



Performance Intervention

A Department of Defense Manufacturing Company

Case
Studies

Abstract

A global defense contractor faced increasing supply demands that exposed the weakness of their quality system resulting in escalating internal and external rejects, missed shipments, and loss of customer confidence.

Challenge

- Stop flow of sub-standard product .
- Control shipping to insure suspect product does not get to the customer. Control manufacturing operations to insure suspect product does not advance in the process.
- Identify, contain, and improve suppliers impacting manufacturing process.
- Eliminate process deficiencies creating non-conformances and constraining product flow.

Execution

- Clarify and communicate product standards to suppliers, manufacturing, and customers. Visually display standards in key inspection areas.
- Implement lean strategies such as, one piece flow, build in station, error-proofing, and Andon (operation support).
- Prioritize and track improvement projects (Master Dot) aimed at quality and productivity improvements.

Result

Customer rejects were reduced from 5% to less than .1%. Internal rejects were reduced from 22% to less than 2%. On time shipments were increased to 100%, and production was reduced from 7 days to 5 days. Manufacturing costs were reduced by 40%.