

With overview of the cases we can conclude that in large number of them techniques are mentioned together and are treated almost as one, like in the case of product platforms and product families. In other cases connections are not so strong, but they still exist. Many of these connections are confirmed in the literature.

For example, literature presumes that part standardization should be done before product modularization [14], [49], [67], before introduction of product platforms [67], product configurator [16] and form postponement [14], [68]–[70].

Many authors agree that product modularization is a basic technique for acquiring product platforms [67], [71], product configurator [16] and form postponement [14], [21], [49], [68], [69].

Also, authors see product platforms as precondition for product families implementation [9], [22], [67]

Further more, product families are seen as necessity for introduction of form postponement [4], [68], [70] and product configurator [16].

As we can see from this short overview, connections between MC techniques are a complex issue. Off course this is only a part of the analysis. Whole scope of nine presented techniques is more complex and more difficult for the analysis.

5. DISCUSSION

In this paper MC techniques have been gathered through published case studies, and then defined and analyzed through positive effects they produce in industry when applied.

But analysis of individual technique is not always sufficient. That is why paper gives also a short analysis of logical connections between some of the analyzed techniques. Based on this short analysis, we can argue that it is sometimes difficult to make boundaries of some of the techniques. Therefore it is not always clear where one technique stops and another one starts.

This complexity is the reason to take holistic approach in the future research, based on these nine techniques. This approach must also have a certain degree of flexibility in order to counter complexity of the problem.

These are crucial observations for MC concept implementation. We can argue that not understanding of techniques and connections between techniques, as well as not taking holistic approach is the reason for many of unsuccessful MC cases. Even if understanding of some technique is on the high level in the company, it can be the case that company lacks understanding of some other technique that is crucial for success of the project. It is expected that this is especially true for SMEs who lack human, time and capital resources for studying of every technique. For SMEs this will be one of the main restrictions for implementation of the MC concept.

It must be noted that present study has its own limitations. One limitation is that paper has dealt only with positive effects of presented MC techniques. In the future works negative sides of every technique should also be taken into account. Another limitation is that logical connections between MC techniques have been only superficially considered. Ideally analysis should be done more thoroughly and it should include all the MC techniques.

6. CONCLUSIONS

This paper tried to bring us closer to answers on four questions important for future research in MC concept implementation:

- What techniques can be called MC techniques?
- What are effects of these MC techniques?
- What are logical connections between MC techniques?
- What should be future direction of research in the field of MC concept implementation?

Paper pointed out to nine MC techniques that until now received different attention of MC researchers. Authors argue that these techniques can be treated as basis for MC concept implementation.

Off course, not all of the techniques need to be implemented in order to get a MC system. As we can see in the literature overview (Table 1.), implementation of the MC techniques will depend of industry and types of products that are produced. Also we can presume that type of MC techniques applied will depend on company's size, market type and size as well as of consultants (experts) experience previous to the implementation of some technique in company.

Based on this study some of the future direction for research are:

- Logical connections between different MC techniques should be more deeply explored in the future.
- Importance of Group technology and SMED as MC techniques is still to be researched.
- Research should be further focused on SMEs. It is assumption that these companies are the ones that will benefit the most from this kind of study.

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