

# FLEXIBLE MANUFACTURING CONCEPT

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## Transfer the production of professional power tools

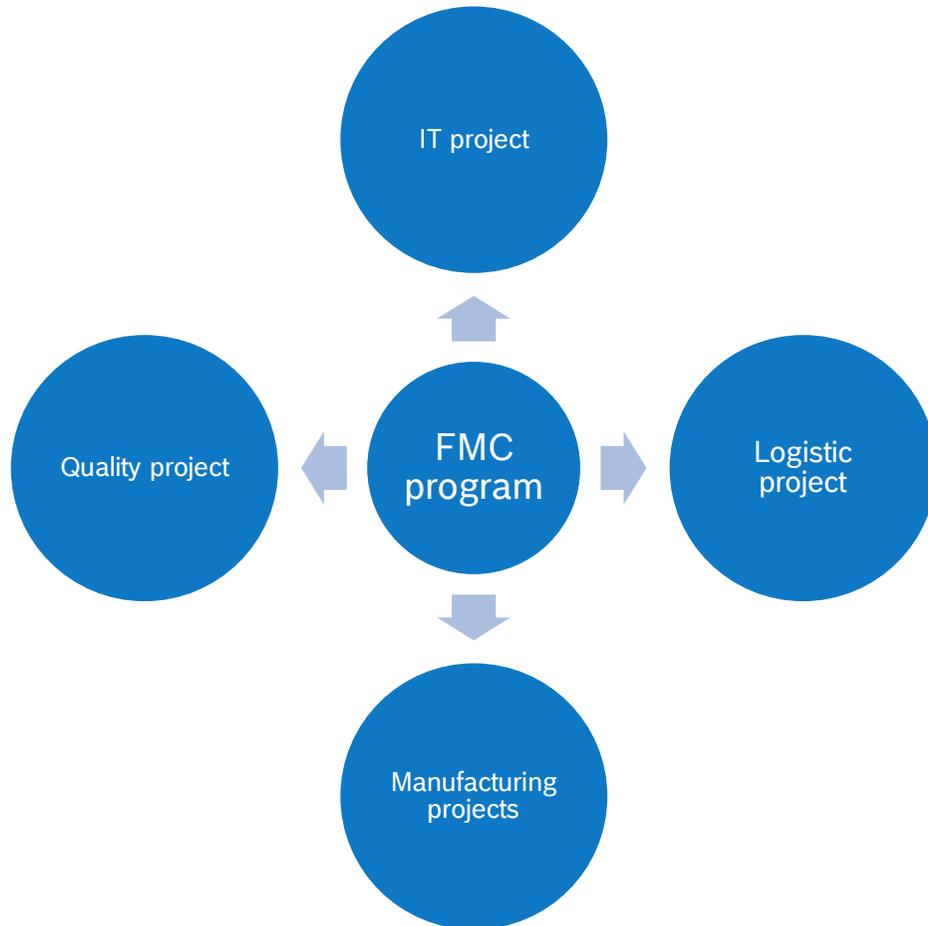
- Transfer 11 production lines from one manufacturing location to the other
- Reduce the production area to the available space
- Ensure the on time start of production
- Reach the cost target



## Main project steps

- Transfer the production line as it is, start the production and build up buffer for the transformation
- Transform the conventional production line in to the Flexible Manufacturing Concept and start the production

# Program Management



The realization of the Flexible Manufacturing Concept (FMC) was a complex **program** including different groups of projects.

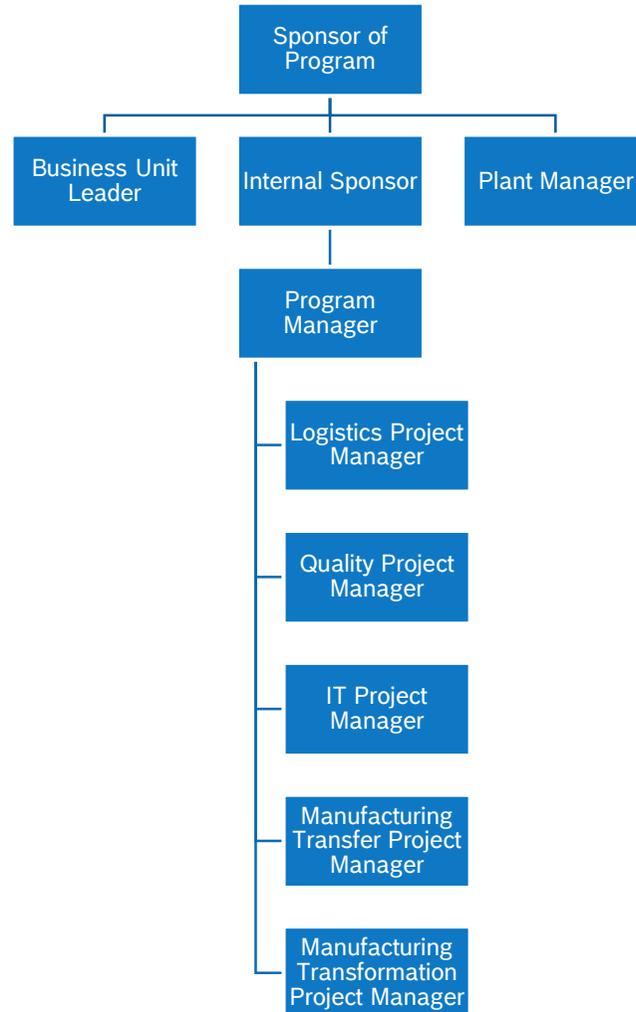
## The program included 4 project groups:

- Logistics (inbound, outbound)
- Quality
- IT
- Manufacturing (transfer and I4.0)

## Members of the FMC program:

- 31 employee as team members
- 13 colleagues from ATMO
- 10 colleagues from the Division
- External partner company for simulations and modelling

# Program Organization



Internal core team

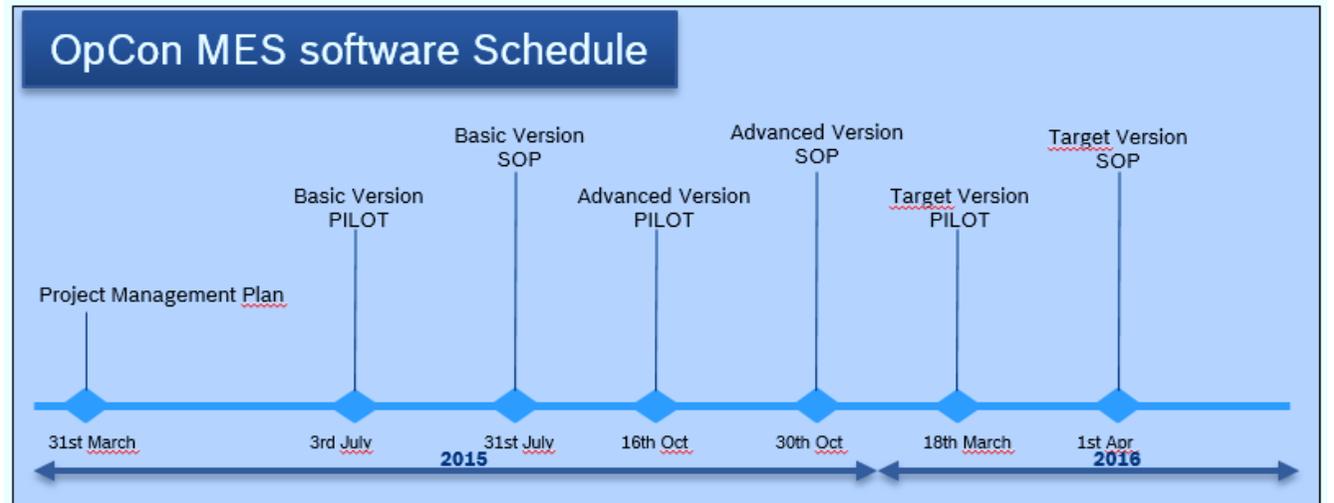
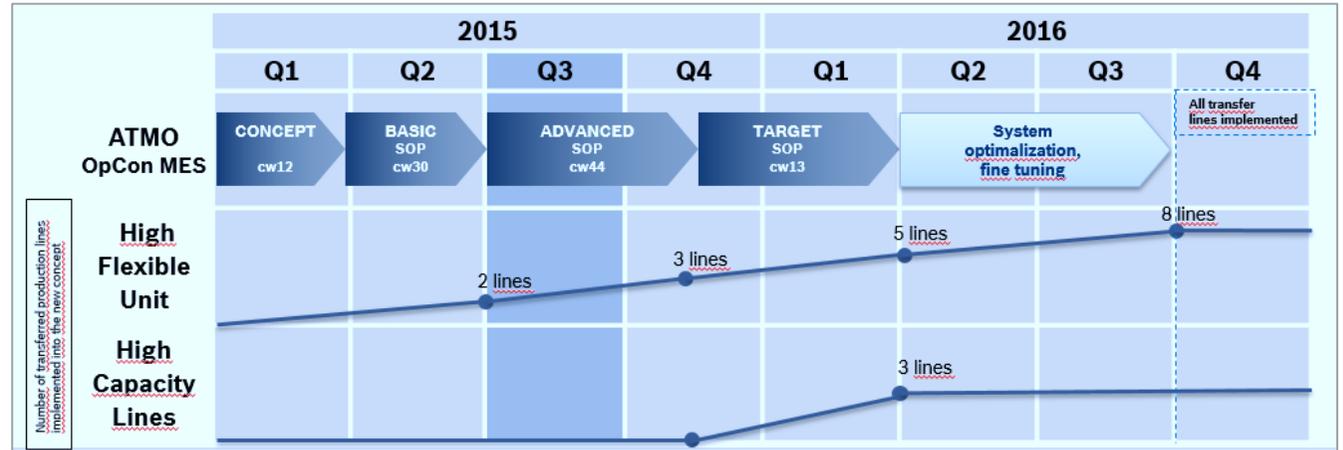


External support team

# Program schedule

## Iteration of schedule

Schedule had to be divided into three phases to ensure the adequate content delivery

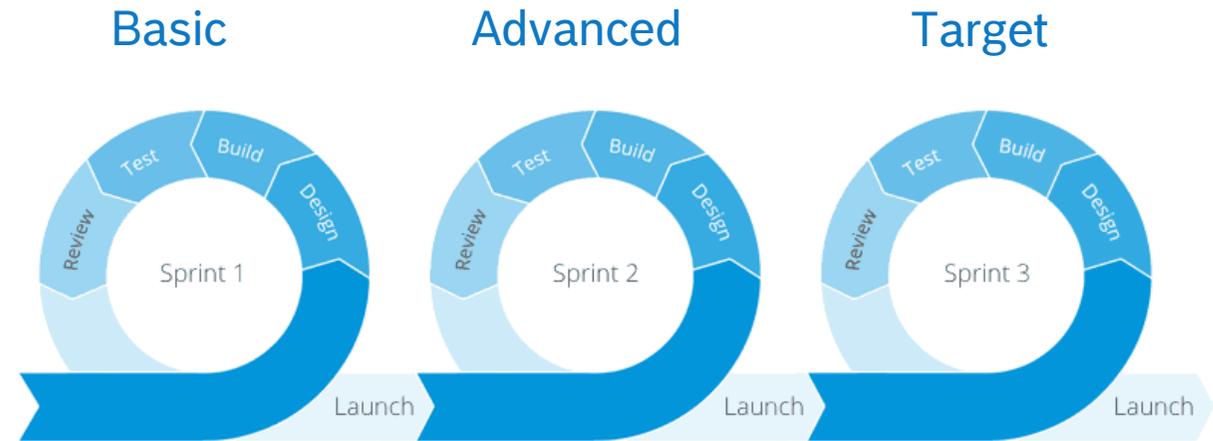
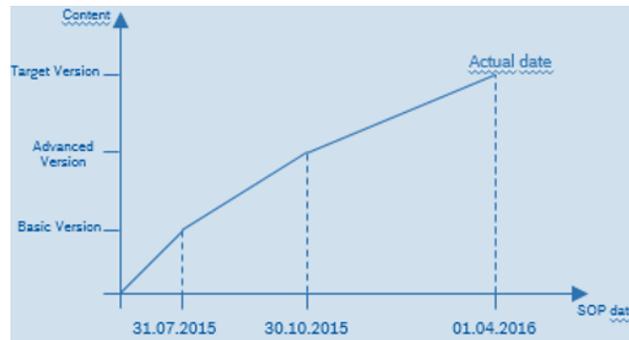


# Program Management Method

Professional project management with PMI certificated program manager

Dedicated project managers for the sub projects

Combined project management (mix of agile and waterfall)





# Success criteria & success factors



## Success criteria

- Start of production on time
- Reach the cost target
- Ensure production capacity
- Reduce the production area according to the available space
- Increase production flexibility



## Success factors

- Clear concept with well defined targets
- Precise description of the technical content
- Commitment of the upper management
- Available resources
- Professional project management
- Motivated team
- Adequate risk management
- Available competencies
- No alternative for success