

# FROM SURVIVAL TO EXCELLENCE

## THE DENEL LAND SYSTEMS JOURNEY

Presented by: **Johan Bezuidenhout**  
Senior Manager: **Business Excellence**



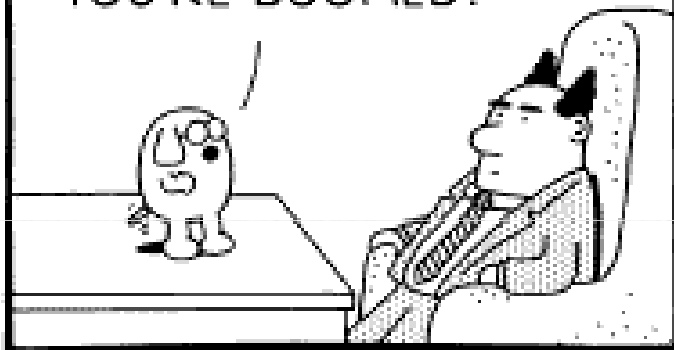
**DENEL LAND SYSTEMS**

# DLS MISSION AND VISION

**Denel Land System's business is to conceptualize, design, develop, manufacture, integrate, supply and support a range of landward defence systems including artillery systems, infantry systems, combat turrets and infantry security force weapons.**

**HOW DID IT ALL  
START!!!**

YOU'VE GOT TO  
IMPLEMENT A  
SIX SIGMA  
PROGRAM OR ELSE  
YOU'RE DOOMED.



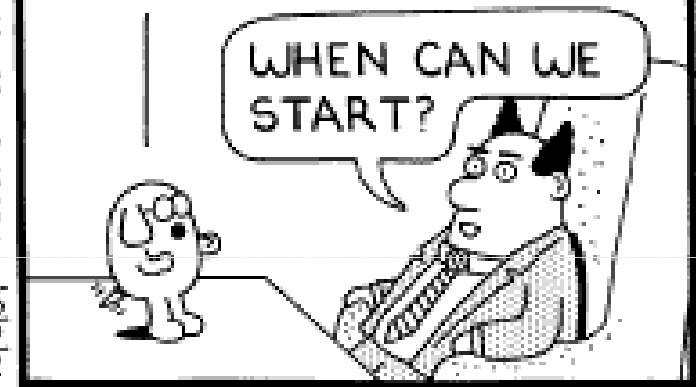
www.dilbert.com scottadams@aol.com

AREN'T YOU THE  
SAME CONSULTANT  
WHO SOLD US THE  
WORTHLESS TQM  
PROGRAM A FEW  
YEARS AGO?



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I ASSURE YOU THAT  
THIS PROGRAM HAS  
A TOTALLY, TOTALLY  
DIFFERENT NAME.



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**WE HAVE TO  
BECOME A  
RELIABLE  
ORGANIZATION!!!  
!!**

# WHAT IS A RELIABLE ORGANIZATION?

**IT IS AN ORGANIZATION WHERE:**

- **DEFECT FREE PRODUCTS ARE DELIVERED, WITHIN BUDGET ON TIME EVERY TIME.**
- **RELATIONSHIPS WITH CUSTOMERS, EMPLOYEES AND SUPPLIERS ARE SUCCESSFUL.**

# HOW ARE RELIABLE ORGANIZATIONS CREATED?

**RELIABLE ORGANIZATIONS ARE  
CREATED BY MANAGEMENT NOT BY  
SYSTEMS, NOT BY THE FLAVOUR OF  
THE MONTH, BY MANAGEMENT!!!**

- **POLICY**
- **REQUIREMENTS**
- **SETTING THE PERFORMANCE STANDARD**
- **INSISTENCE**

# CURRENT AREAS OF FOCUS

**Quality Control**  
75%

**Quality Awareness and Training**  
2%

**Focus Areas**

**Quality Assurance**  
20%

**Reviewing of Key Processes**  
1%

**Quality Management**  
2%

# NEW AREAS OF FOCUS

Supplier  
Development

Training &  
Awareness

Quality  
Assurance

Programme  
Assurance

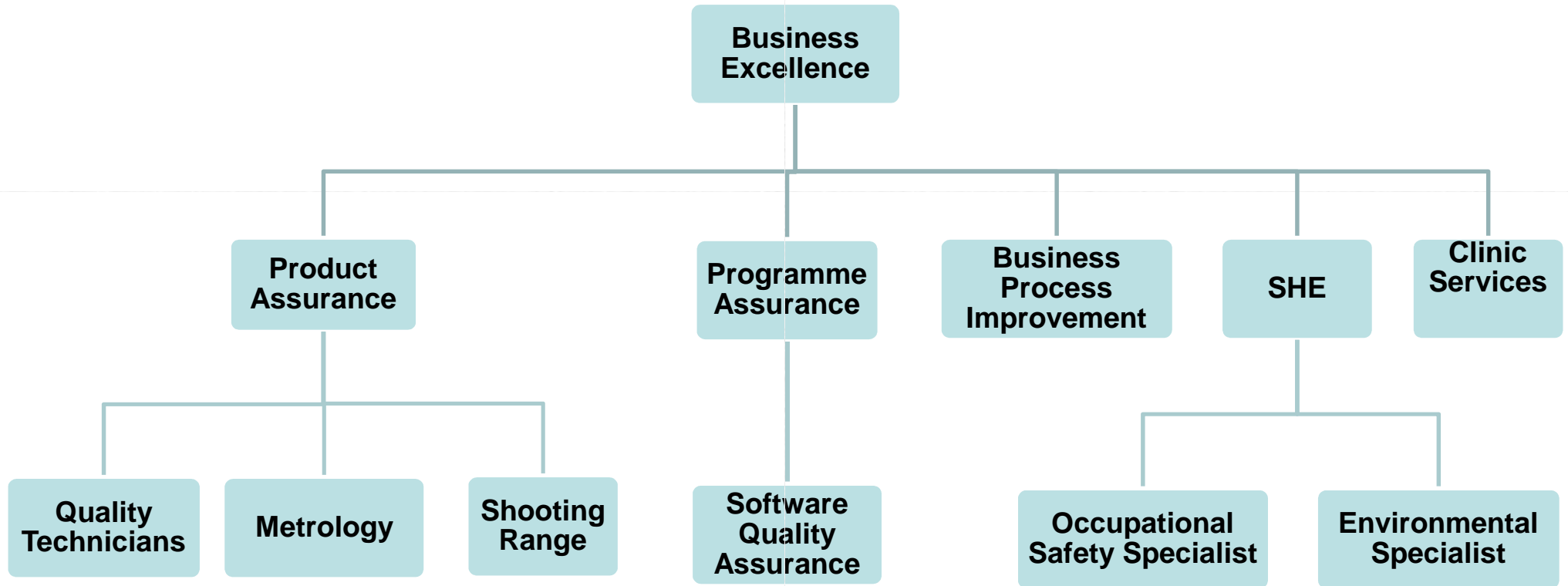
Quality  
Control

BPI

Quality  
management



# REVISED STRUCTURE



# BUSINESS EXCELLENCE

**BUSINESS EXCELLENCE IS THE SYSTEMATIC USE OF QUALITY MANAGEMENT PRINCIPLES AND TOOLS IN BUSINESS MANAGEMENT, WITH THE GOAL OF IMPROVING PERFORMANCE BASED ON THE PRINCIPLES OF CUSTOMER FOCUS, STAKEHOLDER VALUE, AND PROCESS MANAGEMENT.**

# JOB PROFILE PROGRAMME ASSURANCE

- To provide quality management expertise to the programme management function throughout the systems life cycle and over different technology fields.
- To ensure the integration of the requirements definition, technical programme plans and business processes.
- To act as consultant to Programme Managers.
- To plan, implement and manage the delivery of innovative policies and practices, objective programme monitoring and assurance, and knowledge services.

# JOB PROFILE PRODUCT ASSURANCE

- To perform measurement and validation tasks to support DLS and DLS Procurement at suppliers so as to ensure quality of specific products or services.
- To support the programme assurance representative during development with inspection and release of products.
- To establish and maintain quality control and quality engineering techniques at DLS and suppliers.
- To accept and release products on behalf of the programme department during the production phase.
- To implement preventative measures within the DLS production environment.

# JOB PROFILE BUSINESS PROCESS IMPROVEMENT

- To act as custodian, change agent and coordinator of DLS business processes.
- To ensure maximum synergy between the business processes.
- To ensure alignment of business processes to the DLS business strategy.
- To provide leadership and technical support in the creation, management and sustainment of a methodical approach throughout all business processes developed or reviewed.
- To support process transformation and ongoing process improvement initiatives globally across all DLS functions.
- To identify and champion areas where process improvement can be made and ensure that linkages to other strategic projects are not overlooked.
- To plan and execute process evaluations to establish compliance with appropriate methodologies, report findings and guide and implement process improvements.
- To perform process assessments within DLS and suppliers.
- To coordinate and maintain corporate ISO 9001 activities.
- To identify and coordinate quality management system-related training.

# MISSION

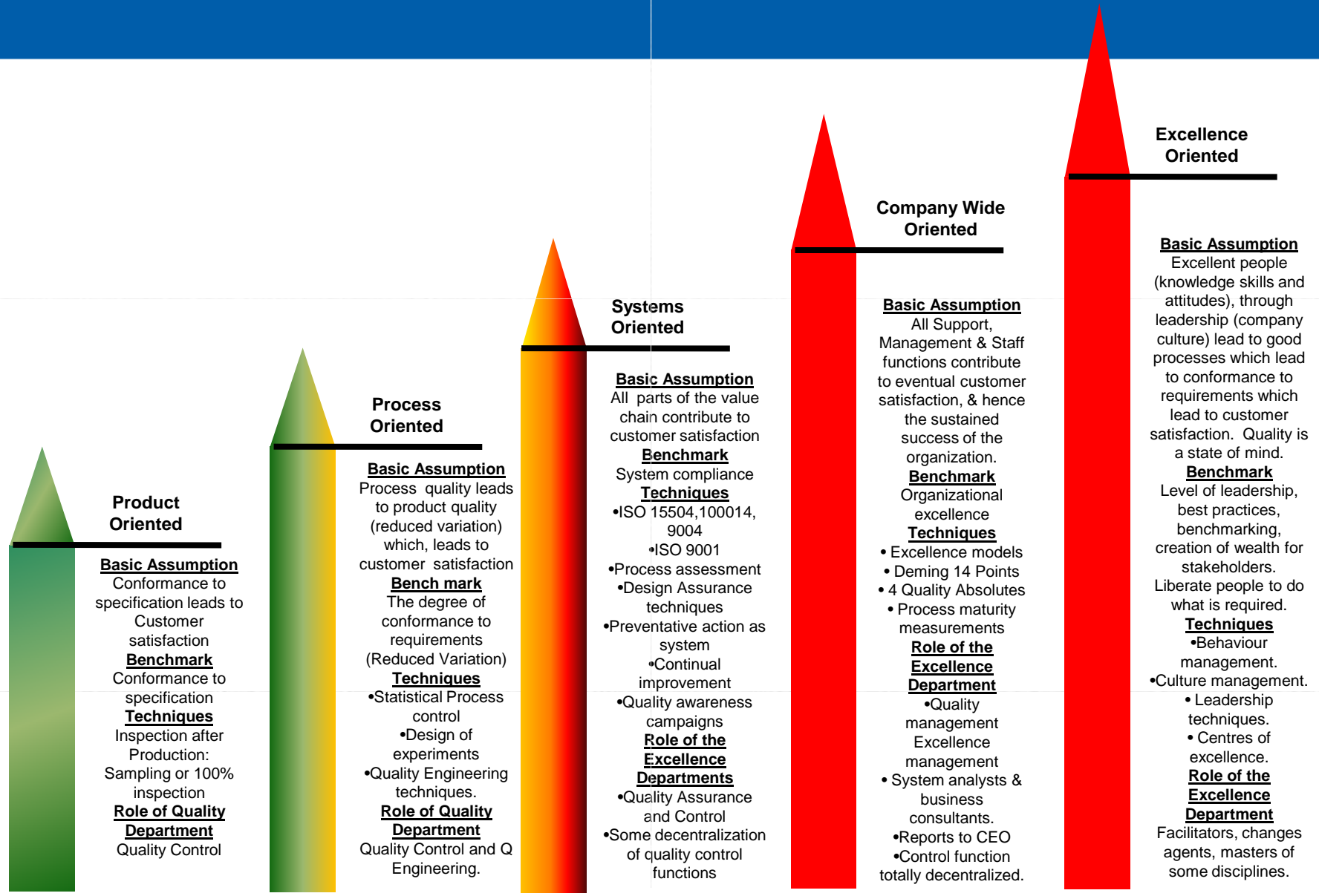
To influence and support our stakeholders in satisfying all requirements on time, within budget, every time by entrenching best business practices into the organisation, thereby assisting DLS in becoming a sustainable organisation.

# VISION

We are internationally recognised as masters of change and innovation, delivering exceptional achievements in every sphere of business.

# STRATEGIC ROADMAP

# STRATEGIC ROADMAP



Survival



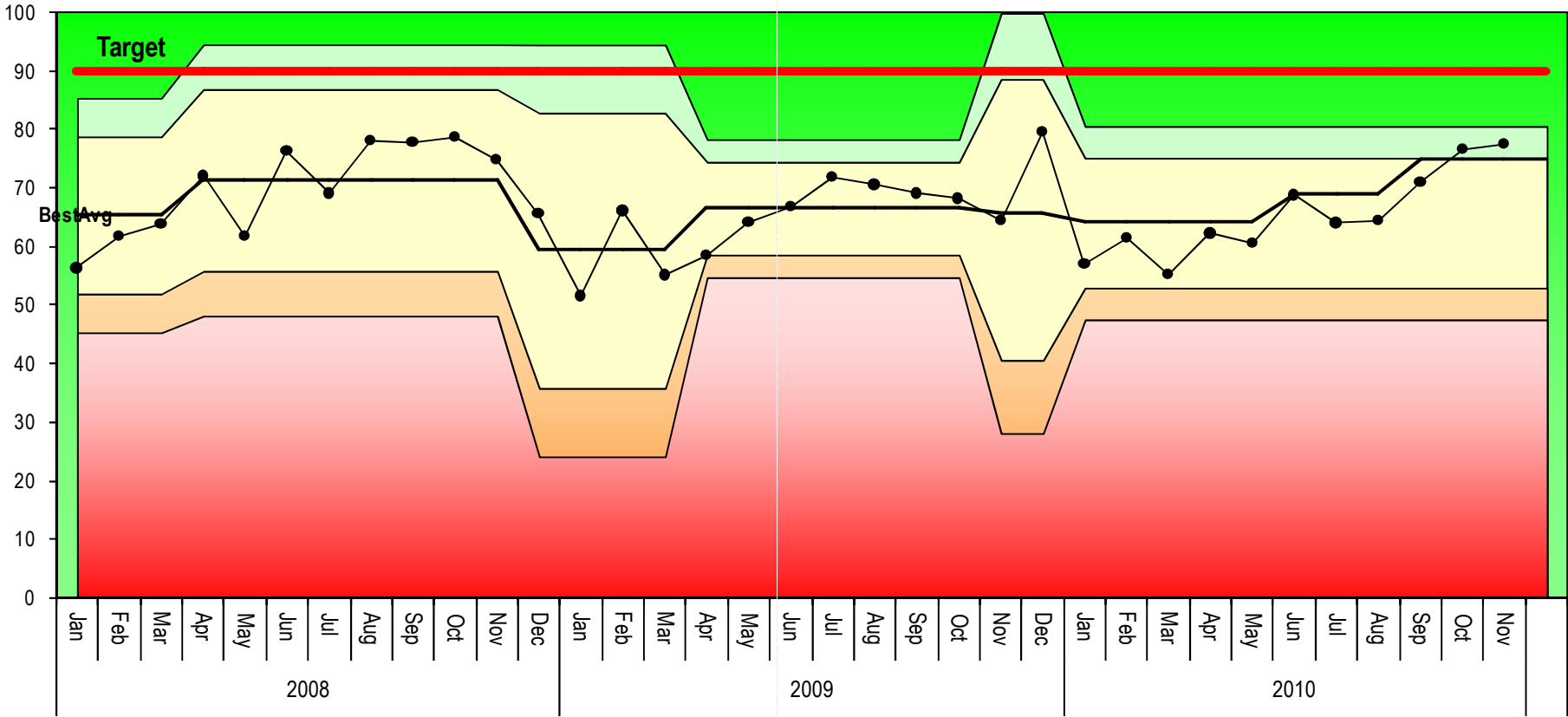
Reliable Organization

# PERFORMANCE INDEX



DLS PERFORMANCE INDEX: OCT 2010

DENEL LAND SYSTEMS



# ASPECTS OF INDEX

- Cost of Quality (10)
- Scrap (5)
- Contractual Lines Delivered Late (20)
- Contractual Lines Received Late (10)
- Customer Complaints Received (10)
- Unresolved Customer Complaints (15)
- Overdue Corrective Action Requests (10)
- Concessions approved (10)
- Non Conforming Material (10)



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