



Innovation - Management Strategy by TRUMPF

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23.04.2014

TRUMPF - Innovative in all values:



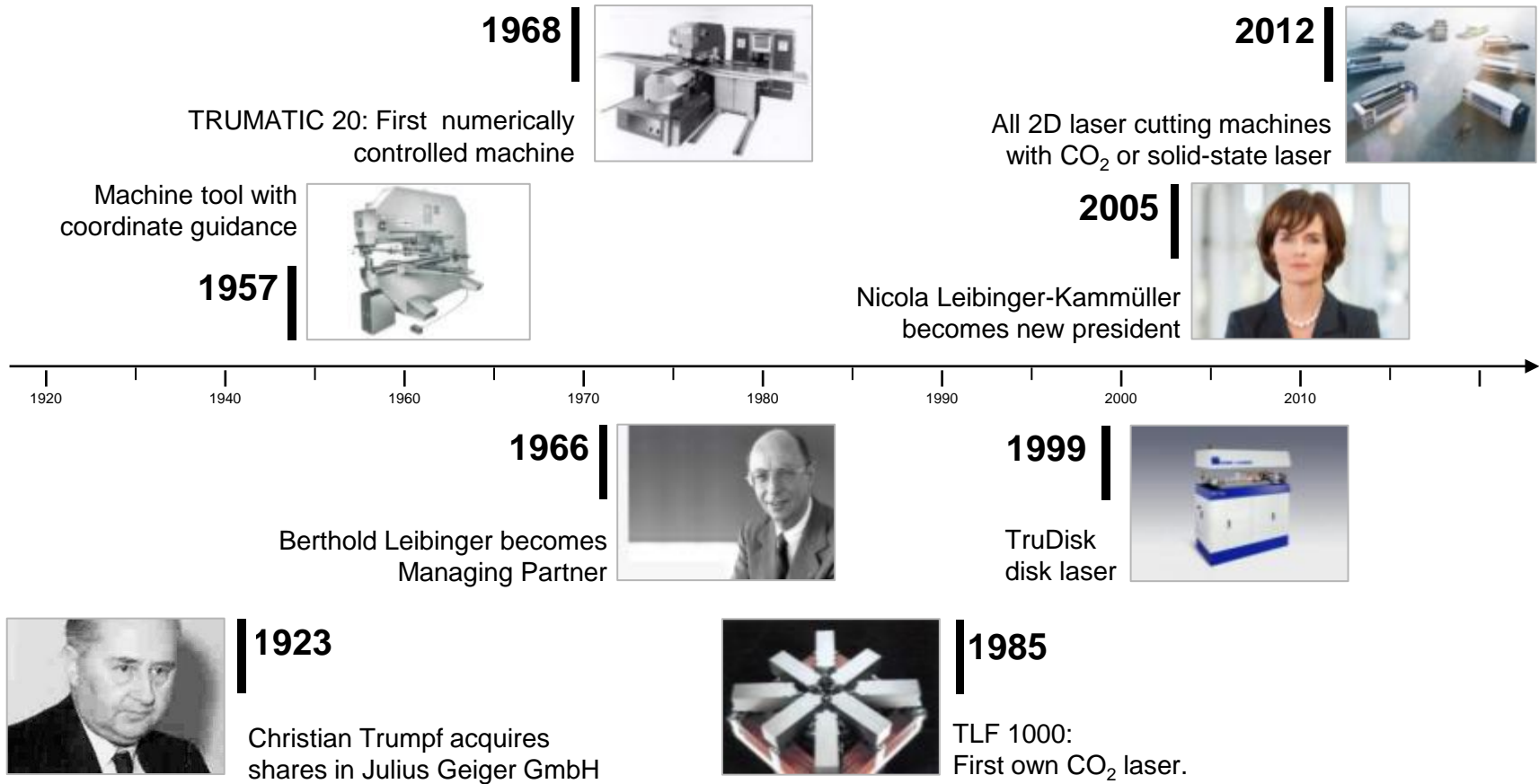
Staying independent

Committed to the future – long term vision

Leadership in its core Technology





Good corporate culture

Milestones of TRUMPF



Business divisions:

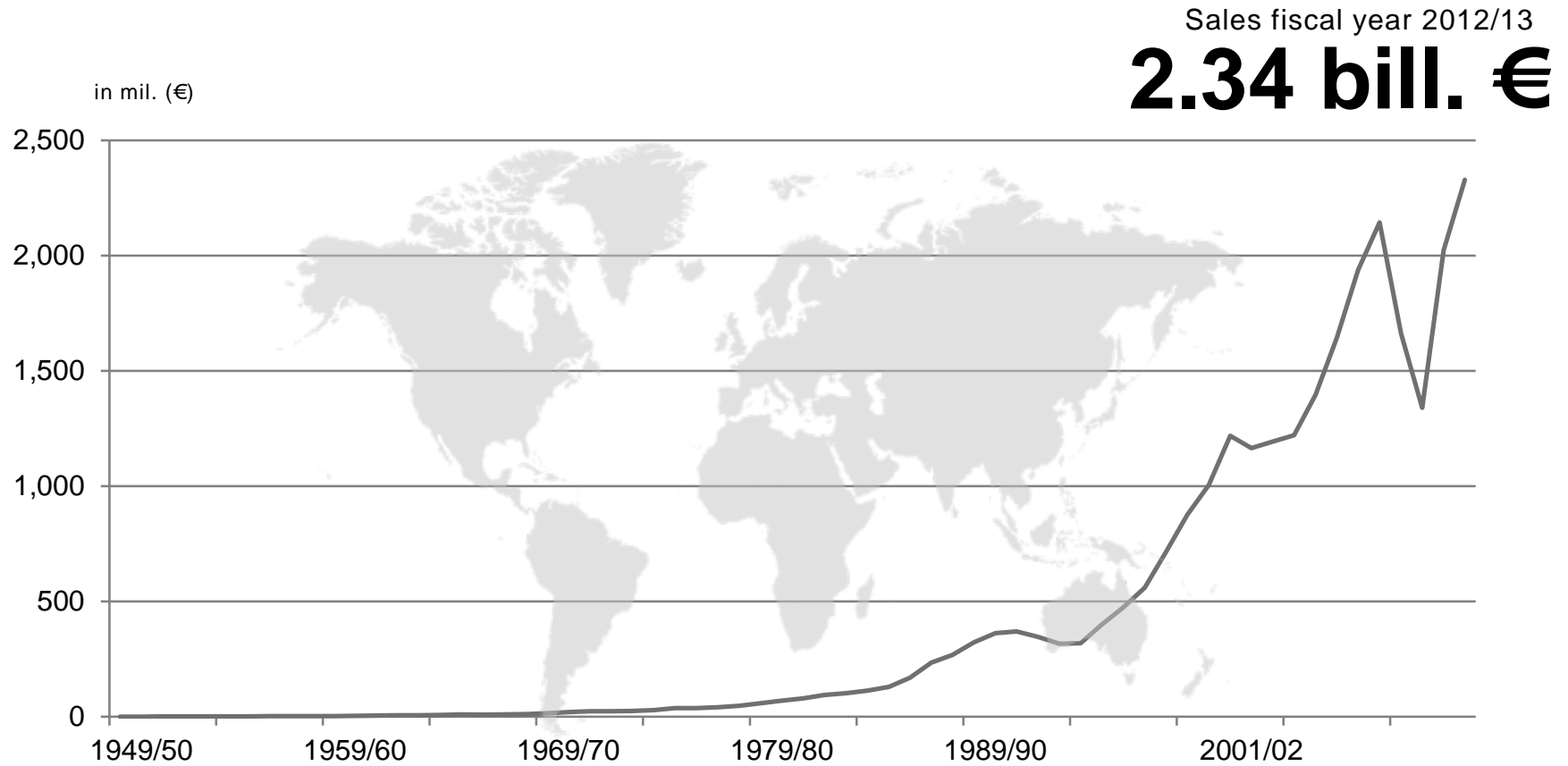
World market and technology leader in production technology

Machine tools	Laser technology	Electronics	Medical technology
			
Machine tools for flexible sheet metal and tube processing	Lasers for production technology	Power supplies for high technology processes	Equipment for operating rooms and intensive care units

Long-term success



Development of sales



* Source: TRUMPF Annual Report 2012/2013

At a glance – Company Figures

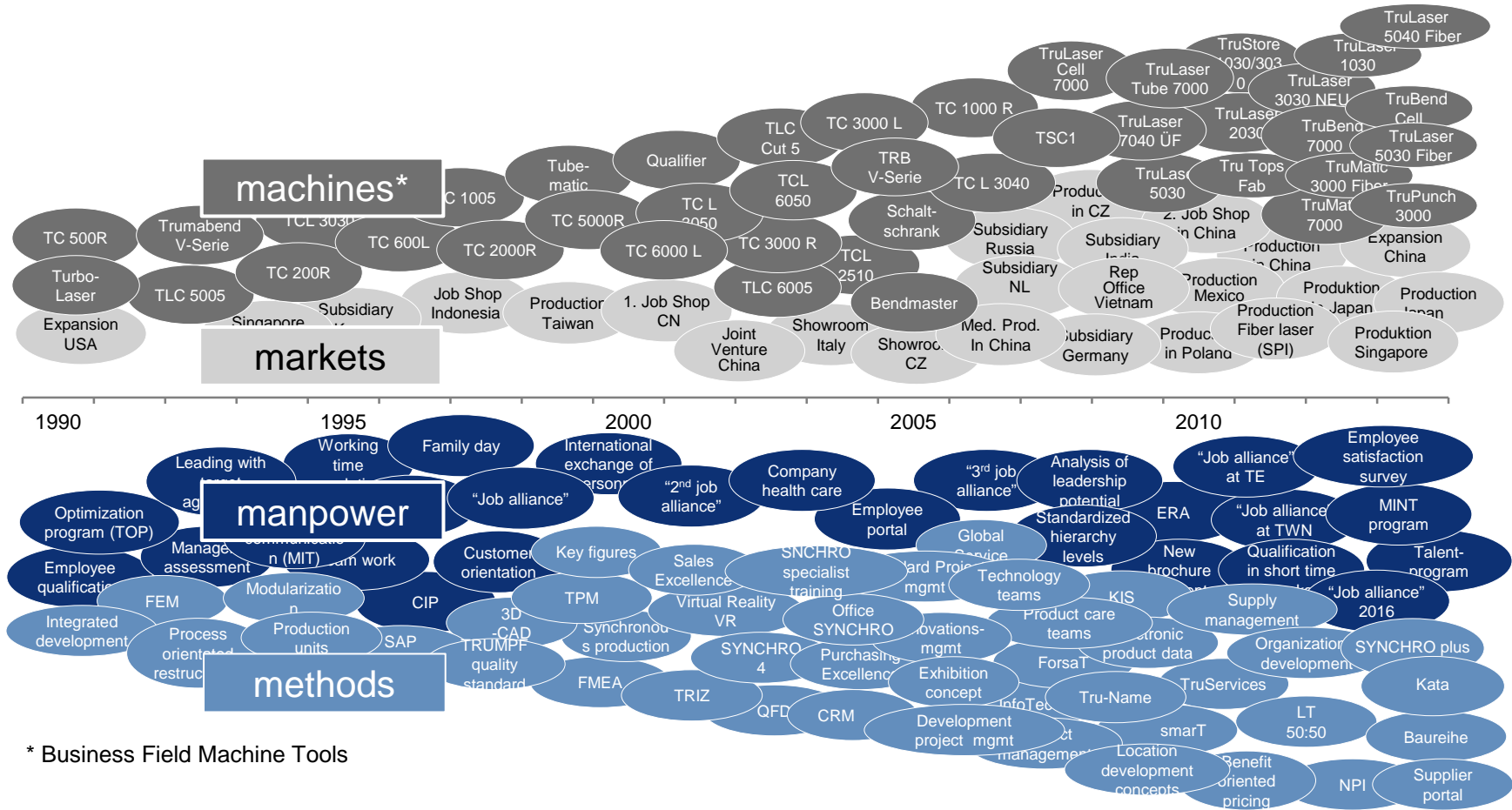


Fiscal Year 2012/13

Sales (in mil. €)	2,343.4
Income before taxes (in mil. €)	154.1
Investments (in mil. €)	136.1
Expenditure for research and development (in mil. €)	211.0
Employees (as of 06/30/2013)	9,925
Locations Worldwide	60

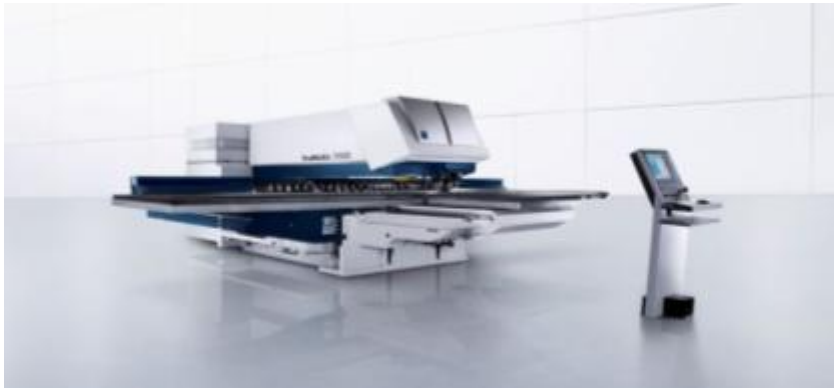
A universal approach to innovation

Constant innovation - in machines, markets, manpower and methods



* Business Field Machine Tools

Machine tools business division



Punching and Combination Processing



2D Laser Processing



Bending

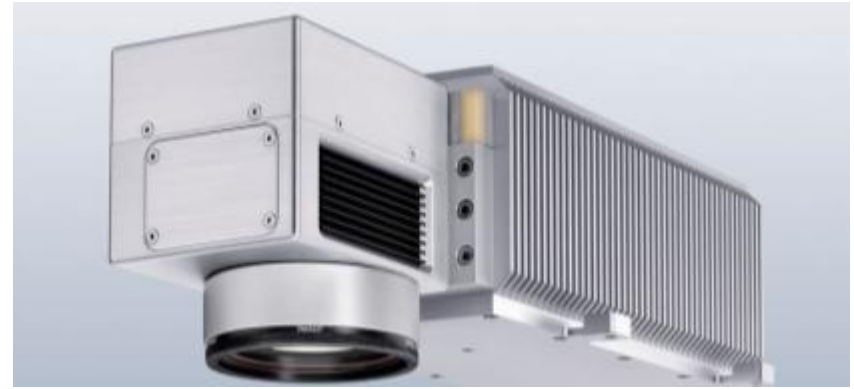


Laser Tube Cutting

Laser technology business field



CO₂-Lasers



Marking Lasers



Solid-state Lasers

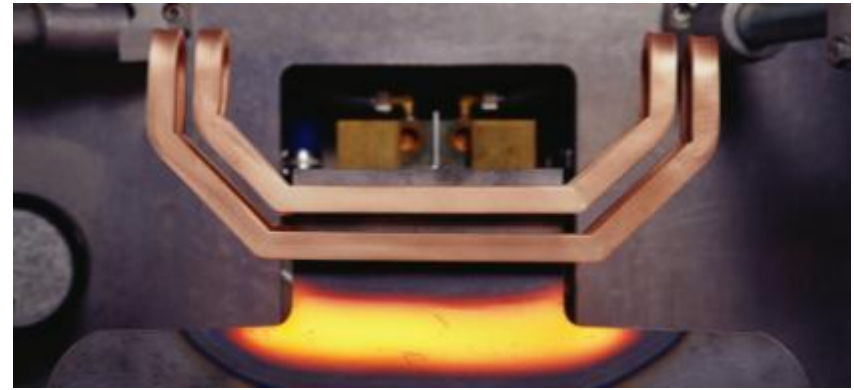


3D Laser Processing

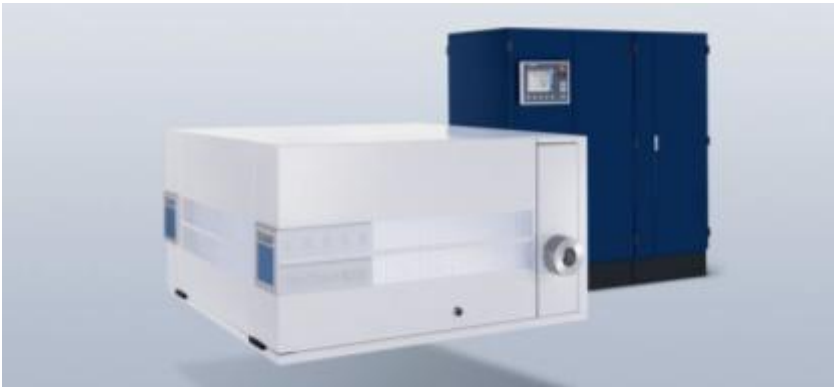
Electronics business field



Plasma Excitation



Induction heating



CO₂ Laser Excitation

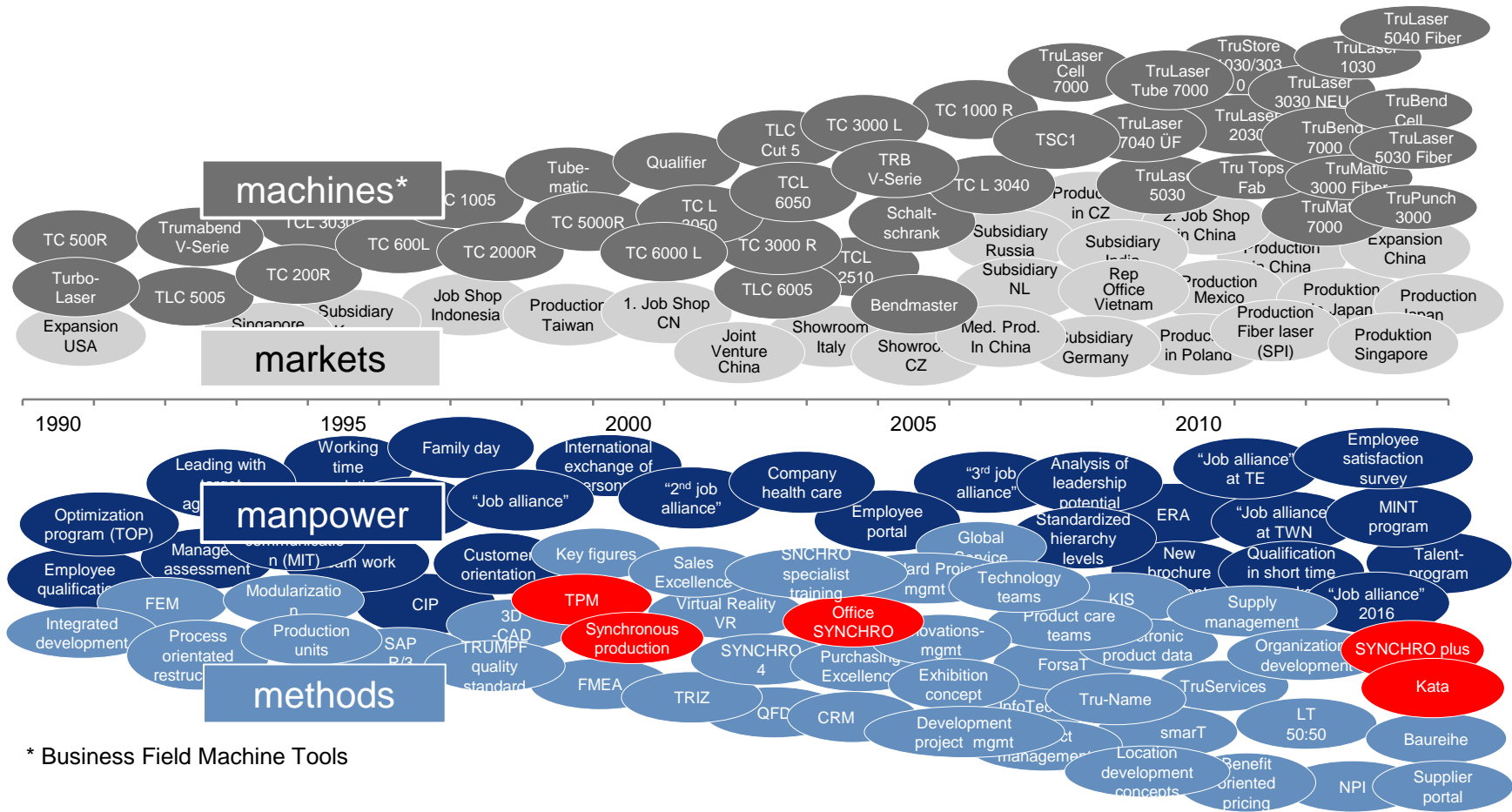


Application Consulting

SYNCHRO – A METHOD TO SUCCESS

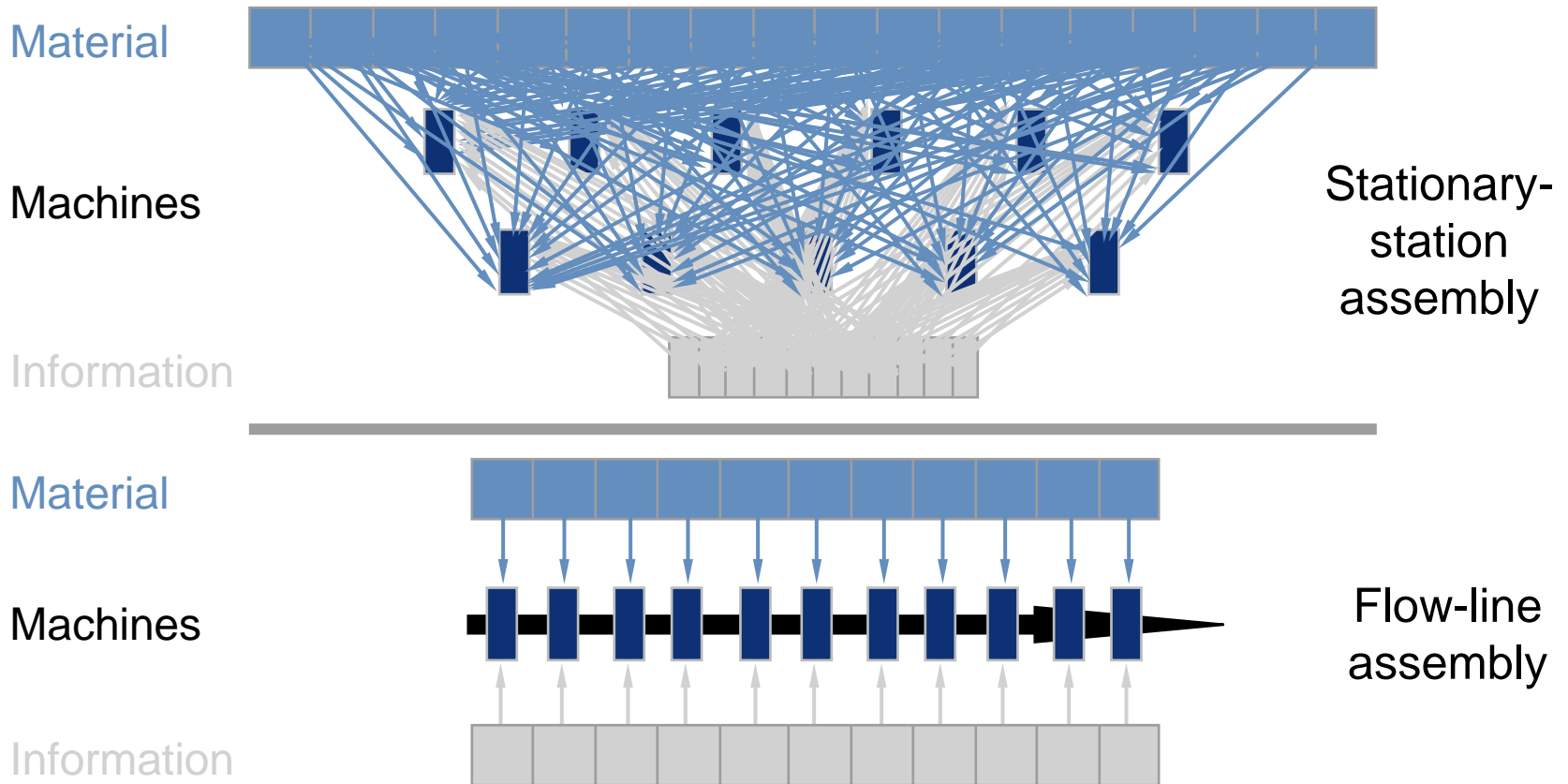
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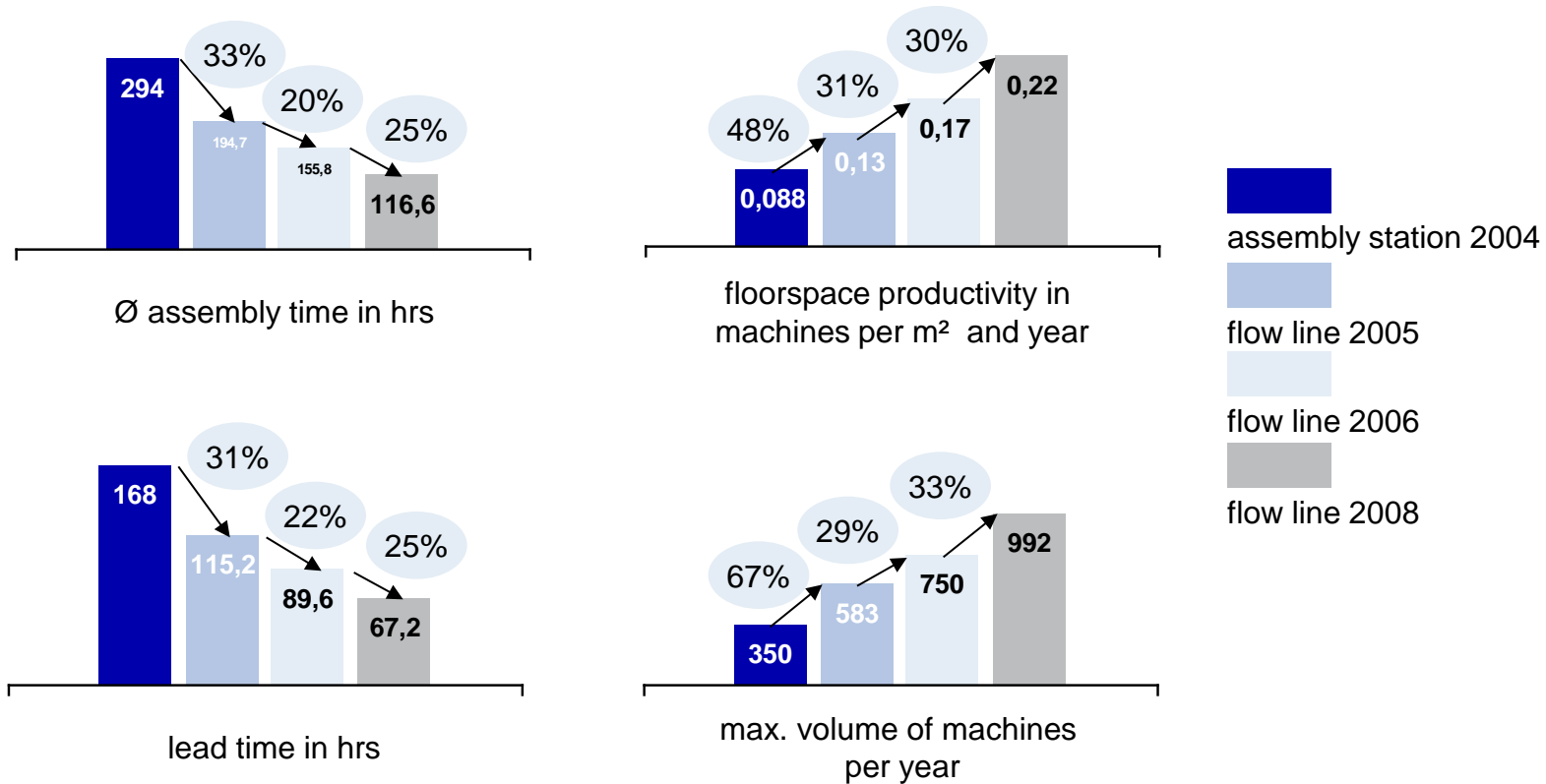
Synchronous Production

Flow-lines are more efficient than stationary assembly stations



Synchronous Production

With SYNCHRO in production we were able to implement massive improvements (e.g. TruLaser production line)



Synchronous Production

SYNCHRO is implemented in all TRUMPF plants



TruMatic (Ditzingen)



TruPunch (Hettingen)



TruFlow (Ditzingen)



Generators (Freiburg)



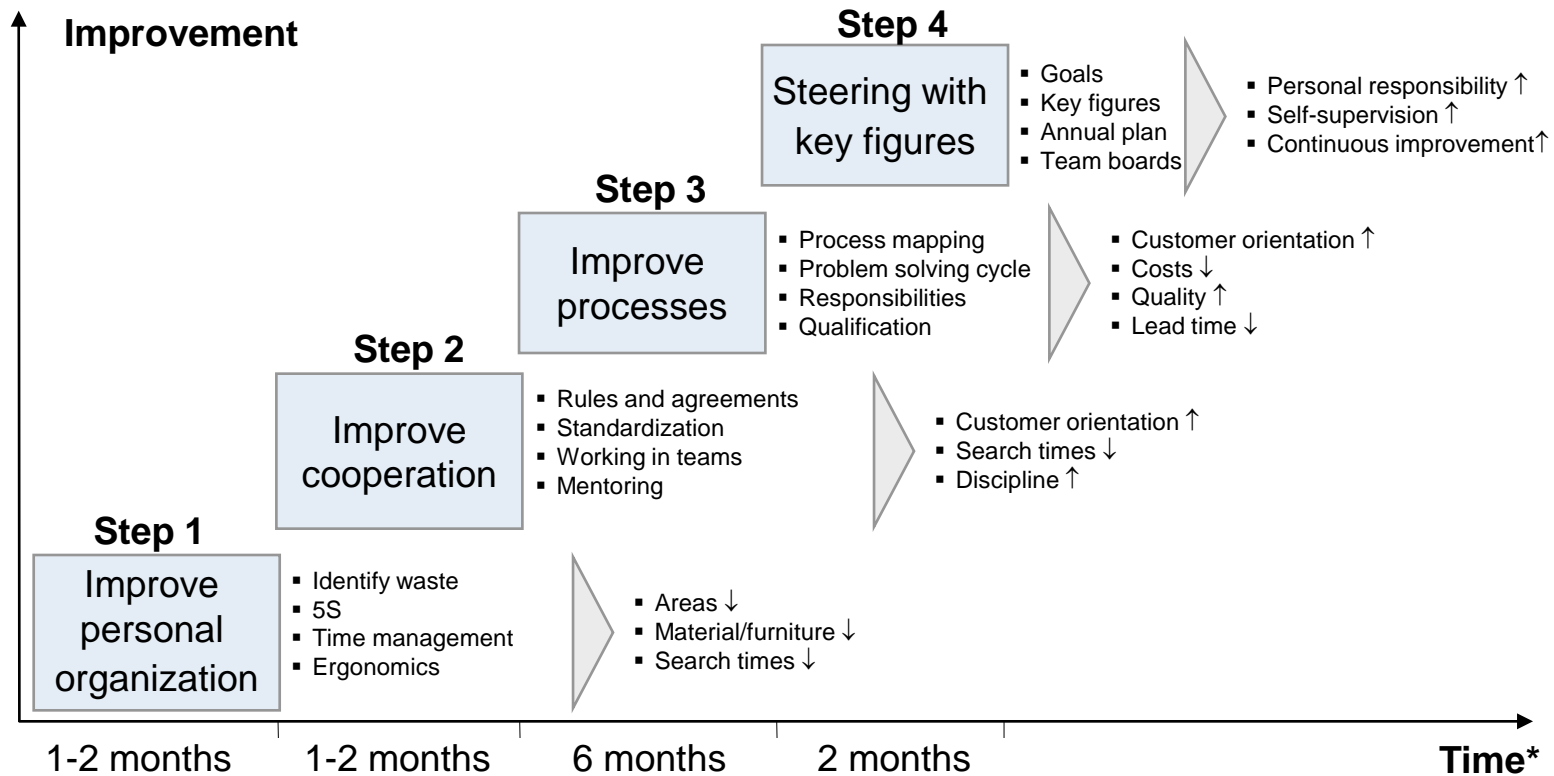
TruBend (Pasching, AT)



TruLaser (Grüsch, CH)

Office SYNCHRO

Since 2003, Office SYNCHRO was implemented in a 4 step approach



* varies with the size and complexity of the department

Office SYNCHRO

In Step 1 and 2, the basis for process optimization is established



Absence + substitutes



Office supplies



Paper archive



Electronic archive

Individual work and Teamwork is improved by:

- Rules and standards
- Effective time management



Internal + extern. communication



Mentoring



Shared office equipment



Meetings

Office SYNCHRO

Example: Optimization of offer and ordering process for machines

TRUMPF TWDE Maschinervertrieb
Auftrags - CHECK

Kunde:
LTI-Metaltechnik GmbH
Im Flürlein 25
74214 Schöntal-Berlichingen

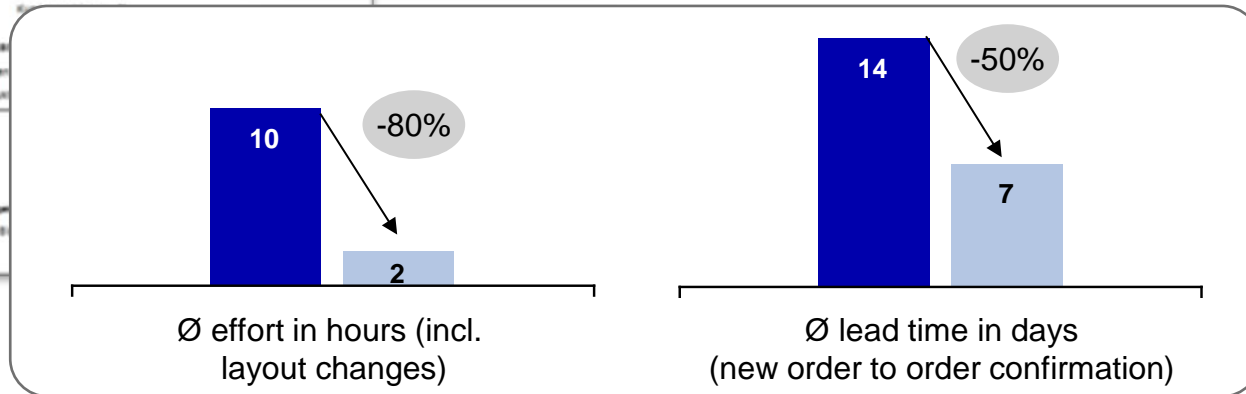
Auftragsbezogene Kundendaten:

Auftrag gemeldet: Ja Nein
 Auftragsgeber mit genauer Firmierung: Ja im Auftrag
 Fax ablesen von Auftrags-Rechnungsschicht: Ja Nein
 Fax ablesen von Auftrags-Lieferanschicht: Ja Nein

Was wurde bestellt?

Maschinenp: Ja Nein
 Lager: Ja Nein
 Verpackung: Keine Ja

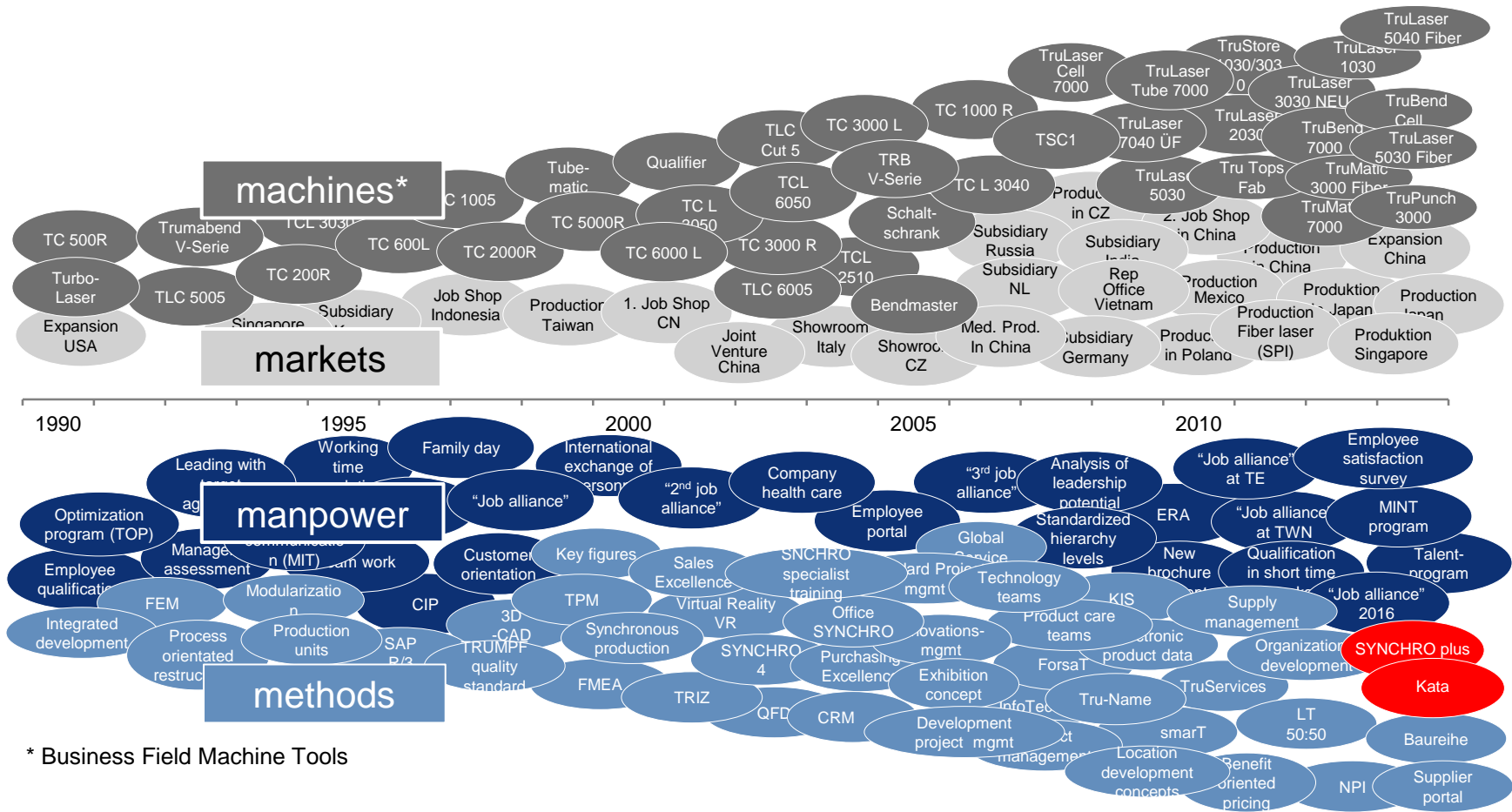
- Standardized processing
- Checklist to improve interface between field and internal sales staff
- Electronic folders are synchronized with the paper folders
- Result: Reduced callbacks, failures and a massive reduction of effort and lead time



Source: TRUMPF Sales Subsidiary Machine Tools Division Germany, 2007

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SYNCHRO plus

How to get from implementation of methods to effective continuous improvement

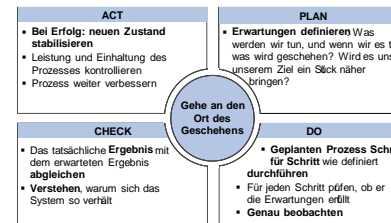
SYNCHRO

- Good reputation
- Focus on methods
- Lack of sustainability

SYNCHRO plus

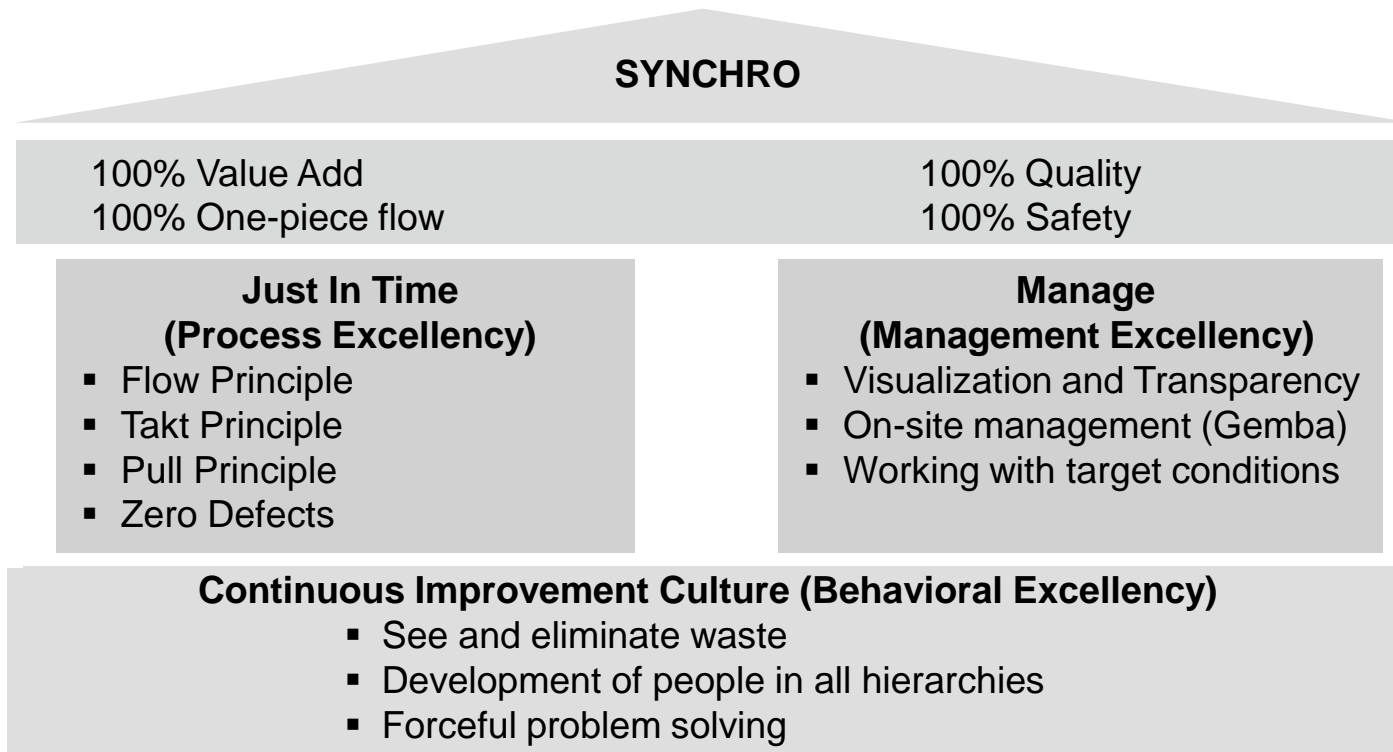
- From “toolbox” to “**philosophy**”
- Quick and **simple solutions**
- **Enabling of employees**
- **Managers are responsible** for productivity improvement
- **Sustainable CIP**

SYNCHRO					Produktionserstellung	
Vision	Weltklasse in allen Prozessen und Leistungen Die Marktdrillhese optimal erfüllen, Verschwendung gläubig vermeiden.					
Ziele	Beste Qualität	Geringste Kosten	Höchste Flexibilität	Kürzeste Durchlaufzeit		
Prinzipien	Qualität und sichere Prozesse		TRUMPF Kultur Mitarbeiterbeziehung		Erfüllung der Kundenanforderungen	
Methoden / Werkzeuge	Allgemein: Visualisierung Six Sigma		Audits Standards	SA Qualifizierung	MT KVP	Führen mit Zielen Benchmark Problem- Lösungszyklus
	Produktentwicklung		Produktionserstellung		Vertrieb / Service	
Bewertung	Werkzeuge		Werkzeuge		Werkzeuge	
	Werkzeuge		Werkzeuge		Werkzeuge	



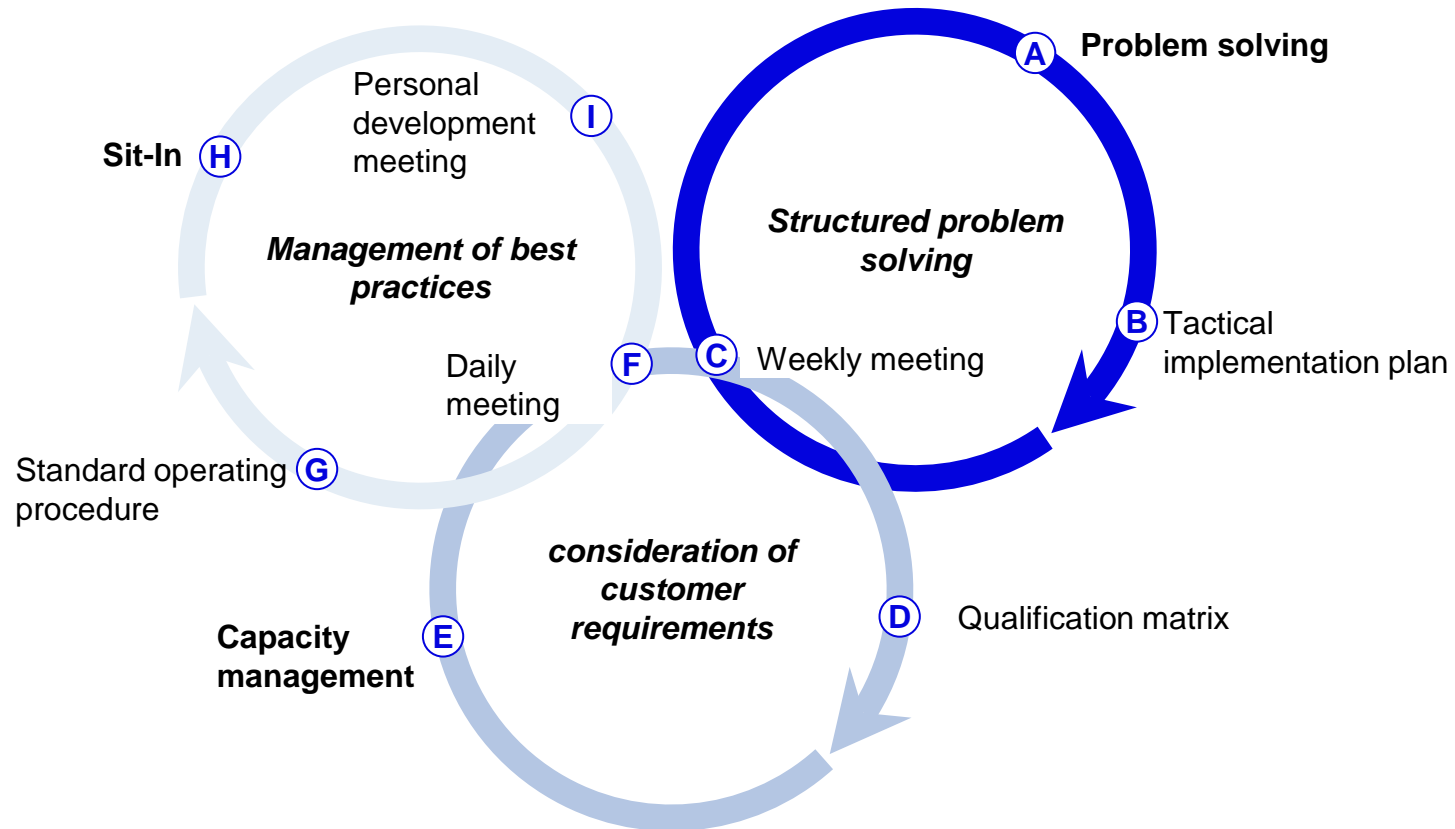
SYNCHRO plus

SYNCHRO house describes SYNCHRO (plus) philosophy



SYNCHRO plus

9 essential leadership tools help increase the efficiency of daily routine



SYNCHRO plus

Capacity management is the operational driver of SYNCHRO plus in indirect areas



Kapazitätssteuerung		Montag	Dienstag	Mittwoch	Donnerstag	Freitag	Samstag	Sonntag
1. Projekt	...							
2. Projekt	...	1	0	1	3	0	0	0
3. Projekt	...	0	1	1	2	1	0	0
4. Projekt	...	0	0	0	0	0	0	0
Summe	...	1	1	1	1	1	1	1

Explanation:

At the beginning of the week, each employee reports the number of open issues (processable and total for each priority). The employee makes a forecast for the time allocated for the coming week for Issues, Projects and „Other“

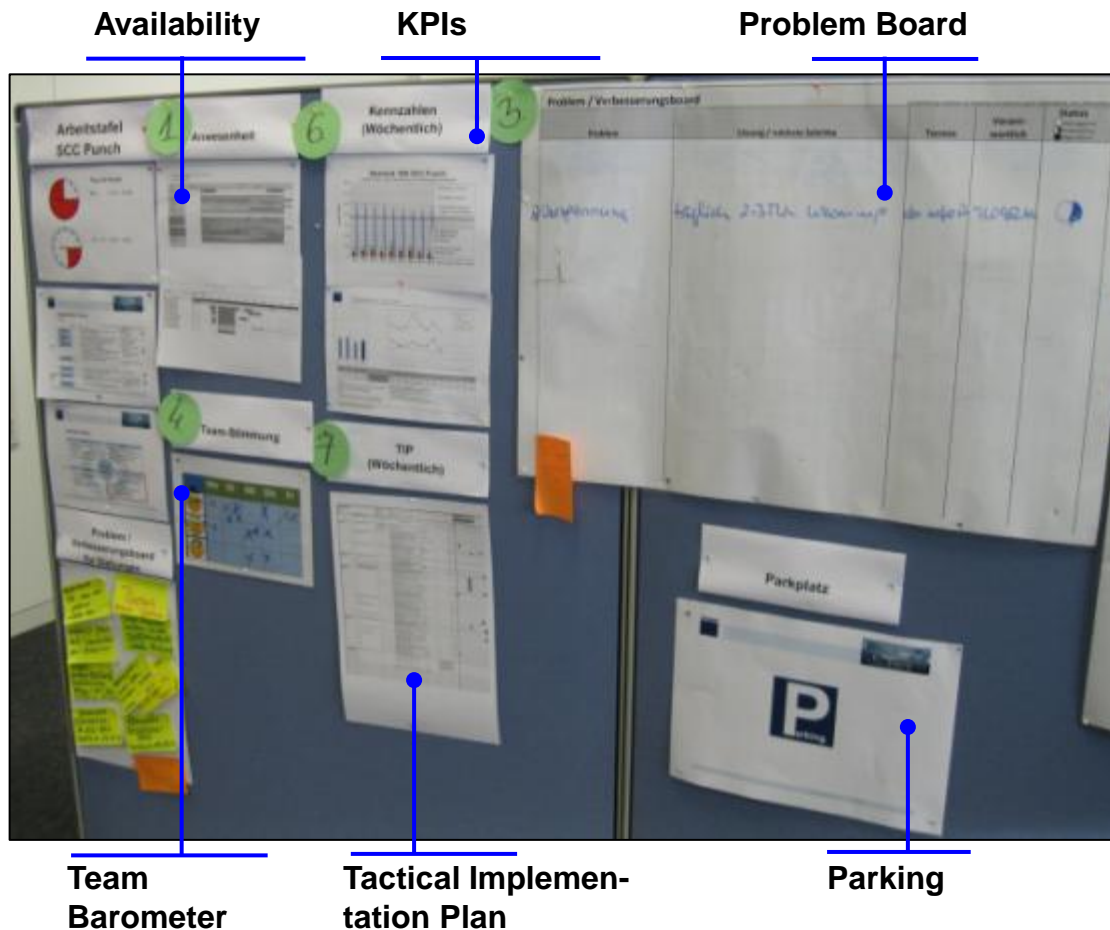
Each day the employee reports the following information:

- Number of incoming issues
- Number of planned issues to be processed this week
- Number of processed issues
- Actual Effort for Projects
- Actual Effort for „Other“

Teamleader totals the values

SYNCHRO plus

Team Dialog: Board and Agenda



Agenda (15min Meeting)

- Availability 2min
- Capacity and activity planning per employee 5min
- Problem board 5min
- Team morale 3min

Extended Meeting (1x week):

- KPIs, achievements/activities 10min
- TIP and Problems 10min
- Weekly Forecast 10min

Frequency

- Team "Punch": Mon. - Thu.
- Team "Control": Mon. - Fri.
- Team "Laser": Wed. & Thu.
- Team "Tube": Mon. & Fri.



**PEAK PERFORMANCE
FAMILY COMPANY
INGENIOUS ENGINEERING**

= TRUMPF