



Case Snippet: **OEE Benchmarking for the Semiconductor Industry in Singapore and Philippines**



- **Situation & Challenges**

Our client was a subsidiary of a US semiconductor company based in Manila, Philippines. The company was interested in conducting a benchmarking study on Overall Equipment Effectiveness (OEE) based on the SEMI E10 standard with its two subcontractors - one based in Manila and the other in Singapore. The purpose of the study was to compare OEE performance among the three organizations for the same equipment type.

The benefits of the project would enable each company to know where they stand vis-à-vis OEE performance, and learn from each other as a way to continuously improve competitiveness. The study was facilitated by Operational Excellence Consulting.

- **Our Approach**

An OEE benchmarking study was conducted among the three semiconductor manufacturers/subcontractors over a period of three weeks at two locations in Manila and Singapore. The benchmarking process was based on the Xerox Benchmarking methodology. The scope was limited to two types of equipment or platforms: Ultraflex and Microflex test equipment.



The project included answering a set of questionnaire. The key areas covered were OEE definition and formula, OEE results, OEE measurement methods, OEE analytics system and factors driving OEE. Site visits were also made to the facilities of the benchmarking organizations.

The OEE benchmarking activities included:

- Setting up of OEE benchmarking project teams from each of the three semiconductor companies
- Development of the questionnaire
- Data collection on two types of equipment for comparison
- Site visits to the benchmarking partners to clarify data/information with a tour of the shopfloor where the equipment were located
- Sharing of information and lessons learned

• Outcome & Conclusion

For confidentiality reason, the OEE results and analysis are not displayed in this snippet. In short, the project objectives were met as the three companies were able to compare the OEE data and information gathered and learn from each other what were the key factors and practices that drive the OEE in their respective companies. An intangible benefit that arose from the benchmarking study was that a high level of trust and transparency was generated from the site visits and information sharing.