

ELECTRONICS INDUSTRY: Technology Startup Company Product Introduction

Commercialization of Mobile Computing Product

Client: A technology start-up producing mobile computers for the medical industry.

Project: The start-up company was having problems delivering product in a timely manner. Customer installations were behind schedule. Manufacturing costs were too high. The delivered product was unreliable. The Client needed to get on track quickly.

Approach: Alexander & Company was engaged to direct day to day commercialization activities. After an initial assessment, it was clear that both the Client's systems and products were faulty and required corrective action. Customer's were visited and engaged in the corrective process. A field performance metric of service calls per installed unit was established and improving product reliability became a priority goal. Every category of product failure in the field was matched with a simultaneous engineering project to eliminate the root cause. A product reliability test bed was initiated. Manufacturing supervision was coached to determine and correct root causes of product delivery delays. Flowcharts of all business systems were produced and weaknesses corrected.

Results:

- By eliminating chaotic supervisory methods, establishing balanced routing flows, correcting vendor performance deficiencies, and engaging Customers, achievable delivery schedules were developed and met.
- Product reliability, measured by MTBF, increased four fold within 6 months, and achieved an 8 year MTBF 18 months later.
- Product costs were reduced 40% to achieve 42% gross margins.
- Two additional products were commercialized.
- Revenues increased by 50% per year during the next 2 years.