

## 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

# Shared Services Organization: Six Sigma Produced Savings of \$34 MM Across Company

### Industry Department:

Shared Services in an Organization

### Process:

Several problems identified, customers mentioned product shipping, billing and credit, and customer service areas.

### Objectives:

- Six Sigma rolled out into several departments of the company
- Ten major projects carried out
- Save \$25 million

### Timeline:

- Results from projects were measured two and a half years after initial executive training began.

### Key Tools Used:

- 10 full time Black Belts
- 9 Champions
- Tools Used include but not limited to:
  - Flow charting, Cause and Effect Matrix, Pareto Charts, Failure Modes and Effect Analysis, Regression Modeling, and Control Plans.

### Deliverables:

- New processes were put into place in many parts of the company, employees were trained in them, and incentive programs relating to performance were also initiated.
- Examples of other improvements made include:
  - Common Processes
  - New Trucking Contracts
  - Fixing Customer and Product Masters
  - Bar Coding

### Metrics or Results:

- Savings of \$34 million were realized
- Perfect order fulfillment increased by 60%
- Breakdown of savings by department:
  - Logistics 50%
  - Customer Service 20%
  - Production Planning 15%
  - Finance and Administration 10%
  - Others 5%

### Lessons learned:

- Six Sigma is not limited to manufacturing and can result in huge gains.

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