

# Case Study

- Customer – Tier 1 & Tier 2 Supplier
- Plant – 750k sq ft with 1,850 team members
- Annual Plant Revenue – \$450M
- Main Issues
  - The team was not ready for 3 high-volume programs all launching within 3 months from one another
  - The new product launches were at high risk for potential SOP miss, delivery miss, and OEM shutdown
- Results
  - ☑ Spectrum was able to achieve all Customer Milestones, secure and launch with zero mis-deliveries, and one minor quality incident
  - ☑ Eliminated Delivery and OEM Shutdown risk
  - ☑ Spectrum recruited and installed the new GM and made a smooth 90d transition to ensure success
  - ☑ Spectrum installed systems and disciplines in the organization gave sustainable Stability and Profitability after Spectrum exited the engagement
  - ☑ Payback for investment in Spectrum < 90 days
  - ☑ Spectrum has been asked back to support on additional projects as needed
- Actions
  - Spectrum was engaged to assess the situation and develop a containment plan to secure the SOP's for achieving Quality & Delivery goals
  - Spectrum assumed the General Manager position, Production Manager position, and a Data Analyst position
  - It was quickly determined that the immediate concerns were coming from late and inadequate program development; not enough installed capacity; workforce engagement problems and lack of skilled engineers and maintenance personnel
  - The GM took complete accountability for Sales, Program Management, and Manufacturing
  - A review and implementation of proper Structure and Personnel assessments led to a decentralized organization, recruitment of proper talent, and dismissal of non-value-added overhead