

Wyerless.NET Solutions Case Study

“The Miracle Manufacturing Department”

The Original Assignment:

The manufacturer of large industrial instrumentation was having a problem with field failures. The CEO of the company was sure that the problem resided within manufacturing. The VP of manufacturing was certain it was design issues. The manufacturing VP convinced corporate to bring in an impartial consulting group to determine the problems. Under the aegis of the CEO, Wyerless.NET Solutions was brought in to find the manufacturing issues and fix them.

What We Discovered:

The product architecture had grown in a haphazard way as customer features had been requested and implemented. Some portions of the system were OK and some required the “miracle manufacturing department” to make things work. No part of the system was excellent. A major effect of this was a huge amount of raw material inventory required to make things work. The manufacturing VP was absolutely correct.

What We Did:

We interviewed the key engineers and found a couple that were very good. However, they weren't good at winning political battles so their design ideas and fixes didn't make it into the product. We suggested a new VP of engineering be hired and helped in the recruitment process. The most troubling subsystems were split into three categories: those that could be redesigned by the new engineering group, those that needed attention from their OEM suppliers (several subsystems were made by external vendors) and the rest redone by WNS. All designs were under WNS review to insure good quality standards.

The Results:

Manufacturing costs went down substantially while field reliability went way up. Profitability was markedly improved. The Engineering-Manufacturing war went away.