

CASE STUDY

PROJECT SPECIFICATION

Logistics Engineering - Intralogistics support to production launch (Czechia)

INDUSTRY

Automotive / TIER 1 supplier

SCENARIO & GOAL

The client planned to start production of components for 5 newly launched car lines (two OEMs - Stellantis 4 models, and Ford 1 model). The production was planned to be spread over 3 newly built assembly lines located in 2 halls of the same plant and implemented in a time frame of six months, fluently replacing two former projects of a different car brand. The final products are delivered to four dedicated Sequence Centres of respective OEM carmakers.

- The challenge was either the tight implementation time frame, as well as adoption of two new customers with their new approaches, cultures, processes, suppliers, in- and out- flows, quality levels etc. The processes and outcomes had to be adapted to match conformity with expectations of two newly boarded customers. All existing intralogistics processes and flow maps had to be reviewed, adjusted, and later fine-tuned: Handling-in and -out, Storage, Picking, Line feeding, Empties circulation. Though, many previous calculations related to material stock levels, space, floor, packaging, head count, MHE had to be revised; and some corrective measures adopted to stay in line with offered cost level after implementing into a daily business.
- As a subproject, implementation of specialised picking software appeared to be in between the tasks of the main assignment - software adjustment, data inputs, hardware procurement, testing, back-up solution, - that all in close collaboration with other related client`s functions (IT, Data, Procurement).
- When needed, supporting local Logistics department in some activities or tasks occasionally appeared during the time of the assignment.
- The outstanding challenges were regular delays and subsequent changes in the project time frame coming from both carmakers caused by massive demand uncertainty that both subjects had to face to in that time.

PROJECT OUTCOMES

- Production of components for 1 model of Ford and 3 models of Stellantis successfully started within revised time frame given by both carmakers.
- Intralogistics configuration through all launch stages of ramp-up (samples, testing, pre-serial, serial 1 shift, serial 2 shifts, readiness for 3rd shift).
- 4th Stellantis model parts assembly strategically relocated to another plant.
- Specialised picking software implemented.
- All related teams trained, and relevant know-how transferred.
- Addressing potential future opportunities and threads taking external helicopter view on the entire chain and plant process map, respectively.