



Gruschwitz GmbH Tech-Twists
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GRUSCHWITZ GMBH TECH-TWISTS: NEW LOGISTICS CONCEPT OPTIMIZES PRODUCTION PROCESS

Ingenics answers questions that architects don't answer

With quickly growing mid-size companies, logistics- and production processes need to go hand in hand. Here, again, efficiency is the order of the day. Setting up a strategic logistics concept is all the more difficult when you are dependent on available resources and the allocation of funds needs to be carefully considered. Together with Ingenics AG, Gruschwitz GmbH Tech-Twists, a manufacturer of threads and yarn from Leutkirch im Allgäu and operating throughout Europe, developed a sustainable, effective logistics concept. The new construction of a perfectly planned warehouse for 2013 is accompanied by the optimization of processes between production and logistics.

Three months' time, weekly meetings, one experienced consultant, two managers and, when necessary, specialists from the affected company divisions – what results from this? An effective logistics concept for the growth course of a successful mid-size company like Gruschwitz GmbH Tech Twists. Heiko Machts, logistics expert at Ingenics AG, is convinced that with projects of this scale – the investment volume is approx. 2.5 million euros – the “less is more” principle ensures success.

“We at Ingenics prepared the project roadmap, assigned specific topics to the meetings, and ensured an effective set-up of the discussion rounds. The input and many good ideas came from the firm itself,” says the project manager. “Thanks to our

30-year experience, also in other sectors and in other dimensions, we quickly found creative solutions.” The cooperative, practice-oriented consulting approach of Ingenics led to success at Gruschwitz within the time schedule “because the clients know where the problem lies. We just help them find the right solutions.”

The springboard at Gruschwitz was warehouse logistics divided among several points in the 150-employee-large production operation. Due to construction faults, the existing warehouse was unsuitable for optimized use. The result of the project is convincing: Through a new construction and accompanying optimization of logistics in individual production halls, operating expenses in logistics are reduced by up to

25 percent, the production processes are made leaner.

Concept phase and detail planning

The project was subdivided into a concept phase and subsequent detail planning. Workshops were assigned specific working titles so that it was clear what they were about, and what they were not about. The workshop principle has two advantages: First, the individual elements of the project are processed in a concentrated manner, without – secondly – losing the whole picture. As the project term progressed, workshop topics became increasingly company-specific: How can various materials



About Gruschwitz GmbH Tech-Twists

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Gruschwitz in Leutkirch im Allgäu is world leader for technical threads and special yarns made of high-tech fibers, chemical fibers, and natural fibers. The products are used for multifarious applications e.g. in the automotive sector, medical technology, industry and sewing threads. The managers are Ditmar Schultschik (see below, left) and Klaus Gudat (see below, right).

be stored? What system is behind it? What does the material flow look like? Are material flows of various production areas suitable for the defined logistics processes?

Quantity structure and setting premises

After this basic structure, focus was placed on concrete matters relating to the quantity structure (what materials are there, in what containers are they delivered, how often are they resupplied, what does growth in the next ten years look like) or on establishment of premises (no material is stored on the ground, walkways must be clear, the areas must be marked, raw materials are recycled). Challenging building related aspects of the new construction, such as lowering of the delivery zone, or also the question of the ideal IT system were equally considered. At the end of the approx. three-month-long consulting term there was a concept according to which the architect team could plan the new facilities and those responsible for logistics could plan new work sequences.

Gruschwitz managers Ditmar Schultschik and Klaus Gudat agree on why they didn't just go straight to the architects: First you need the layout before creative design can follow.

“We intentionally planned from the inside out,” Gruschwitz manager Klaus Gudat explains. “Where are the battery-charging stations? Where should offices be created? What media needs to be integrated in ceilings? What does the load-bearing capacity need to be? What is the transport sequence from warehouse to machine? These are all questions that an architect can't answer but that are extremely important for the planning.”

Thanks to Ingenics, the project was implemented “in time, in budget, effectively, and in a target-oriented and methodically clean manner,” Ditmar Schultschik confirms. “The intensive preparation cost us money, without a doubt. But the concept is convincing and full of creative solutions that we would never have been able to come up with ourselves in addition to our daily business.”

The completion of the new production hall and implementation of the optimized logistics processes is planned for the 3rd quarter in 2013. In addition to content-related optimization, Gruschwitz is also externally polishing its image and reputation through the new hall. On announcement of the plans, local press praised the optimization of delivery roads for the benefit of residents and the attractive look of the new facilities. ■

