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.
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.
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
War Room Structure

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
War Room Structure

Engineering / Production Containments & Tool Release Programme (1)
War Room Structure

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.
War Room Structure

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
War Room Structure

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
War Room Structure

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
FIS SFD - War Room Structure

Fast Response Board

• Short-term actions - management list