

# PPM Reductions for Toyota Gear Knobs

## Client:

WHSmith & Sons (Tools) Ltd., producers of plastic injection moulded components to the automotive, leisure, home products and electronics industries

## WHS Requirements:

Reduce Parts Per Million (PPM) rejects to the customer's required level

Improve Right First Time (RFT) quality throughout the Gear Knob production line



## Capella's Input:

Delivered support for a range of projects over a 4-year period, gear knob PPM reduction being one of the latest

Provided 1:1 coaching support for Green and Black Belt Project Leaders and team members to scope and deliver individual improvement projects

Facilitated reviews with senior management team to increase understanding of the issues being reviewed

Modified programme timing and content to meet WHS' operational needs

Engaged and trained key suppliers through a Network Improvement Programme



WHSmith & Sons (Tools) Ltd.

## WH Smith's Results:

90% reduction in Toyota gear knob PPM rejects

Improved leather cutting die development procedures to avoid issues arising in gear knob design phase

Removal of 100% inspection 'firewall' after implementing quality improvements on the production line

Improved communication and gained buy-in from shop floor, building relationships through cross-functional teams

Developed relationships across functions, gaining improved understanding of the issues affecting customer products

“ I've thoroughly enjoyed the whole programme ”

Saima Javid  
Project Manager

“ I've learned new tools and techniques – a benefits for myself and others ”

Darren Linnecor

