

# Multinational Tire Manufacturers' Rubber Meets the Road with More Alignment and Efficiency



## THE ORGANIZATION

Multinational tire manufacturing company. One of the top four tire manufacturers for automobiles, airplanes, farm equipment and heavy earth-mover machinery.



## THE PROBLEM

**DISORGANIZATION.** With over 600 problem tickets, half of which were priority one, the organization needed to implement a new HR system to tackle the rising problems. A priority one ticket is defined as a top priority ticket that would cause more than 100 associates' payment or benefits to be processed incorrectly in some form. HR was spending too much time focusing on the wrong things and didn't have a process or solution to prioritize the work.



## THE SOLUTION

**ALIGNMENT.** Prior to Decision Lens, HR would allocate resources to the tickets that were screaming the loudest. Once stakeholders got alignment on what the criteria should be, they went through the criteria weighting and setting up the rating scales. In another session, they were able to enter all 600 tickets into the software. In the course of about a week, everyone was asked to rate those tickets according to their areas of knowledge and expertise.



## THE RESULTS

**PROGRESSION.** Decision Lens was used to focus on the highest priority items first. The conversation among stakeholders became much more productive and allowed them to quickly arrive at an objective set of criteria that they could move forward with. The software was implemented mid November 2017. By April 1 of the following year, they had closed all tickets except for a little over 100, none of which were priority one. The steady state of active tickets at any point in time is less than 50 now. Because of the improved organization alignment, productivity, and efficient use of vendor resources, Decision Lens is now being implemented in other parts of the organization.