



## SIEMENS Spares Support for Bogie Overhaul

### The Challenge

**In September 2009 Unipart Rail was awarded a prestigious contract to overhaul Siemens Class 444 bogies at its Production Business Unit (PBU) in Doncaster. The requirement was to overhaul 450 bogies over a period of 13 months commencing in February 2010. This was a significant achievement by Unipart Rail and strategically important to the business in securing a contract to overhaul bogies for a new generation fleet of vehicles and built on the excellent relationship with Siemens through the support of its spares logistics for the Desiro fleets.**

### The Solution

In order to support the bogie overhaul project and ensure that the requirement to output 10 bogies per week within a 5-day turnaround was consistently met it was essential to have effective material supply processes in place. The contract requirement was for free issue material to be supplied by Siemens and this therefore required a seam-less link with the Unipart Rail Siemens Business Unit which, in conjunction with the Siemens materials and procurement teams, is responsible for managing.

Siemens' materials requirements. This meant that new processes needed to be designed, tested and then implemented within a 5-month period in order to be ready for the contract start up. With this problem in mind a cross-functional team was brought together with a representative from key areas of the business. The Unipart problem solving circle structure, OCC (Our Contribution Counts), was used and the problem statement and desired state defined using the tool Creative Problem Solving (CPS).

# The Result

**Key areas that needed to be addressed were:**

- **How would the material be supplied from the Unipart Rail Siemens Warehouse to the PBU?**
- **Would we store Siemens material in the PBU and how would we replenish?**
- **How would the material be transacted through the systems?**
- **How would Siemens book the material to a bogie?**
- **How would we collate consumption data in order to feed the material forecasts?**



The team used brainstorming techniques with the output being collated into a Fishbone structure and various options were considered and processes mapped. Input from the key stakeholder, Siemens, was obtained to ensure we fully understood their needs from the process and the optimum solution was identified through the use of the Like/Must decision-making tool.

The solution identified was to implement the SAP Production functionality within the Siemens Business Unit processes along with development of the existing system interfaces to ensure material transactions were effectively communicated to Siemens. An implementation plan was created and the team took responsibility for a series of actions that would deliver the solution within the timescales available.

SAP production is used within other areas of Unipart Rail's business and this existing process was used as the base position for designing the process for the Siemens contract. The process was mapped as the current state process and areas of waste identified through a Standard Work project. Improvement opportunities were identified and a future state process created and transferred back into the main business. New Standard Operating Procedures (SOPs) were documented as an output of the Standard Work project.

## **Sustainment and Control**

Other Unipart Way tools were utilised to ensure that the Siemens business unit maintained control of the new processes including:

- Visual management/ electronic T Cards to manage process completion
- Work place audit to monitor process sustainment
- Communication cell to monitor performance through the use of Key Performance Indicators

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