



Industry

Semiconductor and Related Microelectronics Manufacturing

Client Profile

KLA-Tencor Corporation, a publicly held company (Nasdaq: KLAC), is the world leader in yield management and process control solutions for semiconductor manufacturing and related industries. They offer a broad array of products and services for in-line wafer defect monitoring, reticle and photomask defect inspection, electron beam metrology, wafer overlay, film and surface measurement, and overall yield and fab-wide data analysis. KLA-Tencor technology is used by every major semiconductor manufacturer around the world.

"Taos is a good strategic partner. They understand our problems and bring value. Because they're so well connected in the valley, there's a fair amount of resources that they can bring to bear on a problem. They're very flexible and easy to work with, so if something is not working, they go the extra mile to replace the resource and to make sure it gets fixed."

– Steve Ruggiero, Senior Director of Enterprise Services, KLA-Tencor

Interim IT Leadership

"Due to our Taos consultant's senior expertise, he was able to contribute at a much higher level than we anticipated. His ability to step out beyond his charter and look across our entire IT staff to provide us with strategic thought and feedback was invaluable. His method of work, which was very collaborative, was excellent and definitely contributed to the success of this particular engagement."

– Steve Ruggiero, Senior Director of Enterprise Services, KLA-Tencor

Success Highlights

1. Revamped struggling Networking Group and increased their efficiency by 30%
2. Saved company \$500,000 through re-negotiation of vendor contracts
3. Consolidated and completed 60% of strategically valued yet aging project list in only 3 months
4. Created and initiated process improvements for project delivery life cycle application
5. Utilized existing resources to establish an Architecture Group

Taos Service Areas Deployed

- Interim Leadership
- OCIO
 - Architecture

Situation

Steve Ruggiero, KLA-Tencor's Senior Director of Enterprise Services, had been working with Taos for over 10 years on projects across the board from strategic planning to junior-level support needs. When faced with a leadership void, he turned to Taos for a solution. The company was facing several challenges as it engaged with Taos to provide a consultant to serve as an interim Director of the Worldwide Networking Group. The interim leader needed to not only understand and protect legacy knowledge and the company's operational functionality, but also grasp the team's synergies and weaknesses and drive it toward a new delivery model. The company also lacked an Architecture Group, so one needed to be built from scratch. It was also dealing with an expanding problem within its Project Delivery Group where projects were rarely completed within deadlines and budgets.

Solutions

Taos provided KLA-Tencor with a senior-level strategic partner from its Office of the CIO Practice. Due to the breadth and the depth of the consultant's experience

he was able to immediately step into the interim leadership role and take action on creating a complete solution. His approach included an objective assessment and plan to get the team on the right track while also supplying the proper execution to drive results.

Faced with an aging list of 70 projects, the consultant prioritized and consolidated the list, whittling it down to 35 necessities. By re-focusing the team's energy and efforts, 20 of the 35 projects were delivered during the first quarter of the engagement. This successful effort led to a broader scope of responsibilities for the Project Delivery Group. The company's leadership felt that an existing project life cycle management tool wasn't delivering the required output. The consultant reviewed the current processes in place and offered solutions on how to better monitor and manage the practice of project delivery. The consultant then customized some of the tool's applications to increase its utility. KLA had postponed certain key hardware and software upgrades due to budget constraints. The aging hardware was failing, causing major outages and service disruptions at key remote sites around the world. The consultant worked with both the customer and the vendor to devise a solution that was a win-win for both. He implemented the solution in under six weeks and leveraged new security features that came with the appliance.

Finally, the consultant assisted with establishing an Architecture Group utilizing existing KLA resources. This group was part of an organizational restructure created to support a new delivery model to which the client was transitioning. The consultant developed roles and responsibilities, crafted procedures that define how the team would operate, and provided clarity on how success would be measured.

Results

Taos provided KLA-Tencor more than just interim management assistance; it offered strategic direction and the leadership that had been missing for several years. As the consultant discovered that the Networking Group's leadership changes and vacancies had resulted in the group's challenges, the team was properly re-aligned, re-trained and re-motivated, increasing its efficiency by 30 percent. The consultant completed nearly 60 percent of an aging project list in just one quarter. He was able to demonstrate the value of the changes and accomplishments, resulting in staff acceptance and support of the re-engineered system.

As the engagement continued, KLA-Tencor placed even more trust in the consultant's capabilities, broadening his responsibilities to include strategic decision-making and renegotiation of several IT software and hardware vendor contracts which saved the company nearly a half million dollars and reduced those particular budgets by 70%. This made it feasible for the company to improve upon vital software and hardware.

About TAOS

Taos is a professional IT consulting services company. With more than 5,000 successful engagements at more than 1,000 clients, we have the experience and the technical expertise to help you achieve and sustain operational excellence. Our success is built upon the breadth and depth of our technical expertise, flexibility and objectivity – we are hardware and software vendor independent.