

Editor's note: This department features Six Sigma related content excerpted from the annual reports and other communications produced by a variety of the world's most successful companies.

FEATURED COMPANY:

Textron



*Lewis B. Campbell,
president and CEO*

FROM TEXTRON ANNUAL
REPORTS AND OTHER
SOURCES

Excerpts from Textron's 2001 Annual Report: Textron's unique Six Sigma model is a comprehensive, common set of tools and techniques rigorously applied to all operating and functional areas to eliminate waste, reduce variability and accelerate growth and innovation.

While the concept of Six Sigma is not new, our unique combination of best practices and powerful methodologies into a single, holistic approach makes Textron Six Sigma the most important improvement process at Textron. Early business unit efforts provide a strong foundation from which Six Sigma will be vigorously deployed.

Textron Six Sigma begins with the understanding that while most companies measure their average performance, customer experiences are shaped not by the averages, but by variances—the occasions when a product or service doesn't meet quality expectations.

We are laying the groundwork for Textron Six Sigma by identifying many of our best and brightest leaders to spearhead our effort. Initially, 225 specially trained full-time Black Belts will implement Six Sigma throughout our organization. They will be trained to use a complete set of tools and will focus on projects that move the needle on our most critical performance measures.

Excerpts from Textron's 2002 Annual Report: We're taking action ...

- Instilling Textron Six Sigma methodologies and philosophies throughout the organization.
- Trained nearly 700 employees in Textron Six Sigma, including 225 full-time Black Belts, and completed more than 100 projects in the program's first year.

Excerpts from Reuters, Sept. 10, 2003: Campbell said Textron, the maker of Cessna airplanes and Bell helicopters, is managing its top 150 executives much more aggressively as the Providence [RI] based company makes several moves to increase productivity and performance. Campbell values executives who have experience in Six Sigma waste cutting programs.

From Zacks Investment Research Inc., Nov. 20, 2003: Textron said it performed slightly above its range of expectations for the quarter, thanks to its extensive cost reduction initiatives such as restructuring, Textron Six Sigma and supply chain management. Analysts liked what they saw and have kept the company's earnings estimates for this year and next above levels from three months ago to the tune of +6% and +5% respectively.

From CIO.com, Dec. 1, 2003: Nine CIOs at Textron saved a total of \$5 million in IT expenses in six months months using Six Sigma. 