POWERS™ CULTURE POWERS BUSINESS™

MANUFACTURING

CASE STUDY

A TIER 1 AUTOMOTIVE MANUFACTURER GENERATED $1.2 MILLION IN ANNUALIZED SAVINGS BY BUILDING THE CAPABILITY TO PERFORM AT CAPACITY

EXECUTIVE BRIEF

A Tier 1 automotive manufacturer entered each of its busiest production seasons already behind schedule. Production throughput lagged customer demand, equipment reliability issues disrupted output, and constant schedule changes created confusion across the operation. Despite having the workforce, equipment, and production capacity required to meet customer requirements, the facility lacked the operational capability needed to consistently execute. POWERS helped the organization build the leadership discipline, management systems, cross-functional coordination, and operational routines required to perform at its actual capacity,

THE SITUATION

A Tier 1 automotive manufacturer specializing in blow- and injection-molded components had established itself as a trusted supplier to some of the world's largest automotive companies. Operating in an industry where delivery performance, quality, and responsiveness directly affect customer production schedules, the company understood that operational consistency was critical to maintaining its competitive position.

Like many manufacturers, the business faced significant disruption from shifting customer demand, labor challenges, and supply chain instability in the years following the pandemic. These pressures exposed weaknesses that had developed throughout the operation. While the facility possessed the physical capacity to support customer requirements, actual performance consistently fell short of what the operation was capable of achieving.

The problem became most apparent during the company's busiest spring production season. For three consecutive years, the facility entered peak demand already behind schedule due to throughput limitations and equipment reliability issues. Customer orders often remained unfinished as shipping deadlines approached, forcing leaders into a constant cycle of reactive decision-making. Schedule changes became routine. Production priorities shifted throughout the day. Departments worked hard to keep pace with customer demand but struggled to maintain stability.

PERFORMANCE RESULTS

$1.2M
In Annualized Savings

30%
Improvement in Productivity

80%
Improvement In On-Time-In-Full Performance

87%
Reduction in Overtime

THE SITUATION (CONT.)

These disruptions created a cascading effect throughout the operation. Production runs became shorter and less efficient. Changeovers increased. Downtime expanded. Communication gaps created confusion among operators and supervisors. Trucks occasionally arrived before customer orders had been completed, creating additional pressure on both production and shipping teams. The operation had the resources required to succeed. What it lacked was the capability to consistently convert those resources into performance.

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THE DIAGNOSIS

Several operational challenges were working together to prevent the organization from performing at its true potential.

Historical Assumptions Were Driving Production Decisions
Leadership relied heavily on historical performance benchmarks from other facilities when setting expectations and evaluating performance. Those assumptions concealed lost time, production waste, and performance gaps occurring within the operation itself. Rather than managing against actual production capability, the organization was making decisions based on expectations that no longer reflected operational reality.

Frontline Leaders Were Consumed By Firefighting
Supervisors spent much of their day responding to schedule disruptions, production interruptions, and urgent customer demands. Little time remained for coaching employees, managing performance, or driving improvement. Leadership attention was focused on today's problems instead of tomorrow's performance.

Critical Skills Were Eroding Across The Workforce
High turnover and insufficient development efforts had gradually eroded critical operational skills. Knowledge gaps existed among both frontline leaders and hourly employees, reducing consistency and limiting the organization's ability to sustain performance improvements over time.

Startup Execution Lacked Consistency
Production line startups varied significantly across shifts and departments. Communication breakdowns and inconsistent startup routines created delays, operator errors, and unnecessary downtime that impacted performance throughout the day. Small execution failures at startup often grew into larger operational problems later in the shift.

Maintenance Operated In A Reactive Environment

The absence of predictive and preventive maintenance disciplines left the organization dependent on reactive maintenance practices. Equipment failures and reliability issues created unplanned downtime that disrupted production schedules and reduced overall throughput.

The Operation Lacked The Systems To Sustain Performance
Although the organization employed capable people and possessed significant production assets, it lacked the management disciplines, performance routines, accountability structures, and leadership systems required to create a proactive, performance-based culture. Expectations were frequently set below actual capability, and opportunities for improvement often went unrealized.

WHAT POWERS DID

POWERS helped the organization build the operational capability required to consistently perform at its actual capacity.

The engagement began by improving alignment across departments. Cross-functional partnerships were established to strengthen communication, coordination, and accountability throughout the operation. By improving how departments worked together, leadership gained better visibility into operational challenges and improved execution during critical startup and production periods.

Standardized startup routines were implemented across the facility to reduce downtime, minimize operator errors, and improve consistency. These routines established a more disciplined operating rhythm and created a repeatable framework for successful production execution regardless of shift or department.

POWERS worked with leadership to identify actual production capacity across the operation and align planning decisions with operational reality. By understanding what the facility was truly capable of producing, leaders could establish more realistic expectations, improve scheduling decisions, and better allocate resources to meet customer demand.

Frontline leadership development became a central focus of the engagement. Supervisors received training, coaching, and ongoing support designed to strengthen decision-making, accountability, communication, and performance management skills. Rather than reacting to problems throughout the day, supervisors were equipped to proactively manage performance and lead their teams more effectively.

At the same time, skills gaps throughout the workforce were addressed through targeted development initiatives. Existing processes were evaluated, ineffective practices were eliminated, and operational workflows were streamlined to reduce waste and improve efficiency. Together, these efforts created the management disciplines and operational systems necessary to support sustainable performance improvement.

THE FULL RESULT

The organization transformed its ability to execute during its most demanding production periods, generating measurable improvements in productivity, delivery performance, labor utilization, and financial performance.

$1.2 Million In Annualized Savings

The combined impact of stronger execution, improved productivity, reduced overtime, and better operational control generated more than $1.2 million in annualized savings within just sixteen weeks. The financial gains reflected the value of improving operational capability across the business.

30% Improvement In Productivity

Overall productivity improved by 30 percent, with several production lines achieving gains exceeding 50 percent. The increase demonstrated how much untapped performance already existed within the operation once leadership, processes, and execution became aligned.

80% Improvement In On-Time-In-Full Performance

On-Time-In-Full performance improved by 80 percent as scheduling discipline, communication, and operational execution became more reliable. The organization significantly improved its ability to meet customer requirements while reducing the disruptions that had previously undermined performance.

87% Reduction In Overtime

Overtime was reduced by 87 percent as production planning improved and operational performance stabilized. The reduction lowered labor costs, reduced operational stress, and created a more sustainable workload for employees throughout the facility.

A Stronger Foundation For Long-Term Performance

Perhaps the most significant result extended beyond any individual metric. The organization developed the leadership capability, management systems, and operational disciplines required to consistently perform at the level its resources had always made possible. By strengthening execution capability throughout the operation, the company unlocked capacity that had long existed but had remained difficult to fully utilize.