

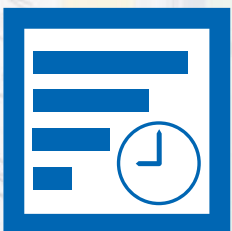
WEIGANG

Motivation through Organisation



BMW – Shift and Project Planning in the Plastic Paintshop

Reference





In the Landshut plant, components for many BMW vehicle types are produced
Photo: BMW

Production Groups, Workplaces, Staff Members

The individual foreman groups in the plastic paintshop are subdivided into different production groups as for example the primer line, in which spare bumpers and mudguards are primed or the top coat lines for standard and special colours. They represent the vertical main categories of the planning board. Furthermore, the production groups are divided into different workplaces, to which in turn staff members are assigned through clips labelled with their names.

The horizontal categories of the board are the three work shifts, each from Monday to Friday. Besides the current working week, the following week is represented as a preview.

In this matrix, clips of one uniform colour per shift document the shifts themselves as well as the actual presence of the staff member. An absence due to holiday, further training or illness is marked with clips in a special colour.

The planning board which is hung up at a central information point in the production area is equipped by the foreman or his chargehand.

Transparency for Workers, Foremen and Superiors

The shift planner is an information system for everyone: Staff members identify their shift and control daily whether something changed. With the help of the transparent information system, everybody can plan their week in advance. For the foreman and his superiors, the shift planner offers an immediate and complete overview over the department: Which workplace is staffed with how many persons? Is there over-staffing or under-staffing?

In case of changes, the flexible labelling system is updated very quickly. Moreover, due to the re-utilisation of the snap-on elements, cost savings can be achieved in comparison to the constant material consumption of the previous computer printouts.

One Information System for All

For the duty plans of their staff, the plastic paintshop of the Landshut BMW plant uses a planning board system which clearly communicates the shift schedules and can be adjusted easily in the event of changes.

For 40 years, the Landshut BMW plant has been among the production sites of the Bavarian automotive manufacturer. Here, around 3.300 staff members produce components for almost all BMW vehicle types and deliver them to engine works and car plants all over the world.

These products comprise among others large-surface plastic components: More than 2.800 painted bumpers for the BMW 3 and 7 series leave the Lower Bavarian plant daily. In order to guarantee continuous quality and high volumes, the three-shift operation of the eleven foreman groups in the plastic paintshop has to be planned precisely. Up to 70 staff members are to be coordinated per group.

Printouts Outdated too Quickly

Until one year and a half, planners at the BMW Landshut plant created tables with the help of the Microsoft programs Excel or Word. The printed overviews were put up at the information points in the foreman areas. However it turned out that due to sick absence or other spontaneous alterations, the tables were outdated

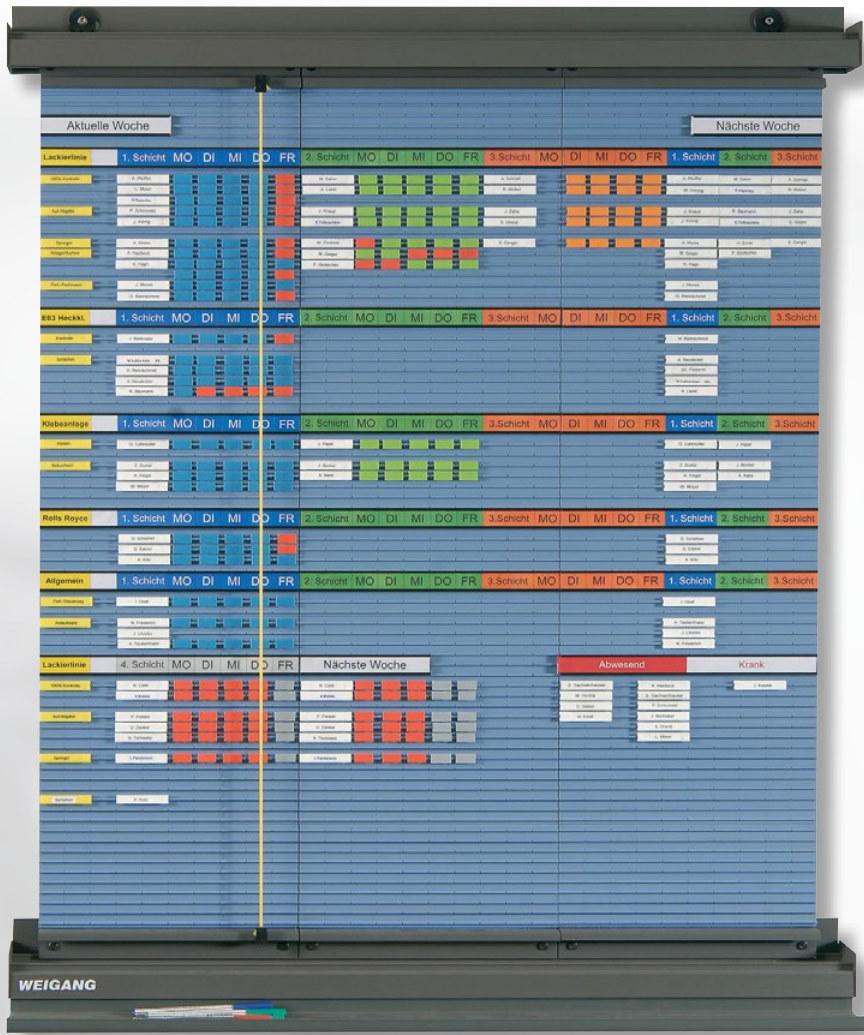
mostly already half an hour after the shift started. Continuously, revised versions had to be created.

Custom-made Exemplary Board

In search of a viable alternative, the people responsible came across the planning board systems of the organisational and visualisation expert WEIGANG. According to the specifications of the automotive manufacturer, the WEIGANG experts configured an exemplary planning board which was then tested in practice in Landshut. The shift planner used at BMW is composed of the DYNA Planning Board System. This system consists of modular board elements which are configured according to the modular principle to form a planning board of any size. A subsequent expansion is possible without difficulty at any time.

Rails with Clip System

The surface of the board is furnished with plastic profile rails. Onto these rails, write-on plastic signal bars can be clipped. The snap-on mechanism allows the signal bars to be easily removed or shifted if restructuring of the planning is required. The attachment of the bars is draught-safe; dust and other contaminations can be easily wiped off. The write-on clips are available in ten colours. This ensures that a differentiated colour code can be represented. As an orientation aid, a moveable dateline cursor which marks the current date is part of the shift planner's equipment.



painting lines via clips labelled with suitable abbreviations. In the vertical line, the different project steps are listed chronologically – from the development of a concept through the production of prototypes and the different product testings to the project completion. With the coloured signal bars accordingly positioned, the planner in charge sees in an overall context which projects are in process at the moment and what the current status of the individual projects is.

Sliding Planning and Magnetic Board

Apart from the overview, flexibility is vital for this planning task as the projects change frequently. Firstly, the reversible clip system contributes to this task. Secondly, the DYNA Planning Board was manufactured as “Sliding Planning“. This means that the individual board elements can be shifted within a suspension frame. Elements worked off are removed from the frame at the left side and re-added at the right side. In this way, the most current projects are always in the front position of the time axis. The planning board is supplemented by a magnetic board which can also be shifted. On this board, project-related documents can be attached in magnetic display pockets. There is also the possibility of taking hand-written notes with a wipe-off board marker. Thus, a “project schedule“ is available which contains all important information in a clearly structured way.

The shift planner unambiguously assigns the staff members to the workplaces in a foreman group. Photo: WEIGANG

The Example sets a Precedent

After the test phase of the exemplary board, its advantages were so highly appreciated by the foremen and their superiors that in the meantime, all eleven foreman groups in the BMW plastic paintshop were equipped with a WEIGANG shift planner from the DYNA Planning Board System.

Application also in the Project Planning

In parallel with the shift planner in the foreman areas, the DYNA Planning Board System is also used as a planning aid for the organization of processes, resources and tools for painting projects. Here, the header of the planning board represents the painting lines available. The projects to be worked off are assigned to the



With a DYNA Planning Board, the manufacturing methodologist keeps an overview of the status of his projects. Photo: WEIGANG



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