



# Case Study: Automotive Supplier

Thinking win, Win, WIN

## Overview.

This Client is a \$2 billion Tier 1 complex assembly and sequencing company that supplies many leading automotive manufacturers. They have a total of 23 sites around the world. Before engaging W3 Group, their explosive growth had set them on a path of stagnant creativity, a lack of innovation, and poor moral.

**Industry:** Tier 1 Automotive Supplier

**Number of Employees:** 4,000

**Products:** Engines, Tire/Wheels, Suspension, Transmissions, Break Corners, Front Verticals and Overheads, Information Panels, Radiators.

**Scope of Work:** Kata

### What Were Their Challenges; Why Did They Engage W3 Group?

Initially, our partnership was formed because they needed help improving their culture. They saw Kata, a constant improvement methodology we have pioneered, as a way of accomplishing this as well as a great add on to their CI efforts. Beyond this, pressures from the customer, lean problems, a lack of successful CI, training obstacles, competitive pressures, and serious strategic disconnect were all effecting their top and bottom line.

### Sponsoring Executive Statement

“every time W3Group comes in we learn more which helps us further develop as people and the outcome with improvements is tremendous”

## Before.

Our team, following our analyze phase, immediately noticed the organization was highly reactive, had internal alignment issues, and their management methods were having negative impacts on the performance and overall morale of the workforce. Their leadership had fostered a culture, like many other organizations we see, that relied solely on the managements problem solving guidance and improvement strategies. Naturally, their workforce were not equipped with the necessary methodology or tools to navigate through obstacles, constantly improve processes, and ultimately meet managements goals for the organization.

## Engagement Framework

Bringing our team in to develop the management routines and improvement methodology proved to be a vital missing component to this organization. Our approach was sectioned into three phases as seen below:

### Phase 1

Develop internal competency by working with the advance group (the internal group that drives the kata development and deployment).

### Phase 2

Go deeper and wider into the organization while integrating business objectives.

### Phase 3

Internalize and sustain the methodology; develop second coaching skills and continue to go deeper and wider through the organization.

## After Our Engagement

### Site One: 9 Months

- |                         |                                     |
|-------------------------|-------------------------------------|
| • Labor: Cost Savings   | <b>Total Savings: \$2.1 Million</b> |
| • Scrap: Cost Savings   | <b>Total ROI = 22 to 1 or</b>       |
| • Reduction in Overtime | <b>2,190%</b>                       |

### Site Two: 4 Months

- |                             |                                 |
|-----------------------------|---------------------------------|
| • Productivity Improvements | <b>Total Savings: \$650,000</b> |
| • Overtime Reduction        | <b>Total ROI: 20 to 1 or</b>    |
|                             | <b>1,952%</b>                   |