

Takt Time Planning in Porsche Consulting, The Boldt Company and Veidekke

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Research questions

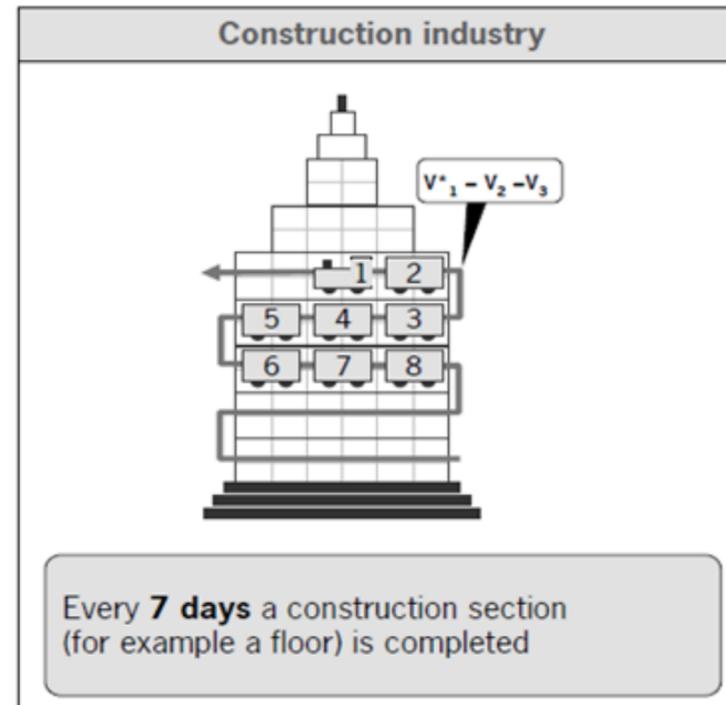
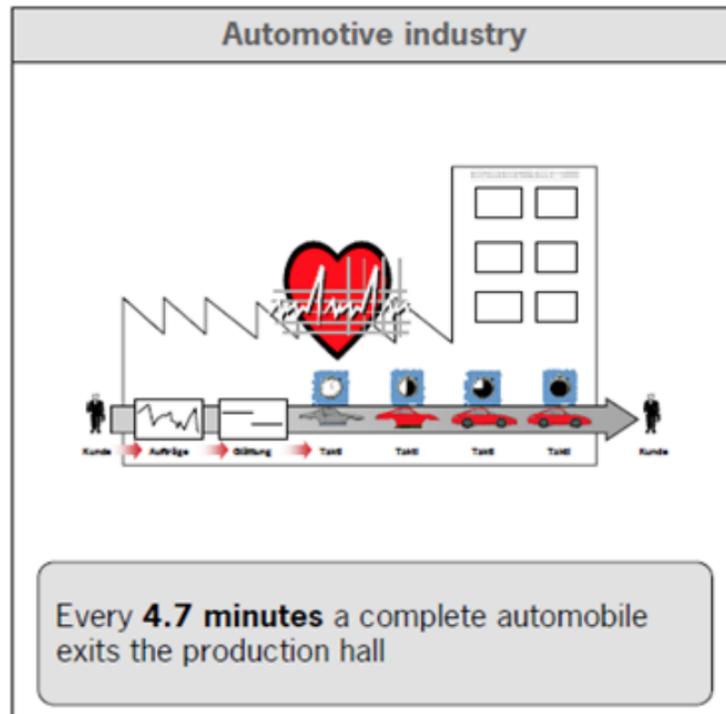
- What types of takt are used today?
- What are the experiences with takt?

Methods

- Literature study
- Interviews
- Case studies
- Document studies

Porsche Consulting	The Boldt Company	Veidekke
Implemented lean principles for the first time in 1992	American contractor with over 2 000 employees spread over 14 locations	Norwegian contractor with over 8 600 employees
Started consulting business in 2000	Started with takt around 2008	Started with takt in 2010
Cruise ship, aircrafts and construction projects	Hospitals, powerplants, life science buildings and offices	Student housing, hospitals and apartment buildings
Worked with Veidekke at Knowledge Centre in 2010	Cooperating with Veidekke by sharing experience and knowledge	Collaborative Planning

Takt Time Planning



Involvement

	Porsche Consulting	The Boldt Company	Veidekke
Involving subcontractors early in production planning of:			
- Zoning, sequencing activities and constraint analysis	No	Yes	Yes
- Takt time and design phase	No	Yes	No

Zoning and takt time

	Porsche Consulting	The Boldt Company	Veidekke
Uses takt on the entire project	Yes	Yes	No
Varies takt time from project to project	Yes	Yes	No
Divide zones primarily based on:	Repeatability	Scope of work	Scope of work Architecturally defined areas

Type of projects

	Porsche Consulting	The Boldt Company	Veidekke
Using takt successfully in complex projects	Yes	Yes	No
Varying takt time and zoning throughout the project	No	Yes	No
Type of business	Consultant	Contractor	Contractor

Similarities

- Uses multiple trains in some of their projects
- Involve subcontractors in planning and rescheduling during production
- Similar use of buffers

Summarize

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Type of projects			
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Type of business	Repeatability Consultant	Scope of work Contractor	Contractor



Thank you for listening!