

Worldwide player in the semiconductor industry

Innovation: Time is Money

Case Study Manufacturing

Meet customer needs on time in full.

Company: n/a

Country: Global

Sector: Manufacturing

Business Challenges:

Increase innovation, quality and delivery speed in the fiercely competitive semiconductor market

Consulting Services: R&D

Optimisation, Change Management

Capabilities: Innovation,

Organisational Effectiveness

Client Quote: “Celerant

helped us become an organised, measurable, execution division.” Project Director

Situation

The semiconductor market is fast moving, volatile and fiercely competitive. It's extremely difficult to predict what customers will want and when, so to a large extent supplier choice is based not on loyalty, but on the simple question: 'Can you deliver an innovative product by X Date? In this context, the client wanted to transform the company's mentality. It was over-focused on research and development and urgently needed to adjust to 'the voice of the market' to generate higher turnover for its products. Celerant Consulting was commissioned to help drive the project because of its track record in Change Management, its commitment to results and its undertaking to deliver new products on time to two of the company's major customers.

Approach & Delivery

Celerant Consulting designed the project to deliver both short and medium term results and concentrated its approach to innovation on the three key elements of New Product Development:

- Understanding client needs
- Assuring high quality
- Reducing time to market

We worked closely with the client's people to structure two NPD projects that began by developing a clear understanding of customer needs. The team then carefully planned all activities from product initiation to launch - including a critical assessment of the likely outcome of a launch into the market.

New processes were developed and new monitoring and control systems, including better management of 'bugs' and changes in product design and prototypes throughout the development cycle, were implemented to efficiently manage each project and ensure they were delivered on time and on budget.

Results

The time it takes to manage a change request has been reduced by 75% and the time to solve 'bugs' by 20%.

Understanding customer needs has been improved through a structured process and tools, cascaded throughout the organisation, and the installation of new management systems and dashboards for monitoring progress, highlighting areas of concern and accelerating remedial action has created a totally new company environment.

Cultural and Behavioural Change has been achieved right across the company, moving it from abstract research to commercial success. Managers and staff at all levels now share a clear development process, with the right gateways.

Client Satisfaction

“Celerant's approach is like the electric pulse you send out to resuscitate dying vital functions” Project Manager