

Case Study



GAIN & CO

Strategic plan for a global manufacturer of steel wheels

Background



The production of the wheels is highly manual, involves many heavy lifts, and the work environment is challenging. This makes it difficult to hire and retain new operators within the production.

The client needed to be prepared for the future, regarding meeting future growth and mitigating the shortage of labor within the industry and therefore reached out to Gain & Co to support their strategic ambition and automation motivation with the focus on:

- Delivery Performance & Quality
- Capacity & Efficiency
- Employee Safety & Environment

The client's desire to utilize automation is to reduce manual tasks, make the workplace more attractive for new employees, increase efficiency to meet future demand, and improve customer experience.

Gain & Co's Role



Gain & Co visited the client's site for 5 days and conducted a thorough analysis of the manufacturing processes in order to describe their benefits and complexities with respect to automation.

As a part of the operations excellence assessment, evaluating the manufacturing layout and operational design was recommended to avoid sub-optimizing by investing in automating waste in the processes and ensuring the factory of the future is designed to deliver on the performance objectives critical to staying competitive in the market.

Gain & Co conducted an Automation Risk Assessment describing the factors likely to influence the timeliness and cost of automation implementation, as well as the likelihood of achieving the automation strategy objectives during operations. These factors were divided into three sections - Operational, Technical, and Organizational risks.

In addition, Gain & Co held a workshop for reviewing the observations, operations excellence, assessment of the risk, and describing the strategy and ambition for automation.

Value Delivered



Our work identified significant potential in automating several core manufacturing processes at the client.

The final delivery offered the client a report with 37 identified opportunities for automation. For each observation, it has been explained why the observed task has automation potential, and it has been scored on multiple parameters.

Based on the collected observations, Gain & Co recommended 11 observations to start the automation journey with.

Additionally, Gain & Co's recommendation to flow optimize the layout in the welding shop to support an equipment-paced line flow has been decided to be part of the client's investment pipeline for the near future.

The estimated productivity improvement potentials ranged from 30-50% improvement to 70-90% improvement on the most impactful projects, with an average expected payback period of ~3 years.