## Case 4: Facing a combination of cost & market demand pressures, a rubber products business sought a step change in performance

- There was increasing complexity of the business as it faced increased competition and commoditization.
- They faced tremendous market pressures and had key 6 sigma initiatives underway that needed integration and accelerated implementation.
- There were three explicitly stated and agreed goals: (1) Significant cost reduction, (2) sustainable change by moving roles/responsibilities to the lowest appropriate level and (3) improving the throughput and reliability of the manufacturing operations.
- Any progress must be made in a way consistent and aligned with their Corporate movement toward Empowerment and had to be cash neutral or positive in 1st calendar year.

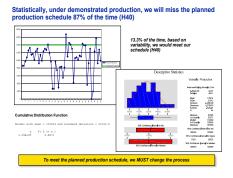


## Impact: They delivered 25% throughput improvement combined with 25% cost reduction

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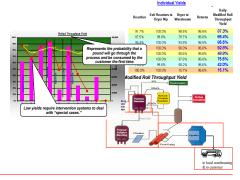
Brown Paper Process Flows

Schedule Attainment Analysis

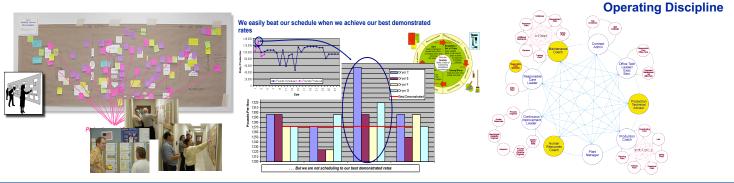


Targeted Capacity Release & Schedule Modification

Reliability & First Pass First Quality Analyses



Org Design / Development (HPT)



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