Dal-Tile Corporation

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Background

- In 1947, Robert Brittingham founded the Dallas Ceramic Company in Dallas. The company made ceramic tile and it became very successful. Eventually, it spread and started to make more than just tile. In 1980, the company changed its name to Dal-Tile. By 2010, Dal-Tile was the leading manufacturer of ceramic tile in the country and is located worldwide.
- They believe in bringing visions to life with their astounding selection of products and solid commitment to high quality.
- Eco-friendly
- Safety first
- Always improving

Problem Definition

- There is a need to reduce customer complaints because it is costing the company more money than what they planned to lose. They had $134,109 worth of lost revenue in the year of 2016. When the planned cost was to be no more than $118,692.90. There is a need to reduce customer complaints, increase the quality of the products. AI leading to cost reduction in customer complaints. The auditing system in which the company operates with is out of date, has a slow reaction time of creating a quick response solution, and entering data is time consuming. The goal is to come up with a system that is more efficient in time, money, and accurate.

Data Collection

- 2016 TOTAL CLAIMS by Shift
- Dollar by Shift from Customer Complaints

Solutions

- Cost Range: High
- Solution Complexity: Technology with few manual operations

Systems Requirements

- System shall comply with Zero Waste program
- System shall have a less or equal cost compared to current system
- System shall be able to be executed by the employees with minimum training
- System shall be quality orientated
- System shall decrease customer complaints by 12%
- System must be compatible with current facility layout and system
- System shall increase communication between the facility and all personnel

Methods and Tools

- 5S
- Lean Manufacturing
- Pareto Chart
- Cost-benefits Analysis
- Process improvement
- DMAIC
- FMEA
- 5 Whys

Conclusion

- Company will follow through with remaining recommendations and evaluate findings
- Our camera system reduced time, waste, and number of defects per sample
- We will not have the chance to see the year results, but for the month of April we have not had a customer complaint