

## Case Study

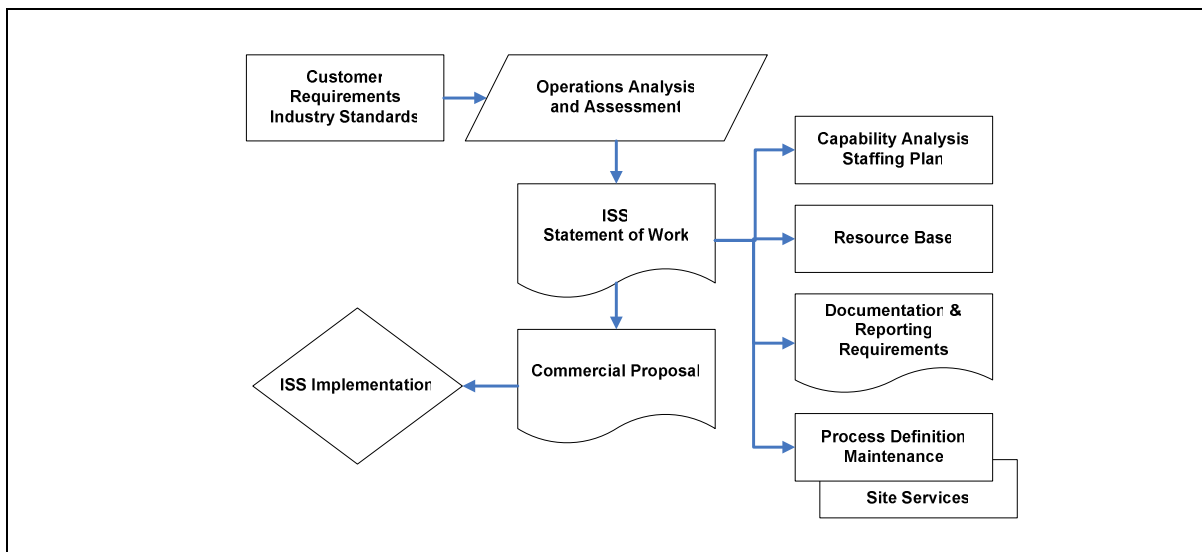
## Vehicle Assembly Plant – Integrated Maintenance & MRO Supply

**Client** General Motors Corporation - Washington Group International (WGI)  
**Location** Thailand, Brazil, China, Hungary  
**Department** Process Control & Logistics, Purchasing, Legal, Manufacturing, Maintenance

**Project** Implementation of Integrated Maintenance & MRO Supply  
**Deliverables** Concept & Process Definition, Statement of Work, Commercial Contract  
**Participants** GM Worldwide & Local PC&L, Facilities & Maintenance, Purchasing  
WGI Executives, Site Managers, Legal, Sales  
**Staffing** Principal, Maintenance & Legal Specialists  
**Duration** Fifteen (15) Months  
**Implementation** Structure, Scope, Staff Resources, Client Development, Contract

**Background** GM was launching a new global assembly facility footprint under its GM-GMS (lean) manufacturing strategy. Outsourcing an integrated services and supply (ISS) for maintenance was a key objective, but no implementation plan was in place as the facilities were commissioned.

**Approach** The ISS plan was presented to global supply community, but the suppliers tend to be wedded to their narrow specialties. We focused on scope definition to drive the process, from which organization, resources, and processes would be generated. Multiple versions were hammered out in marathon collaborative sessions, covering work scopes, management processes and commercial issues.



**Hurdles** The novelty of the concept and the reliance on a contractor for traditional in-house services, piled on top of new, lean production concepts stretched the client's capacity for change. WGI's own management had to develop stronger communication skills to earn the client's confidence in their ability to execute core responsibilities.

**Benefits** The statement of work and contract was far more specific than traditional in-house assumptions. The level of communication enhanced the team dynamic and ability to solve the problems.