

KRUPS ENGINEERING LIMITED  
ROXBORO ROAD,  
LIMERICK

DECEMBER 1994

*Krupps*



K R U P S

**KRUPS**

*Moulinex*

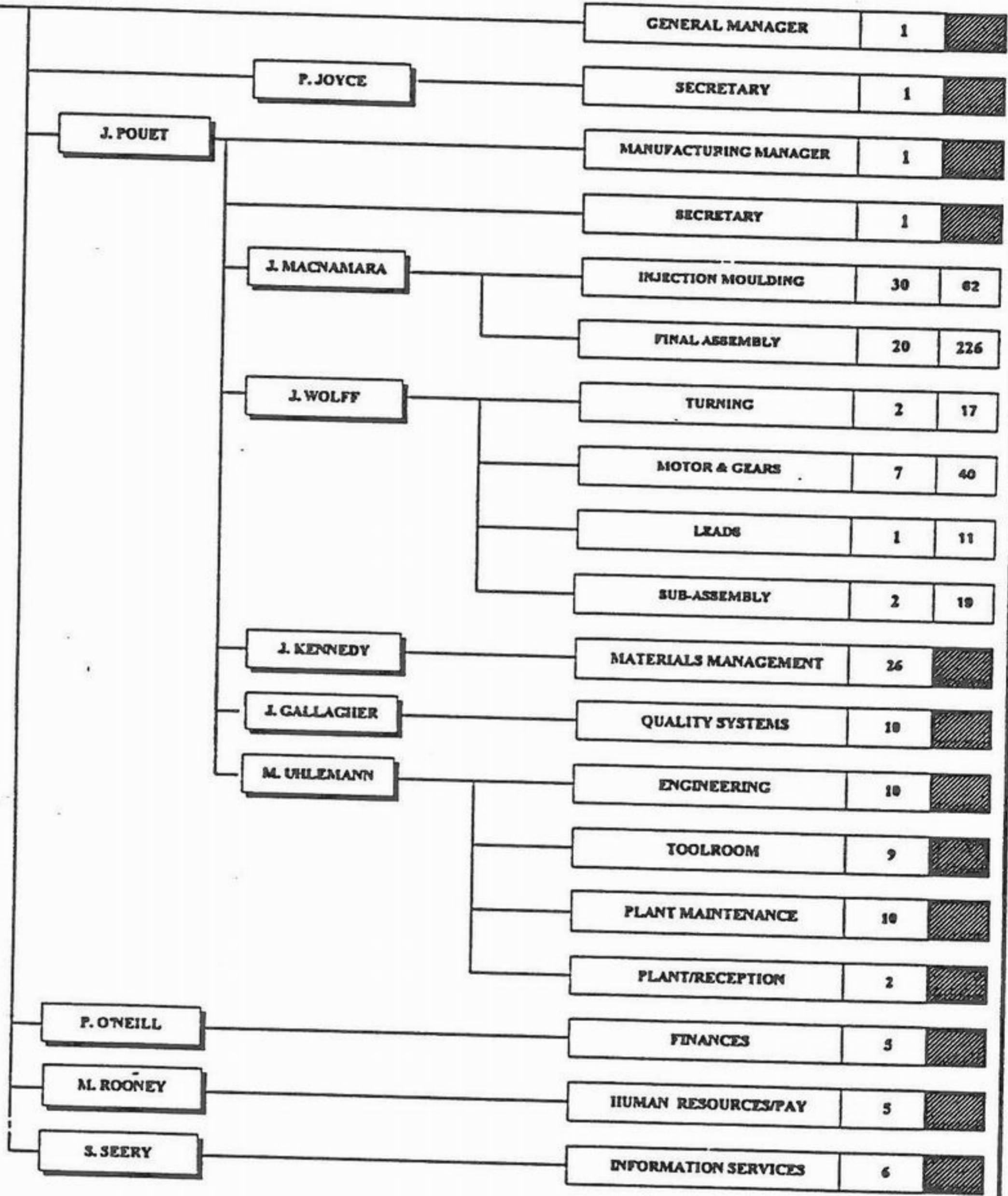
**SWAN**

Organisation Limerick

EXCLUDING KSL

Budget 1995/6

D. BECKER



|  |     |     |
|--|-----|-----|
| TOTAL INDIRECTS AND STRUCTURE                        | 149 |     |
| TOTAL DIRECTS (HEAD COUNT MINUS LONG-TERM ABSENCE)   |     | 376 |
| TOTAL EMPLOYEES (HEAD COUNT MINUS LONG-TERM ABSENCE) | 524 |     |

## REASONS FOR LOCATING IN IRELAND.

- ◆ Shortage of labour in Germany during the boom years
- ◆ Entry into EFTA.
- ◆ Entry into Commonwealth.
- ◆ Low labour costs.
- ◆ Low taxes.
- ◆ Low land and building costs.

**1846 KRUPS COMPANY, GERMANY**

**1964 KRUPS ENGINEERING,  
LIMERICK**

**PLANT SIZE : 60,000 Sq. ft.  
NUMBER OF EMPLOYEES : 70**

**1990 KRUPS PURCHASED BY THE  
MOULINEX GROUP**

**1995 KRUPS ENGINEERING,  
LIMERICK**

**PLANT SIZE : 220,000 Sq. ft.  
NUMBER OF EMPLOYEES : 650**

## HISTORY AND PRE-MOULINEX SITUATION

The production facility at Limerick was set up in 1964. The initial factory covered 5,570 square meters and employed 120 staff. By 1979, the factory had expanded to 15,700 square metres and employment stood at 1,200, having peaked at 1,350. Krups Engineering Limited operated as an off-shore production unit, with no involvement in, or responsibility for any of the other major functions. On one hand, KEL was operating without any competitive emphasis; on the other hand, a strong union was pressing for substantial wage increases. The value system focused on short-term operating performance only.

By 1985, KEL was experiencing serious difficulties. A major rationalisation programme was undertaken to resolve the apparent difficulties. The desired result was not achieved and the programme for 1985 was followed by similar programs in 1987, 1988, 1989 and 1990. At this state, the number of employees had dropped from a high of 1350 to less than 700.

The Limerick Management with the backing of a newly appointed chief executive in the German Head Office decided to develop and implement a medium term strategy plan which had the objective of making Limerick more independent and more responsible for its result.

This included the setting up of a small but effective Product Development section and first steps in Marketing the Limerick-made products directly were made in 1990.

The introduction of flexible working time on the assembly lines helped to cope with the seasonality of the product sales.

# PRODUCTION QUANTITIES

|                | <u>Pces. (000)</u> |
|----------------|--------------------|
| Budget 1995/96 | 4104               |
| Actual '94/'95 | 3578               |
| '93/'94        | 2765               |
| 1992           | 2645               |
| 1991           | 2525               |
| 1990           | 2233               |

**LIMERICK PLANT (IRELAND)**  
**FOOD PREPARATION PRODUCT LINE**  
**POSITION ON THE 1.4.1995**

Plant opened in 1964

|                             |                   |
|-----------------------------|-------------------|
| Product Line Director       | Dominique LAGOUGE |
| General Manager             | Detlef BECKER     |
| Finance Manager             | Pat O'NEILL       |
| Manufacturing Manager       | Jacky POUET       |
| Human Resources Manager     | Michael ROONEY    |
| Information Systems Manager | Seamus SEERY      |

|                |                        |                 |
|----------------|------------------------|-----------------|
| <b>Surface</b> | ◆ 63 360m <sup>2</sup> | Total Site Area |
|                | ◆ 15 700m <sup>2</sup> | Building Area   |
|                | ◆ 11 000m <sup>2</sup> | Production Area |

**Employees** ◆ 544 (Permanent)

**PRODUCTS MANUFACTURED AND AVERAGE PRODUCT CAPACITY**

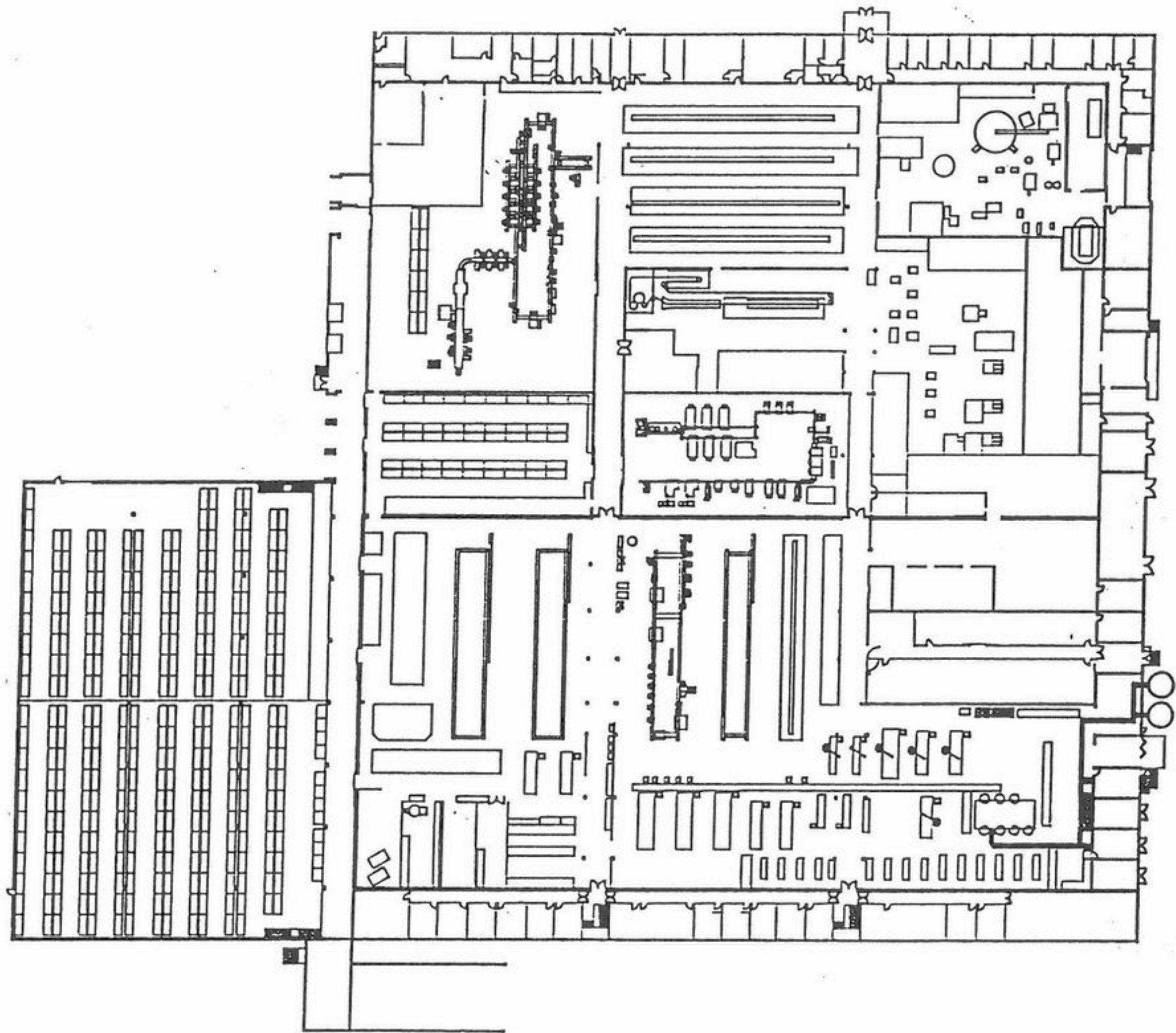
|                   |               |
|-------------------|---------------|
| ◆ foodmixers      | 4 000 per day |
| ◆ slicers         | 2 000 per day |
| ◆ kitchen scales  | 500 per day   |
| ◆ electric knives | 200 per day   |
| ◆ blenders        | 300 per day   |
| ◆ mini-choppers   | 6 000 per day |

**PRODUCTION TECHNIQUES**

- ◆ turning
- ◆ press shop
- ◆ beater shop
- ◆ motor manufacturing
- ◆ injection moulding
- ◆ assembly

**MAIN MATERIALS USED**

|           |                       |
|-----------|-----------------------|
| ◆ plastic | 2 200 tonnes per year |
| ◆ steel   | 1 100 tonnes per year |
| ◆ copper  | 130 tonnes per year   |



FOIL No. 4  
 PRESENTATION 7.5.1993

|                               |          |            |       |
|-------------------------------|----------|------------|-------|
| Project                       | Author   | Date       | Scale |
|                               |          |            |       |
| <b>KRUPS ENGINEERING LTD.</b> |          |            |       |
| <b>LIVERICK</b>               |          |            |       |
| File No.                      | Drawn by | Checked by | Scale |
| 100-100-01                    |          |            | 1:100 |