



# Manage Critical Production Launch

**Industry:** Automotive

### Situation:

A global automotive production launch was at significant risk shortly before Start of Production (SOP) due to unstable supplier performance, recurring quality deviations, and insufficient operational alignment across critical functions.

Operational pressure increased rapidly across the organisation as delayed parts availability, unstable production flows, and escalating management concerns began threatening launch timing, delivery reliability, and operational readiness.

### Challenge:

The primary challenge was not a single technical failure, but the lack of effective operational coordination between:

- Quality
- Supply Chain (SC)
- Production
- Industrial Engineering (IE)

Although major risks were known, they were not managed with sufficient prioritisation, transparency, or escalation discipline. Cross-functional communication gaps and unclear ownership slowed decision-making and increased operational instability during the critical launch phase.

### Actions:

A structured launch stabilisation approach was introduced to regain operational control and secure SOP readiness.

Key measures included:

- Rapid assessment and prioritisation of launch-critical risks
- Implementation of focused escalation and recovery management
- Establishment of clear operational ownership and decision paths
- Cross-functional alignment between Quality, SC, Operations and IE
- Transparent tracking of critical actions and operational risks
- Leadership coordination under high operational pressure

Particular emphasis was placed on accelerating decision-making, improving accountability, and stabilising supplier and production performance before SOP.

### Results:

- ✓ Successful stabilisation of the critical production launch before SOP
- ✓ Improved On-Time performance of the designated production processes
- ✓ Increased operational transparency and escalation effectiveness
- ✓ Strengthened cross-functional collaboration and accountability
- ✓ Reduced operational risks and improved launch readiness
- ✓ Enhanced coordination between suppliers, manufacturing, and support functions

The stabilisation approach demonstrated that successful production launches require more than process compliance — they require operational clarity, rapid prioritisation, and strong cross-functional leadership under pressure.