Change Management Pain Point - August 15, 2025

| **List of Pain Points** |
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| Every single BU within Molex interprets and executes change differently and this lack of standardization leads to increased probability of errors. |
| Plants often have internal / local change process that have different dependencies on BU engineering teams and often duplicates efforts of corporate process |
| Molex Relies too much on weekly meetings & email communications to execute change today |
| A consistent process of change is rarely used due to pace of work & many employees, "just trying to keep their heads above water. |
| Wasted Time / delays due to functions not receiving Change Notifications. |
| Increased workload & Churn in PD and at the manufacturing plants to correct errors |
| High levels of scrap from procurement due to unused excess inventory or incorrect parts/components and unused WIP |
| Reputational / Brand damage from shipping incorrect revisions to customers |
| Design change process is uni-directional, no confirmation or feedback from manufacturing that change detail was received and understood. |
| Metrics can drive wrong behavior, - ie engineering is incentivize to have fewer changes. (for instance, this is counter to a rapidly iterative development process to experiment and provide knowledge, risk reduction and shorter development cycles. |
| Lack of comprehensive design review process with clear accountability. - ie same engineer can create, review, and approve change. |
| Difficult to identify everyone required to evaluate change and those whom the change needs to be communicated to |
| Scope of Product Development change management process is not clearly defined (end to end) |
| Molex is not effectively leveraging PR (problem report) functionality of Change Management process and getting the maximum value. |
| Change process is not known or understood across Molex |
| Decision rights of who can approve changes is not always known or consistent |
| Lack of agreement on the level of change management necessary before a product is officially in production versus after it is in production. |
| Different Groups & Functions are at different levels of adoptions of current change process and tools. |
| There is generally a lack of asynchronous feedback processes from the plant or others (customer, vendor) to allow down stream learning to improve out products for Yield, Cost, Manufactuability, etc... |
| Disconnect of Change (stored / managed in PLM or other tools / software) to physical part or process changes (i.e. lack of revision on parts or tools). |