Interim management and organizational development at a start-up company

ORDER:
To establish a manufacturing organization at a 3/5 semiconductor manufacturer

DURATION/PLACE:
28 months/Netherlands

INDUSTRY: SEMICONDUCTOR
Training, Process Management

JOB DESCRIPTION

A photonic components start-up with approx. 25 employees entered its next growth phase following successful proof of feasibility of its first commercial product. We established the foundations for industrial pilot production with focus on cost efficiency, delivery reliability, and consistent quality standards.

A value-stream-oriented production structure was implemented. Industrial quality assurance processes were introduced, along with electronic production control and reporting systems to increase transparency and operational stability. During the project, the organization scaled to approx. 70 employees and the structure was adapted to support further growth.

SERVICES OFFERED:

- Development of a value stream-oriented process landscape
- Establishment of a quality management system
- Introduction of production control and reporting systems

RESULT

After the successful achievement of the developmental goal, operational management was handed over to the company's internal successor.

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Production ramp-up of a semiconductor production facility

ORDER:
Task force management of the volume ramp-up of a 3/5 semiconductor laser diode production.

DURATION/PLACE:
20 months/Germany

INDUSTRY: SEMICONDUCTOR
Factory Ramp-up

JOB DESCRIPTION

Production capacity had to be structurally strengthened to meet increasing demand. We introduced transparent shop floor control and systematic bottleneck management to stabilize output. Root cause analysis of delivery instability revealed structural deficits in product development and process maturity.

Targeted technical project management was initiated to improve wafer manufacturing, back-end processing, and component separation. A closed data feedback loop between production and development was implemented to increase process transparency. Visual inspection and optical quality control were accelerated through data-driven decision-making. In parallel, a dedicated industrial quality department was established, supported by robust quality processes and semi-automated product and process monitoring.

SERVICES OFFERED:

- Taskforce and technical project leadership
- Problem solving and quality system implementation
- Product and process monitoring with automated data analysis

RESULT

The annual yield of quality-compliant products grew from just 3 million units/year to 12 million units/year.

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Strategic Location Evaluation for SiC Power Modules

ORDER:
To establish a structured decision basis for relocation and industrialization of SiC-based intelligent power modules.

DURATION/PLACE:
9 months/Germany, Korea

INDUSTRY: SEMICONDUCTOR
Manufacturing, Factory Industrialization

JOB DESCRIPTION

Evaluation of potential production sites for SiC-based intelligent power modules for an international semiconductor manufacturer. We structured and managed a cross-location comparison of manufacturing sites based on cost structure, scalability, technological maturity, and risk exposure.

Alternative production and integration routes were developed and assessed. A full life-cycle cost-of-ownership model was implemented to provide quantitative transparency. Technological and operational risks across the value chain were identified and prioritized. A robust integration and testing concept was derived to support implementation readiness.

SERVICES OFFERED:

- Project leadership and risk prioritization
- Cost-of-ownership analysis
- Cross-location production benchmarking
- Integration and testing concept development

RESULT

Delivered a transparent, structured and quantitative decision model for management.
Production in mainland China was selected based on the evaluation.

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Accelerated Development of a Power Semiconductor Product

ORDER:
Program management for delivery of a new product configuration within nine months.

DURATION/PLACE:
11 months/Germany, Korea, Singapore

INDUSTRY: SEMICONDUCTOR
Program & Industrial Execution

JOB DESCRIPTION

A power semiconductor manufacturer required functional product samples within nine months instead of the planned 22 months. Full program responsibility was assumed. Internationally distributed development, manufacturing, and support units were synchronized and aligned under a structured governance framework.

Requirements were systematically derived and prioritized. A project board was introduced to enable rapid technical and commercial decisions under time pressure. Risks were continuously assessed and managed to maintain alignment with the external customer timeline.

SERVICES OFFERED:

- Complete program management
- Governance and board implementation
- Risk assessment and prioritization
- International coordination
- Milestone control evaluation and prioritization

RESULT

Functional product samples were delivered within nine months. Time-to-market was significantly reduced, and internal execution capability strengthened.

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Creating a training program for statistical methods and design of experiments

ORDER:
To create a tailored statistics training concept for the engineers of an international electronic components manufacturer

DURATION/PLACE:
12 months/Germany

INDUSTRY: SEMICONDUCTOR Training

JOB DESCRIPTION

The customer required a customized statistics training program including structured course materials and a certification concept. Based on defined specifications, a five-day training program was developed covering learning objectives, exercises, technical content, and didactic tools.

After pilot sessions and refinement, a structured certification program for participating engineers was implemented. To enable sustainable internal rollout, selected employees were qualified as internal trainers following the LETR (Learn–Examine–Train–Release) procedure.

SERVICES OFFERED:

- Design and implementation of customized statistics and DoE training

RESULT

A customized course with a unique didactic concept was developed and delivered to the customer. Internal trainers were coached and certified to continue this training concept.

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