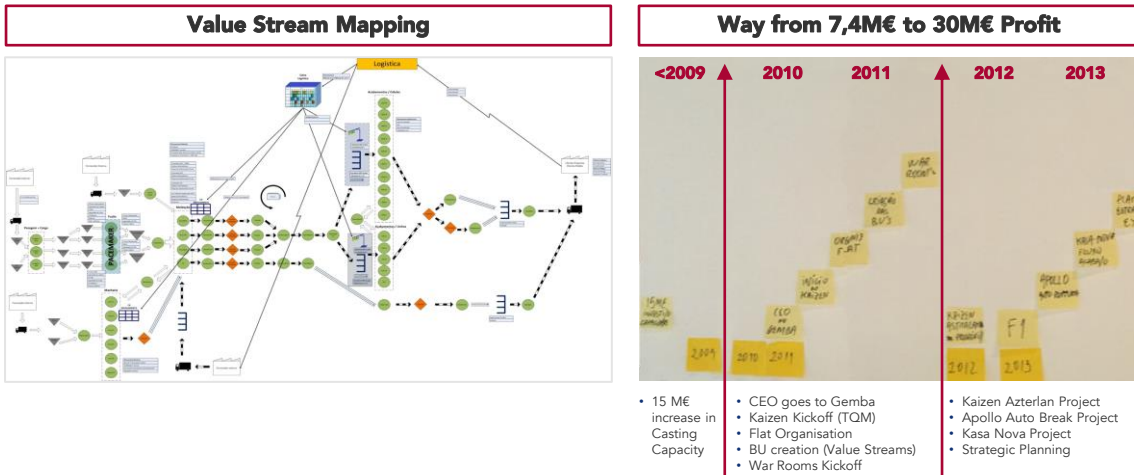


Strat to Action within the Automotive Industry

PICTURES BEFORE



Problem

In 2009, the company was near to closing its doors.

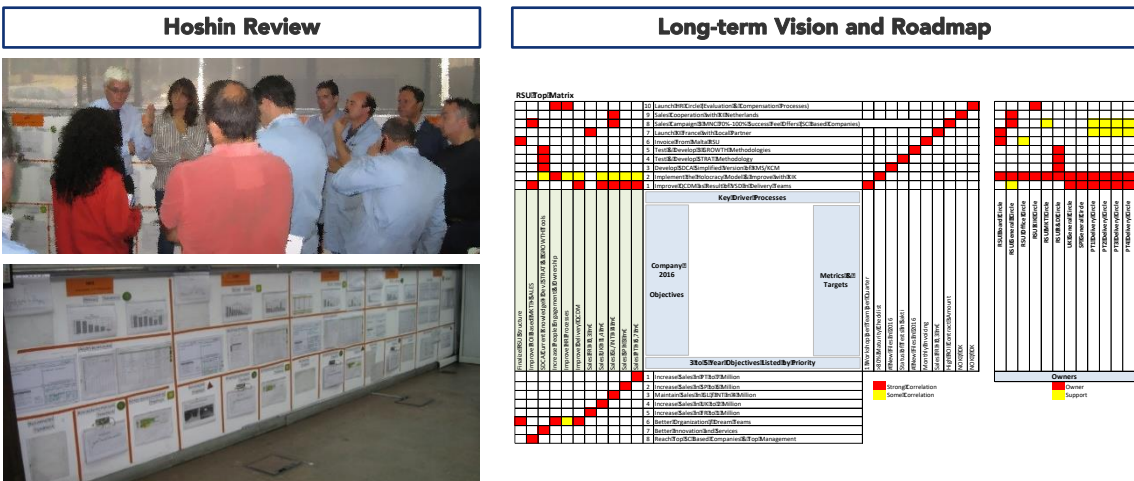
A number of problems contributed to the posting of negative results at the end of the year:

- Product quality issues: scrap index at 14%
- Delays in orders: production delay of 780 tonnes and special freight costs represented 20% of total transport costs
- High production costs: OEE from bottleneck equipment at 67% in an industry where energy is the major cost share
- Loss of 50% of the business

Root causes

- Lack of basic stability
- Problems of communication inside the teams: each team had his own production plan and the impact of problems in one section were not projected through the value chain
- Lack of visibility of company results'
- Little involvement of the CEO

PICTURES AFTER



Solution approach

- KAIZEN™ Transformation Program (2009-2012)
- Breakthrough Hoshin Deployment based on VOC (2013-today)
- Organisation by Value Stream ("small companies")

Benefits

EBITDA
+150%
in 6 years

