

Visteon Interamerican Plant



Achievements

People

- 63% Improvement in turnover from 71% in 2006 to 26% in 2008
- 71% Improvement in LTCR from 1.70 in 2006 to 0.5 in 2008
- 67% Increase in training investment from 2006 to 2008

Quality

- 53% Improvement in customer PPMs from 65 in 2007 to 30 in 2008
- 67% Improvement in scrap from 6.37% in 2007 to 2.1% in 2009
- 13% Improvement in written concerns from 155 in 2006 to 135 in 2008

Delivery

- Significant delivery improvement from 91% in 2006 to 98% on 2008
- \$1M Improvement in premium freight from \$1.3M in 2006 to \$300k in 2009

Productivity

- 18% Improvement in OEE from 77% in 2008 to 91% in 2009
- 61% Improvement in inventory turns from 6.6 in 2006 to 13.2 in 2008
- 36% Improvement in utilities from 4.4% in 2007 to 2.8% in 2009

Continuous Improvement Experts

- 2 Six Sigma Black Belts
- 10 Six Sigma Green Belts
- Certified Lean Manufacturing Manager

Plant Certifications

- ISO/TS-16949:2002
- ISO 14001:2004

Plant

The Interamerican plant was established in 2000 in Apodaca, N.L. México as part of Guide Corp., manufacturing automotive lamp parts. In 2006, Visteon Corporation acquired the Interamerican plant. The plant has two customers: GM and Chrysler. The facility is approximately 200,000 sq. ft. and totaled more than 500 employees in September 2009.

Products/Equipment

Interamerican has experience in the manufacturing lighting products for the Automotive Industry. The primary product includes head lamps, rear lamps, sidemarkers, license lamps and CHMSLs. The following processes are utilized in the facility:

- Injection Molding – 52
- Vacuum Metallizing – 17
- Decorating / Painting – 4
- Assembly – 42 work cells

People

The safety of our workplace and employees is the plant leadership's primary mission, and employees focus constructively on this mission every day as a standard in their work.

The development of our employees is driven through our culture and development of Operational Excellence (OPEX). Our OPEX system engages all employees and our Lean Academy is the backbone of our lean development. Through our OPEX system, and our autonomous High Performance Team program, our people apply continuous improvement skills and process knowledge to reduce waste and variation to deliver exceptional quality and cost performance on a daily basis.

At Interamerican, we believe open communication at all levels is paramount to strategic success, and the Visual Factory approach is key. We deploy monthly all-hands metric meetings to emphasize progress and obtain alignment throughout the workforce.

Systems

Our plant's OPEX principles are primarily based on the following elements:

- Strategic Policy Deployment
- Value Stream Management
- 6S Program
- Standardized Work
- Pull Systems
- TPM
- SMED
- 1 Piece and Continuous Flow
- Visual Factory
- Six Sigma
- Engaging Management Systems

Vision



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