

Software for Marketing and Leveraging Lean and Six Sigma for your Outreach Laboratory

*Steven Mandell, MD
University of Michigan
Medical Director MLabs
Lab InfoTech Summit 2006*



– A Brief History

- 1986 – Sell Excess Testing Capacity
- Quality, Service and IT Innovation Key
- Growth & Diversification - 300 physician offices, 11 hospitals with outreach programs, M-Care HMO ; Medical Campus Program Growth

Bumps in the Road?...

Rapid growth outstrips capacity

Increasing sendouts cause slow or inconsistent turnaround time

Limited growth resources causes in-fighting

In-fighting injures service, quality and innovation

Losing Clients

Losing RFP's

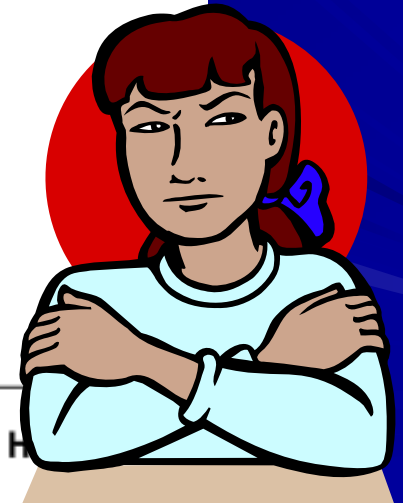
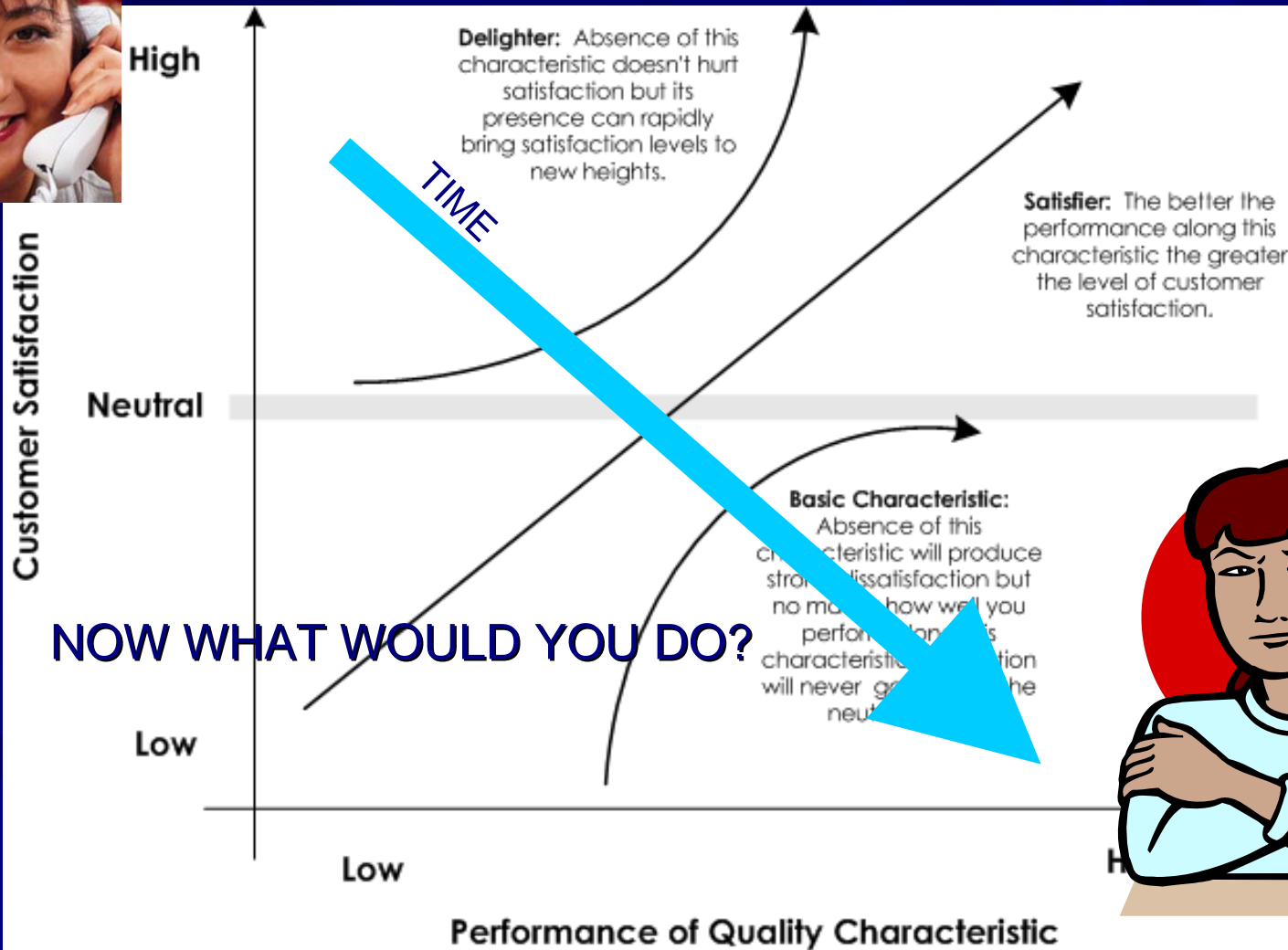
Losing Revenue

...Or Impending Doom?

WHAT WOULD YOU DO?



Kano Model of Client Satisfaction



Re-Commitment to our Clients

PROBLEM

- Decrease Errors
- Decrease Costs
- Improve Responsiveness / Service
- Consistently Represent the Voice of the Client to Our Academic Department
- Declare MLabs' Identity

SOLUTION

- Six Sigma
- Lean
- Lean and Six Sigma
- Elevated Program to Division Status
- Created Board of Directors
- Needed a Quick and Easy Survey Tool
- Strategic Planning / Marketing

Programs & Products Implemented

(1 Year)

HIPAA Compliant E-Mail Solutions

Hilgraeve HyperSend

Data Analysis / In-Sourcing Strategies / Account Tracking

Microsoft Access

Microsoft Excel

Workflow Analyses / Lean Initiatives

Microsoft Visio

eVSM on Microsoft Visio

Strategic Planning

Business Resource Software, Inc.

Client Surveys

AdvisorSurvey-123

Six Sigma Initiatives

QE Tools on Microsoft Excel

Problem Tracking / Resolution / Risk Management

RMPro

Web Redesign / Form Submission on Formium Server

Microsoft Visio

Acrobat Professional

Highlighted Products

A Feb 4

Customer Surveys



Lindsey Larkin
lindsey.larkin@123-survey.com
815-477-1499
ImageCare Inc. (Advisor)
<http://www.123-survey.com/applications.asp>

Lean Value Stream Mapping



Electronic Value Stream Mapping Software

eVSM Support
support@evsm.com
<http://www.evsm.com/training>

Six Sigma



Patrick Hammett or Steve Geddes
www.getools.com sales@getools.com

Marketing, Pricing and Strategic Planning



Business Resource Software
2013 Wells Branch Pkwy #206
Austin, Texas 78728
800-423-1228
<http://www.brs-inc.com/>

Advisor

- Collaboration of designers, marketing and market research professionals, customer relations specialists and business consultants who have worked with Fortune 500 companies
- A web-based tool to build, design, launch and analyze surveys for strategic marketing and market research
- Provides data export to Microsoft Excel in table and graphic format
- Cost: ~ \$99/Month



































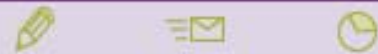
My Surveys

NEW SURVEY

NEW FOLDER

Select from the options at the right to work with your surveys.

 My Surveys	STATUS	DEVELOP	LAUNCH	ANALYZE	OPTIONS
CCAC Project Priority	Closed				»»
CD Calls Log					»»
Deirdre M-CARE Physician Satisfaction					»»
Employee Satisfaction Test					»»
MLabs Call Log	Closed				»»
MLabs Call Log Final	Closed				»»
MLabs Call Log Last	Closed				»»
MLabs Web Portal Client Capability	Closed				»»
QA Monitors in the Lab Edited	Open				»»
Smart Phone Survey	Closed				»»
 Pam `s Surveys					»»



Question

Screen 1 of 1

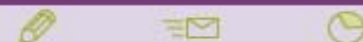
Select Type

- Multiple Choice (Drop down list) SKIP OPTION
- Open-ended (Long-form response)
- Open-ended (Short-form response)
- Multiple Choice (Horizontal) SKIP OPTION
- Multiple Choice (Vertical) SKIP OPTION
- Multiple Choice (Drop down list) SKIP OPTION
- Select All That Apply EXPLORE OPTION
- Matrix Multiple Choice
- Matrix Multiple Choice (With category header)
- Matrix Multiple Choice (Drop down list | Horizontal)
- Matrix Multiple Choice (Drop down list | Vertical)
- Matrix Open-ended (Numeric with category header)
- Matrix Open-ended (Numeric)
- Rank
- Rank Points
- Top Three Text (Small-form response)
- Top Three Text (Long-form response)
- Information Only

[View Examples](#) | [Question library](#)



rop down menu):



Develop

BRAND PREVIEW FIND/REPLACE PRINT MAP

Screens: 2 Questions: 5

Select from the options at the right to work with your survey.

	SCREENS/QUESTIONS	REQUIRED	SKIP	EXPLORE >>	OPTIONS
+	Introductory screen				>>
+	1 CD Call Survey				>>
[-]	1.1 Caller Category				>>

1. CALLER CATEGORY (must choose one from drop down menu):




[-]	1.2 Reason For Call	R		E	>>
-----	----------------------------	----------	--	----------	----

2. REASON(S) FOR CALL (check all that apply):


- Billing / Payment / Cost Inquiry
- Blood Draw Station Question
- Complaint / Service Breakdown
- Courier or STAT Courier Needed
- Delivery Failure - Expected Report Missing
- FAX Anatomic/Surgical Report
- FAX Clinical Report
- FAX communication call - your number? did you get it?

1.1

Which of the following best describes your faculty appointment?

ANSWER CHOICES/SHORT LABELS	NUMBER OF RESPONSES	RESPONSE RATIO	WEIGHTING	EXCLUDE/INCLUDE
Tenure Track 	20	47.6%	3	<input type="checkbox"/>
Clinical Track 	21	50%	2	<input type="checkbox"/>
Other 	1	2.4%	1	<input type="checkbox"/>

0% 100%



STATISTICS:

Mean:2.5
Standard Deviation:0.5
Median:2
Minimum:3
Maximum:1
Total:42

EXPORT: 

1.2

Please choose the best answer for each of the following:

	Strongly disagree	Disagree	No Opinion	Agree	Strongly agree	
WEIGHTING	6	5	4	3	2	
EXCLUDE/INCLUDE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Statistics
The hospital paging system meets my work-related communication requirements	3 7.1%	17 40.5%	5 11.9%	12 28.6%	5 11.9%	Mean:4 Standard Deviation:1.2 Median:4 Minimum:6 Maximum:2 Total:42
I always carry a cell phone with me	8 19%	6 14.3%	0 0%	14 33.3%	14 33.3%	Mean:3.5 Standard Deviation:1.5 Median:3 Minimum:6

Advisor

- Market Research

 - Pricing Analysis

 - Marketing Campaign Analysis

 - Market Trends

 - Concept Testing

- Customer Satisfaction

- Competitive Analysis

- Applicant / Resident / Fellow / Faculty Evaluations

- RSVP Business / Social Gatherings

- Inventory Reorder

- On-Line Education / Proficiency Testing

- Remote Procedural Review and Authorization

- Workload Surveys – Client Service Centers

Lean and Six Sigma

Why Healthcare Needs Them

- Reduce costs not just selling price
- Reduce TAT (60-90% not atypical)
- Reduce waste: time, energy, motion, effort on bad processes (LEAN)
- Improve quality / Reduces errors and error potential / Reduces rework (6 SIGMA)
- Improve service level
- Increase customer satisfaction
- Improve employee involvement, satisfaction, safety and work environment
- Uses space more effectively (30-40%) (LEAN)
- Improves workflow process
- Solves staffing shortages

Decisions based on facts and data rather than opinion

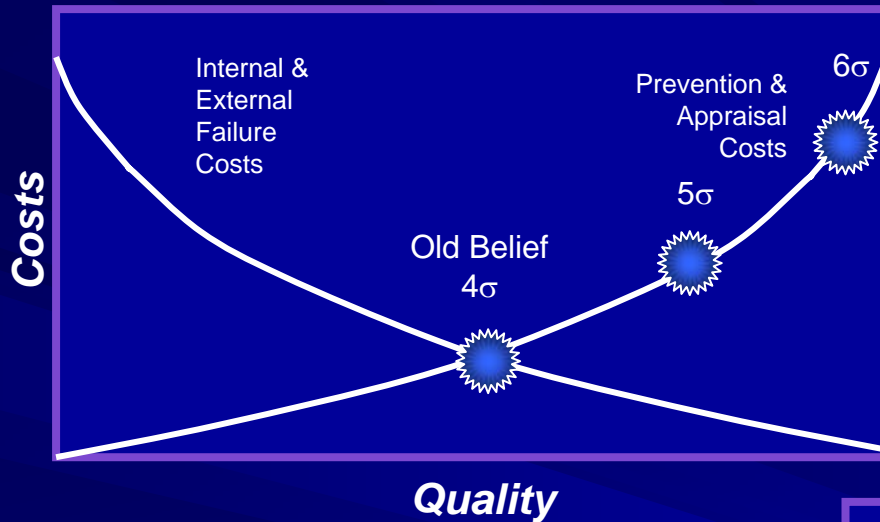
Attack the high-hanging fruit (the hard stuff)

Provide a disciplined approach to problem solving and continuous improvement

Teach people to see waste, savings and opportunity

Industry demands it !!! (Automotives / Managed Care / Clinicians / Public)

Quality Costs and Process Excellence

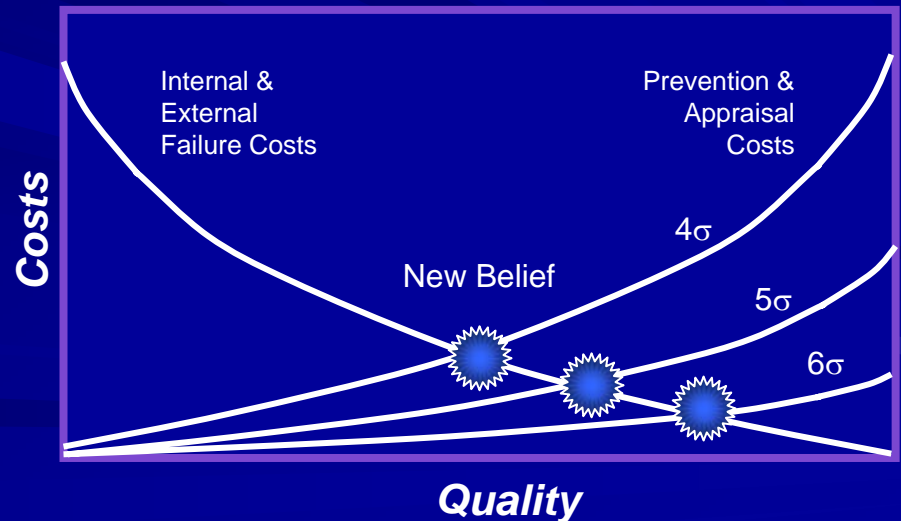


σ is a measure of how much variation exists in a process

Old Belief

High Quality = High Cost

New Belief
High Quality = Low Cost



Six Sigma - Toolkit & Philosophy

- Process Mapping
- Tolerance Analysis
- Structure Tree
- Components Search
- Pareto Analysis
- Hypothesis Testing
- Gauge R & R
- Regression
- Rational Subgrouping
- Design of Experiment
- Baselining
- Statistical Process Control
- Customer Focus
- Leadership
- Innovative and Proactive
- Boundary-less
- World Class Quality
- Fact Driven
- Process Management

Warning!

Lean - Toolkit

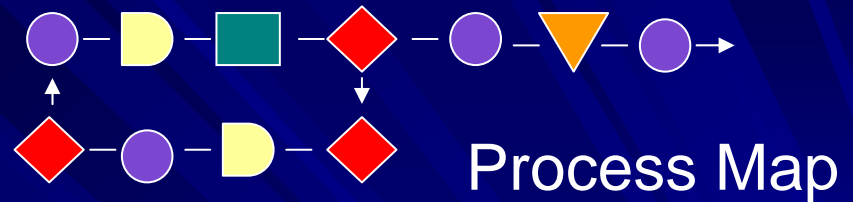
- Standardized Training
- Rapid Lab Assessment
- Value Stream Mapping
- Kaizen Bursts
- Problem Solving
- Standardized Work
- Leveling/Balancing Workload
- 5S
- Visual Management
- Kanban Systems
- Cellular Design
- Error Proofing (Poka Yoke)

& Philosophy

- Operate under a quality umbrella
- Become a learning organization
- Management supports the value-added operators
- Develop “Eyes” for Wastes
- Standardization is the foundation to continuous improvement
- You get what you expect and you deserve what you tolerate
- Go and see for yourself to thoroughly understand the situation
- Continuous single-piece flow
- If you cannot “flow” then “pull”
- Takt time – pace of customer demand



eVSM



- eVSM is an Excel-based add-in tool for Lean and Process Improvement Projects.
- Developed for manufacturing industry
- Provides commonly used tools and data analysis techniques for implementing Lean and envisioning the Value Stream Map

Value Stream Map = Process Map “on Steroids”

A visual tool for identifying all activities of the planning, and production process to identify waste

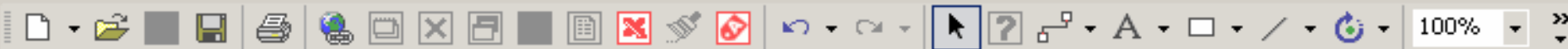
Provides a tool to visualize what is otherwise usually invisible

Develop a current state map before improvements are made so that the efforts and benefits of the future state implementation can be quantified

- Cost ~ \$350

 eVSM

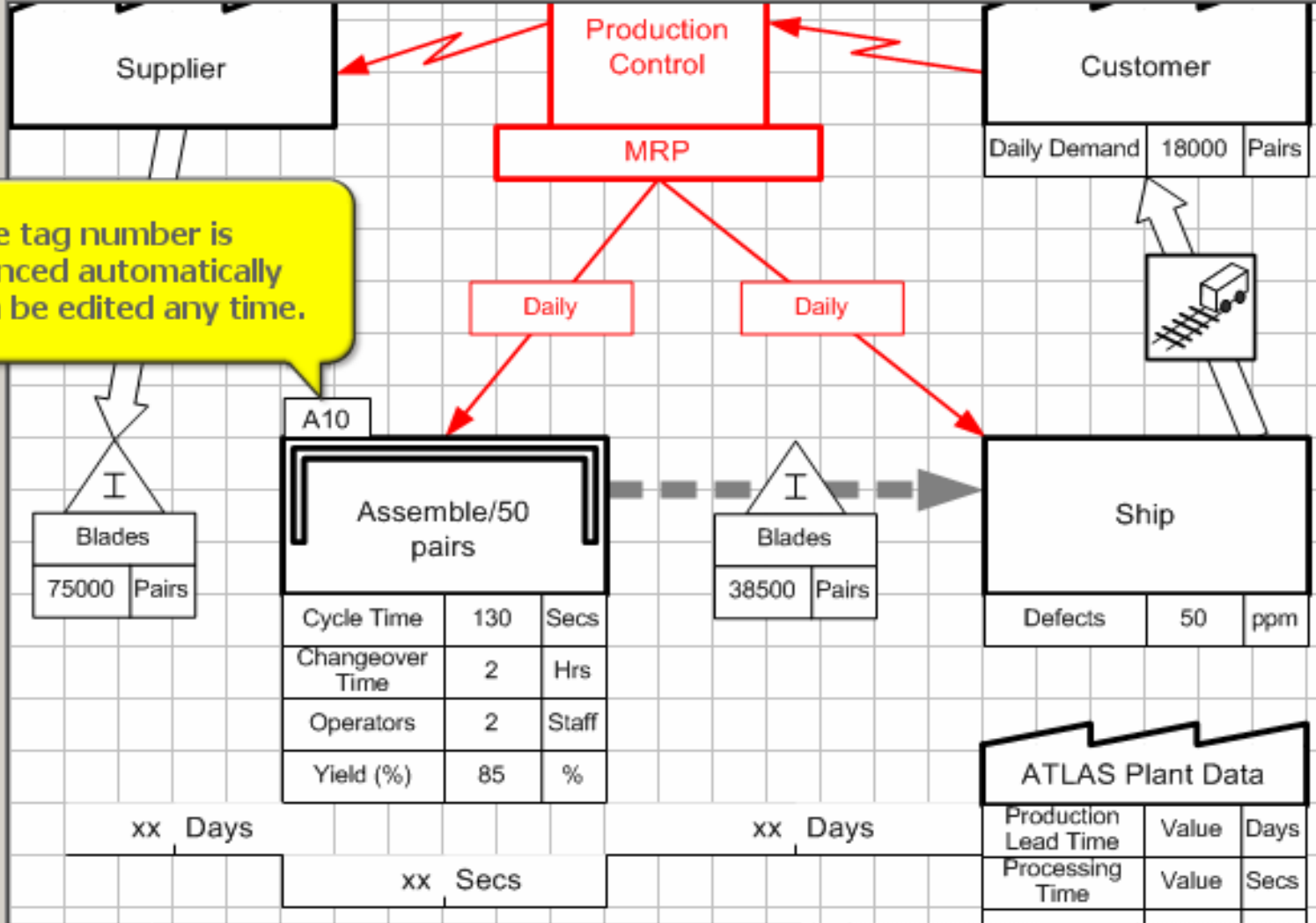
Electronic Value Stream Mapping Software



eVSMico...

- ABC
- Icons for shapes and connectors
- UNITS
- VA
- NVA
- Icons for transport and production elements

The tag number is sequenced automatically but can be edited any time.





eVSMico...

ABC

UNITS

NVA

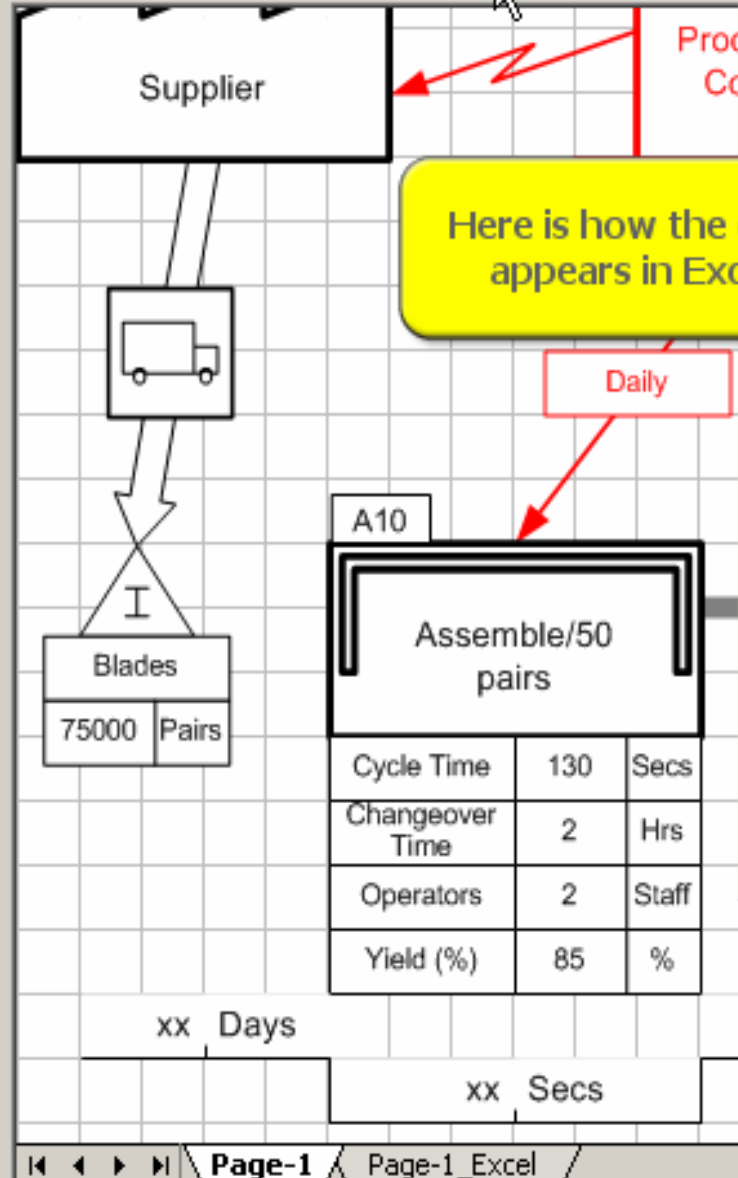
75000 Pairs

Blades

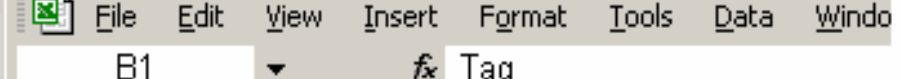
Assemble/50 pairs

xx Days

xx Secs



Here is how the data appears in Excel.



	B	C	D	E	F	G	H
1	Tag	Operation	VA	Data	Data	Data	Data
2			value added	changeover time	cycle time	operators	yield (%)
3			secs	hrs	secs	staff	%
4							
5	A010	Assemble/50 pairs	xx	2	130	2	85
6							
7	A	A Series Totals	0	2	130	2	85
8							
9							
10							
11							
12							

ATLAS Plant Data		
Production Lead Time	Value	Days
Processing Time	Value	Secs

The transfer verification page shows all the glue points in blue

Shapes

eVSM v2.1

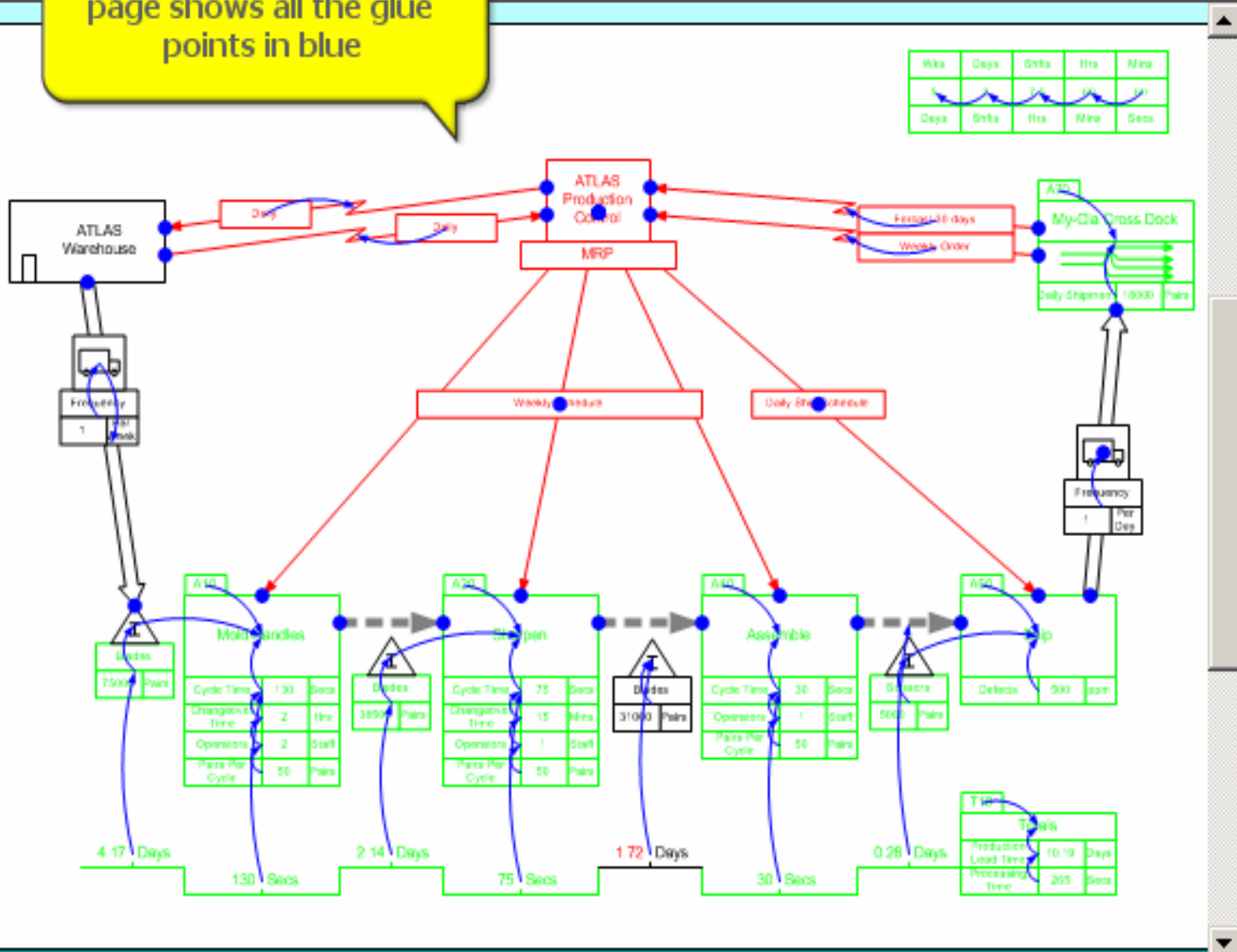
ABC

UNITS

VA NVA

Basic Shapes

eVSM Mfg

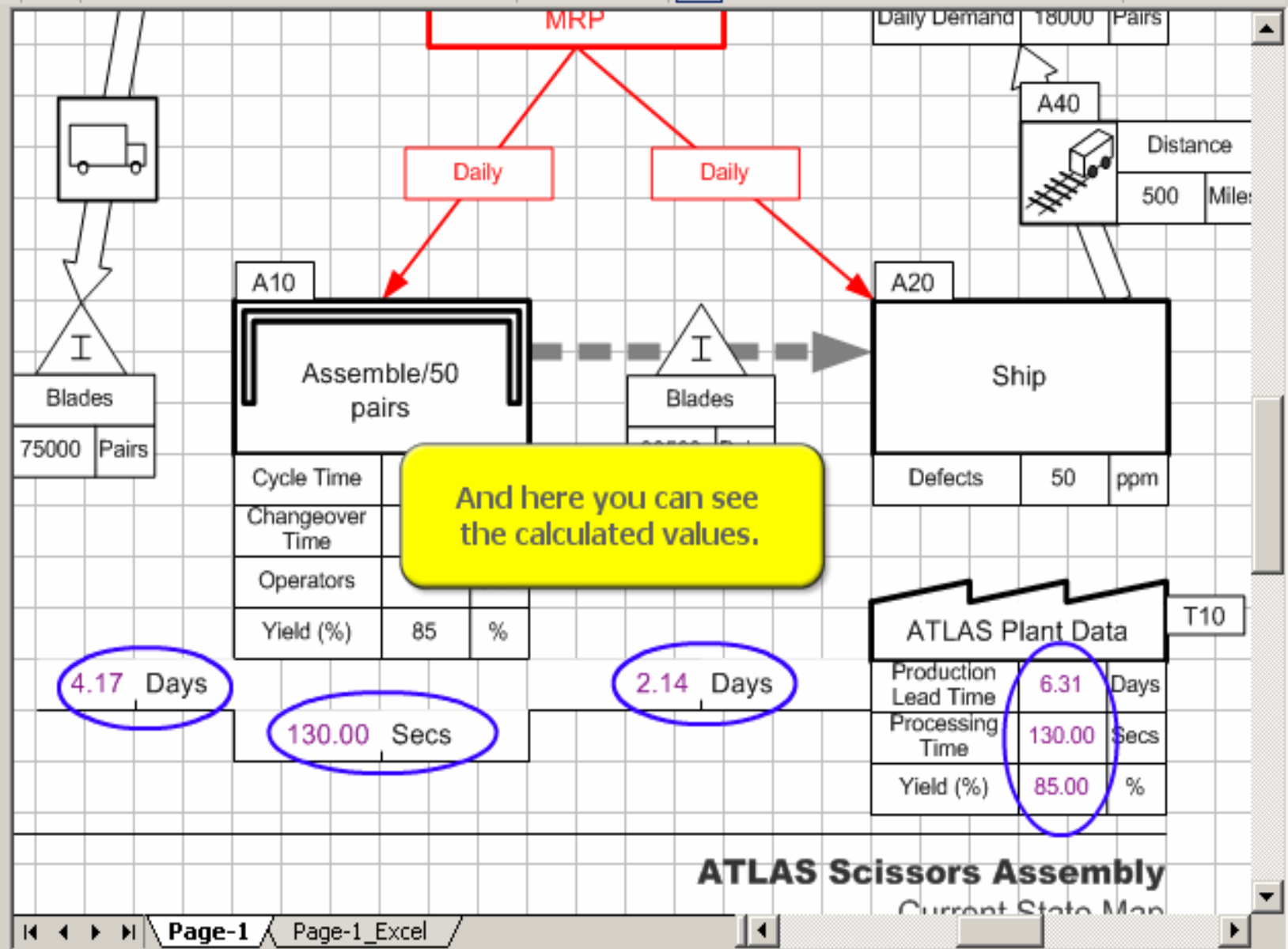


eVSMico...

ABC

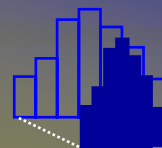
UNITS

NVA



QETools

- Developed for The University of Michigan Center for Professional Development's Six Sigma program for application in manufacturing industry.
- QETools is an Excel-based add-in tool for Six Sigma and Quality Improvement Projects.
- Provides commonly used problem solving tools and data analysis techniques for Six Sigma Belts and Quality Practitioners
- Cost ~ \$100

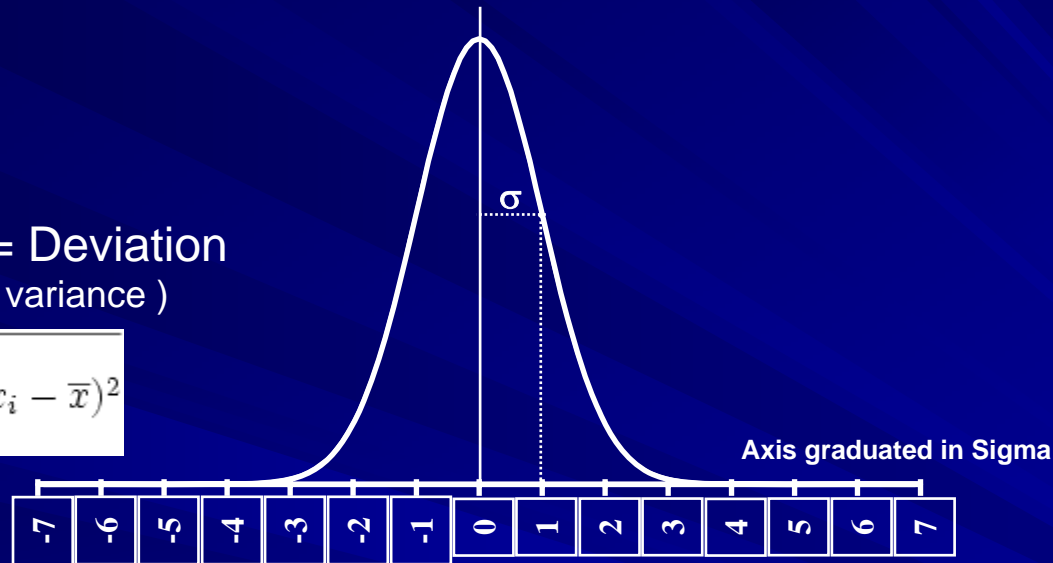


QE TOOLS

Six Sigma as a Metric

Sigma = σ = Deviation
(Square root of variance)

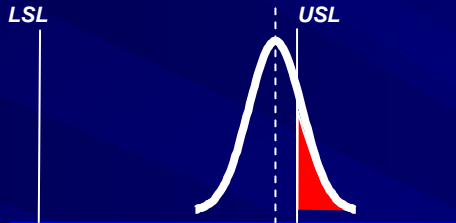
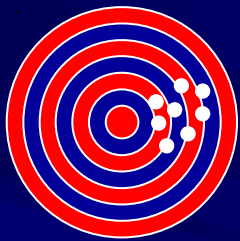
$$\sigma = \sqrt{\frac{1}{N} \sum_{i=1}^N (x_i - \bar{x})^2}$$



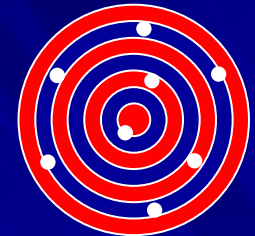
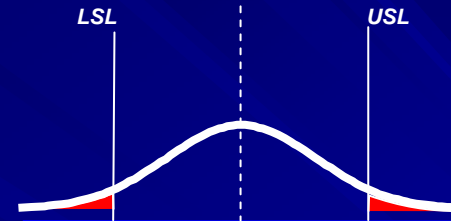
between +/-	Percentage	Result
between +/- 1 σ	68.27 %	result: 317300 ppm outside (deviation)
between +/- 2 σ	95.45 %	45500 ppm
between +/- 3 σ	99.73 %	2700 ppm
between +/- 4 σ	99.9937 %	63 ppm
between +/- 5 σ	99.999943 %	0.57 ppm
between +/- 6 σ	99.9999998 %	0.002 ppm



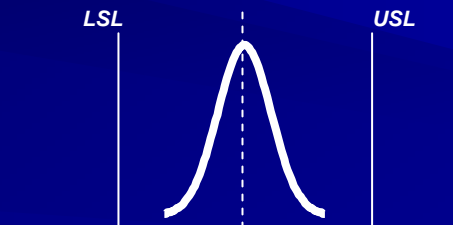
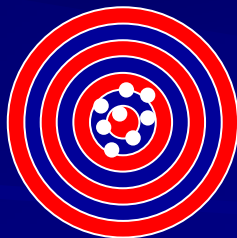
Six Sigma as a Philosophy



Off-Target / Low Accuracy
Low Variation / High Precision
High Potential Defects



On Target / High Accuracy
High Variation / Low Precision
High Potential Defects

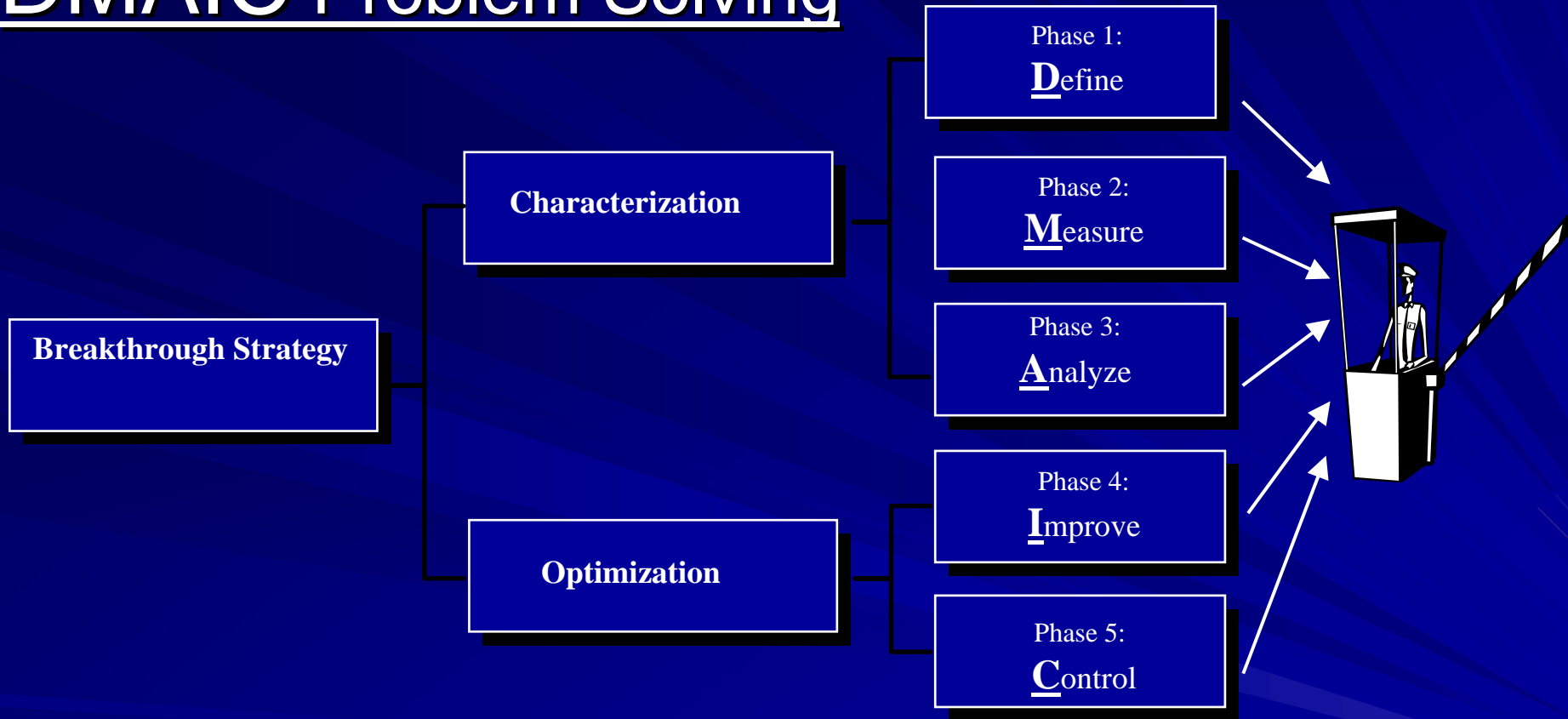


On-Target
Low Variation
Low Potential Defects

- Variation reduction coupled with process centering create less potential for defects.
- The concept of defect reduction applies to ALL processes (not just manufacturing)

6 Sigma in Practice

DMAIC Problem Solving



Projects are worked through these 5 main phases of the Six Sigma methodology with tollgate reviews at each interval.

QETools Walks the 6 Sigma Roadmap

- Tools may be accessed from QETools Menu or using the links from DMAIC Tool Road Map.
- Raw Data may be analyzed directly from spreadsheet or using “DataSheet”.

The screenshot displays the Microsoft Excel interface with the 'QETools' menu open. The menu items include: New Data Sheet, Six Sigma Methods, Process Analysis - Qualitative Tools, Process Capability Summary, Descriptive Statistics, Graphical Tools, Measurement Systems Analysis, Regression and Correlation, Control Charts, Tabulation, Hypothesis Tests, and QETools Help. A secondary menu for 'Six Sigma Methods' is also visible, listing: DMAIC Tool Road Map, Project Charter Template, and Patient w. The spreadsheet data is as follows:

	A	E	F	G
1	LSL			
2	Target			
3	USL	20		
4	Variable Type ->	Data	Data	Data
5	Variable Name ->	Timeinwaiting room	Waitforcinician1	Waitfor
6	1	8	3	1
7	2	10	3	8
8	3	15	8	14

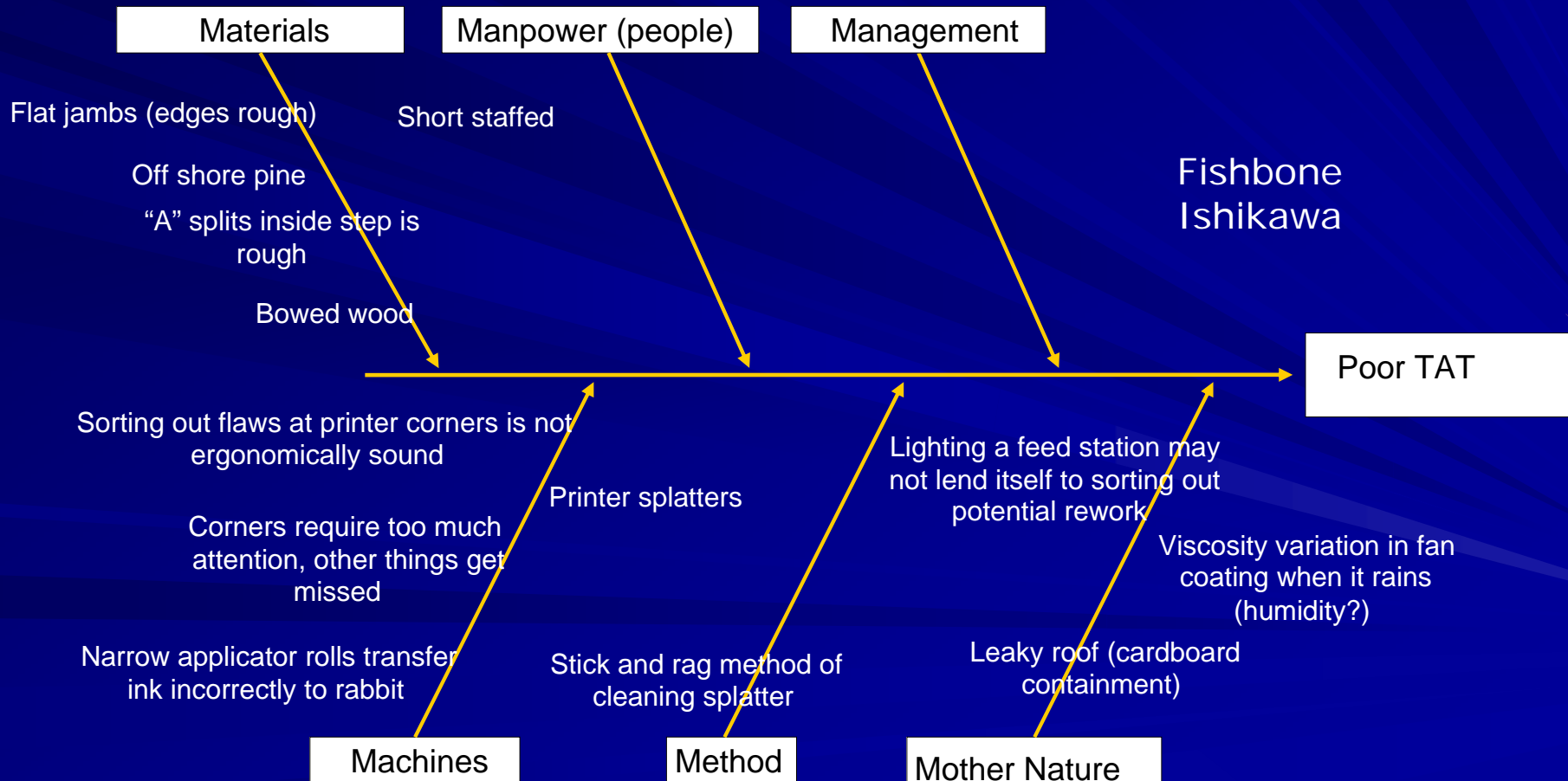
A blue arrow points from the text 'DATA SHEET' to the '20' value in cell E3. The 'QETools' menu is open, and the 'Six Sigma Methods' sub-menu is also open, showing the 'DMAIC Tool Road Map' and 'Project Charter Template' options.

QE Tools Functionality

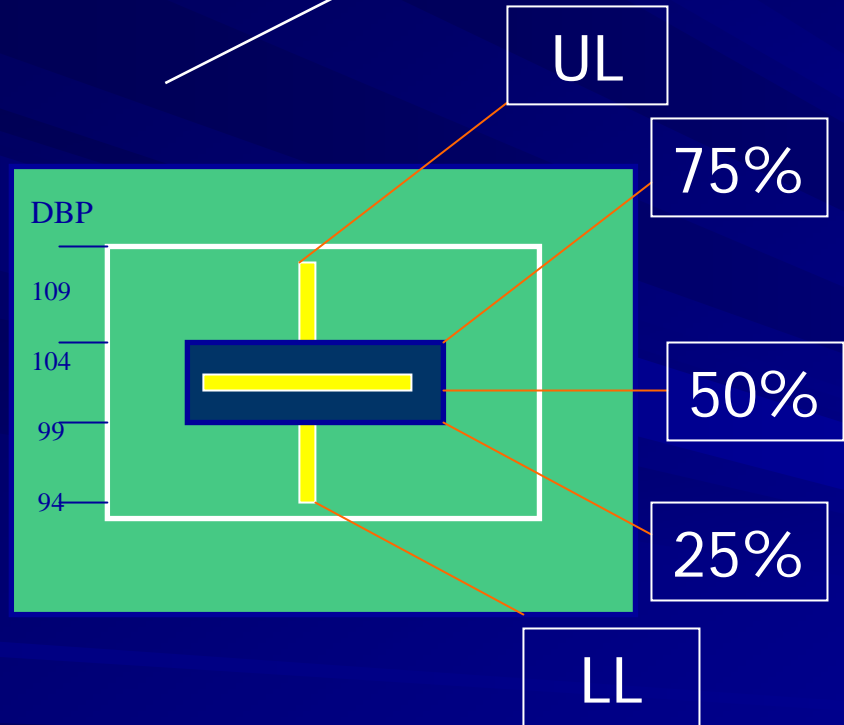
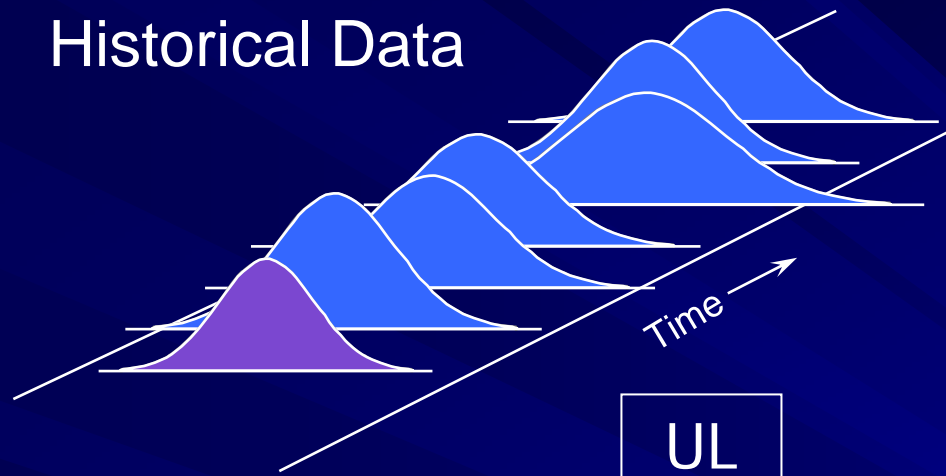
Six Sigma Methods		Measurement Systems Analysis	
	DMAIC Tool Road Map		Gage R and R
	Project Charter Template		Repeated Measurements Study
Process Analysis - Qualitative Tools			Attribute Matching Study
	SIPOC	Regression and Correlation	
	QFD-House of Quality		Correlation Matrix
	Cause-Effect Diagram		Simple Linear Regression
	FMEA Table	Control Charts	
	Process Control Plan Manufacturing		X-bar / Range
	Process Control Plan Transactional		Individual / Moving Range
Process Capability Summary			P-chart
	Process Capability Summary - Normal		NP-chart
	Process Capability Non-Normal (Weibull)		U-chart
	Process Capability Binary - Binomial		C-chart
	DPM Calculator - Normal	Tabulation	
	Sigma Level Calculator		One-Way Tabulation
Descriptive Statistics			Cross Tabulation
	Basic Descriptive Statistics		Binary Cross Tabulation
	Frequency Analysis	Hypothesis Tests	
Graphical Tools			Test Variance - Standard
	Run Chart		Test Two Variances
	Pareto Analysis		Test Two Means - Independent
	Histogram		Test Paired Data
	Dot Plot		Test Two Proportions
	Frequency Bar Graph		
	Box Plot (single or multi)		
	Scatter Plot		

Assignable Cause – Root Cause Analysis

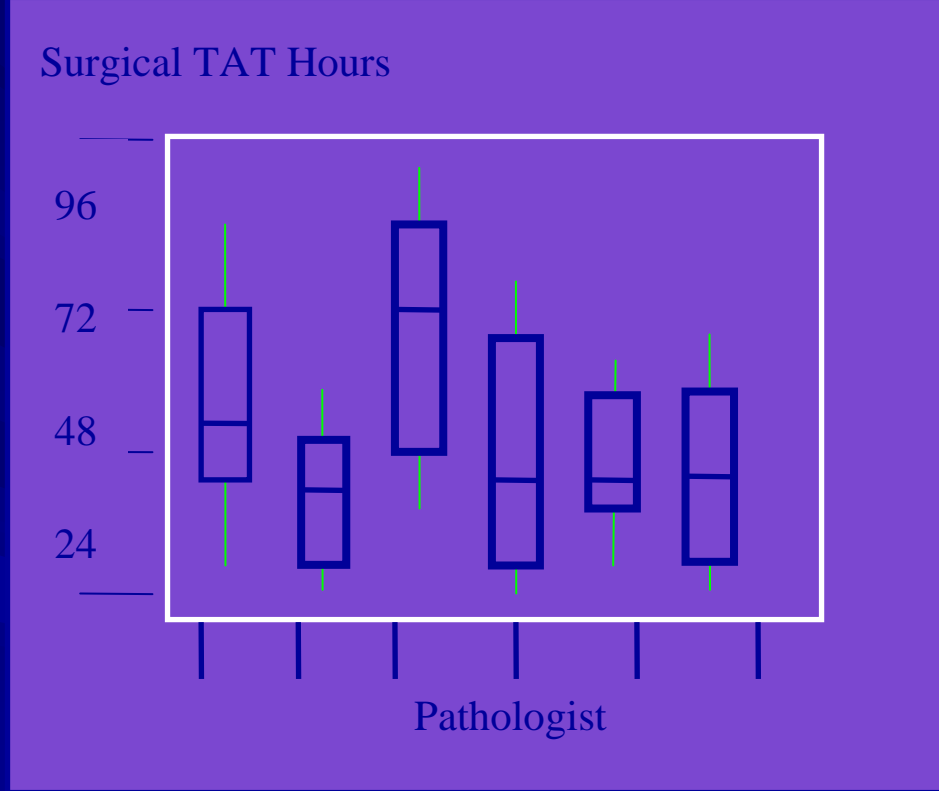
- Outside influences
- Noise
- Potentially controllable
- How the process is actually performing over time



Historical Data



Box and Whisker



Box and whisker plots help to see the data distribution

Competitive Edge - Three Generic Strategies

Low-cost

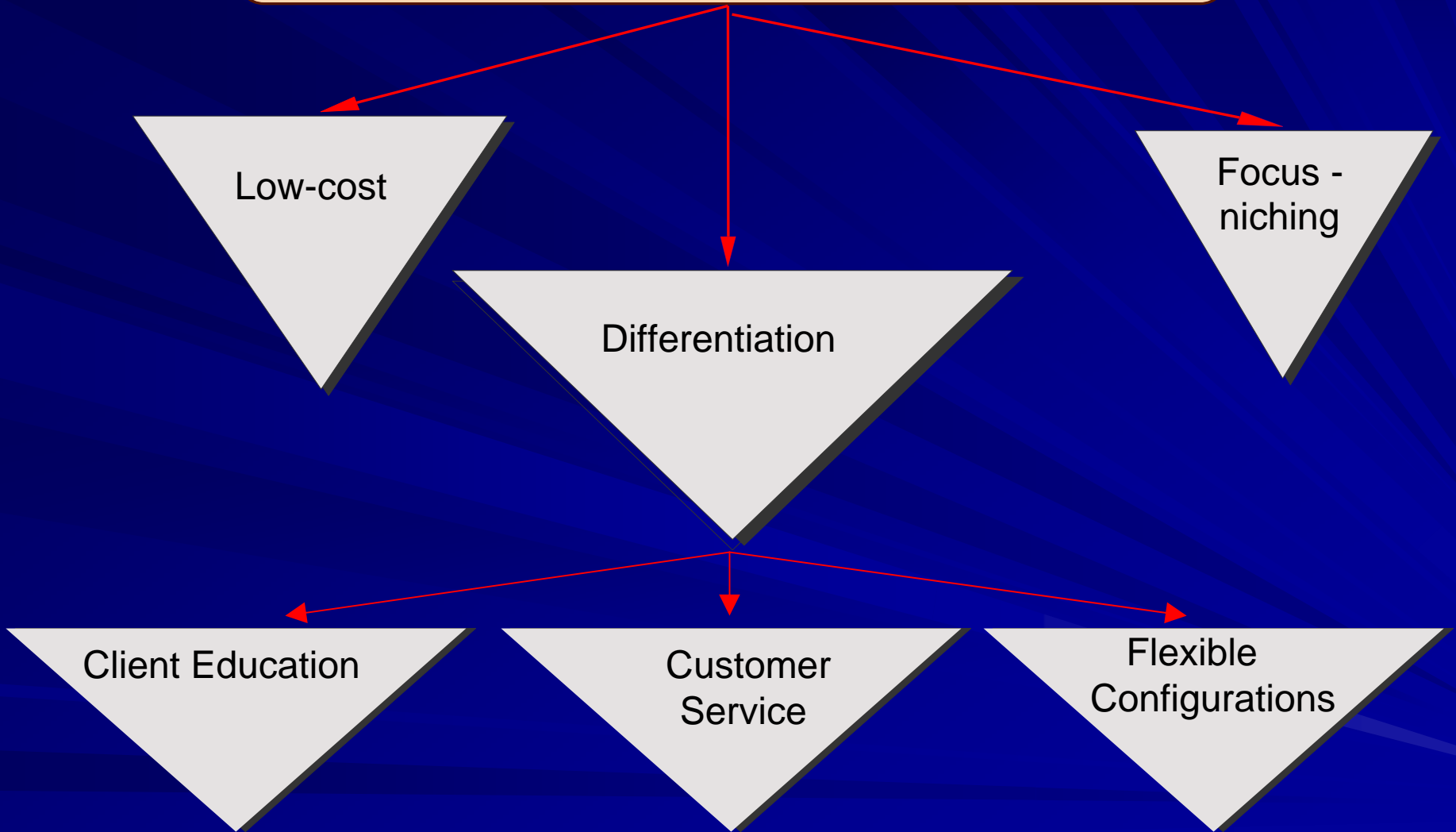
Focus -
niching

Differentiation

Client Education

Customer
Service

Flexible
Configurations



BRS



- Business Resource Software for Market Analysis, Competitor Analysis, Strategic Planning, Strategic Pricing
- Provides graphical and textual data analysis for enhanced comprehension
- MBA Dialogue wizard (“TurboTax”) for business management and growth

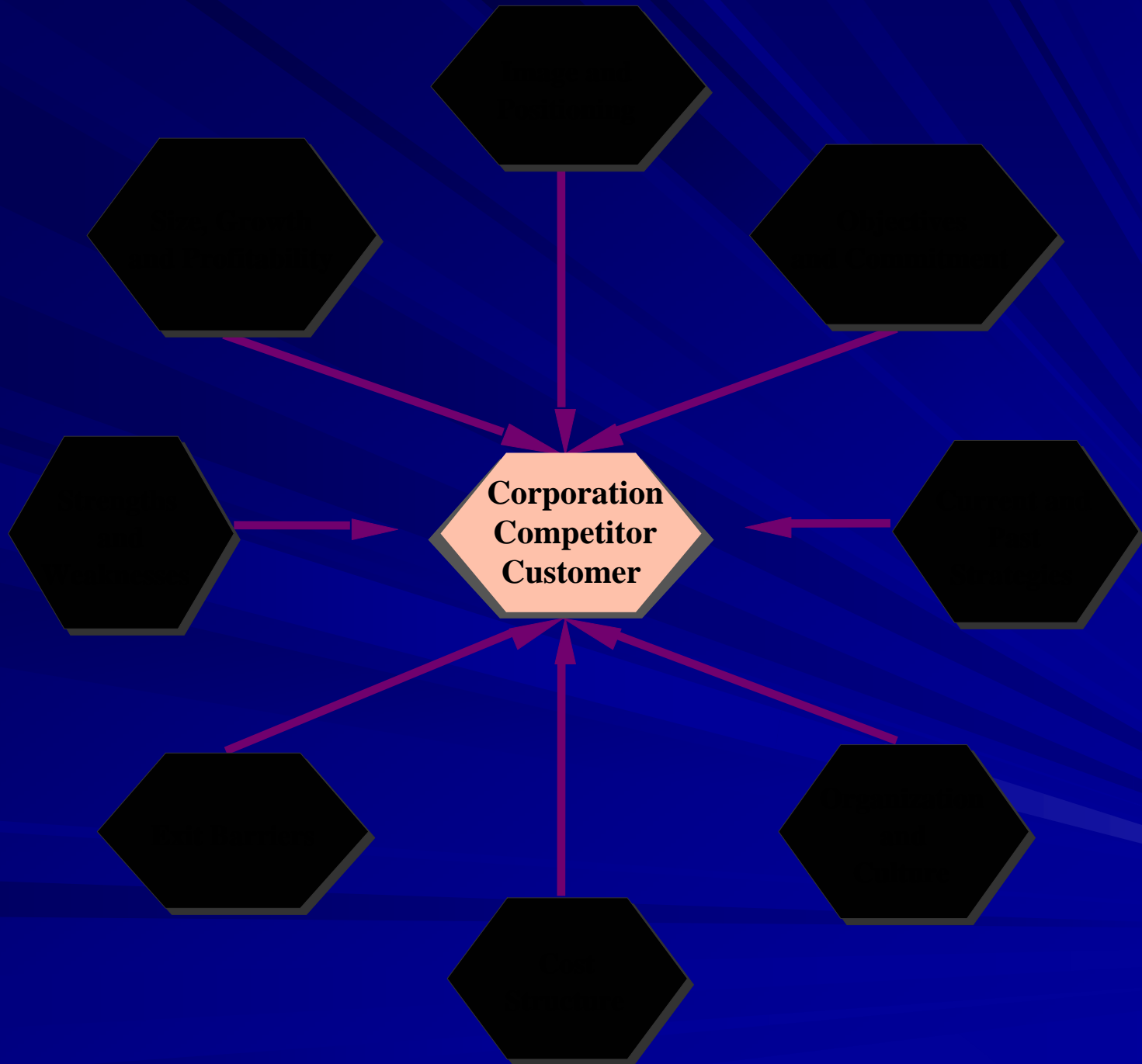
Competitive Advantage [Potential Generic Strategies](#) Strategic Factors [Environmental Factors](#)

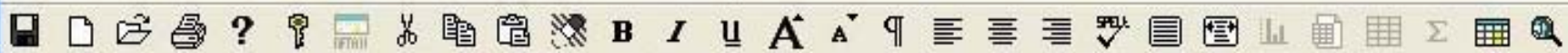
Environmental Risk Matrix [Tendency to Buy](#) Price Sensitivity [Product & Market Change](#) Market Forces

[Industrial Decision Making](#) Product Life Cycle [Capacity & Propensity to Attack](#) Sales Volume

Product Market Profitability [Boston Consulting Group Matrix](#) Product Competitive Position

[Industry Attractiveness](#) Business Strategy Matrix [Directional Policy Matrix](#) Business Risk Analysis





Narration

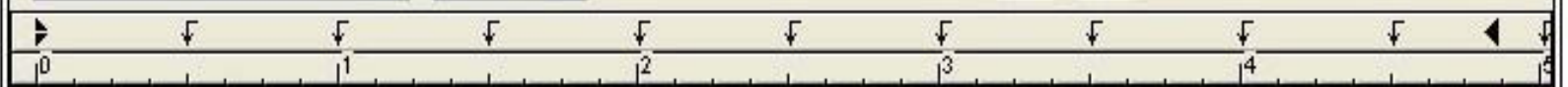
- Overview
- Non-disclosure
- Enterprise
- Product / Service**
- Market
- Strategy
- Competition
- Development

Market Status

Explain whether the offering is ready for the market or still in development. If still in development, provide a schedule for delivery that includes a "PERT" chart showing critical decision and/or completion points. You should also include the projected cost to complete the development.

- Rationale
- Example
- Exclude

Times New Roman 12 **B I U** [List Bullets] [List Numbered] [List Disc] [List Circle] [List Square] [List Diamond] [List Triangle] [List Circle] [List Square] [List Diamond] [List Triangle]



[Empty text area for input]

- Resources
- Interview
- Narration**
- Financials
- Charts
- Milestones

1.0 Non-Disclosure Agreement**2.0 Executive Summary**

- 2.1 Enterprise
- 2.2 Personnel
- 2.3 The Offering(s)
- 2.4 Marketing
- 2.5 Projections
- 2.6 Revenue In

3.0 The Enterprise

- 3.1 Objectives
- 3.2 Organization
 - 3.2.1 Pe
 - 3.2.2 Pe
- 3.3 Operations
- 3.4 Future

4.0 The Market

- 4.1 Market Seg
- 4.2 Prospects
- 4.3 Objectives
- 4.4 Segments
- 4.5 Size
- 4.6 Environment
- 4.7 Alternative

5.0 The Offerings

- 5.1 Description
- 5.2 Market Sta
- 5.3 Value
- 5.4 Cost to Pro
- 5.5 Support

6.0 Marketing Strategy

- 6.1 Target(s)
- 6.2 Image
- 6.3 Promotion
 - 6.3.1 In
 - 6.3.2 Pe
 - 6.3.3 Au
- 6.4 Pricing
- 6.5 Sales
- 6.6 Distribution
- 6.7 Logistics
- 6.8 Support

7.0 Competitive Analysis**8.0 Development Program**

- 8.1 Objectives
- 8.2 Organization

6.0 Marketing Strategy

HiLight Inc. is entering the market market life cycle. The intent is to u with a push promotion strategy. product prices during the first seven below shows projected market share

Enterprise Name	Yr 1	Yr 2
HiLight Inc.	67%	26
General Electric	0%	51
ARC Electronics	33%	11
Philips	0%	12
Other	0%	0

We will do our own manufacturing the enterprise to minimize our dep suppliers of the sensors used in distribution channels and a smol achieved with minimal advertising promotional activity will be perform

6.1 Target(s)

This year we are concentrating on United States. Our objective is to l electrical component products, Sm area, which we will share with the that include material on our product

6.2 Image

Our objective from the start has l industry. Because our main intent is that they all receive "first class" the products has begun to achieve that

6.3 Promotion

For our component products we are All promotion is done through suggested ad content, art work, which they in turn use to promo Because of the reputation the prod higher prices gain them a long

Marketing Strategy**2.0 Executive Summary**

The next few pages are a summary of our bu complete, description of the market, the mark the projected financial rewards.

2.1 Enterprise

HiLight Inc. has been in business for several business. We were formed with the objective industry, targeting small to medium size busin two years of operation and have established throughout the southwestern U.S. We have es quality product at very competitive prices, concentrating on a relatively small number of years and the projected third year are as follow

FINANCIAL HISTORY

REVENUE	\$200
PROFIT BEFORE TAX	55
PBT %	3%
NET PROFIT	54

As shown, after ten months of operation, we component business to double the prior year a product line to include an assembled product assembling a product. While this process is in us to price the product in the \$70 - \$80 range \$100 range. We are projecting the first year revenue for our components products. Our Austin, Tx, are expected to be adequate manufacturing personnel will be required for will be required for the assembly operation.

The five year projection for personnel is show

	HiLight Inc Personnel		
	Yr 1	Yr 2	Yr 3
Total Personnel	63	79	99

8.0 Development Program

Our development program has the objectives of providing new products for the market, improving products we already market and insuring that we employ the most effective manufacturing techniques possible.

We are achieving this with new electrical components, our new "system", Smart Lite, and by applying for and being awarded patents on products and production techniques.

8.1 Objectives

For our component products the first objective is to maintain and improve the quality of our product line. The second objective is to extend the line of resistor and capacitor products as customer demand dictates and potential sales justify. A distant third objective is to consider other electrical/electronic component types for manufacture.

For Smart-Lite, the objective is to get it market ready. More general objectives will be developed as the "assembled products" program matures.

8.2 Organization

The development organization is a small group that will grow to five personnel this year. The manager, Jack Johnson, has a Ph.D. in electrical engineering and has been with HiLight Inc since shortly after its inception. The responsibility for managing several people is new to him, but he is a natural leader, well liked by all who deal with him.

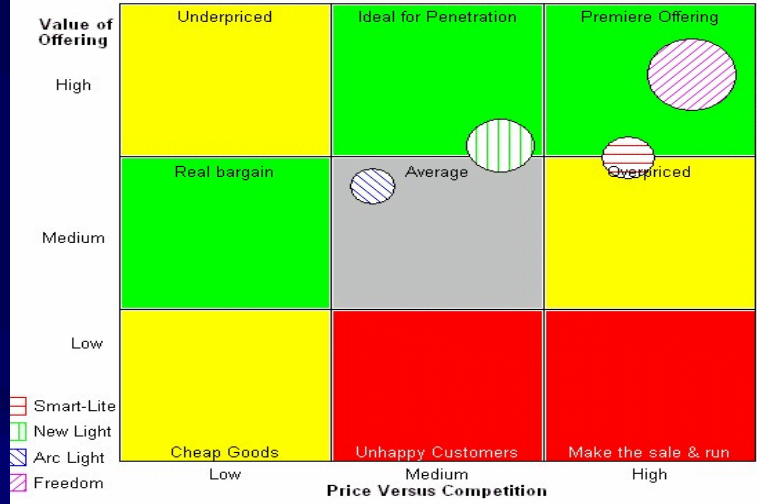
The development team uses several kinds of equipment including:

- Personal computers with Computer Aided Design (CAD) software to help in the component design.
- A variety of electronic tools such as oscilloscopes, meters, generators, etc.
- For product design tests, several molding devices, a thermostatically controlled kiln and a vibration generator.

8.3 Market Status

The component products are an on-going business. We have two new resistors and one new capacitor in development, scheduled for availability early the year after next. All the technology for Smart-Lite has been tested, we are now in the final stages of testing the product packaging design for manufacture.

Price / Quality Matrix



Plan Audit

Overview | Completeness | Spelling Check | **Analysis**

Long Term Success Potential

Business Success Potential

This is an analysis of the combination of the appropriateness of the industry, the viability and advertisability of HiLight, Inc.'s Smart-Lite and the capabilities of HiLight, Inc. to market an offering. The analysis is showing a mildly positive rating, indicating a reasonable probability that a successful, long term business can be achieved.

To better understand how this rating was derived, double click on any contributing factor to see the detail behind it.

Rating: Immediate contributing factors are: Evaluation: **60**

- 55 Industry undecided about offering
- 56 Enterprise has mediocre to average market entry capabilities
- 58 Advertising offers moderate benefits
- 70 Offering has considerable sales potential

Navigation: << Prev | Note | Next >>

Interview

Overview | Introduction | **Enterprise** | The Market | Environment | Prospects

Competitive Advantage (differentiation / cost)

Competitive Advantage

An enterprise is always looking for a competitive advantage. This usually occurs when an enterprise can offer something that no other enterprise can offer or they can offer a product or service at a better price than the competition. Often a marketing strategy is based on one of the following concepts.

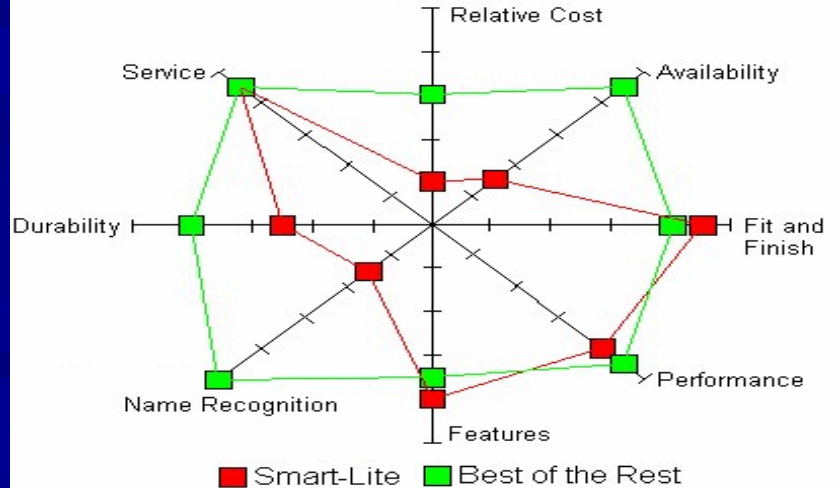
A DIFFERENTIATION STRATEGY is one of creating a product or service that is perceived as being unique "throughout the industry". The emphasis

Cost Leadership: 0 1 2 3 4 5 6 7 8 9 10

Differentiation: HiLight, Inc., Philips, Arc Electronics, General Electric

Navigation: << Prev | Note | Next >>

Position Evaluation Graph



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P.

FROM THE AUTHORS OF THE #1 BESTSELLER
SIBLINGS WITHOUT RIVALRY

How To Talk So Administrators Will Listen

"Will bring
about more
cooperation
from children
than all
the yelling
and pleading
in the

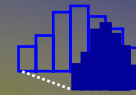


**Bruce Friedman,
M.D.**

LIBERATED CLINICIAN

"Will bring about more cooperation from administrators than all the yelling and pleading in the world."

- Christian Science Monitor



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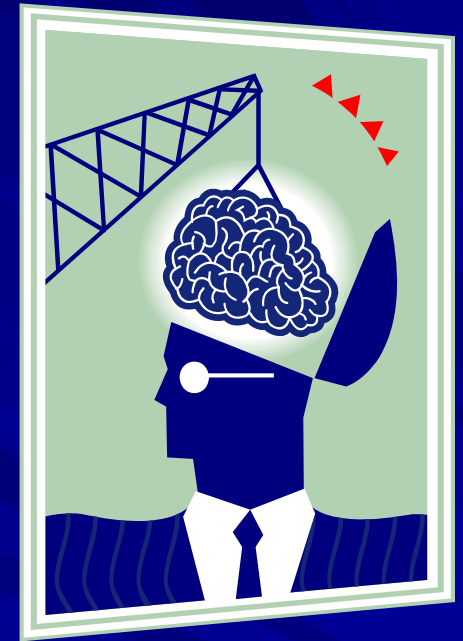
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Lab IT Tools Integration / Evolution

CORPORATIONS THINKING LEAN FOR THE CLIENTS

CORPORATION

- m-uitive
- Fields
 - Agile Author
 - Client Table
- HBOC
 - Market Segment
 - Business Tools / Profitability
 - QA
 - PathFinder Awards
- Cerner
 - Resolution / Root Cause / Follow up / Client Reports
 - Bedrock "Turbo Tax" for Implementations
- Tools
 - Lab Layout Wizard
 - Box and Whiskers Plots
 - Batch Work Routing Wizard
 - Radar Diagrams
 - Web Surveys / Education
 - Process Metrics in Greater Granularity
- Strategies
 - Lean Six Sigma Corporate Integration
 - Lean Six Sigma and Marketing Tools Product Integration
 - Sales / Support Strategy



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