

KPMG's Six Sigma Training Programs

Previous improvement initiatives have typically focused on small, incremental improvements. The Six Sigma methodology is a business philosophy that incorporates proven statistical and problem solving techniques focusing on the reduction of variation, cycle time, and waste to significantly improve quality, cost, and time performance to achieve a quantum leap improvement.



**KPMG: Part
of the
Solution**

What is being said about Six Sigma Performance ?

We believe that Six Sigma provides quantum leap process improvements and adds significant contribution to the bottom line.

This is what industry leaders are saying:

“Six Sigma techniques applied at GE resulted in annual bottom line benefits exceeding \$750,000,000.”

1998 Annual letter to share holders, Employees and Customers

“Each black belt is to take on four to six projects a year and each project is expected to save Noranda a minimum \$2000,000 a year”

Dave Goldman, COO, Noranda Inc., Industrial News

“Six Sigma saved Allied Signal \$175 million in 1995. I expect it to double next year.”

Richard Wallman, CFO, Allied Signal, Global Finance

“We have invested more than a billion dollars in the effort, and the financial returns have now entered the exponential phase – more than three quarters of a billion dollars in saving beyond our investment in 1998, with a billion and a half in sight for 1999”

Jack Welch
Chairman GE,
1998 Annual Report

“Motorola, where Six Sigma was born, has saved \$15 billion during 11 years of Six Sigma discipline”

Joseph De Fero, Training & Development, July 2000

Six Sigma Training Programs

For those organizations seriously considering implementing the Six Sigma methodology, KPMG provides the following trainings:

- Six Sigma Executive Training
- Six Sigma Black Belt Training
- Accelerated Six Sigma Black Belt Training
- Six Sigma Green Belt Training

Six Sigma Executive Training

KPMG provides a two-day executive training program to provide a thorough understanding of the principles of Six Sigma methodology and its tools. The program includes:

- Actual examples of variation and how to reduce or eliminate variation using the methodology
- Establishing strategic business objectives
- Identifying specific Six Sigma project opportunities
- Establishing roles and responsibilities
- Drafting business metrics
- Drafting a Six Sigma deployment strategy.

Our Six Sigma Executive Training program is designed and targeted for senior executives.

Six Sigma Black Belt Training

"Black Belts" a term created by Motorola and the Six Sigma Academy, are on-site Six Sigma implementation specialists, agents of change, fully responsible for driving business results through the application of Six Sigma tools and techniques. Black Belts require specialized training to gain a thorough understanding of Six Sigma philosophy, methods and quality management tools and techniques.

KPMG's Six Sigma Black Belt training consists of a comprehensive four-phase program. These training phases are conducted one week a month over a four-month period.

Our five-phase DMAIC approach includes:

- Define
- Measure
- Analyze
- Improve
- Control

Phase 1 – Define & Measure

This week covers the Six Sigma improvement concepts. Major learning topics and discussions include the need for change, project selection and assessment, project management, process mapping, measurement, system analysis, process capability analysis and basic statistics.

Phase 2 - Analyze

During this week, the improvement teams concentrate on the tools and methods used to analyze data collected during the measure phase and appropriate problem solving tools.

Phase 3 - Improve

The focus of the third week is Improve. Topics of discussion include Design of Experiments, Lean Manufacturing and Design for Six Sigma principles.

Phase 4 - Control

During this week, teams concentrate on the various aspects of Control to ensure that the project improvements are realized and sustained. Learning topics include mistake - proofing, statistical process control, project closure, project standardization, improvement visibility and course review.

Benefits of Utilizing Black Belts

Commonly reported claims resulting from the efforts of dedicated Six Sigma Black Belts include:

- Average project savings between Rs. 25 lakhs to Rs. 1 crore
- Annual company savings between Rs. 2.5 crores to Rs. 5 Crore per Black Belt.
- Conservative ROI from 5:1 up to 30:1

Accelerated Six Sigma Black Belt Training

The KPMG accelerated black belt program follows the DMAIC model and teaches both the soft and statistical skills needed to effectively lead projects. This is a two week accelerated program where in participants will be given complete application knowledge to lead Six Sigma projects.

Participants registering for this program will need to identify a project and carry details of the same to the workshop so that detailed exercises on the projects can be carried out during the course. Upon registration for the program KPMG will provide guidelines for the selection of projects.

The two-week session is highly interactive with hands on application of tools and techniques through computers. The unique methodology focuses on teaching the participant's application of tools and techniques with emphasis on interpretations.

Training Course Availability

Our Six Sigma Black Belt Training Programs accommodate upto 20 participants and is conducted as an open registration program. This program can also be conducted on site with a minimum of 10 participants.

Six Sigma Green Belt Training

“Green Belts” a term created by Motorola and the Six Sigma Academy, are those individuals trained to support and assist the Black Belts in Six Sigma implementation and process improvement projects. Green Belts require sufficient training to understand selected elements of Define, Measure, Analyse, Improve and Control.

KPMG’s Six Sigma Green Belt Training consists of selected topics chosen from our Black Belt Training program. These selected topics are covered in a one-week training program. Training topics include:

- Overview of Six Sigma
- Understanding the need of change
 - Change methodology
 - Overcoming resistance to change
 - Cost of Poor Quality
- Project Selection
 - Problem Statement
 - Project Charter
- Understanding Data
 - Types of Data
 - Scales of Measure
 - Data Planning &Collecting
 - Sampling
- Measurement Error
 - Attribute Gauge R&R
 - Variable Gauge R&R
- Problem Solving tools
 - Cause and effect analysis
 - Pareto Analysis
 - Failure Mode and Effect Analysis
- Statistical tools
 - Visual Data
 - Correlation of Data
- Statistical Process Control

Benefits of Utilizing Green Belts

Greater awareness of Six Sigma deployment, methodology and tools.

Greater assistance for Black Belts leading to more improvement projects resulting in increased corporate savings. Provides proficiency to address and tackle smaller “Green Belt” projects.

Training Program Availability

Our Six Sigma Green Belt Training Program accommodates up to 20 participants and is conducted as an open registration program. This program can also be conducted on site with a minimum of 10 participants.

Our Team

The asset KPMG brings to this project is our people. We have a multi-disciplinary team of professionals with extensive experience in Six Sigma, QS, ISO, BS7799, TS16949 and other Quality Management Systems

