

Project: Foundry Transformation

Location: France

Duration: 29 months

Most notable success:

Achieved approx. €4.7M in actual savings within 2 years



“In the past 6 months, good progress is seen at our daily operation meeting. I see changing mindsets among the production and logistic teams mainly in target-setting and achieving goals. The experience brought in by IGSS helped me in my new position too, a completely different engagement from previous consultants that we have worked with.”

- Fab Operation Director

Over 20 years of industry experience

Client Profile

A European-based global specialty foundry with a process portfolio that encompasses advanced CMOS-based technologies for radio frequency, low power, high performance analogue mixed signal, non-volatile embedded memory and high voltage requirement, serving a broad range of end-market applications, including automotive.

Challenges

One of the toughest fab transformation projects we have taken on. Key issues were:

- Fab just went through a major leadership change with heads of Operation, Engineering and Manufacturing being less than 2 weeks old in their new roles
- Target of 3 months to increase shipment by 10%
- Language barrier as client are largely French-speaking

Solutions

With a focus on Manufacturing Efficiency, Engineering Optimisation, Capacity Planning and Yield Management, a team of 4 specialists were deployed to design the following framework:

- Capacity Modelling
- Wafer Start Methodology
- WIP Management
- Cycle time Improvement
- Manufacturing Best-In-Class Practises
- Engineering Daily Operation Planning
- Cost Management
- Quality Improvement
- KPI Management and Communications

Results

- Vital ‘building blocks’ implemented to improve manufacturing operation
- **Shipment:** Increased by 15% within the first 2 months of project
- **Cost Management:** Provided Methodology and Tracking systems to reduce cost per moves
- **Supply-chain:** Delivered 23,000 shipment within two months of project commencement
- **Cycle Time:** Achieved < 1.9 DPML and < 1.7 DPML in the fifth and eighth month of project commencement, respectively
- **Uptime:** 76% in collaboration with LAM tool’s alternative service vendor
- **Cost Saving:** Achieved €760K in Year 1 and €3.9M in Year 2