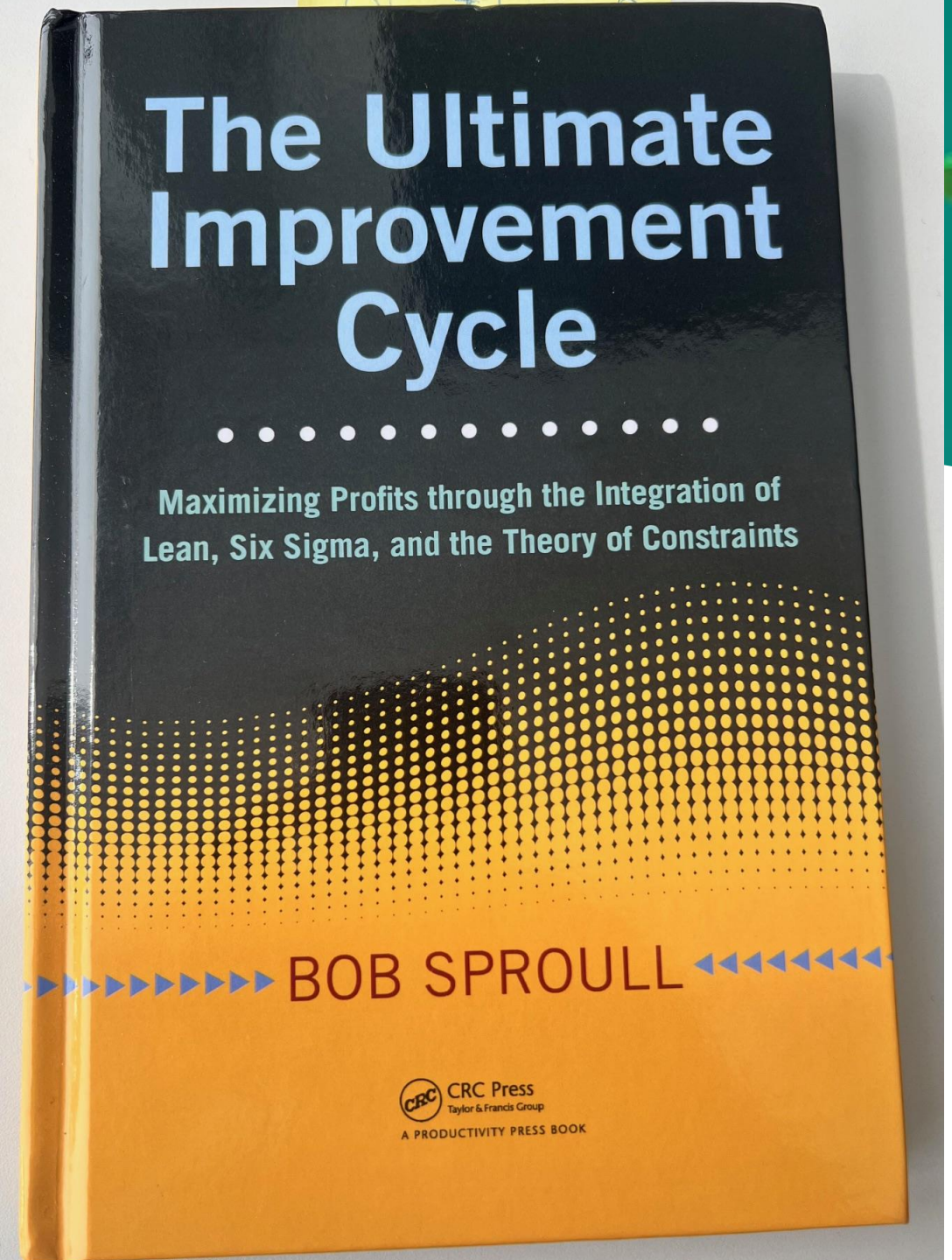




Gerhard MARTIN, ATV QM

german brand award '24 corporate brand of the year

https://www.linkedin.com/in/martinge/

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Gerhard Martin

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Gerhard Martin, Director Program Management

Darmstadt, April 29th, 2009

Never stop thinking

german brand award '24 corporate brand of the year

Infineon at a glance

Growth areas



Energy
green and efficient

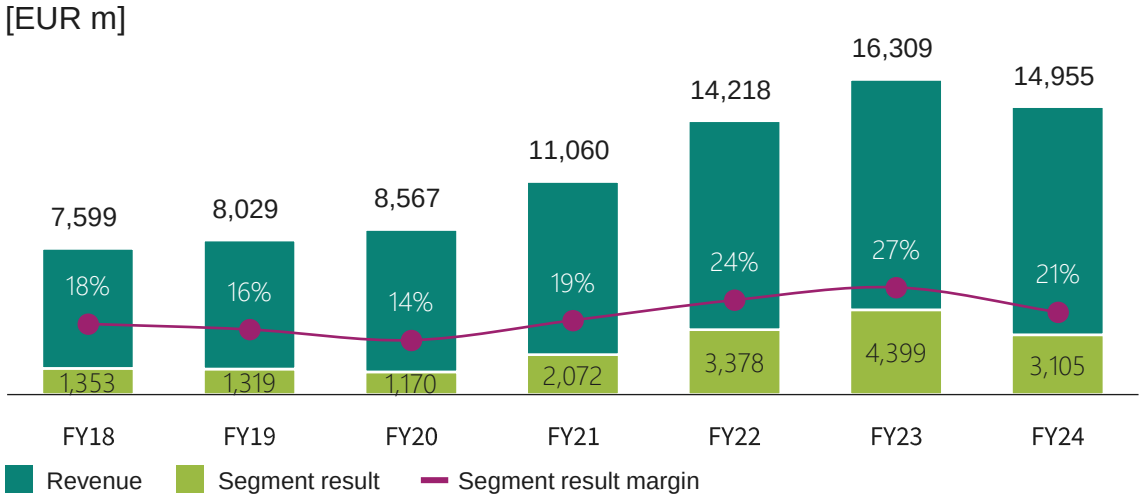


Mobility
clean and safe

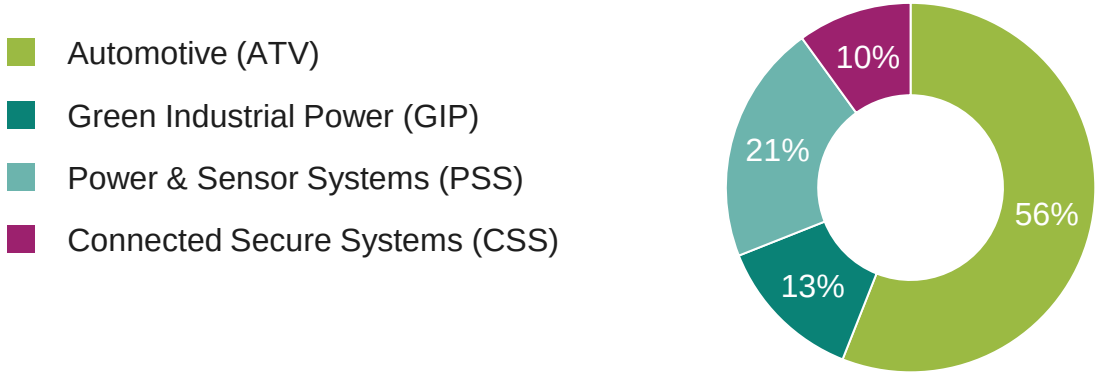


IoT
smart and secure

Financials



FY24 revenue by segment[1]

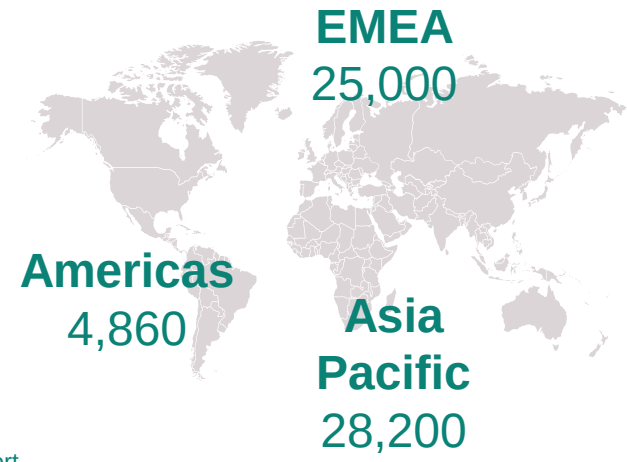


Employees[1]

58,060
employees worldwide

71
R&D and

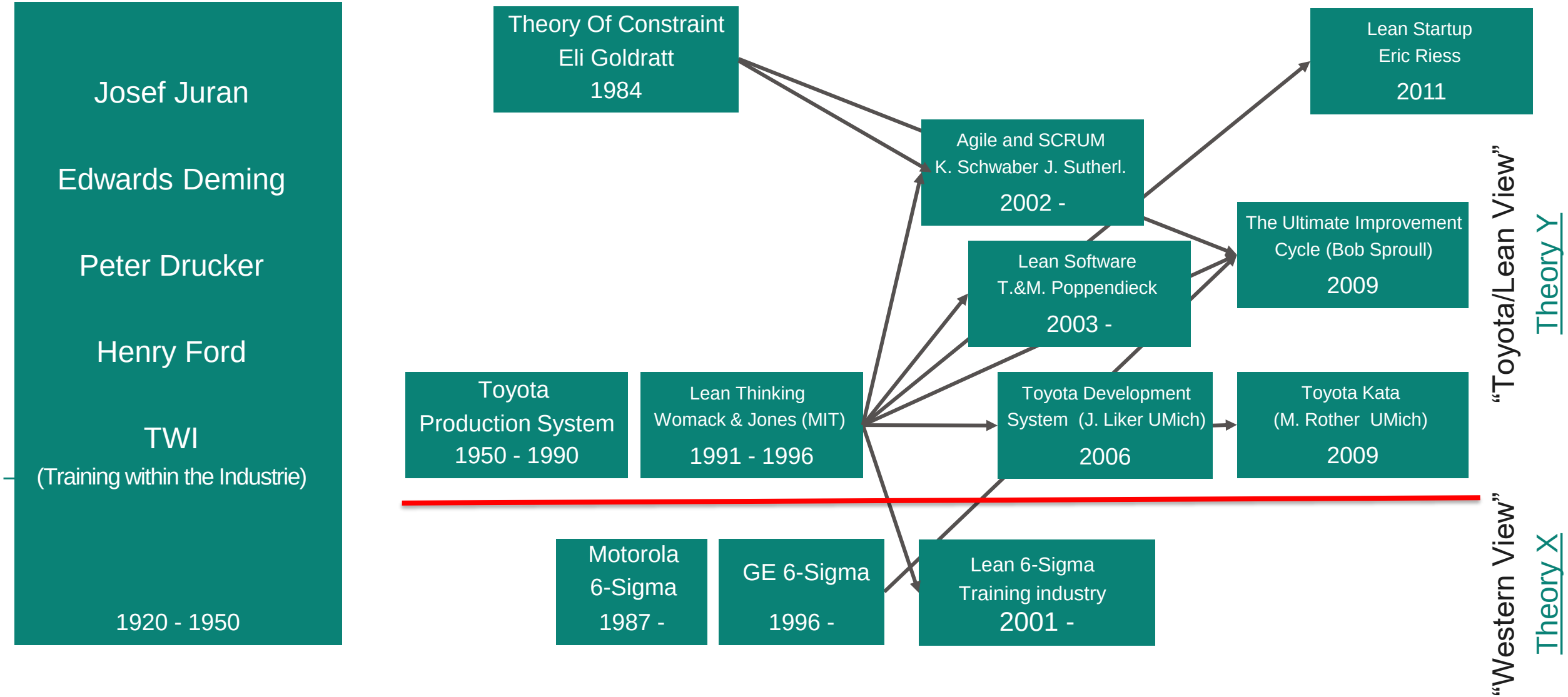
15
manufacturing locations[2]



For further information: Infineon Annual Report.
1 2024 Fiscal year (as of 30 September 2024) | **2** As of 30 September 2024

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History of 6Sigma, Lean and TOC



The 8 Wastes in Production and Product Development/Admin

Waste in Production	Comment	Waste in Development/Admin	Comment
Defects	Rework, processing anything more than once, defective parts or products, repairs	Defects	Product doesn't work as expected/specified
Overproduction	Producing in greater volume than required or in demand	Overspecification	Providing services or features which are not required, unused reports etc.
Waiting	Production delays, waiting for materials suppliers or people to complete work	Waiting/Delays	Waiting for approvals, decisions to be made, system issues and delays
Non-Utilized Talent	Wasted or unused resources, skills and knowledge	Non-Utilized Talent	Wasted or unused resources, skills and knowledge
Transportation	Unnecessary movements of parts, products and materials	Hand-Offs - Transport	Unnecessary exchange of data, overspecialization of work
Inventory	Holding excess stock, raw materials, goods or parts not in process	WIP (Work in Progress)	Backlog of work in process (Inbox of
Motion	Excessive movement of people or equipment to perform tasks	(Negative) Multi Tasking	Switching between tasks, which delays useful output for the next stage
Excess Processing	Activities that fall outside the scope of customer specifications	Relearning	Relearning of knowledge, re-entry of data in multiple systems, duplicate work

Mnemonic for the 8 wastes: DOWNTIME



Defects | Overproduction | Waiting | Non-Utilized Talent | Hand-Offs/ Transportation | Inventory | Motion/ (Negative) Multi-Tasking | Excess Processing Relearning

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Comparing 6Sigma, Lean and TOC

	Six Sigma	Lean	TOC
Principal activity	Reduction of variation and defects	Elimination of waste	Management of constraints
Defined method	1. Define 2. Measure 3. Analyze 4. Improve 5. Control	1. Define value 2. Identify the value stream 3. Make value flow 4. Pull to customer demand 5. Pursue perfection	1. Identify the constraint 2. Exploit the constraint 3. Subordinate everything else 4. Elevate the constraint 5. Go back to step 1
Primary focus	Defining and solving problems	Improving processes	Systems optimization
Primary objective	Reliability and predictability	Simplifying processes	Defining and applying the right focus
Primary deliverable	Fewer defects and less variation	Less waste and faster cycles	Improved capacity
Financial impact	Reduced OE	Reduced inventory and OE	Increased TH/revenue

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Lean, Strengths & Weaknesses

Initiative	Fundamental Elements	Strengths	Weaknesses	Counterbalance
Lean	The cause of poor performance is wasteful activity. Lean is a time-based strategy and uses a narrow definition of waste (non-value-adding work) as any task or activity that does not produce value from the perspective of the end user. Increased competitive advantage comes from ensuring every task is focused on rapid transformation of raw materials into finished product.	1.Provides a strategic approach to integrated improvements through value stream mapping and the focus on maximizing the value-adding-to-waste ratio. 2. Directly promotes and advocates radical breakthrough innovation. 3. Emphasis on fast response to obvious opportunities (just go do it). 4. Addresses workplace culture and resistance to change through direct team involvement at all levels of the organization.	1. May promote risk taking without reasonable balance to consequence. 2. May not provide sufficient evidence of business benefit for traditional management accounting. 3. Has a limitation when dealing with complex interactive and recurring problems (uses trial-and-error problem solving).	1. Six Sigma strength 3 2. Six Sigma strength 2 and TOC strength 4 3. Six Sigma strength 1 and TOC strength 3

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6Sigma, Strengths & Weaknesses

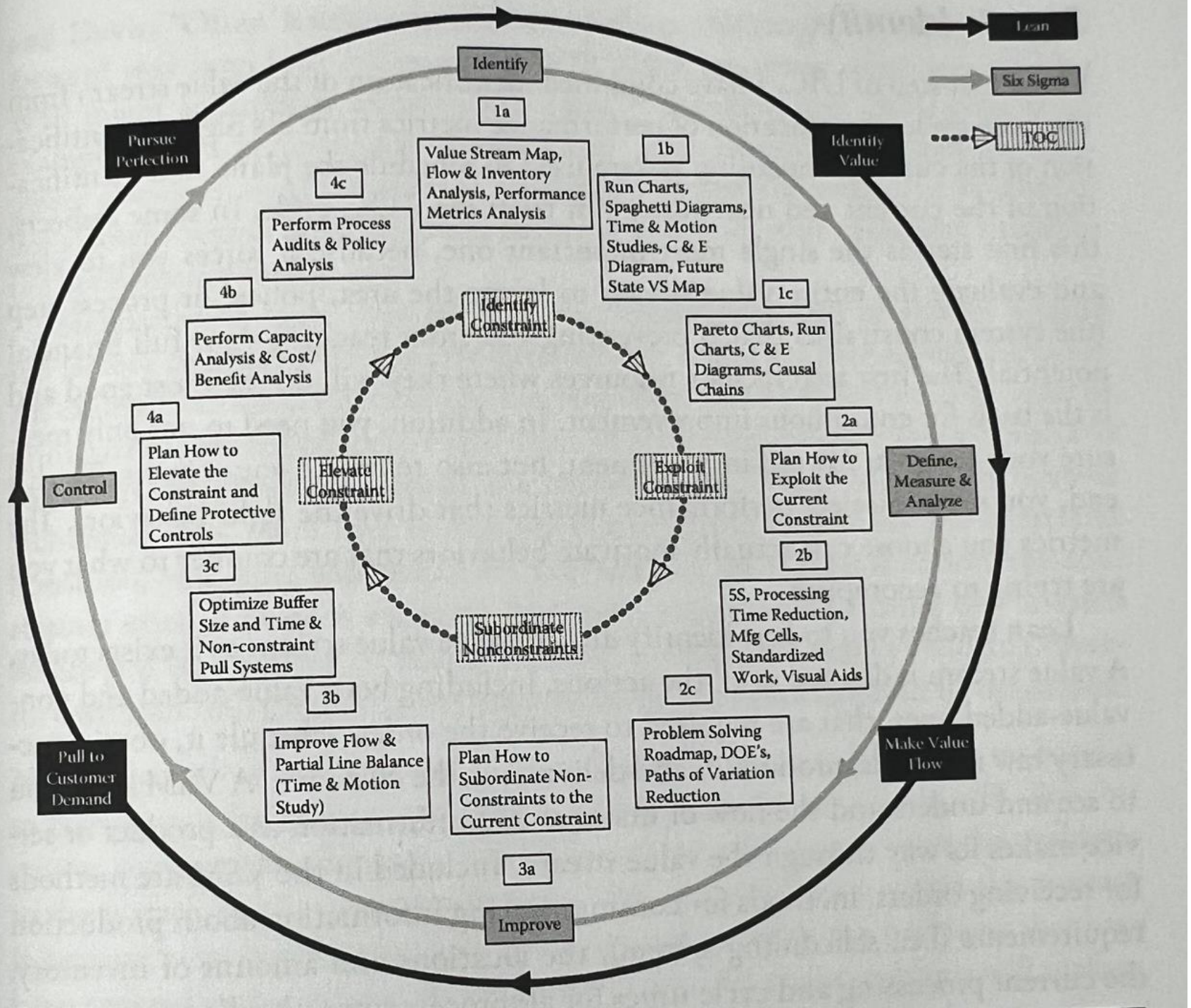
Initiative	Fundamental Elements	Strengths	Weaknesses	Counterbalance
Six Sigma	The cause of poor performance is variation in process and product quality. Random variations result in inefficient operations, causing dissatisfaction of customer from unreliable products and services. Increased competitive advantage comes from stable and predictable processes, allowing increased yields, improving forecasting and reliable product performance.	1. The rigor and discipline of the statistical approach resolves complex problems that cannot be solved by simple intuition or trial and error. 2. The data gathering provides strong business cases to get management support for resources. 3. The focus on reduction of variation drives down risk and improves predictability.	1. Statistical methods are not well suited for analysis of systems integration problems. I can calculate sigma for a product specification, but I am not sure how to establish sigma for process interactions and faults. 2. The heavy reliance on statistical methods by its very nature is reactive, as it requires a repetition of the process to develop trends and confidence levels. 3. The strong focus on stable processes can lead to total risk aversion and may penalize innovative approaches that by their nature will be unstable and variable.	1. Lean strength 1 and TOC strength 2 2. Lean strength 2 and Lean strength 3 3. Lean strength 2

TOC, Strengths & Weaknesses

Initiative	Fundamental Elements	Strengths	Weaknesses	Counterbalance
TOC	The cause of poor performance is constraints. A constraint is anything that limits a system from achieving higher performance versus its goal. The TOC focuses on improving the system constraint to improve throughput. Increased competitive advantage comes from improved flow and better synchronization of tasks and resources.	1. The focus on the constraint provides a strategic leverage point for system improvement. 2. A system approach provides a comprehensive view of interdependencies and avoids local suboptimizations. 3. The logic-based tools (e.g., current reality tree, evaporating cloud, future reality tree) support communication and change.	1. The strategic focus on the constraint may overlook opportunities that do not involve the current constraint. 2. The logic tools can be difficult to learn and apply effectively without training and experience. 3. The lack of rigorous validation through data analysis may lead to adoption of ineffective solutions.	1. Six Sigma strength 3 2. Six Sigma strength 1 and strength 2 3. Six Sigma strength 2

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UIC Cycle


Lean
Six Sigma
TOC
Identify
1a
Value Stream Map, Flow & Inventory Analysis, Performance Metrics Analysis
1b
Run Charts, Spaghetti Diagrams, Time & Motion Studies, C & E Diagram, Future State VS Map
Identify Value
1c
Pareto Charts, Run Charts, C & E Diagrams, Causal Chains
2a
Plan How to Exploit the Current Constraint
Define, Measure & Analyze
2b
5S, Processing Time Reduction, Mfg Cells, Standardized Work, Visual Aids
2c
Problem Solving Roadmap, DOE's, Paths of Variation Reduction
Make Value Flow
3a
Plan How to Subordinate Non-Constraints to the Current Constraint
Improve
3b
Improve Flow & Partial Line Balance (Time & Motion Study)
Pull to Customer Demand
3c
Optimize Buffer Size and Time & Non-constraint Pull Systems
Control
4a
Plan How to Elevate the Constraint and Define Protective Controls
Pursue Perfection
4b
Perform Capacity Analysis & Cost/ Benefit Analysis
4c
Perform Process Audits & Policy Analysis
Identify Constraint
Exploit Constraint
Subordinate Nonconstraints
Elevate Constraint


Questions?

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