



Project

“War Room”

Case Study



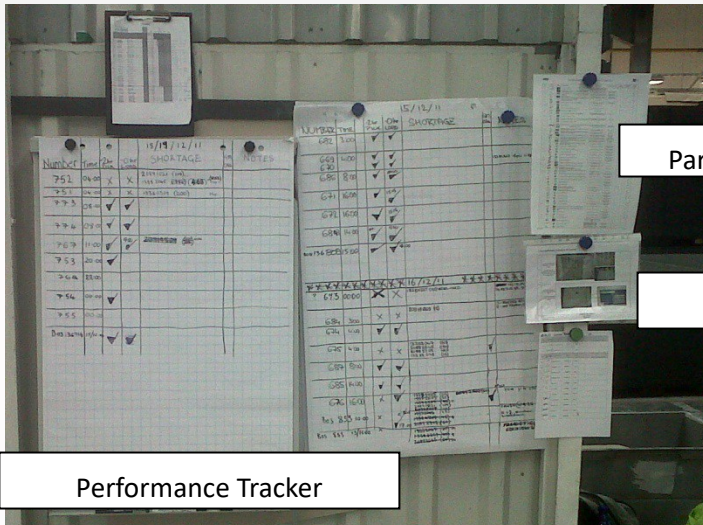
Bridge Manufacturing Turnaround

Original Concern



Logistics Control and Communication

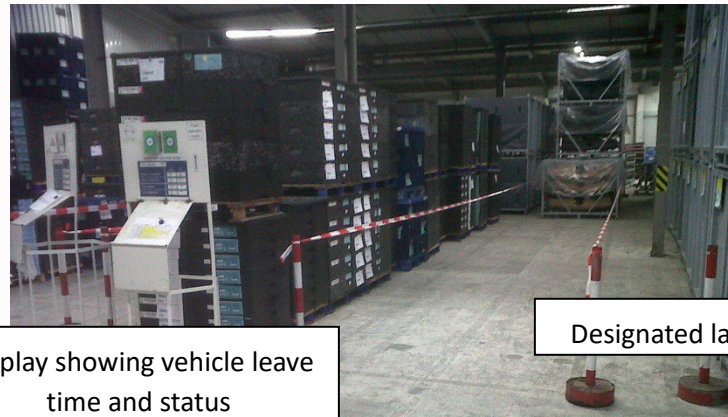
New measure added - Deliveries were checked at -2hrs for completeness
 Any shortages were communicated to the production departments and followed by logistics.
 Confidence levels assessed prior to communication with customer.



Part identification display

Pick Instructions

Performance Tracker



Display showing vehicle leave time and status

Designated lane per vehicle

Reports and control

From analysis of data systemic reasons for failure identified and actions initiated for each. These tracked **daily** at a short management meeting.

4 PANEL Chart - LOGISTICS
 Period From: October 2011
 To: Feb 2012

Customer : Faurecia Scheuerfeld / GM
 Champion : M.Koppe

Data Input by: **Ray Maxwell**
 Date : 25/02/2012

Trend Chart

Trend Chart: GM Demand % & Picking performance @ -2 hours to pickup

Pareto

No of Issues wk 47/11-wk 8/12

Paynter Chart

Week #	Customer & Concern Description	Week 47/11	Week 48	Week 49	Week 50	Week 51	Week 52	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	
1	Mic Break down	55	2	5	2					19	16	3		4	4					
2	Quality - G.Box	60	14	2	13	2	1	4	6	9	6				3					
3	Quality - St Cowl	19	8	3	4						4									
4	Quality - Other	65	1	2			3	22	17	9	2	9								
5	Quality External	2	1			1														
6	Painted parts K&Z	32		11	9					6	1	5								
7	BOP's	52	30	2	9	3	1	1	1	2	3									
8	Internal Planning	103	8	2	2	1			9	9	32	13	4	11	12					
9	Pick Errors	21	9	8	3	1														
Total Issues		68	72	36	40	9	1	1	16	57	88	35	11	24	19					
Incomplete PUS		201	34	32	26	7	1	6	6	18	34	16	8	6	7					
PUS Checked		18	57	59	58	43	39	39	39	67	95	131	93	62	74					
Picking Performance @ -2 hours		77%	40%	49%	55%	84%	97%	85%	85%	75%	84%	88%	91%	85%	91%					
GM Demand Performance %																				
Objective			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Action Plan

No	Issue	cause	Corrective Action	Resp.	Target Date	DVR
1	Mic Break down	Bad planning of stock meant any stoppage effected ability to supply	Foamed and Finished parts now being run in KanBan	Jorg Diederhagen	10/12/11	Green
2	Quality - G.Box	Quality issues with dimensions meant that insufficient parts were available after GP12 checks for shipment	Project team formed. Improve stability of Moulded Lid inner. Increase stock holding to compensate for fall out	M.Huskus	16/01/11	Yellow
3	Quality - St Cowl	Dimensional issues, gap issues, off set issues	Improvements made in Glueing operation. No disruption to supply since wk 50	Jorg Diederhagen	10/12/11	Green
4	Quality - Other	Various quality issues for a variety of parts	Track worst offenders using GP12 data. Robust Action Plan to be developed	Robin Govani	14/01/12	Red
5	Quality External	Various quality issues for a variety of parts	Track worst offenders using GP12 data	Robin Govani	21/12/11	Yellow
6	Painted parts K&Z	Poor planning of parts meant deliveries were short of required quantity for PUS or arrived too late	Dedicated logistics analyst now in place	M.Koope	1/2/12	Yellow
7	BOP's	Parts not delivered on time to Faurecia	Stock monitor in place. Daily stores audits in place. Need to include on line stocks in checks	M.Koope	10/2/12	Yellow
8	Internal Planning	No forward planning of production from despatch through assembly to moulding	Production now to be run on KanBan system through whole line	Jorg Diederhagen	10/2/12	Yellow
9	Pick Errors	Picks not correctly done	AWpickers retrained, seconds check put in with "GM Label" Monitor. No pick errors since retaining wk 60	Oscan Ucak	10/12/11	Green



Deliveries & Logistics

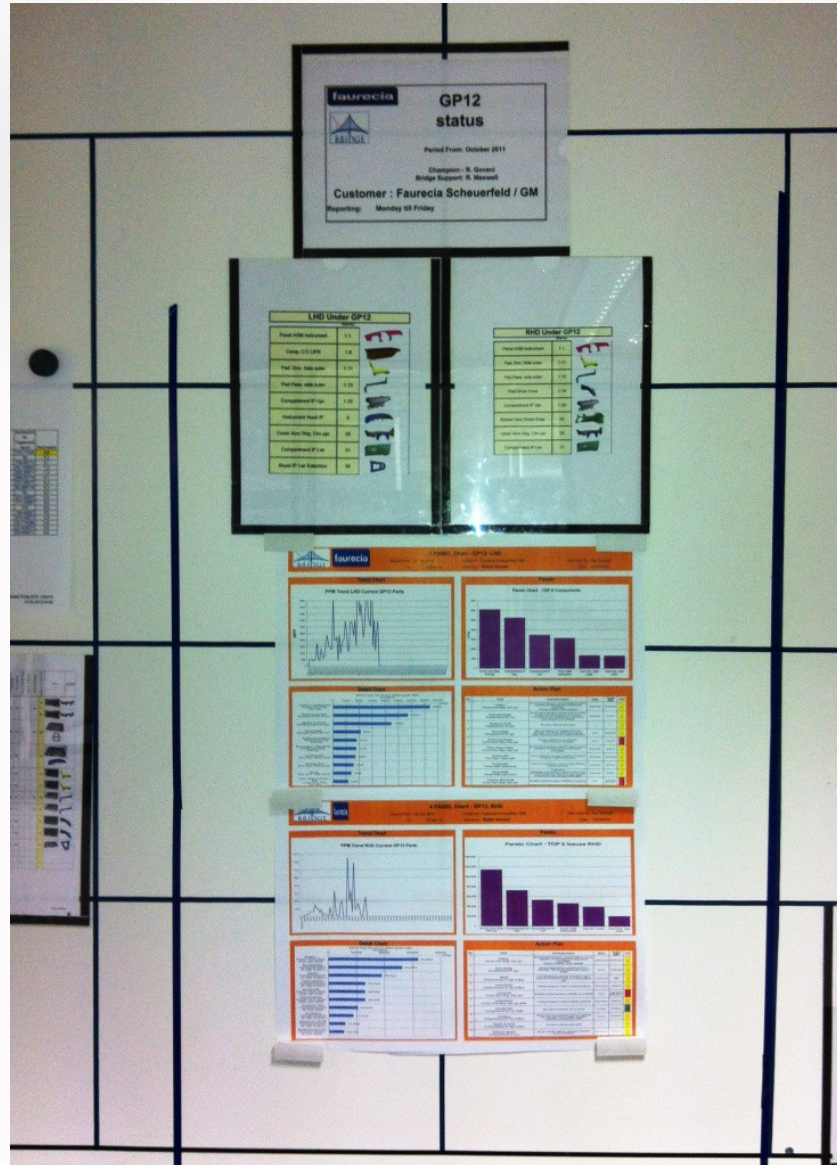
- PUS Adherence – history / trend
- Pareto – Data and graph – reasons for failure (TPPA)
- Action Plan
- OEM Demand & Interventions – last 2week history
- OEM Demand & Interventions – this week by day
- Stock coverage morning – IP's , Extension & GB's



Materials & Logistics

- BOP parts – availability / days' coverage
- HOP Parts – availability / days' coverage
- Finished Goods
 - Stock / production achievement & demand yesterday
 - Stock and demand today
 - Packaging availability for FG demand
- Action plan – production planning , scheduling and control





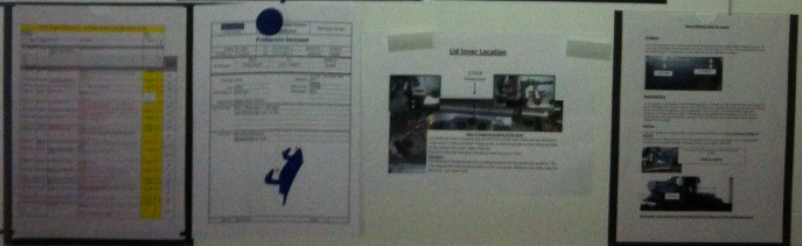
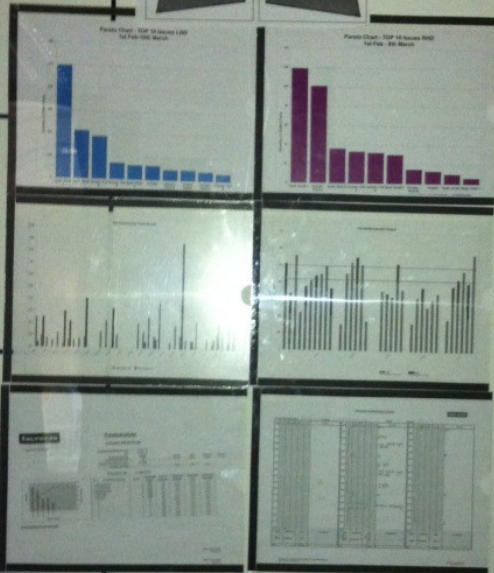
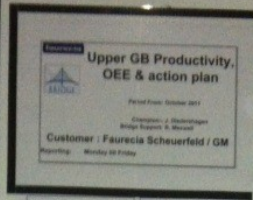
Inspection Level

- List of current references – LHD & RHD
- 4 panel charts – LHD & RHD
 - Trend PPM
 - Pareto – fault attribution
 - Painter
 - Action Plans



Upper Glove-box Productivity

- Pareto – LHD / RHD Upper GB defect faults
- Defect trend rate – LHD / RHD
- Daily productivity / OEE / downtime analysis
- Action plan – Engineering / Process / Operations to improve Upper GB dimensional stability and production output



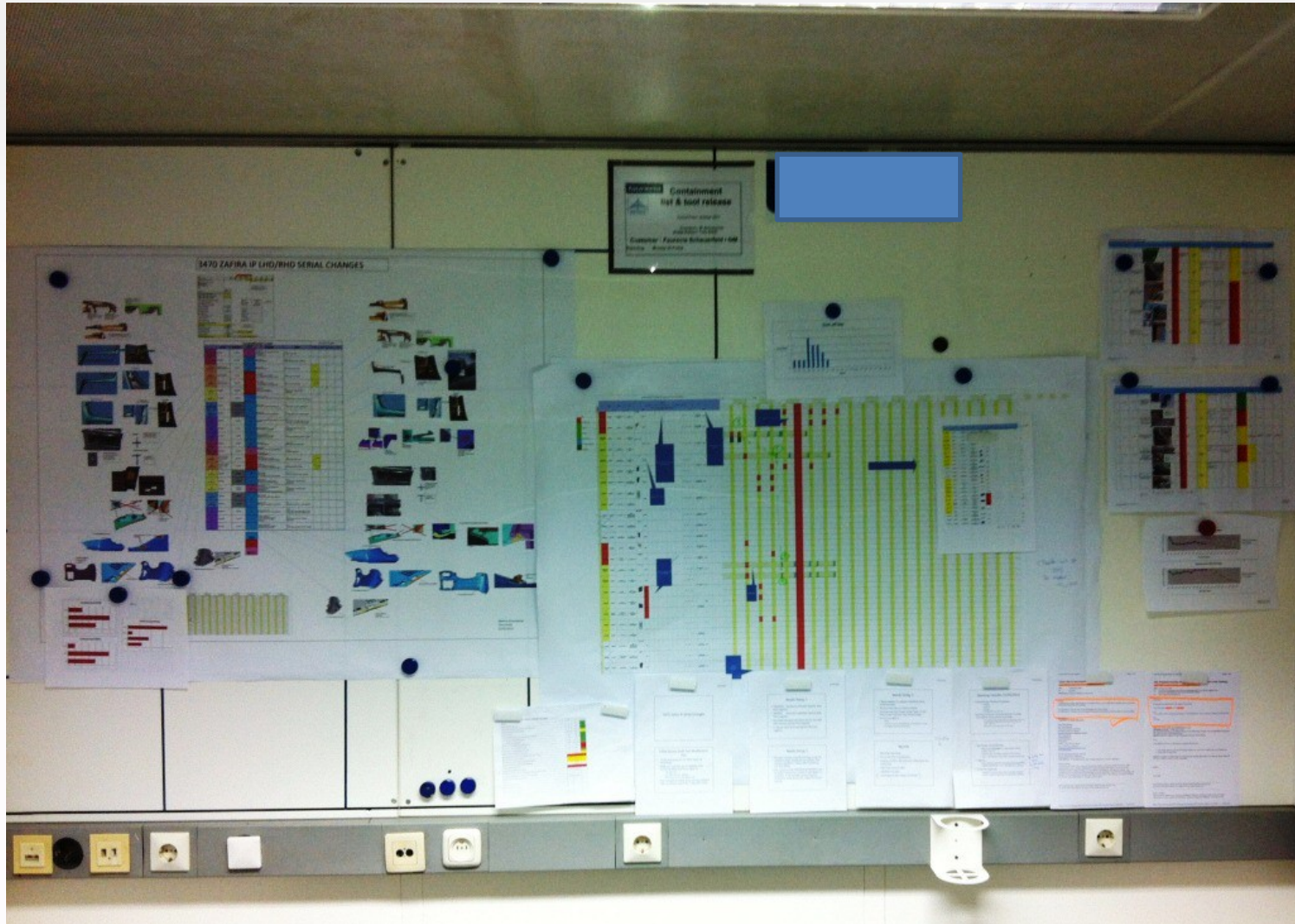


Mould Shop Performance

- Actual vs. demand – incl. painted parts supply
- Actual vs. demand – pre-production parts for tool release programme

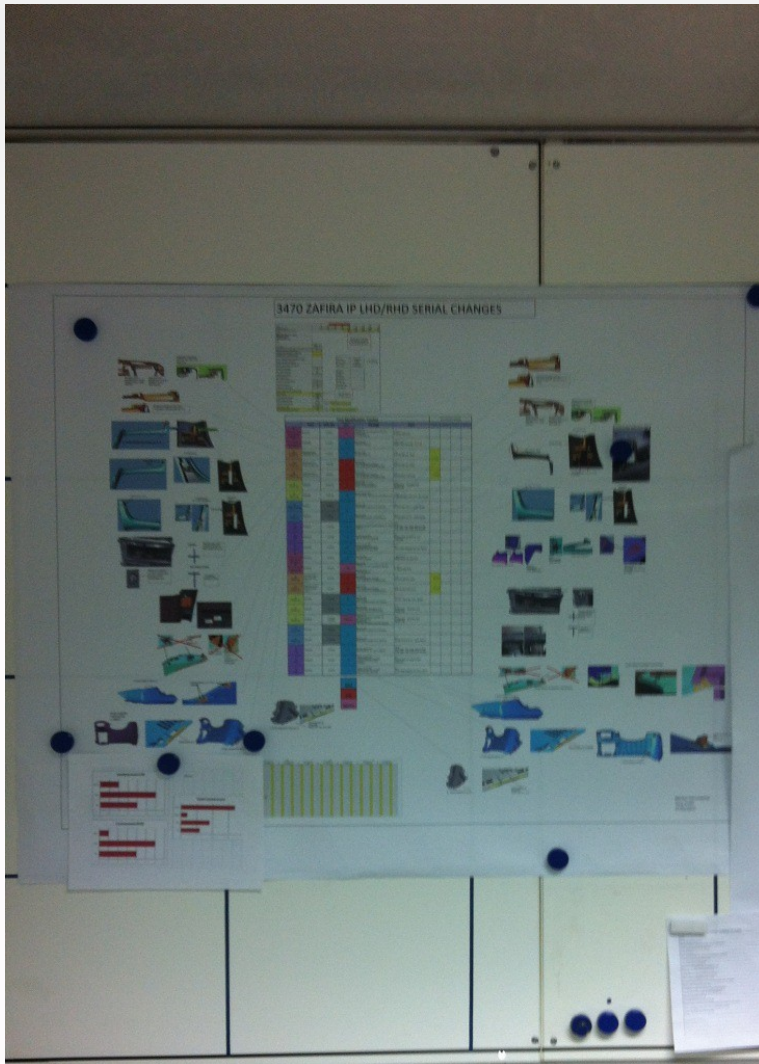


Engineering / Production Containments & Tool Release Programme (1)





Engineering / Production Containments & Tool Release Programme (2)

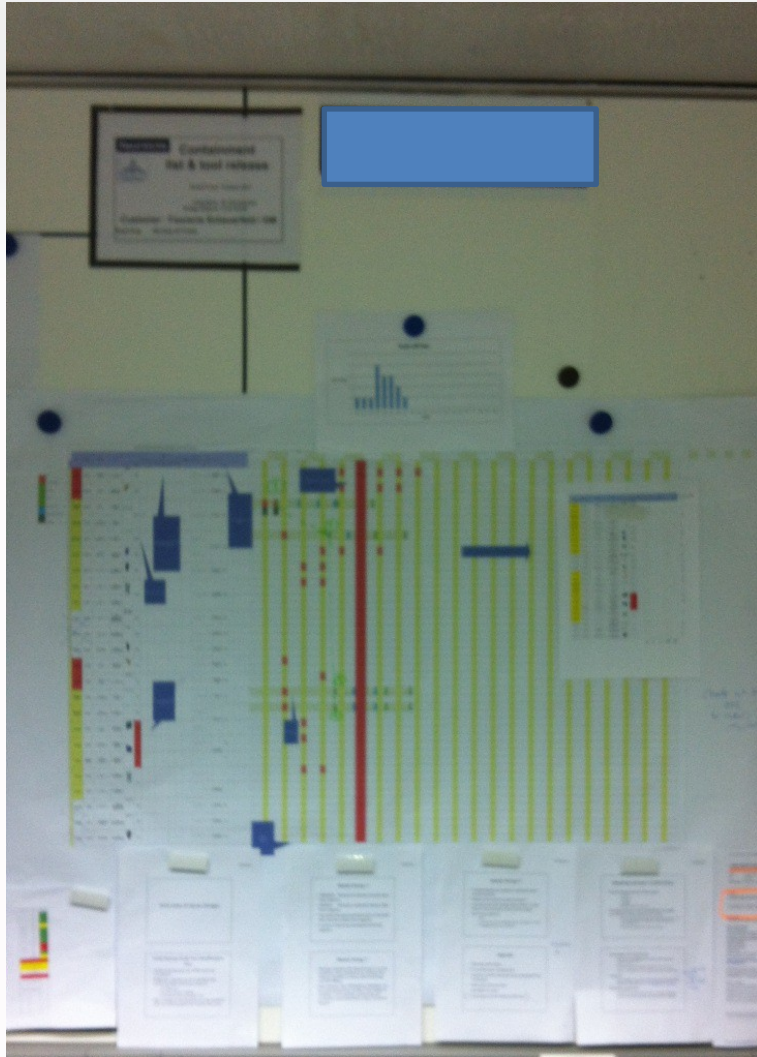


Reference Chart

- Parts references
- Tooling modifications
- Source – Customer engineering / Faurecia
Engineering / Both / “Nice to Have”
- Criticality – PPAP etc.



Engineering / Production Containments & Tool Release Programme (3)



Planning Chart

- Parts references – individual planning sheets – pre-production volumes etc.
- Tool release, modification and re-introduction planning vs actual

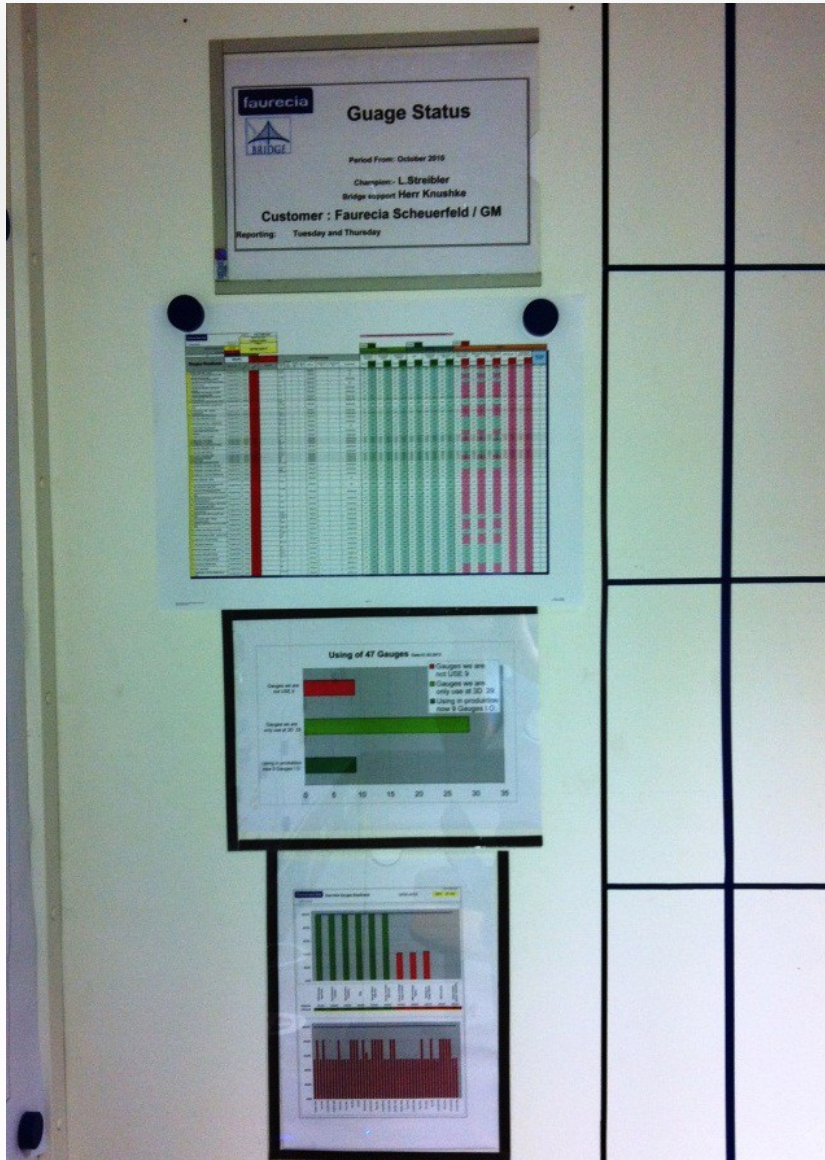


Engineering / Production Containments & Tool Release Programme (4)



Containments References

- Master list – engineering / production containments references
- “Convergence” planning forecast



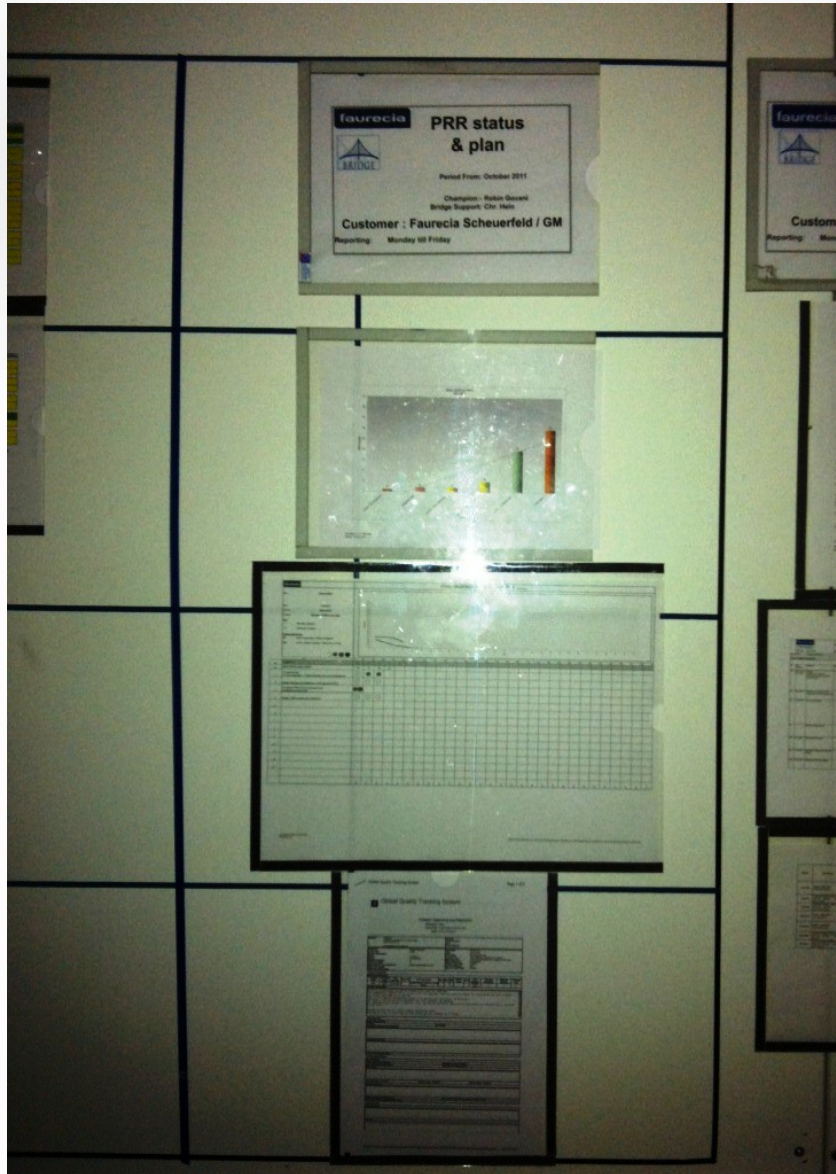
Gauges Improvement Programme

- Master references – gauges updates to latest engineering level definition
- Gauge modification planning
- Gauge implementation status



PPAP Achievement Programme

- Master references – PPAP status per part
- GM 1411 register / planning to maintain “saleable” status in advance of full PPAP
- PPAP “convergence” planning and actuals tracking



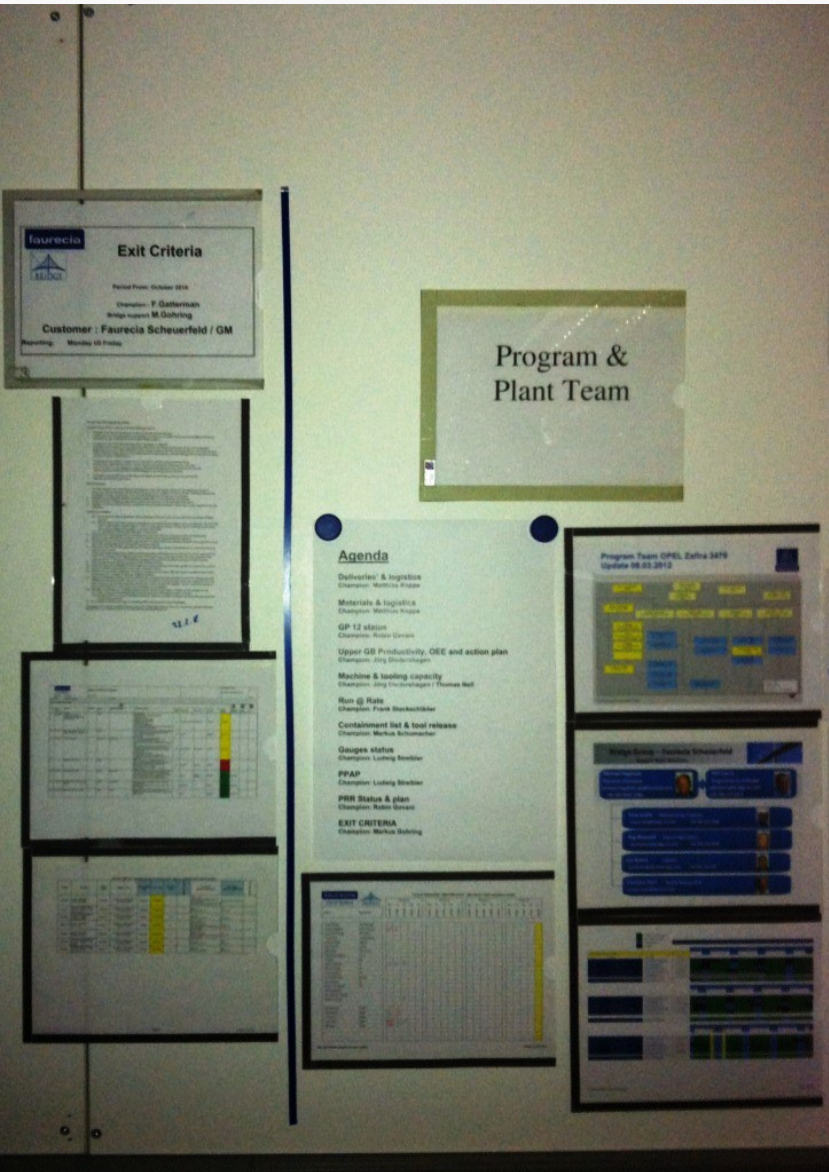
PRR management Programme

- PRR categorisation tracking
- Total Open
 - Solution Implemented but not closed
 - Problem identified
 - Initial response submitted
 - Solution rejected by customer
 - No response
- Convergence plan & actual tracking
- Reference to new PRR's



War Room Management

- **Exit criteria** – definition and tracking
- Daily Meeting - Agenda
- Organisation Charts
- Attendance Tracker





<u>08.02.2012</u>	<input type="checkbox"/> Gap issue end caps - Test planned CMM at prototype tool	RW/01.0 13.0
<u>16.02.2012</u>	<input type="checkbox"/> Creating f. GAP leaders Maint. Lvl. II	MB/12.03
<u>21.02.2012</u>	<input type="checkbox"/> Standard quality catalogue; all processes ↳ New set samples in dev. - further review	RG/9.3 16.03
<u>27.02.2012</u>	<input type="checkbox"/> Matching containments/FIS respons. in plant 2	FW/16.0
<u>01.03.2012</u>	<input type="checkbox"/> Plant layout for gauges - CENTRAL GAUGE ↳ Close to work station!	FS/Fes/8.3 15.03
<u>09.03.2012</u>	<input type="checkbox"/> Specification for Airbag "bolts" ↳ re: Moulding gripper	MS/13.03

Fast Response Board

- Short-term actions - management list