Mycronic Anturadagen

Integration in IT systems, resource handling, governance and Antura as vital part of cost control at Mycronic

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Mycronic AB
Täby

Jörgen Lundberg

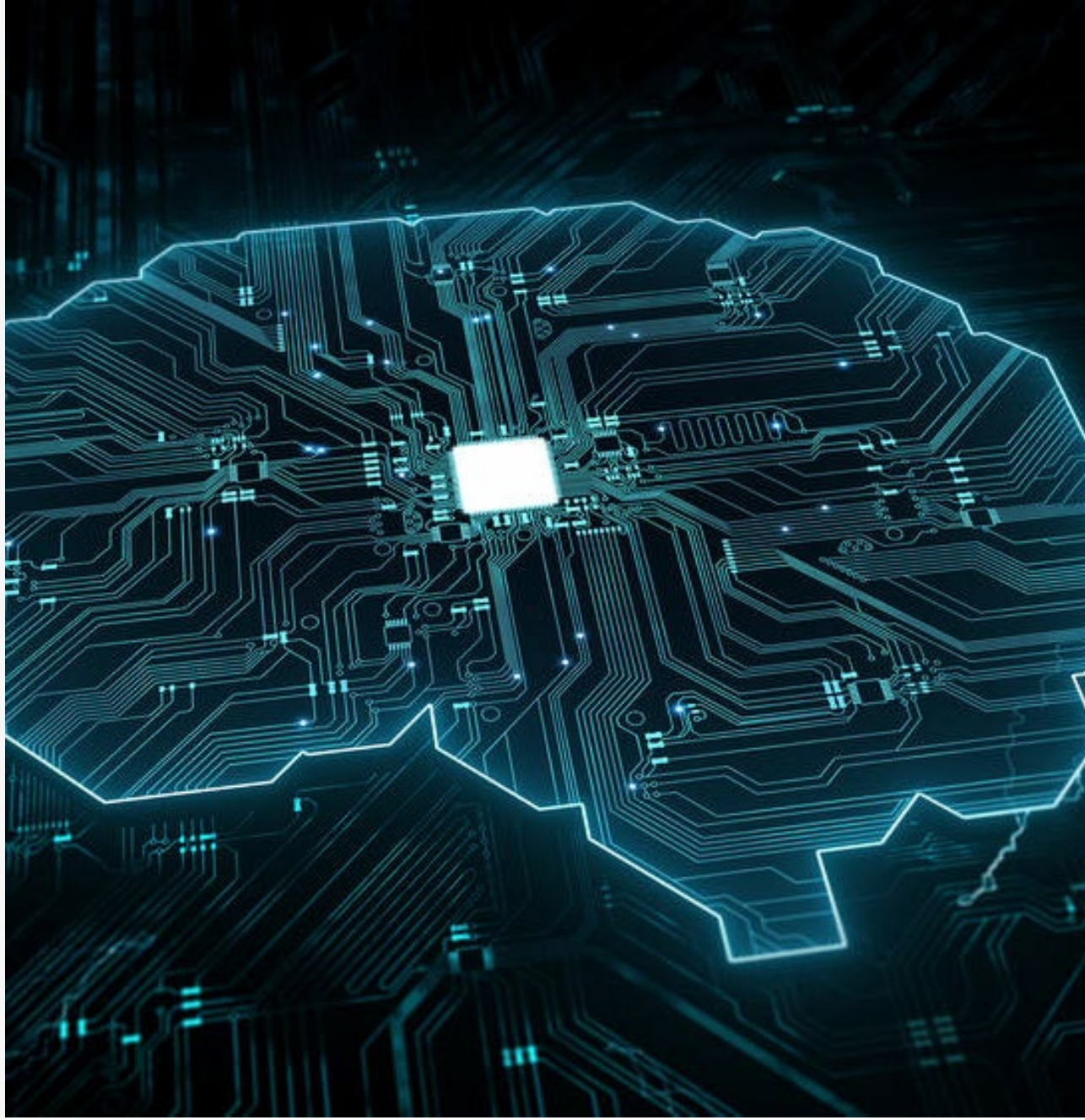
- Director, PG Development Center
  - Project Office, Configuration Management, Product Compliance
- Employed 1997
- Täby Kyrkby, "sambo" with 1 grown-up daughter & 2 teenagers
- Mostly outdoor activities
- Origin: 3rd generation Stockholm, KTH

Hans Ollfors

- Senior Specialist Project Manager
  - Product Development PM & Antura specialist
- Employed 1996
- Täby, "särbo" and 2 grown-up daughters
- Mostly outdoor activities and a football fan
- Origin: Göteborg, Chalmers

Agenda

- Short introduction Mycronic - Jörgen
- Antura Implementation Project - Hans
  - Success Factors at Mycronic
  - IT System Integration
  - Resource handling
  - Administration and Operational Development
- Antura Project Portfolio - Jörgen



Worldwide **footprint**

More than 40 years
of experience in innovation

Mycronic is represented
in more than 50 countries

The power of innovation
is proven by more than 500 patents

More than 2,000 employees
in 12 countries

More than 28,000 production systems
at more than 5,500 customers

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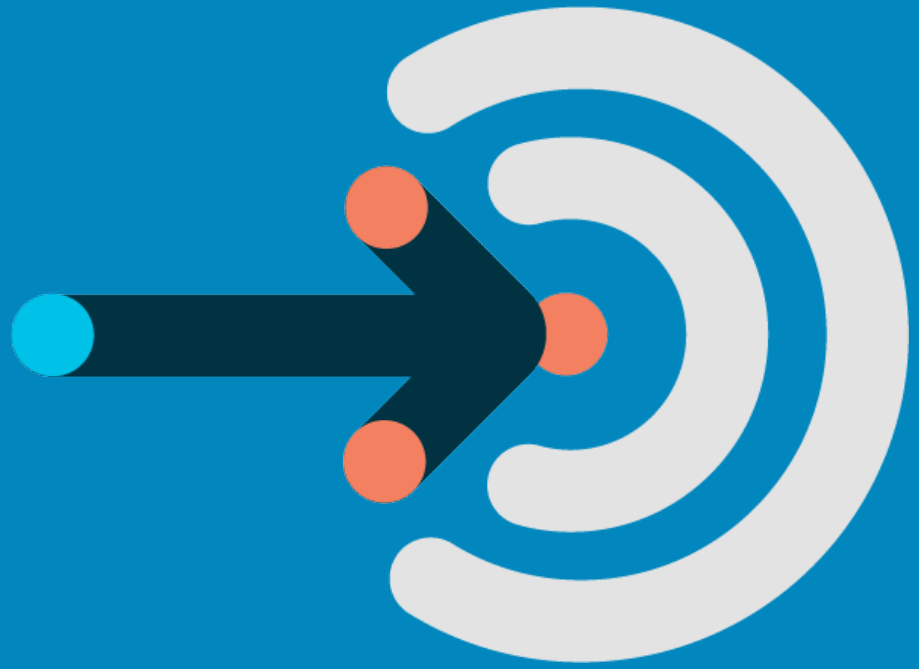

2022 in short

- **Net sales** of 5,119 MSEK
- **Ebit margin** at 17%
- **Order backlog** of 3,574 MSEK
- **Strong platform** for future growth

Mycronic's **four divisions** – with clear divisional strategies

Pattern Generators

Display, Semiconductor

Number one mask writer company in selected segments

High Flex

Medical, Industrial, Aerospace & Defense

Number one high flex solutions provider for PCB assembly

High Volume

Mobile phones, Computer, Semiconductor, Automotive, Consumer

Number one high volume assembly solutions provider for electronics production with core in dispensing

Global Technologies

Telecom/Datacom, Aerospace & Defense Automotive, Medical, Semiconductor

Technology and market leader in attractive electronics niches

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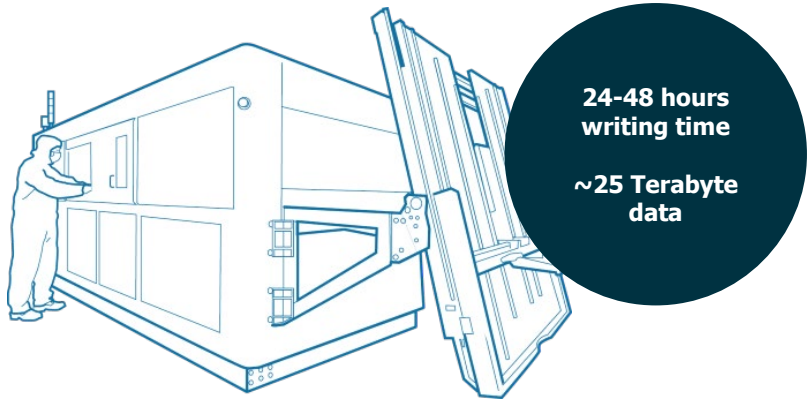
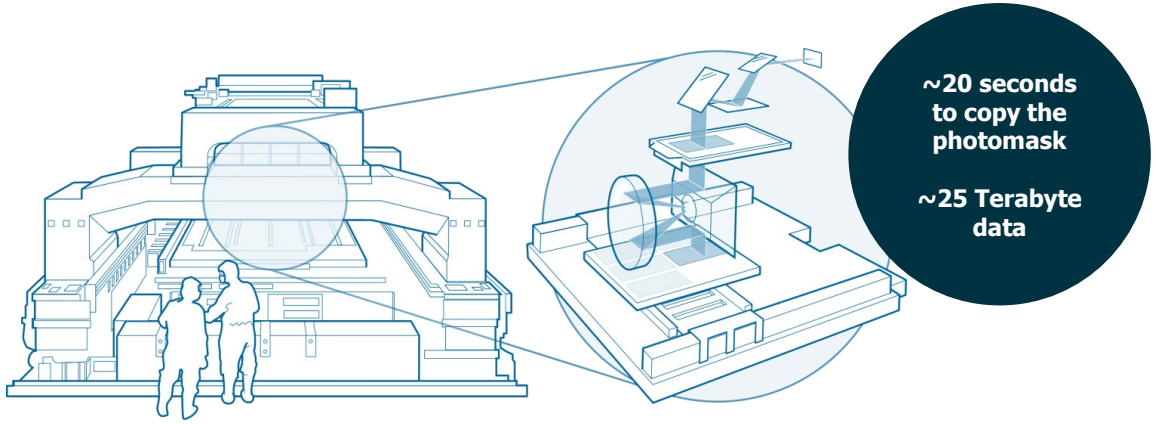
Highly cost effective for advanced electronics

Lithography using photomasks - The link between design and mass production of electronics.

Mask writer – direct writes the photomask



Aligner – copies the photomask

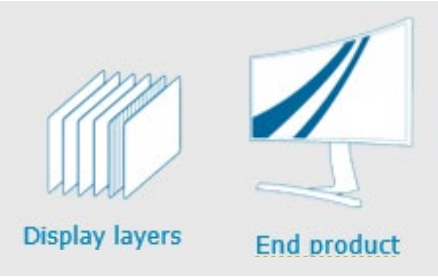


Technology very suitable for HVM manufacturing:

- When all things in place there is low risk for problems or disturbances during production
- Cost scales very good with volume
- Proven technology developed and fine-tuned over decades

Display manufacturing

- Production of 3 600 000 000 displays
- Covering an area of 32 000 football fields
- To a value of 108 000 000 000 USD



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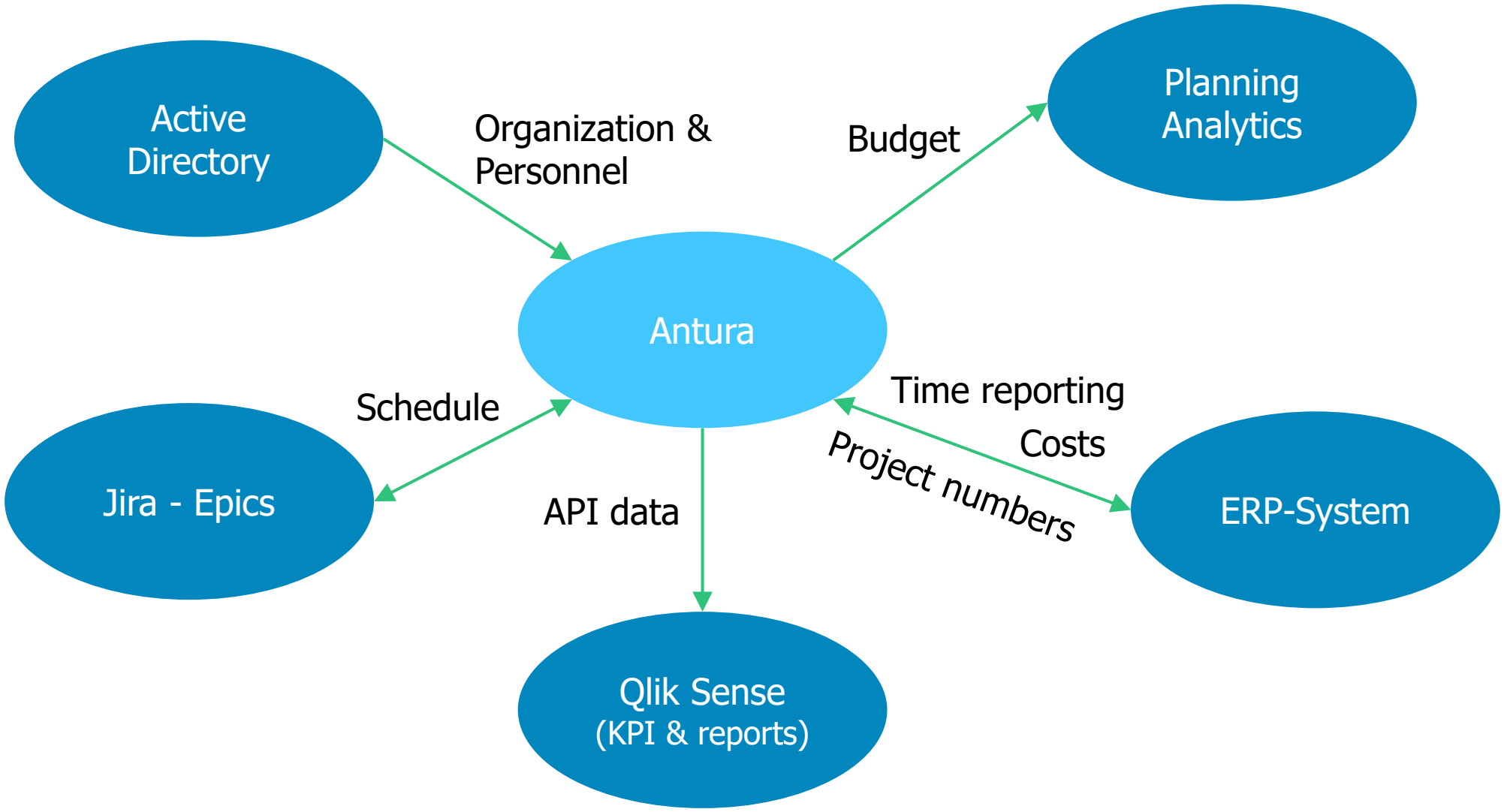
Antura Implementation Project

Antura Implementation Project

Success Factors at Mycronic

- Good support from management; allowing team to prioritize quality over time.
- Phased implementation of the system – not "big bang".
- Experienced & competent IT Project Manager.
- Cross functional, experienced project team.
  - Knowledge about the organization and how affected systems works.
  - Mandate to make decisions.
- Operational development as part of the project, taking a broader view of business improvements.
- Allowing scope creep when it's for the common good.
- Weekly project meetings for pace and information exchange.
- Tailor made "cookbook" instructions and pro-active training for users.

Antura – IT System Integration



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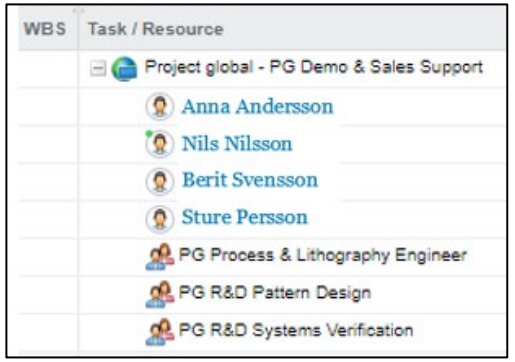
Antura Resource Planning

Mycronic's Way of Working



Rule No 1: Roles and users

- Roles are used to indicate as request done by project manager.
- Users indicate that request is approved by line manager.

Rule No 2: Time scale

- All roles within next 3-6 months should be converted to users (approved) as soon as possible.
- If possible, make requests for next 12-24 months for long term prognosis (no need for line manager to approve).

Rule No 3: Highlight resource unavailability

- Vacation – Block time for actual vacation plans in the e.g., "PG R&D Vacation" project or equal at your department.
- Line activities – Reserve time for employee line activities e.g., operational development, group meetings & training, in applicable line projects.
- Tip – Use "Work hours" to indicate when in time co-workers are starting (x%) or leaving (0%).
  Requests for a role is still possible, but you will as line manger be reminded about the lack of availability.

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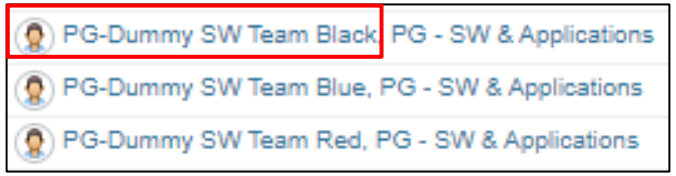
Antura Resource Planning

Mycronic's Experiences after 1.5 years use

General:

- Important with clear name convention of roles: <division> <department> <role>
  Example: PG R&D Mechanics Designer
- Usage of "Dummy users" to approve resources in projects where e.g., part of a SW-Team will handle the development in sprints.
- \+ Antura enables one, clear overview of resource situation.
  ….but doesn't replace some direct communication.



Project Managers:

- \+ Costs of requested resources are easy to move to budget & forecast which enables to immediately view total project cost.
- \+ Clear overview of requested and approved resources.

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Antura

Administration and Operational Development

- Bi-weekly Antura CCB (Change Control Board) with following agenda:
    1. Synchronize and develop Mycronic's way of working
    2. Decide upon new suggestions of improvements (both internal and to share with Antura)
    3. Follow-up of suggestions of improvements already shared with Antura ("APIP")
    4. Upgrade planning
    5. Ad hoc topics

- Roles represented in board:
    - Administrators from the two Täby-divisions and the Corporate Office
    - Application manager
    - Finance
    - Antura (when needed)

Improvements proposals - Resource Planning

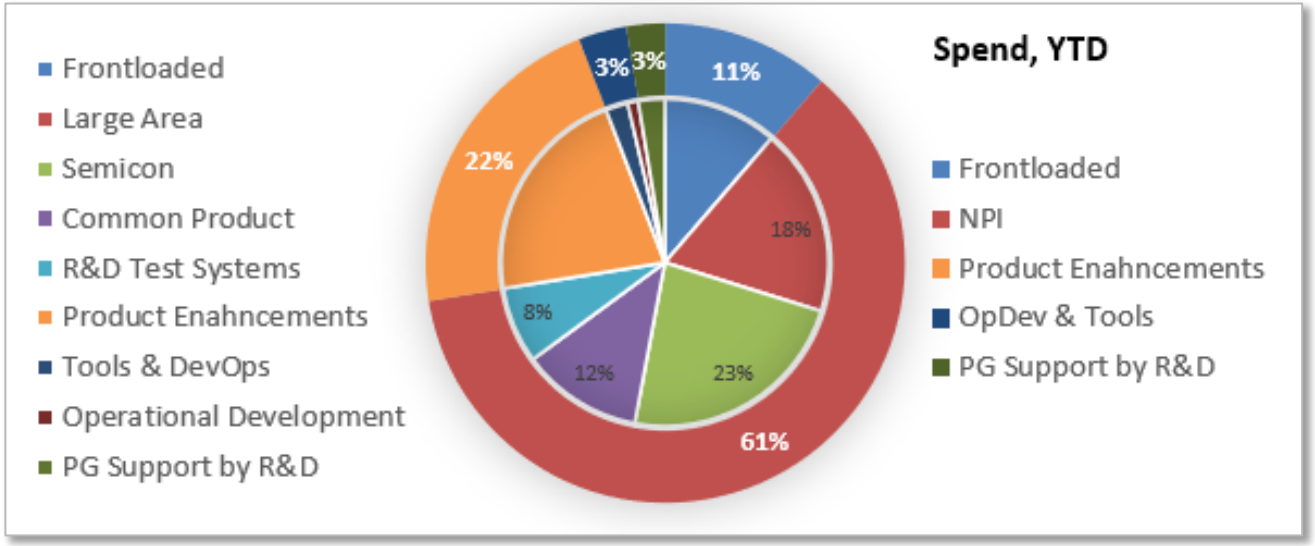
Improvements suggested by Mycronic to further enhance functionality

- Improved Resource Demand Dialogue
  - When adding resource demands for a chosen period e.g., year 2023, the dialogue box doesn't show the same time span as chosen in the filters in the "Resources view".
  - Possibility to choose several periods for resource demands in same window, i.e., additional start and end dates in the dialogue.
- Possible to add comments when demanding/planning resources
- Add column with organization belonging
- Improved Role/User Replacement Dialogue
  - Current dialogue doesn’t allow line manager to choose how many percentage line manager wants to replace a requested role with a certain resource.

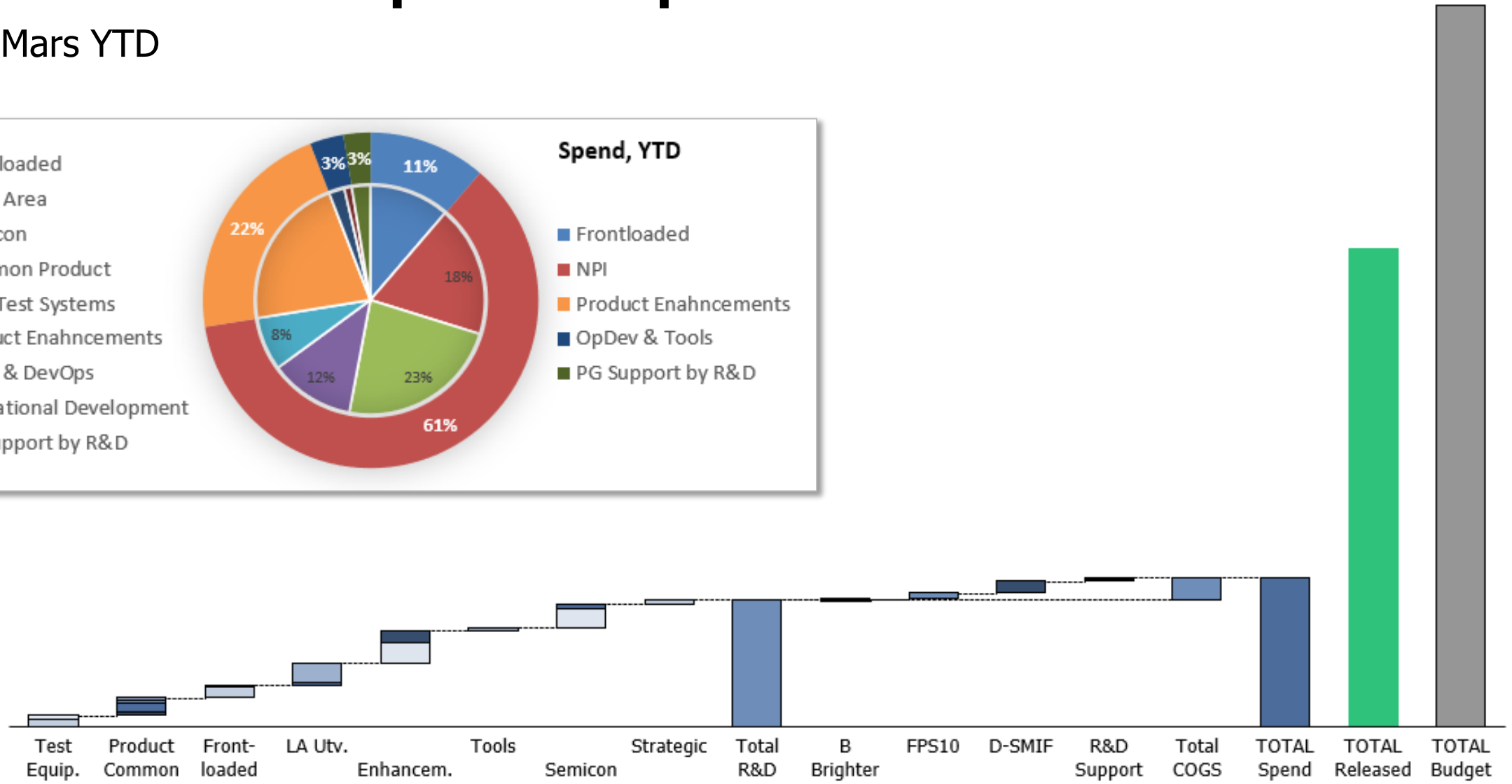
Antura Project portfolio

PG Product development – Spend

2023 Mars YTD



(MSEK)



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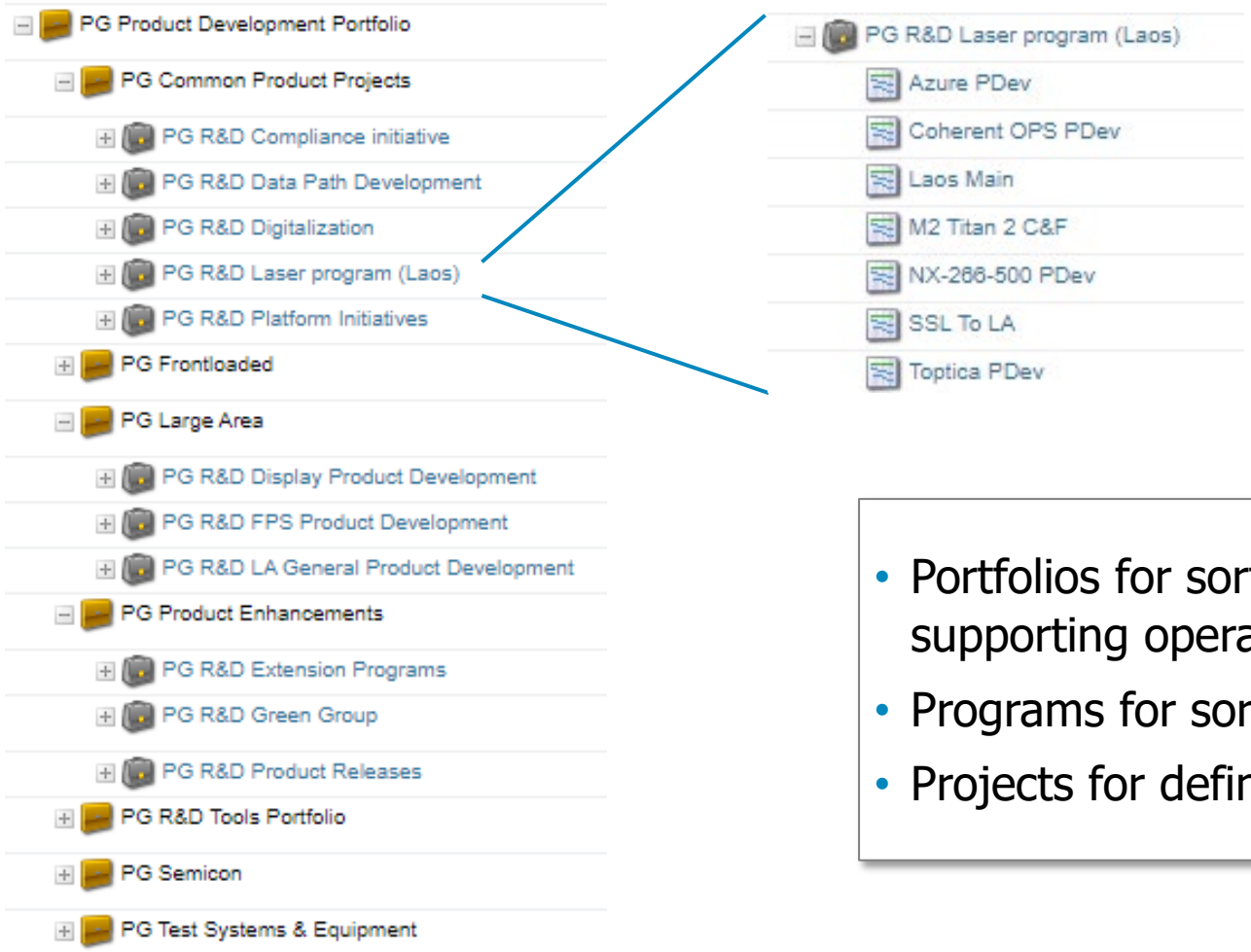
PG Product development – Antura portfolios and program



- Portfolios for sorting business areas, strategic and supporting operations
- Programs for sorting product initiatives in roadmap
- Projects for defined assignments

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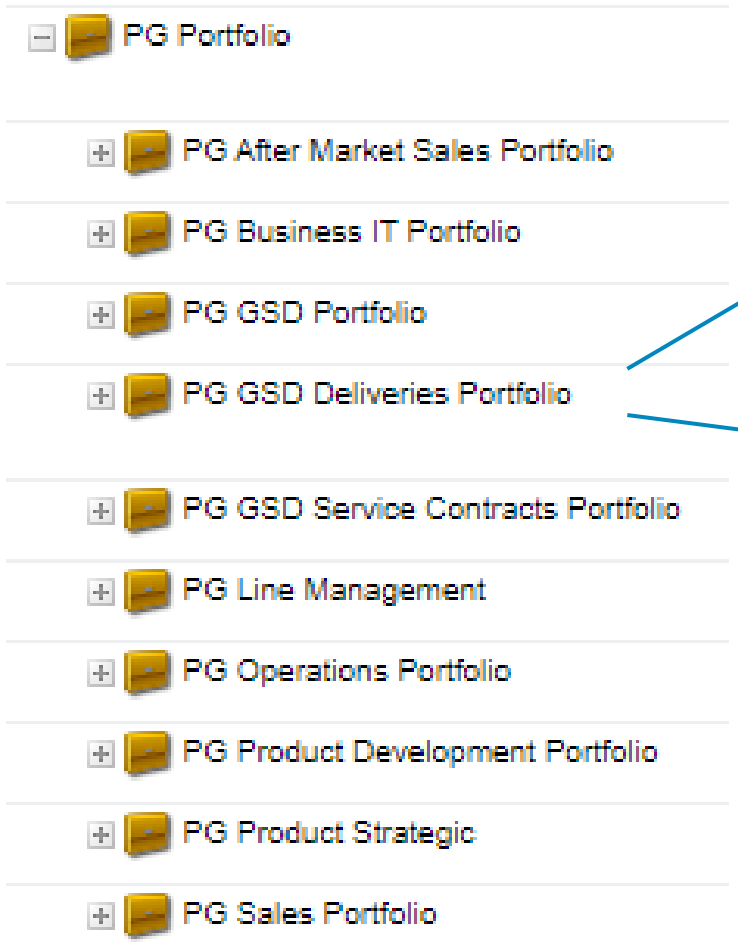
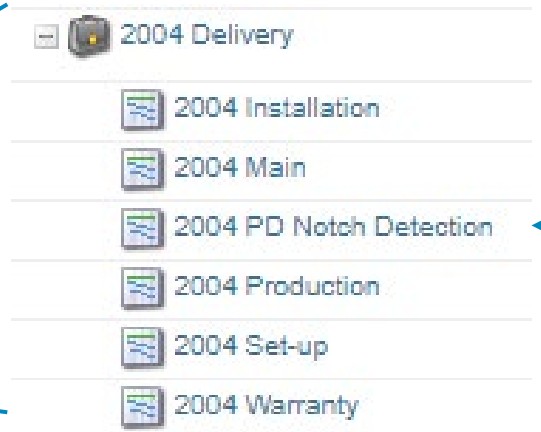
Portfolios is also used for cost control of all activities



Example: delivery of a system



Customized development

- Portfolios for all departments and operations
- Programs for e.g.; one system delivery
- Projects for different phases in the PLC

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THANK YOU!