

Case Study: COO Automotive Supplier in Restructuring

Company:

Tier 1 automotive supplier specialized in stamping and forming technology for structural components made from sheet metal and profiles (steel, stainless steel, aluminum) with in-house toolmaking and plastic injection molding for exterior panels, approx. €65 million annual revenue, approx. 500 employees.

Initial Situation:

The client is undergoing restructuring. A consulting company has prepared a report outlining cost-saving targets and broadly defined measures. The client wants to drive the implementation of these measures with an independent Interim Manager (IM), appointed as COO.

Tasks:

- Fine-tuning and implementation of the measures from the restructuring report with achieving the savings targets
- Identification and implementation of further potential
- Coaching managers
- Developing and implementing a strategy for internal toolmaking
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Measures:

- Involving managers and employees in the finalization of the planned change process
- Aligning managers with the common goal of "restructuring"
- Identifying and implementing further measures (e.g., optimizing production processes, improving quality, relocating production within the company)
- Implementing measures controlling
- Developing and implementing a strategy and organizational adjustment for toolmaking:
 - Introducing schedule and cost controlling
 - Introducing shop floor management
 - Introducing bid calculation
 - Optimizing order management (order handover, planning, controlling)
 - Initiating the search for a successor to the head of toolmaking

Results:

- Implementing measures from the restructuring report
- Identifying further potential and implemented
- Savings potential of the report exceeded by approximately 30%
- Management aligned on common goal of restructuring
- Mindset of managers in toolmaking changed to "toolmaking as a service provider to production"
- Strategy and organizational adjustment for toolmaking developed and implemented with numerous detailed measures
- Internal successor for head of toolmaking