

## Lean Six Sigma For Supply Chain Management Second Edition

Historically, the integration of manufacturing methodologies into the office environment has proven to be problematic. Part of the difficulty lies in the fact that process workflows tend to be globally dispersed and thus rely heavily on information technology. But in complex service systems that contain a mix of employees, consultants, and technology, standardized protocols have been shown to reduce cycle time and transactional cost as well as improve quality. The successful application of Lean methodologies to improve process workflows is an efficient way to simplify operations and prevent mistakes. In *Lean Six Sigma for the Office*, Six Sigma guru James Martin presents proven modifications that can be deployed in offices, particularly those offices involved with global operations. Making use of Kaizen and Six Sigma concepts, along with Lean manufacturing principles, this book instructs managers on how they can improve operational efficiency and increase customer satisfaction. The author brings experience gleaned from his application of these methodologies in a myriad of industries to create a practical and hands-on reference for the office environment. Using a detailed sequence of activities, including over 140 figures and tables as well as checklists and evaluation tools, he demonstrates how to realize the rapid improvement of office operations, and how to eliminate unnecessary tasks through value stream mapping (VSM). The book also emphasizes the importance of strategic alignment of Kaizen events and the impact of organizational culture on process improvement activities. Latter chapters in the book discuss key elements of a change model in the context of transitional improvements as they relate to the process owner and local work team. By applying the proven principles found in this book, effective and sustainable organizational change can be accomplished, efficiency can be improved, and mistakes can be eliminated. This 2nd edition provides insight into the new tools and methods Lean Six Sigma process improvement professionals need to improve customer experience and increase productivity within high transaction processes across complex information technology ecosystems. It is one-stop self-contained reference for the application of Lean Six Sigma methods enhanced by powerful approaches for process improvement in highly complex service processes. Several new leading-edge topics are integrated into this new edition, such as:

- The "voice of" customers, suppliers, employees and partners
- Design Thinking Alignment
- Ecosystems in Information Technology
- Metadata Definition and Lineage
- Information Quality Governance
- Big Data Collection and Analytics
- Mapping High Volume Transactions through Systems
- Robotic Process Automation Applications
- Automating for Solution Sustainability
- Governing Organizations
- Data Privacy (General Data Protection Regulation)

As a pioneer in Lean improvement methods, Jim Martin was among the first to

suggest that truly successful Lean initiatives are those applied across every facet of an organization, not just on the shop floor. Building on this concept, Martin demonstrates that one of the most effective ways to implement operational improvements across an organization is to approach it through the resource that permeates every facet of a modern organization—information technology.

*Measuring and Improving Performance: Information Technology Applications in Lean Systems* explains how the effective use of Lean project management methodologies can increase the productivity of information system deployment in service and manufacturing organizations. Starting with an overview of Lean and agile project management principles, the author walks readers through the implementation of Lean practices across key aspects of IT systems. Created to provide Lean and Six Sigma practitioners with a clear understanding of the important concepts related to the creation and modification of software to support process improvement activities across Lean systems, this reference book: Details how to apply Lean principles to IT systems on a global scale Explains how to design IT systems capable of meeting evolving customer needs and expectations Covers several project management methods including agile project management (APM), agile unified process (AUP), SCRUM, extreme programming (EP) Identifies the operational issues that can help project execution and those that can hinder it Complete with roadmaps and checklists, this book will help busy IT and Lean professionals discover more efficient ways to monitor business activity, gather business intelligence, manage and analyze business processes, and ultimately—increase overall operational efficiency.

In real life, data is messy and doesn't always fit into normal statistical distributions. This is especially true in service industries where the variables are, well, variable and directly related to and measured by the constantly changing needs of customers. As the breadth and depth of tools available has increased across the integrated Lean Six Sigma landscape, their integrated application has become more complex. Filled with case studies using real-world data, *Lean Six Sigma in Service: Applications and Case Studies* demonstrates how to integrate a suite of tools to make sense of an unstructured problem and focus on what is critical to customers. Using a clean, clear writing style that is not overly technical, the author describes the Six Sigma DMAIC (Define-Measure-Analyze-Improve-Control) and Design for Six Sigma IDDOV (Identify-Define-Design-Optimize-Validate) problem solving approaches and how they can be applied to service and transaction-related processes. The case studies illustrate the application of Lean Six Sigma tools to a wide variety of processes and problems including, but not limited to financial process improvement, designing a recruiting process, managing a college's assets, and improving educational processes. Examples of tools include Pareto analysis, cause and effect analysis, failure mode and effects analysis, statistical process control, SIPOC, process flow charts, project management tools, cost of quality analysis, and Lean tools, such as 5S, 8 wastes, and the 5 whys. Ultimately, the Lean Six Sigma team must show

improvement against the metrics that assess customer satisfaction. This book includes strategies for integrating Lean Six Sigma tools into measurable improvement processes and eliminating the root causes of problems. With its inclusion of case studies and an alternative approach to the material, the book provides an instant understanding of how others have successfully applied Lean Six Sigma tools. This understanding then translates into processes that can be applied to any service organization.

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methods; such as TQM, Kaizen, TPM, Lean and Six Sigma, which have been proven to be successful over decades. These methods, tools and techniques have been united in the 'Continuous Improvement Maturity Model' (CIMMTM). The structure of this book is based on the Lean Six Sigma Academy syllabi for Yellow and Orange Belts. It combines a number of powerful tools and techniques with the skills and mindset required to achieve successful Process Improvement. As such this book forms the basis for Lean Six Sigma Yellow and Orange Belt training programs.

This chapter comes from Lean Six Sigma for Supply Chain Management, written by a master black belt/educator. Neatly condensed into a 10 step process, this book teaches you how to apply the tenets of lean operations (from the Toyota Production System) and Six Sigma management principles to supply chain management. Author Jim Martin includes more than 200 tables and figures describing roadmaps, critical success characteristics as well as specific information necessary to fully integrate Lean Six Sigma concepts within your supply chain.

To successfully compete in today's global marketplace, organizations can and must do more to improve their internal operational efficiencies. Operational Excellence: Using Lean Six Sigma to Translate Customer Value through Global Supply Chains consolidates hundreds of tools and methods into 110 key concepts designed to translate the voice of

Wettbewerbsvorteile für Produktions- und Logistikunternehmen liegen in deren Supply-Chain- und Produktionsprozessen. Das Buch stellt Werkzeuge, Methoden und praxiserprobte Vorgehensweisen zur Optimierung dieser Prozesse anhand verschiedener Philosophien vor. Für einzelne Schritte der Prozessoptimierung werden Ansätze beschrieben, u. a. Prozessanalysemethoden wie ARIS. Auch in der 2. Auflage liegt der Schwerpunkt bei pragmatischen Herangehensweisen. Zwei Projektbeispiele aus der Beratungspraxis des Autors zeigen die Ergebnisse komplexer Veränderung.

Lean Six Sigma for Supply Chain Management McGraw Hill Professional  
Leading Lean Six Sigma: Research on Leadership for Operational Excellence  
Deployment assesses the impact of organizational leadership on the deployment of Lean Six Sigma in organisations. This book details what leadership traits are needed for a successful deployment, presenting a ground-breaking leadership dependency model.

Möchten Sie verstehen, was Six Sigma genau ist? Wollen Sie die Vorteile von Six Sigma in Ihrer Firma nutzen und so Abläufe optimieren? Dann greifen Sie zu "Six Sigma für Dummies" und lassen Sie sich leicht verständlich erklären, was es damit genau auf sich hat. Six Sigma ist eine auf Effizienz ausgerichtete Qualitätssicherungsmethode. Es ist eine quantitative Methode, bei der genau ermittelt wird, wie das Ziel aussehen soll und wie groß die Fehlerabweichung von diesem Idealziel ist, sei es ein Produktionsprozess oder die Kundenorientierung eines Unternehmens. Es ist eine erfolgreiche Methode, viele Unternehmen setzen Six Sigma

bereits ein.

Lean Six Sigma is a synergised managerial concept of Lean and Six Sigma that results in the elimination of the seven kinds of wastes/muda (classified as Defects, Overproduction, Transportation, Waiting, Inventory, Motion and over Processing) and provision of goods and service at a rate of 3.4 defects per million opportunities (DPMO). Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, including statistical methods, and creates a special infrastructure of people within the organization ("Black Belts", "Green Belts", etc.) who are experts in these methods. Each Six Sigma project carried out within an organization follows a defined sequence of steps and has quantified financial targets (cost reduction and/or profit increase).

From start to finish, this book follows a comprehensive case study of a team as they implement a Lean Six Sigma project. This in-depth case study considers the data and explains how the team drew their conclusions. The accompanying CD includes the data covered in the case study so readers can perform their own analyses. Using more than 100 illustrative figures and tables, the text demonstrates the links between all of the Lean Six Sigma tools.

Die Lean Six Sigma Werkstatt beschreibt wichtige praxisrelevante Methoden und Werkzeuge in der Optimierung von industriellen Produktionsstrukturen. Neben den theoretischen Grundlagen wird für jede Methode umfangreiches „Hands-on“ Übungsmaterial mit Lösungen bereitgestellt, um eine anwendungsnahe Wissensvermittlung zu gewährleisten. Das Buch unterstützt damit insbesondere Lehrende und Lernende bei der Vorbereitung und Durchführung ganzer Unterrichtseinheiten, die dann als Gruppenarbeiten in 13 Workshops vertiefend eingeübt und praxisnah durchgespielt werden können. Die spielerische Anwendung der Theorie über mehrere Spielrunden befähigt die Lernenden, die Methoden in der Praxis zu nutzen und den Erkenntnisgewinn im industriellen Umfeld anzuwenden.

Use Lean Six Sigma to transform your business. Lean Six Sigma is a powerful method for improving both the efficiency and quality of projects and operations. In this new book, the team that brought you Lean Six Sigma For Dummies shows you how to take Lean Six Sigma to the next level and manage continual change in your organization. You'll learn to design a roadmap for transformation that's tailored to your business objectives; develop and implement processes that eliminate waste and variation across the company; synchronize your supply chain; and successfully deploy Lean Six Sigma over time. Lean Six Sigma Business Transformation For Dummies shows you how to: Define your transformation objectives and create a bespoke 'Transformation Charter' for your organization. Assess your company's readiness for transformation. Establish a 'Transformation Governance System' to help you manage the transformation programme effectively. Bring your people with you! Plan and achieve the cultural change needed to make the transformation process successful. Join up the dots between planning and effective execution with Strategy Deployment. Deploy a 'Continuous Improvement' toolkit to achieve everyday operational excellence. Sustain the transformation programme and widen the scope across the organization (including deploying to the supply chain). Adopt a 'Capability Maturity Approach' to drive business improvement – recognizing that change is a continuous transformational

journey, just as pioneers like Toyota have done. Use a range of Lean Six Sigma Tools – using the right tools, at the right time (and in the right order!) enables continuous improvement by eliminating waste and process variation.

"This book presents emerging research-based trends in the area of global quality lean six sigma networks and analysis through an interdisciplinary approach focusing on research, cases, and emerging technologies"--Provided by publisher.

Books in the Quality and Business Excellence series can help readers enhance customer value and satisfaction by integrating the customer's voice into design, manufacturing, supply chain, and field processes. Although there are many Six Sigma books on the market, few clarify the essential aspects of its implementation across various industries. The Tactical Guide to Six Sigma Implementation fills this need. Simplifying a complex subject and removing the intimidation of using statistics, the book takes readers through the five phases of the Six Sigma methodology—Define-Measure-Analyze-Improve-Control (DMAIC). In ten clearly written and easy-to-understand chapters, readers learn the purpose of each phase and what activities must be performed in each phase. The book illustrates the layout of the interaction of organizational processes—defining product and information flows separately such that each process receives product or information and, after completion of the process, supplies the output to the next process. The author identifies organizational processes through turtle and SIPOC diagrams, defining the process owner, inputs and outputs, and process customer for each process. He also explains how to determine the measures and goals of the process, and how to document the process so that further process improvements can be implemented through management reviews. The text presents a comprehensive process control plan assessment to comply with automotive, aerospace, and all types of manufacturing and service processes. It details 17 global quality management system processes covering management responsibility, resource management, product realization policies, and management analysis and improvement policies. It also provides comprehensive root cause analysis and problem solving techniques. Numerous figures, charts, formulae and forms are included throughout the book and all statistics are described to the exact level of understanding required. Books in this series are suitable for use as basic textbooks for Green Belt, Black Belt, BBA, and MBA courses in global quality, Lean Six Sigma, and business excellence.

The Breakthrough Program for Increasing Quality, Shortening Cycle Times, and Creating Shareholder Value In Every Area of Your Organization Time and quality are the two most important metrics in improving any company's production and profit performance. Lean Six Sigma explains how to impact your company's performance in each, by combining the strength of today's two most important initiatives Lean Production and Six Sigma into one integrated program. The first book to provide a step-by-step roadmap for profiting from the best elements of Lean and Six Sigma, this breakthrough volume will show you how to: Achieve major cost and lead time reductions this year Compress order-to-delivery cycle times Battle process variation and waste throughout your organization Separately, Lean Production and Six Sigma have changed the face of the manufacturing business. Together, they become an unprecedented tool for improving product and process quality, production efficiency, and across-the-board profitability. Lean Six Sigma introduces you to today's most dynamic program for streamlining the performance of both your production department

and your back office, and providing you with the cost reduction and quality improvements you need to stay one step ahead of your competitors. "Lean Six Sigma shows how Lean and Six Sigma methods complement and reinforce each other. It also provides a detailed roadmap of implementation so you can start seeing significant returns in less than a year."--From the Preface Businesses fundamentally exist to provide returns to their stakeholders. Lean Six Sigma outlines a program for combining the synergies of these two initiatives to provide your organization with greater speed, less process variation, and more bottom-line impact than ever before. A hands-on guidebook for integrating the production efficiencies of the Lean Enterprise with the cost and quality tools of Six Sigma, this breakthrough book features detailed insights on:

The Lean Six Sigma Value Proposition How combining Lean and Six Sigma provides unmatched potential for improving shareholder value

The Lean Six Sigma Implementation Process How to prepare your organization for a seamless incorporation of Lean Six Sigma tools and techniques

Leveraging Lean Six Sigma Strategies for extending Lean Six Sigma's reach within and beyond your corporate walls

"Variation is evil."--Jack Welch Six Sigma was the zero-variation quality lynchpin around which Jack Welch transformed GE into one of the world's most efficient and valuable corporations. Lean Production helped Toyota cut waste, slash costs, and substantially improve resource utilization and cycle times. Yet, as both would admit, there was still room for improvement. Lean Six Sigma takes you to the next level of improvement, one that for the first time unites product and process excellence with the goal of enhancing shareholder value creation. Providing insights into the application of Lean Six Sigma to both the manufacturing processes and the less-data-rich service and transactional processes, it promises to revolutionize the performance efficiencies in virtually every area of your organization as it positively and dramatically impacts your shareholder value.

This book offers a comprehensive guide to implementing a company-wide management system (CWMS), utilizing up-to-date methodologies of lean-six sigma in order to achieve high levels of business excellence. It builds the foundation for quality and continuous improvement, which can be implemented in any organization. The book begins with an introduction to and an overview of CWMSs, and reviews the existing literature on various management systems. It then discusses the integration and implementation of lean-six sigma in supply chain management. The integration approach presented highlights the link between the existing management systems and shows how continuous improvement methodologies are incorporated. The book then examines the components of CWMS, comparing them to other systems. It also explores Kano-based six sigma and concludes with further recommendations for reading. This book covers five management systems integrated into one novel approach that can be followed by organizations wishing to achieve quality and business excellence. Covering lean-six sigma – an essential element of management systems – it is a valuable resource for practitioners and academics alike.

Die Automobilindustrie zählt in Deutschland zu den wichtigsten Wirtschaftszweigen. Millionen von Menschen sind hier beschäftigt und tragen zum Erfolg des Industriestandorts bei. Durch die fortschreitende Globalisierung hat sich allerdings ein struktureller Wandel innerhalb der Wertschöpfungsketten vollzogen. Die Original Equipment Manufacturer (OEMs) beteiligen ihre Zulieferer immer mehr an den

Entwicklungsprozessen und verringern im Gegenzug ihre eigene Fertigungstiefe. Da sich somit die Arbeitsteilung und die Wege der Zusammenarbeit von OEMs, Zulieferern und Dienstleistern grundlegend ändern, muss die Koordination und Kooperation aller Beteiligten ausgebaut werden. Daraus resultiert ein kontinuierlich wachsendes Unternehmensnetzwerk, dessen Planung, Steuerung und Kontrolle einen zunehmenden Wettbewerbsvorteil einnimmt. Diese Aufgabe übernimmt das Supply Chain Management. Um im Supply Chain Management Bestleistungen erreichen zu können, werden von Unternehmen Lieferketten, die auf plötzlich unerwartete Änderungen im Marktgeschehen reagieren können, errichtet. Flexibilität ist demnach der entscheidende Faktor, denn flexible Lieferketten bieten den Vorteil, schnell und kostengünstig reagieren zu können. Die vorliegende Arbeit befasst sich mit dem Einfluss optimierter Entwicklungsprozesse innerhalb der Supply Chain und des Prozessmanagements. Folgende Forschungsfragen stehen dabei zur Diskussion: Was bedeutet Supply Chain Management in Verbindung mit Unternehmen der Automobilzulieferindustrie? Welche Relevanz besitzt das Prozessmanagement für Unternehmen? Welche Möglichkeiten bestehen, um Entwicklungs- und Produktionsprozesse zu optimieren? Die anschließende Auswertung einer Online-Umfrage soll ferner aufschlüsseln, welche Möglichkeiten, Chancen und Risiken mittelständische Automotive Zulieferunternehmen selbst durch die Optimierung ihrer Prozesse sehen.

Die Referenz zum Verständnis der Konzepte und Werkzeuge von Lean Six Sigma: Six Sigma ist ein statistisches Qualitätsziel und zugleich ein Instrument des Qualitätsmanagements. Ausgangspunkt dieser auf Effizienz und Qualität ausgerichteten Methode ist die Zieldefinition. Danach wird die Fehlerabweichung von diesem Idealziel ermittelt. Ihr Kernelement ist also die Beschreibung, Messung, Analyse, Verbesserung und Überwachung von Geschäftsprozessen unter anderem mit statistischen Mitteln. Dabei orientieren sich die Ziele an Prozesskennzahlen eines Unternehmens und an den Kundenbedürfnissen. In diesem Buch werden alle wichtigen Werkzeuge zur Anwendung von Lean Six Sigma vorgestellt und systematisch auf ihre Einsatzgebiete hin eingeordnet. Detaillierte Erläuterungen helfen zu verstehen, welches Werkzeug wann, wie und warum einzusetzen ist. Aus dem Inhalt: - Voice of the Customer - Wertstromanalyse und Prozessflussdiagramme - Datenerhebung und Abweichungsanalysen - Fehlerursachen identifizieren und verifizieren - Minderung der Durchlaufzeiten und der nicht-wertschöpfenden Kosten - Komplexität und Komplexitätsanalyse - Auswahl und Pilotierung von Lösungen Michael L. George ist Chairman der George Group, der weltweit führenden Six-Sigma-Beratung. David Rowlands ist Vice President für Six Sigma bei der North American Solution Group, einer Division von Xerox. Marc Pice und John Maxey sind Mitarbeiter der George Group. Die Übersetzung dieses Buchs wurde vom Six-Sigma-Experten Dirk Dose, Partner bei der PPI AG ([www.sixsigma.de](http://www.sixsigma.de)), und seinem Team vorgenommen. Er verfügt über umfangreiche Beratungspraxis mit Prozessoptimierungsprojekten, bei denen Six Sigma zur Verbesserung von Geschäftsprozessen eingesetzt wurde. Lean Six Sigma ist eine der führenden Techniken zur Maximierung der Prozesseffizienz und zur Steuerung jedes Schritts eines Geschäftsprozesses. Mit dem Lean Six Sigma Toolbook werden Sie entdecken, wie Sie Ihr Unternehmen auf ein neues Niveau der Wettbewerbsfähigkeit heben können.

A Proven 10-Step Solution Process to Identify and Solve Supply Chain Problems Using the Latest Lean Methods Fully revised to cover recent dramatic developments in supply chain improvement methodologies, this strategic guide brings together the Six Sigma and Lean manufacturing tools and techniques required to eliminate supply chain issues and increase profitability. This updated edition offers new coverage of enterprise kaizen events, big data

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analytics, customer loyalty metrics, security, sustainability, and design for excellence. The structured 10-Step Solution Process presented in the book ensures that clear goals are established and tactical objectives are consistently met through the deployment of aligned Lean Six Sigma projects. Written by a Master Black Belt and Lean Six Sigma consultant, this practical resource also provides an inventory model and Excel templates for download at [www.mhprofessional.com/LSSSCM2](http://www.mhprofessional.com/LSSSCM2). Lean Six Sigma for Supply Chain Management, Second Edition, covers: Lean Six Sigma applications for service, supply chain, and manufacturing systems Deploying Lean Six Sigma projects using Lean tools and models Demand management impact on Lean Six Sigma projects Lead time impact on Lean Six Sigma projects Root-cause analysis using Six Sigma Tools (with operations research methods) Applications to Lean Six Sigma supply chains and third-party logistics Big data analytics, security, and sustainability applications Voice of the Customer, Kano, and loyalty metrics Supply chain design for excellence methods Lean Six Sigma maturity model

The following is a sample chapter from Lean Six Sigma, which explains how to impact your company's performance in each, by combining the strength of today's two most important initiatives--Lean Production and Six Sigma--into one integrated program. The first book to provide a step-by-step roadmap for profiting from the best elements of Lean and Six Sigma, this breakthrough volume will show you how to achieve major cost and lead time reductions this year; compress order-to-delivery cycle times; and battle process variation and waste throughout your organization.

Capitalize on a Powerful, 10-Step Improvement Process to Identify and Solve Supply Chain Problems in Industrial Organizations! Six Sigma practitioners and industrial managers who want to improve supply chain effectiveness in their organizations now have a powerful new weapon to add to their arsenal! Lean Six Sigma for Supply Chain Management offers a unique 10-step improvement process for identifying and solving the root causes of supply chain problems in everyday operations. Written by Master Black Belt James William Martin, this proven management tool combines key aspects of Lean Manufacturing (from the Toyota Production System) and Six Sigma management principles in order to create a Lean Six Sigma approach that can dramatically improve supply chain function. Lean Six Sigma for Supply Chain Management contains specific information for developing inventory models, metrics for aligning objectives with strategic goals, a concise overview of supply chain concepts, and models illustrating how lead time and demand impact customer service and inventory investment levels. This vital resource features: A complete program for Lean Six Sigma improvement and control The latest Lean Six Sigma methods to identify and manage supply chains Expert help with Lean Six Sigma supply chains and third party logistics Applications of Lean Six Sigma to MRPII Guidance on root-cause analysis using Six Sigma tools Designed to help Six Sigma professionals and frontline managers achieve higher levels of competitiveness, Lean Six Sigma for Supply Chain Management provides the guidelines, tools, and techniques required to eliminate supply chain problems and boost company performance.

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