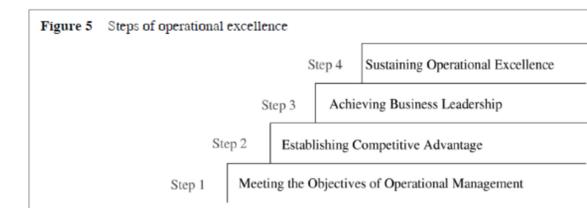


| Application | Tools and Techniques |
|---|--|
| Checking | Checklists, control plans |
| Data collection/presentation | Check sheets, bar charts, tally charts, histograms, graphs |
| Setting priorities/planning | Pareto analysis, arrow diagram, quality costs |
| Structuring ideas | Affinity diagrams, systematic diagrams, brainstorming |
| Performance/capability measurement/assessment | Statistical process control, departmental purpose analysis |
| Understanding/analysing problems/process | Flow chart, Cause and Effect diagrams, Process Decision Programme Chart (PDPC) |
| Identifying relationship | Scatter diagrams/regression/correlation/matrix diagrams |
| Identifying control parameters | Design of experiment |
| Monitoring and maintaining control | Mistake proofing, FMEA, matrix data analysis |
| Interface between customer needs and product features | Quality function deployment |

Source: Dale, Booden and Wilcox (1993)

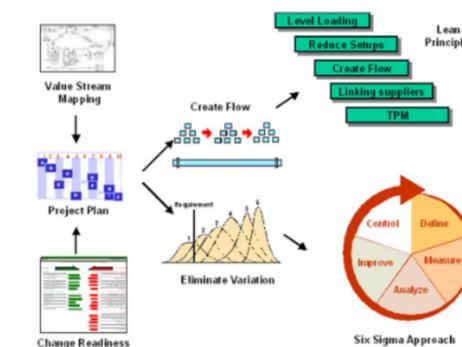
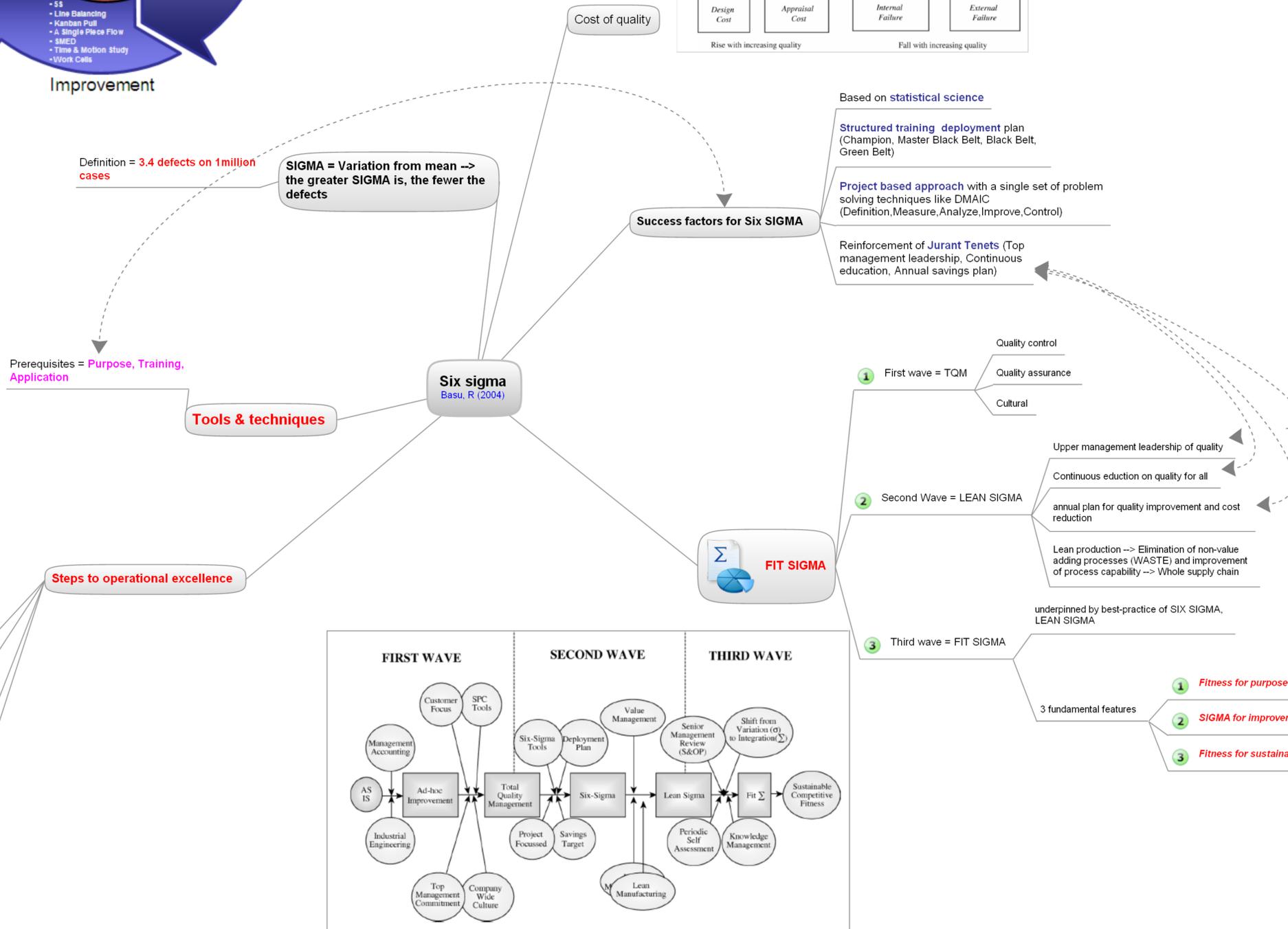


Step 1 = Be profitable and deliver what the customer wants

Step 2 = Competitive advantage with benchmarking -> Continuous Improvement programme

Step 3 = Be "Best in class" through TQM or SIX SIGMA -> OPERATIONAL EXCELLENCE

Step 4 = Sustain benefits of step 3 through Review etc -> FIT SIGMA



- Fitness for the purpose**
- initial assessment
 - all functions
 - any size of organization.
- Sigma (Σ) for improvement and integration**
- appropriate Six-Sigma tools
 - learning deployment
 - project plan and delivery
 - shift from variation (σ) to integration (Σ).
- Fitness for sustainability**
- performance management
 - self-assessment and certification
 - senior management review (S&OP)
 - knowledge management.

Measured by the balanced scorecard