

# Business Transformation Automotive Manufacturing

## Our Client

One of the largest truck brands in the world with vehicles assembled in 15 countries that are sold and serviced in more than 130 countries across the globe with manufacturing operations in Sweden, Belgium, Brazil and the USA.

## Introduction

An underperforming division of a large automotive client, the business was suffering from poor delivery performance and excessive supply chain costs which were eroding margins.

## Challenge

Working to different standards and systems across multiple sites was causing excessive inventory handling and inconsistent supplier performance was impacting our clients financial performance.

## Solution

Working with the executive leadership to develop a business plan focussed on cost reduction, site consolidation and supply chain capability. The new group 'way of working' was communicated to partners, suppliers and internal staff along with a cohesive change deployed across the entire value chain.

## Result

The new way of working delivered consistent month on month performance improvements across the group. On time in full delivery performance increased from 60% to 95% and annualised savings of £13m were delivered. We developed 30 change agents to maintain the benefits and identify and deliver ongoing financial improvements.



## Our Approach

Working from the business plan to analyse core business processes across people, processes and systems to define cohesive change plans that could be easily understood and adopted across:

- Top 20 Executive Team
- 40 Change agents
- 10 suppliers in three countries



SYSTEM  
ARCHITECTURE



PROCESS  
SIMPLIFICATION



MANAGEMENT  
REPORTING



ORGANISATION  
DESIGN



PROCUREMENT  
SYNERGIES



REAL ESTATE  
SYNERGIES



TARGET OPERATING  
MODEL