process chain

- Conception and introduction of synchronised and agile product design processes
- Assessment and optimization of the standardization for tools and tool components
- Definition of requirements and selection of CAx systems
- Analysis and optimization of the CAx process chain

Additive Manufacturing

- Identification of technological fields of application
- Analysis of requirements and benefits with regard to the spectrum of work pieces
- Assessment of the technologies and machine selection
- Additive manufacturing integration in existing process chains with focus on subsequent processing

Technology usage

- Definition and improvement of the manufacturing performance
- Technology assessment and profitability assessment
- Analysis and optimization of manufacturing processes and methods
- Analysis and optimization of the operating times, idle times and set-up times

Manufacturing concept and Automation

- Analysis of the actual and future range of tools and components
- Development of a manufacturing concept and technology road-mapping
- Analysis of requirements, specification and selection of machines
- Conception and selection of automation solutions

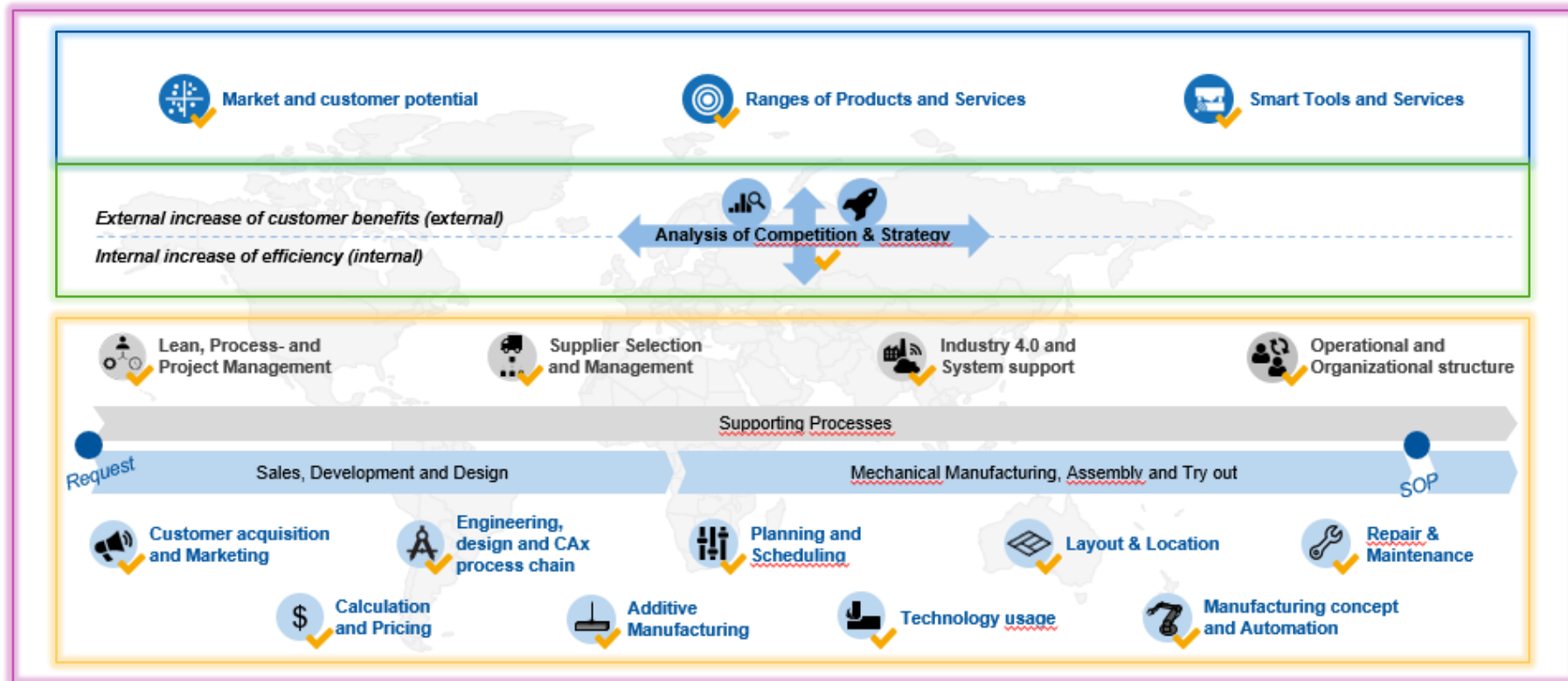
Consulting Portfolio

Within the consulting projects are four different project focuses



Market & Customer

Competition & Strategy



Supporting Processes

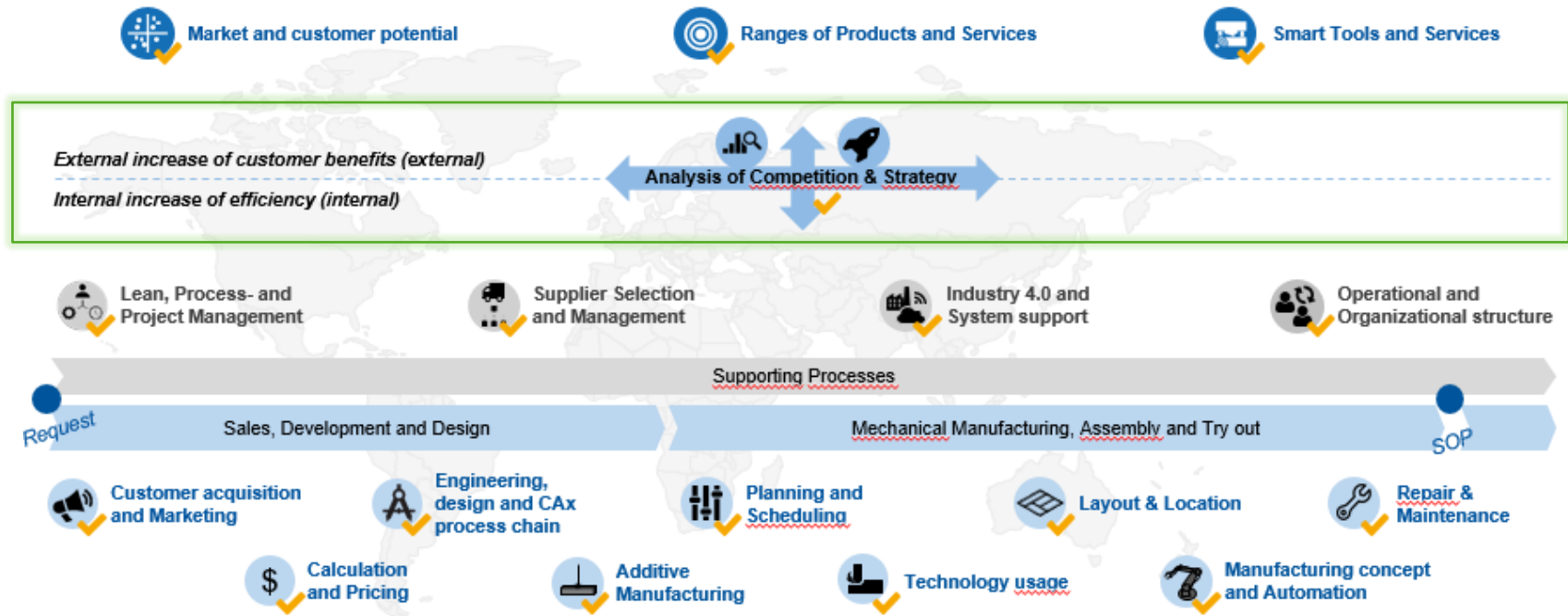
Individual Combination

Consulting Portfolio

Competition & Strategy



Competition & Strategy



Potential analysis regarding a production network between two tool manufacturing locations and automation technology within the Böllhoff Group

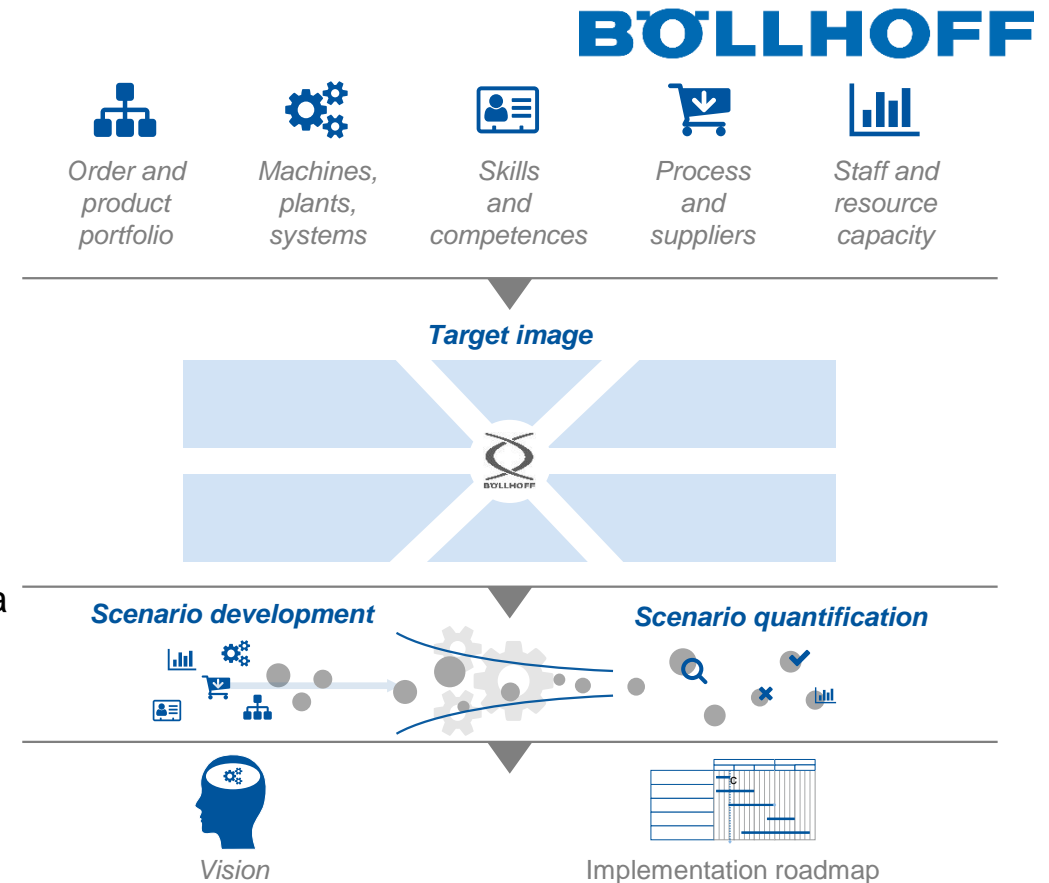


Approach

- Identification of possible synergy potentials between two tool manufacturing locations and automation technology in the company network
- Analysis and evaluation of the status quo at three company locations in the dimensions:
 - Order and product portfolio
 - Performance of machines, plants and systems
 - Skills and competences
 - Order processing and suppliers
 - Staff and resource capacities
- Derivation of synchronization potentials and fields of action to establish a manufacturing network
- Development of different implementation scenarios and quantification of the resulting potential
- Formulation of a common vision and planning implementation

Results

- ▶ **Vision and success factors of the manufacturing network**
- ▶ **Fields of action and implementation scenarios for implementing the network and realising synergies**



Development of a future strategy for the internal tool shop of BSH in Traunreut

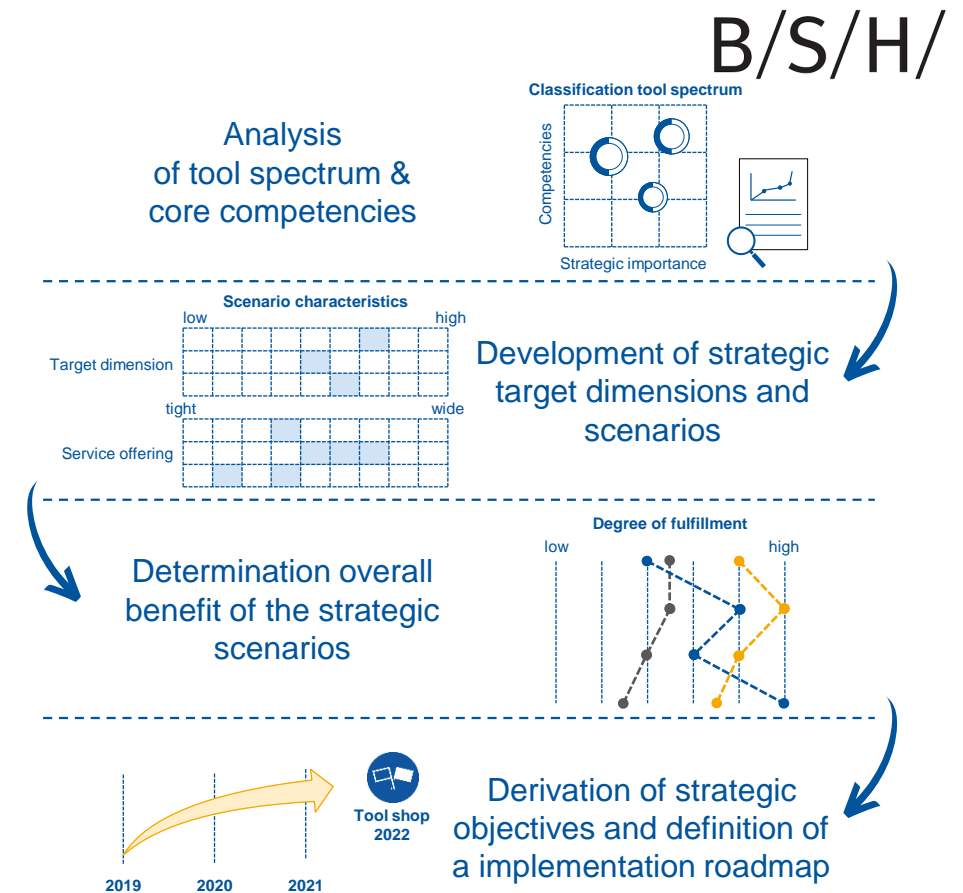


Approach

- Analysis of the tool spectrum regarding internal competencies and strategic importance as well as determination of future tool demand
- Development of strategic target dimensions and potential strategic scenarios for the future positioning of the internal tool shop
- Composition of a method for the evaluation of the developed scenarios on the basis of company specific performance indicators
- Evaluation of the potential strategic scenarios regarding the overall benefit and selection of the favored scenario
- Derivation of concrete measures to achieve the selected target state in a detailed implementation roadmap

Results

- ▶ Identified core competencies and potentials for the further development of the internal tool shop
- ▶ Defined future strategy for long-term positioning and derived implementation roadmap



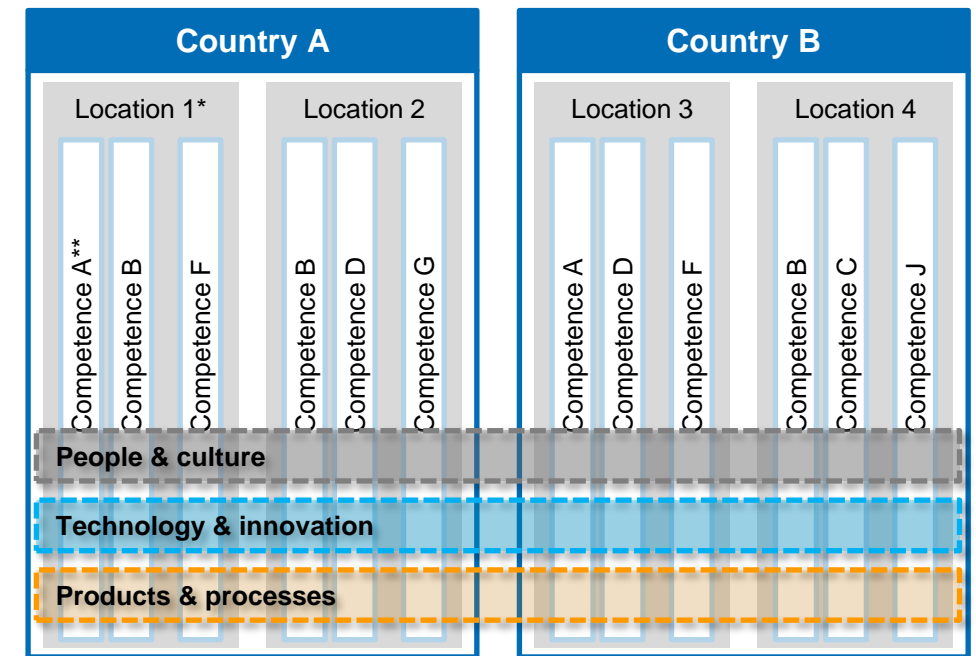
Development of a concept to establish an internal value creation network



DAIMLER

Approach

- Benchmarking of the technological and organizational performance
- Detailed analysis of the job spectrum and the order processing
- Definition of competence areas and core processes
- Development of a general vision, mission and strategic success positions
- Definition of requirements and framework conditions of a global site networking
- Creation of a roadmap for the implementation of the site networking concept



*: Global lead site, **: Competence field leader

Results

- ▶ **Strategic reorientation with fields of action and enhancement measures for several international equipment and tool making production sites**
- ▶ **Concept for a global networking of international equipment and tool making production sites**

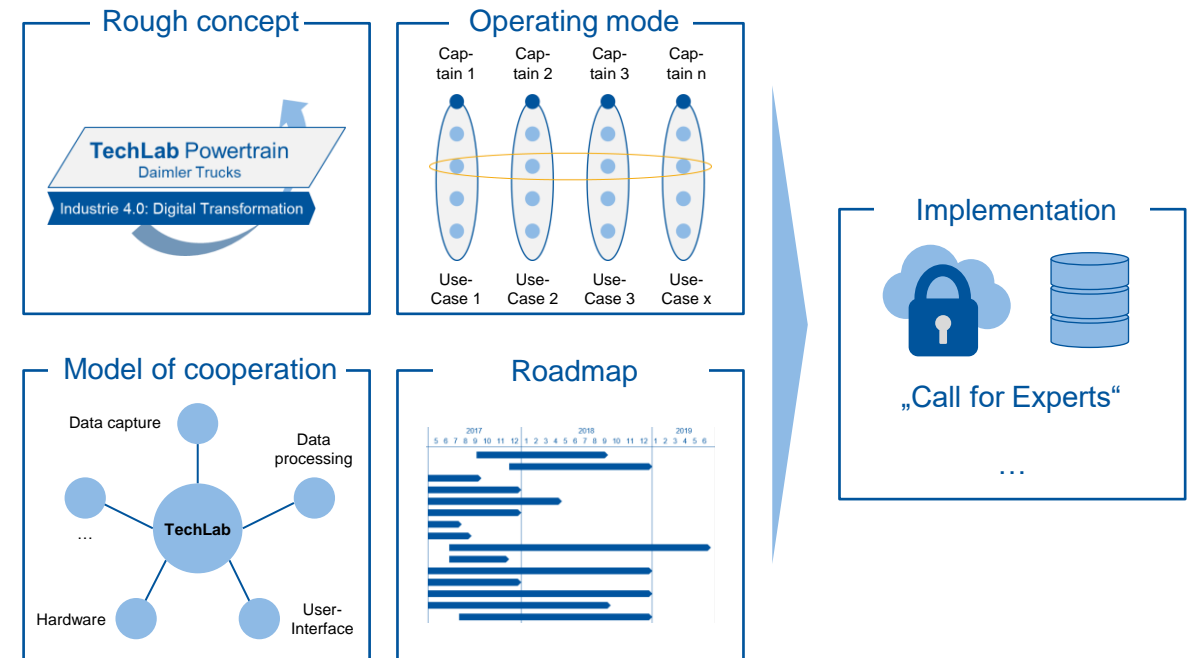
Development, planning and on-site support during the implementation of the TechLab at Daimler Trucks Powertrain



DAIMLER

Approach

- Definition von products and services, operating mode as well as the related resources of a TechLab with the aim of developing and implementing Industry 4.0 solutions
- Further detailing of the actions fields as well as derivation of required activities and effort for the implementation
- Development of models of cooperation with external partners and determination of agile operating modes and concepts
- On-site support during the implementation, such as:
 - Research for solution providers and partners
 - Design and implementation of practical use cases like Track&Trace and Middleware
 - Development of a „Call for Experts“ across the company
 - Benchmarking of several technology labs



Results

- ▶ Overall concept for TechLabs across multiple facilities with the aim of developing and implementing Industry 4.0
- ▶ First results regarding designed and implemented Industry 4.0 solutions, overview of suppliers and partners etc.

Development of a concept for an internal equipment shop at Detroit Diesel (Daimler AG)

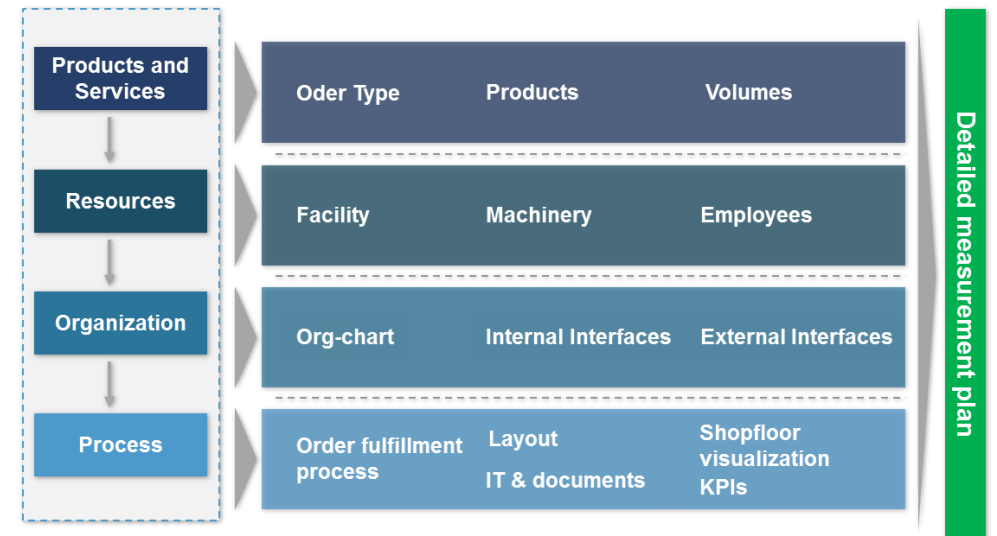


DAIMLER



Approach

- Analysis of the internal order fulfillment process and the range of offered services
- Definition of the new strategic orientation, including strategic positions of success
- Development of the future product and service portfolio and the required technology variety
- Design of the future organizational structure
- Design of a new manufacturing layout with special regard to the process flow incl. detailed implementation plan



Results

- ▶ **Concept for the new design of the equipment shop at Detroit Diesel (Detroit, USA) with action fields and measures**
- ▶ **Concept for the integration into global equipment shop network of Daimler Trucks**

Development of a concept for the integration of the Brazilian site into the strategic network of tooling and equipment manufacturing of Daimler Trucks Powertrain

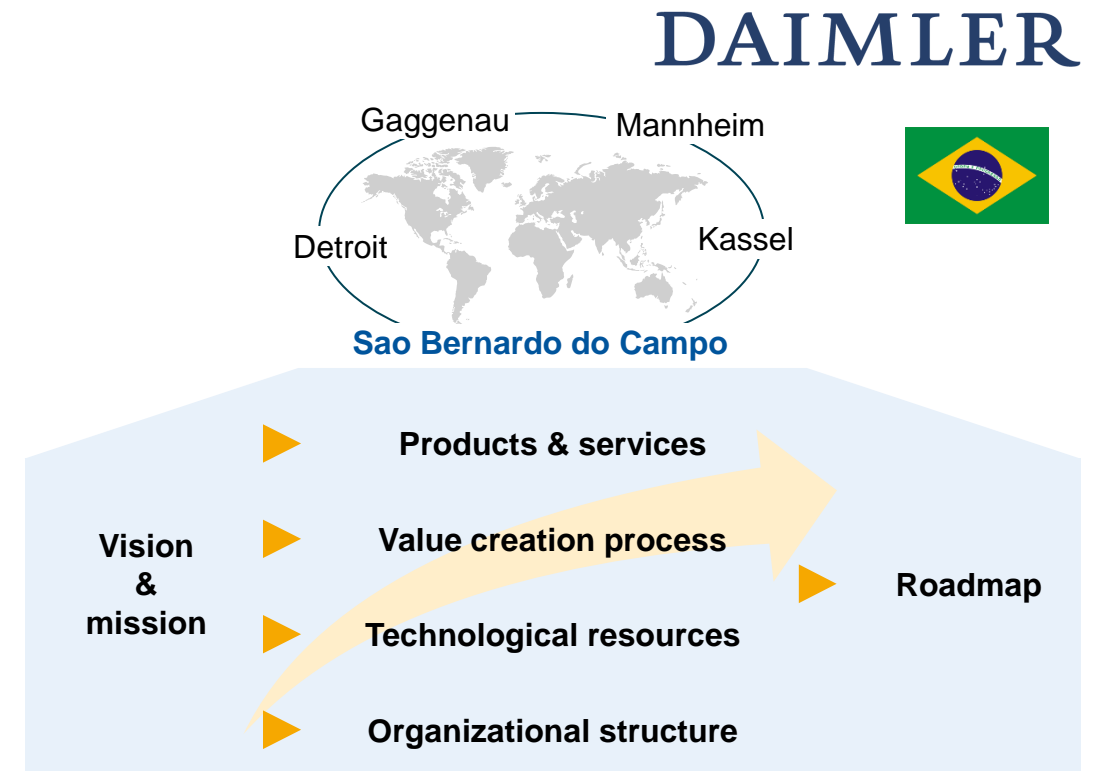


Approach

- Analysis and evaluation of the value creation process, the current range of products & services, the technological resources as well as the organizational structure
- Development of a future concept for the tooling and equipment department in Brazil for the purpose of integration into the global network, among other things:
 - Definition of strategic development incl. vision & mission
 - Development of the future range of products & services as well as the appropriate value creation process
 - Determination of required technological resources incl. material-flow oriented layout as well as organizational structure
- Derivation of a detailed roadmap incl. action fields and measures
- Implementation support for the first months

Results

- ▶ **Future concept for the tooling and equipment department of Daimler Trucks Powertrain at Sao Bernardo do Campo (Brazil) for the integration into the global strategic network of tooling and equipment manufacturing**
- ▶ **Derived roadmap inkl. action fields and measures as well as conducted implementation**



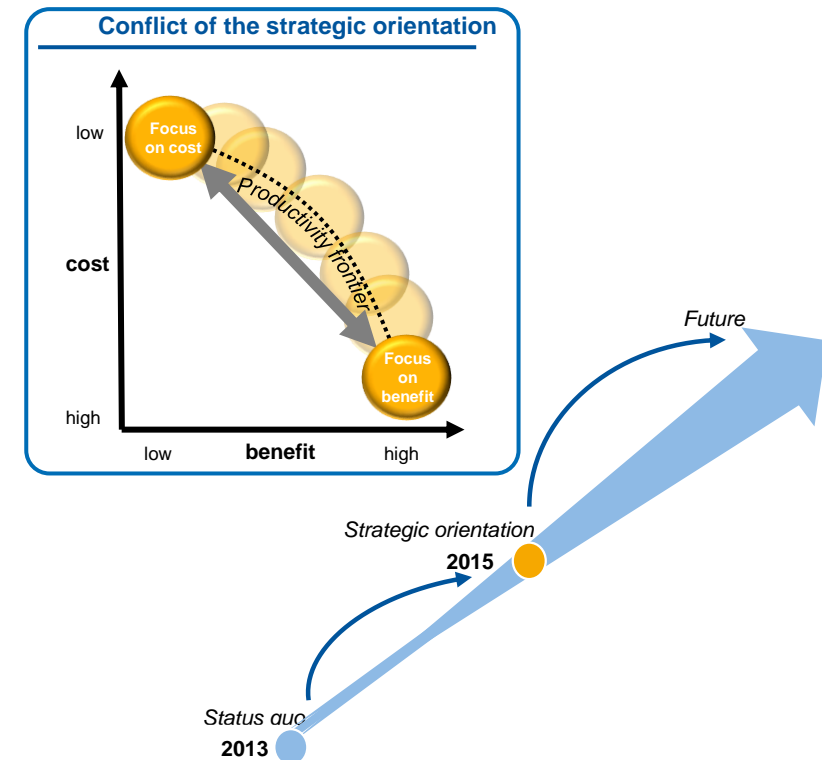
Analysis of the strategic alignment and development of a future strategy for the internal tool shop



FESTO

Approach

- Status quo analysis of the market's competitive forces
- Analysis of the competitive position and performance of the tool shop
- Definition of strategic positions of success for the future tool shop strategy
- Elaboration of the future tool shop strategy in accordance with the company's strategy
- Derivation of a roadmap with timeline, measures and responsibilities for implementing the future strategy



Results

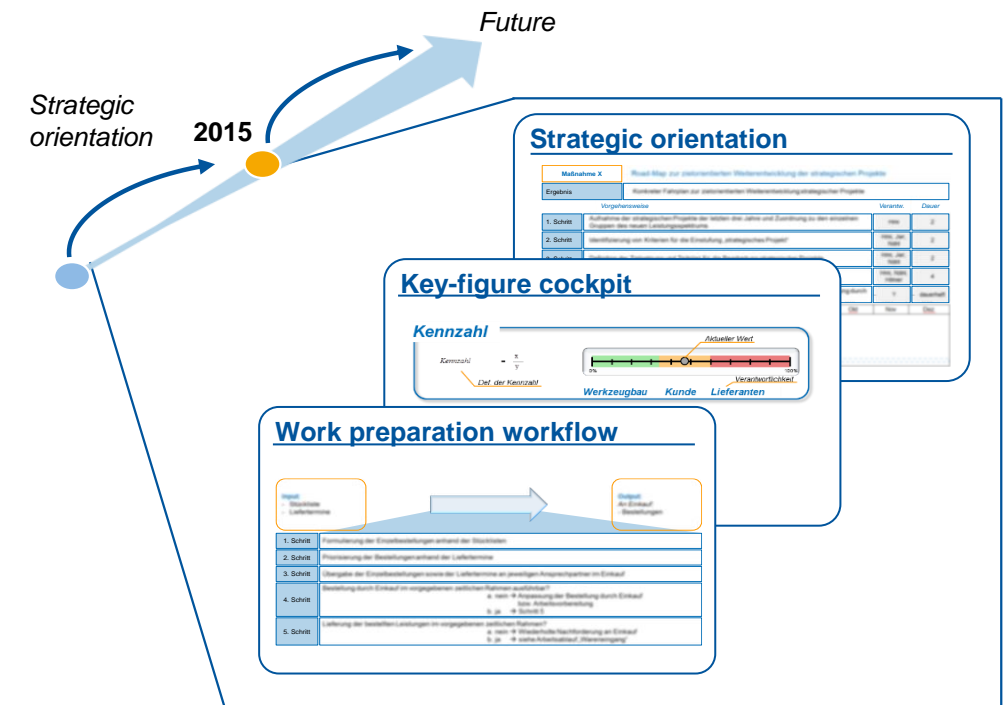
- ▶ Future strategies for the competitive orientation of the internal tool making
- ▶ Detailed roadmap for the implementation of future strategies

Implementation support for the strategic alignment of the internal tool shop of FESTO



Approach

- Detailing of the defined strategic alignment
- Specification of measures and responsibilities for the holistic implementation of the strategic alignment
- Derivation of a key-figure cockpit to enable the assessment of the roadmap implementation and the tool room performance
- Definition of work preparation workflows for all relevant order types
- Definition of tasks and responsibilities for the workflow implementation into daily practices



Results

- ▶ Defined workflows for the work preparation process
- ▶ Detailed roadmap for the implementation of the strategic alignment
- ▶ Cockpit consisting of aggregated key figures to evaluate the performance

Development of an industry 4.0 strategy for fischer Werkzeug- und Formenbau GmbH

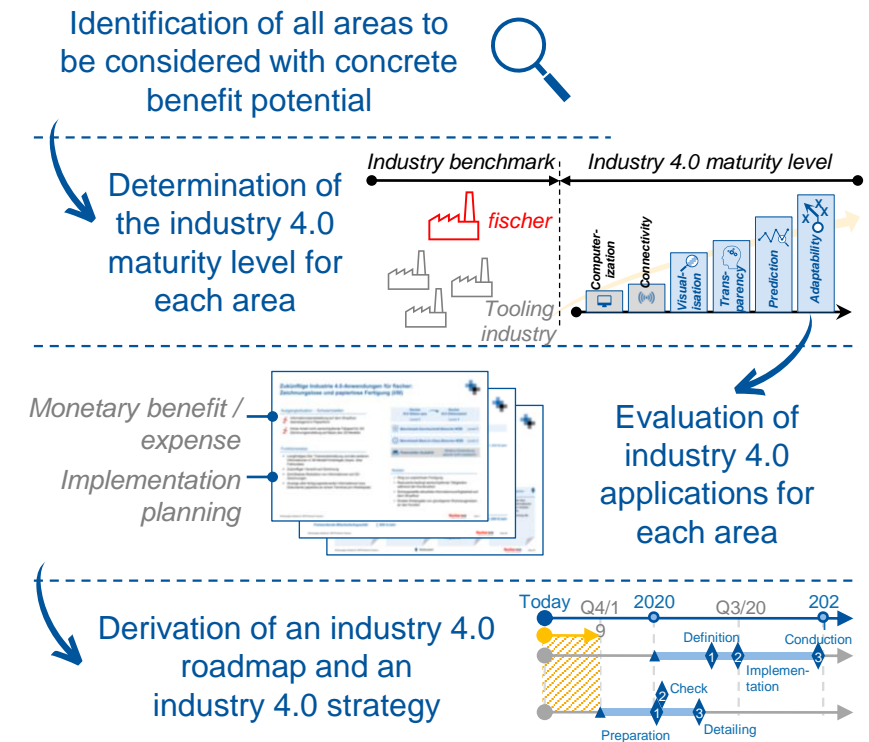


Approach

- Analysis of core processes and identification of areas with high optimization potential
- Execution of an industry benchmark to determine the status quo as well as the targeted industry 4.0 maturity level of the individual areas
- Research and detailing or adaptation of industry 4.0 applications for toolmaking to address the identified areas
- Evaluation of industry 4.0 applications for the specific areas
- Time and content based implementation planning of the evaluated industry 4.0 applications
- Consolidation of all industry 4.0 applications for the respective areas in an industry 4.0 roadmap as well as an industry 4.0 strategy

Results

- ▶ Detailed industry 4.0 applications for a future-proofed orientation of fischer toolshop
- ▶ Elaborated approach including responsibilities for the implementation of the industry 4.0 strategy



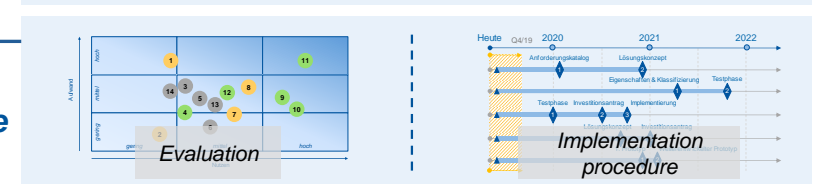
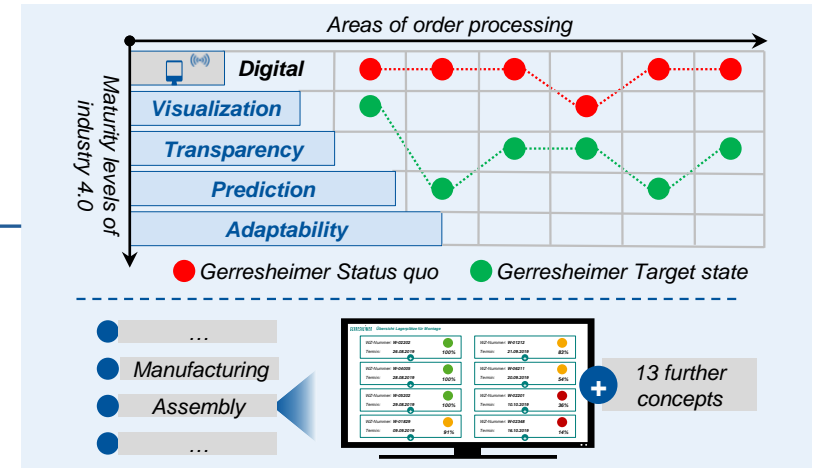
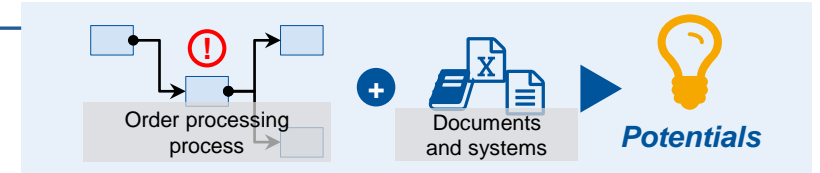
Development of an industry 4.0 strategy and conception of a digital order processing system for the Gerresheimer tool shop



GERRESHEIMER

Approach

- Analysis of the status quo on the basis of the order processing process, documents and systems used and an analysis of the activity structure
- Design and development of digital order processing
 - Definition of a holistic industry 4.0 strategy
 - Development and detailing of industry 4.0 solution concepts for various areas of order processing
 - Development of an optimized target process with the integrated industry 4.0 solution concepts
- Development of the next steps and measures for implementation as well as research and contact with system suppliers



Results

- ▶ **Holistic industry 4.0 strategy for all value-adding areas with detailed solution concepts and a coordinated implementation procedure**

Holistic project monitoring for tool projects based on an information management system at Gerresheimer



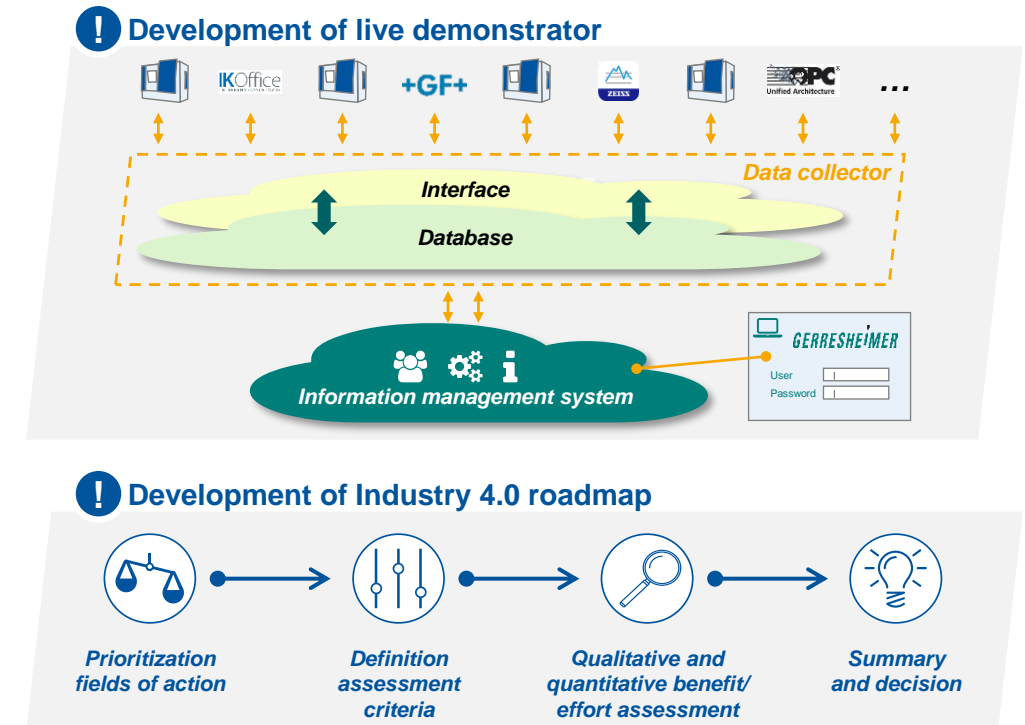
Approach

- Recording of the tool development process to identify digitalization and automation potentials and to derive value creation-specific Industry 4.0 fields of action
- Conduction of systematic employee interviews in order to define requirements for an information management system for tracking project progress on customer side
- Design of a live demonstrator to illustrate potential functional scopes of the aspired information management system
- Development of a data collector for real-time connectivity of hardware and software as data sources for the live demonstrator
- Definition of a roadmap to systematically address the value creation-specific Industry 4.0 fields of action and for the long-term implementation of the information management system

Results

- ▶ **Developed live demonstrator of an information management system for the generation of significant customer benefits**
- ▶ **Defined roadmap incl. fields of action to be conducted in order to achieve market- and value creation-related potentials**

GERRESHEIMER

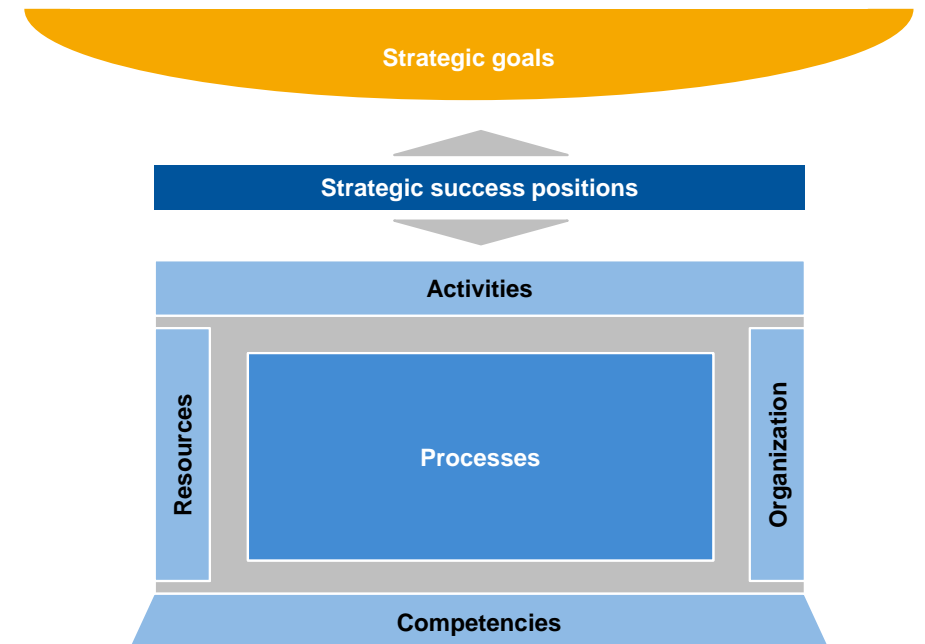


Strategic positioning of Haidlmair



Approach

- Identification and status-quo analysis of strategic success positions
- Status-quo analysis of activities, processes, resources, organization and competencies
- Definition of medium- and long-term goals of the tool shop
- Determination of future strategic success positions
- Definition of future of activities, processes, resources, organization and competencies
- Development of concrete measures to constitute the future tool shop



Results

- ▶ **Status-quo analysis of the strategic position of the external tool shop**
- ▶ **Future strategic positioning with concrete measures for its realization**

Merger of the strategy of injection moulding production and the toolmaking strategy for ifm electronic GmbH

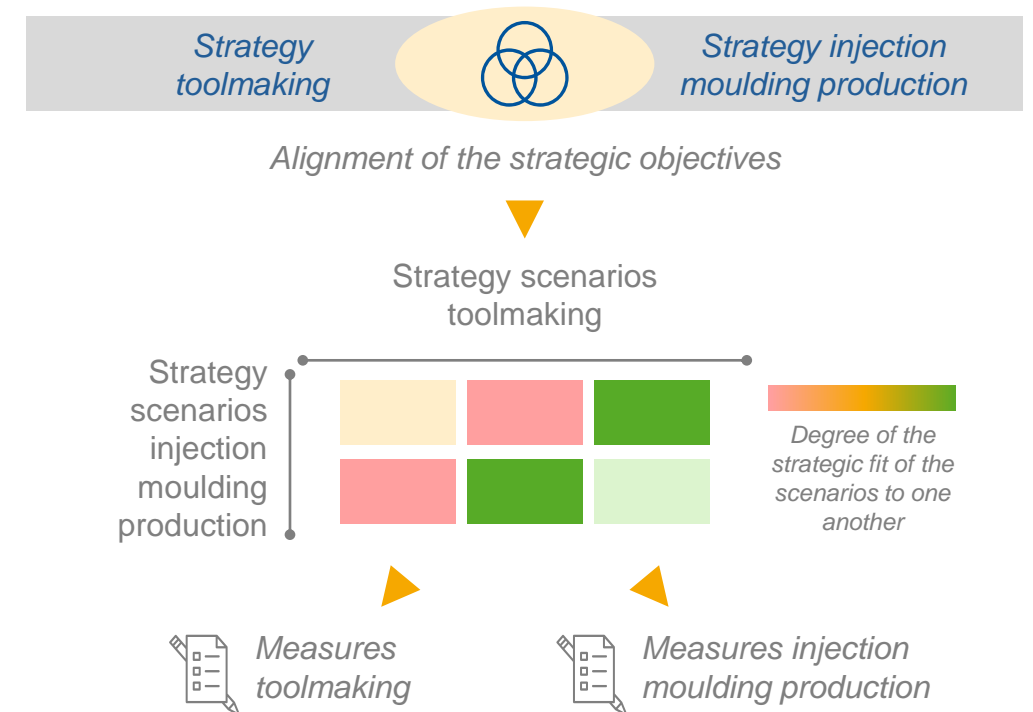


Approach

- Analysis of the strategic targets of the injection moulding production strategy
- Identification of interdependencies between the developed tooling strategy and the strategy of injection moulding production
- Detailing the strategy of injection moulding production based on the identified dependencies in the form of various strategic development scenarios
- Evaluation of the developed scenarios and determination of the strategic fit of the scenarios to each other for a common strategic orientation of toolmaking and injection moulding production
- Derivation of concrete action plans for toolmaking and injection moulding production for the implementation of the strategy scenarios

Results

- ▶ **Joint strategic objective of toolmaking and injection moulding production**
- ▶ **Coordinated measures to achieve the strategic objectives**

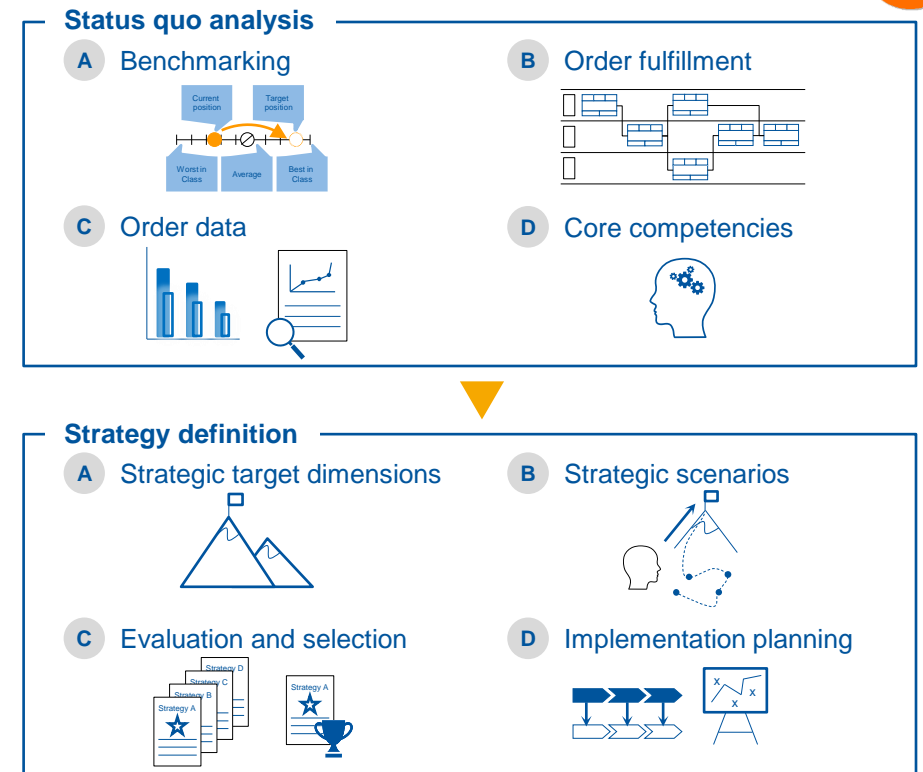


Development of a strategy for the plastics competence center with tool shop and injection molding of ifm electronic gmbh



Approach

- Performance of a benchmarking as well as an analysis of order fulfillment, order data and core competencies to evaluate the current status quo
- Deduction of tool room specific strengths and weaknesses and definition of core competencies with regard to competing internal and external tool rooms
- Identification of strategic target dimensions and development of potential strategic scenarios for future positioning
- Selection of a strategic target state in order to maximize the value and benefit generated by the tool room for the overall company
- Definition of measures to achieve the selected target state



Results

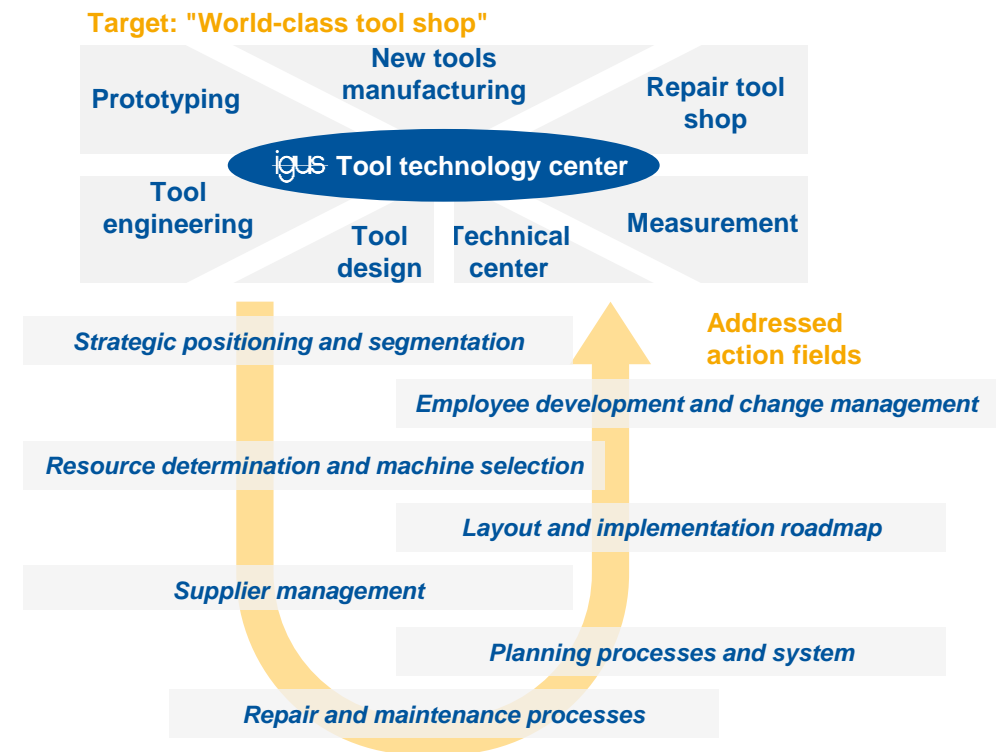
- ▶ Detailed analysis and evaluation of organizational and technological performance
- ▶ Developed future strategy for a competitive and optimized internal tool room

Holistic strategical conception and efficient process design of the internal tool shop of igus



Approach

- Development of fields of action for the design of the future and efficient "world-class tool shop" of igus
- Development of concepts for detailing the defined fields of action
 - Development of a holistic strategy and a target-oriented organizational concept with order-related segments
 - Determination of required machine and employee resources as well as design of external cooperation with suppliers
 - Design of different processes for planning and efficient execution of orders as well as selection of supporting software systems
 - Development of a process-oriented and efficient layout with several segments



Result

- ▶ **Holistically redesigned tool shop with focus on efficient order processing and strategic enabling of the series production**

Benchmarking und strategic positioning of MA Automotive's internal tool rooms



Approach

- Recording of order fulfilment processes at both MA Automotive's internal tool rooms located in Chivasso (IT) and Uitenhage (SA)
- Benchmarking and in-depth analysis of the organizational and technological performance of both sites in comparison to the international competition
- Derivation of location-specific strengths and potentials as well as definition of individual fields of action to optimize site-specific order processing
- Development of a holistic vision and strategic positioning as well as elaboration of an implementation road map



Results

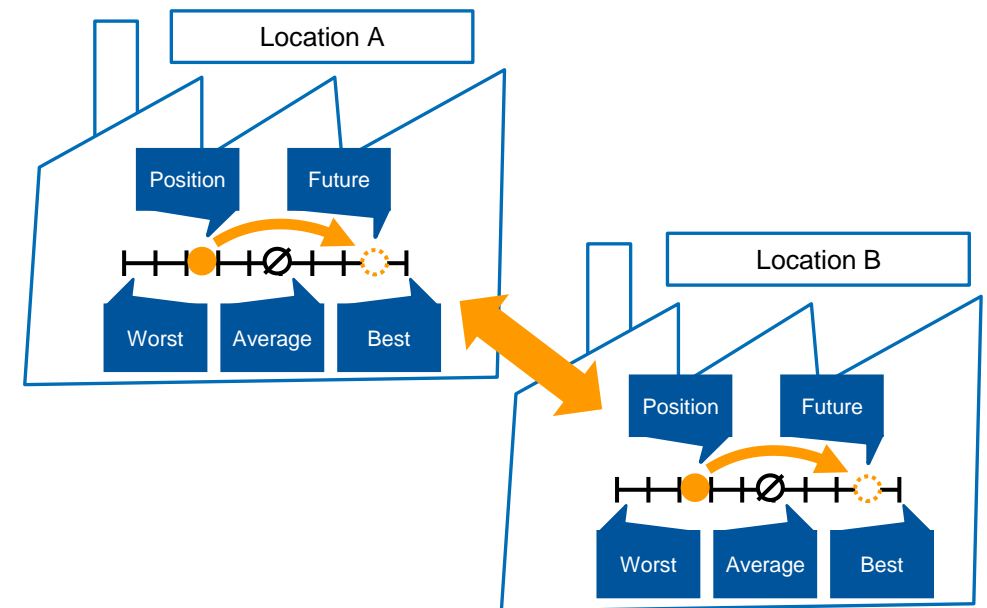
- ▶ Detailed benchmarking of organizational and technological performance
- ▶ Location-wide strategic positioning as well as roadmap for implementation

Status quo analysis of the performance and development of a concept “Tool and Die Making for the Future”



Approach

- Benchmarking of technological and organizational performance of two tool shops
- On site status quo audit of the tool shop
- Key evaluation of organizational and technological performance compared to competitors
- Definition of recommendations for action to improve the performance
- Development of a concept "Tool and Die Making for the Future" at both locations



Results

- ▶ **Benchmarking analysis of the status quo performance of two tool shops**
- ▶ **Development of a concept “Tool and Die Making for the Future“ for both locations**

Realization of an audit in order to execute a strategic positioning in the Die Industry

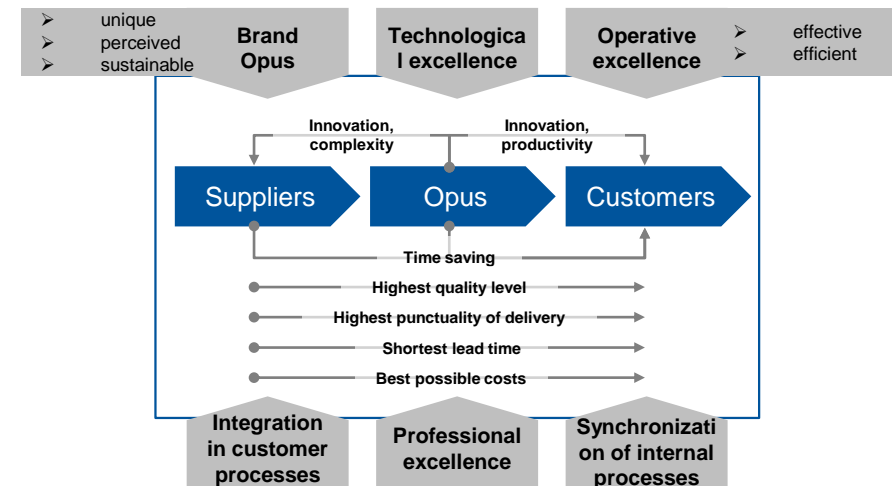


Approach

- Benchmarking the technological and organizational performance
- Specification of the inspection area
- Analysis of the competitive arenas (acc. to Porter)
- Determination of strategic success positions
- Analysis of the process landscape
- Evaluation of the core processes
- Derivation of process strategies
- Derivation of areas of action
- Planning the implementation



Model strategic positioning



Result

- ▶ Confirmation of the current market gap strategy and measurement planning in the areas of action “Brand Image“, “Industrialization“, “Autodidactic Tool Manufacturing“ and “Employee qualification“

Conception of a strategic orientation for internal tool making



Approach

- Benchmarking of the technological and organizational performance
- Detail analysis of the order processing as well as the range of products and services
- Definition of competences required for efficient tool making
- Classification of the status quo of the efficiency of tool making
- Derivation of boundary conditions for the strategic reorientation based on a defined target state
- Definition of measures to reach the target state

Complexity-control	»The complexity-control demonstrates the know-how in tool making for qualification of series production«
<ul style="list-style-type: none"> ■ Integration of service ■ Appropriateness of requirements ■ Capability of innovation ■ Reliability of production 	
Process-control	»The process-control in tool making demonstrates a high organizational performance«
<ul style="list-style-type: none"> ■ Responsiveness ■ Adherence to schedule 	
Cost-control	»The cost-control is a necessary condition for a sustainable economic business activity«
<ul style="list-style-type: none"> ■ Utilization stability ■ Life cycle control ■ Cost transparency ■ Appropriate market price 	
Employee development	

Legend: E & C = Engineering & construction; P = Preparation; M = Manufacturing; A = Assembly; TO = Try out

Results

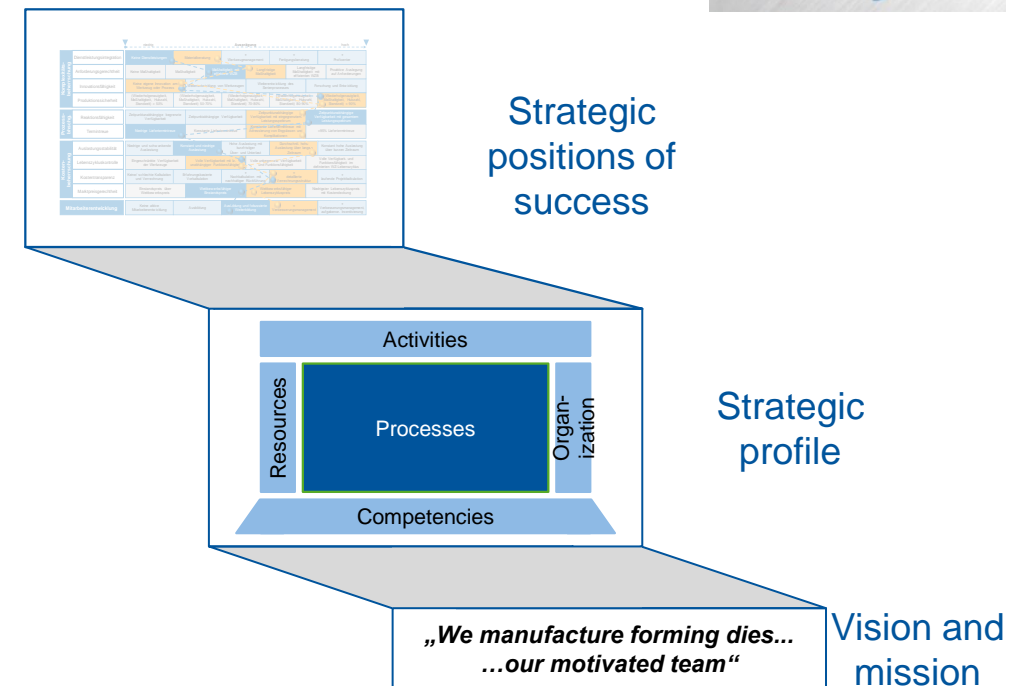
- ▶ Required competences for efficient tool making
- ▶ Company-specific boundary conditions based on the target state
- ▶ Roadmap and measures to reach the defined target state

Development of a strategy for Ossenberg tool making



Approach

- Analysis of central customer-benefit-features and position in the competitive environment
- Definition of current and future strategic positions of success
- Analysis of the status quo and strategical interpretation of activities, organization, competencies, resources and processes (strategic profile)
- Development of a specific vision and mission for Ossenberg tool making
- Definition of measures for the operative implementation of the vision and mission



Results

- ▶ Detailed strategic profile as well as specifically defined vision and mission
- ▶ Precise measures for the implementation of determined goals



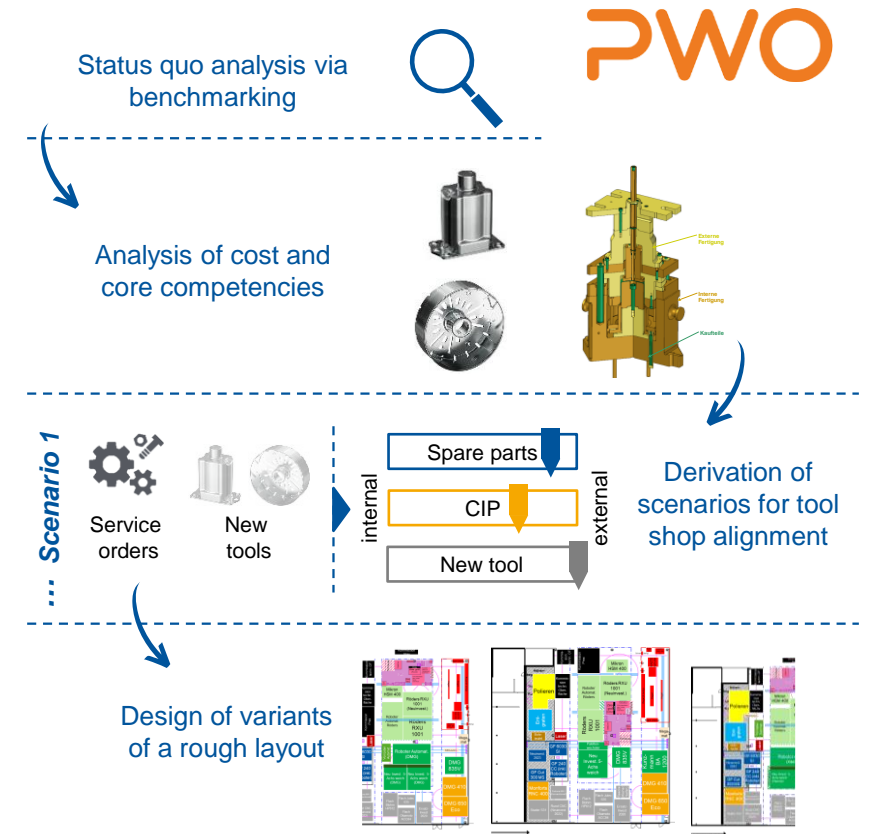
Strategic alignment of the tool shop of Progress-Werk Oberkirch AG

Approach

- Comprehensive analysis of the technological and organizational capabilities of the tool shop in Oberkirch via benchmarking
- Development of concepts in relevant fields of action
 - Definition of the future core spectrum based on a customer needs analysis
 - Determination of the optimal future internal and external scope of services through analysis of already completed projects
 - Conduction of process analysis to define the future target order fulfillment process
 - Support in the selection of suitable planning and control software
 - Development of a technology roadmap including the design of automation concepts
- Transfer of all analysis results into different scenarios for the strategic alignment of the tool shop

Results

- ▶ Analyzed status quo and developed concepts in order to improve operational excellence
- ▶ Elaborated scenarios for the strategic positioning of a future competitive tool shop

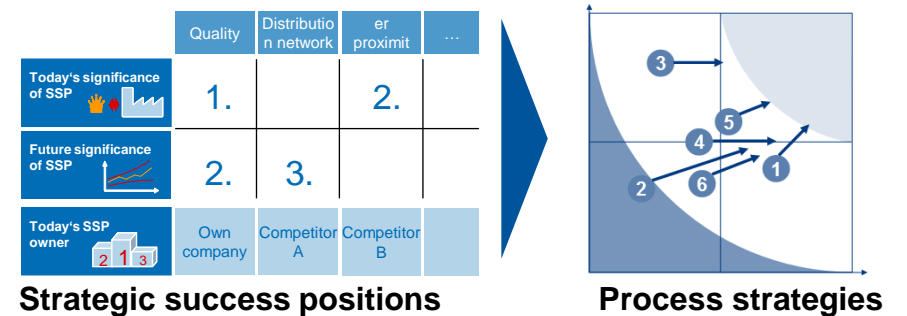
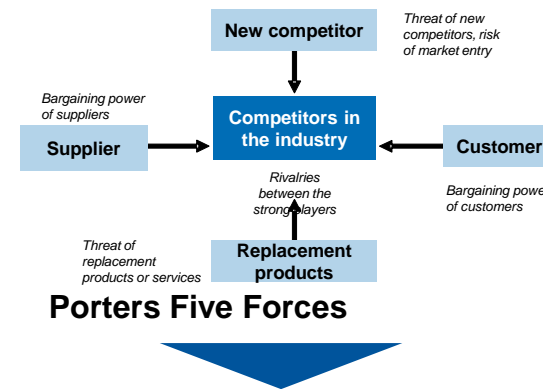


Strategy development in the tool and die making in six steps



Approach

- Analysis of Porter's 5 competitive forces
- Determination of strategic success positions
- Conception of a strategic program
- Derivation of the management profile
- Identification of the core processes
- Definition of a measures



Result

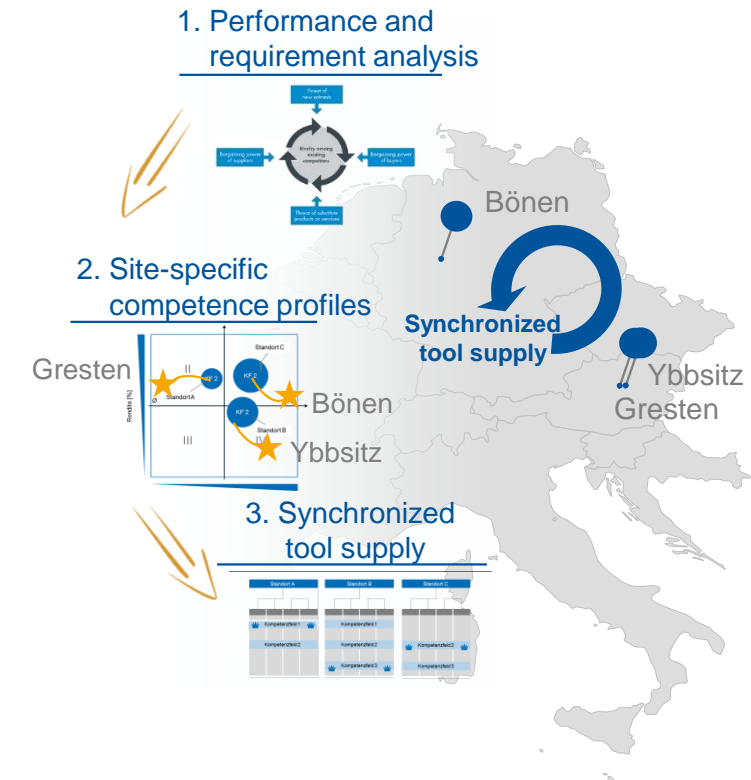
- ▶ **Differentiation and reorientation of the business areas of the tool manufacturer towards a strategy of a system provider in tool making**

Strategic Alignment of the Global Tool Supply of Welser Profile GmbH



Approach

- Performance and requirement analysis of tool supply
 - Benchmarking of the organizational and technological performance of both tooling sites Ybbsitz and Bönen
 - Detailed analysis of the order spectrum
 - Determination and analysis of customer requirements
 - Identification and analysis of European competitors
- Determination of site-specific competence profiles, derivation of the order spectrum per site and definition of a comprehensive lead structure for future tool supply
- Definition of vision, mission and strategic action fields incl. measurable goals and measures for further development and synchronization of tool supply



Results

- ▶ Detailed performance and requirement analysis of tooling sites of Welser Profile GmbH
- ▶ Derivation of the site-specific order spectrum and definition of a synchronized strategy

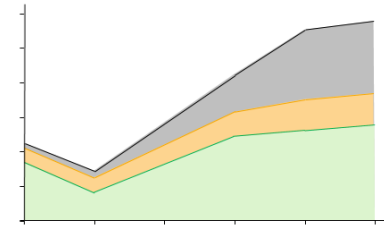
Conception of an international tooling footprint with internalized mold making competence in the electronic industry



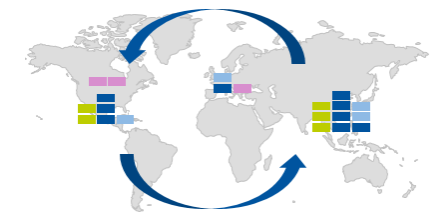
Approach

- Analysis of past mold demand and forecast of future mold demand for series and prototype molds
- Development of 7 different scenarios for internalizing mold making and setting up an international tooling footprint for repair and maintenance as well as new mold making for series and prototype molds
- Evaluation and selection of preferred scenario by conducting a detailed decision analysis including an extensive calculation of ramp up and running costs
- Conception of future overall mold development process and future organization for molding department as well as development of an implementation plan with the overall goal of significantly accelerating mold development

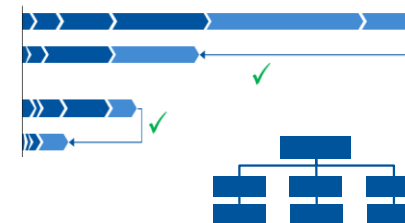
1) Future mold demand



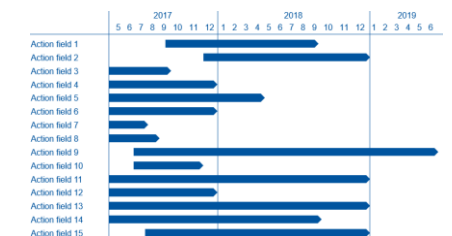
2) Footprint scenarios



3) Process & organization



4) Implementation plan



Results

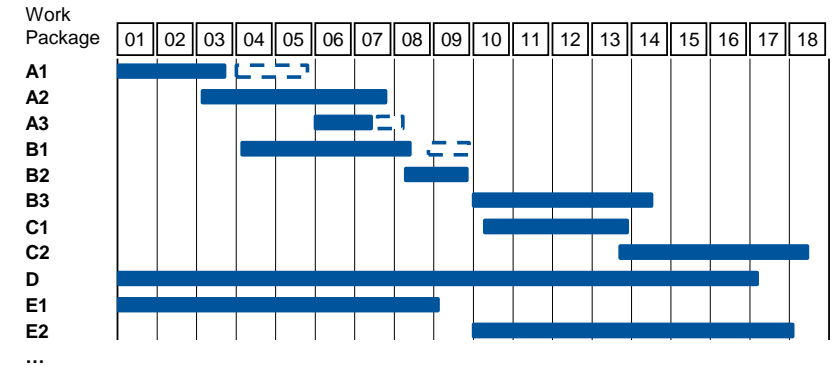
- ▶ **Concept of an international tooling footprint for series molds and prototype molds**
- ▶ **Defined overall mold development process, organization and implementation plan**

Project planning for technical due diligence of tool shop acquisition for an international automotive OEM



Approach

- Due diligence planning of a multi million Euro tool shop acquisition for an international automotive OEM
- Development of a detailed project setup including schedule, tasks and deliverables
- Analysis of potential overall project risks considering environmental, operational, legal and general factors
- Definition of a detailed RASI-Matrix as a framework for allocation of project responsibilities
- Involvement of all necessary business functions including tool shop, press plants, body in white, purchasing, corporate properties, IT, finance, legal, tax, human resources, corporate strategy and board of management



	Responsible	Accountable	Supporting	Informed
A1	Press Plants	Corporate Strategy	HR	Board of Management
A2	Body in White	IT	Tax	Legal
A3	Corporate Strategy	Finance	Corporate Strategy	Purchasing, Corporate Properties
B1	IT	HR	Corporate Strategy	Finance
...

Result

- ▶ Detailed technical due diligence project plan including schedule with tasks, deliverables and responsibilities as well as a holistic risk analysis

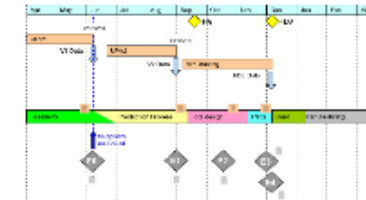
Strategic development of the tool supply of a European automotive OEM incl. the design of a “Tooling & Launch Center”



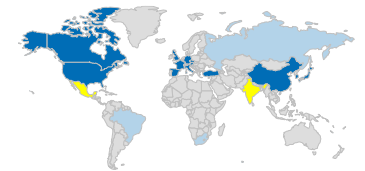
Approach

- Analysis of the tool procurement process for the supply of tools for all car body manufacturing plants
- Analysis of the current supplier network
- Analysis of the past tool demand and the calculation of future tool demand for the years 2017 to 2029 for all current and planned derivatives
- Development of scenarios and design of future production strategic tool supply for all car body manufacturing plants
- Design and business case calculation of a “Tooling & Launch Center” for the production of tools as well the achievement of a shorter ramp up phase of procured tools

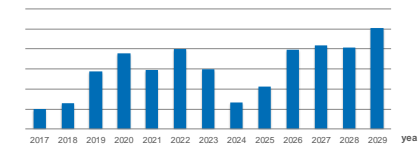
1. Analysis of the tool procurement process



2. Analysis of the global supplier network



3. Analysis of the tooling requirement



4. Development of scenarios and evaluation of the tool supply

Scenario	Technology	Label	Supplier	Label	Center	Production of tool	Tool cost	Tooling cost per year	Tooling cost per year	Tooling cost per year	Tooling cost per year	Tooling cost per year
1	Scenario 1	Label 1	Supplier 1	Label 1	Center 1	100	1000	1000	1000	1000	1000	1000
2	Scenario 2	Label 2	Supplier 2	Label 2	Center 2	200	2000	2000	2000	2000	2000	2000
3	Scenario 3	Label 3	Supplier 3	Label 3	Center 3	300	3000	3000	3000	3000	3000	3000
4	Scenario 4	Label 4	Supplier 4	Label 4	Center 4	400	4000	4000	4000	4000	4000	4000
5	Scenario 5	Label 5	Supplier 5	Label 5	Center 5	500	5000	5000	5000	5000	5000	5000
6	Scenario 6	Label 6	Supplier 6	Label 6	Center 6	600	6000	6000	6000	6000	6000	6000
7	Scenario 7	Label 7	Supplier 7	Label 7	Center 7	700	7000	7000	7000	7000	7000	7000
8	Scenario 8	Label 8	Supplier 8	Label 8	Center 8	800	8000	8000	8000	8000	8000	8000

5. Design of a “Tooling & Launch Centers”

Scenario	Scenario 1		Scenario 2		Scenario 3		Scenario 4	
	Tooling	Launch	Tooling	Launch	Tooling	Launch	Tooling	Launch
1	100%	100%	100%	100%	100%	100%	100%	100%
2	100%	100%	100%	100%	100%	100%	100%	100%
3	100%	100%	100%	100%	100%	100%	100%	100%
4	100%	100%	100%	100%	100%	100%	100%	100%
5	100%	100%	100%	100%	100%	100%	100%	100%
6	100%	100%	100%	100%	100%	100%	100%	100%
7	100%	100%	100%	100%	100%	100%	100%	100%
8	100%	100%	100%	100%	100%	100%	100%	100%

Results

- ▶ Strategically designed tool supply for the car body manufacturing for all plants
- ▶ Developed “Tooling & Launch Center” for the prod. and launch of car body tools

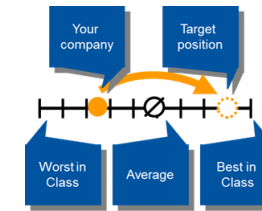
Benchmarking and development of a market strategy for the internal tool making division of a South Korean OEM



Approach

- Benchmarking of the organizational and technological performance of an internal tool making division with regard to the competition
- Creation of a strengths and weaknesses profile and identification of fields of action in order to increase performance
- Development of an action plan in order to realize the identified potentials
- Development of a market strategy to extend tooling services beyond the parent company in order to increase internal capacity utilization
- Identification of potential markets, sectors and products for a structured new customer acquisition

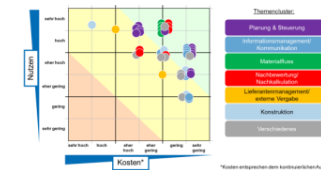
1. Organizational and technological benchmarking



2. Identification of fields of action

Handlungsfelder	Beschreibung	Handlungsbedarf	
1	Planung und Steuerung	Strategische Zielvereinbarung und -umsetzung	●●●●●
2	Strukturorganisation	Struktur und Organisation der Division und Bereichs- und Funktionsorganisation der Abteilungen	●●●●●
3	Personalmanagement	Arbeitsplätze, Kompetenzen und Fachqualifikationsbedarf	●●●●●
4	Finanzmanagement	Finanzmanagement, Investitionsplanung und Wirtschaftlichkeitsrechnung	●●●●●
5	Informationsmanagement	Systemische Aspekte von Anlagen und Maschinen	●●●●○
6	Arbeitsmittelmanagement	Arbeitsmittelmanagement, Instandhaltung	●●●●○

3. Development of action plan



4. Development of a market strategy



Results

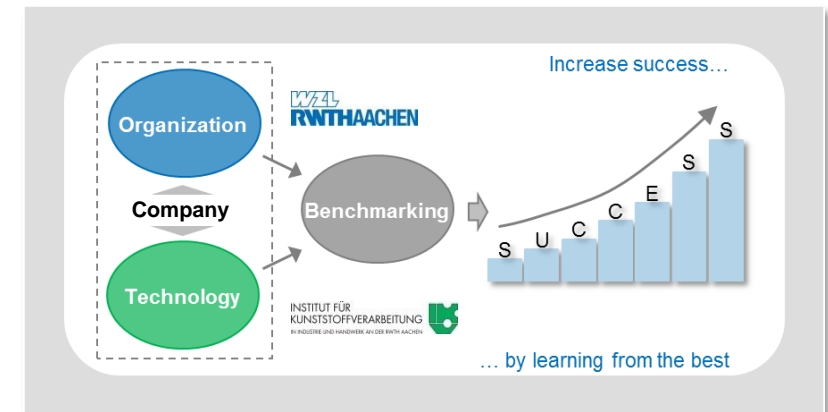
- ▶ Evaluated organizational and technological performance including action plan development
- ▶ Developed market strategy for the supply of tool making services on the open market

Benchmarking for the plastics processing industry focused on injection moulding in 2014



Approach

- Definition of a questionnaire for the collection of business data regarding organizational and technological fields
- Completion of the questionnaire by each company and comparison of specific key figures
- Discussion of first benchmarking results with all participants in a joint review meeting
- On-site visits of all participating companies including best practice lectures and company tours for an intensive exchange of experience
- Preparation of an individual key figure evaluation and handover at a final project conference



Results

- ▶ Best practice comparison of injection moulding companies based on raised key figures
- ▶ Identification of strengths and weaknesses for the derivation of individual measures
- ▶ Exchange of experience among the participants at the on-site visits

The WBA Tooling Academy Contacts



Prof. Dr.-Ing. Wolfgang Boos, MBA

WBA Aachener Werkzeugbau Akademie GmbH
CEO

Campus-Boulevard 30
52074 Aachen

Phone +49 241 990163 02
Mobil +49 151 188686 11
Fax +49 241 990163 29
Email w.boos@werkzeugbau-akademie.de

Dr.-Ing. Christoph Kelzenberg

WBA Aachener Werkzeugbau Akademie GmbH
Head of Consulting

Campus-Boulevard 30
52074 Aachen

Phone +49 241 990163 65
Fax +49 241 990163 29
Email c.kelzenberg@werkzeugbau-akademie.de

Dr.-Ing. Tobias Hensen

WBA Aachener Werkzeugbau Akademie GmbH
CEO

Campus-Boulevard 30
52074 Aachen

Phone +49 241 990163 64
Mobil +49 151 188686 17
Fax +49 241 990163 29
Email t.hensen@werkzeugbau-akademie.de

Dr.-Ing. Kristian Arntz

WBA Aachener Werkzeugbau Akademie GmbH
Head of Research & Development

Campus-Boulevard 30
52074 Aachen

Phone +49 241 990163 73
Fax +49 241 990163 29
Email k.arntz@werkzeugbau-akademie.de