

Everyone Was Working. But Everyone Wasn't Seeing the Same Plan.

At SUMIDA Lehesten, production planning lived across Excel lists, meeting minutes and personal notes before the company moved to a shared planning database.

COUNTRY OF CASE	Germany	BOL LENS	Operational Clarity
SIGNAL	Shared planning · reliability · lead time	EVIDENCE	Siemens customer case study

The information existed. It did not exist in one shared view.

Before the intervention, SUMIDA Lehesten's production planning was based on Excel lists, meeting minutes and personal notes from employees. People were working, but the planning picture was fragmented.

The company implemented a common planning database through Opcenter APS. The stated aim was to make the manufacturing process more transparent and optimise lot sizes, employee availability, systems and capacity from a shared source.

BEFORE	CHANGE	AFTER
Excel · minutes · personal notes	Common planning database	Shared production visibility

Operational clarity is not more information. It is enough shared information for different people to make compatible decisions.

60% → 95%

reported increase in delivery reliability

WHAT THE CASE SHOWS - AND THE EVIDENCE BOUNDARY

A shared plan changed what could be seen earlier.

Siemens reports that lead time fell from 20 days to five days, a 75% reduction. The company also described being able to identify problems earlier and more precisely because planning information became visible in a common system.

DELIVERY RELIABILITY	60% → 95%.
LEAD TIME	20 days → 5 days.
EVIDENCE BOUNDARY	Performance figures come from a Siemens customer case study; treat them as attributed outcomes, not independent causal estimates.

BOL OBSERVATION

Operational clarity is not more information. It is enough shared information for different people to make compatible decisions.

LOOK AT YOUR OWN BUSINESS

Where does your team still rely on separate spreadsheets, chats or personal notes to understand the same job?

What decision becomes slow when two people are looking at different versions of reality?

A SIGNAL IS NOT A CONCLUSION.	The signal is fragmentation: information exists, but not in a form that supports compatible decisions.
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Want to look at your own business?	Try the Quick Signal Scan. businessobservationlab.com/en/qss
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SOURCE BASIS

Siemens Digital Industries Software, SUMIDA Lehesten customer case study.

BUSINESS OBSERVATION LAB · Read the signals. Decide wiser.