

Executive Summary

- ❑ Leading global technology and services company with core competencies in Automotive and Industrial technologies
- ❑ Engineering lead-time increasing, competition threatening to take market share, engineering costs rising faster than revenue.

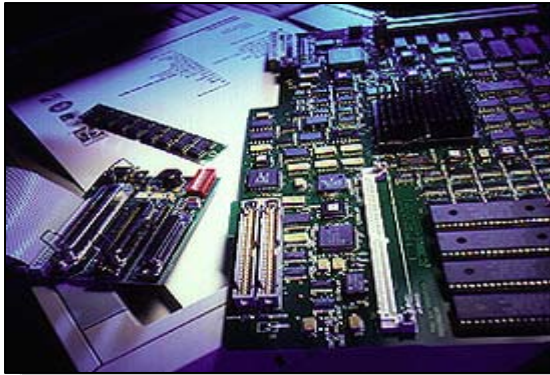
Challenges

- ❑ Extremely low profitability
- ❑ Focus on beating the competition with technical competence instead of customer satisfaction
- ❑ Increasing price/profit pressure from OEMs
- ❑ In some instances, leadership in technical innovation lost owing to complacency

Results

- ❑ Time to Market cycle time reduced by 45%
- ❑ Time to Market first pass yield increased by 65%
- ❑ Engineering productivity improved by 30%
- ❑ OTD of work packages up 50%
- ❑ Total projects in the pipeline reduced 25%

Automotive Electronics: New Product Introduction, cont'd



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How Achieved

- ❑ Developed, documented, and implemented an entitled, common process across all Business Units
- ❑ Tied Employee Rewards to improvements in TTM Metrics
- ❑ Established AIP management with starts control, ranking by figure of merit and starts control committees
- ❑ Baseline product development process streamlined by removing waste into an entitled, clearly documented process
- ❑ Improved Project Management as a core competence
- ❑ Culture change from emotionally driven to data focused
- ❑ Developed and implemented Entitled Quotation Process
- ❑ Process improvement driven by transparent, accountable measurements
- ❑ Defined a process for identifying and developing Preferred Building Blocks
- ❑ Project Leader Empowerment on smaller, routing purchases
- ❑ Developed and installed Handover Checklist from Sales to Engineering at Project Start