

Traditional Bavarian production planning or iPlanner?

Rickard Andersson
VP Supply Chain
BA Outdoor&Bags Europe and RoW
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Agenda

1. Introduction
2. Thule Group
3. Manufacturing footprint within BA Outdoor&Bags Europe and RoW
4. Roof box manufacturing in Neumarkt
5. Historical production planning of roof boxes
6. Project introduction
7. Results
8. Lessons learned
9. Questions

- Active lifestyle: Skiing and Running
- Favorite Thule Group product: Thule Chariot CX1
- +10 years of Supply Chain experience from Thule Group, Hexpol and IKEA

- VP Supply Chain – BA Outdoor&Bags Europe and RoW
 - Demand planning
 - Customer Service (BU Bags)
 - Warehousing
 - Transport

- Current bigger projects
 - Changing warehouse structure in Europe
 - Building a 10000 m² DC in Poland
 - Potential merge of two DC's in Western Europe
 - SO99+ implementation in Bags business
 - Adapt the Supply Chain to our Go to market strategy

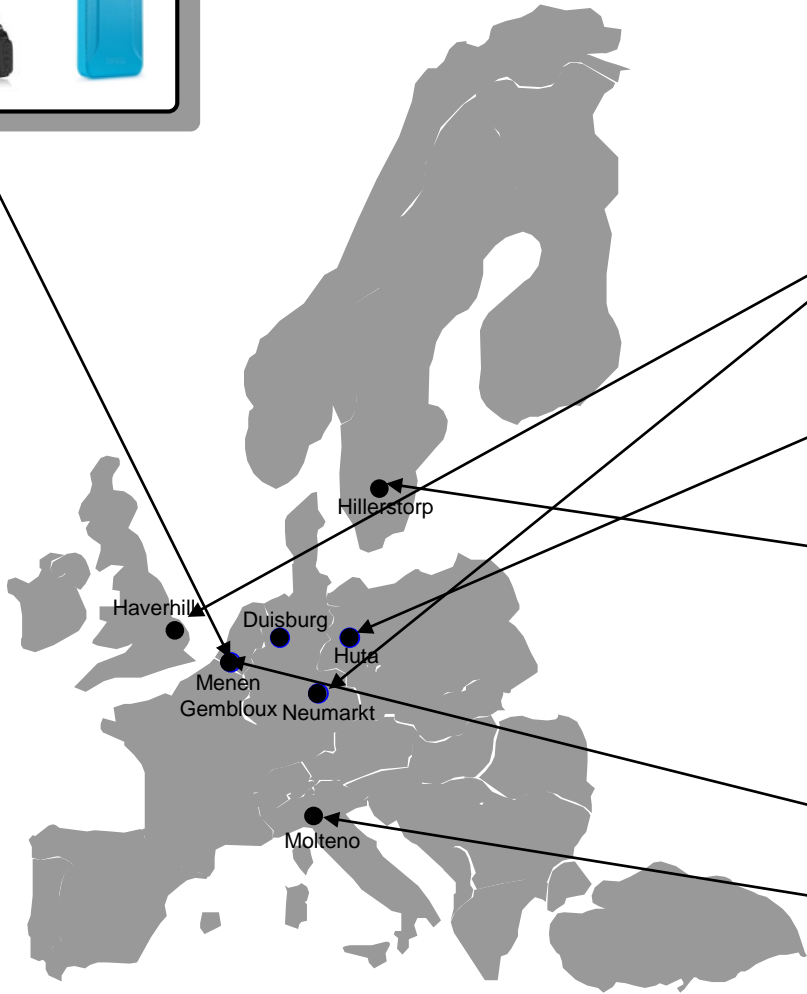


Thule Group – Active life simplified

- World leader in products and brands that make it easy for people to transport everything they care about easy, securely and in style
- Sales of approx 4,3 Bio SEK
- 2900 employees in 17 countries
- Owned by Nordic Capital
- Two product segments
 - Bags – No 2 in Camera, major player in laptop
 - Outdoor – Global market leader



Manufacturing footprint within BA Outdoor&Bags Europe and RoW



Roof box manufacturing in Neumarkt



Historical production planning of roof boxes

Moulding

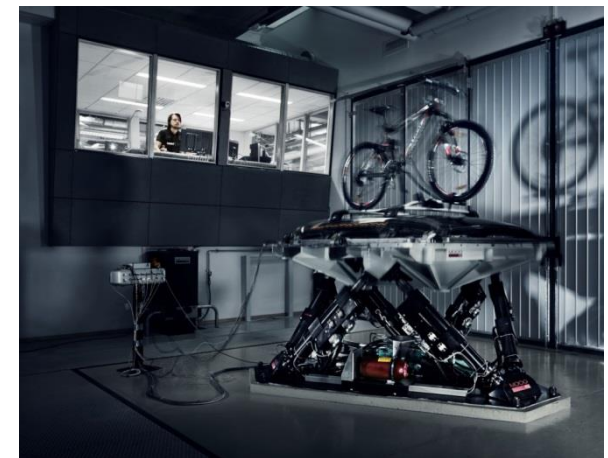
- Mix of moulding to Customer order and Forecast
- Double tools in one oven
 - Each component has one tool
 - Different cycle times
 - Different scrap rate
 - Limited possibilities to combine tools
- Machine capacity is planned

Assembly

- Assembly driven by customer orders
- TAKT time based planning
- Planning weekly with Sunday as fixed dispatch day

Dispatch

- Low value per volume
- Customers orders a mix of roof boxes



Historical production planning of roof boxes

Challenges with historical way of production planning

- Excelbased and manual upload of plan into M3
- Time consuming
- Planning knowledge not visible
- Difficult to simulate different scenarios
- No synchronization between Planning and Dispatch

Moulding

- Limited support which moulds can run next to each other
- No support to get lowest total cycle time in one oven
- No overview

Assembly

- No support to handle combinations between products and staff numbers during the week
- Limited possibilities getting component overview
- No overview

Part No.	Description	WEEK 35	WEEK 36	WEEK 37	TOTAL
655201	PB310				140
655401	PB470				190
678001	BMW				896
651001	Olyseey 310	7	4		1072
651202	Olyseey 300	6		1	494
651001	Olyseey 300	4		1	532
651002	Olyseey 300 D10	5			774
651002	Olyseey 410	18	10	3	1570
651004	Olyseey 410 D10	16		2	791
651003	Olyseey 300	5	2	3	873
652102	Halfords 250				4180
652204	Halfords 340 new				3725
652303	Halfords 420				3094
656102	Halfords 360 Gloss Black				2945
656	Halfords 470 Grey				0
656204	Halfords 470 Gloss Silver			137	4998
656202	Halfords 470 Gloss Black		50		8145
656302	Halfords 580 Gloss Black		63		2612
25019020	IPM Box				0
307606	CA150				670
307607	CA150 Olive				50
307608	TB110				89
307609	TB130			1	111
307610	TB190				95
		61	0	0	129
				0	148
				0	0
					38046

Project introduction

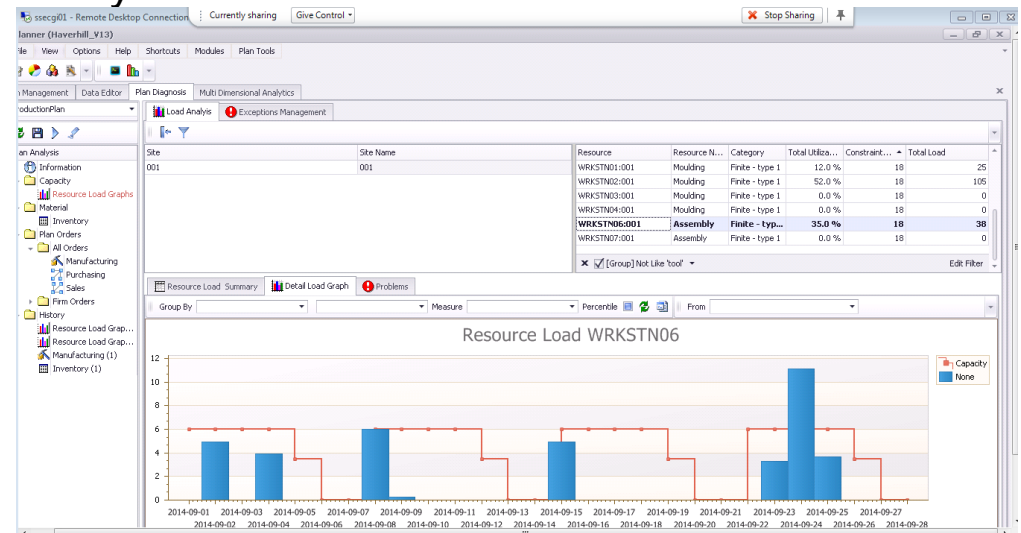
Timing

- Neumarkt: Project start March 2012 and Go live September 2012
- Haverhill: Project start February 2013 and Go live May 2013

Project targets

- Planning process to become:
 - Automated
 - Visible
 - More agile
- Reduced inventories (semi finished and finished goods)
- Improved bottle neck handling, primarily for robot cells

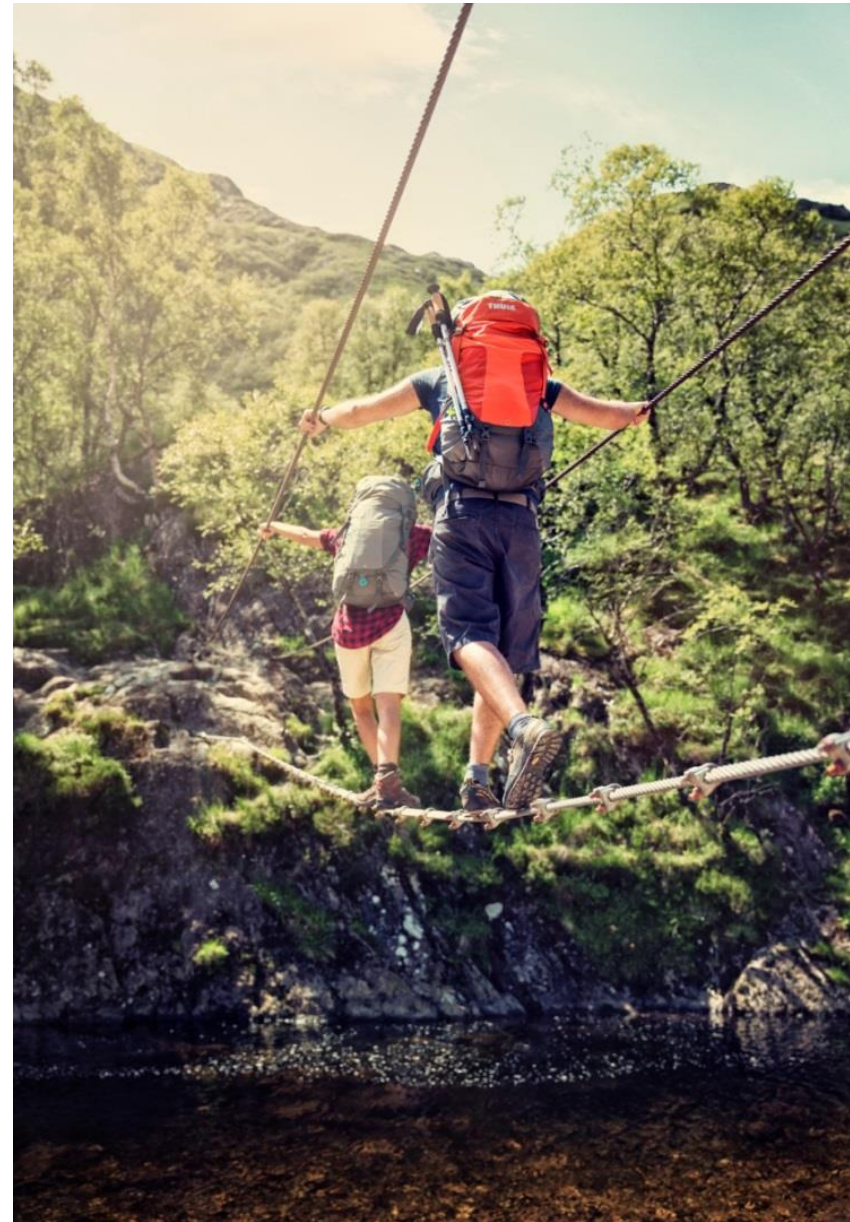
Payback less than 2,5 years



Project introduction

Challenges in the project

- Set a common goal for the factory
- Change management
- To systemize planning knowledge
- Planners ERP-knowledge
- Interface to ERP-system



Results

Hard savings:

- Planning time has been reduced from 50 to 15 hours per week
- Cost for external warehouse cut by 40%
- Reduction of semi finished inventories by +25% over a 2 year period

Soft savings:

- Change management in Neumarkt site
- Way of planning is more visible today
- Improved way of handling simulations and changes in production
- Utilization of different cells is better

Daily planning of assembly line is still not achieved – planned for low season 2014



Questions?

Thank you!

Rickard Andersson

VP Supply Chain

BA Outdoor&Bags Europe and RoW

Mobile +46 730 68 78 88

rickard.andersson@thule.com

