Interim management and organizational development for a special machine manufacturer

ORDER:
To establish a technology and service organization in the Asia-Pacific region.

DURATION/PLACE:
18 months/Germany, South Korea

INDUSTRY: SPECIAL MACHINES
Factory Ramp-up

JOB DESCRIPTION

For a manufacturer of flatbed plasma deposition lines, we established a technology and service organization in South Korea to support customers in the Asia-Pacific region. This included setting up a branch office, building and training a local expert team, implementing a customer and complaint management system, and integrating operations into local structures.

To secure spare parts availability, an emergency warehouse was established in the duty-free area of an international airport, reducing response times and customer downtime. Local service engineers were recruited and trained to ensure fast and reliable on-site support.

SERVICES OFFERED:

- Project leadership
- Recruitment and training of specialized team
- Logistic process development
- Establishment of a customer and complaint management system

RESULT

Successful establishment of a technology and service organization that was handed over to an internal successor at the end.

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Task force management in the field of spare parts logistics and field service

ORDER:
To lead a task force to reduce the error rate in the refurbishment kits delivered to the field for special machinery upgrade and repair

DURATION/PLACE:
14 months/
Netherlands, Germany, Taiwan

INDUSTRY: SPECIAL MACHINES
Taskforce Management

JOB DESCRIPTION

An international special machine manufacturer for semiconductors faced issues with faulty spare parts kits and incompatible upgrades in the field. Rapid design changes increased complexity and impacted customer satisfaction, particularly in Asia.

An interdisciplinary task force implemented an online version control system for hardware and software configurations across production and field equipment. A modular release concept ensured controlled upgrades and significantly reduced downtime of critical plant components.

SERVICES OFFERED:

- Task force management
- Problem solving
- Technical change control / versions management

RESULT

Successfully reduced the error rate by 85% while simultaneously doubling the number of successfully executed upgrades.

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Project management: Commissioning of production lines

ORDER:
To plan, install and commission turnkey plants for solar cells and module production

DURATION/PLACE:
26 months/
Spain, South Korea, Germany

INDUSTRY: SPECIAL MACHINES
Project Management,
Factory Ramp-up

JOB DESCRIPTION

The customer aimed to establish semiconductor production lines for solar modules based on polycrystalline silicon wafers. Based on investment plans and performance specifications, we designed, built, and approved the required machinery in close collaboration with the customer.

Production facilities, including chemical and logistics units, were set up and qualified on site. Assembly, commissioning, and process installation teams were established, and multi-shift operations introduced to ensure efficient production. The production lines met performance targets, were qualified, and successfully handed over to the customer.

SERVICES OFFERED:

- Program & Project management
- Planning, construction and commissioning of a production line
- Orientation and training of employees

RESULT

Successfully planned, designed, and commissioned the production line. Completed all acceptance tests before handing it over to the customer.

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Project management in the field of Semiconductor-Special Machine Construction

ORDER:
Project management for the prototype development of an innovative light source to produce sub-20nm semi-conductor structures

DURATION/PLACE:
24 months/Netherlands, USA

INDUSTRY: SPECIAL MACHINES
Project Management,

JOB DESCRIPTION

The mechanical main carrier for the novel light source in lithographic exposure systems for semiconductor production was developed and integrated with functional components from other subsystems. Starting with an existing solution concept, we completed the system integration of the light source, followed by the design and development of functional prototypes.

This system was then transitioned into a small prototype series through international collaboration. Employing the **"concurrent engineering"** approach, we addressed and resolved technical challenges in high vacuum technology, cleanroom production, and high-energy laser technology in the project. To ensure optimal coordination of technical changes across subsystems both in terms of functionality and time, we also introduced systematic technical version control and structured technical change processes.

SERVICES OFFERED:

- Project management
- Technical problem solving
- Introduction of prototype small series
- Introduction of change process

RESULT

Four prototypes were delivered, and an initial pre-series of 10 systems entered production.

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