

CASE STUDY

How a Tier 1 Supplier Stopped Firefighting and Stabilized OEM Deliveries (OEE +82 %, -80% Defect rate)



1. Company background:

- A Czech Tier 1 automotive supplier (approx. 500 employees) was under strong pressure from an OEM customer
- Deliveries did not meet customer demand and quality defects reached up to 25%

3. Implemented solutions:

- From putting pressure on people – system:
- Introduction of regular cross-functional meetings (production, Q, maintenance, LOG)
- Change in leadership behavior from firefighting to clear prioritization, Gemba
- KPIs set up and visual performance management
- Launch of root cause problem-solving teams
- Data and accountability driven
- Lean became part of daily management

2. Initial challenges:

- Management was operating in a permanent “firefighting” mode
- Deliveries to the customer were being stopped
- Risk of losing trust of a key customer – and with it future business
- Financial penalties reaching KEUR per day
- Daily escalation calls with the customer

4. Results achieved:

- OEE +82%, Defect rate -80%
- Stable deliveries to the OEM customer
- Managers shifted from daily firefighting to strategic management
- Improved cooperation between departments (less blame, more problem-solving)
- At the first meeting everyone blamed each other, at the end clear tasks, no firefighting

The project led to significant improvements in processes, quality and communication, resulting in stable deliveries and customer satisfaction (contract fulfilled without penalties).



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Ivan Rehak
+420 601 130 679
ivan@rehaki.com
www.rehaki.com
Czech Republic