

What are we doing ?

Interim Management is always used when there is a staff shortage in a company. This can have various reasons, e.g. the sudden illness or leaving of an employee. But in many cases, also a crisis is the reason for the short-term deployment of an external expert who analyzes the situation and takes action within a very short time.

Interim Managers are trained to take on direct responsibility and, based on their broad experience, make the first, often imperative, decisions.

We have been successfully working in **Interim Management** for more than 15 years now and have specialized in mandates for plastics technology. Our focus is on taking over the management or plant management, very often associated with a difficult environment, e.g. restructuring (operational or financial), OEM escalations or post M&A problems. It is not uncommon for individual factories of a large corporation or industrial companies to experience an existential imbalance out of such a situation. That's why they need help.

Your organization is in trouble ?

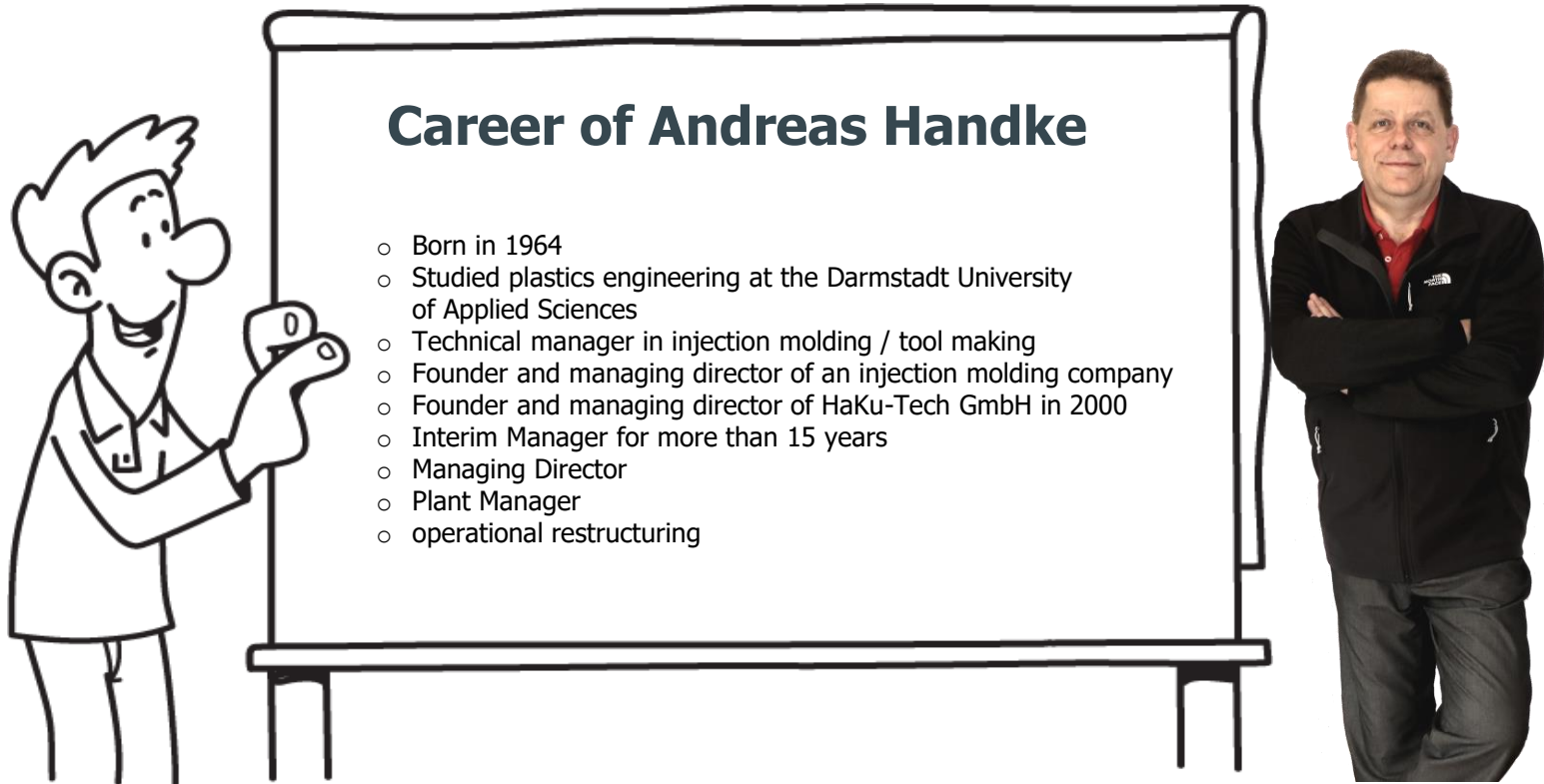


Are you missing an important manager?
Things get out of control?
There is no objective view from the outside?

Then it's time to hire an experienced **Interim Manager!**

Who is your contact ?

HaKu-Tech GmbH was founded in 2000 by Mr. Andreas Handke - at that time still as an engineering office in association with a production company. The focus has been on **Interim Management** in plastics technology for more than 15 years now. In addition, also advisory mandates are taken over, mostly in cooperation with private equity companies or banks in the course of an M&A process or in the course of preparing reports according to IDW.



Career of Andreas Handke

- Born in 1964
- Studied plastics engineering at the Darmstadt University of Applied Sciences
- Technical manager in injection molding / tool making
- Founder and managing director of an injection molding company
- Founder and managing director of HaKu-Tech GmbH in 2000
- Interim Manager for more than 15 years
- Managing Director
- Plant Manager
- operational restructuring

In which areas do we operate ?

There are many reasons for a crisis (lack of leadership, wrong decisions, quality problems, OEM escalations, changes in the market, etc.) and sometimes your own organization is no longer able to cope with the problem. Many of our mandates in the past 15 years have originated from such a crisis, such as:

a plant became unable to deliver | a formerly medium-sized company could not be integrated into a group | the SOP completely failed | the performance (EBIT) became critical | a new start of a plant (Greenfield) got out of control | the house bank requests an expert report according to IDW with subsequent implementation | the culture of a new (foreign) owner meets established, regional perspectives ...



How do we act ?

- Assuming operational responsibility in the position of CEO, COO, CRO (with entry in commercial register)
- Plant Management
- Analysis of the current situation (quick check)
- Re-establishment of internal and external communication
- quick decisions to reverse the current situation
- team building

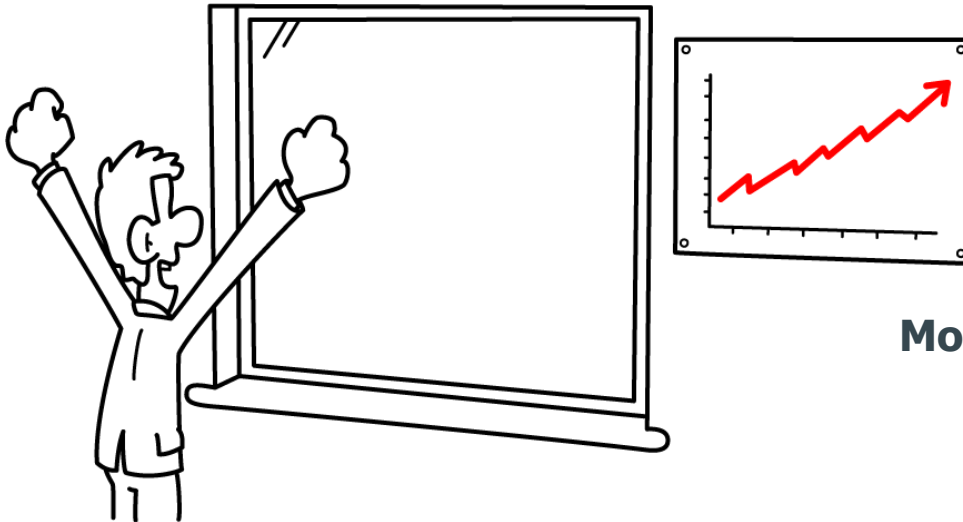
What makes us different ?

- an always neutral, objective view "from outside"
- committed exclusively to the mandate, solution-oriented
- we are not consultants, we take operational responsibility
- we come to go (after the job is done)

Where have we been able to support successfully ?

Our focus is on plastics technology - from inquiry to EOP. About 75% of our activities take place in the automotive supplier sector, other mandates can be found in areas such as White Goods, electrical engineering, garden tools or packaging for cosmetics. Our customers range from typical medium-sized companies to production plants in a large group - nationally and internationally.

We have succeeded in resolving many critical situations, restoring delivery capability, leading failed SOPs to success, improving key figures sustainably (financially and operationally), and much more. The accumulated knowledge from all these mandates is on board and is available to the next client. In addition, we do have a network of experienced **Interim Managers** personally known to us, who we can integrate if required.



More than 30 years of expertise

Technology:

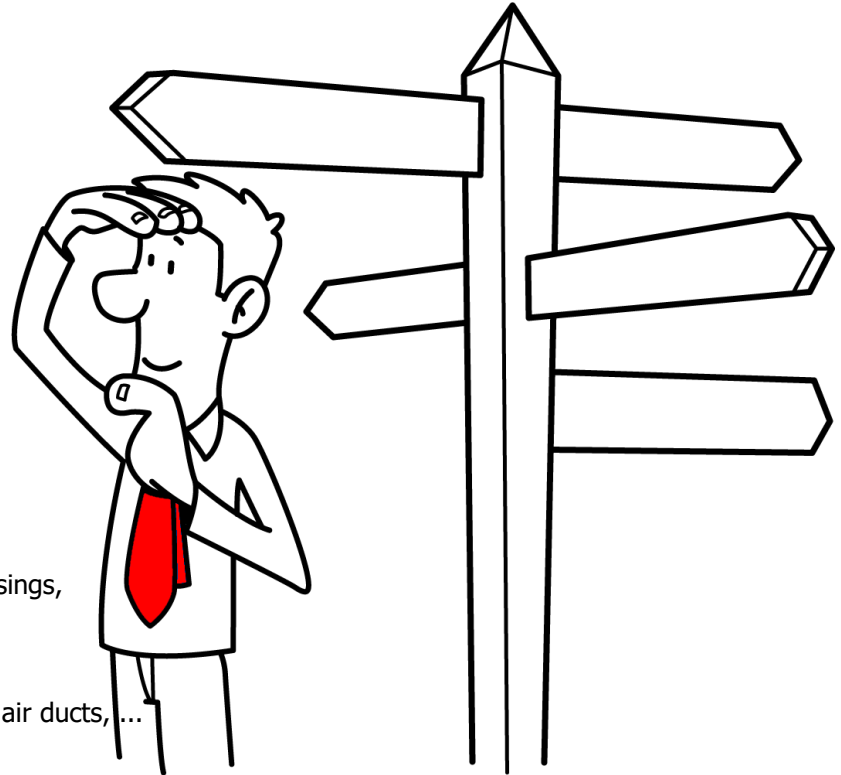
- Injection Molding | 1-K, 2-K, 3-K, GID, mono sandwich, ...
- Blow Molding | 3-D Blow Molding
- Toolmaking
- Assembly | complex assembly systems, EOL tester, ...
- Finishing | painting, flocking, printing, ...

Methodology:

- Team Building and Communication
- Lean Tools
- Shop Floor Management
- systematic problem solving
- development of key figures and making them transparent

Products | Systems:

- Automotive: dashboard | glove boxes, air vents, loudspeaker housings, control panels, ...
- Automotive: interior | center consoles, door panels, ...
- Automotive: exterior | spoilers, attachments, door handles, ...
- Automotive: plastic parts close to the engine | air shutter guides, air ducts, ...
- Automotive: components for driver seats for cars, trucks and commercial vehicles
- Automotive: underbody | wheel arch liners, underbody panels, ...
- Kitchen Appliances | components for coffee machines, coffee pots, kettles, ...
- White Goods | components for dishwashers, washing machines, ...
- Garden Tools | housing for lawnmowers, 2-component parts for secateurs, ...
- Office furniture | backrest covers, components and handles for office chairs, ...
- Cosmetics | hollow packaging, pourers, closures
- general technical parts | electrical engineering, consumer, sanitary, heat engineering, ...



HaKu-Tech | Case study - a typical starting point

Customer

- TIER 1 production plant of a Japanese subsidiary
- 250 employees, German location, taken over from bankruptcy a few years ago
- Focus on air shutter guides and engine related systems
- Injection molding up to 15,000 kN, 1-K, 2-K, IML, GID, assembly of modules and EOL tests, finishing
- Delivery to several OEMs, partly to international locations

Situation

- Massive delivery and quality problems in ongoing series, unclear capacity statements
- Plant in desolate condition, littered, chaotic storage situation, no sense of order
- The plant's infrastructure does not match the logistic throughput of large-volume ZSB
- Plant management team no longer able to act, senior management partly overwhelmed
- Biggest customer threatens to relocate all orders, OEM escalation program

Actions

- Restoration of internal communication and communication with the main customer
- Project "clean the house" started
- Revision of the capacity planning based on the OEM capacity
- Introduction of OEE monitoring with a daily plant manager tour
- Weekly monitoring with the main customer
- Revision of production layout and optimization of goods movements
- Root cause analysis and actions on every production cell, visualizations
- Team building measures in the management team and on shop floor level
- Production cell set up for main product, external logistics center set up

HaKu-Tech | Case study - 12 intensive months

Month 01

- Massive back orders, quality problems, weekend shifts, escalation program
 - Immediate shop floor actions and several escalation talks with OEM carried out
 - Personnel measures carried out, cleanup-project "clean the house" started



Month 03

- First stabilization achieved, basic order restored in the whole plant, still in escalation
 - OEE significantly increased in many areas, communication brought to an objective level
 - OEE monitoring and weekly monitoring with OEM agreed and started



Month 06

- Delivery problems almost eliminated, stable output, no weekend shifts since month 5
 - Loss of further orders was prevented, trust returns, full capacity secured
 - Further optimization measures started, new layout is introduced



Month 09

- Stable output despite increasing quantities, OEE consistently at a stable level
 - New layout implemented, external logistics center started
 - OEM starts de-escalation and places new order



Month 12

- Logistics center goes online, free and additional space and better workflow
 - Training of the new plant manager (started in month 11)
 - Free capacity



HaKu-Tech | Case study - the necessary skills



Immediate Actions

Crisis Management

Communication

5S Projects

Process Analysis

Team Building

First of all, it is necessary to bring the situation under control. To do this, quick decisions must be made and basic rules drawn up. This is the only way to avoid further escalations.

The period for this phase is approximately 3-4 months, depending on the respective organization and the characters involved.

The first phase is followed by measures of different durations. While individual elements of these processes are completed in 9-12 months, others go far beyond and continue to develop.

Sustainable operational restructuring takes between 12 and 18 months, depending on the complexity.

Operational Restructuring

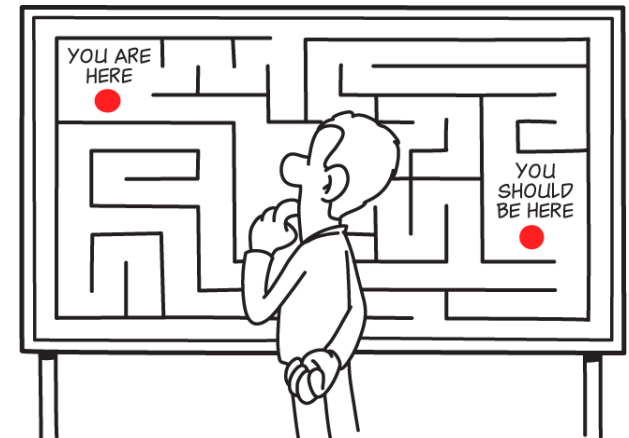
Shop Floor Management

Lean Tools (KATA)

OEM De-escalation

EBIT - Improvement

Change Management



HaKu-Tech | Extract from our project list

2020 | 6 Months

- Plant management extrusion and assembly plant, TIER 1, approx. 400 employees
- German group, Czech location
- Exterior (rear spoiler and components), window frame seals
- Vacancy bridging, extensive new starts, OEM escalation programs
- Crisis management Covid 19

2019 | 9 Months

- Plant Manager Injection Molding and Assembly Plant, TIER 1, approx. 220 employees
- German holding, German location
- White goods, sanitary technology, medical technology
- Operational restructuring, level of maturity, extensive new starts
- Securing series delivery, operational improvements

2018 | 6 Months

- COO injection molding and assembly plant, TIER 1, approx. 220 employees
- Korean group, German location
- Underbody components, (textile) wheel arch liners
- Operational restructuring, OEM escalation programs, OEE improvement
- Securing series delivery, critical SOP, introduction of shop floor management

2016 | 12 Months

- Plant manager injection molding and assembly plant, TIER 1, approx. 250 employees
- Japanese group, German location
- Engine related systems, air shutter guides
- Operational restructuring, OEM escalation programs, OEE increase
- New plant layout, new material flow, introduction of shop floor management

HaKu-Tech | Extract from our project list

2015 | 13 Months

- CEO of an injection molding company, approx. 450 employees
- German group, German location with Polish subsidiary
- White goods, automotive, power tools
- Restructuring of the organization and integration into a group matrix organization
- New management team, improvement of results, scrap reduction

2013 | 22 Months

- Plant Manager Injection Molding and Assembly Plant, TIER 1, approx. 280 employees
- US group, German location
- Interior assemblies: air vents (dashboard), roof handles
- Operational restructuring, OEM escalation programs
- New plant layout, new material flow, new management team

2012 | 8 Months

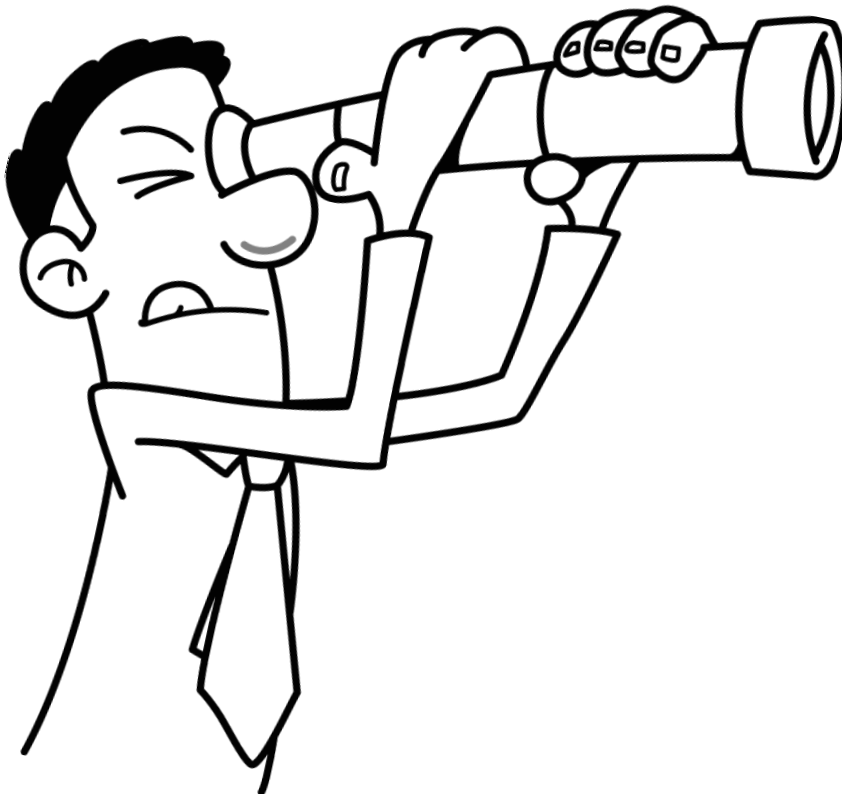
- CEO of a packaging manufacturer, approx. 350 employees
- Private equity, German location with Polish subsidiary
- Hollow packaging for decorative cosmetics
- Bankruptcy-related reorganization and restructuring, expert report according to IDW-S6
- Implementation of an improvement program with subsequent M&A process

2010 | 17 Months

- Plant Manager Injection Molding and Assembly Plant, TIER 1, approx. 290 employees
- Owner-managed German company, Portuguese location
- Interior components: center consoles, glove boxes, add-on parts for dashboard
- Operational restructuring, OEM escalation programs
- New plant layout, new material flow, new management team

Where do you find us?

Our home is in the state of Bavaria, near the Czech border. We start our mandates from the Northern Upper Palatinate - both nationally and internationally.



HaKu-Tech Deutschland GmbH

Josef-Hierl-Strasse 2
D-95652 Waldsassen

Telefon: +49 9632 91366

Telefax: +49 9632 91367

Andreas Handke

Mobil: +49 160 95636410

Mail: andreas.handke@hakutech.com