

After COVID19 Safe Launch / Re-Start Program Management Process



*"Expertise you can Count On,
Outcomes you can Measure."*

2019 MMSDC Supplier of the Year Winner



Agenda

- ▶ **General Description**
- ▶ **After COVID19 Safe Re-Start – flowchart & check gates –**
 - Core actions to ensure company employees health & safety
 - Main activities per quality gate / checkpoint
 - Escalation Criteria Guideline
- ▶ **References**
- ▶ **Contact data**



General Description

Deploy AMBE methodology on the supply chain (Tier 1 and Tier 2 suppliers) to ensure a flawless launch or restart of operations (new project or resume production) and prioritized early detection of risks (EHS, capacity, quality and related cost) that could affect the stakeholders health & safety and final customer quantity and timeline

**Cross-functional team
recommended**



EHS



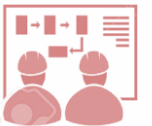
Program
Management



Engineering &
Change Management



Quality



Production &
Maintenance



Supplier
Development (SDE)



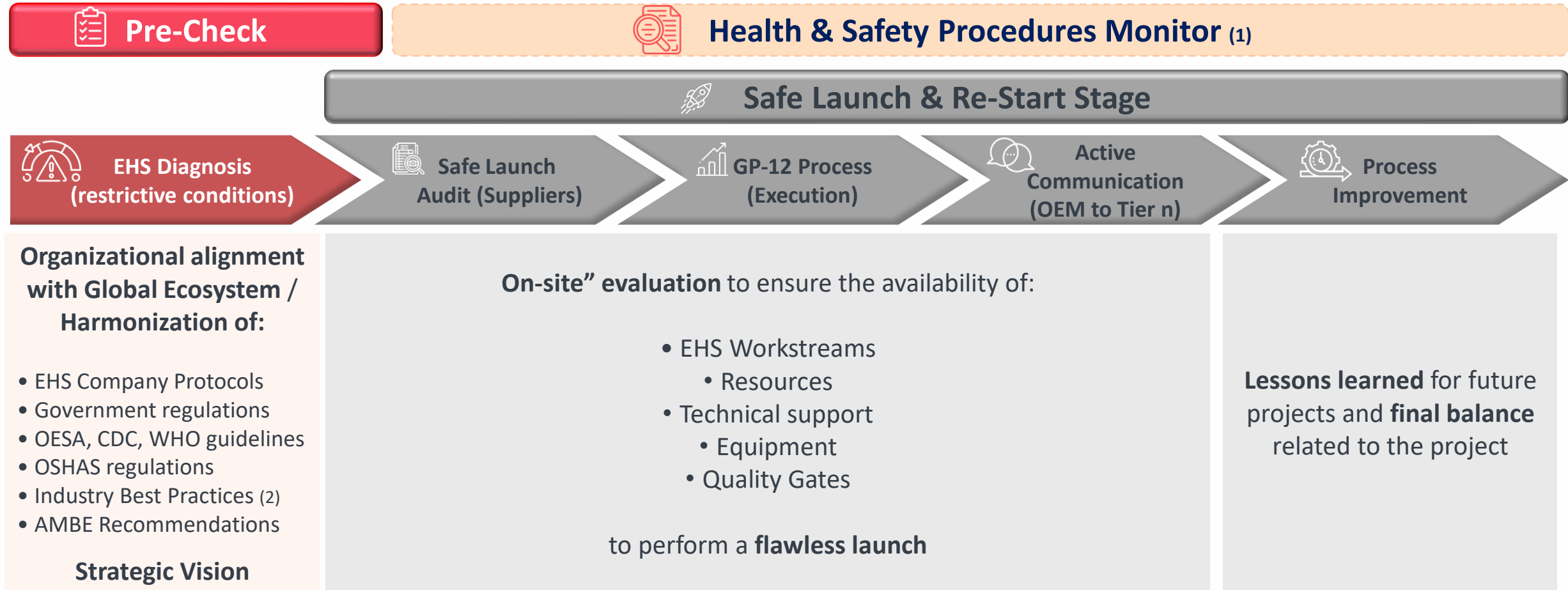
T2 Suppliers



Final Customer

Safe Launch

Core actions to ensure company employees health & safety

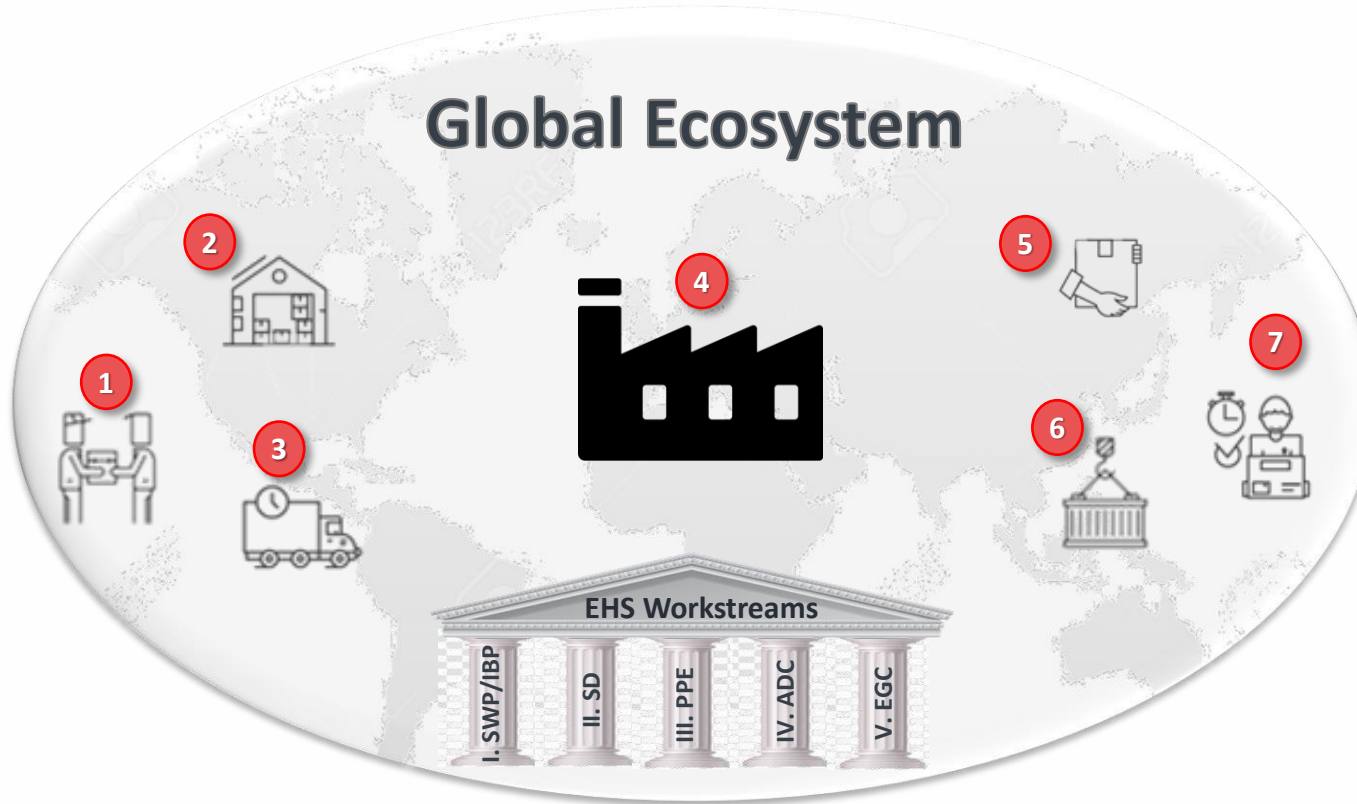


(1) Regular check points defined jointly with customer.

(2) Industry BP references: Lear Corporation/Ford/GM/FCA/Toyota guidelines.

Safe Launch

Core actions to ensure company employees health & safety



- 1. Suppliers
- 2. Warehouse
- 3. Transportation

- 4. Our Facility
- 5. Import & Export Agents
- 6. Forwarder/2PL/3PL/4PL

- 7. Final customer

EHS Workstreams:

- I. Safe Work Practices / Industry Best Practices (SWP/IBP)
- II. Social Distancing (SD)
- III. Personal Protective Equipment & Materials (PPE)
- IV. Administrative Controls (ADC)
- V. Engineering Controls (EGC)

EHS Diagnosis depicts the restrictive conditions on the customer and their supplier sites prior to performing the Safe Launch Stage, to help avoid any health risk on the employees.

Safe Launch

EHS Workstreams description



I. SAFE WORK PRACTICES (SWP)

1. Emergency Response Team ERT
 2. Health screening
 - ❖ Temperature control
 - ❖ Questionnaire
 3. Discourage employees from using other employee's phones, desks, offices, or tools and equipment
- More...**



II. SOCIAL DISTANCING (SD)

10. Maintain social distancing at:
 - ❖ Bus transportation
 - ❖ Entrance to the facility
 - ❖ Cafeteria
 - ❖ Rest areas
 - ❖ Restrooms, etc.
 11. If a meeting is available reduce the quantity of people attending
- More...**



III. PPE & MATERIALS (PPE)

14. Face mask N95 for:
 - ❖ Vulnerable people
 - ❖ People on contact with other people (areas crowded, attending external people, guards, medical services, HSE, RH, cafeteria, etc).
 15. Face masks for all employees
- More...**



IV. ADMINISTRATIVE CONTROLS (ADC)

19. Encourage sick workers to stay at home
 20. Schedule virtual meetings.
 21. Reduce total number of employees at the facility:
 - ❖ Reduce shift length.
 - ❖ Rebalance shifts.
 - ❖ Reduce overlapping of shifts.
- More...**



V. ENGINEERING CONTROLS (EGC)

29. Install physical barriers at work stations (cardboard, acrylic, plastic wrap, etc).
 30. Increase the space between work cells.
 31. Install high efficiency air filters where applicable.
- More...**

Safe Launch

Management Dashboard to facility transparency and prioritization

According to EHS Workstreams:

To avoid any employee health risk the results should be:

Acceptable



Required immediate corrections



Not acceptable



- Due to the EHS Pillars depicts restrictive conditions to re-open the operations the audited supplier sites need to receive an **“Acceptable”** result to continue with the Safe Launch Stage.

Safe Launch Stage



Safe Launch Dashboard

Supplier name:

Supplier address:

Supplier contact

Intervention date:

Project name:

Part number(s):

Customer:

Auditor contact information:

Summary per topic

Initial intervention

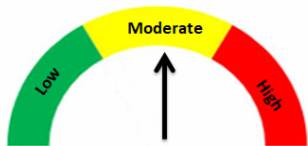
No	Topic	Topic weight (%)	Topic rating (#)	Weight rating (%)	Initial intervention			Sum Risk level (#)	Risk classification
					G	Y	R		
0	EHS	20%	0	0	9	10 - 27	28 - 45	45	R
1	Overview	5%	0	0	5	6 - 15	16 - 25	5	G
2	Commercial	5%	0	0	4	5 - 9	10 - 15	9	Y
3	Engineering	10%	0	0	8	9 - 24	25 - 40	8	G
4	Equipment	10%	0	0	2	3 - 6	7 - 10	8	Y
5	Quality	15%	0	0	9	10 - 27	28 - 45	45	R
6	Logistics	10%	0	0	5	9 - 15	16 - 25	5	G
7	Maintenance	10%	0	0	4	5 - 12	13 - 20	18	R
8	Ramp-up	5%	0	0	2	3 - 6	7 - 10	6	Y
9	GP-12	10%	0	0	4	5 - 12	13 - 20	16	R
Overall		100%			42 - 80	81 - 140	141 - 210	165	Y

Color code

- G Delivery according to schedule
- Y Delivery in delay with a recovery plan
- R Delivery in delay with risk

Project Risk Level - Overall -

120 points



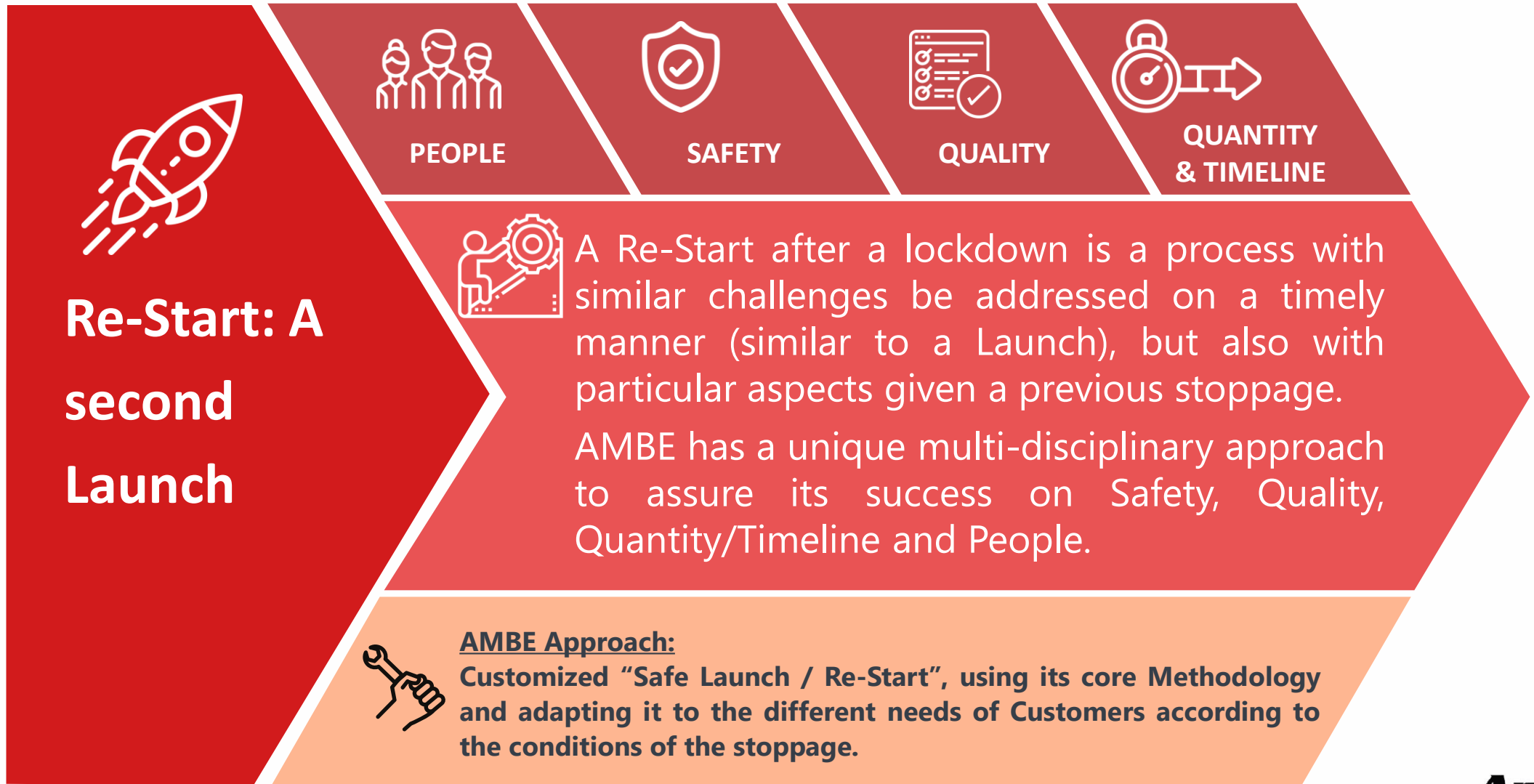
Recommendation:

Request and follow up of the recovery plan to avoid any risk during the project progress and meet with the customer milestones

- Dashboard for each supplier location enables Management to have an overview across multiple supplier locations
- Dashboard enables plant management to prioritize actions



Safe Launch vs. Safe Re-Start



Safe Launch

Safe Launch Audit - Escalation Criteria Guideline

Director

Level 3
Procurement

Managers
Leaders

Level 2
Quality, Logistics, PM,
SDE, Purchasing

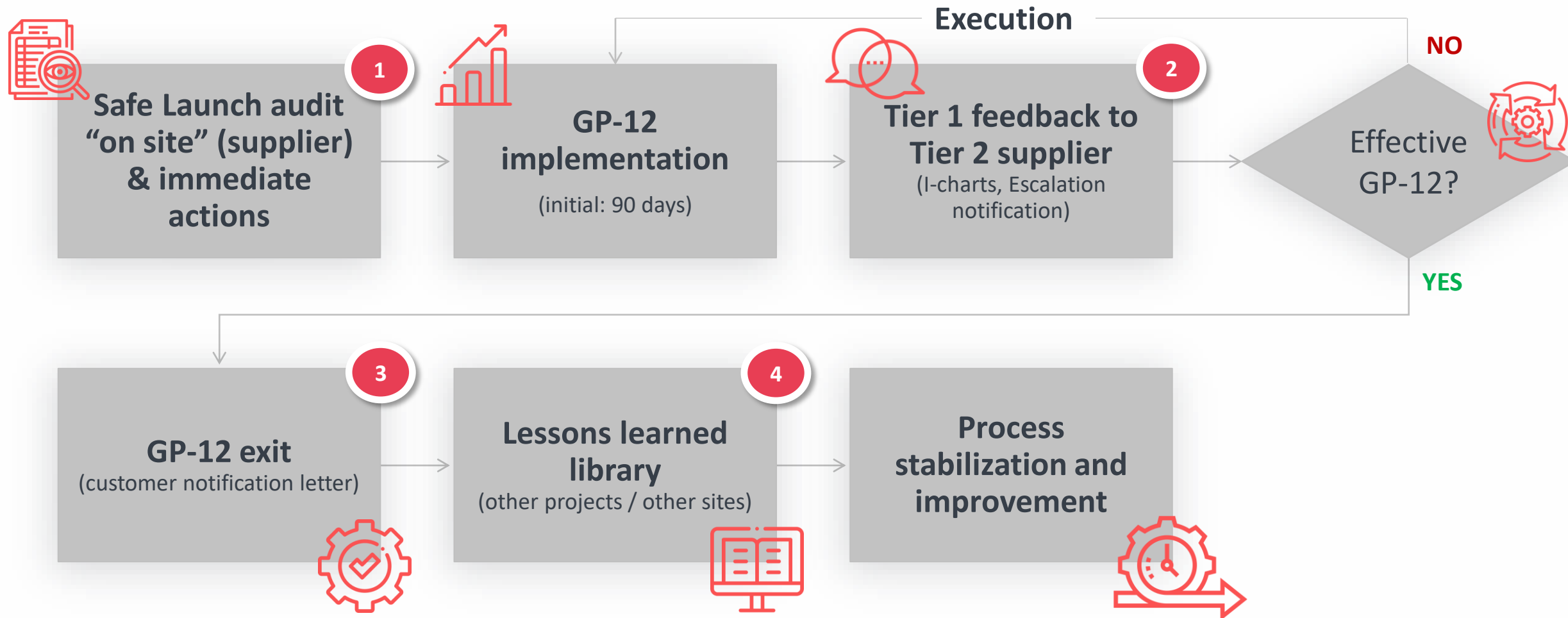
Plant
level
representatives

Level 1
Quality and/or Logistics Plant

Level 0 | GP-12 daily operation (SOP + 90 Days)

Level	Escalation triggers	Consequences	Exit criteria
Level 1	Low quality performance > 4 weeks within a 60 days period without adequate corrective action plan	GP-12 restart	Minimum of 90 days at approved performance levels
	Unauthorized product /process change	Potential chargebacks to supplier due to additional labor, downtime, premium freight	Effective corrective action for all systemic failure modes during the project
	No response or inadequate response to the identified issue(s) Lack of acceptable material that could affect customer milestones		De-escalation
Level 2	Low quality performance has continued more than 60 days after Level 1 escalation without an adequate corrective action plan	Maintain GP-12 inspection Potential chargebacks to supplier due to additional labor, downtime, premium freight	Minimum of 90 days at approved performance levels Effective corrective action for all systemic failure modes during the project
	Unauthorized product /process change	Evaluation of potential sources	De-escalation
	No response or inadequate response to the identified issue(s) Lack of acceptable material that affect customer milestones		
Level 3	Low quality performance has continued more than 60 days after Level 2 escalation without an adequate corrective action plan	Maintain GP-12 inspection Mandatory on site customer presence 3rd party required to implement corrective and permanent preventative action	Minimum of 90 days at approved performance levels Effective corrective action for all systemic failure modes during the project
	Unauthorized product /process change	Potential new business hold	De-escalation
	Supplier's top management not committed or not capable	Update company supplier list to share with other manufacturing sites	

Safe Launch – flowchart & quality gates



Safe Launch Gate: Safe Launch Audit - Overview

Main activities per quality gate

1 Safe Launch Audit



Objective

To evaluate the progress of the project through a systemic analysis on the supplier site to ensure a flawless launch with no risk to the project and/or take immediate actions to reduce those risks to supply parts/components according with quality, delivery and service requirements



Toolkit

- a) Safe Launch checklist
- b) Escalation criteria guideline



Deliverables

- a) Safe Launch checklist with recommendations to correct / improve key topics related to the program

* See recommendations on the next slides

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Safe Launch Gate: Safe Launch Audit - Overview

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1 Safe Launch Audit



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Safe Launch Gate: GP-12 Execution (effectiveness) - Overview

Main activities per quality gate

2 GP-12 Execution (effectiveness)



Objective

To monitor the quality level on the shipped parts from Tier 2 to Tier 1 facility according product acceptance criteria defined



Toolkit

- a) Any acceptance criteria document / samples defined between both parties (visual aids, work instructions, drawings, boundary samples, CAD files, etc)
- b) Control plan (pre-launch)
- c) Measurement devices & inspection method
- d) Escalation criteria guideline *



Deliverables

- a) I-charts (weekly basis)
- b) Escalation notification letter *

* Templates available

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Safe Launch Gate: GP-12 Exit - Overview

Main activities per quality gate



Objective

To inform to the Tier 2 supplier about the GP-12 exit



Toolkit

- a) I-charts (final results)
- b) Escalation notification letter



Deliverables

- a) Lessons learned library (to share with other sites)
- b) FMEA
- c) Control Plan (production)

Safe Launch Gate: Lessons Learned Library - Overview

Main activities per quality gate

4 Lessons Learned Library



Objective

To create a lessons learned library “on-line” (as possible) about quality improvements and cost related to the project to share with stakeholders and other manufacturing sites



Toolkit

- a) I-charts (summary)
- b) Implemented action plans on supplier site to improve their process/product
- c) Any updated document such as drawings, specifications, etc



Deliverables

- a) Lessons learned library with access to stakeholders and other manufacturing sites

Templates for different Stages

Templates are available for each stage

I-Charts

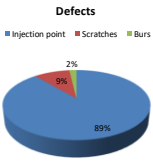
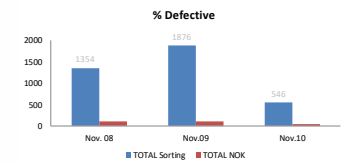
Company logo

GP-12 report

Customer: Cust1 Type of inspection: Sorting Rework Report number: WK45-2018
Manufacturing site: Puebla Part number(s): 53087122

Date	Labor (hours)	P.O.	QTY Sorting / Rework	TOTAL OK	TOTAL NOK	QTY SCRAP (if apply)	COMMENTS
Nov. 08, 2018	12	6534	1354	1245	109	0	(90) B, (19) C
Nov. 09, 2018	16	6534	1876	1765	111	0	(100) B, (6) C, (5) A
Nov. 10, 2018	5	6534	546	500	46	0	(46) B
Total Labor hours		33					

QUALITY RATE									CAUSES					
	MON	TUE	WED	THU	FRI	SAT	SUN	TOTAL		B	C	A	x3	x4
DATE				Nov. 08	Nov.09	Nov.10		WK 45						
TOTAL Sorting	-	-	-	1354	1876	546	-	3776	TOTAL	236	25	5		
TOTAL NOK	-	-	-	109	111	46	-	266	% Reject	88.72%	98.12%	100.0%		
% Reject	-	-	-	8.05%	5.92%	8.42%	-	7.04%						



Ambe

Safe Launch Check List

Supplier name: Supplier address: Supplier contact name: Intervention date:

Project name: Part number(s): Customer: Auditor contact information:

Topic	No.	Question	Documents (as a reference)	Status	Comments	Action to be implemented	Due date
GENERAL	1	Has the Supplier's a formal project team been established?	Number 1 positions of the team members (cross-functional team)	C			
	2	Is there a project timing and this was understood and according to the "Company name" requirements?	"Tier 2 supplier project timing according to Company name project timing" Review "Company name" milestones	Y			
	3	Does the supplier has a work instruction/flowchart defined to produce the part(s)?	Process flowchart, WI, visual aid				
	4	Does the supplier has the available equipment/measurement devices/infrastructure to produce the part(s)?	Available production capacity analysis, measurement equipment available (laboratory), auxiliary equipment (as needed)				
	5	Does the supplier understand the criticality of the part?	Implemented quality controls (inspection, audits, failures, police policies, error proofing/error detection device)				

Escalation Letter

Company logo

Escalation Notification Letter

(Date)

(Supplier Plant Manager name), (Supplier Quality Manager name)
(Supplier Name)
(Supplier Address)

Dear Supplier:

As part of "Company name" Continuous Improvement Process, the Escalation Criteria Guideline depicts a toolkit to apply in our supply chain at early stages of Program Management process. The aim of this guideline is to have a **flawless launch** identifying any risk that could affect the quality, delivery or service agreements with our customer to take immediate actions to correct these issues.

Our Escalation Criteria Guideline has several levels. Each level is triggered by identified performance criteria and results in some actions and consequences. Also, we include the exit criteria that must be achieved as a condition of returning to non-escalated supplier status.

.....
☐ This notification is to advise you that performance issues with parts provided by your company have been escalated within "The Company". See below information related to the project:

New Escalation Level:	Program Name:
Part Number(s):	Engineering level:
Detected issue(s):	

Additional information: I-charts (results from GP-12 process)

In an escalation situation, higher levels of management within "Company name" become engaged and responsible for issue resolution. However, it is critical that you also continue proactive communication of corrective action status with your Plant Level representative (Quality or logistics).

.....
☐ This notification is to advise you that your company has achieved the identified criteria to exit escalated status related to the following part numbers:

Thank you for your continued efforts to work with us for a successful resolution of these issues in this program.
.....
Should you have questions, please contact the sender at the email address or phone number provided with this notice.

Sincerely,

Company representative name/position:
Phone number:
E-mail:

Lessons Learned Library

Category/commodity classification	Project name	Customer	Part number	Engineering level	Supplier name	Failure modes				Similar parts (other projects)				Quality representative contact
						Defect	Photo	Root-cause	Implemented actions	Yes/No?	Similar p/n 1	Similar p/n 2	Similar p/n 3	
Adhesives	Platform x	Ford	3760991	A4	Supplier 1		Link							
Aluminum	Platform y	Tesla	761342	B	Supplier 1		Link							
Assemblies	Platform z	VW	4157912	Y1	Supplier 2		Link							
Castings														
Components														
Others														

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THANK YOU Contact Us

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