

SEMICONDUCTOR MATERIALS INDUSTRY: Specialty Metals Supplier – New Product Introduction

Product Commercialization Lessons Learned Analysis

Client: A division of a multi-billion dollar global manufacturer of specialty chemicals and metals.

Project: A division of the Client had poor success in the introduction of a new product. Most of the products offered for sale required waivers to the customer's specification. The time to market had been much longer than anticipated. They requested a Lessons Learned analysis.

Approach: Alexander & Company researched the symptoms and root causes of the Client's failure to successfully commercialize a new product. The process consisted of group and individual interviews of the various associates and managers involved in the product commercialization effort. The effort also included a detailed review of product and process documentation, supplier selection criteria, adherence to company policies, customer specifications, specification interpretation, and engineering efforts.

Results: Alexander & Company produced a project time line history and analysis of the breakdowns in the new product commercialization process. Multiple points of failure were identified and corrective actions identified. Individuals responsible for key decisions were coached on alternate methods that would provide greater success in future projects. Key company policies had been violated and senior management was coached on detecting and responding to faulty activities that are highlighted by control systems.