

## **Case Study: Production Optimization for an Automotive Supplier in Series Production**

### **Company:**

Tier 1/2 automotive supplier specialized in bulk metal forming and machining, with in-house toolmaking, approximately 50 employees in the bulk metal forming department

### **Initial Situation:**

Declined productivity, increased quality issues, poor delivery performance in the bulk metal forming department. The implementation of an Interim Manager (IM) is intended to significantly improve this situation.

### **Tasks:**

- Increase productivity
- Improve on-time delivery
- Reduce backlogs
- Improve product quality
- Assess the production manager's competence and skills and develop appropriate measures

### **Measures:**

- Rapid implementation of KPIs (availability, output per day, output per employee, hours worked, internal and external complaint rate, etc.)
- Daily shop floor meetings (production, quality, production planning, procurement)
- Bi-weekly team meetings with all production employees
- Regular communication with management
- Optimization of production control, work instructions, and work schedules
- Setup time optimization
- Cycle time reductions
- Process and tooling optimizations
- Separation from the production manager within 2 weeks, with the role being assumed by the IM

### **Results:**

- Productivity increased by 10%
- Backlog reduced by 50%
- On-time delivery nearly 100%

- Complaint rate significantly reduced
- Separation from the production manager
- Interim assumption of production management by the IM
- Support in the personnel selection process for a new production manager
- Recruitment (external candidate) and onboarding of the new production manager