

AN INTEGRATED QUOTATION PROCESS FRAMEWORK FOR THE ELECTRONIC MANUFACTURING SERVICES INDUSTRY

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ABSTRACT

Purpose: The formulation of accurate, competitive and profitable quotations is a challenging task in the Electronics Manufacturing Services (EMS) industry. The purpose of this paper is to develop a systematic framework to manage responses to requests for quotations (RFQs).

Design/methodology/approach: A case study was conducted on an EMS company that faces dissatisfaction among its business segments, in relation to the efficiency of the response process and quality of quotations. A global internal survey was used to identify key challenges, while frameworks to match the best solutions to these challenges were conceptualized from a literature review. Target Costing, Quality Function Deployment, Value Engineering and Value Stream Mapping were then incorporated into a proposed integrated quotation process.

Findings: Three embedded cases from the case company are presented to illustrate the application of the new framework. The first and second cases achieved potential savings of 17.3% and 18.2% respectively under the proposed integrated process, while the third case demonstrated a structured approach to improve interpretation of requirements from a new customer.

Research limitations/implications: This study is based on a single EMS provider headquartered in Asia and is focused on challenges that are process-driven rather than information technology (IT) driven.

Originality/Value: This study contributes to the literature by proposing an integrated process and framework for quotation management in the EMS industry, which has been shown to be effective in reducing in the number of re-quotes, increasing the quality of RFQ responses and improving customer satisfaction.