

Midplus- Activity O5 - Company Project

Introduction of the work package and
a roadmap for the executing of
joint Company Projects



Funded and Associated Partners of Midplus

Lead Partner

VIA University College, Denmark



Project Partners:

Offenburg University of Applied Sciences, Germany



Fontys University of Applied Sciences, Netherlands



Associated Partners:

Universidad de Burgos, Spain



HAMK University of Applied Sciences, Finland



Hogeschool Zeeland University of Applied Sciences, Netherlands



O5 Company Project – Introduction context

The purpose of this presentation is to give an insight to the experiences gained via the Midplus Project* during the course of Company Project in the period from 2018 to 2021.

* **Midplus Logistics Knowledge Cluster:** The discipline of Logistics and Supply Chain Management demands a steady exchange of information based on a cross-country knowledge mobility. Therefore the main target of the Midplus Logistics Knowledge Cluster is to achieve a steady and sustainable student and teaching mobility in order to enhance cross-border knowledge in the field of Logistics and Supply Chain Management with all its facets.

O5 Company Project - Introduction context

- During the project 3 company defined projects* will be done including students from all participating HEI's as well as inviting associated partners. These reports will be presented to the companies involved.
- Each participating HEI will have a company defined project. 5 students from each HEI will be invited to join the projects (this also includes the associated partners). The company evaluation will result in a testimonial to be used in our marketing. The total evaluation and report will be used as a model for coming company defined projects. The coordination of the three projects result will be done by VIA

* Only 1 Company Project has been conducted during the project period, which will serve a basis for this presentation.

O5 Company Project - Introduction context

The Midplus cooperation has made the following Company Project:

April – June 2021

Virtual O5

Lean Project based on company Aqua Mineral SE,
introduced by Camelot Management Consultants

O5 Company Project– Key numbers

Number of Company Projects

1

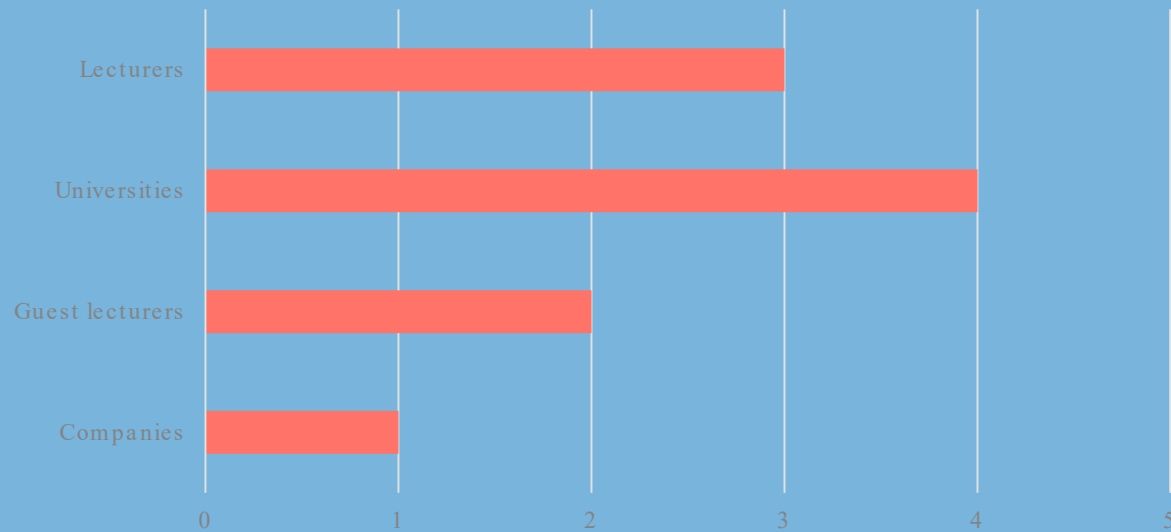
Number of participants

5

Number of represented countries

4

Resources used



- Denmark
- Germany
- The Netherlands
- Spain

Represented HEI's

- VIA University College (DK)
- Hochschule Offenburg (DE)
- Fontys Hogeschool (NL)
- Universidad de Burgos (ES)

O5 Company Project - Topic

- Company Project (O5) has been organized as a case study in collaboration with a consulting company Camelot Management Consultants.
- The case study concerned a challenge faced by Aqua Mineral SE.
- The key information concerning the case study can be seen in the next slides.

O5 Company project - Introduction

The extract from the Company Project introduction (1)


Assignment & Road Map 

Aqua Mineral SE has reached its capacity limit and is now investigating the root causes whilst looking for improvement supported by a business case

INITIAL SITUATION

In-house analysis & tasks

- 01 The plant is running at its capacity limit.
- 02 Unexpected downtimes lead to delayed deliveries and SKU shortages.
- 03 The management team did a first analysis and identified that the format change at the bottleneck equipment Blower is the biggest lever for improvement.
- 04 The plant manager assigned his project engineer to start the set-up process using the SMED method.
- 05 After conducting the observation, he got ill and as he has pressure to demonstrate results to his boss Sophia Gruner, Global Head of Operations, he decided to handover the project to you.
- 06 He is aware that you are real experts and expects results of high quality underlined by a business case.

Slide 7 | © CAMELOT 2021 | Aqua Mineral SE 

O5 Company Project - Introduction

The extract from the Company Project introduction (2)

Additional to the business case assignment regarding the capacity limitation, the plant management has several other observations which needs to be analyzed

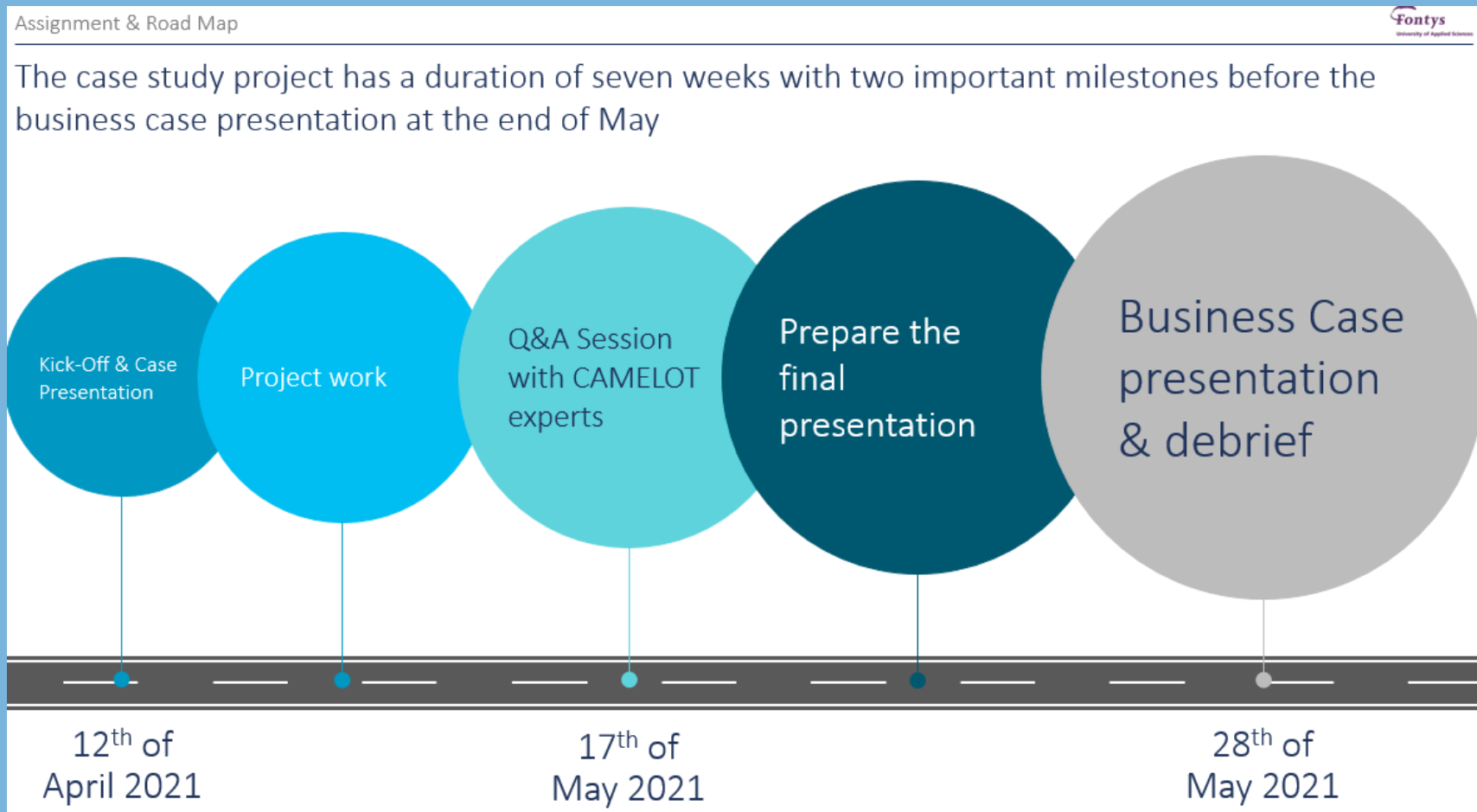
PROBLEM STATEMENT

Project assignment

- 01 Analyze the provided information and identify potentials to increase the uptime of the production line. As you are expert, please use your network to acquire information or assume by an educated guess. Incorporate your improvements in a business case that you will present to the steering committee together with your identified improvements
- 02 During your assignment, the plant manager approaches you and ask you for improvement ideas for the raw material weighing. A quality incident happened recently. Two raw materials were wrongly used, and he would like to apply Poka Yoke in this area.
- 03 As he also read an article about layout and material flow optimization, he is curious to hear from you what ideas you have for the set-up of his production lines

O5 Company Project - Timeline

The Company Project has been executed as a virtual event.



05 Company Project – Selection of topic

The criteria used for selecting a topic have been:

- The topic is suited to the curriculum and covers the discipline of Logistics and Supply Chain Management
- The topic includes inter cultural aspects/elements
- The topic is relevant and covers current challenges within industries
- The topic is in focus among students and industries
- The topic is suited for an intensive study week(s)
 - Form: case study in collaboration with a company
- The Company project gives the participating students an experience which enhances:
 - Their skills
 - Their international experience
 - Their social skills
 - An international network

O5 Company Project – The setting (1)

A Company Project includes a number of practicalities which are important for making a successful Company Project. The practicalities in random order are:

- Timing

- Semester start and end, exam periods and vacations periods are not necessarily the same for all universities. It is important to remember this, since students will not participate if the exam period is coming in the near future.
- Plan ahead, students require at least a notice of 1 month.

- The invitation

- The invitation has to be send out at least two months before the event is taking place.
- The students have to apply for participating by making a motivational letter.

- Expenses

- Students have a tight budget, and expenses are in focus for joining a Company Project, and you are to expect many questions regarding practical aspects like accommodation, food , traveling and other expenses related to the Company Project.

O5 Company Project – The setting (2)

A Company Project includes a number of practicalities which are important for making a successful Company Project. The practicalities in random order are:

- Travel and accommodation

- Students are to find transportation options by themselves, giving the budgetary constraints.
- Accommodation is arranged by the hosting institution.
- NB.
 - Have the accommodation and expected expenses during the week in place so you are able to provide a high level of information.
 - Inform student of how to get from airport, train station to the hotel, and from hotel to Campus.

- During the week

- Make a detailed plan, including timing, and where to be,
- NB.
 - Make sure to make room in the program for social and cultural activities.
 - Involve actively local students in the "unofficial" program.

O5 Company Project – Selecting students (1)

The students are an important part of making a successful Company Project.
Below you find some of the considerations to have in mind when selecting students:

- Invitation

- Make an invitation/introduction which "sells" the Company Project.
- Include essential details, such as topic, timing, expenses and how to apply.
- Specify who can apply. Clarify if it is for all students from 1st to last semester, or just for specific semester. Participation of students from different semesters give a broader perspective.



O5 Company Project – Voice of students*

What is the main reason for you to join the project? (select all applicable)

Get to know host university ;Get to know host country;experience international teamwork;the topic of the project;meeting international people;certificate to improve future applications;to gain practical experience;
the topic of the project;
experience international teamwork;the topic of the project;meeting international people;certificate to improve future applications;to gain practical experience;
experience international teamwork;
to gain practical experience;

* Selected statements have been used as an example. The whole evaluation can be found in separate reporting.

O5 Company Project – Selecting students (2)

- **Application**

- Require the students to apply by making a motivational letter, where they explain:
 - why they want to participate
 - How they will contribute to a succesful Company Project

- **Selection of students**

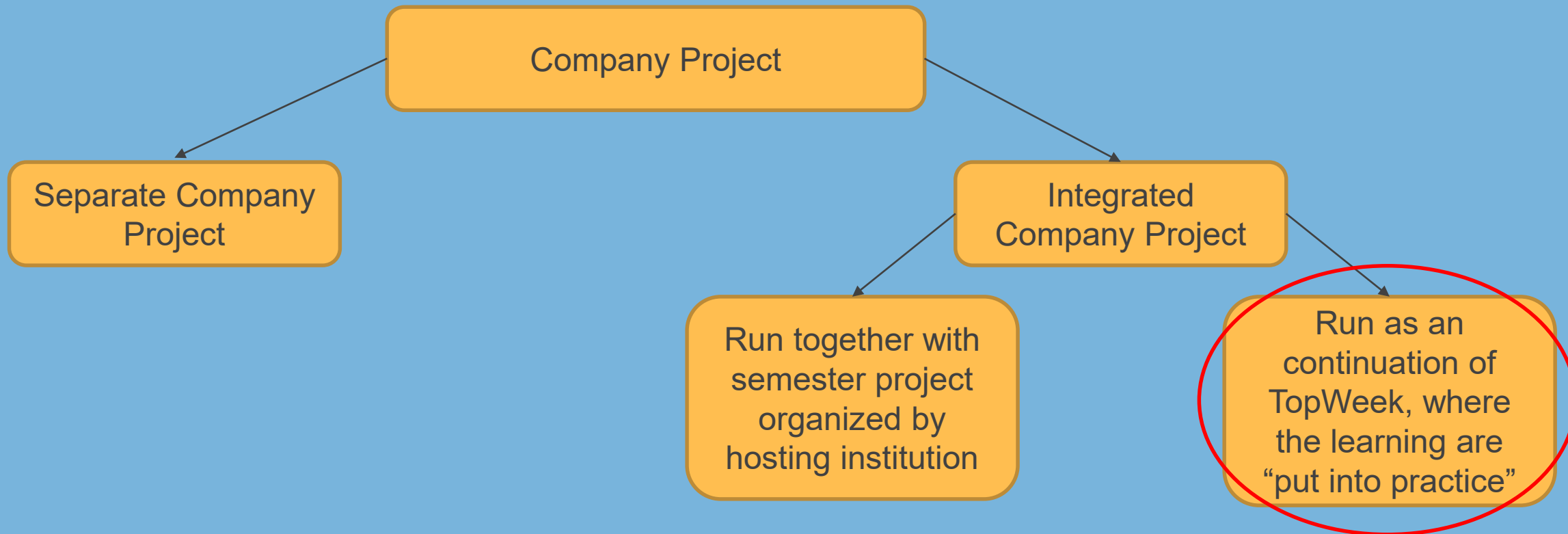
- The selection is made based upon the motivational letter which include some of the elements below.
 - Why the student want to participate
 - How the student see his/her role in an intensive week(s).
 - Have in mind how you expect the student to act in a company project, both in the official program and the social program.
 - NB.
 - Academic level can be used in the selction process, but should not be seen as a deciding criterium.
 - It is important to maintain a balance in terms of diversity regarding sex, study progression, nationalities etc.

- **Maintain a high level of information during the process**

- Inform selected student
- Inform the students which have not been selected where you specify why the student have not been selected.

O5 Company Project – Program

The Company Project can be organized in 3 different ways



O5 Company Project – Program

The Integrated Project option in the form of a continuation of TopWeek has been selected as a Company Project. The Company Project has been conducted as an online event. The following remarks will present the main learnings gained during the Company Project.

- It is easier to recruit students when the activities are connected
- The theoretical aspects are covered in the TopWeek, which makes more room for actual group work and cooperation with the case company
- The company project was divided into few weeks with high involvement of case company
- Problem formulation should be given with a clear scope delimitation
- It is good idea to be open for scope changes
- Project can be executed with a limited number of students, e.g. 1 international group

O5 Company Project – Program

The following elements have to be kept in mind as they are valid for all 3 options:

- Welcome and introduction to the Company Project, should be followed by presentation of organisers and participants.
 - Personal presentation including fun facts, (see next slide as example), should be sent out before the Company Project starts.
 - Company Project kick-off should actively involve participants by making "who are you" presentation incl. country, university, education, teaching & studying style, etc.
- The Company Project besides an intensive group work could include the following: lectures incl. supervisions, guest lectures, company visits and social activities.
 - It is recommended to involve all institutions in being involved in the process.
- It is recommended to incorporate social activities:
 - Common diner.
 - Local tour guiding.
 - Hosting students shall familiarise guest to to their student life.
- Ending ceremony with handing over certificates of participation was appreciated by the students.

The Company Project program should be open for "small" changes, which allows scope adjustments and make room for additional Q&A sessions, time for reflections, and unplanned breaks.

Your programme and
semester

Your name

Fun fact:

Motto:

Why Company Project?:

Age:

Nationality:

Your Picture

O5 Company Project – Program

The extract from the program shows how the TopWeek and Company Project activities were combined (which is not necessarily obligatory):

	Monday	Friday
Calender Week 11	No Activity	19.03.2021 Kick-Off Project: 13.30-15.00 o'clock The Tennant Company on Lean Management in companies Click here to join the meeting Lecture (1) Orange Belt: 15.30-17.00 o'clock Click here to join the meeting
Calender Week 12	22.03.2021 Lecture (2) Orange Belt: 16.00-17.30 o'clock Meeting link will be sent by Lonneke Driessen via mail	26.03.2021 Lecture (3) Orange Belt: 15.30-17.00 o'clock Meeting link will be sent by Lonneke Driessen via mail
Calender Week 13	29.03.2021 Lecture (4) Orange Belt : 15.30-17.00 o'clock Meeting link will be sent by Lonneke Driessen via mail	No Activity (Good Friday)
Calender Week 15	12.04.2021 14.00-16.30 o'clock Introduction Mini Project to students Project Case provided by Camelot Consultants https://www.camelot-mc.com/ Form Student groups- meet and greet activity Click here to join the meeting	No activity
Calender Week 20	17.05.2021 13.30-15.00 o'clock Question and answers about student projects Click here to join the meeting Lecture (5) Orange Belt: 15.30-17.00 o'clock Meeting link will be sent by Lonneke Driessen via mail	21.05.2021 Lecture (6) Orange Belt: 14.30-17.30 o'clock Meeting link will be sent by Lonneke Driessen via mail

Calender Week 21	No Activity (Whit Monday)	28.05.2021 Program: 14.30-17.00 o'clock Guest Lecturer Camelot Consultants Debrief of project case, student presentations Click here to join the meeting
Calender Week 22	31.05.2021 Lecture (7) Orange Belt: 14.30-17.30 o'clock Meeting link will be sent by Lonneke Driessen via mail	04.06.2021 Program: 13.30-15.00 o'clock Cross-Cultural Leadership- How to implement change across Culture Guest Lecture by Gijs Hillmann, Trainer and Consultant Click here to join the meeting Lecture (8) Orange Belt: 15.30-17.00 o'clock Meeting link will be sent by Lonneke Driessen via mail

O5 Company Project – Evaluation

Evaluation is an important quality check which offers a basis for AS-IS status and possible improvements. The Company Project has been evaluated.

- Evaluation measured general satisfaction and tailored elements which covered relevant aspects concerning the case study.
- Digital solutions for making the evaluation are recommended, e.g. MS Forms
- It is recommended to conduct the evaluation on the last day of the Company Project in order to secure a high response rate.
- NB. Evaluation results can be found on the next slides.

The extract from the evaluation of Company Project (2021)



O5 Company Project— Voice of students*

Which positive experiences do you take from this project?

International group work, getting to know new people, practical experience, being able to apply theory, growing network etc.

Experience; group work; application of theories

Working with international students that have different backgrounds.

Meeting new people, getting on hands experience with improvement projects

Cross-cultural collaboration, better understanding of LEAN tools.

* Selected statements have been used as an example. The whole evaluation can be found in separate reporting.

O5 Company Project– Certificate

- Certificates of participation have been chosen as a form acknowledgement.
- Certificates have been issued and given by the end of the Company Project.
- Meriting has been taken into account for the future project of similar kind, but it has not been seen as a viable option due to differences in educational systems.



O5 Company Project – physical or online

The Company Project has been conducted as virtual event due to Covid-19. The online event highlighted some advantages and disadvantages of such solution. Below, in random order, the list of the main issues:

- Advantages
 - Cheaper - No travel and accommodation cost
 - Time saving – no travelling time
 - Possibility of expanding number of participants
 - Possibility of integrating in own courses
 - Flexible timing, e.g afternoons, weekends, several weeks.
 - Easier to organize
 - The flexibility of the location
 - Possibility of class being recorded
 - Convenient
- Disadvantages
 - Limited the student-teacher- company interaction
 - Limited development of interpersonal skills
 - Limited social networking
 - Limited opportunity for experiencing cultural differences
 - Difficulties in finding digital platform for conducting cross national working environment
 - Topics shall be suited for virtual study
 - Workshops shall be adapted to virtual setting
 - Harder to recruit students
 - Participants must have self-discipline

O5 Company Project – Voice of students*

This project had to be online instead of a presence meeting. What do you think: Would it make sense to offer also online projects after COVID? Do you see advantages in offering an online project?

Yes, there is advantage with online projects.

Yes, it would.

I think that it would be more interesting being a presence project, it offers more to the whole experience.

The communication is definitely much more difficult online.

Yes

* Selected statements have been used as an example. The whole evaluation can be found in separate reporting.

O5 Company Project – Midplus Priorities (1)

The Company Project contributed to achievement of the following objectives which were mentioned as part of Midplus priorities:

- **Developing skills - reinforcing cooperation between higher education institutions:**
 - cooperation between HEI's in the EU.
 - cooperation through an Alumni students network
 - common cross-institutional knowledge database
 - This would be gained by teachers actively participating in mobility programs and using each other core competences by having open source webinars with guest teachers, including core competences found in companies. (webinars, elective courses)

O5 Company Project – Summary of benefits

Company Project has given a number of benefits for all the involved parties, which can be seen from HEI's, students and other participants perspective. Below, in random order, the list of the selected ones:

HEI (Midplus members)

- Better understanding of each other curriculums and ways of teaching
- Teacher mobility as outcome
- Expansion of competences and educational package offering
- Closer collaboration

Other beneficiaries (e.g. companies, consultants, other HEI etc.)

- Increased visibility and awareness of participated companies in the eyes of students
- Closer collaboration between HEI's and industry
- Feedback and discussion on the topic vs. "how it's done and why?"

Students

- Broader international perspective and intercultural understanding
- Expansion of the international network
- New knowledge, skills and competences via an intensive course
- An introduction to other educational systems and ways of studying
- Applied theory based on the context of participating companies