

FOLLOW THE NORTHSTAR

Delivering best customer value starts long before we deliver the final equipment to our customers. Evatec Management System (EMS) Manager **Lucas Kaspar** explains how EMS and Northstar are effective tools to help us do just that.

Business processes are key

Efficient business processes are key to long-term competitiveness, avoiding any confusion, reducing mistakes and waste, accelerating project speed and of course freeing up resources for other value added tasks. To keep Evatec processes lean we have launched the EMS program where the NorthStar represents our "Vision". It acts as a catalyst for the continuous improvement of our business processes under the EMS and a focus for our regular employee workshops.

NorthStar & EMS

Our NorthStar represents an idyllic world where information can be accessed immediately, everything is available immediately but without the need for holding costly stocks, and of course where everything works perfectly. It identifies four "wastes" that we want to eliminate in the company:

- Zero Search Time
- Zero Lead Time
- Zero Defects
- Zero Stock

Fully aware that we can never achieve our NorthStar completely, we can however seek and implement solutions that bring us closer to it. Within EMS, we encourage our people to bring forward and pursue ideas to reduce and eliminate waste and continuously optimise our business processes in the value chain to get to our NorthStar

EMS Days

Dedicated "EMS Days" are a perfect opportunity to take time for improvement of business processes without the distractions of daily business. We started with our first EMS Day in October 2016, and since that time they took place once a month. They offer small groups of employees the opportunity to work together focussing on the improvement of business processes in interdisciplinary teams. At the end of each EMS Day, the findings and recommendations are presented by the team to Evatec management for approval and action.

An ongoing task

Just as its name implies, "continuous improvement" is a never ending process but its one that makes a huge contribution to achieving our company vision of "delivering the best customer value" in the industry.



NorthStar

Zero Search Time

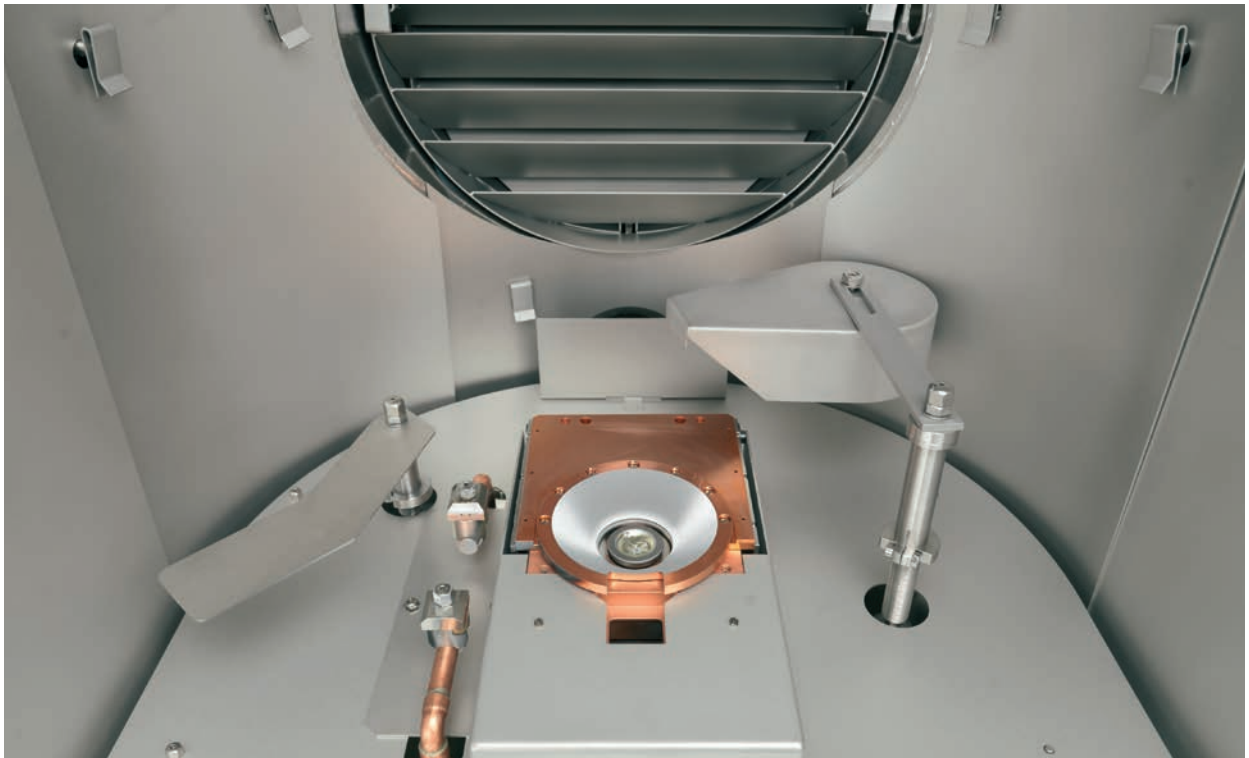
Zero Lead Time

Zero Defects

Zero Stock



CASE STUDY



EMS Project "E-Gun Subassembly"

Despite a mature product design and relatively high "target" stock levels, we recognised a history of recurring delivery difficulties with the E-Gun for our BAK Evaporators.

In order to find out the causes for the delivery difficulties and to solve them in the long term, we built the EMS-Team "E-Gun subassembly". Consisting of an assembly technician, a logistician, a supply manager and a quality specialist, we had all functions and competences at the table to analyse the problem, then define and implement a new supply and assembly concept.

Understanding the issue

On one hand, we were not always able to provide the components at the required date for assembly due to a non-standard procurement concept, and on the other hand, we sometimes had quality issues due to a lack of documentation and complicated logistics processes.

Finding a solution

Implementing new assembly layouts with material stock at the point of usage and new purchasing procedures for ESQ E-Gun bodies meant both improved availability and lower costs. Evatec's Operations is always now ready to deliver up to 10 gun bodies a month to manage fluctuations in demand coming from sales, while at the same time avoiding excess inventory of individual parts or subassemblies.