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Strategies to turn your financial organisation into a lean, mean, results-generating machine Applying Six Sigma to mission-critical financial operations is the latest focus of process improvement. Six Sigma for Financial Services delivers the framework and tools needed to conduct operations at the highest level of performance and precision. Drawing upon their vast experience, Six Sigma experts Rowland Hayler and Michael Nichols deliver a step-by-step approach for improving process maturity and effectiveness-and realising millions of dollars of value for your customers and shareholders. Key features This comprehensive guide features assessments, checklists, and proven advice for integrating process improvement methods into financial operations Hayler and Nichols have applied the methods in this book at large companies, including American Express Includes case studies from global finance leaders, including ABN, Bank of America, HSBC, Deutsche Bank, ISISI Bank in India, and Merrill Lynch

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The next step in the evolution of the organizational quality field, Lean Six Sigma (LSS) has come of age. However, many challenges to using LSS in lieu of, in conjunction with, or integrated with other quality initiatives remain. An update on the current focus of quality management, *Quality Management for Organizations Using Lean Six Sigma Techniques* covers the concepts and principles of Lean Six Sigma and its origins in quality, total quality management (TQM), and statistical process control (SPC), and then explores how it can be integrated into manufacturing, logistics, and healthcare operations. The book presents the background on quality and Lean Six Sigma (LSS) techniques and tools, previous history of LSS in manufacturing, and current applications of LSS in operations such as logistics and healthcare. It provides a decision model for choosing whether to use LSS or other quality initiatives, which projects should be selected and prioritized, and what to do with non-LSS projects. The author also details an integration model for integrating and developing integrated LSS and other quality initiatives, and common mathematical techniques that you can use for performing LSS statistical calculations. He describes methods to attain the different Six Sigma certifications, and closes with discussion of future directions of Lean Six Sigma and quality. Case studies illustrate the integration of LSS principles into other quality initiatives, highlighting best practices as well as successful and

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failed integrations. This guide gives you a balanced description of the good, bad, and ugly in integrating LSS into modern operations, giving you the understanding necessary to immediately apply the concepts to your quality processes.

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

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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.

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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 analytics, customer loyalty metrics, security, sustainability, and design for excellence. The structured 10-Step Solution

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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. 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

If there is any one element to the engineering of service systems that is unique, it is the extent to which the suitability of the system for human use, human service, and excellent human experience has been and must always be considered. An exploration of this emerging area of research and practice, *Advances in the Human Side of Service Engineering* covers a broad spectrum of ergonomics and

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human factors issues highlighting the design of contemporary service systems. Six Sigma for Financial Services: How Leading Companies Are Driving Results Using Lean, Six Sigma, and Process Management McGraw Hill Professional

In *Leading Six Sigma*, two of the world's most experienced Six Sigma leaders offer a detailed, step-by-step strategy for leading Six Sigma initiatives in your company. Top Six Sigma consultant Dr. Ronald D. Snee and GE quality leader Dr. Roger W. Hoerl show how to deploy a Six Sigma plan that reflects your organization's unique needs and culture, while also leveraging key lessons learned by the world's most successful implementers. Snee and Hoerl share leadership techniques proven in companies both large and small, and in business functions ranging from R & D and manufacturing to finance. They also present a start-to-finish sample deployment plan encompassing strategy, goals, metrics, training, roles and responsibilities, reporting, rewards, and management review. Whether you're a CEO, line-of-business leader, or a project leader, *Leading Six Sigma* gives you the one thing other books on Six Sigma lack: a clear view from the top.

- * The right projects, the right people
- Identifying your company's most promising Six Sigma opportunities and leaders
- * How to hit the ground running
- Providing leadership, talent, and infrastructure for a successful launch
- * From launch to long-term success
- Implementing systems, processes, and budgets for

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ongoing Six Sigma projects * Getting the bottom-line results that matter most
Measuring and maximizing the financial value of your Six Sigma initiative * Four detailed case studies: What works and what doesn't Avoiding the subtle mistakes that can make Six Sigma fall short. Proven techniques for leading successful quality initiatives. The Six Sigma guide designed specifically for business leaders Co-authored by Dr. Roger W. Hoerl, a leader in implementing Six Sigma at GE Draws on Six Sigma experiences at over 30 leading companies Covers the entire Six Sigma lifecycle, from planning onward Presents new solutions for overcoming the cultural resistance to Six Sigma initiatives Leading Six Sigma offers an insider's view of what it really takes to lead a successful Six Sigma initiative, drawing on the authors' experience at the top levels of the world's largest and most challenging organizations. Dr. Ronald D. Snee shares experiences drawn from executive-level consulting at over 30 major companies. Dr. Roger W. Hoerl teaches powerful lessons from his experience in pioneering Six Sigma throughout GE during the Jack Welch era. Together they offer unprecedented executive guidance on the issues most crucial to senior managers, covering every stage from planning through ongoing management. Snee and Hoerl offer practical solutions for the cultural challenges and human resistance that face any executive seeking to initiate Six Sigma or improve an existing program. They

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even explain how and when to "wind down" initiatives, transitioning Six Sigma to a "fact of life" that doesn't require the support of a massive centralized infrastructure. " This is a truly insightful and well-researched book on Six Sigma by two of the leading experts in the field. Their roadmap for successful deployment is supported by the experiences of major corporations, including GE and Honeywell. It is extremely well presented in a step-by-step manner and backed up by real business-case examples. Bravo to the authors in bringing us a book that should be at the ready reach of leadership of organizations and the practitioners of Six Sigma. It reminded me so much of 'In Search of Excellence' as far as its potential impact on the way businesses can be successful. "& This new book helps professionals in the financial sector implement risk management processes, shows organizations how to enable data driven decision making, and provides an introduction to quality control methods such as Six Sigma and Total Quality Management (TQM). Examples and real-world case studies are included throughout. Dr. Anthony Tarantino (San Jose, CA) is currently with IBM's Governance, Risk, and Compliance Center of Competence. Dr. Deborah Cernauskas (Downers Grove, IL) is a risk management consultant for IBM.

Packed with relevant, real-world illustrations and cases, QUALITY AND

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PERFORMANCE EXCELLENCE, 6e presents the basic principles and tools associated with quality and performance excellence through cutting-edge coverage that includes the latest thinking and practices from the field. This proven text has three primary objectives: familiarize students with the basic principles and methods, show how these principles and methods have been put into effect in a variety of organizations, and illustrate the relationship between basic principles and the popular theories and models studied in management courses. Extremely flexible and student friendly, the text is organized according to traditional management topics, helping students quickly see the connections between quality principles and management theories. Excellent case studies give students practical experience working with real-world issues. Many cases focus on large and small companies in manufacturing and service industries in North and South America, Europe, and Asia-Pacific. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

STATISTICAL QUALITY CONTROL Provides a basic understanding of statistical quality control (SQC) and demonstrates how to apply the techniques of SQC to improve the quality of products in various sectors This book introduces Statistical Quality Control and the elements of Six Sigma Methodology, illustrating the

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widespread applications that both have for a multitude of areas, including manufacturing, finance, transportation, and more. It places emphasis on both the theory and application of various SQC techniques and offers a large number of examples using data encountered in real life situations to support each theoretical concept. Statistical Quality Control: Using MINITAB, R, JMP and Python begins with a brief discussion of the different types of data encountered in various fields of statistical applications and introduces graphical and numerical tools needed to conduct preliminary analysis of the data. It then discusses the basic concept of statistical quality control (SQC) and Six Sigma Methodology and examines the different types of sampling methods encountered when sampling schemes are used to study certain populations. The book also covers Phase I Control Charts for variables and attributes; Phase II Control Charts to detect small shifts; the various types of Process Capability Indices (CPI); certain aspects of Measurement System Analysis (MSA); various aspects of PRE-control; and more. This helpful guide also Focuses on the learning and understanding of statistical quality control for second and third year undergraduates and practitioners in the field Discusses aspects of Six Sigma Methodology Teaches readers to use MINITAB, R, JMP and Python to create and analyze charts Requires no previous knowledge of statistical theory Is

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supplemented by an instructor-only book companion site featuring data sets and a solutions manual to all problems, as well as a student book companion site that includes data sets and a solutions manual to all odd-numbered problems

Statistical Quality Control: Using MINITAB, R, JMP and Python is an excellent book for students studying engineering, statistics, management studies, and other related fields and who are interested in learning various techniques of statistical quality control. It also serves as a desk reference for practitioners who work to improve quality in various sectors, such as manufacturing, service, transportation, medical, oil, and financial institutions. It's also useful for those who use Six Sigma techniques to improve the quality of products in such areas. This handbook provides a comprehensive and detailed framework for the implementation of "Continuous Improvement" and Lean Six Sigma in a professional project management environment. For this purpose the book brings together Lean Six Sigma and the PMBOK standard for project management. It provides an integrated approach, which can be used for both transactional and manufacturing businesses to better define ways to reduce costs, enhance processes, and achieve faster implementation and new product or service development. The reader is guided carefully and reliably through the detailed procedures introduced in this book using a comprehensive, conceptual and

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practical well-balanced approach.

As Six Sigma and Lean Enterprise techniques continue to evolve and become more and more engrained in the business, it is harder and harder to track the impact of savings on a project by project basis. Especially when you have more than one project concentrating on different functional areas, through the use of case studies, worked out examples, and bench marking techniques, Michael Bremer, a Senior Instructor at Motorola University, helps you to put the right infrastructure in place for project identification, project scoping, and financial reporting.

Most banking institutions suffer from numerous inefficiencies, such as poor planning; inadequate coordination and communication; ineffective processes, tools, and workflow; and excessive bureaucracy. Lean for Banks describes in easy language how to use Lean and Six Sigma management practices to significantly improve the efficiency of bank operations. This book shows how to use Lean and Six Sigma management practices to improve the normal daily work in a bank, typically executed in the so-called "back offices." This work involves about 90 percent of bank employees and generates 90 percent of costs. Lean for Banks explains how to organize bank operations better, increase work productivity and quality by working smarter and not harder, make fewer mistakes

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and decrease rework, and elevate jobs from mundane and repetitive to creative and pleasantly challenging. Most importantly, it shows how to increase the satisfaction of bank customers and in turn enhance bank competitiveness and market share. Lean for Banks is intended for all levels of bank employees: back-office workers, first-level supervisors, middle- and higher-level managers, and corporate executives. It is also intended for all levels of students at schools that teach banking skills—short courses intended for tellers, college courses in advanced banking operations, and continuing education for bank managers and line employees. This book is an entry-level text on Lean and should give readers enough understanding to prepare them for active participation in Lean deployment activities.

Working Backwards is an insider's breakdown of Amazon's approach to culture, leadership, and best practices from two long-time Amazon executives. Colin started at Amazon in 1998; Bill joined in 1999. In Working Backwards, these two long-serving Amazon executives reveal and codify the principles and practices that drive the success of one of the most extraordinary companies the world has ever known. With twenty-seven years of Amazon experience between them, much of it in the early aughts—a period of unmatched innovation that brought products and services including Kindle, Amazon Prime, Amazon Studios, and

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Amazon Web Services to life—Bryar and Carr offer unprecedented access to the Amazon way as it was refined, articulated, and proven to be repeatable, scalable, and adaptable. With keen analysis and practical steps for applying it at your own company—no matter the size—the authors illuminate how Amazon’s fourteen leadership principles inform decision-making at all levels and reveal how the company’s culture has been defined by four characteristics: customer obsession, long-term thinking, eagerness to invent, and operational excellence. Bryar and Carr explain the set of ground-level practices that ensure these are translated into action and flow through all aspects of the business. *Working Backwards* is a practical guidebook and a corporate narrative, filled with the authors’ in-the-room recollections of what “Being Amazonian” is like and how it has affected their personal and professional lives. They demonstrate that success on Amazon’s scale is not achieved by the genius of any single leader, but rather through commitment to and execution of a set of well-defined, rigorously-executed principles and practices—shared here for the very first time.

The fast and easy way to understand and implement Six Sigma The world's largest and most profitable companies—including the likes of GE, Bank of America, Honeywell, DuPont, Samsung, Starwood Hotels, Bechtel, and Motorola—have used Six Sigma to achieve breathtaking improvements in

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business performance, in everything from products to processes to complex systems and even in work environments. Over the past decade, over \$100 billion in bottom-line performance has been achieved through corporate Six Sigma programs. Yet, despite its astounding effectiveness, few outside of the community of Six Sigma practitioners know what Six Sigma is all about. With this book, Six Sigma is revealed to everyone. You might be in a company that's already implemented Six Sigma, or your organization may be considering it. You may be a student who wants to learn how it works, or you might be a seasoned business professional who needs to get up to speed. In any case, this updated edition of Six Sigma For Dummies is the most straightforward, non-intimidating guide on the market. New and updated material, including real-world examples

What Six Sigma is all about and how it works
The benefits of Six Sigma in organizations and businesses
The powerful "DMAIC" problem-solving roadmap
Yellow, Green and Black—how the Six Sigma "belt" system works
How to select and utilize the right tools and technologies
Speaking the language of Six Sigma; knowing the roles and responsibilities; and mastering the statistics skills and analytical methods

Six Sigma For Dummies will become everyone's No. 1 resource for discovering and mastering the world's most famous and powerful improvement tool. Stephen Covey is spot-on when he says, "Six Sigma For

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Dummies is a book to be read by everyone."

The basics behind the Six Sigma quality control technique Six Sigma is designed to achieve excellence in customer service and measure deviation from the ideal. It provides a process for placing value on the intangible nature of quality control. The underlying theories of Six Sigma are highly technical and complex. This book is a basic guide to those who are new to the concept, and though this is a complex subject, the concepts involved are not too complex for readers to grasp. Getting Started in Six Sigma demonstrates how an employee or supervisor can implement Six Sigma successfully without having to become technically familiar with process-oriented models or statistical modeling.

With the growing business industry there is a large demand for greater speed and quality, for projects of all natures in both small and large businesses. Lean Six Sigma is the result of the combination of the two best-known improvement methods: Six Sigma (making work better, of higher quality) and Lean (making work faster, more efficient). Lean Six Sigma For Dummies outlines the key concepts in plain English, and shows you how to use the right tools, in the right place, and in the right way, not just in improvement and design projects, but also in your day-to-day activities. It shows you how to ensure the key principles and concepts of Lean Six Sigma become a natural part of how you do things so you can get the best out of your business and accomplish

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your goals better, faster and cheaper. About the author John Morgan has been a Director of Catalyst Consulting, Europe's leading provider of lean Six Sigma solutions for 10 years. Martin Brenig-Jones is also a Director at Catalyst Consulting. He is an expert in Quality and Change Management and has worked in the field for 16 years. This is the first book to completely cover the whole body of knowledge of Six Sigma and Design for Six Sigma with Simulation Methods as outlined by the American Society for Quality. Both simulation and contemporary Six Sigma methods are explained in detail with practical examples that help understanding of the key features of the design methods. The systems approach to designing products and services as well as problem solving is integrated into the methods discussed.

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-

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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. The primary objective of this new book is to provide a comprehensive reference for those who work in a service industry setting. Unlike Design for Six Sigma a Roadmap for Product Development, this new book will address the 5 leading issues in the service industry, which are customer satisfaction, cost reduction, value improvement, change management and process performance measurements.

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Lean Six Sigma is the single most effective problem solving methodology. It is a proven strategy that maximizes returns to the shareholder. This volume introduces the paradigm shift that steers businesses towards great successes.

This book explores a range of prospective avenues, models, and operational and strategic approaches to Lean Six Sigma (LSS), a contemporary Continuous Improvement (CI) practice for achieving a quality-based competitive edge in organisations. Lean Six Sigma project case studies from banking organizations help to illustrate the operational dimensions of LSS, while the case-specific and cross-case analyses presented here demonstrate its strategic value. While the case data used to arrive at the findings come from the Banking firms, it allows generalizability beyond the Banking and Financial Services sector. The book contends that LSS is not merely a CI practice, but a higher-order organizational capability, more precisely a dynamic capability, that allows firms to gain a competitive edge based on quality. Addressing the interests of practitioners and researchers alike, the book strikes a balance between theory and practice. For practitioners, it offers guidance on using LSS to gain a competitive advantage, and on evidence-based practice in quality management and operational excellence. For researchers, it presents a wealth of literature and expands the body of knowledge on quality management. Accordingly, the book is of immense value to both practitioners and researchers, helping the former unlock the value of LSS as both an operational and strategic resource, and highlighting potential research

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directions and applications for the latter. “This book provides a deep understanding of Lean Six Sigma applications. It inspires by transferring the principles of the concept into uncommon areas of operations and management behind the usual quality and project management. While reading the book I got hit by a great idea of applying Lean Six Sigma in my digital business as well. My impression at the end of the book was that sky is the limit for the right employment of Lean Six Sigma, especially while viewing it from a dynamic capabilities’ lens. Readers of this book will surely receive insights for improving their business processes both operationally and strategically. Although the book is focused on banking, it is actually suitable for a really wide audience. This is a brilliant piece of research as a book that will serve as a guide for transformation by the prism of Lean Six Sigma.” - Professor. Dr. ZornitsaYordanova, Chief Assistant Professor of Innovation Management, University of National and World Economy, Sofia, Bulgaria “Lean Six Sigma needs to be understood from a systems perspective and there exists a huge knowledge gap in this area of finding holistic solutions to business problems. This book is a very welcome work that addresses this call. It integrates quality management resources and dynamic capabilities view towards practice. Banking and Financial Services was aptly chosen as it has the most direct applicability for social enterprises. Anyone interested in creating more impact with less will surely benefit from reading the book” -Alex Abraham, Chief Executive Officer, Lean Success Partners, Winnipeg, Manitoba, Canada “The book is a refreshing booster to the world

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of Quality Management especially in the context of Banking and Financial Services. Concepts and terms like “Rapidness of Lean & robustness of Six Sigma to solve operational problems” “Hybrid methodology” resonate very well with what we do in the industry today. Another interesting fact about the book is applying “Dynamic Capabilities approach” to Quality Management, that sets a fresh Quality Oven and ensures this book is definitely a good investment of authors’ intellect. Best part – Even if a reader is new to the world of Quality, this book will be appropriate and resonating. For Researchers and Practitioners, both being leaders or fresh entrants, this book stands out to be a must-read, as it demonstrates the success of the Lean Six Sigma methodology via case studies and practical applications.” -Udit Salvan, Director, Global Transformation & Engineering Network, An American Multinational Financial Services Corporation, New York, USA

An in-depth introduction, *Lean Six Sigma for Engineers and Managers: With Applied Case Studies* presents a detailed road map and industry examples to help you understand and implement the LSS system. It discusses the LSS process to define improvement needs, measure current business performance, analyze performance results using statistical tools, im

When author and operational excellence consultant Menno R. van Dijk joined ING Domestic Bank in the Netherlands, the company had already been using the Lean system a few years. But van Dijk felt something was missing—the fun factor:

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experiments, improvements, a supportive management style, and teamwork. He wasn't seeing the sense of invigoration and renewal that comes when employees on the shop floor experience the improvement brought on by a Lean implementation. He went to work and created a new approach—Super7—that took the Lean system in financial services to the next level. It radically reduced customer waiting times with less management and more responsibility on the shop floor. In Super7 Operations, he discusses Super7 in detail—how it was developed, what it does for customers, how it changes culture on the shop floor, and how it affects employees and managers. He explains its benefits, which include flexible capacity to cope with fluctuating demand—no inventory, no waiting; small, autonomous teams committed to getting the job done for their customers; output management and delegated responsibilities; and continuous improvement of performance without the need for tight controls. Including case studies, this guide provides valuable tips and tricks for implementing Super7 in an organization that is looking for ways to improve their customers' experience.

A roadmap to consistent, high-quality service for any organization A service is typically something created to serve a paying customer, whether internal or external. Some services consist of several processes linked together while others consist of a single process. This book introduces Design for Six Sigma (DFSS), a easy-to-master, yet highly effective data-driven method that prevents defects in any type of service process. The particular focus of this publication is service DFSS, which leads to what the authors term "a whole quality business," one that takes a proactive stance and gets things right the first time. Not only does the whole

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quality business produce a high-quality product and offer high-quality services, but it also operates at lower cost and higher efficiency, throughout the entire life cycle, than its competitors because all the links in the supply chain are optimized. Following a detailed overview that sets forth the basic premise and key concepts of service DFSS, the authors offer all the information and tools needed to take advantage of service DFSS within their own organizations, including:

- * Clear and in-depth coverage of the philosophical, organizational, and technical aspects of service DFSS
- * Step-by-step roadmap of the entire service DFSS deployment and execution process
- * Full discussions of all the key methods involved in service DFSS, including axiomatic design, design for X, the theory of inventive problem solving (TRIZ), transfer function, design scorecards, and Taguchi's method
- * Practical, illustrative examples that demonstrate how the theory is put into practice
- * Assistance in developing the necessary skills in applying DFSS in organizational settings

Problems and their solutions are provided at the end of each chapter to help readers grasp the key concepts they need to move forward in the text. Acclaro DFSS Light(r), a Java-based software package that implements axiomatic design processes discussed in Chapter Eight, is available for download from an accompanying Wiley ftp site. Acclaro DFSS Light(r) is a software product of Axiomatic Design Solutions, Inc. This book is ideal as a reference to service DFSS for corporate executives, quality control managers, and process engineers, or as a complete training manual for DFSS teams. It is also a superior textbook for graduate students in management, operations, and quality assurance. This book provides an introduction to the state of the art in financial technology (FinTech) and the current applications of FinTech in digital banking. It is a comprehensive guide to the various technologies, products, processes, and business models integral to the FinTech

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environment. Covering key definitions and characteristics, models and best practice, as well as presenting relevant case studies related to FinTech and e-Business, this book helps build a theoretical framework for future discussion.

Six Sigma has taken the corporate world by storm and represents the thrust of numerous efforts in manufacturing and service organizations to improve products, services, and processes. Although Six Sigma brings a new direction to quality and productivity improvement, its underlying tools and philosophy are grounded in the fundamental principles of total quality and continuous improvement that have been used for many decades. Nevertheless, Six Sigma has brought a renewed interest in quality and improvement that few can argue with, and has kept alive the principles of total quality developed in the latter part of the 20th Century. AN INTRODUCTION TO SIX SIGMA AND PROCESS IMPROVEMENT, 2e shows students the essence and basics of Six Sigma, as well as how Six Sigma has brought a renewed interest in the principles of total quality to cutting-edge businesses. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

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

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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

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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.

Praise for *The Lean Six Sigma guide to Doing More with Less* "At Frito Lay, we have applied many of the concepts and tools in this book, and we are realizing a five to seven times return on our annual Lean Six Sigma investment." —Tony Mattei, Lean Six Sigma Director, Frito Lay "Ecolab has experienced a sustainable, competitive advantage through Lean Six Sigma. The principles in this book are helping us drive greater value for our shareholders, better service for our customers, and talent development opportunities for our associates." —Jeffrey E. Burt, Vice President and Global Deployment Leader, Lean Six Sigma, Ecolab "This book gives excellent insights into Lean Six Sigma and its strong impact within different industries. We used Lean Six Sigma in numerous process improvement projects, which, in turn, helped to create momentum and set up a process improvement culture. Amid a challenging economic environment, we are accelerating this initiative globally." —Satheesh Mahadevan, Directeur des Processus, Société Générale "Our Lean Six Sigma deployment of the concepts and tools described in this book is transforming our business—with tangible benefits for our employees, customers, suppliers, and shareholders." —Jeffrey Herzfeld, Sr. Vice President and General Manager, Teva Pharmaceuticals USA "We have deployed the holistic Lean Six Sigma strategy

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described by Mark George across our enterprise. It is providing remarkable returns for Unum." —Bob Best, Chief Operating Officer, Unum "The Lean Six Sigma Guide to Doing More with Less presents a comprehensive view of operations transformation, the approaches required for success, leadership's role, and the competitive advantage that results. Transformational changes are enabling us to do more with less, by investing and working smarter." —Ted Doheny, President and COO, Joy Mining Machinery

Nearly half of the top one hundred Fortune 500 companies use Six Sigma methodology in some part of their business. These companies have been among the top one hundred for five or more years and consistently report higher revenue and significantly higher profits than competitors. This underscores the impact on the cost side. Now the focus moves to revenue growth. Six Sigma consultant Clyde M. Creveling's *Design for Six Sigma in Technology and Product Development* is the standard guide for product commercialization and manufacturing support engineers who want to apply Six Sigma methodology to technology development and product commercialization. Now, in *Six Sigma for Marketing Processes*, Creveling joins with Lynne Hambleton and Burke McCarthy to show the ways marketing professionals can adapt and apply those same Six Sigma concepts to create a lean marketing workflow built for growth. This book provides an overview of the way marketing professionals can utilize the value offered by Six Sigma tools, methods, and best practices, within their existing phase-gate processes, as well as the traditional Six Sigma problem-solving approach: define, measure, analyze, improve, control (DMAIC). It provides unique methods for employing Six Sigma to enhance the three marketing processes for enabling a business to attain growth: strategic, tactical, and operational. It goes further to demonstrate the way Six Sigma for marketing and

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Six Sigma for design can be combined into a unified Six Sigma for growth. In this book, you'll learn how to apply Six Sigma methodology to Develop a lean, efficient marketing workflow designed for growth Enhance the three marketing arenas for growth: strategic, tactical, and operational Identify leading indicators of growth and become proactive about performance improvement Strengthen links between customers, products, and profitability Redesign marketing work to streamline workflow and reduce variability Assess and mitigate cycle-time risk in any marketing initiative or project Leverage DMAIC to solve specific problems and improve existing processes Use lean techniques to streamline repeatable processes, such as collateral development and trade-show participation Preface xv Acknowledgments xxiii About the Authors xxv Chapter 1: Introduction to Six Sigma for Marketing Processes 1 Chapter 2: Measuring Marketing Performance and Risk Accrual Using Scorecards 25 Chapter 3: Six Sigma-Enabled Project Management in Marketing Processes 45 Chapter 4: Six Sigma in the Strategic Marketing Process 63 Chapter 5: Six Sigma in the Tactical Marketing Process 117 Chapter 6: Six Sigma in the Operational Marketing Process 173 Chapter 7: Quick Review of Traditional DMAIC 209 Chapter 8: Future Trends in Six Sigma and Marketing Processes 229 Glossary 235 Index 261

THREE WORLD-CLASS MANAGEMENT METHODS. ONE COMPREHENSIVE RESOURCE.

Finally, top executives across the global financial services industry are catching on-and catching up-to what the world's most successful corporations have known for more than a decade: The performance improvement principles of Six Sigma, Lean, and Process Management can be applied to all aspects of any company's operations-with remarkable results. If you want to take advantage of these proven, performance-enhancing methods, tools,

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and techniques, this reference helps you to use Six Sigma and other tools in a wide range of financial service applications: commercial or savings banks, diversified financials, securities, insurance firms, and more. Six Sigma for Financial Services delivers a complete and groundbreaking model specifically for financial services created by two experts of Six Sigma deployment and Process Management. Clear, concise, and comprehensive, this hands-on guide features actual experiences from frontline managers and executives in financial services firms all around the world. You'll see, up close and personal, how they used Six Sigma to illustrate key points and achieve optimal performance in their companies. You'll learn firsthand why business process excellence is crucial for success in an increasingly competitive, mission-critical industry. Using Lean, Six Sigma, and other process tools, you'll be able to run leaner and more efficiently, and provide improved service with the best possible returns.

Bring the miracle of Lean Six Sigma improvement out of manufacturing and into services Much of the U.S. economy is now based on services rather than manufacturing. Yet the majority of books on Six Sigma and Lean--today's major quality improvement initiatives--explain only how to implement these techniques in a manufacturing environment. Lean Six Sigma for Services fills the need for a service-based approach, explaining how companies of all types can cost-effectively translate manufacturing-oriented Lean Six Sigma tools into the service delivery process. Filled with case studies detailing dramatic service improvements in organizations from Lockheed Martin to Stanford University Hospital, this bottom-line book provides executives and managers with the knowledge they need to: Reduce service costs by 30 to 60 percent Improve service delivery time by 50 percent Expand capacity by 20 percent without adding staff Design for Lean Six Sigma is the only book that employs a "road-map" approach to

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DFSS, which allows corporate management to understand where they are in the process and to integrate DFSS methodology more fully into their overall business strategy. This is a similar approach to that used by Forrest Breyfogle in his successful book: "Implementing Six Sigma, 2E". This approach will allow corporate management to understand where they are in the process and to integrate DFSS methodology more fully into the overall business strategy. Another important aspect of this book is its coverage of DFSS implementation in a broad range of industries including service and manufacturing, plus the use of actual cases throughout.

An implementation blueprint for SIX SIGMA! "The Six Sigma Way demystifies Six Sigma with a real-world 'how-to' guide. A good investment for any business planning to launch Six Sigma." John Biedry, VP Quality & Compliance, Sears Home Services. Cost reduction...productivity improvement...customer retention...these are the promises of the Six Sigma quality management system. The Six Sigma Way reveals how GE, Motorola, and numerous other companies are successfully using Six Sigma to fine-tune products and processes, improve performance, and increase profits. Now you can read the roadmap for implementing Six Sigma in your manufacturing or service organization. The authors who have worked with some of the most visible Six Sigma companies including GE provide step-by-step guidance and practical implementation guidelines. Whether your goal is to fix a process problem or implement Six Sigma company-wide, The Six Sigma Way will help you develop an approach customized for your company's

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needs and the challenges of the twenty-first century business environment. The Six Sigma Way: Addresses the challenges and politics of launching, leading, and training people for Six Sigma. Focuses on implementing the major steps and quality improvement tools in the Six Sigma system. Features insights, comments, and examples from business leaders and managers using Six Sigma in their organizations. In the first edition of this book, the authors shared their extensive industry experience to explain 5 simple habits that support embedding a Culture of Continuous Improvement. This updated second edition, with more than 60 additional pages, expands on the learning and shares how to progress the development of the habits through three levels of maturity. The authors combine their seventy years of collective experience in Lean and business improvement to present 5 basic habits to the reader that are easy to learn yet take years to master. A Culture of Continuous Improvement in your organisation will start to develop almost as soon as the habits are applied and continue to mature as they are mastered. Case studies in two of the world's leading banking organisations demonstrate how the Culture of Continuous Improvement has been applied in real-world situations. The authors also discuss the underlying neuroscience to explain why these habits actually work. This book is essential reading for leaders and business improvement professionals alike. "Embedding Continuous Improvement is at the heart of creating a world-class business. In the first edition the authors explored the what, why and how to do this in this excellent book. In this second edition they have added a

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whole new chapter on how to mature each of the habits through three levels providing a proven path to success. A must-read for those in the financial services industry or just those who wish their organisations to be world class." - Professor Peter Hines, Chairman, SA Partners & visiting professor, Waterford Institute of Technology "The Productivity Habits seem so simple in explanation but they have really driven great conversations at all levels in our business to continually improve customer experiences and business results. Why would you not want all of your organisation to use them?" - Paul Newham, Executive General Manager, Group Operations, Commonwealth Bank of Australia "This is a very practical and relevant book for anybody wanting to create or enhance a continuous improvement culture within an organisation. The authors share real experience, lessons learnt, what to look out for and how to approach for success. This is a must-read for anybody seeking guidance in this space." - Christian Dalle Nogare, Director, Lean Design Practice at Westpac Banking Group "This book summarises in a nutshell what CI is about. Though focused on financial services, it's a must-read for every leader who wants to improve their business. It captures the CI essentials to transform your business to become best in class." - Klaus-Martin Vierhaus, Head of Process Excellence at Bank Julius Baer

In 1987, Motorola developed Six Sigma out of a need for improvement in their pager manufacturing processes. Since then, Six Sigma has been implemented by a number of manufacturing companies, predominantly in the USA. In the late 1990s, however, Six

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Sigma gained wider and international popularity due to successful implementation at General Electric. Six Sigma has now become one of the integral aspects of manufacturing, as well as non-manufacturing businesses worldwide. In recent years, many books have been published on Six Sigma, mainly on its application in manufacturing and product development. This book, by contrast, focuses specifically on the application of Six Sigma in service and transactional environments. The book comprises two parts. Part One provides the necessary knowledge for understanding the Six Sigma methodology and its underlying concepts. Part Two consists of practical examples of Six Sigma application to transactional and service environments which have been provided in the form of real world case studies written by internationally successful companies, to complement the reader's knowledge of Six Sigma and to increase comprehension of issues surrounding Six Sigma implementations. It has been written for newcomers as well as for experienced practitioners who are interested in improving processes in everyday business operations. The focus is on the implementation of the Six Sigma methodology rather than on the statistical tools and techniques. The aim of this book is to provide the reader with some practical and useful guidelines for Six Sigma deployment and its application to transactional and service processes.

The New and Definitive User's Guide to Lean Six Sigma If you're a business manager, you already know that Lean Six Sigma is one of the most popular and powerful

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business tools in the world today. You also probably know that implementing the process can be more than a little challenging. This step-by-step guide shows you how to customize and apply the principles of Lean Six Sigma to your own organizational needs, giving you more options, strategies, and solutions than you'll find in any other book on the subject. With these simple, proven techniques, you can:

- * Assess your current business model and shape your future goals
- * Plan and prepare a Lean Six Sigma program that's right for your company
- * Engage your leadership and your team throughout the entire process
- * Align your LSS efforts with the culture and values of your business
- * Develop deeper insights into your customer experience
- * Master the art of project selection and pipeline management
- * Tackle bigger problems and find better solutions
- * Become more efficient, more productive, and more profitable

This innovative approach to the Lean Six Sigma process allows you to mold and shape your strategy as you go, making small adjustments along the way that can have a big impact. In this book, you'll discover the most effective methods for deploying LSS at every level, from the leaders at the top to the managers in the middle to the very foundation of your company culture. You'll hear from leading business experts who have guided companies through the LSS process—and get the inside story on how they turned those companies around. You'll also learn how to use the latest, greatest management tools like Enterprise Kaizen, Customer Journey Maps, and Hoshin Planning. Everything you need to implement Lean Six Sigma—smoothly and successfully—is right here at your

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fingertips. When it comes to running a business, there is no better way to improve efficiency, increase productivity, and escalate profits than Lean Six Sigma. And there is no better book on how to make it work than *Innovating Lean Six Sigma*.

Six Sigma changed the face of manufacturing quality. Now, HumanSigma is poised to do the same for sales and services. Human Sigma offers an innovative research-based approach to one of the toughest challenges facing sales and services companies today: how to effectively manage the employee-customer encounter to drive business success. What would your company look like if you could increase the revenue and profitability potential of every customer by more than 20 percent? What if you could double the productivity of every employee? And what if these two phenomena together could drive overall organizational performance exponentially? What would your company look like? And how would you go about creating this kind of change? One thing is certain: Business leaders are never going to inspire higher levels of employee productivity and build more passionate customer relationships by doing the same things they have tried for the past 25 years. Business leaders need something fresh. Something new. The last thing they need is more of the same old conventional wisdom about “satisfying” their employees and their customers. Based on solid research by The Gallup Organization, Human Sigma will appeal to senior leaders and line managers alike who are looking for a way to dramatically increase productivity, retain a base of high value customers, and improve overall business performance. Human

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Sigma is:

- **Rigorous:** Based on research involving hundreds of companies, and over 10 million employees and 10 million customers around the world.
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- **Practical:** The principles in the book were developed from observations of real-life successes, not some fictional freaks-of-nature that exist only in a laboratory. As such, the lessons contained in the book have been tested in the real world, and can be applied in many situations.
- **Interactive:** The book contains a code that can be used to estimate the potential value of HumanSigma to readers' organizations.

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