



BUSINESS DEVELOPMENT GROUP (BDG)

CASE STUDY

UNITED AUTO WORKERS PLANT CHANGE INITIATIVE

EXECUTIVE SUMMARY

THE CHALLENGES

BDG INVOLVEMENT WITH MANUFACTURING SERVICES

- ▲ This international auto manufacturing facility was responsible for producing several parts of the power train.
- ▲ The facility was recognized as old.
- ▲ The facility had to renew itself for the future.

There was a real concern about closing this manufacturing plant. It was an old facility with old equipment with many people and performance problems. The major push for this project came from the UAW who wanted to protect as much as possible their membership's future as well as the children of the membership and the community.

SOLUTIONS

Workforce and representative leaders created appropriate desired work systems to create their future using the following methodologies.

- ▲ Implemented the A²D⁴ self-design process where it was agreed, analyzed, designed, developed, done and digested
- ▲ This process encouraged all employees to focus on renewing the facility
- ▲ Employees conducted research and identified what was needed to create new systems for the future. A manufacturing simulation was used to teach employees how to re-design the organization. The employees "closest to the work" were engaged in designing changes in the work system. Leadership interventions and workshops were conducted at all levels.
- ▲ Leaders and teams were all coached through the A²D⁴ method

IMPACT ON CLIENT'S BUSINESS

Measurable results included the following average approximated improvements for the three shift and three production lines.

- ▲ Increased volume per hour 18%
- ▲ Decreased parts per million (PPM) defects by 25%
- ▲ Decreased equipment downtime by 28%
- ▲ Decreased material downtime by 20%
- ▲ Increased available floor space by 15%
- ▲ Created a new product manufacturing business
- ▲ Gained new work and re-investment for the plant
- ▲ Morale increased by 75%