



**SP METAL
FORGINGS**
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COMPANY BACKGROUND

SP Metal Forgings is a manufacturer of hot-forged and machined, precision components for the automotive and non-automotive sectors (mining, aerospace, and power generation). The company has two factories, one in Uitenhage in the Eastern Cape, and one in Boksburg in Gauteng. Fifty percent of the company's production is exported, primarily to North America and Europe.

Regarding its automotive business, both SP Metal Forgings plants are predominantly Tier 2 suppliers and produce a range of parts, including wheel, drivetrain, suspension, steering, exhaust and towing components for vehicles produced locally and abroad.

PROJECT SCOPE

ASCCI's support to the plant extended its ISO 9001 certification to include IATF 16949 compliance; a necessity for the firm as it looks to continue to expand its automotive business and grow its position as a key competitor in the OE value chain. A baseline assessment was undertaken to determine the gap and requirements for the certification upgrade.

IATF 16949 systems, processes, and documentation were implemented, and an internal audit undertaken to assess standards before the formal audit. In support of the new quality standards and its sustainability going forward, the project also supported tightening adherence to 5S and improving Visual Performance Management (VPM) processes.

PROJECT OUTCOMES

Strong commitment from the team at SP Metal Forgings, supported by technical specialists, drove very positive results over the duration of the project:

- Achieved IATF 16949 compliance
- Overall equipment efficiency (OEE) improved 10%
- Forge downtime improved 31%
- Productivity (value add per Rand of employee cost) improved 26%

Eleven months from the conclusion of the project, in mid-November 2018, the plant underwent and passed its first surveillance audit. As a result of IATF systematic approaches introduced to the plant's processes, SP Metal Forgings have sustained increased productivity, reduced scrap levels, and improved product and process controls.

Ken Manners, SP Metal Forgings Managing Director, noted *"The ASCCI funding and support allowed SP Metal Forgings to access resources and achieve a result in just months, that would otherwise have taken years. More broadly, the WCM programme has been very beneficial to the component sector because it directly channels funding and resources to specific companies requiring specific, self-assessed interventions, rather than generalised programmes offering dubious benefit."*



In collaboration with

