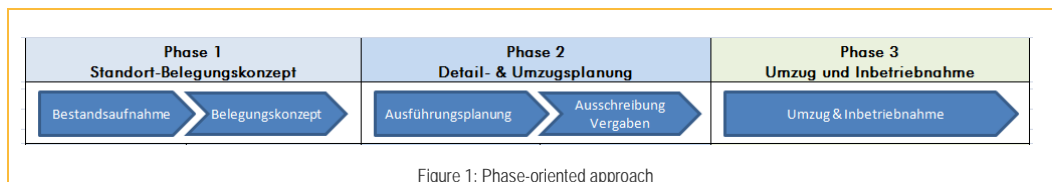


# “All in the flow” - successful relocation management

The Steinbeis Logistics and Factory Planning Transfer Centre has redesigned and implemented the strategic reorientation of existing operational structures towards existing and expected requirements for a well-known developer and manufacturer of a wide variety of valve technologies in Baden-Württemberg within the framework of efficiency-promoting site layout planning.

The continuous and integrated site and layout concept was successfully implemented on schedule during the subsequent 2nd phase, in the course of consistent relocation planning which was directly followed by site relocation (phase 3).



## Assignment, problem

The management was planning to move the existing manufacturing plant to a rental building located close by, with the objective of implementing an optimal site and layout concept.

The following aspects were considered the key reasons for relocation:

- Manufacturing structures that have evolved over time and are spread out over three parts of the building
- Intricate material and personnel flows that lead to an untransparent process with long distances
- Cramped spaces obstruct the forward-looking development of the plant
- Rising customer requirements with respect to quality and delivery service expectations

## Approach

This planning and implementation project was clearly centred on a phase-oriented approach (Figure 1). In the process, a continuous flow was implemented, from developing the planning basis with needs assessment, via detailed and relocation planning, up to the move and start-up itself.

The analysis of material flows in production and logistics with the resulting material flow and area elements as well as their associated key figures was illustrated by means of defined product families. The determination of

key figures in the office area for optimal office layout was carried out on the basis of a communication and personnel flow analysis at the level of the organisational units.

In parallel to the planning basis, the corresponding CAD area layouts were created, in addition to the structured recording and registration of all facilities and work stations in the production, logistics and office sectors into an electronic plant directory (Steinbeis tool).

The basis of decision-making developed and finalised for phase 1 “Optimal site and building layout” ended when it was approved by the management.

The detailed relocation planning of phase 2 was carried out directly afterwards. In addition to working out the ideal process, material flow and area structures, this included the complete redesign and reorientation of all assembly areas. A detailed representation in implementation versions with area layouts and relocation scenarios was derived from this and evaluated. Subsequently, the specifications / performance descriptions for the relocation services required were defined and tenders were invited nationwide. The corresponding offers submitted by three well-known relocation professionals were compared, evaluated, negotiated in a timely manner and awarded.

The move / phase 3 was successfully implemented according to the schedule set by us, clearly within the



timeframe and in accordance with the budget defined. The successful project was completed upon acceptance of relocation services and start-up on site with the customer.

#### Benefit

The conceptual redesign produced the following positive effects:

- Integrated and optimal building layout
- Positive external effect on customers and environment

- Forward-looking further development with clear material and personnel flows
- Planning and implementation within 4 months
- Complete planning and implementation  
⇒ "One-stop services"

Hereby, the customer is extraordinarily well prepared for future market requirements and customer needs, which are changing constantly.



#### **Steinbeis-Transferzentrum Logistik und Fabrikplanung**

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