



## Executive Summary

- Just completing global merger with 3 major brands and 50% Private Equity ownership
- € 900m Turnover with 10,000 people
- New CEO , Business Strategy and LEAN approach
- Complex product-set increasing as Sales require more new product
- Previous improvements had removed headcount but left processes fragile and people nervous

## Challenges

- Complex uncharacterized processes using sophisticated chemistry intolerant to 20 micron+ contamination - over 300k SKUs
- "One of a kind" machines with uptime issues
- FPY unacceptable and OTD causing major irritation to customers
- Production Management approach flawed
- Heavily automated with major bottlenecks
- People nervous, Leadership engagement low

## Results

- On Time Delivery improved by 21%-points to 97%
- First Pass Yield from Order Entry to Final Inspection improved by 14 %-points
- Cycle Times reduced from 3.5 days to 1.8 days
- WIP reduced from 45K pieces to 30k pieces
- Productivity increased by 10%
- COGS reduced by € 1 million/month

***"...unlike any other consultant...you have impact much quicker ...and are a partner that shows us how to drive change"***



## Executive Summary: People and Process Change

- Europe based camera manufacturer of world-wide known brand seeks help with change management regarding corporate culture, roles & responsibilities, motivation and alignment of key business processes
- Approach here addressed a “clan culture”, brought to light distorted business processes, a disconnect between top-management and senior managers. Reached was an agreement with the board of directors, management team and heads of department on an implementation plan ready to be enacted.

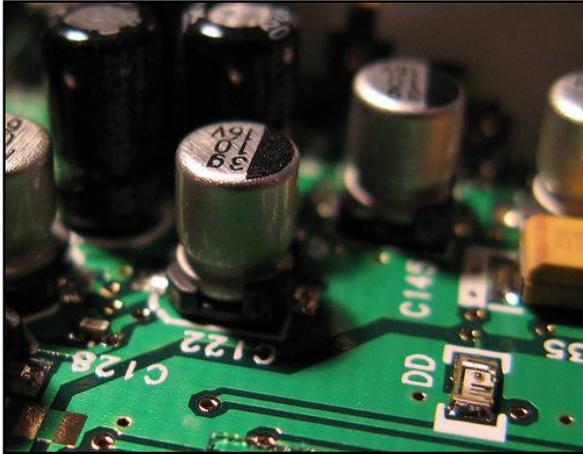
### Challenges

- Frequent board room & ownership changes left senior management and staff in a self-referencing attitude
- Corporate culture with no sense of urgency despite dramatic losses in profits
- Disrupted & undocumented business processes tattered into “islands” all over the company
- R&D invented new products from scratch and always as one-of-the-kind with an unprecedented share of cost as a percentage from turnovers

### Results

- Awareness for leadership, discipline, cross-functional/cross-departmental thinking and acting
- Agreed on a 360-day implementation plan with quick-wins and long-ranging improvements
  - 15 Mio € savings
  - Installation of business- and cross-functional improvement teams
  - Immediate work on scalable key business processes to meet strategic goals

***“Linking corporate culture and leadership with business process thinking, acting and design to strategic goals and measuring on day-by-day basis KPI result brought the company back on track”***



## Executive Summary

- Designs, develops, manufactures, and markets semiconductors serving a worldwide market
- Need to market multiple product families that include ASIC, microcontrollers, EPROM, and Logic

## Challenges

- Experiencing large losses
- Client expects dramatic
- Improvement in cash and bottom line performance

## Results

- Improved make/market cycle time by 58% and first pass yield by 200%
- Reduced design development cycle time by 60%
- Decreased inventories by more than 50%
- Improved operating profit by \$179 million (from a loss of \$147 million to a \$32 million profit)



## Executive Summary

- Leading airline caterer
- More than 200 flight kitchens worldwide
- Facing pressures from increased airline cost-cutting, expansion of capacity from rivals and downward price pressure

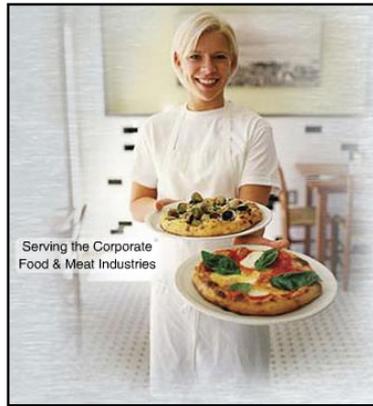
## Challenges

- Achieving consistency of processes, quality, and kitchen management systems across all kitchens
- Team spirit and motivation of minimum-wage workforce group
- Implementing central procurement of meal ingredients
- Increasing customer satisfaction

## Results

- Production cycle time reduced 50%
- Kitchen productivity increased by over 30%
- Meal ingredient cost as percentage of sales value reduced by 7%
- Ingredient days of inventory down 40%
- Incomplete/incorrect orders reduced by 25%

***"Initially we were skeptical so took our most modern, most efficient, most profitable kitchen...not only were we able to reduce costs for our customers, we doubled our profits within a year!"***



## Executive Summary

- Develops, manufacturers and markets flavorings for the food and beverage industry
- Needs improvement processes to create competitive advantage and position themselves for faster profitable growth
- Drive sustainable improvements to the bottom line

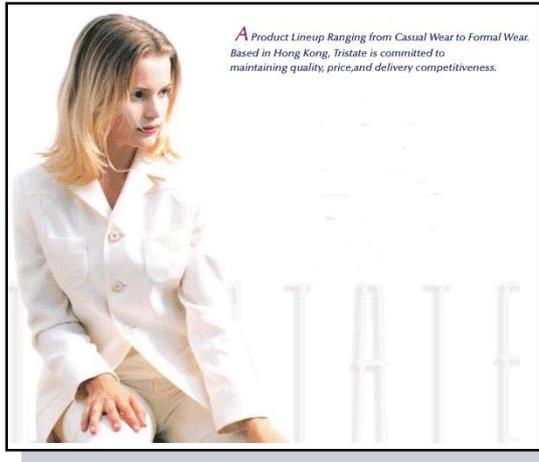
## Challenges

- Improve lead times with less inventory
- Lower costs
- Bring new products to the market sooner with faster revenue generation

## Results

- Speed up time to market by 35%
- Improved fulfillment cycle time by 33%
- Increased first pass yield by 60%
- Increased operating earnings by 28%

***"We've enhanced our competitive position, we've put ourselves in a better cost picture, and we're better able to service our customers now because of shorter response times."***



## Executive Summary

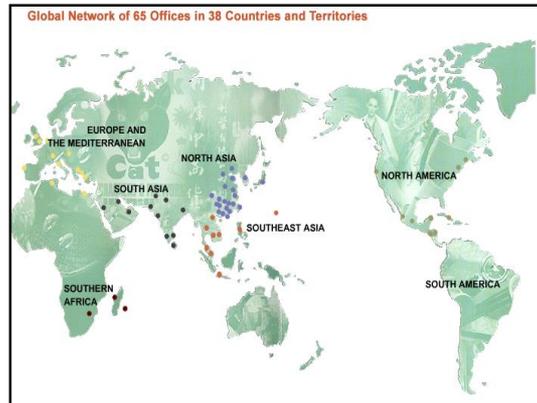
- **Global garment manufacturer of Women's Fashion, Outerwear, and Casual Pants**
- **Headquartered in Hong Kong with 17 factories in Hong Kong, China, Philippines, Thailand, Laos, Viet Nam, and Taiwan**

## Challenges

- **Improve Sample Process**
- **Improve Inventory Management**
- **Improve First Time Quality**

## Results

- **Reduced Sample Cycle Time 20%**
- **Improved Sample First-Time Quality 317%**
- **Improved Sample On-Time Delivery 136%**
- **Reduced Fulfillment Total Cycle Time 30%**
- **Improved Production On-Time Delivery 154%**
- **Reduced WIP Inventory 40%**



## Executive Summary

- Supply Chain Management Company headquartered in Hong Kong
- Coordinates the manufacture and distribution of goods through offices located in 40 countries

## Challenges

- Execution of the Global Business Strategy in chaos
- Administrative costs too high
- Sales generation activities too slow and expensive
- Inefficient sales order process

## Results

- Reduced Administrative costs 30%
- Reduced Sales Order process 33%
- Reduced A/R collection time 20%
- Developed Structure and Global Sales Processes Returning Operations to Profitability

***"The introduced world-class methodology that resulted in transforming a national business into a highly responsive, customer focused distribution organization providing unparalleled service to principal clients." CEO, Country Logistics Subsidiary***



## Executive Summary

- Global garment-manufacturing company
- 25,000 staff in 19 factories in eight countries at 14 locations supplying many famous brand names

## Challenges

- Improve profitability
- Improve productivity
- Leverage vertical integration business model
- Create strategic partnerships
- Maximize return on assets

## Results

- Profitability increased over 100%
- Manufacturing cycle time reduced 43%
- Productivity increased 20%
- Inventory holding days reduced 39%
- Right first time performance increased 60%
- Order on-time delivery up from 60% to 99%
- Sample on-time delivery improved by 46%
- Customer satisfaction improved by 25%

***"The Resultants helped us respond faster to our customers and achieve better financial results" –CEO***



## Executive Summary

- The world leader in smart card solutions
- Memory and microprocessor cards for use in wireless communications SIM cards and payment systems and in other various applications. Smart card interfaces, readers, and chipsets
- A full range of associated software, middleware, and server-based solutions, consultation, training, and support services

## Challenges

- Offer their clients higher service levels while obtaining improved margins
- Reduce inventory, long response cycle times, and improve less than 15% gross margins
- Address the interaction issues between Customer Service and the Production Pre-Press process

## Results

- Reduced card proof production cycle time by 50%
- Cycle time to print, collate, laminate, and finish cards reduced by 43%
- Time-to-market cycle time reduction by 25%
- Gross margin improved from 15% to 25%
- Increase in market share by 5%

*"This methodology has become a way we actually operate day to day"*



## Executive Summary

- Manufactures, distributes, and markets industrial and medical chart recording supplies and medical disposable supplies
- Client wanted to increase value of company by growing operating income, improve time to market of new products and install a continuous improvement process all while reducing working capital requirements

## Challenges

- Cultural issues
- High degree of optionalism
- Poor sales discipline
- Long product development cycles

## Results

- Reduced Design Development cycle time by 56%
- Reduced Fulfillment cycle time by 48%
- Increased Customer Service Index by 11%
- Reduced Inventory by 22%
- Increased Profit Per Month by 3%
- Reduced Accounts Receivable by 10%



## Executive Summary

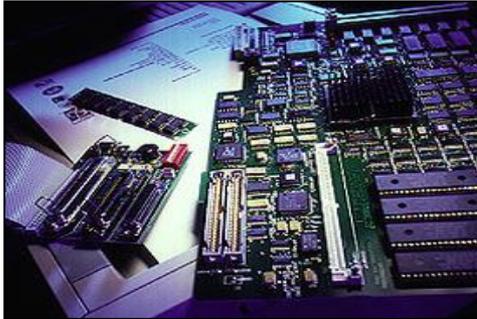
- China is the world's biggest automotive market. In order to manage lean production, major suppliers follow the automotive manufacturers with production facilities in the Chinese market.
- The German supplier benefitted from our 20 years' experience in Asia, supporting more than 100 investment projects in establishing Western companies in China.

## Challenges

- Create profitable production even with small volume in the beginning
- Support the automotive with „local content“ and worldclass quality management at the same time
- Handle cultural diversity and avoid typical first-time mistakes in China, eg. cost overrun in founding phase, finding management

## Results

- 10 months after taking the investment decision, the assembly in China was established and run by a German-Chinese management and 50 staff.
- After 12 months of assembly operations, production was complemented with Chinese suppliers.
- European and Chinese management can demonstrate worldclass quality and successful vertical integration.



## 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%



## Executive Summary

- **International market leader in the elevator and escalator industry; employs over 44,000 professionals, operates in more than 100 countries, with thousands of local branches worldwide**

## Challenges

- **New product development cycle time too long**
- **Excessive non-productive maintenance hours**
- **Equipment, repair and overhaul efficiencies**

## Results

- **Reduced new product development cycle time by more than 50%**
- **Improved productivity nearly 50%**
- **Reduced Research and Development operating cost 25%, while improving the output**
- **Increased sales dramatically on new product innovation and introductions,**
- **Increased overall operating performance in many areas, as well as strengthening competitive position**



## Executive Summary

- **Leading European manufacturer of rail systems and associated equipment**
- **Lack of performance and dissatisfied customers impacting share price**

## Challenges

- **Contracts being lost to competition**
- **High cost of engineering rework**
- **Increasing manufacturing lead time**
- **Inventory obsolescence costs**
- **Gross margins decreasing**
- **Declining productivity and worker satisfaction**

## Results

- **Revenue increased 110%**
- **Design cycle time reduced 67%**
- **Inventory turns increased 23%**
- **Available cash up 29%**
- **Profitability index increased 40%**
- **Productivity up 133%**