



A Phased Approach:

Deploying Lean & Six Sigma into a business is a complex undertaking involving all levels and functions within the business. With this in mind and drawing on its unsurpassed history of corporate deployments, SBTI has a very clear, structured, but highly customizable approach to deployment. Five distinct overlapped Phases of activity take the Client organization through to a fully self-sufficient Lean / Six Sigma status in around 2 years.

Phase 1:

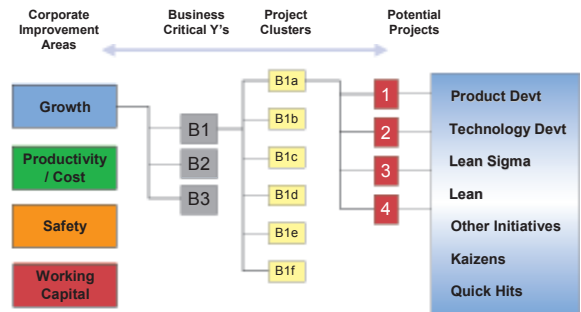
Planning for a Change

Experience shows that the Planning Phase is the most important in order to achieve the >30x ROI that SBTI's services support. Unlike most providers, SBTI does not advise the Client to jump straight to multiple training waves of Black Belts, but encourages the Client to build the foundation of the successful deployment first. This involves the following steps for Phase I:

Executive Planning

Deployment should be driven from the very top. Executives are led through the flow-down structure that ensures a proactive creation of projects aligned with the business strategy.

Executives identify the key metrics or Business Critical Y's associated with the Corporate Improvement Areas. Improvement of these key metrics invokes Project Clusters which can be broken into many different types of projects. Using this approach not only structures the Lean / Six Sigma deployment, but also each and every project (all competing for the same scarce resources) that the Client undertakes. Executives also identify the Steering Committee at this time.



Communication Planning

The first task of the Steering Committee is to ensure clear communication of intent, progress and success. An ongoing communication plan outlines who needs to know what, when and in what form.

Deployment Planning

The Steering Committee is charged with creating and implementing the Deployment Plan, the means by which the right people get the right skills and undertake the right projects to yield maximum benefit for the business.

Financial System Development

Six Sigma and Lean are about validated business results. The finance organization is led through Workshops to ensure they are versed in measuring project business success to ensure reported returns are robust.

Organization Systems Planning

Organizational change is a key part in any deployment. The Human Resource function is led through mechanisms to ensure there is clear succession planning, reward and recognition for all involved.

Champion Selection & Training

Champions form the backbone of any deployment, being key resources in the identification and selection of projects and Belts. Champions ensure project success and are indoctrinated in the motto "there are no failed Belts, only failed Champions". Workshops expose Champions to the roadmaps and tools, along with mechanisms to identify, prioritize, select and review projects.

Project Identification, Prioritization & Selection

Champions continue the flow-down structure initiated by the Executives. By structuring Project Clusters to meet improvement targets on Business Critical Y's, all projects generated immediately align with Corporate Goals and no reactive, force-fitting of projects into strategy is required.

Belt Selection & Training Planning

Champions identify Black Belts to become full time process improvement specialists and Green Belts to undertake the role part time. Only at this stage can the Steering Committee finalize the Training Plan.

Phase 2:

Rapid Profitability Improvement

Rapid return on investment is crucial to the early stages of deployment. After a significant planning period to ensure the right Belts and projects are identified, it is now important to give them the right tools and roadmaps to make rapid business changes. Traditional Six Sigma tools enabled Belts to resolve defect related problems and historically Belts struggled with projects involving the streamlining and flow of processes (reduction of Cycle Times etc.). SBTI's Lean Sigma combines the defect reduction capabilities of Six Sigma with the streamlining capabilities of Lean in a fully integrated roadmap.

**Lean Sigma
Black Belts**

Black Belts undertake 4 weeks of training over a 4 month period. They then undertake projects worth at least \$250k over a 4-6 month period. They use both the Lean and Six Sigma tools in an integrated DMAIC roadmap. Each Wave of Black Belt training yields 15-25 process improvement resources capable of tackling cross functional and even cross-site or cross-divisional process improvement. Black Belts typically complete 2 projects in the first year and should complete 3-4 projects per year in subsequent years.

**Lean Sigma
Green Belts**

Green Belts undertake 2 weeks of training over a 2 month period. They then undertake projects worth at least \$75k over a 3-5 month period. They use the simpler tools from both Lean and Six Sigma in an integrated DMAIC roadmap. Each Wave of Green Belt training yields 15-25 process improvement resources capable of tackling smaller scoped projects, commonly within a single function. Typically an organization will train 5-15% of its people as Green Belts and thus they form the horsepower of any deployment. By completing 2 projects each in year 1, even with just 15 Green Belts, 30 projects are completed first year at >\$75k each, with Belts completing 2-3 projects per year in subsequent years.

Kaizen

Alongside the Belt projects, SBTI encourages use of small series of Kaizen events to generate quick wins, both to generate enthusiasm for the Program, but also to fund it. Kaizen is a key Lean tool and works on the principle of bringing process stakeholders together with the right tools and facilitation for 4-5 days to strip down a business process. Kaizen differs from CAP™ and Work-Out™ in that after the Kaizen event, the change has been implemented, as opposed to just being planned. Kaizen will yield upwards of \$50k annualized from a single event and so becomes a key part of generating the target >30x ROI.

Phase3:**Long Term Growth**

Traditional Six Sigma focused purely on cost savings, which enabled improvement for the early years, but did not provide for future growth. SBTI leads the field in its Growth-base offerings. Bolt-on training to traditional DMAIC trained Belts is just not the right engine for growth. SBTI's 5 week industry standard Design For Six Sigma (DFSS) takes the Client's product development resources and gives them all the right tools and roadmap to identify markets, capture the Voice of The Customer (VOC), generate concepts and then design around manufacturing capability. Once a DFSS developed product hits the market it both sells and is easy and cost effective to manufacture.

Lean Design™

In an integrated Lean and Six Sigma deployment, DFSS is replaced by an enhanced version known as Lean Design™. Lean Design™ augments the standard DFSS tools and roadmaps with tools to proactively consider the Supply Chain element of product development. Lean Designed products not only hit the mark in the market, but are lean to manufacture.

**Marketing For
Six Sigma**

Whereas SBTI's DFSS Program incorporates required Marketing elements for Product Development, MFSS strengthens the Marketing function's other core processes, to ensure a marketing strategy clearly aligned with the business, a balanced portfolio and successful launches.

**Technology
Design For Six
Sigma**

SBTI provides the only training and roadmaps to design and certify new technologies prior to Product Development. Rather than slowing the Product Development Cycle, a new technology pipeline (guided by Marketing) is generated to fill future technology needs.

Phase 4:**Internalization**

SBTI's goal is to have the Client internalize the training and mentoring skills to become self-sufficient over a two year time frame.

Lean Leader®

Early in the deployment the ability to identify, plan and lead Kaizen events is internalized using Lean Leaders. A site Lean Leader™ also takes over the implementation plan for that site, ensuring core processes are visible and measured and any gaps in performance generate potential new Lean & Lean Sigma projects.

Train-The-Trainer

Once viable Black Belts are generated they are used to train new Green Belts on the simple tools, thus internalizing some of the training.

Master Black Belt

SBTI's industry leading MBB Program generates the individuals that become the future trainers and technical leaders for the Program. MBBs learn the required statistical, leadership and podium skills required to internalize the program.

Phase 5:**Strategy Planning**

The capstone on any deployment is targeted at the Executive group to give them the tools and skills to identify and structure the future strategy. The Lean Sigma deployment has effectively given them a capable organization in all processes with the ability to change and grow itself. All that is required is for the Executive to decide the future path for the business.