EMS STRATEGY GROUP · OCTOBER 2026 / V4.0

STRATEGIC EMS PARTNER SELECTION, MANUFACTURING ARCHITECTURE AND GLOBAL SUPPLY CHAINS

Independent support in selecting manufacturing partners, designing international production structures and implementing outsourcing and relocation projects through to stable volume production.

LESS RISK · LOWER TOTAL COST · FASTER RAMP-UP

Dirk Kaussen, MBA
www.emssg.com

EMS STRATEGY GROUP

Independent evaluation instead of predefined manufacturing solutions

WHY EXTERNAL?

Your team knows your product. We know the market, the suppliers and the typical pitfalls.

This is backed by around 40 years in the electronics industry and a team with decades of experience in its fields, which has itself built several companies.



No in-house manufacturing capacity

EMSSG does not operate its own manufacturing. Recommendations and partner selection are aligned consistently with the client's requirements.



Suitable partners, not standard solutions

Technology, product requirements, volumes, quality specifications, cost and delivery capability determine the evaluation of potential manufacturing partners.



The final decision remains with the customer

EMSSG supports selection and evaluation. Partner, location and award are decided by the client.

EMS STRATEGY GROUP

TYPICAL STARTING POINTS

When a conversation with us is worthwhile

01

You are relocating manufacturing orders

A change of location or a new EMS partner is coming up and is meant to succeed without a break in quality.

02

Your current EMS partner is no longer the right fit

Price, quality or delivery reliability fall short, or you depend on a single manufacturer.

03

Quotes are not comparable

Differing scopes of service obscure what a quote really costs.

04

Components are scarce or being phased out

Single-source risks and discontinuations threaten your delivery capability.

05

Costs and lead times are escalating

A location comparison based on total cost shows whether a switch is worthwhile.

06

Your teams are at capacity

Internally, you lack the time and capacity for partner search and relocation.

If one of these situations applies to you, we will clarify in a confidential initial conversation whether and how we can help.

EMS STRATEGY GROUP

The right manufacturing partner must fit both the product and the company



Requirements definition

You know in advance exactly what your EMS partner must deliver technically, in terms of quality, logistically and commercially. This avoids costly wrong decisions.



Evaluation & qualification

You receive a shortlist of suitable suppliers whose manufacturing capabilities and quality systems have been assessed.



RFQ and quote comparison

Quotes are compared on an equal scope of services. This also reveals hidden costs such as setup, logistics and changes.

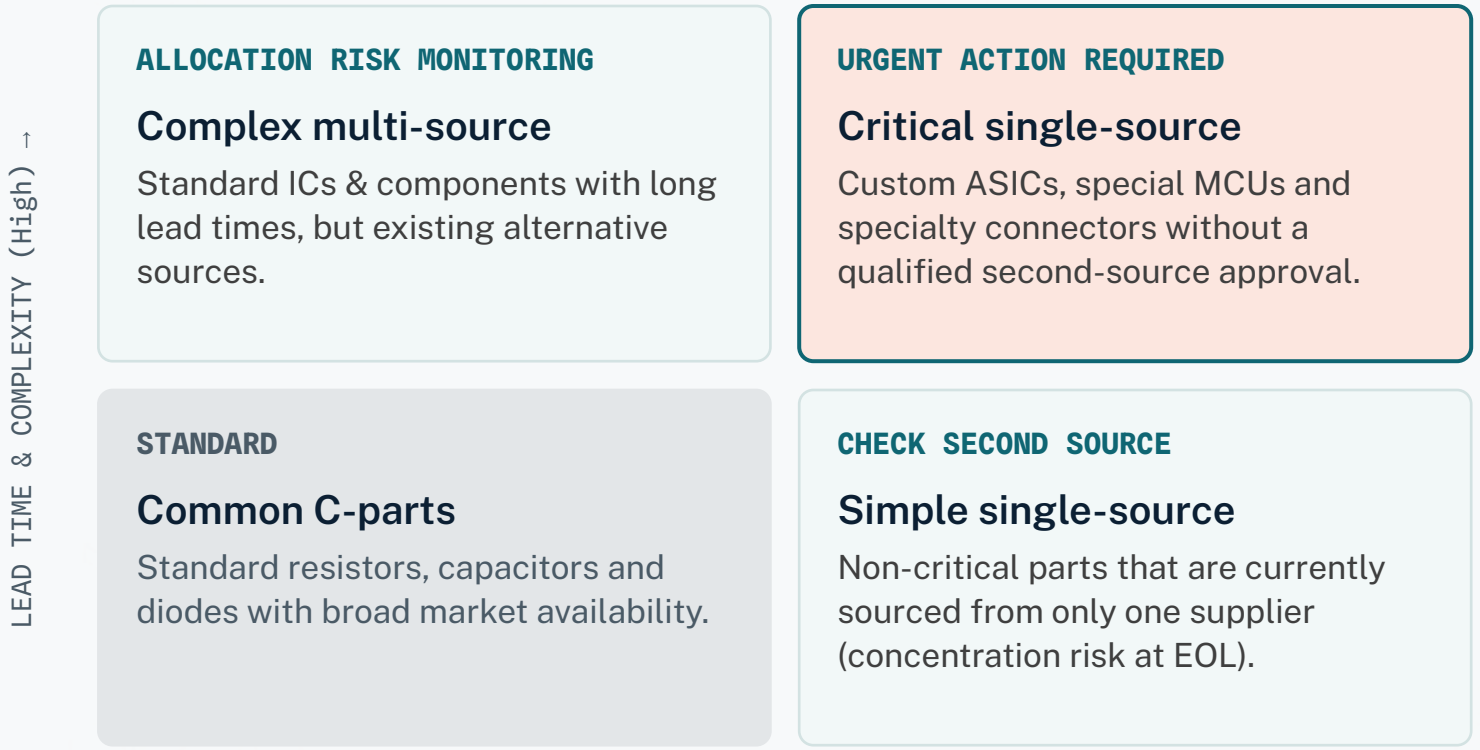
Goal: a traceable decision based on the OEM's actual requirements.

EMS STRATEGY GROUP

The right manufacturing structure combines cost, control and flexibility

In-house	Hybrid model	Full outsourcing
Direct control over production and processes	Core competencies and selected processes in-house	Manufacturing by an external EMS partner
High internal CapEx and fixed costs	Volume production and additional capacity at the EMS	Lower own equipment and staffing needs
Limited flexibility under fluctuating utilization	A balance between control and flexibility, but with higher interface complexity	High demands on supplier management, quality assurance and know-how protection

Identify single-source risks in the bill of materials and reduce them systematically



BOM risk analysis

Structured review of all BOM line items for allocation risks, lead times, price volatility and geographic concentration.

Active obsolescence management

Early detection of PCN/PDN signals prevents unplanned redesigns and enables planned last-time buys.

Validated second sourcing

Qualification of functional alternatives, including layout and EMC approval, before supply interruptions occur.

EMS STRATEGY GROUP

Secure tacit manufacturing knowledge before it is lost at the interface

Capture know-how

Document process parameters, failure patterns, limit values and specific soldering profiles in work instructions and test plans.

Manage cultural interfaces

Clear responsibilities and points of contact between OEM and EMS teams; bilingual release protocols and clear escalation rules.

Uniform quality rules

Shared KPIs (FPY, OEE, scrap) as well as uniform change and release processes across all sites.

Anyone who defines knowledge, responsibilities and quality rules at the interface early on avoids quality losses during ramp-up.

FPY = first pass yield (share of defect-free on the first run) · OEE = overall equipment effectiveness

EMS STRATEGY GROUP

LOCATION COMPARISON

Total cost (TCO) instead of unit price: comparing locations fairly

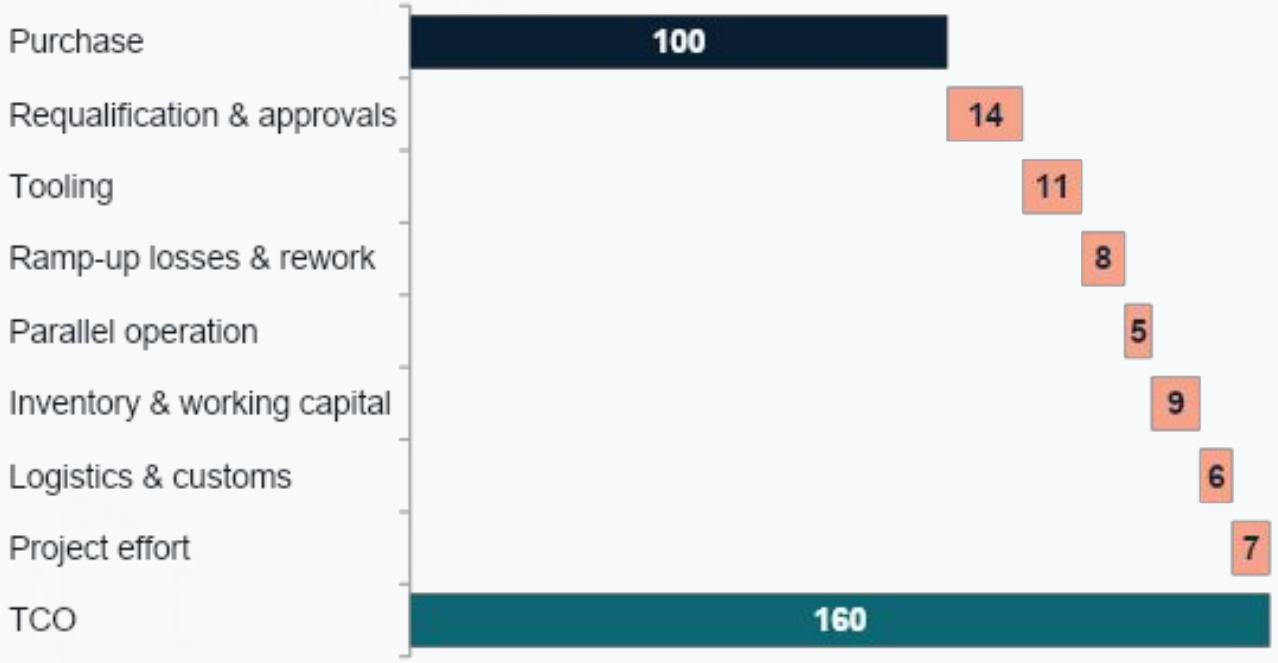
Evaluation criterion	Nearshoring	Offshoring
Lead time & working capital	Days instead of weeks, low inventory	4–8 weeks of sea freight, high inventory, pre-financing
Unit cost vs. total effort	Higher manufacturing costs, lower logistics costs	Lower manufacturing costs, higher logistics costs; customs costs depend on location
Audits & NPI	Short distances, similar time zones	More effort, time and language barriers
Scalability & supply chain resilience	Smaller supplier network possible	Strong ecosystem, more risk

Nearshoring = nearby locations; Offshoring = more distant locations.
The decisive factor is total cost (TCO).

EMS STRATEGY GROUP

Risk-managed manufacturing relocation: identify and plan for hidden costs up front

Additional costs of relocation (index: purchase price = 100)



Illustrative calculation example, not a benchmark. Actual additional costs vary depending on product complexity, target location and assembly scope. Further items (e.g. exchange rate, restructuring and risk costs) are not shown. These costs are offset by savings at the target location. TCO = all costs incurred up to stable volume production.

01

On-site audits

Process, quality and capacity review at the target partner before the pilot build.

02

Secured volume ramp-up

Defined release criteria and escalation paths; parallel operation only as long as required to secure process quality.

EMS STRATEGY GROUP

A three-phase approach from location analysis to stable volume production

01

Status quo & TCO baseline

You know your current costs and risks precisely and have a robust basis for every location and partner decision.

02

Partner selection & audits

You decide on the basis of verified partners and on-site audits, with a contract that fits your requirements.

03

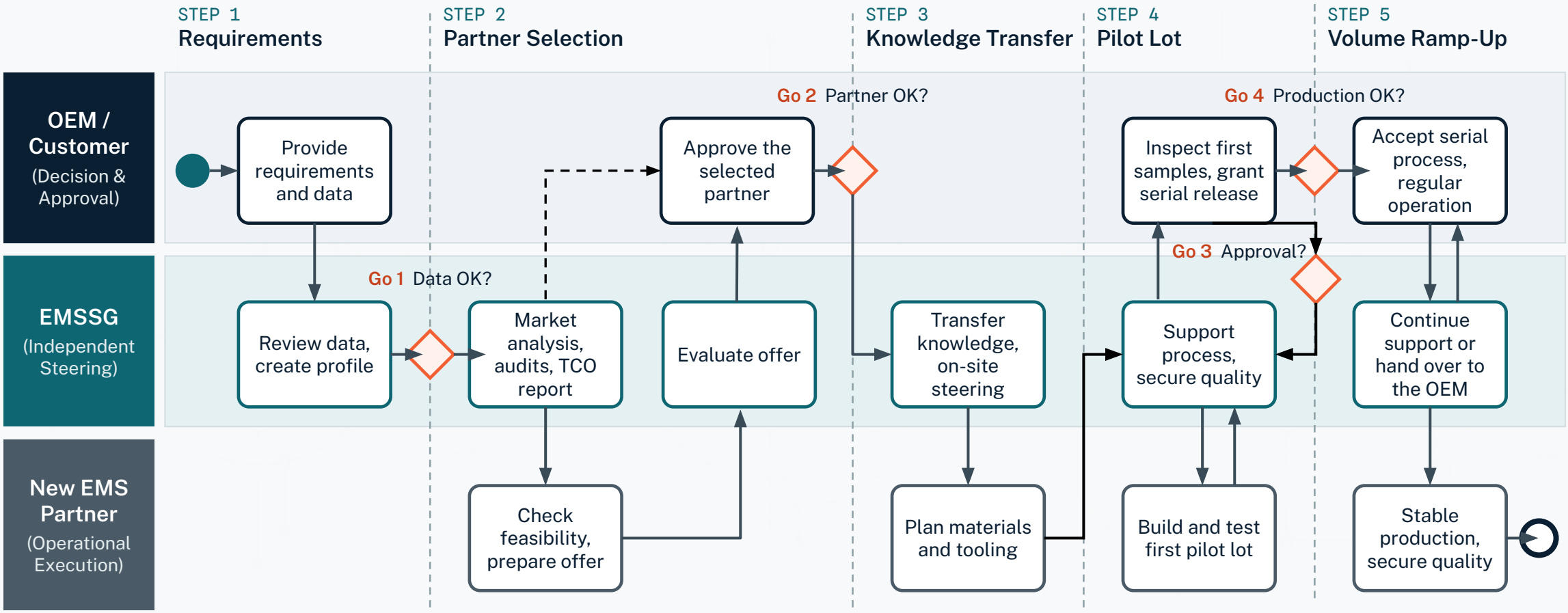
Transfer & ramp-up

The transfer runs under control, and clear approvals secure the ramp-up until volume production consistently achieves the target yield.

Clear phase model with defined milestones and go/no-go decision points

EMS STRATEGY GROUP

Relocation Process at a Glance



Simplified illustration. For clarity, this is a condensed version of the process; feedback loops in case of no-go and detailed steps are not shown.

EMS STRATEGY GROUP

YOUR BENEFITS

Less risk, lower total cost, faster ramp-up

01

LESS RISK

Informed decisions

Verified partners, second sources and secured manufacturing knowledge prevent costly surprises.

02

LOWER TOTAL COST

Costs visible up front

Looking at total cost instead of unit price reveals hidden costs before they arise.

03

FASTER RAMP-UP

Controlled ramp-up

Clear release criteria and a supported transfer avoid false starts on the way to stable volume production.

Every benefit rests on concrete measures, not on blanket promises.

EMS STRATEGY GROUP

OUR COMMITMENT

Specialized expertise at the interface between OEM and manufacturing

INDEPENDENCE

Independent

Independent and without own manufacturing

No manufacturing capacity of our own. Together with you, we select the suitable EMS partner and support the implementation through to stable volume production – based on your requirements and interests.

MARKET ACCESS

Europe, Asia & LATAM

Comprehensive manufacturer database

Sound market knowledge in DACH, CEE, Asia and Latin America. Established audit frameworks and direct access to qualified EMS management teams.

RESOURCES

Execution strength

Relief for the organization

Relief for internal engineering and purchasing teams through experienced project management, without permanent capacity build-up in-house.

EMS Strategy Group · Your sparring partner for resilient manufacturing structures

Trade article in EPP – Elektronik Produktion & Prüftechnik, 7 July 2026 · White papers and strategic briefs at emssg.com

EMS STRATEGY GROUP

NEXT STEPS · PROJECT INQUIRY

START WITH A CONFIDENTIAL PROJECT ASSESSMENT

Together we evaluate your starting position, analyze the relocation potential and define the suitable manufacturing architecture.

01 CONFIDENTIAL INITIAL DISCUSSION

Starting position, goals and timeline.

02 PROJECT ASSESSMENT

Relocation potential, risks and suitable manufacturing architecture.

03 PROPOSED NEXT STEP

Proposal for phase 1 with scope and required documents.

EMS Strategy Group · Contact: Dirk Kaussen, MBA · E-mail: info@emssg.com

Locations: Hannover & São Paulo

EMS STRATEGY GROUP