



TRANSACTIONS FROM
THE SYMPOSIUM ON
QUALITY FUNCTION DEPLOYMENT

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Education 2005

The Applicability of QFD for Designing Vocational Courses for Clothing Industry in Hong Kong. *Yin Ping (Catherine) Chan, Dr. K. Chan, and Dr. S. F. Chan, Institute of Textiles & Clothing, Hong Kong Polytechnic University, Hong Kong.* For decades, the Hong Kong clothing industry has been a leading supplier of clothing within the developed world as the receiving end of the global outsourcing practice. Now their position is being threatened by emerging countries that offer even cheaper labor and business costs, putting an end to the "Era of Quantity." As the "Era of Quality" begins, the Hong Kong Vocational Education and Training (VETC) institutions can no longer remain just production centers. They must become commercial enterprises. The usefulness of Quality Function Deployment (QFD) for improving various aspects of education has been demonstrated by numerous studies. This paper reports how one Hong Kong VETC institution is trying to embark on a new strategic direction through application of QFD to develop new courses that would best serve their customers in this changing global market and to prepare graduates who would carry on the future of the Hong Kong clothing industry.

Lifestyle QFD / Kansei Engineering QFD 2005

Lifestyle QFD: Incorporating Emotional Appeal in Product Development. *Glenn H. Mazur, The QFD Institute, Japan Business Consultants, Ltd., USA.* Outsourcing and the search for the lowest cost producer has led to increasing commoditization of products. Companies in developed nations are searching for the next "edge" that will help them produce highly profitable, differentiated products and services. This paper will explore an emerging area in applying QFD to lifestyle, image, and psychological needs. The basics approach, easily available software tools, and case studies will be presented, including a review of Boeing's application of these methods to their brand new B787 Dreamliner commercial aircraft, which is priced higher than competitor Airbus and yet is "set to jet past" them, according to a recent article in the Wall Street Journal.

Six Sigma / Design for Six Sigma (DFSS) and Modern QFD 2005

The Essential Role of QFD in Design for Six Sigma (DFSS): Modern QFD for Modern TQM. *Richard Zultner, Zultner and Company, USA.* While traditional Six Sigma focuses on improving existing products and processes, DFSS is an approach to prevent problems in the first place, and to incorporate positive customer satisfaction into the initial design intent from the beginning. Experienced QFD practitioners will immediately recognize the role they can play in DFSS as the House of Quality is one of the core tools in the DFSS approach. But as QFD has continued to evolve since its "4-House" model in the early 80s, our latest tools can help DFSS professionals make their training programs more competitive, such as tools for incorporate strategic planning, project selection and management, customer visits, identifying unspoken needs, and a valid mathematical model for the DFSS transfer function. This describes the most significant improvements to QFD and how Six Sigma Black Belts and Master Black Belts can improve their DFSS training and application.

Driving Cultural Acceptance in a Six Sigma Implementation. *Mike Scutero and Doug Conklin, Quest Diagnostics, Inc., USA.* When business leaders desire an expansion of continuous improvement techniques, they must increase their awareness regarding cultural acceptance. To transition a business that has successfully employed classical Six Sigma DMAIC defect-reduction methods into a business that fully embraces the Lean and Kaizen method-variation reduction techniques requires a re-visitation of the cultural enablers, behaviors and anchors. Often this is easier said than done. This presentation will discuss an interesting application of QFD for identifying the right behaviors to accelerate business performance and translate company values into action.

Supply Network 2005

Agile Supply Network Transition Matrix: The QFD-Based Tool for Creating an Adaptive Enterprise. *Manisra Baramichai and Emory Zimmer, Enterprise System Center, Lehigh University, USA.* Volatility has become an undeniable and consistent feature of the current business world. Companies have increasingly reached the point where they need to be more adaptive – intelligent, fast, agile, flexible, and responsive to changes. One of the strategies that can help a company make a successful transition toward becoming an adaptive enterprise is to leverage the partnership and create agile supply networks through outsourcing. Although the need for adaptability is now widely appreciated, the adoption of an agile supply network is still in its infancy. Companies require a tool to help them successfully transform their business. This research proposes a new QFD-based tool, Agile Supply Network Transformation Matrix, which can be used to relate the change domains with the strategies needed for agile supply network configuration. By addressing the relationships among the change drivers, change response capabilities, design principles, key deployment areas, and supplier selection strategies through the phase progression methodology, this tool can assist managers complete the entire transition process. The presentation will include an industry case study to illustrate the implementation of this new tool.

Government Project 2005

LORD (Local Opportunity – Regional Development) and TASQUAM (Technical Assistance Services Quality Management) : Applying QFD-based Applications for Quality Management of Technical Assistance Services in Regional Development Areas. *Witold Edmond Witowski, Ph.D., Ministry of Economic Affairs & Labor, Poland.* In Poland, over 400 business support organizations have applied for assessment and accreditation from the National Support Systems program overseen by the Ministry of Economic Affairs & Labour since its initiation in 1996. The program provides public financing to regional development projects and related technical assistance, training, and other services. This involves a significant amount of public funding that the Ministry is responsible for managing. It is important, therefore, to implement a clear and transparent method for evaluating the projects and programs in such way that efficiency and adequacy of public money spending can be accounted for. EU Directives of Polish regulations also recommend applying quality factors for programming, contracting and evaluating public-financed projects. Hence, a QFD-based

methodology was used to address the specific problems of the Technical Assistance services as well as compliance with the ISO 9001:2000 requirements.

2005 Appendix I: Bonus Case Studies

QFD to Direct Value Engineering in the Design of a Braking System. Jim Dimsey, QFD Green Belt®, Hayes Brake, USA.

Case Study - Applying QFD for the development of the World's First High-Quality 3D Home Theatre System. Pierre-Hugues Routhier, Sensio, Canada.

Defining Customer Needs for Brand New Products: QFD for Unprecedented Software Development. Richard Zultner, Zultner & Company, USA.

QFD's role in Advanced Tactical Aircraft Development. Suzanne Bergman, McDonnell Douglas Aerospace - East, USA.

How QFD Saved A Company - The Renaissance Spirometry System. Kaelin, Puritan. Bennett, Klein.

2005 Appendix II:

Abstracts from Symposia on QFD 1989-2004