



Performance Intervention

A North American Powertrain Supplier

Case
Studies

Abstract

A multimillion-dollar manufacturing company was unable to ship quality product causing temporary shutdowns at several OEM transmission and engine plants. TPS was engaged to manage operations in order to eliminate the disruptions, diagnose systemic problems, implement corrective actions, and introduce measures to verify we had made sustainable improvement.

Challenge

The supplier had not demonstrated any ability to manage this situation. The lines showing areas of management responsibility were not defined. Value-add suppliers in the product chain had been given unclear deliverables and were not producing parts to specification. TPS's overarching goal was to resolve the current problems and develop revised quality and production processes that would error-proof all systems in the supply chain going forward.

Execution

TPS developed an interim product containment process for the supplier to ensure the OEM did not experience plant interruptions with the associated components. TPS led management changes, reconfigured the plant layout, error-proofed systems at supplier locations, and developed a proper quality metrics documentation system. Automated machines were revitalized to inspect a variety of parts and part characteristics, reducing material handling and associated manual labor. Lean techniques were introduced to revise the current production traceability system and to eliminate stages in material flow. Enhancements and modifications were made to stabilize all existing plant processes and procedures, eliminating potential risks, and new and current employees were trained to adhere to each discipline.

Result

The project was completed with significant improvements in the supplier's quality, production, and material systems. New and existing plant leaders were mentored to adhere and sustain the developed plant production and quality system. Most important, there were no further supplier disruptions to schedule in any of the client OEM's assembly locations.