

Winner Profile

Category „Excellent Ramp-Up of a New Paint Shop“: ŠKODA AUTO, Mladá Boleslav plant

The company

ŠKODA AUTO produced almost one million vehicles in 2020. In addition to the headquarters in Mladá Boleslav, ŠKODA vehicles are manufactured at 11 other locations.

The location

The Mladá Boleslav site became the company's headquarters in 1895. Cars have been built at the plant since 1905 and have been under the ŠKODA brand since 1925. The current production capacity is 650,000 vehicles per year.

Address

ŠKODA AUTO a.s.

tř. Václava Klementa 869

293 01 Mladá Boleslav

Czech Republic

Head of vehicle production

Marek Jancák

Head of brand planning

Jiří Drbout

Products

Vehicles: FABIA, SCALA, KAMIQ, OCTAVIA, KAROQ, ENYAQ iV

Components: Engines, gearboxes, axles, PHEV battery systems

Employees in Mladá Boleslav

Approx. 26,800 (without agency staff)

The Award

On time, on budget and excellent quality – not every major project in the recent past can be described with these attributes. The new paint shop in Mladá Boleslav can claim that without a doubt: 18 months after the foundation stone was laid, the first i.O. body left the paint shop, and a further nine months later the target capacity of 700 bodies/day was achieved. It was one of the largest single investments for this site in recent years. The building dimensions are gigantic: The gross floor area is almost 22,000 m² and the gross tonnage is approx. 750,000 m³. Inside, the paint shop is full of innovations, e.g.:

- The use of dry scrubber reduces waste and the use of chemicals as well as energy and water consumption
- The new dryer technology with its cross-conveyor concept saves space, heating time and energy consumption – while heating/cooling the bodies more evenly
- The high level of robotization results in energy savings and a reduction in skid contamination
- State-of-the-art ergonomic solutions (e.g., overhead conveyers)

What made the jury choose the team around the new paint shop?

- Short time span between start of construction and achievement of ambitious ramp-up curve, which was exceeded by 10 %
- Realization of low-cost solutions, e.g.
 - Ergonomics (grinding of roofs, different floor heights)
 - Mobile working platform; fast mover, low maintenance building surfaces
- Systematic development and training of emergency strategies (e.g., pump failures, emptying/filling of tubs, bodies from drying ovens)
- Intelligent training concepts for employees
- Use of lean in indirect processes (including fast decision-making)
- Area-wide use of digital applications, e.g., digital teamwork, digital quality system, digital visualization of complexity, digital production documentation, smart maintenance

„Simply clever“ – the ŠKODA slogan fits perfectly with the approach of the new paint shop. The planning, implementation and ramp-up of the new paint shop within a very short period of time impressed the jury. This was only possible because the Skoda employees followed the lean principles and invested a lot of energy in the project. This is one of the reasons why the jury is convinced that the Mladá Boleslav plant is well equipped for the future.