

## ZONE OFFENSE MANUFACTURING QUALITY IMPROVEMENT

CGN assisted this client in understanding, and mitigating high defect rates on a large construction equipment manufacturing line. CGN provided a comprehensive approach and framework to detect and reduce quality defects using a structured approach to gathering, prioritizing, and tracking issues.

### Business Problem

This client was experiencing low first time yield associated with:

- Process Quality – Workmanship, Training
- Material Logistics – Missing Parts, Late Deliveries
- Supplier Quality – Non-compliant
- Product Design – Weak or non-existing specifications

This further resulted in 120+ vehicles being placed on quality hold and requiring rework prior to acceptance by the end customers and tying up \$60M in inventory and delays to end customers. A 24/7 work process was also incurring significant overtime expense.

### CGN Solution

CGN utilized our proven Zone Offense methodology which included:

- Gathered defect quality information from multiple data sources.
- Sorted and prioritized defect information by severity, quality, cost, owner, and other additional areas, if needed.
- Interfaced with black belts, engineers, and stakeholders daily regarding defect responsibility and information.
- Developed management reporting capabilities indicating progress and elimination of defects.
- Developed longer term waterfall projections of defect reductions to provide visibility to meeting future targets.

### SCOPE

*Current manufacturing facilities experiencing product quality problems with launching a new product or in reducing defects with an existing product line*

### BUSINESS DRIVERS

*Low quality; low throughput; high overtime; low customer satisfaction*



For details call: 1.888.RING CGN (1.888.7464.246) or e-mail: [suppliercollab@cgn.net](mailto:suppliercollab@cgn.net)  
NORTH AMERICA | EUROPE | ASIA  
[www.cgn.net](http://www.cgn.net)

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### Customer Benefit

The CGN team working with the key client functional stakeholders initiated corrective actions for 750+ engineering, supplier quality, material logistics, and process quality issues:

- Implemented 404 permanent corrective actions
- Planned and anticipated completion of all corrective actions within 3 months of project conclusion
- Reduced defects per unit by 55%
- Total cost avoidance ~ \$3.2M

Improved throughput across entire assembly process by 25%+

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