PROGRAM

28th FACTORY OF THE YEAR

25th - 27th March 2020
Neckar Forum, Esslingen

WORKSHOP: 25th March 2020
CONGRESS: 26th - 27th March 2020

Chairmen: Prof. Günther Schuh, RWTH Aachen
Prof. Thomas Bauernhansl, Fraunhofer IPA

Organised by:

media partner:
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Already for the 28th time, the global management consulting firm Kearney together with SV Veranstaltungen and the trade magazine Produktion is honoring factories which have proven exemplary in mastering the current challenges inherent in production.

This year’s competition revealed a positive trend: When correctly implemented, Industry 4.0 leads to economic success in sync with employees and the environment!

Over the past 28 years of the competition, key figures clearly show increases in performance, from the first lean initiatives right up to operative excellence. Add the topic Digital/Industry 4.0 as well as the holistic optimization of the value-added chain as additional factors. In this way, major advances in terms of performance in production do not represent an exception, but rather the new norm.

Since being started in the year 1992, more than 2,000 factories have used this benchmark competition to analyze their own strengths and weaknesses and to develop improvements. In some cases, the key figures determined are directly incorporated into the planning process for the factory.

This year, too, numerous companies have entered into the competition, and seven factories really stood out.

In addition to an impressive performance standard and high improvement dynamics, optimizations for employees and customers were achieved. Also, an increasing number of examples show how Industry 4.0 can expediently supplement already-existent, economically successful initiatives and thus further reinforce production as a means of differentiation within the competition.

The award-winning companies/factories pursue the following approaches:

- **Questioning the status quo and daring to try new things**
  
  Mercedes-AMG GmbH in Affalterbach has realized an impressive, future-oriented production concept which substantially expands the existing philosophy of “One Man, One Engine”. The core of their concept is the rethinking of assembly and logistics based on digitalization / Industry 4.0. This has helped to achieve not only a substantial leap forward in terms of competitiveness, but also increased employee identification.

- **Consistently pursuing cost-efficiency targets**

  ELESTA GmbH in Bad Ragaz (Switzerland), Continental Automotive GmbH in Karben and Alfred Kärcher SE & Co. KG in Bühleratal have displayed full comprehension of the concept of lean manufacturing in combination with a clear management structure in order to achieve the profitable production of products even in high-wage countries. With maximum discipline, daily waste along the value-added chain is eliminated and performance is measured consistently.

  - Consistently aligning digitalization/Industry 4.0 to the value contribution

  Voith in Garching were able to show how it is possible to create added value through Digital/Industry 4.0 in Germany as a high-wage country not only competitively, but also in a ‘superior’ manner through a straightforward value contribution mindset. The utilization of simulations and big data analytics in particular has allowed Voith to achieve optimum operating points rapidly and flexibly and to react dynamically to changes.

  - Achieving high improvement dynamics

  At HOMAG Plattenaufteiltechnik GmbH in Calw-Holzbron, the close involvement of employees and customers has led to a strong improvement dynamic. Joint product developments together with customers ensure the market viability of the products, and change requests for orders are possible until just prior to the start of the breathing, flexible flow production. A clearly-structured and innovative CIP process integrates all employees into the productivity enhancement process and ensures rapid implementation.

  - Dictating the rhythm within a manufacturing network and realizing synergies

  As the lead plant, Brose Fahrzeugteile GmbH & Co. KG in Würzburg ensures the transfer of the sophisticated production system, facilitates smooth startups in sister plants and defines innovative automation technology as well as highly-promising industry 4.0 pilots. In Würzburg, competence is expediently and economically bundled in favor of a high-performance manufacturing network.

  Last but not least, it should be noted that medium-sized companies are consistently adhering to their productivity focus. Prize-winners such as ELESTA or HOMAG have shown in this year’s competition that they are capable of raising their production to top-level quality. These examples should act to an equal extent as standard and motivation for us as production experts, so that we are also able to face the years to come, which might prove more challenging economically, with confidence.

Dr. Marc Lakner, Partner and Managing Director, Kearney

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**INFORMATION ON THE 2020 COMPETITION**

The selection of the award-winners takes place in two stages. Participating companies fill in a detailed questionnaire which can be requested online (www.fabrik-des-jahres.de) or via email. In the questionnaire, quantitative and qualitative information is queried on all topics along the value-added chain regarding the typical performance data for the factory. Based on these key figures, a top-level group of participating companies can be determined and is then visited by an experienced Kearney Audit Team. In a next step, the competition jury, which includes renowned experts from industry and science, selects the winner, taking into account the questionnaire and the information gathered on site. Independently of this, all participants receive a detailed evaluation in the form of a feedback report, which provides them with confidential information regarding their ranking in the competition and indicates possible improvement potentials. We are looking forward to your participation!
As a Kick-off Event to the Congress, we are offering a half-day workshop the day before.

Workshop: Subscription models in production – Hype or reality?

Assets are dead – at least in the B2C sector, where subscription models have been firmly established for many years now. The utilization of certain financial assets such as cars, eScooters or bikes is more important than the permanent possession of these items. Pay-per-Use is the magic formula. Recently, an increasing number of providers in the B2B sector are also concentrating on applying and rolling out the business model by Rolls-Royce in the industrial sector based on a Pay-per-Use solution. But what does this new business model really entail?

In our workshop for Fabrik des Jahres (Factory of the Year), we pursue the question of how far subscription models are in fact anchored in industrial production, and which possibilities for use can be offered to customers. To initiate the discussion, we will introduce select results from a study, which Kearney carried out with clients from different industries. In this study we investigated how far this new business model is in fact anchored in the different industries, and which typical expectations and challenges arise both from provider and customer points of view. Following this, we will speak with representatives from the manufacturing trade about specific application examples and their experiences. We will be discussing the specific provider and customer perspectives in more detail with them, focusing mainly on the following questions: Which innovations and advantages can providers of subscription models in production offer their customers? In which areas can producing companies profit from subscription models now and in the future? What are the specific expectations of providers? Which risks and reservations exist on both sides?

We cordially invite you to continue studying the topic of subscription models in production with us, to ask questions and to talk about this highly interesting topic.

Workshop: 25th March 2020

Chairman: Dr. Philip Wessely, Principal, Kearney

12:00 Arrival of the participants and light midday refreshments

13:00 The significance and potential of subscription models in production
Welcome address and introduction Presentation of Kearney study results

Introduction of the different sessions Overview of the agenda

14:00 SESSION 1: Subscription models from the user’s point of view
Examples of successful application in production: Potentials, experiences & challenges

15:30 Coffee break

16:00 SESSION 2: Subscription models from the provider’s point of view
Presentation of innovative solutions and level of development

17:30 Summary of the discussions and perspectives

18:00 Get-together with light refreshments
Thursday, 26th March 2020

7:30 Arrive of the participants; handing out congress documents

9:00 Welcome address and official opening
Franziska Blume, Division Management, Süddeutscher Verlag Veranstaltungen GmbH and Claus Wilk, Chief Editor of the Produktion trade magazine

Moderation: Prof. Dr.-Ing. Dipl.-Wirt. Ing. Günther Schuh, Managing Director of the Laboratory for Machine Tools WZL at the RWTH Aachen University, Director of the Fraunhofer Institute for Production Technology IPT, Director of the Research Institute for Rationalization (FIR) at the RWTH Aachen University

9:15 Turning Data into Value
- Process Mining in production
- Digital shadows for continuous process optimization
- Efficient end-to-end processes

Prof. Dr.-Ing. Dipl.-Wirt. Ing. Günther Schuh

9:45 How production makes companies resistant to crises
- Critical phases are to an equal extent risk and opportunity for companies
- Agile, innovative and collaborative – The success patterns of crisis-resistant production
- If transformation is necessary, then do it right!

Dr. Marc Lakner, Partner and Managing Director, Kearney, Berlin

10:15 Change culture – Humans as the primary focus
- Having the courage to tread “new” paths
- Working on an equal footing across the entire value-added chain

Harald Förster, CEO, ELESTA GmbH, Bad Ragaz plant, Switzerland

10:45 Coffee break and visit to the trade exhibition
WINNER IN THE CATEGORY: OUTSTANDING PRODUCTION NETWORK

11:30 Brose, Würzburg plant – Fit for the future

- Responsibility and challenges as the lead plant of the Brose Group
- Development and implementation of the strategy “Brose Factory 2025”
- With lean and digitalization to an agile and flexible production environment

Bernd Kaufer, Plant/Location Manager, Brose Fahrzeugteile GmbH & Co. KG, Würzburg plant

WINNER IN THE CATEGORY: OUTSTANDING SERIES PRODUCTION

12:00 High-tech Team, Karben

- High-tech: Growth through digitalization and artificial intelligence
- Team: Inspiring people – in an inspiring company culture
- Karben: Quality and innovation as driving forces

Frauke Berger, Plant/Location Manager, Continental Automotive GmbH, Karben plant

12:30 Lunch with visit to the trade exhibition

WINNER IN THE CATEGORY: OUTSTANDING SMALL SERIES PRODUCTION

14:00 Consistent flow production for small and medium-sized quantities promotes product and process quality

- Close to customer requirements through flexible cycles
- Cycling capability as design feature
- CIP as basis for increased efficiency

Jens Held, Vice President, HOMAG Plattenaufteiltechnik GmbH, Calw-Holzbronn plant

14:30 Startup Challenge – The best startups pitch their solutions for production

The congress participants vote via App who has presented the best solution.

15:30 Coffee break and visit to the trade exhibition

16:00 The increasing significance of lead plants in the international production network

- The path from production plant to lead plant
- Change management – New requirements on employees in the lead plant
- Synergies of the business location Germany for lead plants
- Lessons learned and standardization as the basis for a successful production network

Thomas Spangler, Managing Director of Technology at the Brose Group

16:30 Summary

16:45 End of the first day of the Congress

17:00 Room conversion for the gala. (Please take your documents with you.)
19:00 Admission and start of the gala  
Moderation: Katrin Müller-Hohenstein, TV journalist

19:30 Dinner speech: Adaptable as a success factor – Experiences obtained by EnBW through the energy revolution

Frank Mastiaux, Chairman of the Board of Management at EnBW Energie Baden-Württemberg AG

FACTORY OF THE YEAR 2019
Winner from the previous year Ralf Schubert, Managing Director at Gerhard Schubert GmbH, Crailsheim plant, is to present the award to Mercedes-AMG, Affalterbach plant.

GEO AWARD 2019
Winner from the previous year Matthias Wessel, Head of Operations, Division LPS (Lab Products & Services) at Sartorius Lab Instruments GmbH & Co. KG, Göttingen plant, is to present the award to ELESTA GmbH, Bad Ragaz plant, Switzerland.

BEST STARTUP
The Congress participants have voted, and the winner of the Startup Challenge will be announced and honored.

Approx. 23:00 End of the evening event
Friday, 27th March 2020

7:30  Women Breakfast
Kearney cordially invites you!
Women are always underrepresented in the manufacturing industry – both amongst the employees and at management level. Which approaches there are in order to change this situation and which major opportunities arise: Find out and network with other female decision-makers and production experts.

9:00  Welcoming address and start of the second day of the Congress
Franziska Blume, Division Management, Süddeutscher Verlag Veranstaltungen GmbH and Claus Wilk, Chief Editor of the Produktion trade magazine

Moderation:
Prof. Dr.-Ing. Thomas Bauernhansl, Fraunhofer Institute for Manufacturing Engineering and Automation IPA, Institute of Industrial Manufacturing and Management IFF – University of Stuttgart

9:15  Production architects – How processes, structures and information & communication technologies are integrated and planned

- From classic order processing to customer-centered end to end processes
- From the cloud-based industrial IoT platform to the factory operating system
- From lean to autonomous production systems

Prof. Dr.–Ing. Thomas Bauernhansl

WINNER IN THE CATEGORY: SECURING YOUR BUSINESS LOCATION THROUGH DIGITALIZATION

9:45  (Advantage) Vorteil @ VOITH

- From successful pilot projects to cluster strategy
- Cultural transformation in plants – Mastering digitalization through own talents
- Digitalization as a success factor: Flexible and fast for maximum customer benefits

Dr. Mathias Mörtl, Executive Vice President & COO, Steffen Krippendorf, Senior Vice President AtO Plant Cluster and Silvia Kubiak, Senior Vice President Industrial Engineering, J.M. Voith SE & Co. KG, Group Division Turbo, Garching plant

10:15  Coffee break and visit to the trade exhibition

WINNER IN THE CATEGORY: OUTSTANDING LOCATION DEVELOPMENT

10:45  Local for Local – Challenges of a Global Operations Footprint

- Closing the cost gap to best-cost countries
- Lean processes with digital support
- Benchmark to other units and cooperations with other plants

Wolfgang Thomar, Executive Vice President Factories Germany and Factory Engineering, Alfred Kärcher SE & Co. KG
WINNER IN THE CATEGORY: FACTORY OF THE YEAR 2019

11:15 “One Man, One Engine” meets Industry 4.0

- Traditional engine production completely redefined and supplemented with comprehensive digital technology
- Assembly concept focusing on employees
- Improvements in ergonomics, work processes and quality assurance

Alexander Kurz, Manager Engine Production, Mercedes-AMG GmbH, Affalterbach plant

11:45 Lunch with visit to trade exhibition


14:30 Visit to Mercedes-AMG GmbH (travel time: approx. 40 min.)

TOUR 1: MERCEDES-AMG GMBH, AFFALTERBACH PLANT
Address: Daimlerstrasse 1, 71563 Affalterbach

AMG – across the world, these three letters stand for maximum automotive performance, exclusivity, efficiency and highly dynamic driving enjoyment. Mercedes AMG GmbH has repeatedly proven itself worthy of its position as an outstandingly successful performance and sports car brand via numerous successes in motor sports and through the development of unique road vehicles, and at no time more so than now. Today, the Affalterbach-based company is a 100% subsidiary of Daimler AG and the sporting spearhead of the Group. Mercedes-AMG GmbH currently employs more than 1,700 employees at the Affalterbach location. Striving for maximum performance, precision and efficiency is a professional matter of course at AMG. Every Mercedes-AMG performance vehicle promises outstanding performance, fascinating driving enjoyment and highest quality, right down to the last detail.

In addition to Management, Administration, Sales, Development and Design, the AMG engine production is also based in Affalterbach – here, the AMG V8 and four-cylinder engines are produced. These engines are constructed in accordance with the philosophy “One Man, One Engine” by one engine builder per engine in manufactory style and bear a hand-signed plaque. In a completely newly-designed assembly line for the four-cylinder high-performance engine, the Mercedes-AMG Team has united the tried and tested manufactory principle “One Man, One Engine” with the most modern approaches of the “Industry 4.0”. This means that the employees remain the primary focus of all activities. However, they are effectively supported by new digital and intelligent technologies.
TOUR 2:
HOMAG PLATTENAUFTAILTECHNIK GMBH

Address: Holzmastraße 3, 75365 Calw-Holzbronn

We are panel dividing

The Holzbronn location is the home of panel dividing saws. Approximately 420 people work here. Our slogan is “We are Panel Dividing”, and with this principle we have risen during our 50-year company history to become international market leaders for horizontal panel dividing technology. We are a company belonging to the HOMAG Group, and supply our saws and systems to carpenters and joiners, interior fitters and interior decorators, kitchen and office furniture manufacturers – in short, to the entire furniture industry, from small to large.

We are mechanical engineers, engineers, accountants, receptionists, mechatronics engineers, welders, software developers, service specialists and business people. And, above all, we are there for our customers, listening to them carefully and designing together with them the future of panel cutting – with individual solutions, increasingly-efficient processes and automation concepts which are as intelligent as they are ergonomic. During your company visit in Holzbronn, you will meet committed people who fill our production plant with life every day and improve our location’s performance with new ideas.

TOUR 3:
ALFRED KÄRCHER SE & CO. KG

Address: Eberhard-Herzog-Str. 12-20, 74423 Obersontheim

Alfred Kärcher SE & Co. KG is the internationally-leading, customer-centered company for cleaning solutions.

The family-run company with its headquarters in Winnenden, Baden-Württemberg, offers – with its 120 companies in 70 countries – holistic solutions for complex tasks: Devices, accessories, services, consultation and training. With 24 production and logistics locations and over 3,000 products, Kärcher is a global partner in the B2B and B2C environment.

In the large Bühlertal plant, measuring 50,000 m², 600 employees manufacture high-pressure cleaners and steam cleaners in a strongly seasonal environment. In its comprehensive digitalization program “Bühlertal 5.0”, the plant is moving systematically into the digital future with projects such as: Continuous IT structure, production planning and control, process control and optimization, building management and maintenance, digital CIP and information, automation in production and intralogistics, infrastructure WLAN and network, ...

The Kärcher Productivity System (KPS) supports these projects, looking at every process in detail before digitalizing it.
THE FOLLOWING COMPANIES HAVE ALREADY SIGNED UP FOR THE TRADE EXHIBITION REGISTERED

Kearney

Sponsor of the Startup Area and Women Breakfast

As a global consulting partnership in more than 40 countries, our people make us who we are. We're individuals who take as much joy from those we work with as the work itself. Driven to be the difference between a big idea and making it happen, we help our clients break through.

www.kearney.com

EXHIBITION:

For questions about the exhibition and sponsoring please contact:

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Event information

Event date
WORKSHOP: Wednesday, 25th March 2020
CONGRESS: Thursday, 26th and Friday, 27th March 2020

Participation fee:
- WORKSHOP (25th March 2020): 650 €*
- CONGRESS (26th and 27th March 2020): 1,980 €*
- WORKSHOP & CONGRESS (25th – 27th March 2020): 2,395 €*

* plus statutory VAT

Event location
Neckar Forum – Esslingen live
Ebershaldenstraße 12
73728 Esslingen am Neckar
Phone: +49 711/41 111-700

Factory tour:
TOUR 1: Mercedes-AMG GmbH, Affalterbach plant
TOUR 2: HOMAG Plattenaufteiltechnik GmbH, Calw-Holzbronn plant
TOUR 3: Alfred Kärcher SE & Co. KG, Bühlertal plant

Select one tour, as these take place parallel to one another. Your registration will be considered according to the date of receipt.

Accommodation
- Hotel am Buchwald
- Hotel am Schillerpark
- Hotel NEO Linde
- Hotel Landgut Burg

Please book directly under the keyword „SV events“.

For further information see:
www.fabrik-des-jahres.de