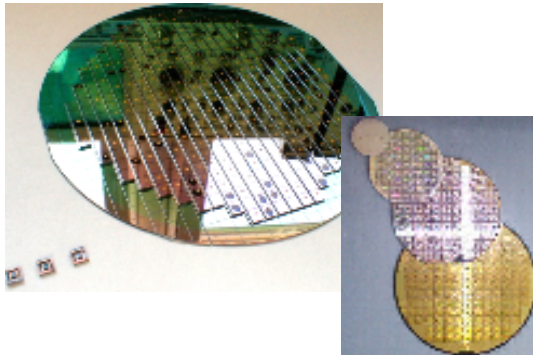


# Manufacturer Silicon Products



## Challenges

- ❑ Very smart people, hard working, great problem-solvers, but often in fire-fighting mode
- ❑ Key management positions unfilled, making responsibilities unclear
- ❑ Key managers have grown with the company, and still behaving as if in a start-up
- ❑ An improvement program already underway, but with some potentially fatal flaws in its application
- ❑ A product where the value proposition is unclear
- ❑ Highly dependent on one major customer

## Executive Summary

- ❑ European producer of materials for the Semiconductor Industry
- ❑ Start-up company, with growing pains
- ❑ \$500M company, with plans to be a \$10B company
- ❑ Growth stalled, and future uncertain
- ❑ Transitioning from entrepreneurial to management by processes, so engaged Thomas Group to help them make the culture change

## Results

- ❑ Redirected the improvement program, reducing the cost per piece 35%
- ❑ Convinced management to deal with HR and surplus location issues
- ❑ Mapped the business processes, trained process owners, and clarified cross-functional roles and responsibilities and brought matrix to life
- ❑ Aligned metrics and reviews to solidify process improvement instead of task-force activity
- ❑ Anchored change by coaching the management team to behave in a way appropriate to the growth of the company