

摘 要

近年来，许多高科技企业将他们的关注点不断从缩短新品上市时间转向缩短新品量产时间。因此，高科技公司新产品量产在整个公司发展起着越来越关键的作用。目前，现有研究主要围绕着新品研发上市时间展开的，对新品量产关注相对比较少。然而，公司真正产生效益的阶段取决于新品量产时间，新产品量产时间压缩是否成功很大程度上决定了一个产品项目的盈利能力和发展前景。

本文在对生产管理和生产绩效考核基础理论梳理的基础上，对N公司新产品量产现状进行了梳理，剖析了存在的问题；然后从公司战略发展视角确定了N公司新产品量产方案的设计原则，梳理了新产品量产方案的设计思路，对公司内部规范产品转移规范、EMS供应商之间产品转移规范流程、从公司生产基地向EMS供应商产品转移规范流程建设、从EMS供应商向公司生产基础产品转移规范流程建设，以及实施基于里程碑法的产品转移进程控制方法等方面对量产方案进行了系统性设计；然后采用层次分析法对N公司新产品量产方案近年来的实施成效进行效果评价。评价结果显示，量产新方案实施过程中，由于加强了EMS供应商的合作关系，在产品效益上产生了较好的效果，其次是量产流程优化和计划执行得到次好的评价，但在量产的品质及量产协作得分一般，量产方案的总成效属于中等水平。文章最后根据实施成效评价结果给出了相应的改进对策建议。

关键词：产品量产，实施成效，生产管理

Abstract

Under the increasingly competitive industrial structure of modern enterprises, more and more hightech companies are shifting their focuses from time- to-market to volume-to-market. Therefore, new products' ramp-up plays the key role in the company development. Decreasing new product ramp-up time can quickly improve the new products' productivity, throughput yield and reduce the product cost. At present, many researches are mainly related with new product time-to-market, while less focus on ramp-up time. Meanwhile, the true profit time to a company is fully defined by new products ramp-up time. The success of new product ramp-up with less time greatly determines the profitability of a product.

In this paper, based on the basic principle of manufacturing management and production performance evaluation, it inclusively analyzed N company' s global new products' current status of ramp-up, and discovered the existing issues. Also based on N company' s development strategy, it proposed the N company' s new product ramp-up solution including product transfer within N company' s manufacturing locations, product transfer between EMS suppliers, product transfer from N company' s manufacturing location to EMS supplier and product transfer from EMS supplier to N company' s manufacturing location. It also includes milestone based progressive management for designing product transfer solution. In the end, it applies APH methodology to make the implementation performance evaluation on N company' s new product ramp-up. With all evaluation results, it shows due to enhanced and improved cooperation with EMS suppliers, it achieves the great results on product financial profit. It also achieves good results on ramp-up process optimization and planning execution. But the result from product quality and

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