

Supplier Performance Improvement / Development

The Challenge

A global Tier 1 aerospace manufacturer had outsourced most of its inbound supply chain and manufacture of parts for assembly in turbines or supply into the aftercare market.

The brief was to identify worst performing suppliers in Europe and attend site assess performance and agree action plan with supplier board and senior management team.

The journey was from containment to excellence.

The worst supplier for RR for +10 years had 104 units (Turbines) behind programme, value of £1.4 billion, and est ~600 aftersales parts out of stock.

The Solution

- Initial step, assess the root causes and in parallel implement containment protocols for quality and delivery, e.g. 100% inspection and increased buffer stocks / delivery acceleration techniques.
- Implemented On Time In Full (OTIF) KPI and educated senior management, supply chain team and suppliers as to definition, how to use and implement improvement practices.
- Identify bottle necks / root cause failures down stream and deploy **best** improvement tool, 6 sigma, DMAIC, lean / agile techniques, capacity planning/ improvement, continuous improvement/JDI.
- Supplier / Stakeholder relationship management / engagement.

The Results

- Reduced number of units behind programme for 104 to 4 and number of aftersales parts from ~600 to 11 in 9 months.
- Implemented OTIF KPI within 20 suppliers throughout Europe and cascaded to downstream supply change to tier 3 and 4 suppliers.
- Mentored RR staff correct use of improvement techniques and processes for to enable quickest resolution of solution.
- Developed best practice containment protocols for quality and delivery.