FLEXIBLE MANUFACTURING CONCEPT

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Project definition

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 into the Flexible Manufacturing Concept and start the production
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

- Sponsor of Program
  - Business Unit Leader
  - Internal Sponsor
  - Plant Manager
    - Program Manager
      - Logistics Project Manager
      - Quality Project Manager
      - IT Project Manager
      - Manufacturing Transfer Project Manager
      - Manufacturing Transformation Project Manager

- ATMO (13 colleagues)
- Division support (10 colleagues)
- External partner company (8 colleagues)

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.

**Scope management of software**

- **Target version**: 14.0 solution which based on Flexible Manufacturing Concept, full version of scope.
- **Advanced version**: 14.0 solution which based on Flexible Manufacturing Concept without Kitting Control System
- **Basic version**: Flexible Manufacturing Concept with production supported MES functionality

**OpCon MES software Schedule**
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)
Project Documentation Management

General

- Customize

- 5801 Files, 1031 Folders

- Type: All of type File folder

- Location: All in W:

- Size: 10.4 GB (11 247 325 679 bytes)

- Size on disk: 10.4 GB (11 259 826 176 bytes)

- Project Charter

- Capability Filter

- Project Management Plan

- Key Data Sheet

- QG

- Project scope

- PrePilot, Pilot report

- Lessons Learned
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