

COMPANY XYZ*: CHANGING PRODUCTION PROCESSES WITH AVM TECHNOLOGIES

Knowledge Dimension:
Technology

Advanced Teaching Case
01 2019

*Fictional company name

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This case was developed solely as the basis for class discussion. Cases are not intended to serve as endorsement, sources of primary data or illustrations of effective or ineffective management.

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After the fall of the iron curtain, Poland established a free market economy which led to the establishment of new businesses, such as the Company XYZ. Located in Lower Silesia, the manufacturing company has a wide customer base as well as partnerships with research and development centres, universities and financing agencies. Company XYZ had until recently relied on their own technologies for production. However, due to new national regulations, the company was asked to produce an electrically powered transport trolley for which it needed new equipment. The demand for the new trolley within Company XYZ was high. Therefore, internal changes in the production were accepted by the Managing Director of the firm. This change meant that new strategic solutions had to be found because the existing standard solution could no longer be applied. The new process is more customer-specific, specifically oriented at small-lot production and has to coexist with already existing processes. The following case will discuss the individual steps of the development process of the electrically powered transport trolley, from the formulation of the idea to the implementation of the solution, thereby highlighting challenges that occurred. To optimise the integration of the electrically powered transport trolley into the production processes, managing directors of Company XZY are currently looking for solutions that do not interrupt the core production of the firm.

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