



One result of the restructuring and improvement processes launched fifteen years ago at the Porsche sports car maker was the founding of Porsche Consulting. The idea behind starting this company was to offer the experience gained from restructuring Porsche to external clients in the form of consulting services. From the four-member founding team in 1994, the company today has become a medium-sized consulting company with 220 employees and more than 300 clients from a wide range of business industries both at home and abroad. Fifteen years of successful activity are an occasion for us to make this edition of our magazine *Caracho* a little more extensive than usual, and using our success stories from clients and allied companies, to provide you with ideas on how to improve your company.

We focus on very simple basic principles: It's all about concentrating on everything that creates value, on preventing waste and on continually improving processes, organizations and products. In Japan one speaks of KAIZEN, the change for the better, and in the Anglo-Saxon world of lean management, the creation of lean structures and processes.

But what do we get by applying these principles, or what are the actual benefits? Much better use can be made of employee potential, and the capacity utilization of infrastructure can be substantially increased. In other words, the result is a more efficient transfer of resources into concrete effects. Effects that customers and buyers value and are willing to remunerate accordingly. Moreover, it is the ability to continuously adapt to changing external conditions. The amazing part is that in addition to an increase in efficiency and also quality, both clients as well as management and employees are more satisfied with the results and the work carried out.

Over the following pages we will show you how leading companies and individuals from a wide range of business industries have become even more successful by applying these basic principles and the associated methods. It is immaterial whether their products or services are cruise ships, hospitals, medications or sporting events. The interesting thing about this variety is that the basic principles are universally applicable, and that everyone can learn from everyone else, from the extreme athletes whom we visited to aircraft mechanics and even to a shipyard boss. The simplest tasks in daily life can be made more efficient by applying lean management techniques as shown in the articles entitled "The L Factor" and "The Lean Briefcase." As you leaf through this magazine and read the articles, let yourself be inspired. We would be delighted if you can take an idea or two and use them to design your daily routine and your company to be more successful.

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