

## Leading from the Front in Quality

B&D (which stands for Byrne and Davidson) Doors & Openers is an iconic Aussie company that has been around since 1946. They make roller doors and shutters for the residential and industrial markets, and export to 22 countries globally with operations in 3 states as well as New Zealand and Hong Kong.

An important part of the B&D Quality Commitment is that if any product does not meet the expectation of the customer, the customer is able to claim a “warranty”. B&D will either repair the product or replace the product completely.

While the overall volume of these warranties is low, B&D was keen to investigate its own processes to see if they could improve. So they decided to form the Warranty Cost Reduction Team at their Victorian operation in Kilsyth.

**Figure 1 – The Warranty Cost Reduction Team**

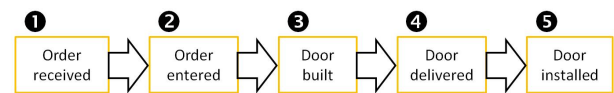


(L to R): Sandra Parker (NCR Administrator), Leon Thebus (C.I. Coordinator), Diana Leenaerts (Credits Clerk / NCR's), Craig Moss (Afternoon Shift Co-ordinator & Team Leader), Helene Gaffney (Sales Admin / NCR's), and Motty Padova (Customer Service Manager).

### What Process Did the Team Follow?

The team first mapped the complete process, from receiving the order, to installing the roller door (as seen in Figure 2).

**Figure 2 – Process Flow Map @ B&D**



The team then focused on the most ‘upstream’ area, Sales and Order Entry as any deviation here would cause much greater issues ‘downstream’.

The Team surveyed all of the Sales and Order Entry staff, asking them what problems they were experiencing within their own process.

The feedback was consistent:

- Staff believed that there was large variation in how sales orders were received from customers;
- Some orders were difficult to read; and
- Some orders had important information missing.

These three scenarios all lead to the wrong information being passed onto Manufacturing. Therefore, if the door was not to the required specification of the customer it would need to be manufactured again.

The problems identified within the process reinforced the staff feedback. Each problem was further broken down to understand the root cause.

**Figure 3 – Order Entry Process Flow Map**



The solutions identified involved standardisation of how information was received, as well as simplification of how the order was processed. The experienced

members of the team began documenting the most efficient way to perform the process.

The team initiated a process of double-checking with the customer if any information was unclear, which also involved educating the customer about the required information so that errors could be eliminated.

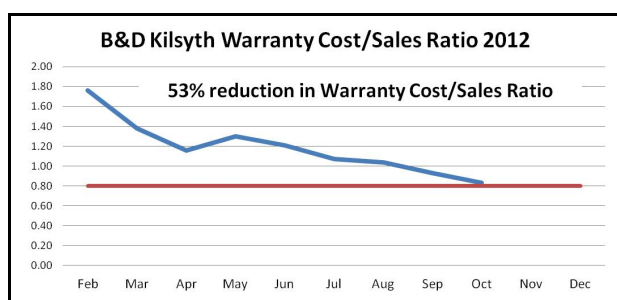
As a result of the work the team completed, some further initiatives were also put in place:

- The National Dealers Conference was used as a way of communicating to the dealers the importance of obtaining accurate information, where the supply of procedures and checklists helped to reinforce this message;
- Dealers were invited to the factory to understand the quality control process and understand how the risk of damage is minimised within the plant;
- The drivers who transport the roller doors were informed via weekly toolbox meetings the B&D standards for loading and transporting roller doors; and
- A continuing weekly meeting occurs with Order Entry, Manufacturing and the Continuous Improvement Leader to identify further issues and tackle them as they arise.

### Results Achieved so far:

In the Sales and Order Entry area, errors from incorrect orders have reduced dramatically. The direct reduction in these errors has lead to **90% cost saving over the last 6 months.**

The key measure used within the B&D group is **Warranty Cost as a ratio of sales.** This measure has shown a **decrease of 53% from February to October** at the B&D Kilsyth site.



### Some of the Key Lessons learnt:

- Collating data to perform accurate analysis was sometimes difficult;
- Not all team members were available for all meetings so extra time was spent bringing people “up to speed”;
- Documenting the SOPs for the Sales Confirmation and Order Entry process is only the start, the team needs to develop a review process to ensure these reflect the most efficient way to do the work; and
- Standard order form has been distributed but some Customers are still resistant to using it, further follow-up and education is required to ensure full participation.

The Warranty Cost reduction activity continues to be a focus for the whole B&D supply chain.

In a competitive manufacturing market for roller doors and shutters, B&D understands that to maintain its edge as a quality manufacturer it needs to continually review its own quality systems.

It is the quality of the B&D product as well as its responsiveness to the marketplace that will help maintain its premium position in the Australian marketplace for a long time to come.

CTPM supports B&D’s commitment to quality and congratulates the Warranty Cost Reduction Team for a job well done. We look forward to future successful teams from the Kilsyth site.

For further information please contact:



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