Case 9a: An OEM automotive coatings business was facing margin pressures, customer satisfaction issues & significant competitive threats

- They had historically good customer relationships that were being challenged & they saw an opportunity to better meet / exceed their customers' expectations on a more consistent basis – both in terms of product supply & also color / application development.
- They wanted to start an extensive lean manufacturing / supply chain effort to help with meeting current & near-term demand.
- They also wanted to apply lean concepts to the Product Development & Introduction process with a specific focus on the Annual Color Program
- Their "Multi-functional concept of prevention" jointly developed by Manufacturing, Technical & Quality was adopted for the PD&I process along with lean concepts, methods & tools.







Impact: They delivered faster Annual Color cycle time, better customer tech support, improved customer satisfaction... & combined with the lean mfg/sc work, a 6% net income improvement

"How to Work CTO & LTO Projects" Model



Annual Color Program RACI

"We've Got The Problem Surrounded" governance

Annual Color Program Process Overview



Components of Design Review

Customer Specific Design Review Schedule

