Centre for Competitiveness
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Company:	**Copeland**
Sector:	**Manufacturing**
Project:	**Six Sigma**

Productivity Improvement
Learn how to maximise output from your assets

Cool Improvements in Copeland

“The significant problems we face cannot be solved by the same level of thinking that created them.”

Albert Einstein

Copeland Ltd is just one of the many good local examples of the benefits that the Centre for Competitiveness can bring to organisations through the application of Six Sigma; a leading business improvement tool focused on practical, results orientated problem solving.
The objective was to provide the organisation with the tools and techniques required to enhance its performance, realise real benefits and save money.

The deployment of Six Sigma in Copeland Ltd delivered:

- **Reduced handling damage on the assembly line.**
- **Significant reductions in down time**
- **Cost savings of over £28,000 within a 5 month time frame.**

About Copeland Ltd

Copeland Ltd is a local compressor plant based at Cookstown. Part of a larger multi-national company based in the US, Copeland manufacture scroll compressors for the air conditioning and cooling industry.

Employing 250 people, Copeland strive to continually meet the highest standards of excellence in the manufacturing process.

In order for Copeland to improve their manufacturing outputs and reduce scrap levels and ultimate the associated costs of scrap they embarked on a Six Sigma programme with the Centre for Competitiveness.

The Project

The first project the Six Sigma team embarked on was the task to reduce the handling damage at one part of the assembly line. With a target reduction in damage of 65% (from 2179 PPM to 750 PPM) to be realised within 5 months, a cost saving of £28,000, the team had an ambitious objective to strive towards.

The root cause analysis and problem identification stage revealed that partially built compressors were being dropped in one part of the production line, this not only resulted in damaged short blocks, but also in time delays.

With a failure rate of 2179 PPM (equating to an associated annual cost of £40,000) to tackle, the project goal was clear.
Once the priority problem and goals were defined the team then started working the problem by gathering information through a number of techniques, including:

- Process Mapping;
- Data Collection of specific handling damage details (date, make, model, shift, fault code);
- Cause & Effect Analysis;
- Problem Solving brainstorm sessions and
- Analysis & Selection of the best solution;
- Action Plans and
- Control Plans to ensure regular review and monitoring of results.

Benefits

The key benefits directly resulting from the Six Sigma project included:

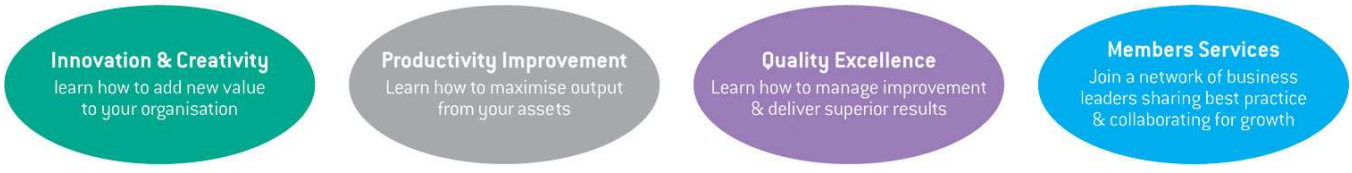
- A 65% reduction in waste/damage
- Annual savings of £28,000
- The development of team working and the skills of staff
- Improved internal ability to problem solve

Key Learning Points

The team, and others involved in the project, have learned the importance of reliable data – this is necessary if key inputs are to be identified. Their culture is now focused on the philosophy of fact and thought and actions now reflect that of “the data shows” rather than “I think”.

What Happens Now?

The company is completing other Six Sigma projects and has identified other areas within its manufacturing and non-manufacturing processes that will benefit from the Six Sigma approach.



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