

# MILWAUKEE ELECTRONICS NEWS

Q1 2024

## About Milwaukee Electronics

Milwaukee Electronics designs and manufactures custom circuit board assemblies for the medical, transportation, military, logistics and a variety of other industries.

The Company operates over 180,000 square feet of manufacturing in Portland, Oregon; Milwaukee, Wisconsin; and Tecate, Mexico. In addition to EMS and product design and engineering services, it offers quick-turn prototyping and on-demand assembly through its Screaming Circuits business unit.

## CI Initiative Improves Portland Facility Performance

Milwaukee Electronics is committed to continuous improvement. As an example, one continuous improvement initiative done the Portland, OR facility last year was focused on improving transaction integrity. The team used a process that defined the challenge, identified the tools needed, developed a solution and measured results.

The challenge was determining how accurate transactions affect cost. To quantitatively define the issue, the PowerBI Manufacturing Variance report from Finance and Accounting was utilized. This tool defined the variance between budgeted

and actual transaction costs.

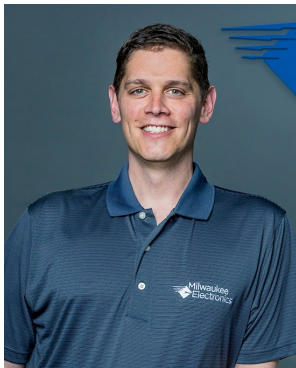
With the help of manufacturing team lead-people, Daily Production Huddles were created. The objective of this process was to monitor, measure, analyze and evaluate by product, the processes performed per production area. Three metrics were focused on for each area: Quality, Delivery, and Continuous Improvement. Each lead discussed each metrics' progress and tracked actions through an action tracker.

This stand-up huddle improved communication among the team and also improved the

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## The Need for Speed in Innovation and CI

We are in an industry built on the concept of faster, better, cheaper than our customers can do it. As an organization, we have tended to adopt change slowly.



*Jered Stoehr*

We recognize that to compete well in our industry, we need change our speed of improvement implementation.

To that end, we've spent time this quarter in multiple strategic planning events—from

focusing on a more detailed approach to assessing customer needs at a sales and program management level to driving continuous improvement activities within all our plant operations teams. Our leadership team is building on the work done to date and will be driving improvements throughout the organization as a result. Our goal is to improve operational efficiency and grow our business.

As an organization, we've been good at having spurts of innovation in terms of the ways we serve our customers, but not good at providing consistent industry-leading service options over time. We are also looking at ways we can do more consistent job of being the contract manufac-

turer who addresses service needs that typically aren't solved well by most contract manufacturers.

We'll be highlighting some of our facility-focused continuous improvement (CI) initiatives in each newsletter. Innovation without crisp execution isn't a good solution.

We see 2024 as a year of stretch goals and transformation into a Leaner, metrics-driven organization. Our team is already showing they can meet this challenge.

**Jered Stoehr**  
**CEO**

## The Milwaukee Way is the Foundation for Everything We Do

While Milwaukee Electronics builds electronics products, contract manufacturing is a service-focused business model. A company’s culture and values are critical in ensuring employees deliver industry-leading service. At Milwaukee Electronics, our culture is defined as “The Milwaukee Way.” These principles have been adapted from material developed by Dan Miller.

Milwaukee Electronics’ culture-related training is based around seven key areas:

- **Agreements:** How to make and keep agreements with those around us.
- **Change and Transition:** How to set

up for success in change and identifying the stages of change.

- **Communication:** How we clearly and respectfully communicate with those around us.

tions about performance.

- **Managing People:** How to help people reach their performance potential.

- **Responsibility:** How we each take 100% responsibility on our teams to make us all better.

Training *The Milwaukee Way* is only one part of the comprehensive training Milwaukee Electronics employees receive. However, given its role in shaping

values and attitudes about service delivery, and interactions with team members and customers, it provides the foundation for everything we do.



- **Conscious Leadership:** Identifying drama, what our part in it can be, and how to shift out of it.
- **Constructive Criticism:** How to have difficult and productive conversa-

## Leadership Team, PMs and Sales Focus on Strategy

February was been a busy month for strategy development. The Leadership team held its quarterly meeting the week of Feb. 5th, and an EMS Sales and Program Management Summit was held the week of Feb. 12th.

During the Summit, sales and program management discussed key account service needs and developed methodologies for long-term account planning. The goal was to analyze account trends and specific customer service or capability needs in ways that ensured the right service mix was in place as customer requirements evolved over time.



*Sales & Program Management Summit attendees enjoyed dinner following their first day of strategy development.*

## Performance

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overall on-time delivery (OTD) metrics. OTD started at 80% at the beginning of

the year and by April it was at 96%.

By January, EMS OTD was at 99% and the

transaction variance number had decreased by more than 60%.

## Ensuring Redundancy in Information Technology

The IT team has finished implementing new server infrastructure for all Milwaukee Electronics manufacturing plants.

The new server infrastructure introduced at each of the three plants is completely redundant. As a result, a single piece of the system can fail without causing an interruption to production. This enables IT to be able to troubleshoot and resolve issues in the system while the business continues to function without any impact.

This project was a substantial investment for the organization. It is designed to support continued business growth, maintain the reliability and security of our systems, and more effectively deal with the unexpected.



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