

Case Study: Plant Manager for Assembly and Injection Molding at an Automotive Supplier

Company:

Tier 2 automotive supplier specialized in the assembly and injection molding of magnets, approx. €65 million annual revenue, 600 employees.

Initial Situation:

The client is seeking a temporary solution to fill the plant manager position at the injection molding facility, with currently high backlogs and low machine availabilities. He aims to bridge the gap until a new external plant manager is found while simultaneously restructuring production management so that the new plant manager finds the organization already in place without having to deal with frustrating personnel changes.

Tasks:

- Management of production operations with approximately 200 employees (production, scheduling, production logistics, and quality assurance)
- Cost center management, ensuring quality, delivery deadlines, and cost control
- Continuous improvement of the division, optimization of manufacturing processes, and increase of efficiency
- Restructuring of production management
- Coaching of production managers and team leaders

Measures:

- Employee analysis (training, strengths, weaknesses, etc.)
- Transfers carried out to prepare for the new organization
- Establishing customer priorities, focusing on priority customers, introducing a customer task force
- Implemented a project management system for machine availability and carried out the first projects
- Provided executive coaching and team coaching to ensure long-term results

Results:

- Reduced backlogs by 75%
- Proposed a new production organization structure to be implemented by the successor
- Improved customer delivery, moving from production stoppages to daily deliveries and a continuous supply chain
- Increased machine availability from <40% to over 70% through optimization projects