

Critical Success Factors for Six Sigma Implementation: Evidence from Slovenia

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Abstract. Competitive tensions are forcing organisations to perform processes more effectively. World-leading organisations are using different approaches to achieve process improvement, and one of the methods is Six Sigma. Six Sigma was invented at Motorola, Inc., as a quality measure and has evolved into a business improvement system that seeks to identify and eliminate defects, mistakes or failures in business processes by focusing on those process performance characteristics that are of critical importance to customers. Six Sigma represents a huge step in improving customer satisfaction, reducing costs and consequently empowers development of organizations. Six Sigma implementation requires proper leadership. For that reason, it is important for managers to know which are the main success factors for Six Sigma implementation in organisations. This question is addressed in this study.

The purpose of our study is to study which are the most important success factors for Six Sigma implementation. A list of many different relevant influencing factors from the literature have been identified. Factors are including the following main areas: strategic, organisational, culture-related, finance-related, customer-related and supplier-related, obstacles for successful Six Sigma implementation and required characteristics of leaders in organisations. On-line questionnaire was launched in April 2022. An empirical case analysis includes a sample of 33 Slovenian companies. Descriptive statistic method was used to summarize and describe the main features of a dataset. Results show that the most critical success factors for Six Sigma implementation in organisations are culture-related factors such as: selection of proper leaders, followed by proper communication with employees before implementation and top management commitment to change. Research results are heavily dependent on the sample and participants' opinions. This research can be considered as case study and preliminary research.

The results of this study have a great value to academics, consultants, researchers, practitioners of Six Sigma, managers and decision makers in organisations.

Keywords: management, Six Sigma, implementation, success, factor

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