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We advise management of leading electronic products companies on matters involving the electronics manufacturing services (EMS) industry. Major service areas are outsourcing / insourcing feasibility, factory audit-based recommendations for most suitable EMS provider sites, RFQ process management, pricing and contract negotiation, and litigation consulting and expert witness services. We bring uncommon "insider" global industry knowledge, deep printed circuit board assembly and test expertise, plus rigorous cost modeling and other analytics to every engagement.



Contract Manufacturing Consultants Work Results

Asset Acquisition and Operate-in-Place (E. Europe)

Site change of ownership from OEM to EMS contractor. OEM employees (1,000) rebadged to the contractor. 12 production lines each with SMT, PTH, ICT and functional test, also part prep and warehouse. Project work included recommendations on what kind of EMS companies would be most interested in the site and why, then identification and introductions to potential candidates. Creation of request for proposal (RFP) packages, assessment of proposals including financial analysis (cash flows, NPV & IRR), key terms sheet and negotiations, agreement documents (e.g. MSA with revenue-dependent product pricing) for this \$45 million deal closing.

In-House Manufacturing to Outsourcing (Mexico)

Study of production processes, supply chain and order fulfillment at OEM client's site in Mexico; evaluation and recommendations for suitable in-country "tier-1" EMS supplier. Also identified best design/build supplier for automated high-volume powder paint system for dedicated use at contractor's Mexico site. Products were LED lighting for hazardous environments with PCBA power supplies, light engines, CNC machining and powder paint coating of complex aluminum parts. Large number of SKU's, multiple product lines, some custom products.

Finding the Right Contract Manufacturer for Assembly (S.E. Asia)

Leading storage products company. Identification of "first-cut" suppliers in Asia for evaluation based on CMC/client experience and industry research. In-depth factory audits, financial analysis, customer surveys and other supplier assessment work. Advised contract and pricing negotiation.

Outsource Feasibility (make-or-buy)

Fortune 500 company wanted to understand financial impact of outsourcing their complex electro-mechanical equipment to a Tier-1 EMS supplier. Work included multi-year cost modeling of product costs, cash flow differences, ROI.

Alternatives to Electronics Manufacturing in China

For a large power products company, evaluated China, Mexico and Vietnam options for their PCBA and box-build. Work included "should-cost" estimates of materials and value-add using our global EMS cost model.

SWOT Analysis

For a private equity firm, assessed a large regional EMS company for possible acquisition: Scope included operations capabilities, true competitive advantages and growth risks.

Excess Inventory Damages

Expert witness in \$15 million arbitration with expert report, rebuttal and hearing testimony. Assessed SMT defects, contracts, communications history. Proprietary MRP model used to establish excess inventory liability limits.

Manufacturing Costs & Lost Profits Damages

Expert witness report and testimony in OEM customer vs. contract electronics manufacturer litigation case. Assessment of \$30 million damages claim by contractor for excess inventory, manufacturing costs and lost profits due to alleged customer’s defective product designs and changes. Work included forensic review of 10,000 pages of deposition testimony.

Class Action Lawsuit (\$280 million)

Institutional investors vs. Tier-1 EMS publicly-traded company. Forensic review and expert report covering three years of operations and BOD communications vs. public disclosures to assess allegations of restructuring charges fraud.

Product Quality Dispute Assessment

Printed circuit board assembly used in military products was built non-conforming to specifications. Analysis of part specs, SMT process, materials, lab inspection of samples, NPI processes at OEM/EMS, contractor site suitability.

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