Datwyler Production System
Introduction & Implementation
Outline

1. Introduction of Datwyler
2. Installation & Structure of DPS
3. Implementation of DPS
Stability and strength of a large industrial group

Swiss origin, established in 1915

Revenues of more than CHF 1,300 million

Focused industrial player with two divisions: Sealing Solutions & Technical Components

Listed on the SIX Swiss Exchange
Our Vision

We create excellent sealing solutions for a more reliable world.
Multi-market know-how

HEALTHCARE
- Prefilled syringe and cartridge drug delivery systems
- Medical devices
- Elastomeric closures and aluminium seals

AUTOMOTIVE
- Brake systems
- Fuel and tank systems
- CNG and LPG
- Exhaust gas treatment
- Powertrain, suspension
- Thermoplasts and LSR
- E-Mobility, electrification

GENERAL INDUSTRIES
- Consumer Goods
- Civil Engineering
- Oil & Gas
- Power tools, valves & fittings
- Machines for process industries
- Water and waste water
- Hydraulic and pneumatic
International presence with more than 7,000 employees

Americas 15%
1,300 Employees

Europe 45%
3,000 Employees

Asia 40%
2,600 Employees

Healthcare
Automotive
General Industries

Middletown
USA (2018)

Pennsauken
USA

Alken
Belgium

Cleebronn
Germany

Waltershausen
Germany

Novy Bydžov,
Czech Republic

Malyn
Ukraine

Daegu
Korea

Silao
Mexico

Gray
USA

Vandalia
USA

Ontario
USA

Dallas
USA

Montgomery
USA

São Leopoldo
Brazil

Pregnana,
Montegaldella,
Italy

Viadanica,
Italy

Novy Bydžov
Czech Republic

Schattdorf
Schweiz

Kesurdi
India

Ontario
USA

São Leopoldo
Brazil

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Healthcare
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3. Implementation of DPS
History & methods

- Pillars structures
- Training of methods

- Green- & Black belts
- Statistical tools

W-COM

Lean

6 Sigma

W-COM

BSC - KPI

2008

2012

2016
Datwyler Production System

A mind-set to continuously improve everywhere, anytime.
Why change?

REALITY 2016:

− Higher customer demands
− Increased competition
− New sites and countries
Datwyler Production System

- Mindset
- System
- Focus
- Standard
- Everybody
How to change?

DPS ACADEMY

**EXPERT**
- **Education**
  - DPS Expert
- **DPS Toolbox**
  - Quality Tools
  - VSD (Value Stream Design)
  - TPM, TSM (DPS Office)
- **DPS Project Management**
  - PM knowledge & guidelines
  - PM Leader
  - PM reporting, tracking...
- **DPS Coaching**
  - Moderation & presentation
  - KATA, Train the Trainer
  - Lateral Lead DPS Manager
- **DPS Leadership & People Empowerment**
  - Hoshin Kanri x-Matrix

**ADVANCED**
- **Education**
  - DPS Advanced
- **DPS Controlling**
  - Basic Controlling
  - DPS Controlling System
- **DPS Management**
  - Policy Deployment
  - DPS System Audit
  - DPS Annual Planning
- **DPS Coaching**
  - Moderation & presentation
  - KATA, Train the Trainer
  - Lateral Lead DPS Manager
- **DPS Leadership & People Empowerment**
  - Shop floor management
  - Performance management

**BASIC**
- **Education**
  - DPS Basic
- **DPS Fundamentals**
  - Lean Culture and principles
  - Basic overview methods
- **DPS Basic**
  - Continuous Improvement
  - Process Stability
  - Paradigm
- **DPS Support**
  - Tasks of DPS Manager
  - DPS Organization
  - Teambuilding Basic
- **DPS Leadership Basic**
  - Role of the DPS Manager
  - Role of the Leadership
  - Roadmap

Final Project with measurable results (tbd) and Certification

Project with measurable results (tbd) and coaching the mentees & Leadership

Project with measurable results (tbd) and coaching the mentees
Who guides the change?
Outline

1. Introduction of Datwyler

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How to change?

Expert Level

Expert

Basic Level

Advanced Level

A → P → C → D
Basic level

**SFM: Tier 1**

**8 steps**

**Support**
Who guides the change?

- Team Members
- Team Leaders
- Department Leaders
- Site Director

DPS Coördinator
DPS Coach

DPS & P&V Manager
DPS Excellence Team
Network of all DPS Managers, Global Functions and DPS Experts

DPS Review Team & Steering Committee
Executive Team and Management Circle Operations

Part of GLOBAL Organization

Global DPS manager
VP GOS
Expert level

Six Styles of Leadership
D. Goloman (2000) Leadership That Gets Results

- Coaching
- Affiliative
- Visionary
- Participative
- Pace-setting
- Directive
Expert level

**HOSHIN KANRI Matrix - TIER 4**

| Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs |
|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs |
| Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs |
| Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs |
| Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs |
| Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs |
| Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs |
| Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs | Programs |

**Initiatives**

**3 - 5 yr Long term**

**Goals**

**Programs**

**Initiatives**

**Year goals**
Expert level

Hoshin Kanri

1. TIER 3 : OPS.
2. TIER 3 : DPS.
3. TIER 3 : HR.
4. TIER 3 : R&D.
5. TIER 3 : FIN.
6. TIER 3 : EHS.
7. TIER 3 : Q.
8. TIER 3 : Eng.
9. TIER 3 : P&V.
10. TIER 3 : SC.
Advanced level

Product
Conclusion
Stimulation continuous improvement projects by the people (work in progress)

DPS Awards