

Case Study **Transferring the sourcing and production of Besi's Die Bonder DB2100 to Malaysia**

Reeves & Partner provides project coaching and controlling for transferring high-tech semiconductor machine from Europe to southeast Asia



Besi's DB2100 "Dragon" Die Bonder

Organization and communications key to success

Early 2010, Besi began a project to transfer production of their showcase product, the Die Bonder DB2100, from Switzerland to their facility in Malaysia. Closeness to the customer and cost savings were prime goals of the project. The tasks included sourcing the parts and secondary modules locally and conducting key module assembly and final assembly in-house. Reeves & Partner joined the project in September to coach the project manager in Malaysia.

Under the guidance of Roger Reeves, Besi reorganized the project, assigning employees in Malaysia to take over sole responsibility for the work packages and establishing a motivated team with the right people both in Switzerland and Malaysia. Four months later, the first machine from Malaysia was shipped out to a customer.

Reeves & Partner spent a total of eight months in Malaysia assisting the local project manager. Over 100 people were directly involved in the project, which had to overcome language, time zone and, most importantly, cultural barriers. As with any project of this magnitude there were constantly new challenges to be addressed. Maintaining a strong project team in Malaysia and ensuring open and regular communications with the key users from Switzerland helped assure project success. The pride of the employees rose immensely as the first customer machine was shipped out in January 2011.

The project was constantly faced with numerous new situations. By identifying and focusing on the critical path items, the efforts and manpower could be most efficiently assigned. This led to the successful transfer of the in-house module and machine assembly in short time. Sourcing all of the parts in Asia was an even greater challenge and required immense planning and foresight. New suppliers had to be found and qualified for over 1,000 individual fabrication and commercial parts. This was followed by testing and approval of the finished parts, sub-assemblies and modules. An extremely high level of organization and an exact overview of the entire sourcing status were comparative. In spring 2011 the first "Made in Malaysia" modules were already being installed on the Die Bonders and sent out to customers.

Following completion of his main project contract, Roger Reeves remained in a part-time controlling role for a further three months, ensuring successful continuation of the project.

"Roger Reeves assisted us greatly in achieving the project objectives. His vast international experience and skills enabled him to immediately insert his influence and teach our project manager how to handle a project of this magnitude, which was completely new to us. His guidance was instrumental in keeping the project on target, meeting deadlines, and promoting corporate-wide acceptance for this transfer."

Henk-Jan Jonge-Poerink, Managing Director, Besi APac Sdn. Bhd.

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