

**Results. By the Numbers.
Guaranteed.**



**Operations Improvement:
A Six Sigma Process**

Operations Improvement: A Six Sigma Process Executive Summary

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