

## ABSTRACT

This study is a case study of a Japanese car manufacturing company. The company was facing with delayed delivery from suppliers. The objectives of this research were to identify problems, find solutions and implement appropriate actions to improve delivery performance of suppliers. Recommendations, solutions, and preventive actions were provided to improve the delivery performance of the suppliers and prevent recurrent problems.

This research applied the DMAIC (Define-Measure-Analyze-Improve-Control) approach to define the problems, measure the current performance, analyze the root causes of the problem and identify the improvement of current process. The researcher also suggested an improvement plan with recommendations in order to achieve sustainable process of operational improvement of the company.

The result, after implementing the improvement plan, has shown significant improvement in delivery performance of the suppliers. The four major root causes which were order over forecast, capacity machine, capacity manpower and material and finished goods shortage had been reduced; therefore, the delivery performance of the suppliers was improved. The company still needs to have continuous improvement to develop process to be more efficient. This is to ensure a sustained improvement to be carried out with practical monitoring to prevent recurrent problems.