

# Six Sigma Drives Organizational Success

University of North Florida's Six Sigma program is quickly helping local companies see improvements in key processes. A recent example is Vanguard/GMAC Realty, a leading Jacksonville realtor. Pete Dalton, Vanguard's CEO, recognized that to further improve on Vanguard's already high levels of employee and customer satisfaction, Vanguard would have to embrace a more sophisticated, proven methodology for process improvement.

Said Dalton, "Vanguard has been extremely successful in growing and in improving the customer experience. To continue to improve at the same pace will require a more sophisticated, robust process improvement methodology. That's why we have chosen Six Sigma." After Vanguard's leadership team underwent training in how to successfully deploy Six Sigma, a select group of employees and business partners began their training as Six Sigma team leaders,

known as Black Belts and Green Belts. Undertaking projects selected by Vanguard's leadership, the Six Sigma teams are currently in the process of addressing several key opportunities for improvement. Dalton noted, "As the teams move forward, I anticipate that we will see significant improvements in our key processes. We see Six Sigma as a key part of ensuring Vanguard is the realtor of choice in the greater Jacksonville area."

Vanguard's experience with Six Sigma is not unique. Organizations of all types can utilize Six Sigma to address key problems and business issues. Several representative projects undertaken under the guidance of UNF trainers and consultants are presented below.

A machining/assembly operation which was experiencing high rates of scrap product serves an excellent example of Six Sigma driving cost reductions. The excessive scrap was creating cost issues and was jeopardizing customer production schedules. Utilizing the Six Sigma methodology, a team was able to identify key sources of variation. Primary tools utilized during the project were measurement system assessment and design of experiments.



**Keith Gardner**  
UNF Center for Quality

Scrap was reduced by 87% with savings of \$1.2 million per year. Public sector and non-profit organizations can also benefit from Six Sigma. One UNF client, a district of a governmental agency was experiencing annual budget

cuts in all areas due to declining tax revenues. The agency found itself unable to meet its client obligations with the reduced travel budget. Using Six Sigma tools such as process maps, FMEA and applied statistics, the team was able to reengineer the client assignment process, such that the cost for required client travel was reduced by 30%, generating a significant portion of the required 20% savings in the total travel budget.

Another useful example, relevant to organizations of all types is improving an accounting process. A steel manufacturer's number one customer complaint was over billing. Complaints were running at approximately 60 per month in the most recent year. Customer retention was being threatened by a poor billing process. Using the Six Sigma methodology, the team was able to identify the process flaws that allowed over-billing to occur.

Additionally, the team identified key process "roadblocks" in each department. The process was reengineered, partially automated and sales and accounting personnel were trained. Within four months, the process reengineering was completed and complaints were averaging 4 per month. Concurrently, the team discovered that significant under billing was going unreported by clients. A 95% reduction in under billings saved the company \$360,000 annually.

Six Sigma projects do not just generate cost savings. Rather, most Six Sigma projects address improved customer satisfaction, reduced costs, increased productivity, reduced cycle time and/or improved employee satisfaction/retention. However, Six Sigma programs generally pay for themselves with the first wave of projects, meaning the payback period on the investment is approximately six months. As Pete Dalton of Vanguard/GMAC Realty noted "while as CEO, I appreciate the rapid payback on our investment, the real benefit is allowing us to give our salespeople in the field a better experience as well as providing a quality product for our clients."



## Six Sigma Black Belt For Service Organizations

Attendees of this Center for Quality Six Sigma program will gain a strong knowledge of how to apply the Six Sigma methodology to effectively lead Six Sigma teams in generating process improvements.

### Who Should Attend

Individuals in service organizations or service functions who wish to lead Six Sigma improvement teams and utilize Black Belt tools to drive cost reductions and improvements in quality, productivity and customer satisfaction.

### Duration

160 hours - 20-day course  
(four sessions, non-concurrent weeks)

Class will meet for four, one-week sessions:  
July 17-21; August 21-25; September 25-29 and  
October 30 - November 3

### Investment

\$7995.00 per person

### Special Introductory Offer for Jacksonville, Florida!

Send three people from the same organization and the third person attends the course for free!

For more information or to register, log onto our website at [www.unfcenterforquality.com](http://www.unfcenterforquality.com) or call 904.620.4270



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