

PROJECT SUMMARY
PRODUCT DEVELOPMENT DIVISION – FORTUNE 50 MANUFACTURER

PROJECT TITLE: ORGANIZATIONAL ASSESSMENT & FEASIBILITY STUDY

Project Overview: A CGN Consulting team conducted an organizational assessment and feasibility study to determine whether the creation of a product and process development center would resolve current challenges and improve efficiency and effectiveness.

Business Objectives

- Improve product development efficiency and effectiveness
- Respond to external demands
- Improve enterprise integration
- Improve supply chain integration
- Foster technical career paths to develop expertise from within the company

Challenges

- External demands (regulatory challenges, competition, product quality, falling operating margins, and domestic talent shortages)
- Internal issues (high variability surrounding NPI programs, product / program cost overruns, lack of workforce capability and capacity, business unit fragmentation, weak supply chain, and supplier integration)

Methodology

- CGN conduct an organizational assessment and feasibility study to determine whether the creation of a machine product and process development center (MPPDC) would assist with achieving business objectives The organizational assessment process consisted of the following:
 - Voice of the customer interviews
 - Organizational analysis in the areas of structure, systems, culture, talent management, and processes / metrics
 - Root cause analysis
 - Strategy and cultural workshops
 - Cost analysis
 - Benchmarking
 - Change risk analysis
 - Hypothesis validation

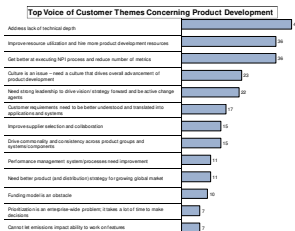
PROJECT DURATION:

October, 2007 – February, 2008

RESULTS:

- Identified issues, their impact, and root causes
- Provided detailed recommendations and action steps in the areas of **Org Structure, Culture, Talent Management, Processes / Metrics, Systems, Communications / Change Management, and Leadership**
- Validated the hypothesis that creation of a MPPDC, along with the right leadership, culture, policies, and org structure, would address key product development issues
- Provided high-level design criteria, cost / benefit analysis, and risk mitigation plan for the MPPDC
- Developed a two-phase implementation plan for transitioning to a MPPDC
- Developed visual communications package to generate excitement and buy-in
- Identified cost savings of 300-480 million over first 5 years of implementation

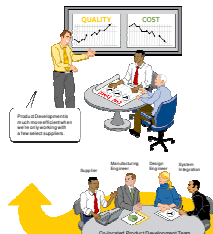
INTERVIEW THEMES



BENCHMARKING

Company	Boeing	Hyundai	GM
Organizational Structure	The Boeing Product Development Group (PDG) is a cross-functional organization that reports to the Boeing Product Development Group (PDG) and is responsible for the development of new products and processes.	The Hyundai Product Development Group (PDG) is a cross-functional organization that reports to the Hyundai Product Development Group (PDG) and is responsible for the development of new products and processes.	The GM Product Development Group (PDG) is a cross-functional organization that reports to the GM Product Development Group (PDG) and is responsible for the development of new products and processes.
Product	Boeing 787 Dreamliner	Hyundai Sonata	GM Camaro
Open to Market	2011	2010	2010
Key Success	Boeing 787 Dreamliner is a highly innovative aircraft that has set new standards for fuel efficiency and passenger comfort.	Hyundai Sonata is a highly innovative sedan that has set new standards for performance and reliability.	GM Camaro is a highly innovative sports car that has set new standards for performance and reliability.
Major Challenges	Boeing 787 Dreamliner is a highly innovative aircraft that has set new standards for fuel efficiency and passenger comfort.	Hyundai Sonata is a highly innovative sedan that has set new standards for performance and reliability.	GM Camaro is a highly innovative sports car that has set new standards for performance and reliability.
Key Takeaways	Boeing 787 Dreamliner is a highly innovative aircraft that has set new standards for fuel efficiency and passenger comfort.	Hyundai Sonata is a highly innovative sedan that has set new standards for performance and reliability.	GM Camaro is a highly innovative sports car that has set new standards for performance and reliability.
Cost of Change	Boeing 787 Dreamliner is a highly innovative aircraft that has set new standards for fuel efficiency and passenger comfort.	Hyundai Sonata is a highly innovative sedan that has set new standards for performance and reliability.	GM Camaro is a highly innovative sports car that has set new standards for performance and reliability.
Building Block	Boeing 787 Dreamliner is a highly innovative aircraft that has set new standards for fuel efficiency and passenger comfort.	Hyundai Sonata is a highly innovative sedan that has set new standards for performance and reliability.	GM Camaro is a highly innovative sports car that has set new standards for performance and reliability.
Number of Employees	Boeing 787 Dreamliner is a highly innovative aircraft that has set new standards for fuel efficiency and passenger comfort.	Hyundai Sonata is a highly innovative sedan that has set new standards for performance and reliability.	GM Camaro is a highly innovative sports car that has set new standards for performance and reliability.

VISUAL COMMUNICATION



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