

Komatsu Silicon America

Advanced Manufacturing / International | \$200M Revenue | 500 Employees

First Design-Build in the Industry to Meet Schedule, Budget, Quality, and Safety

SITUATION

The U.S. division of Japan's largest manufacturer was building a new silicon wafer production facility — a high-stakes capital project requiring Japanese and American co-management from design through commissioning and operation. No design-build project of this complexity in the silicon wafer industry had ever been completed to full spec. Cultural and operational gaps between the two management teams created risk at every decision point.

APPROACH

- Led joint vision development and implementation for the combined Japanese-American management team
- Provided engineering oversight through all design-build phases — from concept to commissioning
- Developed staffing programs and role definitions for an integrated bicultural team
- Delivered executive coaching to multinational leadership, navigating both cultural and operational tensions

RESULTS

- ✓ First design-build in the silicon wafer industry to meet all criteria: schedule, budget, quality, and safety — simultaneously
- ✓ International project disputes resolved swiftly — no litigation, no delays
- ✓ Facility opened on time with a high-performing, integrated management team operating independently
- ✓ Japanese parent company confidence in U.S. operations established for the long term