

# Project Model Canvas Industrial Case Study

A second tier large group of the automotive industry decided to implement, at global level, a new business model, in order to absorb all the growth of the last years. This new business model aims to improve and standardize the principles of the group around the world, and at the same time stimulate the continuous improvement by using the lean principles. The group defined centralized support to the local managers of the companies at their business regions.

This case study is based on the way one of the companies of the group decided to structure their implementation of the new business model.

This company is characterized by an intensive man-labor production, where most of the workers at the shop-floor level have a medium to low education level, which includes most of the productive areas coordinators.

The company top-level management defined that this new business model should be applied in the plant until the end of the year, which includes office areas, dipping (cable and fabric), twisting and weaving area, and should be a support to the productive reorganization that is taking place. The period defined to implement this project is until the end of the year.

As this model is based on lean principles, the administration expects that the new mind set bring benefits, such as a problem solving standard structure, less production wastes and a larger utilization of employees' ideas. The aggregation of these benefits should lead to an improvement of key performance indicators and the company profit.

In order to achieve this goal the model should be applied to all the organization, productive and non-productive areas and should be part of all the new projects of the company. To ensure the effectiveness of the implementation it was decided that all the productive areas leaders should be part of the project team.

In order to retrieve greater benefits from workers ideas some main goals were defined, all the areas should have an idea management program and all the areas should be capable of solving their own problems by using Ishikawa diagrams, PDCA cycles or any other tools defined by the project team. This will fulfil one of management expectation that is to reduce the firefighting problem solving.

It is expected that the project starts after a training period of the local coach (project manager), but the project manager should be able to start even without the training.

Another benefit expected is that the professionals' schools in the local area will be influenced by the company to adapt some of their school programs in order to provide qualified students.

For the execution of this project some consultancy companies can be hired to help.

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