Decommissioning & Launch

A Global Automotive Manufacturer

Case Studies

Abstract

A key manufacturing corporation had become an economic liability for a major original equipment manufacturer. TPS leadership was tasked with decommissioning manufacturing operations at the tier 1 supplier and launching with a new supplier, without missing production schedules.

Challenge

The decommissioning work involved two facilities that produced 3,000 production and service assembly part numbers and numerous specialized intricate components. The team was also assigned the task of launching these products with 7 new suppliers worldwide. It was imperative that the start date for the takeover suppliers' product be timed with the depletion of the original supplier's material. Project leadership was given 7 months to complete this mission.

Execution

TPS developed a staged banking plan encompassing all variations of product, and launches were timed by part number and family so all banked material was used prior to full production in the new supply locations.

The new production locations required capacity and constraints analysis, verification, and the assessment of their overall operational capabilities. Tools were transferred where possible; however, several required major modifications so they could run efficiently in the new equipment. The launches were staggered, as the plan was to start production on products by family, allowing 6 weeks between families at each location to ensure the new suppliers could work through their launch issues product by product.

Result

The project was completed on time and utilized only 30% of the allocated budget. There were no disruptions to schedule from the takeover suppliers, as all products were again launched without issue at more than 20 customer assembly locations.