

# SIX

Software  
Quality  
Improvement

# SIGMA

Success Stories from Leaders in the  
High Tech Industry

VIC NANDA  
JEFF ROBINSON,  
Ph.D.

6 $\sigma$

Infosys<sup>®</sup>  
POWERED BY INTELLIGENCE  
DRIVEN BY VALUES

xerox 

 MOTOROLA

EMC<sup>2</sup>  
where information lives<sup>™</sup>


Seagate 

 TATA  
TATA CONSULTANCY SERVICES

IBM

CONVERGY'S  
Outthinking Outdoing

  
CISCO

 THOMSON REUTERS



# CONTENTS

	Foreword .....	xi
	Preface .....	xiii
	Acknowledgments .....	xvii
	About the Editors .....	xix
<b>CHAPTER 1</b>	<b>Executive Overview of Six Sigma .....</b>	<b>3</b>
<b>PART ONE</b>		
<b>DMAIC Projects</b>		
<b>CHAPTER 2</b>	<b>DMAIC Primer .....</b>	<b>27</b>
	Jeffrey A. Robinson, Ph.D.	
<b>CHAPTER 3</b>	<b>How Motorola Minimized Business Risk before Changing Business-Critical Applications .....</b>	<b>47</b>
	Vic Nanda, Motorola	
<b>CHAPTER 4</b>	<b>TCS Reduces Turn-Around Time for Software Change Requests. ....</b>	<b>69</b>
	Siddharth Kawoor, Tata Consultancy Services	
<b>CHAPTER 5</b>	<b>Defect Reduction .....</b>	<b>97</b>
<b>CHAPTER 5A</b>	<b>How TCS Helped a Major Global Bank Reduce Customer Complaints .....</b>	<b>99</b>
	Deepak Ramadas, Tata Consultancy Services	
<b>CHAPTER 5B</b>	<b>Improving Test Effectiveness the Six Sigma Way .....</b>	<b>119</b>
	José Antonio Mechaileh and Alecsandri Dias, Motorola	
<b>CHAPTER 6</b>	<b>Help Desk Improvement .....</b>	<b>143</b>
<b>CHAPTER 6A</b>	<b>EMC: Improving Development Productivity .....</b>	<b>145</b>
	Rich Boucher, EMC <sup>2</sup>	

<b>CHAPTER 6B</b>	<b>Infosys Helps a Global Bank Reduce Business Risk from Errors in Online Banking Applications</b> . . . . .	159
	Prakash Viswanathan and Anshuman Tiwari, Infosys	
<b>CHAPTER 6C</b>	<b>Infosys Significantly Reduces Telecom Client's Operational Expenses</b> . . . . .	173
	Prakash Viswanathan and Anshuman Tiwari, Infosys	
<b>CHAPTER 7</b>	<b>Productivity Improvement</b> . . . . .	189
<b>CHAPTER 7A</b>	<b>TCS Improves Fraud Detection for a Global Bank</b> . . . . .	191
	Asheesh Chopra, Tata Consultancy Services	
<b>CHAPTER 7B</b>	<b>Infosys Improves Software Development Productivity for a Large Multinational Bank</b> . . . . .	213
	Prakash Viswanathan and Anshuman Tiwari, Infosys	
<b>CHAPTER 8</b>	<b>DMAIC Conclusions and Lessons Learned</b> . . . . .	231

## PART TWO

### Lean Six Sigma Projects

<b>CHAPTER 9</b>	<b>Lean Primer</b> . . . . .	235
	Jeffrey A. Robinson, Ph.D.	
<b>CHAPTER 10</b>	<b>Leaning Six Sigma Projects: How to Run a DMAIC Project in Five Days</b> . . . . .	253
	Jeffrey A. Robinson, Ph.D.	
<b>CHAPTER 11</b>	<b>How IBM Reduced Help Desk Escalations and Overhead Activities</b> . . .	273
	Timothy Clancy, IBM	
<b>CHAPTER 12</b>	<b>Motorola Realizes Significant Cost Avoidance by Streamlining Project Documentation</b> . . . . .	291
	Vic Nanda, Motorola	
<b>CHAPTER 13</b>	<b>Boiling the Ocean with Value Streams, Kaizens, and Kanbans</b> . . . . .	311
	Timothy Clancy, IBM	

<b>CHAPTER 14</b>	<b>How a Global Retailer Improved the Reliability of Software Development and Test Environments</b> .....	<b>339</b>
	Sanjay Dua and Ambuli Nambi Kothandaraman, Tata Consultancy Services	

<b>CHAPTER 15</b>	<b>Lean Conclusions and Lessons Learned</b> .....	<b>361</b>
-------------------	---	------------

### **PART THREE**

## **Design for Six Sigma Projects**

<b>CHAPTER 16</b>	<b>DFSS Primer</b> .....	<b>365</b>
	Eric C. Maass, Ph.D., Medtronic, and Patricia D. McNair, Raytheon	

<b>CHAPTER 17</b>	<b>How to Radically Streamline Your Business Processes</b> .....	<b>379</b>
	Bill Cooper, Motorola	

<b>CHAPTER 18</b>	<b>How Motorola Reduced the Effort Required for Software Code Reviews</b> .....	<b>409</b>
	Fernanda de Carli Azevedo Oshiro and Luiz Antonio Bernardes, Motorola	

<b>CHAPTER 19</b>	<b>Predictive Engineering to Improve Software Testing</b> .....	<b>429</b>
	Patricia D. McNair and Eric C. Maass, Ph.D., Motorola	

<b>CHAPTER 20</b>	<b>Improving Product Performance Using Software DFSS</b> .....	<b>443</b>
	Patricia D. McNair, Edilson Albertini da Silva, and Alex Garcia Gonçalves, Motorola	

<b>CHAPTER 21</b>	<b>High-Speed Product Development at Xerox</b> .....	<b>463</b>
	Robert Hildebrand, Xerox	

<b>CHAPTER 22</b>	<b>How Seagate Technology Reduced Downtime and Improved Availability to 99.99 Percent</b> .....	<b>491</b>
	Peter J. Clarke, Seagate	

<b>CHAPTER 23</b>	<b>DFSS Conclusions and Lessons Learned</b> .....	<b>509</b>
-------------------	---	------------

## PART FOUR

### Six Sigma Programs

CHAPTER 24	<b>Cisco Successfully Reinvents Its Six Sigma Program</b> . . . . .	513
	Jason Morwick, Cisco, and Evan H. Offstein, Frostburg State University	
CHAPTER 25	<b>Six Sigma Practice at Thomson Reuters</b> . . . . .	523
	Jian Chieh Chew, Thomson Reuters	
CHAPTER 26	<b>How Convergys Injected Six Sigma into the Company DNA</b> . . . . .	537
	Manisha Kapur, Convergys	
CHAPTER 27	<b>Bumps in the Road</b> . . . . .	553
APPENDIX A	<b>Chapter Tools Matrix</b> . . . . .	561
APPENDIX B	<b>Computing Return on Investment</b> . . . . .	569
	<b>Glossary</b> . . . . .	581
	<b>Contributor Biographies</b> . . . . .	595
	<b>Company Profiles</b> . . . . .	601
	<b>Index</b> . . . . .	605