



Customer:
Zebra Technologies

County:
Hidalgo

Industry:
Thermal bar-code labels

NAICS:
323119

TMAC Services
Lean Manufacturing,
Six Sigma Training &
Implementation

Who to contact:
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A Company's Best Asset is its Own People

Zebra Technologies is a manufacturer of thermal bar code labels and receipt printers, RFID smart label printer/encoders, card and kiosk printers. Zebra is based in Vernon Hills, Illinois and has products in 100 countries around the world.

The Situation

Oscar Cedillo, plant manager of Zebra Technologies – McAllen site, firmly believes in developing his people and he is constantly implementing continuous improvement practices. Cedillo always strives to lead the McAllen location to be best-in-class and that is why he sought to integrate the concepts of Lean Manufacturing and Six Sigma in his plant.

The Solution

Cedillo had personally invested in Lean training in the past, and being that his motto is “people is the best and most important asset in a company”, in 2006, he sent 6 machine operators to TMAC’s Lean Master Certification Program. Zebra’s Lean Journey began at the McAllen site.

They started with the basics, 5S to clean up and organize the plant; inventory control through pull systems. Then, a Value Stream Mapping training to identify opportunities for improvement. Little by little, the training and project implementation demonstrated the positive impact that a lean transformation can have when a company is committed to be successful.

The Solution (continued)

The partnership that Zebra and TMAC have established is remarkable.

Throughout the years TMAC has provided more Lean training to Zebra, as well as Six Sigma Green and Black Belt, APICS Supply Chain Management and Safety. Along with training, numerous projects have been implemented and TMAC is always available for any coaching that Zebra needs.

The Results

Overall, from different projects, Zebra’s team has achieved the following positive results:

- **Reduced inventory by 50%**
- **Reduced Waiting Time by 35%**
- **Reduced Transportation by 36%**
- **Improved Lead Time: from 9 to 3 days**
- **Increased production by 200%**

In the first quarter of 2013, Zebra reported \$2.6M of total impact and created 2 jobs.

Applying Lean and Six Sigma principles, Zebra will continue providing top quality products and stay on top of the competition.

success
story