

Technology integration and supply chain setup for leading American automotive manufacturer

A US automotive manufacturing giant saw an opportunity to gain significant market advantage by acquiring a key piece of technology that was missing from their portfolio. A sale was agreed with a leading European company. The European seller had committed to manufacturing the first units in the required volume, while the buyer set up the US-based operations.

The acquisition required orchestrating the technology transfer within critical timelines, including the setup of assembly operations in the US plus a new service facility in Europe.

But the US company lacked a post-acquisition strategy and a program charter. The new technology was also not yet ready for the market, and required significant R&D revisions in hardware and software. Workstreams had been assigned internally by our client, but there was little visibility of progress.

Our first step established a clear project charter for the US line. We then worked setting up processes and cadences to ensure a staged transfer of production, supply chain and sourcing within an accelerated timeline.

A new assembly line was set up, and processes were made ready for an effective market launch. Then new product development was integrated in time to meet the required regulatory certifications. In parallel, the team also set up the service facility in Europe.

Our precise solutioning had four main elements:

- Assess existing processes and build new ones for all manufacturing, engineering and service aspects
- Develop a critical path plan for all workstreams
- Establish KPIs to enable high transparency and accountability
- Resolve issues and risks as quickly as practicable, based on clear governance

Six workstreams were established, each designed to achieve multiple tasks:

- Sales: Order entry, product complexity requirements, and forecasting in standard formats
- R&D: Software and hardware enhancements for acquired technology, designing a new, differentiated product, IP transfer enabling smoother migration between product versions while managing certification needs
- Forecasting and Planning: Planning to match the scale of production with the ongoing global supply chain and shipping constraints
- Sourcing: Routing changes, value engineering, managing supply variations, and sourcing/expediting for critical (constrained) components
- Make: Detailing an accurate process description and representation of the Bill of Materials, down to the consumables to enable a successful manufacturing process transfer
- Delivering: Establishing service and calibration centres and related processes including aftermarket

Despite precarious market conditions, our experts successfully enabled the technology transfer within a highly expedited timeline.