



GLOBAL REACH | MINORITY ENTERPRISE | SINCE 1973

Bosch Corporation



Photo courtesy of Bosch

CASE STUDY

Project Outsourcing
CRI: Common Rail Injector

Providing an on-going outsourcing solution for Bosch by hiring, training and managing a multi-associate production function.

INTRODUCTION

Photo courtesy of Bosch



COMMON RAIL INJECTOR (CRI) is one of the four product groups currently in production at the Bosch Charleston facility.

By providing on-site management, shift supervision and line associates, MAU manages a variety of functions on key work stations, integrating seamlessly with Bosch's full-time staff.

The end result for Bosch is more workforce flexibility and the ability to focus on core competencies, allowing them to meet fluctuations in demand with an on-going outsourcing solution.

BACKGROUND

ROBERT BOSCH CORPORATION established its plant in Dorchester County, South Carolina, in 1974. Manufacturing fuel injection systems, antilock braking systems and diesel injection systems, the plant has achieved incredible growth and success. From 105 workers on opening day, Bosch Charleston today has over 2,000 employees. The skill of its associates and efficiency of its manufacturing lines has allowed Bosch to achieve record production quality in fuel injectors, antilock braking systems and other related products as they roll off its assembly lines every day.

Bosch Charleston



Photo courtesy of Bosch

BOSCH NORTH AMERICA

23,000 employees
\$6.6 billion in sales, 2003



Problem

THE PROBLEM FOR BOSCH was

one of both quantity and quality.

To meet rising demand for CRI, a dramatic ramp up would be needed.

Yet at the same time, it was a must that quality be maintained, if not improved, over the entire process.

MANAGEMENT TO STAFF RATIO



Bosch Supervisors on the CRI line were already responsible for a large number of associates. To train and manage even more line associates would be difficult.

TIME FRAME



Production of CRI needed to ramp up immediately due to increased demand. At the same time, the overall staffing structure needed to allow enough flexibility to be downsized if/when production needs declined, and Bosch wanted to avoid the possibility of future layoffs.

Situation

CRI: Common Rail Injector

BOSCH CHARLESTON WAS RUNNING its CRI line with a mixture of 2nd and 3rd shifts to meet changes in demand. Positive projections for the future showed that demand would be much greater than what the current shifts could handle, even with the fluctuating 2nd and 3rd shifts.

Photo courtesy of Bosch

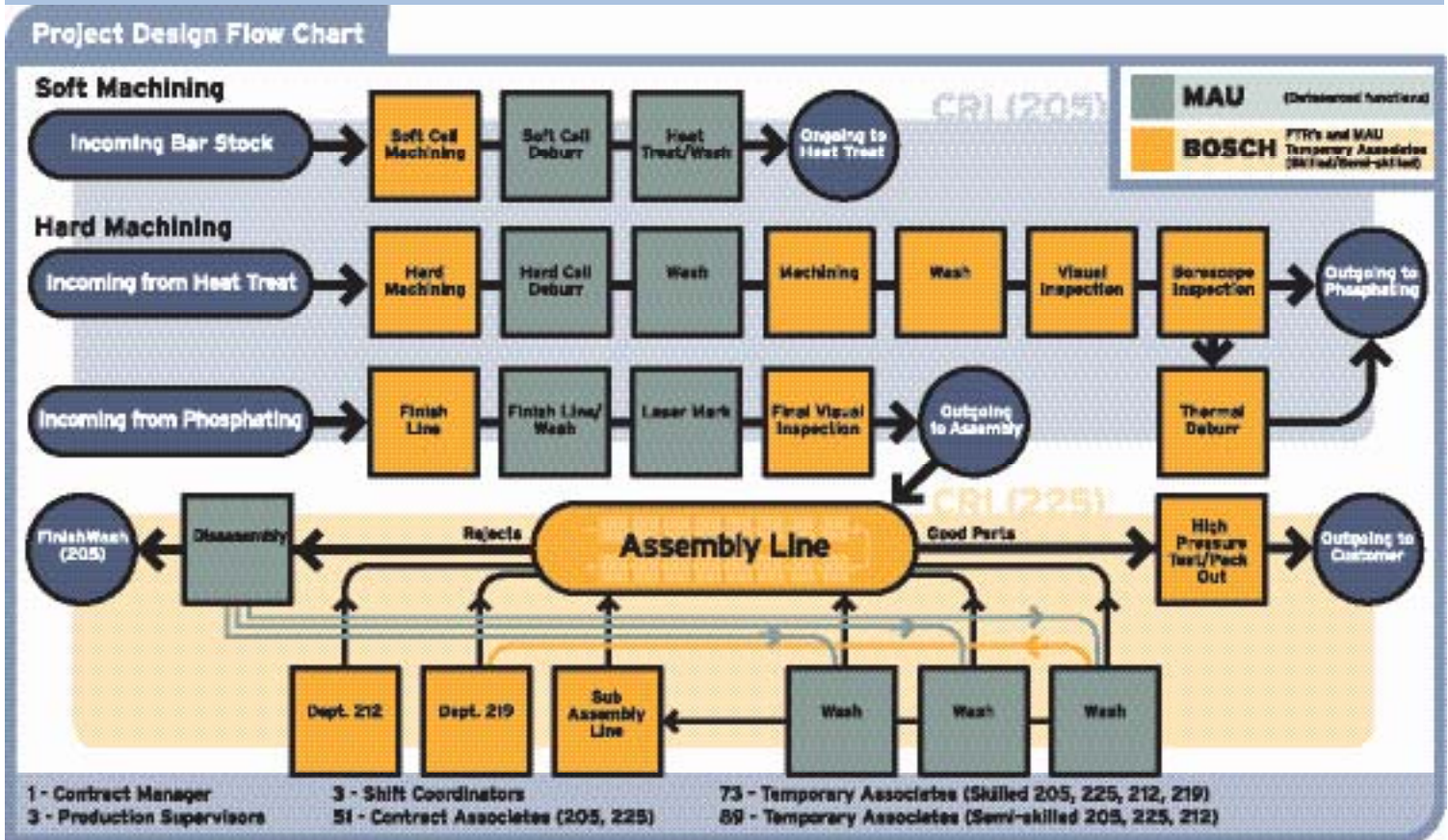
SOLUTIONS

HISTORICALLY, BOSCH WOULD HAVE turned to a fixed and variable cost solution. The fixed solution would have included hiring and/or transferring full-time associates from other production lines. The variable solution would have included hiring all temporary/contract associates for the ramp up.

MAU partnered with Bosch to create a variable cost,

comprehensive outsourcing plan that included every aspect of managing, staffing and training for specific functions in CRI, resulting in increased efficiency and flexibility as well as reduced costs.

MAU managed specific non-core functions of production with supervisory staff and trained associates, thus freeing Bosch management and full-time associates to focus on more critical functions.



<p>1 MAU's Outsourcing Objectives</p>	<ul style="list-style-type: none"> • Meet the required levels of productivity, quality and delivery • Allow Bosch management and associates to focus on core processes • Create business change flexibility for Bosch Charleston
<p>2 MAU's Outsourcing Solutions</p>	<ul style="list-style-type: none"> • MAU Staffing, Scheduling and Training of an outsourced work force • MAU Management over specific functions of the line • MAU Seamless Integration of outsourcing associates with Bosch management and associates
<p>3 MAU's Fulfillment of the Plan</p>	<p>MAU established parameters for hiring and training of associates for non-core functions in CRI, then quickly trained and integrated them into the CRI production.</p>

MAU SUPERVISORY ASSOCIATES HAD complete day-to-day responsibility over specific processes on all shifts, allowing Bosch supervisors to focus on expansion and quality.

MAU supplied an additional 150 skilled and semi-skilled associates for the ramp up of the CRI line, which, at one point, constituted 50% of the work force.

The MAU outsourcing team included:

Contract Manager
Production Supervisors
Shift Coordinators
Production Associates

RESULTS

BOSCH CHARLESTON WAS ABLE to ramp up very quickly and meet production demands from their major customers for CRI. By fulfilling supervisory as well as production roles and working closely with Bosch Front Line Management, the ramp up became a much more fluid process. Bosch's management trusted MAU to organize and oversee MAU associates while they were able to continue to focus on separate functions of the production process.



Photo courtesy of Bosch

Measurable objectives were exceeded.

MAU HAS GIVEN BOSCH THE ABILITY TO:

- Ramp up to maximum output in less than 30 days
- Exceed maximum output by producing 7 days a week, 24 hours a day
- Never miss a shipment, even as demand has increased 27%
- Produce over 750,000 injectors with equipment and staffing intended to produce only 600,000

New business model was established.

THE EFFECTIVENESS OF MAU'S plan has proven that certain functions of a production line can be effectively outsourced, freeing Bosch Charleston management and line associates to focus on more critical areas of production. This model has a broad range of application possibilities for Bosch, and is one of many strategies Bosch utilizes to remain a low cost supplier in a high cost industry.

TESTIMONIALS

"I'VE WORKED WITH THE MAU TEAM FOR ALMOST TEN YEARS. MAU is in a position to bring higher skilled labor to create a complete MAU workshop team capable of actually running a complex assembly line. They take ownership for staffing, output, and quality."

Danny Hyman
Senior V.P. / General Manager
Bosch Charleston

"...THIS PROJECT IS THE TYPE OF EFFORT THAT IS THE NEXT LEVEL thinking we should continually strive to achieve..."

Terry Shrum
VP, Human Resources
Bosch Charleston

"THE MAU OUTSOURCING PROJECT FOR CRI ALLOWED THE BUSINESS UNIT TO FOCUS on core competencies and disengage itself from the soft and hard deburring area. The MAU leadership was not only involved, but provided valuable feedback...The area ramped up beyond expectations and each increase was met with appropriate staffing and a proactive leadership focus..."

Martin John
Group Leader, CRI
Bosch Charleston

WHO WE ARE

MAU is one of the country's premiere human resource and staffing services companies. Native American owned and certified, we have grown steadily since 1973 from a local agency into a multi-faceted business with an international customer base. For the future, we are committed to link our family values and community stewardship with today's sound business practices to assure success and growth in the twenty-first century.



Comprehensive. Committed. Cost-effective.

Find out more about MAU's impressive array of services with offices located throughout Georgia, South Carolina and Illinois by visiting www.mau.com.

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