



Purchasing & SCM Advisory

A Global JV Automotive Manufacturer

Case
Studies

Abstract

A joint venture between a Chinese automotive company and a multi-national automotive company located in northern China was struggling to implement standardized Purchasing, Supplier Quality, and Supply Chain procedures and processes. Additionally, the Senior Purchasing Director was a very intelligent, but inexperienced Chinese national.

Challenge

- Mentor, coach, and counsel the joint venture Purchasing Director.
- Provide expertise & support for the balance of the Purchasing team in the areas of Direct & Indirect Purchasing, Supplier Quality, Program Management, and Supply Chain.
- Assist in the implementation of procedures and processes that were drastically different than were in place at the Chinese automotive company.

Execution

- Critique Purchasing Director's performance, identify areas for improvement, and provide ongoing feedback.
- Assess each function within Purchasing, provide functional leaders suggestions for improved performance, participate in all key joint venture activities as Purchasing representative, assist/drive implementation of purchasing procedures & processes.

Results

Purchasing Director has made improvement in communication, status reporting, and empowerment. Varying levels of implementation completed in the areas of competitive sourcing process, APQP process, PPAP process, and Program Quality Readiness Review (PQRR) process. Additional progress is still required in all areas.