



Case Snippet: Lean Six Sigma Deployment for a Global Engineering Services Provider

• Situation & Challenges

A global engineering services provider conducted a customer satisfaction survey and discovered that its turnaround time was a major source of customer dissatisfaction. Customer complaints ranged from long quotation lead times to long turnaround times of its engineering services.

• Our Approach

We presented an approach to implement Lean Six Sigma as a company-wide initiative so as to improve its responsiveness to customers. It involved the setting up of a high-level cross functional team to map the end-to-end process from quotation to delivery of engineering services. Data and information collected pointed to several areas for improvement. Using Lean principles with basic Six Sigma methodology, working teams around the world were set up to reduce the lead times (mean and variability) in the quotation and engineering delivery processes. The major waste identified included long waiting time, processing time and rework arising from defects. Cross training, work sharing and daily management were also implemented to improve speed.

• Results

Achievements made in key lines of businesses within twelve months of Lean Six Sigma deployment:

- Mean quotation lead time reduced from over two weeks to less than 5 days
- Reduction in rework by over 25% within six months
- Reduction in engineering services turnaround time by over 30% within nine months
- Improvement in communication and teamwork
- Improvement in customer satisfaction levels