



# HIAB MAU STARGARD

Gradually improving efficiency



# HIAB



**SAFETY**  
**FIRST**

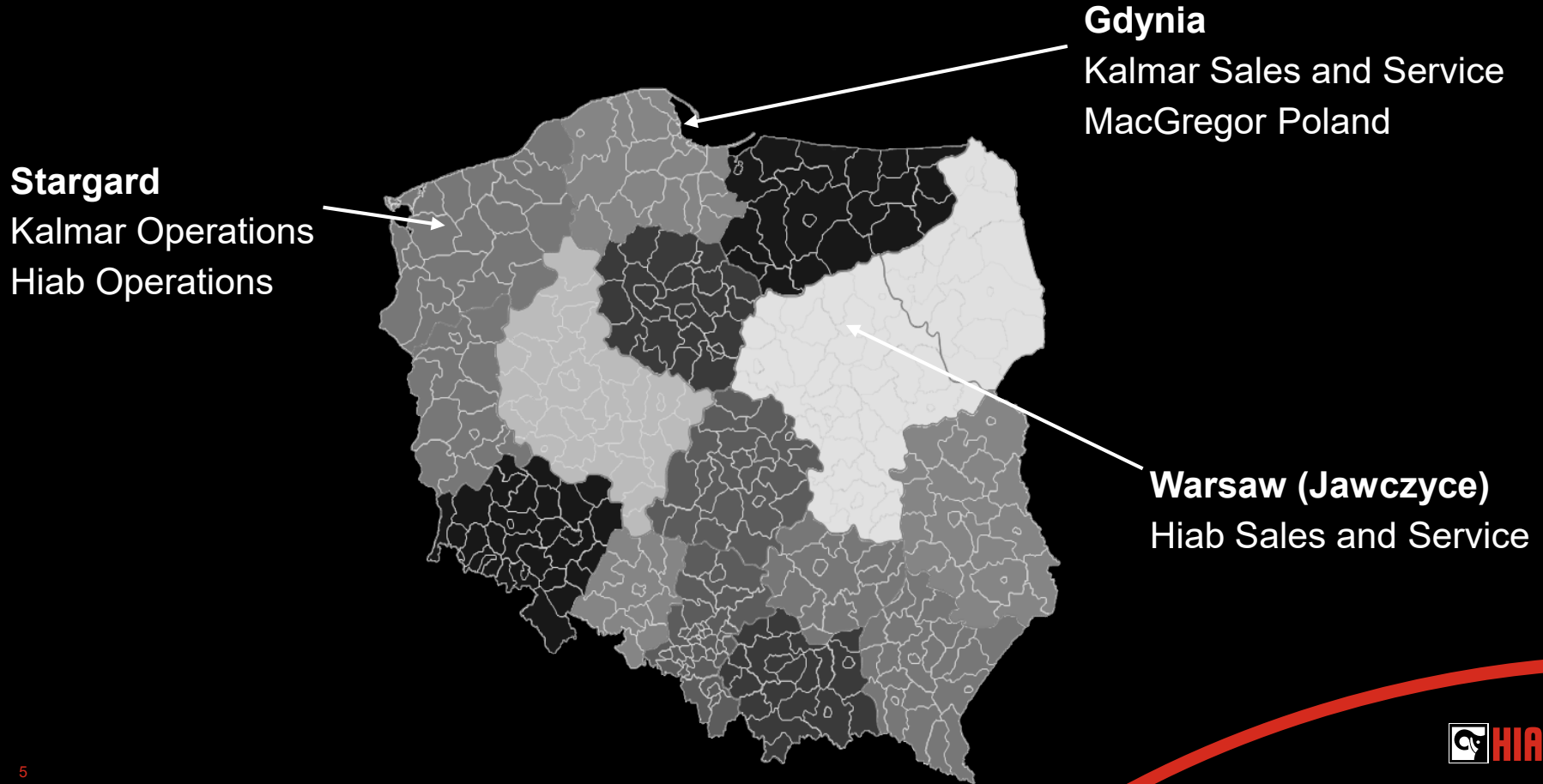
# CARGOTEC IN POLAND

# POLAND - KEY FACTS AND FIGURES

- Capital: Warsaw (Warszawa)
- Area: 312,679 km<sup>2</sup>
- Population: 38,000,000 ↑
- Unemployment rate 3.8% ↓
- Inflation 2.9% ↑

Last update 20 August 2019

# CARGOTEC IN POLAND



# SZCZECIN

- Poland's seventh largest city
- A major seaport in West Pomerania
- 360,000 inhabitants
- 3.8% unemployment rate
- 19 universities
- 50,000 students

# STARGARD

- Dynamically developing area
- High Technologies Industrial park
- 69,000 inhabitants
- 5% unemployment rate
- Historical heritage
- Technical vocational schools with Kalmar and Hiab patronage

# HIAB MAU STARGARD

## KEY DATA

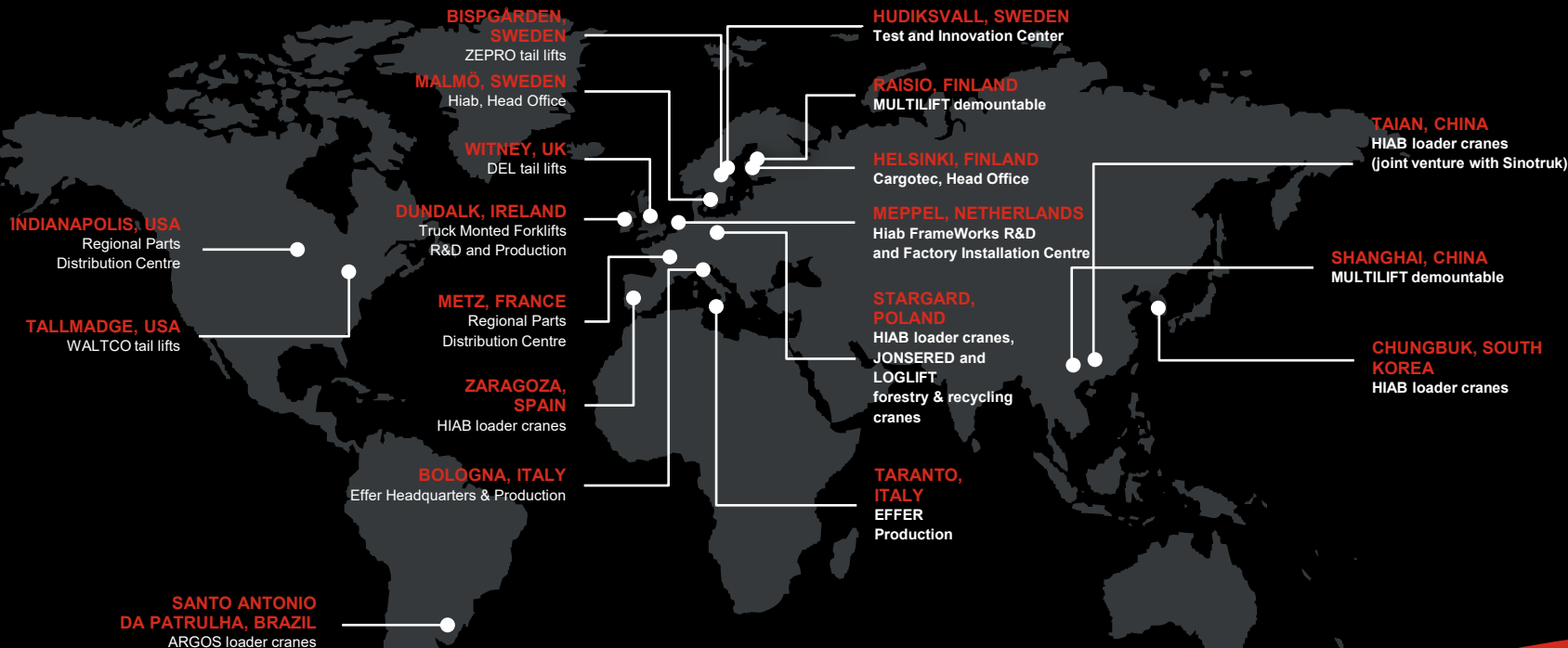
- Opening date: 2014
- Employment – 697, incl. central functions
- Sales (Actual 2018) – EUR 160 million
- Process: Assembly, Painting (KTL / Powder)



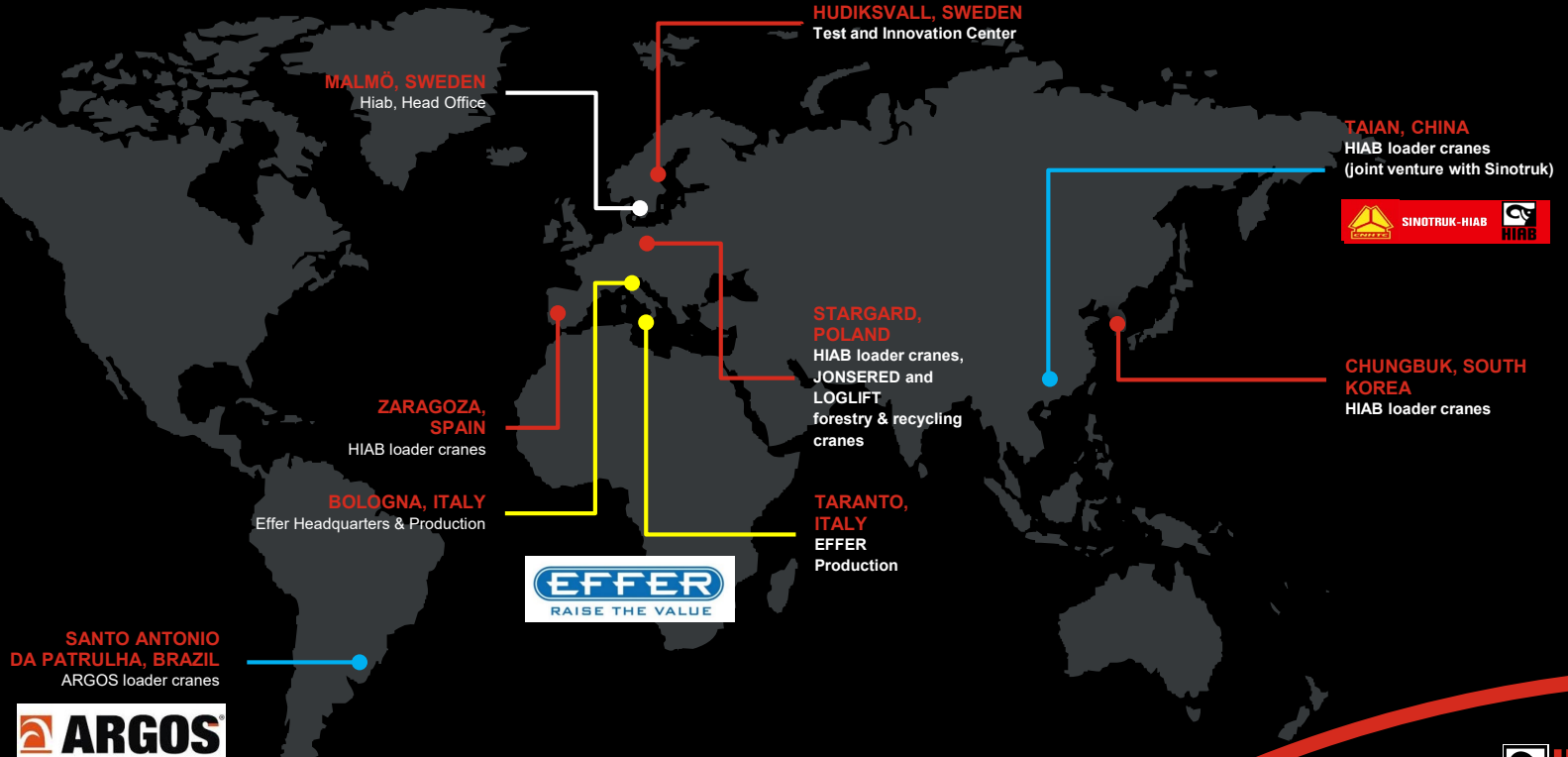
# CRANES PRODUCT



# A GLOBAL COMPANY



# CRANE FOOTPRINT



## LOADER CRANES



- T Cranes
- Light Range
- Medium Range
- Roller Cranes
- Special Cranes

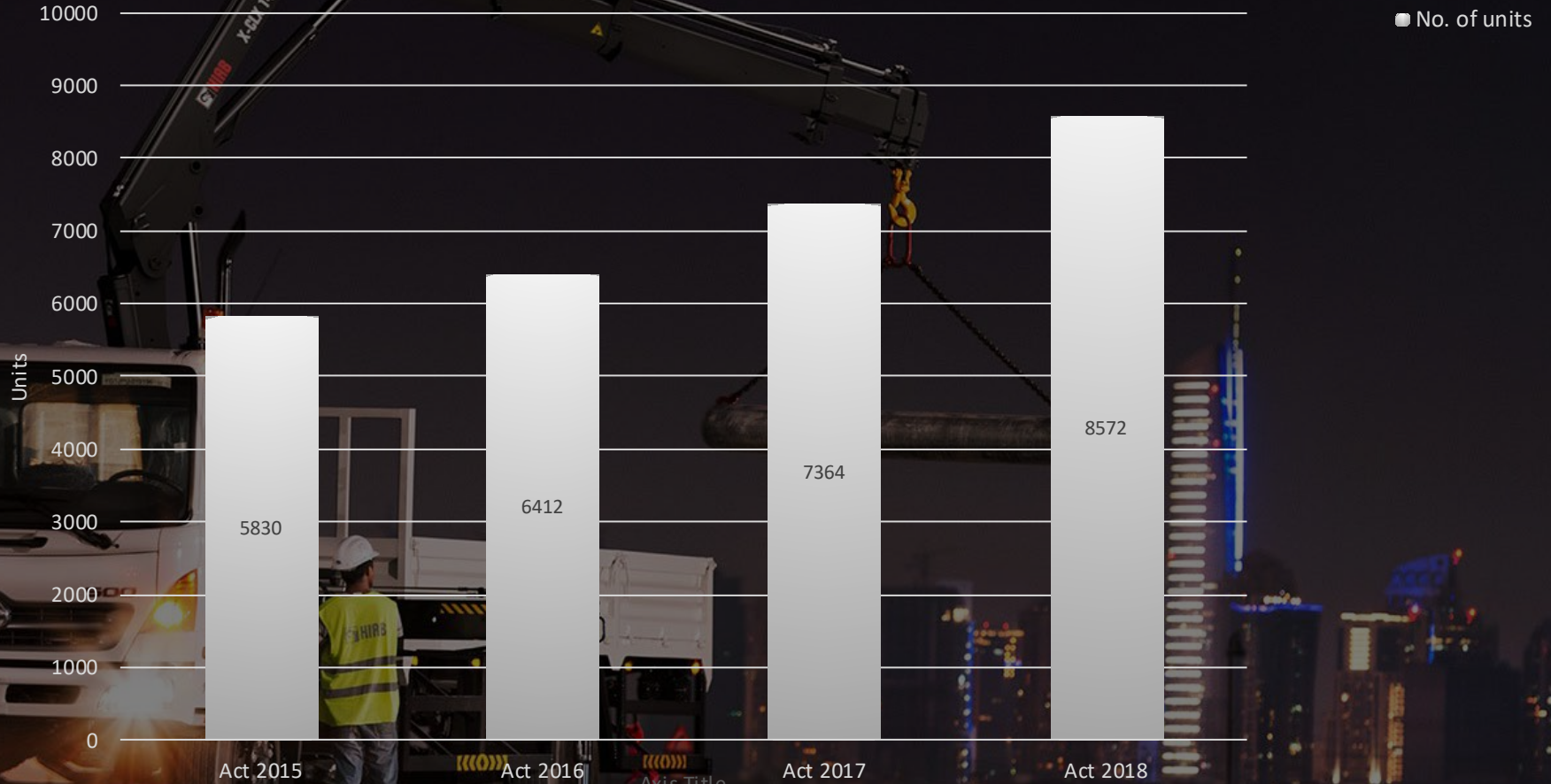
## FORESTRY CRANES



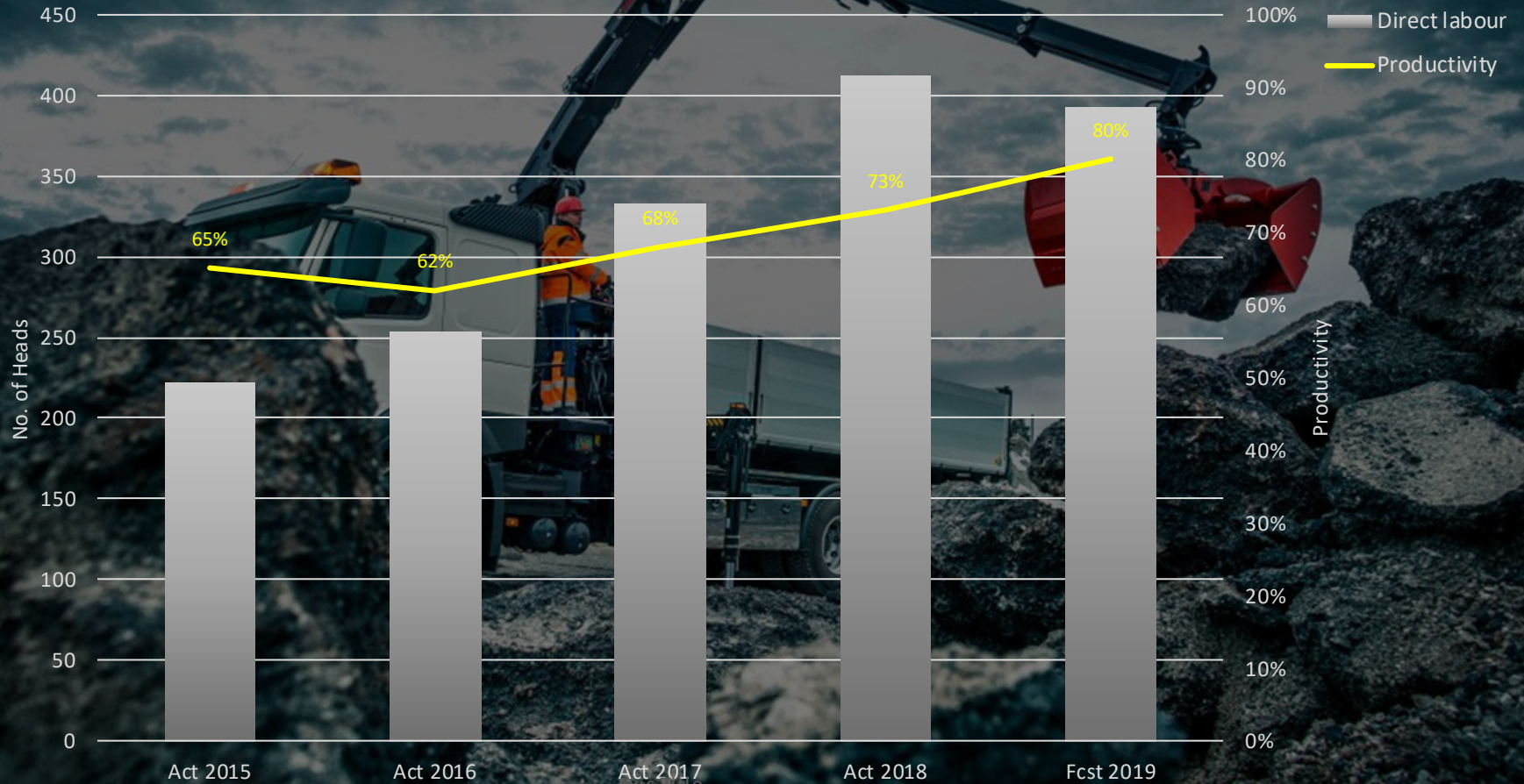
- Forestry Cranes
- Heavy Duty Recycling Cranes

# OPERATIONAL PERFORMANCE

# VOLUMES



# HC / PRODUCTIVITY



# MAU STARGARD FOCUS

- E2E Supply Chain Management
  - Delivery Performance
  - Productivity Improvement
- HC Turnover



# TARGET

## Primary project targets

90%

On Time Delivery (OTD)

80%

Productivity (P)

85%

Plan adherence

## Supplementary project targets

- 20%

Reduce lead times

36 DAYS

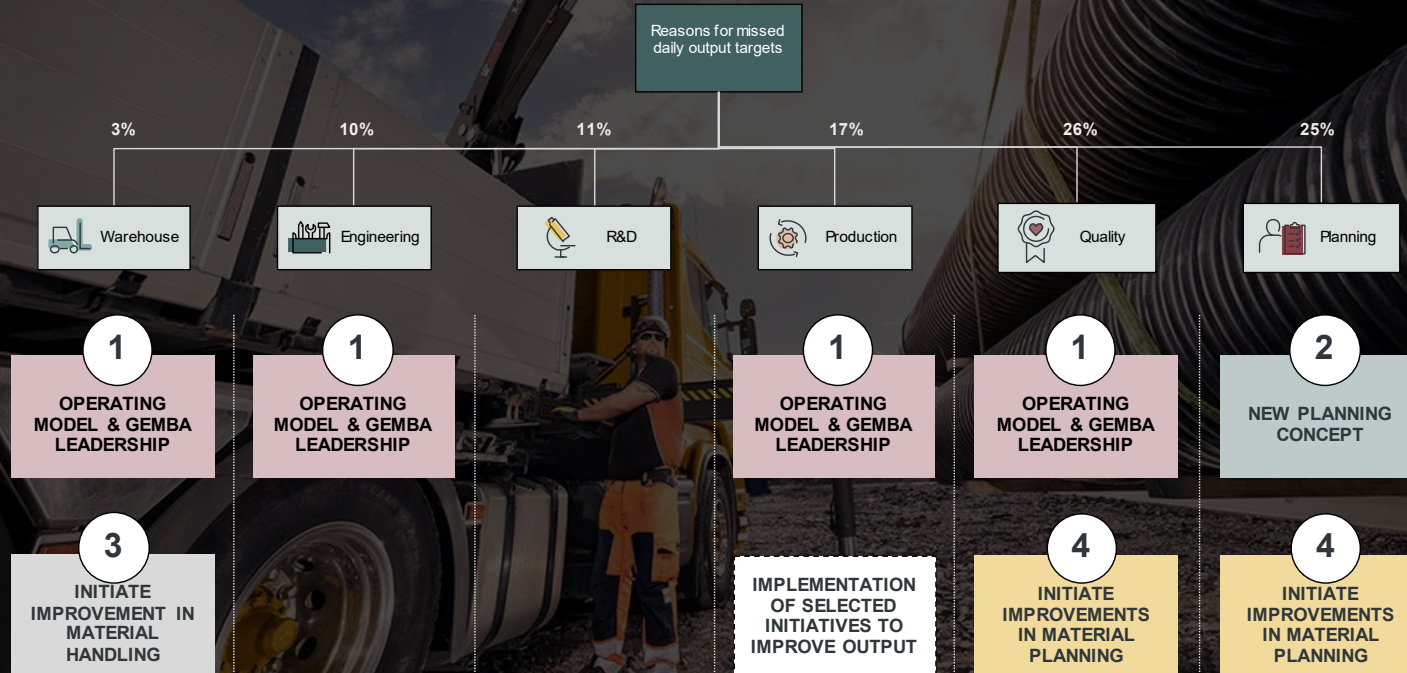
Reduce inventory value



# OPPORTUNITY

The project workstreams are focused around highly frequent problem areas

DATA BASED ON OPERATOR FEEDBACK



# ACTION

1

## OPERATING MODEL

### Roll out of Performance Management

- Redefine clear KPIs and Routines
- Line of Sight
- *5S implementation*

## GEMBA LEADERSHIP

### Make GEMBA Leadership part of everyday life at Stargard

- Gemba communication / leadership
- Skill development
- Train the Trainer
- Redesign Problem Solving

- Performance management rolled out in operations
- *5S implemented for production*
- Start of a new leadership culture at Stargard
- Increase HIAB's ownership of leadership development
- Improve productivity through better problem solving

2

## NEW PLANNING CONCEPT

From the S&OP and master plan to Production schedule, a completely new way of working

- Standard Labour time validation
- Change of MPS principles,
- Revision of Standard Cost

- Definition of plan adherence
- High adherence
- Higher volume output

3

## INITIATE IMPROVEMENT IN MATERIAL HANDLING

Short-term subject matter support to review and create new processes for material handling

- Further optimization of kitting and Kanban process
- Identify short and long term improvements

- Impact evaluation of current future state ideas
- Create implementation plan of future state concept based on evaluated ideas (high level only)

4

## INITIATE IMPROVEMENTS IN MATERIAL PLANNING

Short-term subject matter support to review and create new processes for material planning

- Ensure delivery from Suppliers
- Standards rollout
- Team skill up / SRM

- Standardized way of working
- Improve suppliers delivery accuracy

## DELIVERABLES



# TOGETHER WE ARE STRONGER

We have high ambitions for the future. The best way to reach our goals in a changing business environment is by partnering up. We collaborate. We engage. We work with professionals from different fields to pioneer new solutions. Whether you are a customer, business partner, researcher, service provider, supplier, media, or a professional – partner with us to make an impact!