

Case Study

Industrial LED Lighting Manufacturer

Product Life Cycle Management Assessment



Product Life Cycle Management Assessment of a \$1B industrial LED Lighting Fixtures Manufacturer

Case Study Situation Summary

Industry	Industrial LED	Total Company Revenue (5 BUs)	~\$1B
Business Description	LED Fixtures for Public Infrastructure, Factory/Industrial Settings	Length of Project	2 Months
Location	North America, Europe		
Ownership	Private Equity		
Type of Project	Multiple workstream assessing overall operations in procurement, S&OP, engineering, manufacturing		

Challenges

- Client engineering organization is dispersed globally across product lines; each with unique operating models
- PLM process exists but is very engineering-centric; often without proper cross-functional engagement in early stages
- Existence of multiple data systems cause inconsistent and duplicated information

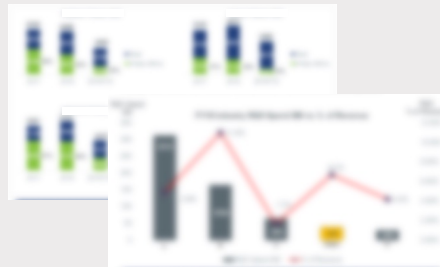
Data-driven, collaborative approach was used to assess overall PLM effectiveness and identify areas of opportunities

Qualitative – Process Gaps Stakeholder Interviews



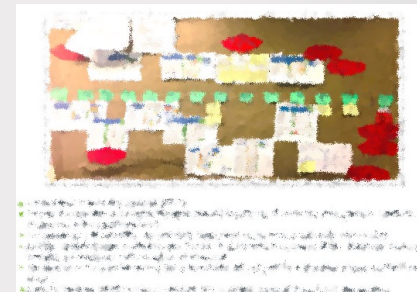
- Interviewed 20+ client executives in engineering and program management
- Mapped overall processes across BUs to identify gaps (data, communication, review cadence)

Quantitative – Benchmarking, Data Analysis



- Executed comprehensive data requests for current state analysis
- Analyses include: Cost of Quality, NPD Spend, Revenue/Inventory by SKUs, Program Performance Trackers, etc.
- Identified near- and long-term savings and opportunities

Organization – Executive Workshop, Collaboration



- Led workshop for executive brainstorming sessions; incorporated cross-functional input from operations and sales into PLM process
- Served as champion to advocate group best practices and participated in client product milestone review

Results Summary

Recommendations to address 3 key areas of PLM process; identify a list of SKUs for review to capture near-term working capital opportunities

Areas	Actions
Enhance robustness & consistency; data requirement	- Validate current life cycle plans by product families - Identify PLM driving factors and cascade to material and inventory planning sub-processes - Establish routine cadence for product "health checks" - Improve data transparency and information exchange p
End of Life Management	- Formulate business rules for product wind down tactics - Develop processes for inventory disposition (discount s
PLM-Demand Planning Operating Model	- Align KPIs among Product, Sales, and Fulfillment, focusi obsolescence - Establish clear ORCI roll down for overall PLM process a - Develop cross-functional team to cascade PLM goals th

