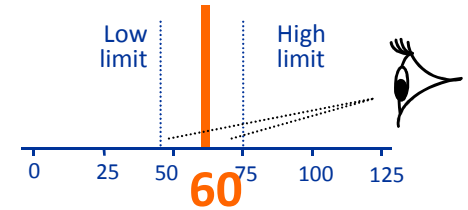


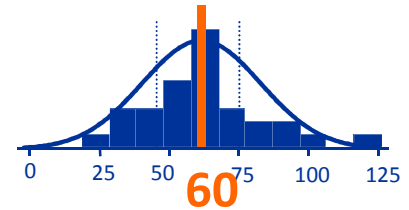
Define

Define **client needs** based on information such as customer-satisfaction surveys and complaint follow-ups. Translate these needs into an objective, measurable target and – if possible – high and low specification limits representing client tolerance (e.g., “on-time” +/- 1 day delivery).



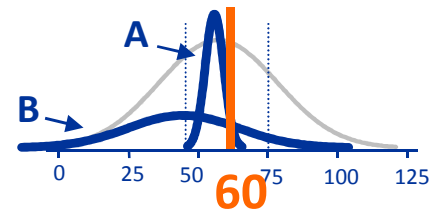
Measure

Collect historical data that allows you to determine the **current performance** of the process. Calculate its “**capability**” relative to client specifications by way of indicators such as average, error percentage, Z⁺/Z⁻ values, C_p/C_{pk} indicators. Determine future performance target in order to respond to client expectations.



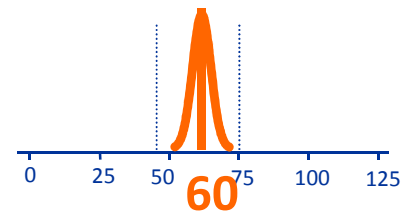
Analyse

Segment data in order to identify the statistically significant **differences in performance** between subgroups (e.g., Segment A = excellent performance, Segment B = weak performance). Analyze information so as to establish in an objective way the factors that affect process performance.



Improve

Verify through experimentation the effect of the main factors on process performance and determine the **operating conditions** that allow you to achieve the desired performance. Corroborate through the design of experiment or pilot experiment the improvement solutions that allow you to bring these conditions together.



Control

Implement the **changes** and verify that the performance objective has been reached. Establish the appropriate controls in order to guarantee the **durability** of improvements and follow their development over time. Communicate the results and, perhaps, transfer best practices to other sites or other sectors of the business.

