

Case Study: Production Manager at a Ball Bearing and Linear Guide Manufacturer at an Automotive Supplier

Company:

A Japanese-French conglomerate in the automotive and mechanical industry
Approx. €5.3 billion in annual revenue, 25,000 employees.

Initial Situation:

The client needs support for production management due to long lead times and extremely high absenteeism rates due to illness at a smaller plant with approximately 100 employees.

The management issues within the production department are to be analyzed and discussed.

Task:

- Reduce lead times by increasing output
- Analyze sickness reasons
- Coaching of production manager and team
- Organizational analysis, change and implementation
- Identifying and implementing process improvements across the entire production area

Measures:

- Monitoring of production management and recommendations for changes in leadership through intensive coaching. Following consultation with the plant manager (who is based at a different plant) and the HR department, significant personnel consequences were threatened, resulting in a 2.5-month absence of production manager.
- I took over production management as interim manager
- Discussions with team leaders and employees
- Continuation of team meetings
- Return-to-work interviews conducted

Results:

- Delivery time reduced from 3 months to 2 weeks within 2.5 months
- Sickness rate reduced from 28% to 8%, with long-term effects lasting even 6 months later
- Procurement structure changed; C-parts management introduced
- 44-point improvement plan created; 21 of these implemented within 3 months
- Change in leadership style to team-oriented, individual leadership achieved with the returning production manager; feedback received after 6 months
- Backlog reduced by 75%