



SIX SIGMA

INTRODUCTION

Six Sigma methodology is gaining more and more international recognition as one of the most effective strategies to improve the efficiency of business processes, as well as the consequent reduction of costs, both direct and indirect. Such approach may be applied not only to the strictly productive phase, but also to all other areas, from Commercial to Marketing, Purchasing, Human Resources, Planning, in a very different variety of enterprises, for both dimension and type of business.

Initially adopted by Motorola, Allied-Signal, General Electric, Six Sigma represents a complete and structured approach for the systematic improvement of processes that not only allows enterprises to apply a coherent system of methodological tools, but also allows them to implement a network of focused specialized skills within their own organizational structure.

The concept of Six Sigma methodology is based on DMAIC approach, which is made up of 5 phases (Define, Measure, Analyze, Improve and Control) and that finds its foundation within the approach of Deming PDCA cycle, trying to combine the European tendency for improvement through systemic changes (breakthrough) with the Japanese approach to a continuous improvement (kaizen).

The choice for Six Sigma methodology can be an important strategic tool to cut the costs of inefficiency and non-quality, to invest in your own internal resources, to satisfy all the client's needs, while at the same time improving business and operational performance.

VALUE PROPOSITION

Six Sigma allows enterprises to gain a number of advantages in terms of:

- Improvement of processes, with reduction of time, waste and re-working;
- Cost saving, through a systematic action of efficiency improvement and optimization;
- Increase of the Company ability to compete, through a unique approach that combines all the various programmes and tools for improvement;
- Cultural development, in terms of professional and motivational development of the personnel involved.

PROFESSIONAL POSITIONS

In order to implement Six Sigma methodology and achieve some results it is mandatory the full commitment of the Top Management that usually appoints for the task one of its members as Sponsor of the initiative, with the assignment to give constant support to the projects and allow their full viability, while at the same time ensure the organization profitability.

The Six Sigma project team identifies 3 different positions:

- *Master Black Belt*: Six Sigma senior experts responsible for the strategy, training, divulgation, the operational development of the project and the results.
- *Black Belt*: Six Sigma experts entrusted with the task of translating technical specifications in a comprehensible language for sponsors; a task for which they must have an excellent attitude for communication as well as technical and process skills.

Usually they are members of the organization that are going to become future business leader.

- *Green Belt*: They are the agents of change also through their positioning in various areas of the Company, and they stimulate the managerial thinking with a new way of doing things, by using more powerful tools, setting more challenging objectives and creating innovative strategies. The achievement of the results and the acquisition of experience in utilizing the methodology allow them to undertake the path to become Black Belt.