

MCP CASE STUDY – PLASTICS



HTI AG: Successfully steering a high-tech automotive supplier through the financial crisis of 2008

HTI AG: an Austrian high-tech automotive supplier specialized in lightweight construction

HTI High Tech Industries AG, located in St. Marien (Upper Austria) is an international technological group, specialized in lightweight construction in the fields of aluminium pressure die-casting and plastic injection moulding.



The HTI Group is active with approx. 800 employees (incl. hired staff) at 4 locations in Austria and Slovakia and disposes of close project partnerships and established business relations. Customer proximity, solutions tailored to requirement- and environmental

demands and top quality products are their strengths.

Their long-term experience in lightweight technology is mainly used for vehicles, commercial trucks and aircrafts. For their customers they develop lightweight components made of plastic and aluminium as well as innovative composite parts, made of the said materials. Thanks to their 'lightweight' these revolutionary lightweight solutions save energy and hence go easy on the environment.

Running an OPEX project during the financial crisis of 2008

MCP was assigned to an OPEX programme for the whole HTI group - after a successful turnaround project for the aircraft division of HTI at the end of 2007 the aim was to roll out the projects improvement on the automotive division.

While initially designed to improve the overall performance of the group the financial crisis of 2008 hit hard and so the project scope

Company and product

HTI AG is an international technological group, specialized in lightweight construction in the fields of aluminium pressure die-casting and plastic injection moulding.

Key challenges

- Conducting an OPEX-project during financial crisis 2008
- Weak processes concerning planning and scheduling

Key benefits

- Implementing group wide processes for planning and scheduling
- Successful turn-around management during crisis 2008

System architecture

WinCarat

switched from operational improvement of the single manufacturing sites to working out strategies and action plans to react on dramatic business decline.

Reduction of volume by 50% or more within very short periods were common challenges that needed to be dealt with by the HTI plant management and the MCP consultants.

Initial project goals become vital during the crisis

The initial project goals were to set up S&OP processes, scheduling tools and processes as well as operational excellence measures directly on the shop floor (e.g. reducing set-up times, reducing lead times,...)

Within weeks after the project start, it became obvious, that reaching these goals



was vital for the company in order to cope with the drastic changes caused by the crisis.

Rolling capacity planning and production scheduling as key tasks to ensure plants keep running cost efficient

One of the most crucial tasks was to accurately forecast the volume of business for the following weeks and months and quickly adjust variable costs to the forecasts.

Different measures were set to enhance the flexibility of the production workforce and cost-cutting was a daily task to adjust cost levels to the lower utilization of the plants.

Rolling adjustments of the production shift plans for the next four weeks became a regular process in order to keep costs as low as possible and still be able to meet customer demand dates.

Detailed production scheduling for the regular production as well as the supporting departments (maintenance, logistics, material

preparation,...) was introduced to ensure productivity was kept high and the correct resources were available.

Successfully steering through the financial crisis

Although not all sites were able to downsize to a profitable structure the HTI group as a whole was able to steer through the troubles of the financial crisis.

With more than 70% of their customer base being automotive clients the company was hit especially hard by the crisis in the sector. While many companies in the industry ceased to exist following the crisis, HTI was able to downsize to a healthy structure and with the help of MCP introduced new tools and processes for planning and scheduling.

Key Benefit

Setting up new tools and processes to correctly forecast demand and adjust production personnel accordingly

Key Benefit

Reducing variable costs to ensure survival during crisis of 2008

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