

Competitive Business Solutions

EMPOWERING THE CENTER OF EXCELLENCE

As a result of a merger, our client consolidated multiple circuit card assembly board manufacturing centers into a single location and created a corporate “Center of Excellence” (COE) for Circuit Card Assembly. The COE was chartered to provide build-to-print assembly of circuit cards for the corporation, which included over 50 defense programs located in 5 geographic locations in the U.S. The corporation invested \$60M to create the COE and employed approximately 800 people.

The COE was struggling to keep their customers satisfied primarily driven by poor schedule performance, cost overruns and quality issues found during test. The corporation was reconsidering their decision as a result of the poor performance.



INDUSTRY

Aerospace and Defense Company

SOLUTION AREA

Acquisitions and Integrations, Operational Excellence

BUSINESS CHALLENGE

Our challenge was to develop and implement a lean 6-Sigma solution that enabled a continuous supply of product to the company’s customers within budget with a higher level of quality, ultimately changing the perception of the COE to a highly competitive strategic advantage for the company.

“CBS digs in and uncovers hidden opportunities and costs the management team did not openly reveal during the diligence process.”

— Partner, Private Equity

SOLUTION

- Developed an overall operating strategy, integrating customer needs and current capabilities
- Dramatically reduced cycle time from customer order to delivery
- Implemented continuous flow of product based on customer demand
- Upgraded product verification and integrated customer testing at a lower level
- Implemented a Quality corrective action program
- Developed a balanced set of metrics to drive the strategy and highlight gaps
- Focused on team effectiveness through training, talent upgrade, team-based management and organized structure



RESULTS

The COE experienced significant improvement in all operating measures:

- Schedule position improved from below 70% on commitments to over 97%
- Productivity increased by 40% within the cells
- Quality performance improved by 90% on customer escapes

The COE under-ran budgets and returned over \$15M to their customers.

Overall program performance went from “very poor” (15 Red out of 50 total) to “Excellent” (0 Red out of 50 total).

Ready to optimize the transformation of your organization? We can help.

REAL BUSINESS CHANGE. FASTER THAN YOU THOUGHT POSSIBLE.

Our operational problem-solvers bring unmatched industry experience, creative thinking and a collaborative approach to every client engagement. Call us at **973-509-0110 x147** for a private consultation to learn how we can help you with your continuous improvement efforts.