COOPER TIRE AND RUBBER COMPANY
Driving New Product Development (NPD) Automation

About Cooper Tire

Cooper Tire & Rubber Company is the 12th largest global tire manufacturer, and the 5th largest tire manufacturer in North America with 2016 total revenue of $2.92 billion. A leading global competitor in the tire industry focused on passenger car and light vehicle replacement with an emerging OE presence, Cooper Tire has manufacturing facilities on three continents, sales and distribution networks around the world, and products that meet and exceed the demands of the world's most dynamic markets.

Details

- MDM Hub - Winshuttle Foundation, Enterprise Licensing primary services and support provided through CPS
- BI / Dashboard – CPS Process BI
- ECM – SharePoint
- Resource Model – Hybrid supported by Cooper Tire internal and CPS process architects and services
- Solutions Support – CPS SolutionCARE
- Legacy systems: Microsoft Office, SQL, and SAP ECC 6

Process Challenge

Cooper Tire and Rubber Company, a leading provider of automobile and truck tires, realized they needed governance of data in their SAP system across many different projects. They began a multiyear project to research MDM solutions versus using other tools in the market. They evaluated price, flexibility, and the ongoing cost of ownership, as well as functional benefits of numerous solutions. The company needed a solution that would keep their SAP ERP system as their system of record, and the hub for all of their master data. They selected Clear Process Solutions (CPS) who allowed them to create proactive data governance while keeping their ERP system as the hub. **This project has been awarded the Winshuttle Golden Brushy for the Best Master Data Practice.**

*"*As a long-time SAP customer, we invested in Winshuttle Foundation vs SAP MDM MDG tools to address our process automation goals. The results were immense, but the visibility into the status of our processes was cloudy and time consuming until we installed the Process BI application from CPS. Instantly we can now see every process on any device without running reports or building and maintaining a BI platform.*"*

- Dave Drake, Cooper Tire

Clear Process Solutions

The Solution

Cooper Tire prioritized candidate processes for automation based on their business needs. They selected the most difficult but also the most important process – new product development (NPD) — as the first one to automate. NPD at Cooper Tire typically involves developing an entirely new product line and is often a 36-month cycle. Using the old process, even after the core product line concept was drafted, the procurement team did not have the visibility needed to secure favorable pricing for new ingredients, or the ability to order molds, or the capability to obtain general insight into the number of variations within the product line until much later in the 36-month cycle.

Leveraging CPS, Cooper Tire reimplemented the NPD process. They put a multi-wave process in place from planning to finished product, while including departments such as costing and procurement at the appropriate times. This new process provides the flexibility to create both semi-finished and finished materials while minimizing errors in the initial setup of materials.

The process, which is diagrammed in Figure 6.1, is comprised of three waves. The first wave is a common starting point for all new materials, and begins 18-24 months before product introduction. The second wave, which is optional, involves updating the material. It starts 12-18 months before product introduction.

Finally, the third wave is the material finalization process, which starts 6-12 months before product introduction.

Figure 6.1: The Multiwave Process from the book,
Application Data Management Empowering Business Teams to Get Data Right

WAVE 1 18-24 months before NPI	WAVE 2 12-18 months before NPI	WAVE 3 6-12 months before NPI
• Create entire product line • Create individual tire sizes • Create new planning BOMs • Create semifinished goods	• Update or add classification • Update individual sizes • Update BOMs • Update semifinished goods	• Update entire product line to final status • Update individual sizes to final status • Update BOMs to final status • Update semifinished goods to final status

Clear Process Solutions

Return on the CPS Investment

Cooper Tire achieved many benefits and significant return on investment from automating and improving their NPD process.

- Proactively seek better procurement contracts for raw materials based on projections baselined earlier in the process.

- Increased the lead time for mold orders, allowing them to plan for expensive components earlier in the purchase cycle.

- Improved supply chain planning for manufacturing, and achieved clean data early and consistently by using rule- based checks at each step in the process.

- Decreased duplicate data by allowing engineers and business users to search for existing stored materials prior to creating new ones.

All Cooper Tire process participants realized significant time savings. The data stewards created and extended more than 230 materials in 5-10 hours within the first month. With Cooper Tire's old process, this task would have taken 110-130 hours.

Cooper Tire was also able to use the ADM technology to create visual insights into their PLM process through Process BI, an innovative dashboard solution built for Winshuttle Foundation SAP continuous improvement. These prebuilt and configured Dashboards, built by CPS, dramatically saved time extracting information, creating reports and socializing what ultimately was stale information.

What's next for Cooper Tire?

Since completing this first NPD project, Cooper Tire was featured in Chapter 6 of the book "Application Data Management (ADM) - Empower Business Teams to Get Data Right" prefaced by Gartner.

Cooper Tire has engaged CPS to automate other ADM solutions for process improvement. These solutions include:

- Customer creation and customer update
- Vendor creation and vendor update
- Further enhancing and streamlining the company's supply chain management and much more to come!

About Clear Process Solutions

Clear Process Solutions (CPS) is the premier global services / implementation partner for Winshuttle with expertise in Winshuttle Foundation. A turnkey provider of Winshuttle packaging, licensing, training, services and support, CPS specializes in process results. Our team has deep experience in both SAP and Winshuttle toolsets. CPS implements both mass data automation and mobility enabled webform and workflow which integrates with SAP and extends across other ERP, PLM, and CRM systems.

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