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Table of Contents

Foreword ........................................................................................................ III
Committees ....................................................................................................... IV
Acknowledgements .......................................................................................... V
A short view on CIRP ....................................................................................... VI

Key-notes ........................................................................................................... 1
Should CIRP develop a Production Theory? Motivation • Development Path • Framework ................................................................. 3
H.-P. Wiendahl, P. Nyhuis, W. Hartmann
Manufacturing Systems Sustainability Through Perfect Co-evolution .................. 19
H.A. ElMaraghy

Production & logistic networks .................................................................... 29
A Production Planning and Scheduling Architecture for Networked-manufacturing System based on Available-to-Promise ....................... 31
Wenhao Wang, Jie Zhang
Adaptive evaluation method for relocation activities in global production networks ................................................................................ 38
S. Lohmann, P. Ponton, M. Jaehne, R. Riedel, E. Mueller
An Approach for Systematic Production Network Configuration ................. 45
A. Kampker, G. Schuh, B. Schiltiny, D. Kupke
Analysis of Lead-Time Regulation in an Autonomous Work System .......... 53
N. Duffio, H. Rekersbrink, L. Shi, D. Halder, J. Blazel
Collaboration in Value Creation Networks to improve Material Cycles ............. 61
S. Heyer, M. Grismayer, G. Seliger
Development of organizational models for cross-company transport bundling .......................................................................................... 69
Margarethe Prochazka, René Leitner, Felix Meizer, Wilfried Sihn
Impact of influence factors on logistics planning in the Automotive Industry ......................................................................................... 77
D. Palm, W. Sihn

VII
Table of Contents

Improving the distribution of value-added activities in complex business networks considering qualitative factors ........................................ 85  
A. Prinz, S. Ost, J. Mandel

An Integrated Approach to Sustainable Multimodal Transportation in Logistics Networks ................................................................. 93  
G. Confessore, G. Galliano, G. Liotta, G. Stecca

Concept of transport-oriented scheduling for reduction of inbound logistics traffic ........................................................................ 101  
M. Florian, J. Kemper, W. Sihn, B. Hellingrath

Internet Based Collaboration in the Manufacturing Supply Chain ........ 110  
D. Mourtzis

Nearshoring, Sustainability and Free Trade Facilitation for Global Logistics Networks ................................................................. 121  
Eleftherios Iakovou, Dimitrios Vlachos, Maria Chatzipanagioti and Ioannis Melliadis

Networked Manufacturing Control: an Industrial Case ....................... 129  
P. Valckenaers, H. Van Brussel, B. Saint Germain, J. Van Belle

Use of the real options analysis to valuate new supplier development – a South Korean case study .................................................... 137  
G. Lanza, S. Weiler, J. Möhlmann

Self-Configuring Service Network for Decision Support in Sustainable Smart Logistics ................................................................. 145  
A. Smirnov, N. Shilov

Sustainability ........................................................................................................ 153

A modular LCA framework for the eco-effective design of production systems ..................................................................................... 155  
C. Brondi, E. Carpanzano

Environmental Assessment of Automotive Joining Processes ............. 163  
J. Pandremenos, J. Paralikas, A. Fysikopoulos, K. Saloitis and G. Chryssolouris

Fostering sustainability using Sustainable Supply Chain Networks (SSCN) ......................................................................................... 171  
H. Winkler

Green supply chain management in Korean major industries ............ 179  
S. Sim, J. Oh, B. Kim, J. Choi, B. Jeong

VIII
Impact of Manufacturing Supply Chains on the Embodied Energy of Products

S. Kara, S. Marimek

Integrating sustainability into supply chain management – a stakeholder perspective

N. Vojdani, M. Knop

Life Cycle Approaches on Product Realization: meeting the challenges of future production research

M. Wiktorsson, G. Sivard, T. Kjellberg

Main drivers of ecological innovation performance

M. Zwaïn

A Framework for Modelling Energy Consumption within Manufacturing Systems

Y. Seow, S. Rahimifard

A new Approach for Controlling Disassembly Systems

G. Zülch, J. Hrdina

Polymer Water as Optimal Cutting Fluid - Technological Analysis

C. Herrmann, A. Zein

Industrial Smart Metering – Application of Information Technology Systems to Improve Energy Efficiency in Manufacturing

C. Herrmann, G. Bogdanski, A. Zein

Tactical planning of sustainable transportation by logistics service providers for the automotive industry

M. Preuss, B. Helligrath

Product and service development/management - special session: IPS²

Analysis of Optimization Algorithms' Usability for the Operational Resource Planning of Industrial Product-Service Systems (IPS²)

H. Meier, B. Funke

Approach for intelligent design and manufacturing of footwear for diabetic persons

M. Germani, M. Mengoni, E. Montiel, R. Raffaeli

Design Method for Life Cycle Oriented Product-Service Systems Development

K. Kimata, F. Akasaka, S. Hosono, Y. Shimomura
Table of Contents:

Industrial experience with Life Cycle Costing and the potential of Product-Service Systems ................................................................. 289
  J. Van Ostaeyen, J. Duffau

Intelligent Process Data Management for product-service-systems in the European Tooling Industry ......................................................... 299
  Günther Schuh, Wolfgang Boos, Montz Rittstieg

Managing Uncertainties in Life Cycle Evaluation of various Manufacturing Alternatives for a Product ......................................................... 307
  D. Janz, E. Westkämper, S. Rahimifard

Product Development Strategy in Markets with Network Externalities ........................................................................................................... 316
  N. Nishino, T. Takenaka, K. Ueda

Reference Model for IPS² Service Supply Chains ........................................................................................................................................ 324
  H. Meier, O. Völker

Production systems – special session: SPECIES .................... 333

A Method for the Joint Design of Quality and Production Control in Manufacturing Systems ......................................................... 335
  M. Collledani, T. Toïlo

A novel method for the development of modular product architectures ...................................................................................................... 343
  J. Panagiotopoulos, A. Natsis, G. Chryssouris

A Web-services oriented workflow management system for integrated production engineering ............................................................. 351
  K. Alexopoulos, S. Makris, V. Xanthakis and G. Chryssouris

Cognitive Controlling Systems for Tolerance Optimization ............................................................................................................................ 359
  R. Schmitt, C. Wagels, N. Matuschek, M. Iserrmann

Developing Sustainable Competitive Edge for Small to Medium Size Businesses through Realizing Agility ...................................................... 367
  M. Gadalla, A. Deif

Development of a Manufacturing Equipment Configurator and an NC Simulator .............................................................................................. 375
  I. Nénieth, J. Pöspöki

Evaluation of RFID implementation in manufacturing systems. A case study in automotive industry .......................................................... 383
  I. Baflo, M. Carfino, G. Confessore, G. Stecca

X
Maintenance of Intralogistics-Systems – Introduction of the Pilot Installation "Log CoMo-Tec Lab". .......................... 391
S. Wenzel, A. Wötzel, G. Bandow

Production System for the Automated Finishing in Die and Mold Making ................................................................. 399
C. Brecher, R. Tuecks, C. Wenzel

Ramp-up of hybrid manufacturing technologies .......................................... 407
F. Klocke, H. Wegner, A. Roderburg, B. Nau

Rule-based Engineering Change Mechanisms in Production Systems ............... 416
R.C. Malak, J.C. Aurich

Simulation-based Assessment of the Productivity of Adaptive and Selective Production Systems ........................................ 425
C. Hemmann, P. Halubek, J. Stehr, J. Kayasa

Step-NC Compliant Approach for Workpiece Setup Planning Problem on Transfer Line .................................................. 433
S. Borgia, S. Pellegrinelli, T. Tolio

Lean Engineering & Assembly ................................................................... 441

A new methodical approach to increase productivity in production-logistical processes ......................................................... 443
P. Kuhlberg, T. Edtmayr, W. Sihn

Analyzing Production Systems: Combining Perspectives of "Process" and "Work Activity" ..................................................... 452
Klaus-Peter Schulz

Development of a "convergent" order control for small and medium-sized production companies in the context of a turbulent market environment ........................................ 461
E. Okhan, T. Denner, M. Schubert, W. Sihn

Lean process analysis in administration and production ................................ 470
A. Schweske, P. Thieme

Measuring the Complexity of Manual Products Assembly ............................. 478
S.N. Saney, H.A. ElMaraghy

Optimization of the material flow using the principles of the Toyota Production System ...................................................... 488
K. Tracht, J. Wrehde, T. Seuguep Kouamo
Table of Contents

Problems of Lean Production Implementation in the Croatian Enterprises.................................................................496
   I. Vezza, N. Gjeldum, L. Celent, N. Stefanic

Highly Extensible Life-Cycle Oriented Placement of the Order Penetration Point in International Supply Chains..................504
   Y. Uygun, B. Steben, A. Kuhn

Using BPMN for Modeling Manufacturing Processes.............................515
   S. Zor, K. Görlich, F. Leymann

Value Stream Mapping for the Optimization of Maintenance Processes...........................................................................523
   K. Matyas, F. Hagmair, W. Sihn

Technology in production & logistics ........................................533

Automation of Driving Process in Copying manual Manipulations........535
   Z. Yang, F. Echtler, D. Scherer, M. Golle, H. Hoffmann, G.
   Klinker

Cognitive Agent based Control of a Machining Shop..........................543
   H. S. Park, N.H. Tran, J.Y. Song, D.H. Kim

Development of Chatter Vibration Detection System utilizing Sensor-less Process Monitoring..................................................551
   Y. Sudo, Y. Kakinuma, T. Aoyama (2), K. Ohnishi

Hardware-Accelerated Measurement of Particle Velocities in Thermal Spray Processes......................................................559
   L. Rockstroh, J. Hillebrand, W. Li, M. Wroblewski, S. Simon,
   R. Gisow

Identification of RFID Application Potentials in Manufacturing Processes........................................................................567
   M. Faitin, F.A. Gómez Kempf, J.C. Aurich

A comparison of the logistics performance of autonomous control methods in production logistics.......................................576
   K. Windt, T. Becker, I. Kolev

Monitoring of the Welding Station Cluster........................................584
   A. Lebar, L. Selak, D. Bračun, A. Sluga, D. Husenagić, P.
   Butula
Knowledge management in production & logistics ..............591

A Knowledge Management Concept for Product Ramp-up in Automotive Industry .................................................................593

C. Hermann, H. Bruns, P. Halubek, A. Wenda, S. Altunen

Education in Industrial Automation in an Innovative Learning Factory ....................................................................................601

E. Carpanzano, A. Cataldo

Holistic Approach against product piracy ..............................................609

H. Meier, C. Siebel

Knowledge Flows in Early Stages of Product Development ....................617

D. Spath, L. Wagner, F. Goll, P. Ohlhausen

Mastering Production Processes on the Basis of Management of Measurement Processes .........................................................625

R. Schmitt, J. Lose, M. Harding

Semantic integration by means of a graphical OPC Unified Architecture (OPC-UA) information model designer for Manufacturing Execution Systems ........................................................................633

M. Schleipen, O. Sauer, J. Wang

Process modelling and process planning.............................................641

A Distributed Routing Concept for Dynamic Flexible Flowshop Problems with Unrelated Parallel Machines ........................................643

B. Scholz-Reiter, H. Rekersbrink, B.-L. Wenning

A methodology to support the design of multi-stage material separation systems for recycling ...........................................651

M. Colledani, S.B. Gershwin, T. Gutowski, M.I. Wolf

Analysis of NC data based on feature information model of shape and process for retaining machining information ..............................659

F. Tanaka, S. Igarl, T. Kawaguchi, M. Onosato

Assessment of an Organization for Digital Production Planning Validation with Axiomatic Design ...........................................667

M. Manns, K.-J. Wack

Automotive Supply Chain Flexibility Evaluation ..................................675

D. Mourtzis, L. Rentzos and S. Makris

Cognitive Process Planning ..................................................................683

B. Denkina, L.-E. Lorenzen, S. Kröning
Table of Contents

Empirical and Neural Network Modelling of Tool Wear
Development in Ni-Base Alloy Machining ......................................................... 691
  C. Leone, D. D'Addona, R. Teti

Modelling and analysis of an autonomous control method based on
bacterial chemotaxis ............................................................................................... 699
  B. Scholz-Reiter, M. Görges, T. Jagalski, L. Naujok

Modelling of Tool Wear in Gear Hobbing with Coated Tools for
Facilitating Process Planning .............................................................................. 707
  K.-D. Bouzakis, S. Kombogiannis, E. Bouzakis

Production of a variable cross sectional profile from AHSS – A
sequential roll forming approach ......................................................................... 717
  J. Paralikas, K. Salonitis, G. Chrysoulouris

Routing model refinement in large-scale manufacturing
environment by using data mining ......................................................................... 725
  D. Kamok, L. Monostori

The mathematical structure of CAPP within the software application
developed at FMT in Presov .................................................................................. 735
  K. Monkova, P. Monka

Understanding and Improvement of the Piston Insertion Operation .............. 743
  Amraud Robert, Serge Tichkiewitch

Utilization of a Bioinformatics Algorithm for the Comparison of
Process Chains ........................................................................................................ 751
  F. Reichert, A. Kunz, C. Bender, R. Moryson, K. Wegener

Factory planning ................................................................................................... 759

AMOR – An Agent for Assisting Monitoring, Optimization and
(Re-)Design in Factory Design ............................................................................. 761
  D. P. Politze, N. Jufer, J. Bathef, A. Kunz, K. Wegener

Approach for planning of unit cost-optimal manufacturing and
transport systems .................................................................................................... 789
  R. Schulze, A. Opitz, A. Krauß, E. Müller

Cross-Functional Digital Production Validation Framework for
Automotive Industry .............................................................................................. 779
  J. Kiefer, M. Manns, K.-J. Walk

Energy Efficiency at Manufacturing Plants – A Planning Approach ................. 787
  E. Müller, T. Löffler

XIV
Participatory Design of Communication and Information Flows in Plant Layouts

D. Jentsch, D. Menzel, R. Riedel, K.-P. Schulz

Production planning

A Key Performance Indicator System of Process Control as a Basis for Relocation Planning

F. Reichert, A. Kunz, R. Moryson, K. Wegener

A proposal of socio-inspired manufacturing scheduling concept and its application into flexible flowshop

T. Kailasa, N. Fujii, S. Toide, H. Ishibashi, T. Nakano

An approach to avoid collision in sheet metal forming during early stages of production planning

D. Metz, M. Grauer, O. Reichert, W. Schäfer


J. Malta, P.F. Cunha

Assessment of Products Eco-Efficiency for the purpose of Eco-Design

Snezhana Kostova, Peter Mitrouchev and Nonka Georgieva

Collaborative Planning with Dynamic Supply Loops

P. Egrí, A. Döring, T. Timm, J. Vánca

Considering Worst-case Scenarios within Final Assembly Planning

L. Weyand, H. Bley

Efficient Phase-Out Planning by Alignment of Lot Sizes in Supply Chains

F. Hertrampf, R. Nickel, P. Nyhuis

Exploiting Repetitive Patterns in Practical Scheduling Problems

A. Kovács, J. Vánca

Flexible and Autonomous Production Planning Directed by Product Agents

M. Matsuda, N. Sakao, Y. Sudo, K. Kashitase

Hybrid evolutionary optimization in efficient assembly task planning

T. Jankowski, J. Jędrzejewski

Improved logistics performance through the use of locked flexibility potentials

K. Windt, O. Jeken, F. Arbabzadeh
Table of Contents

Integration of Personnel and Production Programme Planning in the Automotive Industry ................................................. 900
    S. Auer, T. Winterer, W. Mayrhofer, L. März, W. Shin
Long-term Capacity Planning in the Shipbuilding Industry ....................... 909
    M.-C. Wanner, J. Sender, U. Kothe, R. Bohnenberg
Inventory Allocation with Consideration of Component Commonality and Risk Management ................................................. 917
    A.M. Radke, M.M. Tseng
Methodology for Structure-Analysis of Automotive Manufacturing .......... 925
    C. Löffler, A. Lakoit, E. Westkämper
Process Harmonisation in Digital Manufacturing ......................................................... 933
    J. Schallow, D. Petzelt, J. Deuse
Product Variety in the Brazilian Cosmetic Industry ........................................ 941
    L.F. Scavarda, A.C. Reis, S. Braßmann, H. Winkler
Leveling of Low Volume and High Mix Production based on a Group Technology Approach ............................................. 949
    F. Bohnen, J. Deuse
Rolling Horizon and online optimization in discrete lotsizing production ................................................................. 957
    W. Dangelmaier
Simulation-based, energy-aware production planning ........................................ 964
    S. Chiotellis, N. Weinert, G. Seliger

Total Quality Assurance, Productive Maintenance ......................... 973

An Approach to Workflow Based Quality Management ........................................ 975
    D.C. Isin Dam, D. Lutters
An efficient use of quality engineering techniques for analysis and improvement of industrial processes ......................................................... 983
    V. Majstorovic, T. Sibaila

Determination Of The Overall Equipment Effectiveness For Assembly Systems On The Base Of Product Data ..................... 991
    R. Neugebauer, D. Kreppenhofer, T. Langer

Transparency in Production by Sensor Equipped Molds and Dies .............. 999
    R. Schmitt, M. Harding, J. Lose

XVI
ICT in production & logistics

Design and Analysis of A Simulation, Monitoring and Control System of 4-DOF Modular Reconfigurable Robot
D. Zhang, J. Lei

A Robust Multiple Logistic Objectives-oriented Manufacturing Control (RMLOCO)
K. Windl, B. Scholz-Reiter, Huaxin Liu

Achieving Distributed Control Applications Using IEC 61499 and Communication Standards
G. Morén, F. Pérez, E. Estevez, D. Orive, M. Marcos

Agent-based Simulation Modeling of an Interaction Mechanism for Detailed Design of Autonomic Manufacturing Execution Systems
Milagros Rolón, Ernesto Martinez

CAM System Development for Multi-tasking Machine Tools
T. Kotani, K. Nakamoto, T. Ishida, Y. Takeuchi

Sensible Ergonomics Network in Smart Environment (SENSE) — A Step to Human Safety and Productivity Sensitive in Smart Factory
C.F. Kuo, M.J. Wang, C.H. Su

Implementation of practice-oriented IT Frameworks for knowledge based configuration and design of customised products
C. Lütz, D. Gerhard

iPod touch — an ICT tool for operators in factories of the future?
T. Fässberg, G. Nordin, Å. Fasth, J. Stahre

Lightweight IT support for ad-hoc-processes in production and logistics
Martin Böhringer, David Jentsch

Modular INFEFL STEP: An Integrated and Interoperable Platform for collaborative product development based on STEP Standard
O. Fatahi Valllai, M. Houshmand

Seasonal Demand on the Array of Spare Parts in the Aviation Industry
K. Tracht, P. Schuh, F. Weikart

Production Simulation in Virtual Worlds
S. Seitz, M. Hermann, D. Wimppf

Rule based Expert System with Quality Control Charts to support a Logistic Strategy on Operational Level
M. Elsweiler, P. Nyhuis, R. Nickel
Table of Contents

Introducing SOA into Production Environments – The Manufacturing Service Bus ................................................. 1117
   J. Minguez, D. Lucke, M. Jakob, C. Constantinescu, B. Mitschang, E. Westkämper

Wireless Field Bus Communication with UWB for Manufacturing Environments ................................................. 1125
   M. Masini, M. Jakob, M. Berroth
Value Stream Mapping for the Optimization of Maintenance Processes

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Abstract
In this paper, two new developed methods are combined for the optimization of maintenance processes. The first method is the development of a standard for the sequence of process steps in the implementation of various maintenance tasks.

Due to standardization, key indicators can be collected, which can be applied to individual process steps in order to make comparisons with other maintenance areas. With this logical design, key figures can be generated very simple. Areas of improvement are getting visible and the process standard is a good basis for new employees.

The method Value Stream Mapping was adapted for analysis and optimization of maintenance processes. Shorter lead times and more effective maintenance processes are the result. The advantage of the tool (one page mapping) is, to see the whole value stream of maintenance. Decisions can be based on facts with the focus on the customer that is the production shop floor.

Keywords:
Maintenance, Standardisation of processes, Value stream mapping

1 INTRODUCTION
In times where companies are exposed to global competition, it is necessary to locate, and if possible eliminate wastes in processes along the supply chain, to obtain a high flexibility in production or service generation. The presumably best-known example is the "Toyota Production System". In the past decades, these Japanese methods were implemented successfully in western companies and were adapted successfully to other areas with the target to create a "Lean Business System".

One of these areas is maintenance that has the image as cost driver, but with the modern manufacturing systems with reduced inventory, short production lead times, the emphasis on equipment availability has become
Matyas, Hagmair, Sihn

even more critical in order for the companies to successfully implement and sustain Lean principles [1].

When equipment breaks down in a lean manufacturing system, the entire production line is shut down, until the equipment is brought back to its normal working condition. Therefore, a high amount of non-value-added time between machine stoppage and completion of repair, compounds the production loss.

The purpose of this paper is to provide a new view on maintenance processes and to develop a process standard, with which it is possible to describe maintenance in a transparent way and to evaluate the non-value-added activities. A value stream map, developed specifically for maintenance helos to reduce the Maintenance Lead Time and to create lean maintenance processes.

2 DEVELOPMENT OF A PROCESS STANDARD FOR MAINTENANCE

The first method is the development of a standard for the sequence of process steps in the implementation of various maintenance tasks. This standard makes it easy to understand the logical structure of maintenance processes and allows a uniform approach when planning and executing different maintenance tasks.

Due to standardization, key indicators can be collected, which can be applied to individual process steps in order to make comparisons with other maintenance areas. The important key indicator "Mean time to repair" (MTTR) is clearly visible.

By extending the representation with Event-driven Process Chains (EPC) – from the next higher detail level – Interfaces and responsibilities with possible improvement potential become evident.

An overview of the process standard environment is shown in figure 1.

![Diagram](image-url)

Figure 1: Maintenance in eight steps [2]

The process environment consists of eight steps: Identify, plan, schedule, execute, restart, functionality check, release, close and documentation as supporting process. In the following, the eight process steps are described from their starting to the final event. It should be noted that the implementation rate of the respective process steps depends on the complexity of the maintenance tasks and of the importance of the system that has to be maintained.
Identify
The starting event of this process step is either a failure or a planned maintenance activity. If the starting event is a failure, this process step is the starting time of the key figure “Mean Time to Repair” (MTTR). For optimal planning and execution, all necessary information need to be collected and appropriate activities need to be set. The end event of this activity is “Known activities which can be accomplished” that is as well the starting event of the next process step.

Plan
With the information of the first step, personnel, material, equipment and execution date is scheduled. With the execution date, the process planning is finished. The end event of this activity is: Ready planned work order.

Schedule
In this process step, planned resources like material, equipment, tools and spare parts are prepared and obstructive parts are disassembled so that the maintenance can be performed unhindered. If the system is ready for the actual maintenance activity, the schedule is completed. That is also the end event of this step.

Execute
In this step the planned activities from the work order (planned maintenance activity), or the activity derived from the process step “Identify” is processed. Execution is the only step seen as a value added process. The end event of this step is: Planned maintenance activities finished

Restart
The restarting operation contains the evaluation of system engineering, building services and safety related components as well as the actual start-up of maintenance objects. Operable equipment is the end event of this step.

Functionality Check
In this process step, the performed actions are evaluated based on quality standards. The results are recorded in a supplied maintenance document. The end event could be either “Functionality Check passed” or “functionality check not passed”.

Approval
With the approval, the maintenance object is passed back to the user’s responsibility. The MTTR ends with this process step. The end event can be “approved” or “not approved”.

Close
The last process step contains reporting (employees/departments), logging (validation protocol), returning and disposing of the commodities and finally closing of the work orders. Also, deduce future activities and updating the maintenance plans as result from the finished maintenance activities need to be assigned to this process step.
3 LEAN MAINTENANCE BY VALUE STREAM MAPPING FOR MAINTENANCE TASKS

A Lean Maintenance System is a concept that combines the approved approaches and principles of Lean Thinking with the modern versatile concepts and tools of maintenance, with the central goal, avoiding waste.

With the adaptation of value stream mapping for the maintenance area the value creation process of maintenance becomes visible. This is important for production purposes, since maintenance processes are not seen as value added processes.

This new developed method is based on the new developed standardized process “maintenance in eight steps” and is sub-divided into 4 phases:

![Diagram of Value Stream Mapping Phases]

Figure 2: 4 Phases of Value stream mapping [2]

3.1 Selection of the value stream

The first step is a reasonable categorization from the different maintenance tasks (for example corrective or preventive maintenance tasks, failure, repairing, planned maintenance) in order to receive a meaningful value stream mapping. Due to highly different tasks in the maintenance area, this is essential and needs to be done carefully [3].

The realization grade of the individual process steps within the “maintenance in eight steps” model depends significant on the time available, complexity, closeness to production and the task itself.

3.2 Draw a current state value stream map

After selecting the value stream, the process chain is outlined as an extended event-driven process chain [2] (eEPC) as shown in figure 3.
In order to acquire the information, a custom-made data acquisition sheet is created, which is accompanied with the selected category of the maintenance task and evaluated afterwards.

3.3 Additional symbols for maintenance processes

By using VSM for maintenance processes, a company gains the advantage of a common language [4]. By assigning clear symbols to the individual process steps, this process is supported even more (figure 4).

<table>
<thead>
<tr>
<th>Identify</th>
<th>Plan</th>
<th>Schedule</th>
<th>Execute</th>
</tr>
</thead>
<tbody>
<tr>
<td>The process chain is started</td>
<td>Measures are derived and planned</td>
<td>Planned resources are &quot;packed&quot; in this step</td>
<td>Tools and equipment are used for maintenance</td>
</tr>
<tr>
<td>Restart: Restarting and reassembling of the unit.</td>
<td>Functionality check: Check the functioning of the unit.</td>
<td>Release: Handover of the unit to the user.</td>
<td>Close: Maintenance task is completed.</td>
</tr>
</tbody>
</table>

Figure 4: Symbols for the maintenance VSM [2]
3.4 Procedure of creating a maintenance value stream

A maintenance value stream can be created in eight steps:
1. Description of the relationship between the customer and the eight steps of the maintenance process.
2. The eight process steps are extended by data frames and process parameters from data recording, e.g. transition time, process step cycle time or process lead time.
3. Analysis and documentation of the interfaces to resources like documents and the EDP system (What kind of EDP system or documents are used?).
4. Detection of the transition time between the process steps
5. If data that should be already known from previous process steps need to be collected, a loop from the present process step to the incorrectly executed process step needs to be drawn in.
6. Control and transition - How are the process steps organized, how does the connection between the process steps look like and how are the work orders processed? (PUSH, PULL, FIFO)
7. Underneath the developed scheme, a timeline is drawn that shows the transition times, process step cycle times and process lead times.
8. Possible improvements will be outlined by KAIZEN-Flashes as the last step of the VSM analysis

3.5 Creation of the target state

At this stage of the VSM method on basis of the value stream analysis, under consideration of the area of influences and principles of the VSM a target state for the maintenance process is created.
Figure 5: VSM analysis for a maintenance process
The following considerations need to be included for a target state conception:

Customer requirement
What are the requirements in terms of quantity and quality from the customer to the value stream?

Classification of the process step
Which work steps need to be set and how should they be initiated? For this question, the process cycle is analyzed and categorized based on the eight step maintenance.

Where can continuous flow be used?
The process steps need to be processed successively, without interruption. Thus, it comes to a reduction of interface losses, shortened transport and idle time etc.

Pull-System
In case it is not possible to integrate a continuous flow between the process steps, a Pull-System can be used to connect the process steps with each other.

Process improvement
In which stages of work are large differences between cycle time and lead time?

Flexibility
Is it possible to adjust the extent of work of planned maintenance (e.g. by splitting tasks) to be more flexible if there is a failure?

Work content
Ideally, the process steps of the value stream are handled by one single maintenance employee at a draught.

Implementation projects
After critically analyzing the actual state with consideration of the six areas of influences, the outcome is the nominal state, which needs to be developed in the fourth phase.

To be able to realize the target state a good designed and consequent project management is needed. The project teams need the according power and capacities. These are described in the VSM one year plan. Constant supervising and survey of advance and intended goals is necessary for a successful realization. This is done by project monitoring reviews.

4 SUMMARY
The method Value Stream Design is a simple tool for one page mapping and for seeing the whole. Decisions can be based on facts and figures and the material- and information flow is becoming transparent.

The standardization of maintenance processes and the adaptation of the Value Stream Mapping method for maintenance procedures contribute to
the reduction of lead-time of maintenance processes and therefore contribute to the increase of availability of machines and assets.

5 REFERENCES


