

Shingo Prize for Operational Excellence Delphi Torreón Plant Achievements 2005 – 2008



◆ General information

Delphi Sistemas de Energía, S.A. de C.V. (Torreón) started operations on October 30th, 1997. It is located in the city of Torreón Coahuila, Mexico. Currently we are 471 employees working in three shifts from which 408 are hourly (direct employees) and 63 are salary (indirect).

Plant 59 Torreón facilities are 604,197 square feet of land with 164,078 square feet of manufacturing floor space and it has a dedicated 10,000 KVA electrical power substation.

At Delphi Torreón we believe, that we have a great opportunity to receive the Shingo Prize. This is our second time contesting for this valuable award, in 2005 we were Shingo Prize finalist and our total score was 692.

Our plant has gone through a significant level of improvement in the 2005-2007 period. This report is intended to provide evidence of the quality, cost, delivery, growth and people areas. It will also show you the tools, principles and systems that we have implemented to continue this improvement.

Achievements 2005

- ◆ **2005** Silver quality award Delphi Energy & Chassis
- ◆ **2005** Quality challenge achieved 0 PPM'S, 0 customer complaints July-August
- ◆ **40%** Reduction on customer returns from 5 to 3 ppm
- ◆ **33%** Reduction on customer complaints from 15 to 10
- ◆ **Zero** Non-conformances on ISOTS 16949 quality system external audit
- ◆ **Zero** Non-conformances on ISO 14000 quality system external audit
- ◆ **100%** Ship window compliance original engine material
- ◆ **100%** Ship Window compliance service arts operations

Achievements 2006

- ◆ **60%** Reduction on customer returns from 3 to 1 ppm
- ◆ **67%** Reduction on customer complaints from 10 to 4
- ◆ **Zero** Non-conformances on ISOTS 16949 quality system external audit
- ◆ **Zero** Non-conformances on ISO 14000 quality system external audit
- ◆ **100%** Ship window compliance original engine material
- ◆ **100%** Ship Window compliance service parts operations
- ◆ **Silver** Delphi global quality award
- ◆ **100%** Ship window compliance service parts operations
- ◆ **100%** Ship window compliance original engine material

Achievements 2007

- ◆ **100%** Ship window compliance service parts operations
- ◆ **100%** Ship window compliance original engine material
- ◆ **Zero** Non-conformances on two ISOTS 16949 quality system external audit
- ◆ **Grade A** on Volkswagen manufacturing capability assessment
- ◆ **Silver** Delphi quality award
- ◆ **Flawless** Launch of ignition product transference
- ◆ **Corporation Model Plant** and first to be re-certified on SAP 4.6
- ◆ **159%** Year over year total plant operating income improvement.
- ◆ **82%** Improvement on scrap as % of cost of goods from 2006 to 2007
- ◆ **61%** First time internal quality Improvement from 2006 to 2007
- ◆ **24%** Headcount reduction (160 people) from February to December
- ◆ **28** Cumulative Red X & Green Y certifications (46% of salary workforce)
- ◆ **40%** Year over year Oxygen Sensor operating income improvement
- ◆ **100%** Achievement of Material cost improvement process, Manufacturing enterprise improvement tracker & Indirect material cost improvement process targets

1997

- ◆ PV6
Customer:
- General Motors



2000

- ◆ L-5, L-6 Ignition Coil
Customer:
- General Motors



- ◆ PV8 Ignition Cassette
Customer:
- General Motors



- ◆ L-850 Opel Ignition Cassette
Customer:
- General Motors



2002

- ◆ Mercury Marine Ignition Pencil Coil
Customer:
Mercury Marine



- ◆ PV8 Ignition Pencil Coil
Customer:
- General Motors



2003

- ◆ Sensor Element



- ◆ Sensor Package
Customer:
- Hyundai



2006

- ◆ GEN IV Bracket Assembly Ignition Coil
Customer:
- General Motors



2007

- ◆ HEI Distributors
Customer:
- General Motors



- ◆ HVS High Voltage Switch
Customer:
- General Motors



- ◆ Harley Davidson Coil
Customer:
- Harley Davidson
-Unified Solutions



- ◆ Harley Davidson (H1)
Customer:
- Harley Davidson
-Unified Solutions



- ◆ Harley Davidson (H2)
Customer:
- Harley Davidson
-Unified Solutions



- ◆ GEN III
Customer:
- General Motors
- Mercury Marine



- ◆ Abits
Customer:
- General Motors



New Projects

- ◆ FORD PV8
Customer: Ford



- ◆ Family 0
Customer: GM



- ◆ Gen V
Customer: GM



- ◆ OSL

