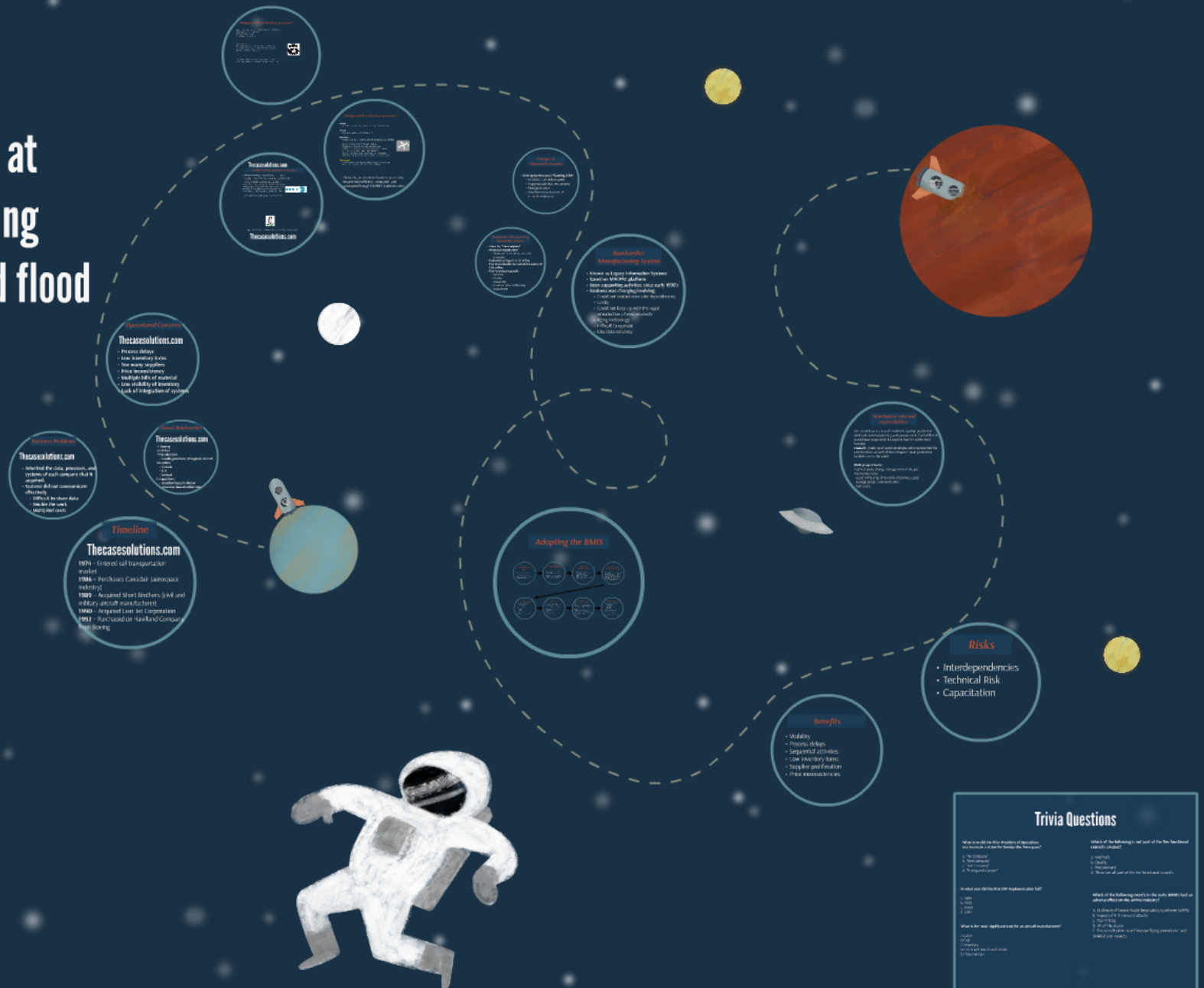


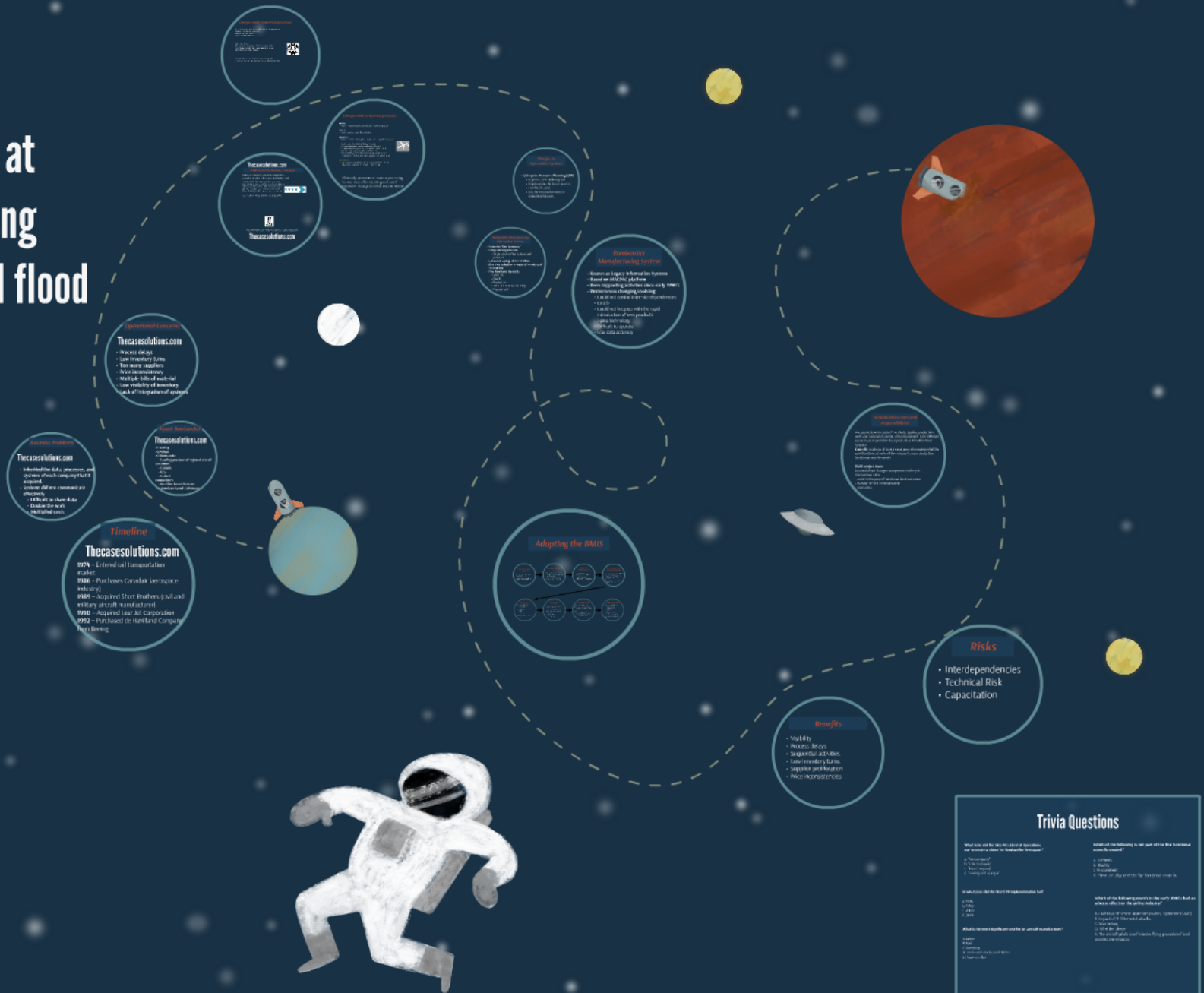
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Real-Time Leadership at Fabrinet (B): Navigating through the 2011 Thailand flood crisis



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Trivia Questions

Which year did the Thai Air Force acquire Fabrinet?

- 1974
- 1986
- 1989
- 1999

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Open

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- Process
- Low inv
- Too ma
- Price in
- Multiple
- Low visi
- Lack of

Business Problems

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- Inherited the data, processes, and systems of each company that it acquired.
- Systems did not communicate effectively

Timeline

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1974 – Entered rail transportation market

1986 – Purchases Canadair (aerospace industry)

1989 – Acquired Short Brothers (civil and military aircraft manufacturer)

1990 – Acquired Lear Jet Corporation

1992 – Purchased de Havilland Company from Boeing

About Bombardier

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#1 Boeing

#2 Airbus

#3 Bombardier

- Leading producer of regional aircraft

Locations:

- Canada
- U.S.
- Ireland

Competitors:

- Brazilian based Embraer
- American-based Gulfstream

Business Problems

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- Inherited the data, processes, and systems of each company that it acquired.
- Systems did not communicate effectively
 - Difficult to share data
 - Double the work
 - Multiplied costs

Operational Concerns

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- Process delays
- Low inventory turns
- Too many suppliers
- Price inconsistency
- Multiple bills of material
- Low visibility of inventory
- Lack of integration of systems

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Problem within Business Processes'

Followed strategy of growth by acquisition –
Canadair, Short Brothers, Lear Jet, deHavilland

-Leads to Bombardier becoming a silo organization:
inherited data, processes, systems of acquired companies
inefficiency problems, lack of effective communications
difficulties sharing data with manufacturing facilities
13 manufacturing facilities across Canada, US, Ireland.

-Labor mobility is impacted by non-transferable skills





Biggest problems identified as low visibility of inventory and lack of integration of legacy systems

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