

Wyerless.NET Solutions Case Study

“The Blame in the Right Place”

The Original Assignment:

The COO of a company was unhappy about the interaction of engineering with manufacturing. The designs coming out of engineering were, for the most part ok but not as efficient to produce as they could be. This had the usual deleterious effect on the bottom line. The WNS assignment was to fix the engineering/manufacturing relationship and improve the bottom line.

What We Discovered:

The problem with the engineering manufacturing relationship appeared to start at the top of both departments. Each had strong willed leadership and there was lots of finger pointing. But the problem was actually structural in terms of reporting. Drafting reported to engineering and was unresponsive to the needs of manufacturing. For example, the auto insertion machine had a high rate of failure for one component because of placement issues. If the PC board had been re-laid out to move the component by a mere tenth of an inch, the problem would be resolved. But engineering didn't see the need to do this since it wasn't an engineering problem.

What We Did:

WNS suggested moving drafting to manufacturing. Naturally, the engineering VP balked at this. His fear was the drawings would get “screwed up” and nothing could be manufactured. We pointed out, with the help of the manufacturing VP that if manufacturing made the product un-producible by “screwing up” the drawings nobody in manufacturing would be paid. They had incentive to do a good job. This line of reasoning prevailed and the move was made.

The Results:

The turmoil in the relationship subsided. Products were improved in a timely fashion and the company became more profitable.