

# Enhancing Manufacturing Capability

# Case Study



## Reducing defects at OEM line by 50%

### The Company

One of India's leading Automotive component manufacturing company, diversified their capabilities by introducing Suspension products, Transmission products and Brake systems.

### The Problem

The Company's Business need is to get "Defect free products" from all Suppliers in 'Required Quantity' at 'Right time' (JIT: Just in Time). This will enable building long-term partnership between OEMs and suppliers through:

- High level of satisfaction with bought out components
- Aligning Sourcing Strategy with the "Organisational Vision 2020"

### The Approach

- Gemba walk to understand the Supplier manufacturing processes.
- Establishing 'Oobeya Room' to improve information exchange via visual means, thereby allowing better understanding the Problem followed by Problem solving by CFT leading to improved performance in overall.
- Initiated 'Protect The Customer [P.T.C]' concept by ensuring no defect leaves the supplier company.
- Handholding the suppliers at Gemba to understand the Key Process variables having high significant impact on Defects through 'QA Matrix'.
- Facilitated each Supplier for Structured Root cause analysis and solution implementation.
- Validating the Special processes like Powder coating, Plating, Welding etc....



- Daily Visual Management [DVM] is designed such a way to see what is under control and what isn't. This system highlighted abnormal condition right away so that anyone will know when to take action.

### The Result

Defects at Customer end has been reduced from 60% to 10% in 4 months time line and sustenance was demonstrated for next 2 subsequent months.

Supplier specific "Sustenance manual" capturing all the Learning by each Supplier team in this journey has been documented and submitted to Customer

## At a Glance

### Customer

One of the Largest auto component Company in India.

### Problem

High Customer complaints due to bought out parts

### Solution

- Basic condition improved through DWM
- Probable defects analysis through QA Matrix & FMEA.
- 3 Pillars Implementation (i.e.) Quality, Process & Sustenance Management.

### Outcome

- PPM level reduced.
- Inhouse Rework reduced.
- Productivity Improved.
- Machine capability Improved.
- Zero PPM achieved with few suppliers