



Launching a Greenfield Automotive Manufacturing Facility in Six Months

AT A GLANCE

A Tier 1 automotive supplier was awarded a program to manufacture vacuum-wrapped door panels for a major OEM vehicle platform. To support the program, the company committed to launching a new manufacturing facility capable of meeting the OEM's strict delivery and quality requirements.

When I arrived on site as Launch Manager, the leased facility was still under construction, and the building floor had just been poured. There was no equipment installed, no workforce hired, and no operational systems in place.

CLIENT'S GOALS

- Launching a new manufacturing facility capable of meeting the OEM's strict delivery and quality requirements.
- Passing the OEM's Run-at-Rate validation and
- Install production equipment, hire the workforce, and establish manufacturing operations

Industry

Automotive Tier 1
Sequenced Door Panel

Notable Results

Plant Manager for **\$8M startup facility**; led 150 team members, 6 day per week 10 hour shifts. **First Time pass Run-at-Rate. Exceeded first-year quality benchmarks by 10%.**

THE CHALLENGE

Automotive interior programs operate under tight operational constraints. The facility would ultimately support **just-in-time delivery within a three-hour broadcast window to the OEM assembly plant**. The launch required building a fully operational manufacturing organization from the ground up while maintaining aggressive production and quality targets.

Key requirements included:

- Complete construction and build-out of the leased facility
- Install and commission **four final assembly production lines**
- Recruit and train a workforce of **155 employees**
- Establish production, quality, maintenance, and material handling systems
- Meet Run-at-Rate requirements based on **parts-per-hour and scrap rate**
- Achieve launch readiness within **six months**



The plant would ultimately operate **two 10-hour shifts per day, six days per week**, supporting approximately **\$22M in annual production revenue**.

THE STRATEGY

I led the full plant launch program, coordinating construction, equipment installation, staffing, and operational readiness simultaneously.

Integrated Launch Planning

A detailed launch plan was developed that aligned construction completion, equipment installation, hiring, and training milestones to the program's Run-at-Rate target. Daily coordination between engineering, operations, and suppliers ensured that risks were identified early and mitigated before they could impact the timeline.

Facility and Equipment Deployment

The plant layout and production flow were established to support four final assembly lines while maintaining efficient material handling and staging required for just-in-time delivery. Equipment installation and commissioning were executed in phases to allow early operator training and process validation.

Workforce Development

A full operations team was recruited and built prior to launch, including:

- Production operators
- Maintenance technicians
- Material handling personnel
- Production supervisors

Training programs were implemented to rapidly bring the new workforce to operational readiness.

Operational Systems

Production procedures, maintenance routines, and quality systems were implemented before start-of-production to ensure process stability and discipline from day one.

The systems were designed to support the OEM's delivery requirements and ensure consistent

THE RESULT

The facility successfully transitioned from an empty building foundation to a fully operational manufacturing plant within six months. The plant stabilized quickly and supported approximately \$22M in annual production, operating two shifts per day with just-in-time delivery to the OEM assembly plant.

In the program's second year of production, the facility expanded capability by adding vacuum wrapping presses for door panel substrates, vertically integrating additional manufacturing processes into the operation.

ACHIEVEMENTS*

- Run-at-Rate validation passed on the first attempt
- Six-month plant launch completed on schedule
- \$8M launch executed within program budget
- 155-person manufacturing workforce successfully recruited and trained
- First-year quality performance exceeded targets by 10% (PPM)
- Vacuum wrapped door panel and overhead system robotic cells install for 2nd year of production.

**SUCCESSFUL PRODUCT LAUNCHES ARE NOT ACCIDENTS.
ARE YOU READY TO TAKE YOUR IDEA FROM CONCEPT TO
PRODUCTION?**

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