

Vibracoustic GmbH & Co. KG

Operative Efficiency

Reinhard Schütz

Reduction of the working capital by increasing process efficiency - “Dock to Dock 1 Week” Project at Vibracoustic GmbH & Co. KG

Within a year we have reduced the lead time in production by 45%, from 22 to 12 days. That corresponds to an inventory level of 5% relative to the company’s turnover. The results have established a benchmark within the Freudenberg Group. The external consultants of ZLU have essentially contributed to this success with their holistic change management in all sectors of the company as well as their comprehensive qualification measures.

Vibracoustic GmbH & Co. KG provides a whole range of vibration technology products for passenger cars and heavy goods vehicles. Founded in 2001 as a joint venture with Phoenix AG, the company has been a 100% holding of the Freudenberg Group since the start of 2005. Vibracoustic is present at 24 sites throughout the world and its components can be found in vehicles of all leading automotive manufacturers. With approx. 2,000 employees in Europe, Vibracoustic generated sales of about € 450 million in 2006.

As experienced management consultancy specialising in logistics, supply chains and operations, ZLU was able to contribute the specialist knowledge and methodologies we were looking for.

Reinhard Schütz, CEO



Our management team set itself the goal of fully exploiting the bottom line potential in supply chain operations, with the aim to increase process efficiency by reducing the working capital. As experienced management consultancy specialising in logistics, supply chain and operations, ZLU was able to contribute the specialist knowledge and methodologies that we were looking for. In addition, ZLU demonstrated extraordinary leadership and management skills in the consistent implementation of the measures that were developed.

The result was a powerful and assertive project organisation with dual leadership made up of a Vibracoustic logistics manager and a ZLU consultant for every business unit of the company. A key factor for the success of the project was the establishment of weekly inventory status monitoring by ZLU, which not only meant that the details of the project performance were made transparent for each business unit, but also that the central performance indicators of inventory and lead time were personalised.

Using this approach together with strict project management, we were not only able to raise the awareness of co-workers about the vital importance of the project goals but also to achieve measurable changes together with ZLU.

Within a year, the lead time was almost halved and the inventories were significantly lowered. Without the dedicated support of ZLU this success would not have been possible.