

OEM Electronics Manufacturer



Challenges

- ❑ Engineering development time increasing with lower quality
- ❑ Excessive design rework
- ❑ Poor engineering productivity
- ❑ New product introductions late
- ❑ New product profitability dropping rapidly
- ❑ Talented people leaving as pressure and work environment conditions worsened

Executive Summary

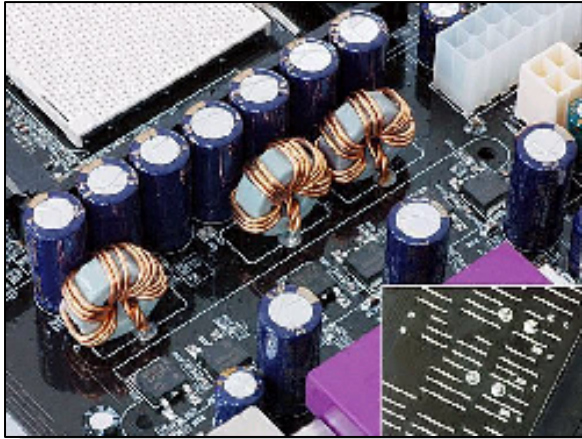
- ❑ Global manufacturer of electronic ABS braking and vehicle control systems
- ❑ Engineering lead-time increasing, competition taking market share and engineering costs rising as percent of sales

Results

- ❑ Time-to-market cycle time improved by 36%
- ❑ Engineering productivity increased 34%
- ❑ On-time delivery improved by 23%
- ❑ First-pass yield/quality of work packages improved 55%
- ❑ Equipment uptime improved by 43%

“Thomas Group is unlike any other consultant...you get things done...you show us how to drive change” –CEO

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How Achieved

- ❑ Hierarchical metrics implemented to drive improvement
- ❑ Realigned manufacturing engineering for early involvement in development process to improve design for manufacturability
- ❑ Increased meeting effectiveness and resource use through 25/25/25 program
- ❑ Identified elements needed to fully implement a reuse process which led to product architecture and building blocks
- ❑ Tied staff performance rewards to measurements
- ❑ Identified NVA cost and cycle time reduction opportunities
- ❑ Defined limits and implemented an escalation process to manage program scope creep
- ❑ Improved cost tracking visibility to program and product line
- ❑ Established product line architects to reduce cost and cycle time through building block development
- ❑ Reduced cycle time through prototype lab consolidation
- ❑ Reduced rework and cycle time by using a common launch process across all product lines in start centers