

CASE STUDY

Industry: Manufacturing

Client: Anonymous

Event: Six Sigma



Our Story in Brief

- 1996: Founded by Dr. Stephen Zinkgraf, SBTI was one of three original Six Sigma developers
- Beginning with two corporate clients, SBTI has grown to more than 70 global corporate deployments and an additional 200 clients using SBTI methodology
- 2000: SBTI opened a customer support center and an internal training center, where we began holding Master Black Belt (MBB) courses
- 2002: SBTI opened its first European office in Göteborg, Sweden, in order to support its growing global client base. It was deemed crucial to work with local consultants who speak the same language and have the same culture.
- 2008: SBTI opened its latest office, located in the core of Europe, in Basel, Switzerland.

Executive Summary

Operations Improvement: Reduced Rework from 55% to 20%, Saving \$325,000 Annual.

Industry Department:

Manufacturing - Assembly

Process:

Production

Objectives:

- Reduce the rework rate
 - This also involves an examination of what requires rework
 - Goal of reducing from 55% to 27% of output requiring rework
- Increase the output
 - 3,500 to 5,000 units per day
- Decrease labor costs
 - \$1.60 to \$1.36 per unit

Timeline:

- This project spanned a few months.

Key Tools Used:

- Black belt skills were used here. Some of which were:
 - Process Mapping
 - Cause and Effects Matrix
 - Process FMEA
 - Hypothesis Testing
 - Process Capability Study
 - Design of Experiments
- SBTI can teach your company and employees these skills

Deliverables:

- One inspection process was removed
- A direct link to product performance was established

Metrics or Results:

- Rework rate was reduced from 55% to under 20%
- \$325,000 Annual Savings to the Company
- Reduction on the amount of inspection required by over 5 people

Lessons learned:

- Previous definition of what requires rework was very subjective and had no direct link to performance
- Before project, there was no clear definition of "good" and "bad"
- Before the project, different levels of defect detection were present



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