



## Solving Problems on the Front-Lines

A global leader in drivetrain and e-Propulsion systems with locations around the world recently worked with DB&A. With a reputation as an industry partner and leader in efficiently transferring energy to wheels, they can serve the global market on all core mobility and a vast range of applications. With more than 115 years of vehicle evolution, industry evolution, growth, and economic turbulence, the client continues to lead and cultivate transformative technological revolutions. The client is committed and passionate about driving growth for the company, customers, employees, and shareholders.



At the client's Tennessee location, leadership identified issues concerning culture and behavioral patterns that resulted in inefficient performances causing an impact on the bottom line, profitability. This created an opportunity to bring DB&A in to assess and target key areas to implement successfully proven methodologies that improve operations and output of productivity with quality and accuracy.

DB&A worked closely with management to identify issues such as unclear and disconnected understanding of guidance from management to front-line supervisors. DB&A also identified issues with supervisors leading out of reactive supervision more than proactive supervision, an imbalance of time and resources, and deficiencies in training and the use of the client's Operating Systems (DOS) to maximize production.

A comprehensive analysis was conducted, and a set of resolutions mapped out with actionable milestones, targeted deliverables, and maximizing DOS tools to reach successful outcomes.

### The DB&A Difference

#### Analysis Financial Proposal

- Proposed Project Cost: \$594,313
- Guaranteed Savings Rate: \$1,417,494
- Guaranteed ROI: 2.4:1

#### Actual Financial Results

- Actual Project Cost: \$594,313
- Annualized Savings Rate: \$2,093,521
- ROI: 3.5:1

#### Project Results

- 18% increase in productivity
- 16% increase in efficiency
- 20% increase in supervisor efficiency and skill

## DB&A Analysis

During the 2-week comprehensive analysis, DB&A concluded that supervisors were deficient in the skills and training needed to effectively manage their staff, processes, and the ability to use existing DOS tools. Supervisors were found to spend over 30% of their shift time addressing systemic problems reactively losing time and availability to their staff. DB&A concluded that while management understood and saw a need for a change in current practices, the analysis confirmed a lack of limited barrier identification and root-cause analysis, a lack of work-to-time relationships, and unclear roles and responsibilities. Circling back through the finding in the analysis, areas to target include:

- Developing and communicating clear guidelines that impact cost, quality, and delivery
- Establish actionable metrics
- Drive Transactional Discipline
- Improve communication and reduce management issues
- Enhance the behavior change to generate a culture and mindset of change
- Improve productivity, reduce overtime, and reduce scrap dollars

Management set the stage by holding Opening Meetings to provide project expectations, build a sense of urgency, and define successful outcomes that a company behavioral overhaul can achieve once the implementation stage begins.

## Implementation Actions

DB&A developed a partnership with management that began with first identifying current workflow, Key Performance Indicators (KPI), and other operational metrics for each area. Clearly defining Roles & Responsibilities and aligning that with identifying what type of behavior accelerates change moved this project in a positive direction. The next step was to build a strong foundation and constructing clear and open channels of communication throughout management, supervisors, and front-line workers. By working on this multi-prong approach, supervisors no longer were uncertain of what was expected of them and what metrics of production impacted KPIs.

The client constructed a team of salaried supervisors,



using the clearly defined roles and responsibilities along with the KPIs empowered the team to improve performance and embrace ownership of their position and productivity. This led to work-to-time observations by the supervisors with their employees creating opportunities to identify and re-establishing hourly targets. Transition meetings aided in establishing and communicating an accountability model to downtime, scrap, performance, schedule adherence, and schedule attainment.

During the analysis, DB&A identified training and development to be a key factor in shifting the behavior within the teams to enhance the understanding of workflows, processes, and the importance of identifying productivity barriers. With Workshop training, on-the-floor coaching, and clearly understanding the change process, supervisors were able to increase their supervisory opinion questionnaire results by 20% from the diagnostic assessment.

Continuing to build upon successful outcomes, supervisors improved their time engaging in supervising and problem-solving activities from 21% of the workday to 56% and a reduction in time doing unnecessary administrative tasks. This understanding of roles, responsibilities, expectations and proper effective use of DOS tools is crucial in cultural change and improving productivity.



## Management Culture Results

Savings were generated and achieved based on targeting improvements in hourly labor productivity, overtime premium reduction, and limiting scrap. Once the baseline was identified and established, the coordinated efforts of the plant manager and the campus controller were able to measure accurate performances on a daily and weekly frequency.

Roles and Responsibilities were defined, communicated, and implemented through meetings and departmental training by increasing managing efficiency from 21% to 56%.

Company culture behavior change shifted providing clearer communications and performance metrics tying directly to production output and costs. This

enhanced a sense of employee ownership and accountability for quality, accuracy, and efficiency.

Improved system components including Daily Schedule Controls, Daily Transition Meetings, This Week/Next Week Meetings, One-on-Ones, and Executive Update were implemented building morale and driving clear consistent communication throughout the organization.

Incremental small “wins” contributed credibility and accelerated the pace of change.

The guarantee was a 2.4:1 ROI with an annualized savings rate of \$1,417,494 – With the project concluding 5 months ahead of schedule, the actual generated savings came in at \$2,093,521, a 3.5:1 ROI.



Since 1987 DB&A has provided cross-industry management consulting delivering 15-20% in operational and financial improvements to our clients with a financial guarantee. We deliver customized solutions that maximize existing resources to increase efficiency, capacity, and productivity. Our approach is to work with all levels of management to transform management culture in order to drive accountability where it matters most: the front-lines. For more information visit [www.dbareresults.com](http://www.dbareresults.com) or email [contact@dbareresults.com](mailto:contact@dbareresults.com)