

维恩普智能制造

标准诊疗服务流程

*WinUp Intelligent Manufacturing
Standard Diagnostic Service Process*

版本 Version	V1.0
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适用范围 Scope	所有维恩普智能制造诊断服务项目

一、公司与服务定位 *Company & Service Positioning*

苏州维恩普智能制造科技有限公司 (WinUp Intelligent Manufacturing) 是一家专注于制造业升级的专业服务团队，以精益制造为底层方法论，结合自动化导入与数字化管理，为客户提供从诊断到落地的一站式制造升级解决方案。

WinUp Intelligent Manufacturing Technology Co., Ltd. is a professional service team focused on manufacturing excellence. Grounded in Lean Manufacturing principles, we combine automation integration and digital management to deliver end-to-end manufacturing upgrade solutions — from diagnosis to implementation.

核心理念 *Core Philosophy*

用最合理、最具性价比、最能落地的方法，为客户提供真正有价值的制造升级服务。

The most practical, cost-effective, and implementable approach to deliver real manufacturing value.

二、服务理念与方法论 *Service Philosophy & Methodology*

我们将服务过程类比为“老中医诊疗”——不急于开药，先望闻问切、全面诊断，再因病开方、精准施治。每一步都有完整记录，每一个决定都有数据支撑。

We model our service process on the Traditional Chinese Medicine diagnostic approach: observe, listen, inquire, and examine before prescribing. Every step is documented, every recommendation is data-driven.

中医步骤 TCM Step	维恩普阶段 WinUp Phase	核心工作 Key Activity	交付文件 Deliverable
望 Observe	初诊走访 Initial Factory Visit	厂区概况，初步观察，管理层沟通 Factory overview, visual observation, management discussion	初诊访厂记录 / 会议纪要 Visit Record / Meeting Minutes
闻问 Inquire	驻厂访谈 On-site Deep Inquiry	班组长深度访谈，现场观察记录 Structured interviews with team leaders, on-site waste observation	访谈记录表 / 现场观察表 Interview Records / Observation Sheet
切 Examine	数据分析 Data Analysis	节拍测定，七大浪费识别，量化分析 Takt time measurement, 7-waste identification, quantitative analysis	节拍测定表 / 浪费汇总表 Takt Time Sheet / Waste Summary
辨证 Diagnose	诊断报告 Factory Diagnostic Report	问题清单，根本原因，优先级判断 Prioritised problem list, root cause analysis, improvement opportunities	工厂诊断报告（诊断书） Factory Diagnostic Report
开方 Prescribe	方案设计 Solution Design	分阶段改善方案，ROI 测算 Phased improvement proposals, ROI estimation	改善方案建议书 Solution Proposal
抓药 Dispense	实施计划 Implementation Planning	资源、排期、预算、合同 Resources, schedule, budget, contract signing	项目实施计划 / 服务合同 Project Plan / Service Contract
治疗 Treat	项目执行 Project Execution	精益改善 / 自动化 / 系统导入 Lean improvements, automation, system integration	周进度报告 / 8D 改善卡 Weekly Report / 8D Improvement Card

复诊 Review	阶段复盘 Periodic Review	成效验证, 偏差分析, 调整优化, PDCA(Plan, Do, Check, Action) KPI verification, deviation analysis, plan adjustment, PDCA	阶段复盘报告 Phase Review Report
痊愈 Recover	结案交付 Project Closure	成果交付, 数据留存, 长期建议 Full-cycle results, data archiving, long-term recommendations	项目结案报告, 交接会议 Project Closure Report and handover meeting

三、标准服务流程详述 *Standard Service Process — Detail*

阶段一 望诊 — 初次走访 *Phase 1: Initial Visit (Observe)*

周期 Duration: 半天~1天 0.5–2 day

收费 Fee: 免费 Free of Charge

由维恩普项目负责人亲赴工厂进行初次走访, 重点了解工厂基本概况、生产流程、管理层关注点及合作意向, 建立双方初步信任关系。

WinUp's project lead visits the factory for an initial walkthrough, covering basic operations, production flow, management priorities and mutual fit assessment.

交付文件 Deliverables: **初诊访厂记录表 | 初诊会议纪要**

阶段二 闻问诊 — 驻厂访谈 *Phase 2: On-site Deep Inquiry*

周期 Duration: 2~5天 (依工厂规模) 2–5 days

收费 Fee: 含入诊断包 Included in Diagnostic Package

由维恩普技术团队驻厂, 与每个生产环节的班组长、操作员进行结构化深度访谈, 同步开展现场观察, 系统收集问题与痛点。

WinUp's technical team conducts structured interviews with team leaders and operators across all production areas, with parallel on-site observation and data collection.

交付文件 Deliverables: **班组长访谈记录表 (每人一份) | 现场观察记录表**

阶段三 切诊 — 数据分析 *Phase 3: Data Analysis (Examine)*

周期 Duration: 3~5天 3–5 days

收费 Fee: 含入诊断包 Included in Diagnostic

	Package
基于访谈和现场采集的数据，进行节拍时间测定、产线分析、浪费和流程不合理识别与量化，形成客观的数据支撑。	<i>Based on collected data, WinUp performs takt time measurement, line analysis, and quantification of the waste and processes to build an objective, evidence-based foundation.</i>
交付文件 Deliverables: 节拍时间测定表 七大浪费识别汇总表 数据分析报告	

阶段四 辨证 — 工厂诊断报告 <i>Phase 4: Factory Diagnostic Report</i>	
周期 Duration: 1次汇报会 1 presentation session	收费 Fee: 诊断包核心交付物 Core deliverable of Diagnostic Package
综合诊断阶段所有数据与发现，出具正式《工厂诊断报告》，包含：问题清单（含优先级评级）、根本原因分析、改善机会评估及初步方向建议。向客户管理层进行正式汇报，客户确认后签字存档。	<i>A formal Factory Diagnostic Report is issued, covering: prioritized problem list, root cause analysis, improvement opportunity assessment, and directional recommendations. Presented to client management; signed and filed upon confirmation.</i>
交付文件 Deliverables: 工厂诊断报告（正式版） 诊断报告确认函（客户签字）	

★ 客户决策节点 是否继续进入方案实施阶段? <i>Client Decision Gate: Proceed to Solution & Implementation?</i>	
周期 Duration: —	收费 Fee: —
客户在收到诊断报告后，自主决定是否委托维恩普进入方案设计与实施阶段。选择继续：进入阶段五；选择暂缓：诊断服务到此完整交付，诊断费用已覆盖全部服务。	<i>After receiving the diagnostic report, the client decides whether to engage WinUp for solution design and implementation. If not proceeding, the diagnostic service is considered fully delivered.</i>
交付文件 Deliverables: 诊断报告确认函（内含客户决策选项）	

阶段五 开方 — 改善方案设计 <i>Phase 5: Solution Design (Prescribe)</i>	
周期 Duration: 1~2周 1-2 weeks	收费 Fee: 按项目规模报价 Quoted by project scope
基于诊断报告，提出分阶段改善方案，涵盖：精益流程优化、半自动化与自动化方案、软硬件系统建议及ROI测算框架。	<i>Based on the diagnostic report, a phased solution is designed covering: lean process optimization, semi/full automation proposals, hardware/software recommendations, and ROI framework.</i>

交付文件 Deliverables: **改善方案建议书 | ROI 测算说明**

阶段六 抓药 — 实施计划与合同 *Phase 6: Implementation Planning & Contract*

周期 Duration: 3~5 个工作日 3-5 business days

收费 Fee: 含入实施项目服务费 Included in implementation fee

将方案转化为可执行的项目计划，明确资源、排期、里程碑、验收标准和付款节点，签署正式服务合同。

The solution is translated into an actionable project plan with defined resources, timelines, milestones, acceptance criteria, and payment schedule. Service contract signed.

交付文件 Deliverables: **项目实施计划书 | 服务合同**

阶段七 治疗 — 项目执行 *Phase 7: Project Execution (Treat)*

周期 Duration: 依项目规模 Varies by project scope

收费 Fee: 里程碑付款制 Milestone-based payment

按计划推进精益改善、自动化导入、软硬件集成及人员培训，每周提交进度报告，保持与客户的透明沟通。

Lean improvements, automation integration, system implementation, and staff training are executed per plan. Weekly progress reports ensure full transparency with the client.

交付文件 Deliverables: **周进度报告 (每周) | 8D 改善记录卡 (每项改善)**

阶段八 复诊 — 阶段复盘 *Phase 8: Periodic Review (Follow-up)*

周期 Duration: 每季度一次 Quarterly

收费 Fee: 含入实施费 或 独立维护包 Included or standalone

定期对改善成效进行数据复盘，验证 KPI 达成情况，识别偏差并调整方案，确保改善成果持续保持。

Periodic data-driven reviews verify KPI achievement, identify deviations, and adjust plans to sustain improvement results.

交付文件 Deliverables: **阶段复盘报告**

阶段九 痊愈结案 — 项目交付 *Phase 9: Project Closure & Delivery*

周期 Duration: 1 次 Once

收费 Fee: 尾款结清 Final payment upon completion

完成全部交付物清单，出具项目结案报告，呈现改善

All deliverables are completed. A final project

前后核心数据对比，提出长期维护与深化合作建议，完成项目归档。	<i>report is issued with before/after performance comparisons, long-term maintenance recommendations, and full project archiving handover meeting.</i>
交付文件 Deliverables: 项目结案报告 长期合作建议书 交接会议	

四、收费结构 *Pricing Structure*

4.1 诊断包定价 | Diagnostic Package Pricing

工厂规模 Factory Scale	员工人数参考 Headcount	驻厂诊断天数 On-site Days	诊断包定价 Package Price
小型工厂 Small	50 人以下 < 50	2~3天 2-3 days	2~3万元 RMB 20,000-30,000
中型工厂 Medium	50~200 人 50-200	3~5天 3-5 days	3~6万元 RMB 30,000-60,000
大型工厂 Large	200 人以上 200+	5~10 天 5-10 days	6~15 万元 RMB 60,000-150,000

诊断包含盖内容 Package Includes:

- 驻厂访谈（全工序班组长 + 相关管理人员） On-site interviews (all production team leaders & managers)
- 现场数据采集与节拍测定 On-site data collection & takt time measurement
- 七大浪费识别与量化分析 7-waste identification & quantitative analysis
- 《工厂诊断报告》正式出具与装订 Formal Factory Diagnostic Report — printed & bound
- 诊断结果汇报会（1次） Diagnostic presentation to client management (1 session)

4.2 实施阶段收费 | Implementation Pricing

服务内容 Service	收费方式 Pricing Model
精益改善辅导 Lean Improvement Coaching	按月 / 按阶段里程碑 Monthly or per milestone

自动化方案设计 Automation Solution Design	按项目规模报价 Project-based quote
设备采购协助 Equipment Sourcing Support	成本加成 / 总包 Cost-plus or lump sum
系统集成与调试 System Integration & Commissioning	项目总包 Lump sum
软件系统导入 (MES/WMS) Software Implementation	按系统规模报价 Scope-based quote
项目管理费 Project Management Fee	项目总额的 5%~10% 5%–10% of total project value

4.3 付款方式 | Payment Schedule

付款节点 Payment Milestone	比例 Ratio	触发条件 Trigger
合同签订 Contract Signed	30%	双方签字盖章后 5 个工作日内 Within 5 business days of signing
方案确认 Solution Confirmed	30%	客户书面确认方案后 5 个工作日内 Within 5 business days of written confirmation
实施完成验收 Acceptance Passed	30%	客户签署验收确认书后 5 个工作日内 Within 5 business days of acceptance sign-off
质保期满 Warranty Expired	10%	质保期满无重大问题 Upon warranty expiry with no major issues

五、标准文件体系 *Standard Document System*

每个项目全程使用统一编号的标准文件，确保数据完整留存、沟通透明、流程可审计、经验可复用。

All projects use a unified, numbered document system to ensure complete data retention, transparent communication, auditable process, and replicable know-how.

文件编号 Doc No.	文件名称 Document Name	所属阶段 Phase	用途 Purpose
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WU-01-A	初诊访厂记录表 Initial Visit Record	望诊 Phase 1	工厂基本信息与初步观察 Factory overview & initial observations
WU-01-B	初诊会议纪要 Initial Meeting Minutes	望诊 Phase 1	客户沟通要点存档 Client discussion record
WU-02-A	班组长访谈记录表 Team Leader Interview Record	闻问诊 Phase 2	逐人访谈数据留存 Per-person structured interview data
WU-02-B	现场观察记录表 On-site Observation Record	闻问诊 Phase 2	七大浪费现场评估 On-site 7-waste assessment
WU-03-A	节拍时间测定表 Takt Time Measurement Sheet	切诊 Phase 3	各工序时间量化 Process cycle time quantification
WU-03-B	浪费识别汇总表 Waste Identification Summary	切诊 Phase 3	浪费分类汇总与优先级 Waste classification & priority
WU-04-A	工厂诊断报告 Factory Diagnostic Report	辨证 Phase 4	核心交付物, 问题清单 Core deliverable — problem list
WU-04-B	诊断报告确认函 Diagnostic Confirmation Letter	辨证 Phase 4	客户签字确认与决策节点 Client sign-off & decision gate
WU-05-A	改善方案建议书 Solution Proposal	开方 Phase 5	分阶段方案与 ROI Phased solution & ROI
WU-06-A	项目实施计划书 Project Implementation Plan	抓药 Phase 6	甘特图/排期/里程碑 Gantt chart / schedule / milestones
WU-06-B	服务合同框架 Service Contract Framework	抓药 Phase 6	商务条款与付款计划 Commercial terms & payment plan
WU-07-A	周进度报告 Weekly Progress Report	治疗 Phase 7	每周进展透明汇报 Weekly transparent update
WU-08-A	阶段复盘报告 Phase Review Report	复诊 Phase 8	成效验证与优化建议 KPI verification & optimization
WU-09-A	项目结案报告 Project Closure Report	结案 Phase 9	全周期成果对比 Full-cycle performance comparison

六、核心团队 Core Team

王子衡 Prince Wang COO · 首席运营官	<p>25 年以上装修装饰与制造全链条运营管理专家，精益制造深度践行者，曾任金螳螂集团幕墙公司总裁，带领团队年营收突破 20 亿元。负责维恩普标准诊疗流程体系的建立与持续优化。</p> <p><i>25+ years in manufacturing operations. Former President at Goldmantis Group. Deep Lean Manufacturing practitioner. Responsible for WinUp's standard process system.</i></p>
Rob Angus CTO · 首席技术官	<p>30 余年国际制造业自动化与精益制造经验，曾主导捷豹路虎中国工厂 6400 万英镑自动化项目，Comau 项目组合总价值超 2.5 亿英镑。负责技术诊断与方案设计。</p> <p><i>30+ years in global manufacturing automation & lean. Led JLR China factory (£64M) and Comau portfolio (£250M+). Leads technical diagnosis & solution design.</i></p>
周苏祎 David Chaw CEO · 创始人	<p>智能制造平台发起人，长期从事跨国产业资源整合，曾创造年销售额超 2.3 亿美元业务规模，并作为早期投资人参与硅谷 Super.com 成长。负责商务推进与战略方向。</p> <p><i>Founder of WinUp platform. Cross-border industry integrator with \$230M+ annual business track record. Early investor in Super.com (Silicon Valley). Leads business development & strategy.</i></p>