

The DSBG Six Sigma Initiative

DSBG has been committed since 1990 to the concept of Total Quality Management. The company's Quality System has been certified by the British Standards Institute and the company has twice won the Israel National Quality Award.

DSBG's implementation of Total Quality Management focuses on the convergence of quality principles and marketing principles. DSBG's approach combines cause (management for quality) and effect (product quality, customer satisfaction). It positions the customer in the center of all processes and improvement activities.

Following its customers (GEP, Kodak and others), DSBG initiated its own Six Sigma program towards the end of 1999. The stated goals in implementing Six Sigma are to enhance DSBG product quality, attain Six Sigma in key processes and increase customer satisfaction.

Six Sigma qualities is a statistical measure assessing a desired result. In concrete terms, achievement of Six Sigma translates into reaching a target of no more than 3.4 DPO (Defects Per Million Opportunities). This quality level must be attained in every function of the business - manufacturing, customer service, marketing, design and administration.

One of the principles of Six Sigma is to operate throughout the organization as a customer and market-driven company, to be a company that is committed to achieving excellence in the quality of its products and services and to satisfy the needs and requirements of its customers.

In 1999, DSBG launched 15 Six Sigma projects supported by intensive training programs for prospective DSBG Black Belts. In 2000 an additional set of Six Sigma projects was launched and, in total, DSBG has trained 30 Black Belts.

The DSBG road map for Six Sigma implementation consists of five phases:

Decide: determine specific reasons for implementing the strategy.

Prepare: develop an implementation plan, define and allocate resources and organizational infrastructure.

Start: launch and evaluate pilot projects, identify opportunities for improvement, evaluate the company quality culture.

Expand: new areas and company levels.

Integrate: determine strategic quality objectives and deployment, train all company employees.

During the first half of 2002, DSBG was in the “expand” phase. About 10 Six Sigma projects were completed successfully.

Over one hundred managers, including the company’s top management, completed a 4-day introductory Six Sigma course. Over two hundred company employees have participated in a one-day introductory course.

The main training program is the training of “Black Belts”. This is an intensive five-week program spread over 6 months. In order to complete the Six Sigma Black Belt training, participants must successfully complete a Six Sigma project.

The training curriculum includes “technical” skills and “soft” skills. A partial list of the training topics includes: Six Sigma fundamentals, quality methodologies, process metrics, FMEA (Failure Modes and Effect Analysis) VOC/QFD (Voice Of Customer, Quality Function Deployments), Statistics, DOE (Design Of Experiments), statistical software, handling barriers to improvement, teamwork, presentation skills, Process Mapping, System Thinking.