

## EXECUTIVE SUMMARY

Our client's principles were introduced to OpTech's Chairman of the Board during an event announcing the award of a bid for the largest solar farm project in the United States initiated by the City of San Antonio and City Public Service. As a result of this meeting, a business relationship was formed to assist them in establishing a production facility in San Antonio. The operating officers and executives arrived from Europe with virtually no knowledge of business requirements in the United States.

## PROJECT SCOPE

The customer's overall needs were complex and included Facilities Design, Environmental Certifications, Staffing, Supplier Selection, Technology Requirements, Transportation Contracting, and Installation of Production and Office Equipment.

## FACILITIES DESIGN:

OpTech engineers designed the customer's 33,000 square foot production facility layout and electrical requirements to accommodate various metal fabrication equipment including welders, saws, and presses.

## PROJECT MANAGEMENT :

OpTech developed a schedule and scope of work needed to produce the production facility. OpTech requisitioned bids from the associated contractors and afterwards managed the selected contractor's schedule and facility access to meet the project's deadlines. OpTech's Project Manager was the main point of contact for hired contractors, Property Management assigned contractors, and City Public Service to coordinate work performed throughout the facility and utilities outages for services upgrades.

## STAFFING:

While the production facilities were being completed, OpTech's staffing activities began with the placement of administrative, engineering, and logistics personnel in addition to all the required machine operators. The first phase of staffing totaled approximately 70 highly skilled workers. All required business policies and procedures were supplied by OpTech.

## SUPPLIER SELECTION:

Concurrent with the facilities project, OpTech provided the customer with over 100 supplier site surveys for potential steel, concrete, fastener, and molded plastic component suppliers throughout the US and Mexico. Through collaboration among OpTech, our customer and the potential suppliers, procurement contracts were placed which established a vehicle to purchase nearly 13 million pounds of steel annually.

## LOGISTICS:

Transportation requirements were defined and processes were implemented to successfully accomplish a 100% on-time delivery record not only for the steel purchases but also for over 3 million pounds of concrete annually. Because of OpTech's alliances with key global freight forwarders, transportation costs for cargo shipped from Europe to the United States were reduced from \$500,000 to \$220,000 during a single quarter.



### CHALLENGE #1 – CONTINUOUS REDESIGN OF THE PRODUCT

A major challenge that required immediate attention was the continuous redesign of the customer's solar tracking product. With the continuous improvement philosophy of OpTech, a goal was set to reduce the turn-around time for first article acceptance from a 30-day approval cycle to less than one week. OpTech accomplished this by establishing an on-site quality auditing program reducing first article approval to one day.

### CHALLENGE #2 – HIGH QUALITY REQUIREMENTS

OpTech's Key Performance Indicators for the initial phase of this four year solar farm project were zero defect quality levels for purchased product, 100% on-time deliveries, and a fully operational production facility with zero certification issues for occupational, environmental, and safety regulatory requirements. Because of these exceptional KPIs, our client indicated their desire to utilize OpTech for their upcoming transition to a new 97,000 square foot production facility.

### CHALLENGE #3 – INEXISTENT SUPPLY BASE

Due to the customer's nonexistent experience in the American market, and the consequent lack of knowledge of the business, OpTech researched and developed a competitive supplier base according to their project specifications. We established 75 Suppliers in the US & Mexico:

- 42 Steel Suppliers
- 13 Plastic Suppliers
- 10 Fastener Suppliers
- 5 Concrete Suppliers
- 5 Galvanization Suppliers

Additionally, and in order to support the production, OpTech established the product certification and the quality control at each supplier facility, as well as managed the procurement and landed cost of materials. As a result, 24,810,505 lbs. of raw materials were sourced before delivering turnkey of the project to client

### OUTCOME

A complete turnkey project was entirely developed and delivered by OpTech in a timely manner, complying with the customer's multiple and strict requirements, exceeding the expectations of their own client.

The complex customer's needs included Facilities Design, Environmental Certifications, Staffing, Supplier Selection, Technology Requirements, Transportation Contracting, and Installation of Production and Office Equipment.

Through its alliances in the freight transportation industry, OpTech was able to minimize the cost of moving cargo from Mexico and Europe to the U.S. for the client. The transportation costs were reduced by nearly 50% in a single quarter.

