



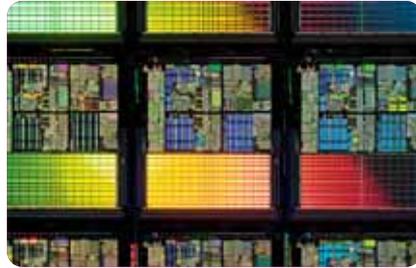
Eberhard Weiblen

The semiconductor industry is a fast-moving area of business. The development of microprocessors proceeds at a rapid pace. Every few weeks, client computers with more and more powerful and smaller and smaller electronic master brains are offered on the market. Manufacturers have to maintain their position in a competitive environment that is substantially defined by the speed of development. But development times are not the issue that dominates the market in every sector of industry. The construction industry, for example, creates products which last longer than human lives.

And despite this, both industries have something in common. In order to be able to enjoy success in the future, both industries put their faith in lean and stable processes. AMD, the world's second-largest manufacturer of microprocessors, has been the first company in the industry to work with Porsche Consulting to implement lean principles. The processes of development and production were optimized and synchronized worldwide. This project is worked on simultaneously on three continents and in different cultural settings.

In the construction industry, our consultants have to tackle very different challenges. For example, at Germany's largest construction company, HOCHTIEF, projects are already being implemented successfully to just-in-time principles at a number of pilot construction sites with the full involvement of the subcontractors. The result has been a considerable improvement in meeting deadlines. The fact that two industries which are so different are able to generate lasting improvements using the same methods originating from the automotive industry may at first seem quite amazing. But a manager at AMD summed up the reason for this as follows: "Working to lean principles is almost like a mathematical formula. It works in all cultures and in all sectors." We have been able to demonstrate this in this *Caracho* issue by citing many examples. In fact, we have now even "jumped on board" a spectacular sporting project. As the management and technology partner, we are responsible to United Internet Team Germany for the entire process of developing the high-tech yacht that the team will use in the upcoming America's Cup in Valencia. We are already looking forward to this challenge today.

Eberhard Weiblen  
Managing Director Porsche Consulting



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