



Goodyear Tire & Rubber Co.
Lawton, Oklahoma

Achievements

Goodyear-Lawton is a passenger and light truck tire plant that has implemented Lean Manufacturing in the continuously changing environment of tire manufacturing. The Lawton plant has accomplished the following:

Safety

Year-end OSHA incident rate has been at least 33% lower than the national tire manufacturing average four straight years.
More than 200 continuous improvement projects in 2009 which incorporated improvements to associate safety and health
Produced safety simulators for 15 other Goodyear North American Tire (NAT) facilities.
Individual and team recognition programs to recognize positive safety performance.

Quality

Certified in TS16949 standards
Perfect score (100 %), two years running, on PPQ(Process & Product Quality) Audit, first NAT facility to attain perfect 100% score
Noted for many best practices in Goodyear's NAT
Highest development volume in Goodyear's NAT

Delivery

Goodyear-Lawton is evolving from a traditional role as tire manufacturer to tire supplier. This change is being embraced by our team of associates, who understand that an efficient, flexible operation is both customer-focused and cost-competitive, and is the key to success in serving today's dynamic global markets.
Direct ship warehouse produces over \$5 million dollars in saving a year
Significant improvement in process flow

Cost

Year-over-year conversion cost improvement exceeding rate of inflation
Energy usage per pound reduced 4 percent annually and 15 percent over last 5 years
Low production costs and more flexible production schedule has resulted in improved financial performance

Environmental

Zero waste to landfill since January 2008
Reduced solvent use by over 30 percent annually
30 Percent reduction in waste disposal cost
Plant team actively supports recycling activities - in paper recycling, aluminum cans and plastic.
Certified to ISO 14001
Received the Oklahoma OKStar (platinum level) award and the Frank Condon Award for environmental stewardship

People

The Lawton team's vision is to be the world's best tire manufacturing plant. In order to achieve our vision, we engage our associates to grow our business and satisfy our customers. We accomplish this mission by incorporating the following:

Safety: "No One Gets Hurt." We strive for this in all our operations and focus on eliminating all types of potential injuries, including those requiring only first aid or those which associates report but which require no action at the time of report.

Quality: We take pride in every tire we ship, and recognize that families depend on us to build a quality product. We focus on every component, every assembly, and every cure to insure our pride is well-deserved.

Environment: We have a responsibility to this community to leave the earth, air and water in our part of Oklahoma in at least as good condition as when we built our plant here.

Waste: We work daily to reduce waste in our product and processes. This benefits our business by reducing cost and our community by reducing the need for recycling or otherwise disposing of materials we cannot reuse.

Product Delivery: To be successful, we must provide the right product to the right customer at the right time and in the right quantity, whether that customer is the next internal process or an external customer.

Cost: Being the best tire plant in the world includes producing our product and putting it in the hands of our customers at a price that is competitive with anyone anywhere.

Personal Growth: Reaching our goals requires a talented, well-trained workforce that is passionate about the business. Ongoing training, certification, evaluation and feedback, as well as participation in Continuous Improvement of their work create opportunities for our people to advance their knowledge and contribution.

Team Development: All Goodyear-Lawton associates, working together in crews, teams, and task forces, will continue to make this plant successful. Therefore, it is important for opportunities to be present for teams to attain a common goal to make Lawton a superior organization.



Process

One of the key elements of Operational Excellence at Goodyear-Lawton has been the implementation of a comprehensive Strategy Deployment process. This process has been driven through multiple layers of the plant organization and across all functions to insure that projects and processes are aligned with the overall strategic goals of the plant within the direction of the North American Tire Region of Goodyear. Continuous Improvement (CI) efforts, which have substantially increased throughput and reduced cost in the plant, are tied directly to the Strategy Deployment Action Plans and key plant indicators.

The plant's motto since Day 1 has been "There is no finish line." This is seen daily with the improvements noted in the plant's operations as part of the ongoing continuous improvement, or CI, effort. Each week, teams report on specific projects they have worked on to improve their process, and they are recognized for their contributions. CI and work simplification projects accounted for \$12 million in cost savings for the plant in 2009 alone.

Associates celebrate when plant goals are achieved, and then they set these new levels of performance as benchmarks for future performance. This helps to drive the plant's Continuous Improvement program. Other plant milestones are celebrated as they occur, such as the plant's 30-year anniversary in 2009.

Those CI efforts include Six Sigma projects, kaizen events (called Rapid Improvement Activities), and longer-term CI projects. The plant also encourages individual improvements through its Individual Continuous Improvement process known as "Work Simp."

Customer

The plant has won numerous customer awards from automobile manufacturers. In response to recent market demands, the plant has transitioned a large portion of its production to the replacement tire business. Lawton undergoes a number of annual audits designed to certify compliance to standards and to make process improvements in the plant's operation.

Community Involvement

The plant and its team members are extensively involved in community activities. Goodyear associates in 2009 contributed a record \$692,000 to the Lawton-Ft. Sill United Way, an amount that represents 40 percent of the community's goal. Goodyear associates represent one of the largest volunteer blood donor groups each year with the Oklahoma Blood Institute. The plant supports many other civic and charitable organizations throughout the year.

History

Goodyear-Lawton broke ground in June 1977, and the plant cured its first tire in February 1979. Since then, it has produced more than 500 million tires for world markets. Major expansions took place in 1983, 1987, 1988, 1995 and 2002. This last expansion has enabled the plant to produce large-size, high-value-added tires and increased its capacity for radial light truck tire production. The plant's total floor space area is 2.5 million square feet, or 56 acres under roof.

A large portion of the plant property is devoted to the many activities governed by the plant's recreation association, including an outdoor swimming pool, tennis courts, jogging track, outdoor basketball, softball and flag football fields, fishing lake, skeet range, picnic pavilion, playground, exercise room and disc golf course. The plant's campus also includes an on-site family medical center.

Corporation

Goodyear is one of the world's largest tire companies. It employs approximately 69,000 people and manufactures its products in 57 facilities in 23 countries around the world. Its two Innovation Centers in Akron, Ohio and Colmar-Berg, Luxembourg strive to develop state-of-the-art products and services that set technology and performance standard for the industry. For more information about Goodyear, go to www.goodyear.com/corporate.