



Eberhard Weiblen

Traffic must flow. That's why we are taking our projects out on to the open road. Because that's also a place where we can clearly see how the application of lean processes can lead to tangible improvements, shorter construction times, and hence to fewer tailbacks caused by construction sites. The result is lower costs for everyone involved with road traffic. Together with the highway construction enterprise Kirchhoff AG, we've analyzed processes at highway construction sites, defining value-adding processes and implementing them with far-reaching across-the-board consequences for the organization. Based on experience from the automotive industry, the construction industry is now also implementing methods for designing lean processes. The process of continual improvement on construction sites is, so to speak, accelerating.

What is vital to success here is target-oriented action, and the willingness to change on the part of management and of every employee. It was at Porsche itself that we at Porsche Consulting gained this experience. In this issue we deliberately take a backward glance at Porsche's period of restructuring during the early 1990s. Seasoned consultants who, as Porsche employees, themselves took part in that restructuring process from the outset, recall the sometimes painful beginnings of introducing lean processes on the Japanese model. The road from a crisis-ridden enterprise to the world's most profitable automobile manufacturer was a difficult but rewarding one. Michael Macht, Porsche's Executive Vice President Production and Logistics and founding Managing Director of Porsche Consulting, puts in a nutshell the reason why this trend is continuing: "The great challenge is really to convince personnel, again and again, of the need for further development, in spite of the successes of past years."

That's true not only for Porsche but for all our clients. The examples from various industries in this edition are meant to show you that it's worth accepting this challenge. As you read it, we hope you'll gain new insights and develop new ideas.

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