

Enhancing Execution of Plans and Initiatives

The ability to consistently produce a high-quality product within a specified project time frame is a critical measure of success for ASML, a manufacturer of advanced technology systems for the semiconductor industry. Missed deadlines in Development and Engineering (D&E) often meant that customers did not receive their equipment on time. In addition to the impact this had on goodwill and client satisfaction, a missed deadline could cost ASML tens of millions of dollars.

OnPoint's solution focused on data collection, gaining agreement among key stakeholders about the nature and magnitude of the problem/opportunity, developing fact-based recommendations, and agreeing on next steps. We provided an objective measure of the extent of the problem/opportunity and its impact on the organization and its customers, developed a shared picture among members of the organization and other key stakeholders about the causes of poor execution in D&E and the most viable solutions, and clarified the specific actions that would have the greatest impact and take the execution of plans and projects at ASML to the next level.

As a result, members of the D&E team were able to move from an intellectual understanding that "the customer is king" to demonstrating that belief in day-to-day behavior, use data-driven project management that looked ahead and focused on solving potential problems rather than reporting on past accomplishments, and enhance initiative and accountability throughout managerial layers.