



Transferring operations: fast and hassle-free

Philips Industry Consulting

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Have you thought of everything?

Thinking about transferring your operations to another site? It's a huge task. There is a daunting list of things to consider. Miss one and you put your service to customers – and even your business – at risk. Let Philips Industry Consulting take the worry out of your move. We'll manage your transfer project, so you can focus on maintaining your day-to-day business.

Moving operations isn't just a matter of putting up a new building and moving some equipment. You have to downsize one facility while recruiting at the new site. You need to establish a new supplier base and delivery network. And you have to do that while maintaining your business and customer deliveries. It's a big job that requires dedicated management and resources – something most companies don't have.

At Philips Industry Consulting, we've handled transfer projects for companies of all kinds: from simple transport operations to highly sophisticated, high-tech manufacturing plants. So we've seen all the issues, and know how to deal with them.

Our experienced senior project managers will run your entire transfer project, handling all the many steps to ensure your move runs smoothly, on time and on budget. So your service to customers continues uninterrupted, with no impact on quality, delivery times or your company reputation.

We help you answer questions such as:

- When I decide to move, what will the business case look like?
- What is the risk profile for my move and how do I to control it?
- Who will create, manage and execute an effective project plan?
- Which is the best location for the new facility?
- Should we introduce new technology / capacity as part of the transfer?
- What impact will the move have on my distribution / delivery organization?
- How do I guarantee customer service during the move?
- How do I transfer knowledge from the old site?

“During two major transfer projects, none of our customers ran short on components. The transfers did not disturb their operations in any way.”

Arie Bos, Plant Manager, Philips Lighting Components

With you from initial decision to full ramp up

A successful move requires thorough planning and efficient execution. There are numerous issues to consider and, if you haven't carried out a move before, it's easy to overlook one – with potentially disastrous consequences.

Philips Industry Consulting will run your entire transfer project for you – from the moment you take the decision to re-locate until your new facility is running smoothly.

Project definition & management

Overseeing a transfer project is a full-time job for the duration of the move. Yet most companies don't have skilled project managers who aren't already busy on day-to-day operations.

Our senior project managers will help you analyze and define your precise requirements. Then they will draw up detailed project plans, including milestones and timelines. And they will stay with you throughout the transfer, managing your project and ensuring each action is carried out on time.

Engineering, installation, commissioning

As a specialist in moving manufacturing operations for high-tech companies, we can support you in even the most complex technical installations. We can call on specialist in-house engineers, as well as sourcing external expertise as required.

Recruitment, training, downsizing

People are any business's key asset, but transferring production brings major HR challenges. How do you set up an entirely new organization at one site, while downsizing at another? And how do you handle sensitive communications between old and new teams – ensuring vital knowledge is transferred between them?

We support your HR team and external agencies in recruiting and training all personnel for the new site.



Shifting your supplier base

Can you take your suppliers with you when you move? If they have a global organization, it could be possible, but you may need to discuss new terms. Any local suppliers probably won't be able to serve your new location, and you'll need comparable replacements.

We work with you to draw up a list of preferred suppliers. From that we formulate selection criteria, take care of the final decision and implement the supply procedure with the chosen supplier.

Supply chain & logistics

With your core operations moving to a new location, you'll need to re-evaluate your customer delivery procedures. The changes could be as simple as re-routing a few trucks or calls, or as complicated as setting up a completely new logistics network.

We help you make those decisions. And when they are made, our specialists take the steps to create a new supply chain that fulfills your – and your customers' – expectations for quality, social responsibility and performance.

Delivering during the move

Maintaining customer deliveries during your move takes some forward thinking. If you're transferring your existing

equipment, you need to fill the gap between production stopping at one site and starting at the next. In some industries, you can simply build up stock at your distribution centers – but that won't work if your products are perishable or technology in your industry changes rapidly.

After analyzing your operations, we will propose a solution that fits your individual situation. Our consultants then put in place all the necessary components of your temporary supply chain to ensure an uninterrupted service to your customers.

New technology or more capacity

A transfer can be the perfect opportunity to update or expand your capabilities. But that also brings challenges. Which equipment do you replace and how do you de-commission it? Where do you source new equipment? Can you ensure it will be delivered at a time that suits your transfer plans?

Whatever your goals, we ensure all the equipment is present, installed and fully commissioned by your target date. We can call on specialist in-house engineers, as well as sourcing external expertise as required, to handle even the most complex technical installations.



Why Philips Industry Consulting?

Our transfer know-how is based on real-world experience. Philips Industry Consulting is part of Royal Philips Electronics, a global company that has been manufacturing around the world for over a century.

In that time, Philips has set up facilities in 32 countries and output billions of products from light bulbs to highly sophisticated medical imaging systems. More importantly, Philips has transferred its own manufacturing operations on numerous occasions – to serve new markets and in response to changing business circumstances.

In doing so, it has established supplier bases and supply chains worldwide including in emerging markets, and developed industry-leading policies on corporate responsibility and supplier sustainability.

Real-world experience

Philips Industry Consulting's experts draw on this background and their individual know-how. Each of them has worked on a wide range of projects for clients of all sizes, from small start-ups to high-volume plants.

They bring all this experience to bear, planning, managing and executing your transfer. So your move is smooth, cost-effective and trouble-free down to the smallest detail.

Smooth transfer of large operation guarantees customer's deliveries

A manufacturer needing extra production capacity at lower cost decided to make a major investment in new capacity and to transfer its existing production at the same time. With no in-house experience of such a high-risk operation, the company turned to specialists – Philips Industry Consulting.

Together with some of the company's own staff, Philips Industry Consulting created a multi-disciplinary team to handle all aspects of the transfer: engineering / civil engineering, installation of equipment and building permits, as well as customer production releases, hiring, training and more. Within just 10 months of receiving permission to operate, the factory was ready and the lines released for production. Everything went according to plan and the manufacturer's product shipments continued throughout.

A major transfer successfully handled with no break in production, and within a tight budget and timeline.



Philips Industry Consulting is part of Philips Innovation Services

Contact us at the following address:

Philips Industry Consulting, Eindhoven Office, The Netherlands

Phone : +31 40 27 40827

Fax : +31 40 27 42828

e-mail : industry.consulting@philips.com

Find out more at:

www.innovationservices.philips.com/industryconsulting



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