

Implementing Lean into a Six Sigma Environment

Science and Chemical company is leveraging the power of lean and end-to-end process management under its existing 6σ umbrella to transform to achieve its corporate ambition.



Lean



Six Sigma



Supply Chain



IT/SAP



Change Mgt

- Market : Science & Chemicals
- Client : Turnover : \$30B
Customers : global, regional
Employees : 60,000+

CLIENT ISSUE

DuPont was having significant success integrating lean methods, tools and concepts with their existing six sigma program in Operations and business unit supply chains. DuPont leaders saw the opportunity to begin leveraging the lean enterprise tool kit into their enabling functions and processes in support of its Corporate Simplification and Standardization effort and capture more value from their investment in SAP. With the goal to improve end-to-end **process capability** to execute business plans and deliver customer expectations, they sought to increase the velocity of product, information, and money represented by significant reductions in cycle time, improvements in internal customer service and doing both at lower cost. A variety of pilot projects were targeted including streamlining, standardization and simplification of the SAP change request process, improving an IT logistics / SAP systems and process interfaces, and redesign of the Corporate Time and Expense system. As these efforts were cross-functional, involved IT systems, and transcended multiple business units, they required strong collaboration among the various groups.

SOLUTION / APPROACH

- Developed clear problem statements and established proper ownership and governance for individual pilot projects – ensuring strong sponsorship; established “Triads” to leverage key capabilities of line management, 6σ & external support - a unique way to deliver accelerated, sustainable results
- Used a rapid analysis process to quickly identify the major areas of opportunity; a combination of integrated Lean and Six Sigma tools were used to identify and quantify the entitlement based; developed the baseline and business case and secured alignment around the ambition/targets
- Identified the current states – starting with (1) Training to define waste, learn to see waste, adopt Lean thinking, believe everything can be changed; (2) Information Flow analysis (i.e. order placement / storage of material / Customer order placement / shipping the order / Freight settlement / Customs Management) for root causes ID; for each root cause developed standard response [definition of Issue + Ideal remedy + Quick fix + Benefit]
- Used Kaizen as the preferred implementation tool to help make rapid changes in a culture that has a history of slow pace of change
- Developed target states and quick hits including implementation of appropriate SOP and standardization of data
- Developed action plans that combined with appropriate governance ensure execution with immediate, 30 & 60 day plans and checkpoints

CLIENT BENEFITS

The pilot projects have more than meeting the client's expectations:

- (1) 85% reduction in errors (vs target 70%); reduction in FTEs with the current usage and enabled incorporation of rest of SBU without headcount increase
- (2) >50% cycle time reduction in SAP change request (PQR)
- (3) Significant cycle time reduction for time and expense system enabling more time for higher value activities

OUR DIFFERENTIATORS

- Triad approach driving accelerated business benefits
- Kaizen process, integrated tools & methodologies
- World class change management to capture buy-in and lock in benefits
- Experienced team - bringing industry know-how, business knowledge, & consulting skills



Europe



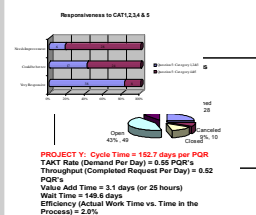
North America



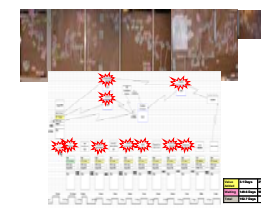
Asia/Pacific

We used a number of different tools & methodologies

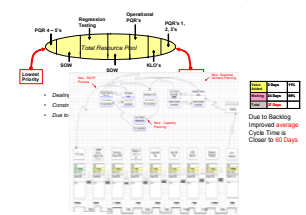
Problem Definition; Baseline & Business Case



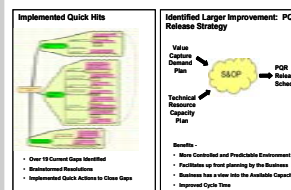
Current State & Value Stream Mapping



Root Cause Identification & Future State Mapping



Quick Hits & Larger, Longer Term Improvements



Kaizen Events



Project Design, Management & Benefit Tracking

