

PRODUCT HEALTH IMPROVEMENT

CGN entered into a multi-project relationship with a global manufacturer to reduce quality defects by 75% in a 4 month window by building a sustainable organization of rapid response black belts.

Business Problem

The client, a global heavy equipment manufacturer, brought to market a technologically advanced product. With its technological advantage, the product was priced at a premium relative to its competition and was receiving rave reviews in the industry and by its end customers. However, due to severe engineering timing and shortened product lifecycles, design for manufacturability was not fully vetted; and, within a highly complex assembly environment, the client faced a significant quality issue to its direct manufacturing customers, as measured by Parts per Million (PPM). In fact, product health to one particular, large customer reached crisis levels.

CGN Solution

The client engaged CGN in three separate work-streams related to product health:

- Within a highly charged environment, the client hired CGN to substantiate a line of sight on a portfolio of product health improvement programs that would ease major customers' concerns on quality. CGN approached the issue by 1) setting current baselines of product health; 2) identifying targeted areas of improvements and timing; 3) analyzing over-all affect of roughly 20 different programs with overlapping benefits and staggered timing; and 4) producing a report that was presented to the client's major customers providing a road map to improving its product quality.
- CGN worked closely with the client to build and manage a rapid response defect reduction program management office (PMO). An organization of black belts were put into place, processes created, and information tools built to quickly address defects that were being identified at customers' plants. CGN helped create the processes, built the tools, and helped implement the processes and management procedures to institute the defect reduction initiative into the organization. In four months time, PPM to the customer was reduced 75%. Through independent audit, this improvement curve was more accelerated than any previous, similar efforts.

SCOPE

*Critical analysis of programs to improve quality levels.
Development of processes and organizational structure to sustain rapid response teams addressing defects at the customer.*

BUSINESS DRIVERS

Reduce defects; Measure product quality improvement efforts



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- On a third and separate issue, CGN was retained to analyze what could be the optimum level of PPM to the client's customer given the current level of product complexity and manufacturability. This effort was initiated due to debate within the executive office regarding commitments made to the customer. CGN developed a model to calculate optimal PPM, then ran several scenarios to play out some of the discussions at the executive office level. To set the baseline, CGN applied 6 sigma levels of quality to all processes and purchased finish components and determined that a 6 sigma environment alone would not meet customer demands. With that CGN interviewed key improvement programs and existing quality efforts to determine what was required to meet the stringent customer requirements.

Customer Benefit

CGN provided rigorous analysis to several pressing executive level challenges and CGN also worked with the client to create and implement processes and procedures that reduced defects PPM by 75% in four months. This dramatic improvement in quality levels helped the client remain steadfast in premium pricing of its product to the market place.

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