

Case 5: A global polymer business wanted to make a step-change in its' quality performance: RFG4x

SITUATION

- \$3B(USD) global polymer business; 20+ mfg. locations; 70+ units; complaints had been continuously rising for >5 years and significant shifts in their customers' market shares were occurring and as a result, requirements were changing
- Step change to improve customer satisfaction needed to remain a leader: 4x reduction in the number of customer complaints was required
- Yield improvement of 3-5% was also targeted; waste & defect elimination to improve customer experience & reduce cost

OBJECTIVES

Culture (BU & Organization):

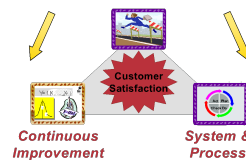
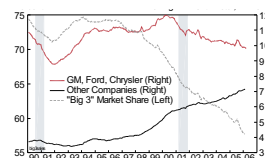
- Implement a quality culture change process that achieves a step change across all BUs – make (quality) waste visible

Competency (People & Organization):

- Improve problem solving capability and customer focus in complaint handling by building site specific & broader BU programs/plans that improve the product quality to AP performance levels
- Establish a standard tool kit for quality improvement

Capability (Processes & Equipment):

- Expand current practice of process capability assessments to reflect new, more stringent market requirements
- Accelerate opportunistic, targeted quality improvement efforts (complaint reductions) for Top Issues (by business, both service & product)

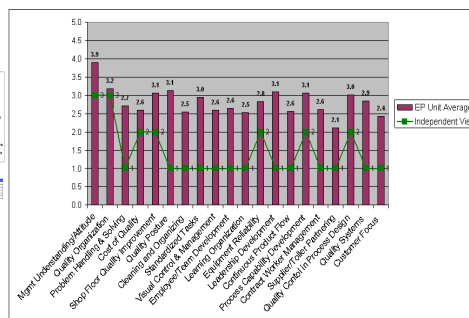
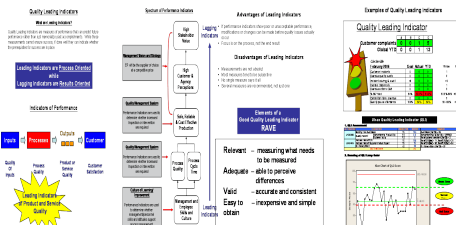


Impact: A number of tools & methods helped realize a step-change in performance including a significant reduction in number of defects, **\$150MM** reduction in inventory & **\$200+MM** cost savings

Quality Toolkit

20 Keys

Kazien



Site Issue	EPIE CUSTOMER WW												
	Client Mgmt	Top Piece	Material	Component	Fluoropolymer	Decorative	Anhydride	Black	Thermoplastic	Specialty Compounding	Jobs Heating	Final Distribution	Wilmington Customer Service
Black Spots													
Contamination (Cross Other/Metal)	4	0	0	11	5	0	4	6	4	3			
Packaging													
Other	4			6	3				4	3			
Phys. Propg. - Mismatch Part Def. (177)				5	12		3						
Delayed Packaging												91	30
Customer Service Error												18	43
Label/Missed Delivery												8	37
Label Error												8	8
White Service													
Breaking/Cracking (Decor)												4	4
Miscellaneous (Filaments)												9	8
Incorrect Orientation (Vespel)												5	2
Improper Quantity (Vespel)												5	2
Label Error (Vespel)												5	1
Miscellaneous (Filaments)													
Caliper (Filaments)												10	1
Contamination (Filaments)													
Color (Filaments)													
Label In Transit (Filaments)													
CS Error (Filaments)													
Doc. Wrong/Missing (FPA)													
White Service (Filaments)													

47 events targeting a reduction of 482 complaints of 1559 total in (31% reduction)

Value Stream Mapping

Pull Pilots

Lean CI Champions & Global "Centers-of-Competency"

