

Production Reorganisation

Support for IT workplaces ranging from software distribution to printer systems as a strategic business sector



Swisscom IT Services is a leading supplier of information technology services in Switzerland. Competent support of more than 100'000 IT workplaces is one of its strategic cornerstones. Software and hardware for these workplaces are configured and maintained at the central location in Emmen.

The Client

- Supporting over 100'000 managed workplaces with a diversity of customers throughout Switzerland, Swisscom IT Services is one of the biggest service solution providers in this sector
- Net sales 2009: CHF 841 million
- No. of employees: 2'677 (Swisscom IT Services Group, full-time basis)

The Objective

- Eliminate the acute backlog situation in production and streamline the organisational interfaces
- Optimise the working and production processes at the Emmen location via three organisational units based on the principle of lean production
- Create the criteria required to cope with the upcoming 50% growth in volume over the next 18 months

The Solution

- Stabilise the backlog situation based on the results of the previous lean production assessment
- Establish a new operational concept adopting lean production principles and including external service providers
- Clearly define tasks and responsibilities in the return logistics sector, aimed at increasing effectiveness and efficiency
- Rapid implementation along the value chain and ensuring pragmatic consideration of additional improvement potentials

The Client Benefits

- The backlog situation was reduced from 3'700 to 1'200 units within one month
- Throughput time of each unit was reduced from the previous 4 to 6 days to 2 to 3 days
- Processes and responsibilities are clearly defined: resulting in smooth and efficient working
- Lean production concept is being lived and wasted effort is sustainably eliminated