

## Improving Performance Supplier Support Process

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### Client Challenge

- Multiple customer rejects caused the client to be placed on their #1 customers Supplier Development program.
- Systemic failures related to the Quality Operating System resulted in the client being placed on “New Business Hold”
- The plant was operating with extremely high yield losses, which contributed to excessive overtime levels and costs
- There was no plan for an organized improvement initiative. Lean knowledge among the employees was entry level
- The client’s work force was ineffective at problem solving and recurrence prevention
- Where standards existed, they were unclear. Roles and responsibilities were not understood, and expectations of shop floor management and personnel were not communicated

### What our client said...

*“Based on our current situation with our customer, if we had not acquired the dedicated support from RWD when we did, we would be closing the doors.”*

Client Corporate VP

### Solution Implementation

#### RWD Systems Approach

- Developed a detailed Master Schedule to set the objectives, tasks and timing, and responsibility of all team members
- Developed Champions and Core Teams to lead, with the support of RWD, containment of defects, 5S, Standardized Work, and Problem Solving initiatives
- Training Personnel on Lean Methodologies and developed key personnel to help expedite the implementation efforts
- Implemented tools necessary to ensure sustainment of initiatives and to foster continuous improvement

### Our Solutions

RWD provided the following Lean Manufacturing services focused on building standards and stability into the process:

- Conducted 5S and Visual Factory Work shops in all areas to set visual standards
- Implemented Standardized Work starting with containment and worked back from the customer, to protect the customer
- Developed Lean roles and responsibilities from the group leader to the plant manager
- Rolled out a structured Process Problem Solving methodology, started solving external issues that impacted the customer first

### Results

- Labor Savings = \$702,000 / year
- 100% Elimination of Sorting
- PPM Defects to Customer down 80%
- Return on Investment of 2.5:1 in the first year
- Customer Problem Report Requests down 7%
- New Business Hold lifted