

Lean Enterprise and Six Sigma Master Black Belt

A lean enterprise and six sigma quality management expert (Lean Six Sigma Master Black Belt) with more than twenty six years of experiences, I have guided organizational teams in identifying problems in the enterprise, determined the appropriate lean six sigma quality management methods to solve company problems, prepared material and conducted management training in order to improve productivity and quality of the companies.

EDUCATION

- APICS (www.apics.org) Certified Supply Chain Professional (CSCP), issued in June 2008 and maintained until June 30, 2023 (maintained every five years period)
- APICS (www.apics.org) Certified Supply Chain Professional Fellow (CSCP-F), issued in Feb 2018 and maintained until June 30, 2023 (maintained every five years period)
- APICS (www.apics.org) Certified in Production and Inventory Management (CPIM), issued in April 1996 and maintained until April 30, 2023.
- APICS (www.apics.org) Certified in Production and Inventory Management Fellow (CPIM-F), issued in April 1998 and maintained until April 30, 2023 (maintained every five years period)
- ASQ (www.asq.org) Certified Manager of Quality/Organizational Excellence (CMQ/OE), issued in March 2006 and maintained until June 30, 2021 (maintained every three years period)
- ASQ (www.asq.org) Certified Six Sigma Black Belt (CSSBB), issued in October 2006 and maintained until June 30, 2021 (maintained every three years period)
- ASQ (www.asq.org) Certified Quality Engineer (CQE), issued in June 2006 and maintained until June 30, 2021 (maintained every three years period)
- ASQ (www.asq.org) Certified Quality Auditor (CQA), issued in December 2006 and maintained until June 30, 2021 (maintained every three years period)
- ASQ (www.asq.org) Certified Quality Improvement Associate (CQIA), issued in December 2016 (No need to maintain)
- IQF (International Quality Federation, www.iqf.org) Six Sigma Master Black Belt Certification, issued in August 2005 (No need to maintain)
- Exemplar Global (Part of American Society for Quality) Quality Management System (QMS) Auditor, issued in January 2007 and expires in January 2019 (maintained every two years period)
- Exemplar Global (Part of American Society for Quality) Certified Management System Lead Specialist (CMSLS), issued in April 2017 and expires on 28 September 2018.
- Certified Trainer in Situational Leadership: Leveraging Human Performance, issued in January 1992, The Centre of Leadership Studies, Australia
- Master of Science (M.Sc) in Applied Statistics, September 1985, Bogor Agricultural University (IPB), Indonesia (GPA = 3.49 out of 4.0)
- Doctorate (Dr.) in Industrial Engineering and Management, September 1991, Bandung Institute of Technology (ITB), Indonesia (GPA = 4.0 out of 4.0)
- Doctor of Science (D.Sc) in Management of Engineering and Technology, December 2000, Southern California University for Professional Studies, USA (GPA = 4.0 out of 4.0)

SIGNIFICANT RESULTS

- Improved ROI by 40%
- Reduced product defects by 50%
- Trained 1000+ managers and supervisors
- Guided 15 managers to become APICS CPIM designated
- Designed and implemented ISO 9001 for more than 10 companies to be certified
- Designed and implemented Lean Six Sigma Quality Management System

CAREER HISTORY

Professional Consultant and Instructor

Independent Professional Consultant and Instructor in Lean Enterprise and Six Sigma Quality Management System, 2005 – Present, Jakarta-Indonesia.

- Provided Lean Manufacturing & Enterprise Training to PT Showa Manufacturing Indonesia, Cikarang
- Provided Lean Enterprise and Six Sigma Workshop to PT Pertamina, Jakarta
- Provided Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) Workshop to PT Aneka Tambang, Jakarta
- Provided Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) Workshop to PT Krakatau Bandar Samudera & Krakatau Steel, Cilegon Banten
- Provided Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) Workshop to PT Angkasa Pura I, Jakarta
- Provided Lean Manufacturing & Enterprise Training to PT Showa Manufacturing Indonesia, Cikarang
- Provided Six Sigma Training and Implemented Six Sigma Way to PT Asuransi Astra Buana, Jakarta. Acting as the Six Sigma Master Black Belt (SSMBB) and Team Leader for implementing Six Sigma Projects.
- Provided Lean Six Sigma Training to PT Lautan Luas Group of Companies, Jakarta
- Provided and Implemented Lean Six Sigma System to PT Trisakti Purwo Sari Makmur, Tobacco Company, Pasuruan, during 8-month project.
- Provided Lean Six Sigma Executive and Green Belt Training to PT Bakrie & Brothers, Jakarta
- Provided and Implemented Supply Chain Management System to PT Graha Sumber Prima Elektro, Jakarta, during 9-month project.
- Provided and Implemented Organizational Excellence Management System to PT Orang Tua Group of Companies (12 Strategic Business Units). Acting as the Six Sigma Master Black Belt (SSMBB) and Team Leader for implementing Lean Six Sigma Projects.
- Provided Lean Six Sigma Supply Chain Management training to PT Sumber Daya Sewatama, Jakarta.
- Provided the Public Training on Lean Six Sigma for Manufacturing and Services, Jakarta.
- Provided the Public Training on Lean Six Sigma Supply Chain Management, Jakarta.
- Provided the Public Training on Business Process Excellence, Jakarta.
- Provided the public training on Lean Total Productive Management (Lean TPM), Jakarta
- Provided the public training on the Integrated Management Systems of ISO 9001, ISO 14001 and OHSAS 18001, Jakarta
- Provided the public training on Human Capital and Talent Management System, Jakarta
- Provided the public training on World Class Manufacturing Excellence System, Jakarta
- Provided and Implemented Organizational Excellence Management System Using Balanced Scorecard to PT Maipark Insurance during 16-month period (May 2012 – October 2013).
- Provided and Implemented Balanced Scorecard Performance System to PT Bank NTT during 10-month period (May 2012 – February 2013).
- Provided and Implemented Supply Chain Management (SCM) and Total Productive Management (TPM) System during- 24-month period (August 2015 – August 2017)

Lean Enterprise and Six Sigma Senior Manager, 2003 – 2004, Burnaby BC Canada. Report to VP of Operations.

- Developed and implemented lean and six sigma principles (5S, Visual Factory, Value Stream Mapping, Strategic Planning, DMAIC Six Sigma methodology) and passed BC Consortium for Manufacturing Excellence Assessment
- Developed and implemented ISO 9001:2000 (Quality Manual & Mandatory Procedures)
- Developed ABC Product Costing
- Being an Alternate Board Member of BC Consortium for Manufacturing Excellence, Canadian Manufacturers and Exporters

Self-Employed

1997 - 2018 Senior Consultant and Instructor in Lean Enterprise and Total Quality Management, for a variety of oil (PT Pertamina), telecommunications (PT Telkom), power electricity (PT PLN), electronics, automotive (PT Astra International), pharmaceutical, food and beverage, furniture and Manufacturing Companies, etc

Subjects taught included:

- Six Sigma Quality Improvement Program (DMAIC methodology)
- Lean Enterprise Methodology
- Balanced Scorecard
- Malcolm Baldrige Criteria for Performance Excellence (MBCfPE)
- ISO 9001:2000 and MBNQA
- Technology Assessment
- Production Planning and Inventory Control
- Total Quality Management
- Cost Reduction Program
- Statistical Process Control
- Leadership Training

Projects Managed:

- Manufacturing Management Audit, Value Stream Mapping and 5S implementation
- Guided the Management Team to develop and implement Lean Enterprise and Six Sigma Quality Principles
- Guided the Management Team to establish 1-year project of the Total Quality Management System
- Conducted Lean Enterprise, Total Quality Management, ISO 9001:2000, Six Sigma training, Balanced Scorecard (BSC), Malcolm Baldrige Criteria for Performance Excellence (MBCfPE), etc.

1992 – 1996, Senior Consultant and Instructor in Just-In-Time (JIT) Manufacturing and Total Quality Management for Gajah Tunggal Group of Companies (more than 30 companies), a very large business conglomerate (sales of \$1.5 billions and 50,000 employees) involved in a variety of different industries.

- Guided managers in different organizational teams to identify problems in production lines and implement JIT manufacturing principles,
- Determined the JIT manufacturing tools that would be appropriate to implement so as to solve the company problems (waste elimination),
- Prepared the material and conducted the JIT manufacturing and ISO 9000 training,
- Implemented methods of efficiency, monitored results, and provided advice regarding improving productivity and quality,
- Developed teams of quality and productivity improvement to implement ISO 9000 Quality Management System and JIT Manufacturing Principles.

SPECIALIZED AREAS OF EXPERTISE

- Manufacturing Resources Planning (MRP II) and Lean Six Sigma Principles
- Production and Supply Chain Management
- Balanced Scorecard and Malcolm Baldrige Criteria for Performance Excellence (MBCfPE)
- ISO 9001, ISO 14001, ISO 31000, OHSAS 18001/ISO 45001
- Total Quality Management/Total Productivity Management
- Statistical Process Control (SPC)/Failure Mode and Effect Analysis (FMEA)
- Design of Experiments and Statistical Analysis

PROFESSIONAL AFFILIATIONS

- Senior Member of American Society for Quality (Member #: 00749775), since 1994 until present
- International Member of American Production and Inventory Control Society (Member #: 1023620), since 1995 until present
- Senior Member of Institute of Industrial and Systems Engineers (Member #: 880194630), since 2017 until present
- Member of the Six Sigma Forum—The American Society for Quality since 1998
- Member of the International Quality Federation (IQF)—Six Sigma Master Black Belt, 2005
- Member of the RAB-QSA (Exemplar Global) since 2007

PUBLICATIONS

I have published more than 40 text books in Bahasa Indonesia (Indonesian Language) and more than 100 training modules & papers/articles.

Experimental Design and Statistical Analysis, 1990	Applied Industrial System Analysis, 1992	Managerial Economics for Business Decision Making, 1996
Production Planning and Inventory Control, 1998	Statistical Process Control, 1998	VINCENT® Concept on Total Quality Management, 1998
Total Productivity Management, 1999	Total Quality Management, 2000	ISO 9001:2000 and Continual Quality Improvement, 2001
A guide to Develop the Business Plan, 2002	A guide to Implement Six Sigma Program—An Integrating of ISO 9001:2000, MBNQA, and HACCP, 2002	An Integrated Performance Management System of Balanced Scorecard with Six Sigma for Private and Public Organizations, 2002
Corporate Implications of the Lean Manufacturing Principles, APICS Vancouver Chapter, 2003	Quality Manual and Referenced Procedures of ISO 9001:2000, 2004	Quality Management for Service Industries, 2002
Lean Six Sigma for Manufacturing and Service Industries, 2007	Continuous Cost Reduction Through Lean-Sigma Approach, 2006	Organizational Excellence—Strategic Models toward World Class Quality Company, 2007
GE Way and Malcolm Baldrige Criteria for Performance Excellence (MBCfPE), 2007	TOPS-Team-Oriented Problem Solving, 2007	The Executive Guide to Implementing Lean Six Sigma, 2008
All-in-one® Talent Management, 2011	All-in-one® Strategic Management, 2011	All-in-one® Marketing Excellence, 2011
All-in-one® Finance for Non-financial Managers, 2011	Three-in-one® ISO 9001, ISO 14001 and OHSAS 18001, 2012	SUCCESS Character Building Through The Ultimate SUCCESS Strategy, 2012

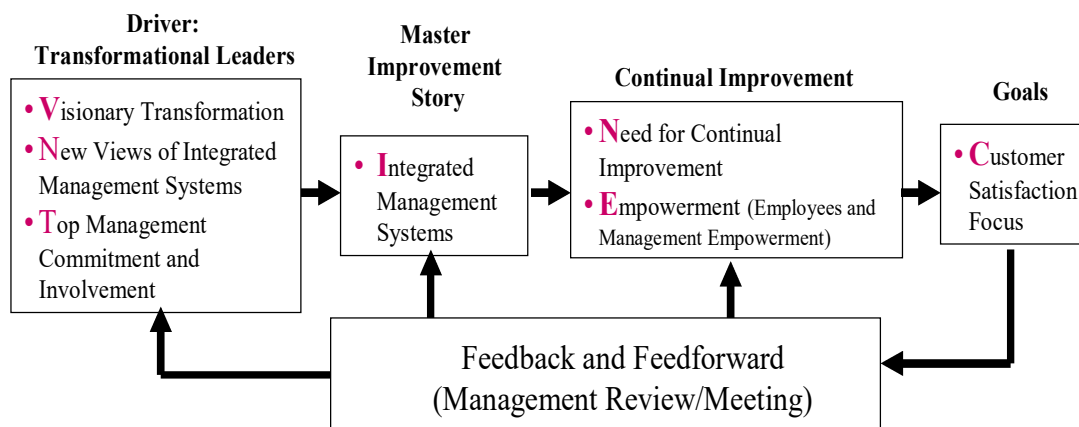
VINCENT® CONCEPT IN TOTAL QUALITY MANAGEMENT

Based on my experiences, knowledge and skills in TQM and Lean Enterprise, I have formulated a quality concept called VINCENT® Concept in Total Quality Management. Basically VINCENT is an acronym of:

Visionary transformation,
 Integrated management systems (Infrastructure—Master Improvement Story),
 Need for continual improvement,
 Customer satisfaction focus,
 Empowerment (Employees and Management Empowerment),
 New views of integrated management systems, and

Top management commitment and involvement.

The main objective of continuously improving customer satisfaction (Customer satisfaction focus) should be led by the transformational leaders that have new views of integrated management systems (New views of integrated management systems) and strong top management commitment & involvement (Top management commitment and involvement) in order to transform a company's vision (Visionary transformation) into daily best management practice. These drivers should be implemented by establishing an integrated management system including ISO 9001, ISO 14001, OHSAS 18001, the Baldrige Award Criteria, Balanced Scorecard, and Lean Six Sigma Supply Chain Management as the integrated management systems (Integrated management systems or Infrastructure—Master Improvement Story) for continual improvement (Need for continual improvement) and directed by the empowered-teams and management (Empowerment—employees and management empowerment).



VINCENT Concept:

Visionary Transformation (Transformasi Visi)

Integrated Management Systems (Sistem Manajemen Terintegrasi)

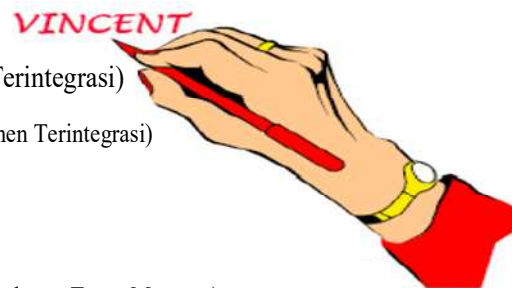
New Views of IMS (Pandangan Baru tentang Sistem Manajemen Terintegrasi)

Customer Satisfaction Focus (Fokus Kepuasan Pelanggan)

Empowerment (Pemberdayaan Manajemen dan Karyawan)

Need for Continual Improvement (Kebutuhan untuk Peningkatan Terus-Menerus)

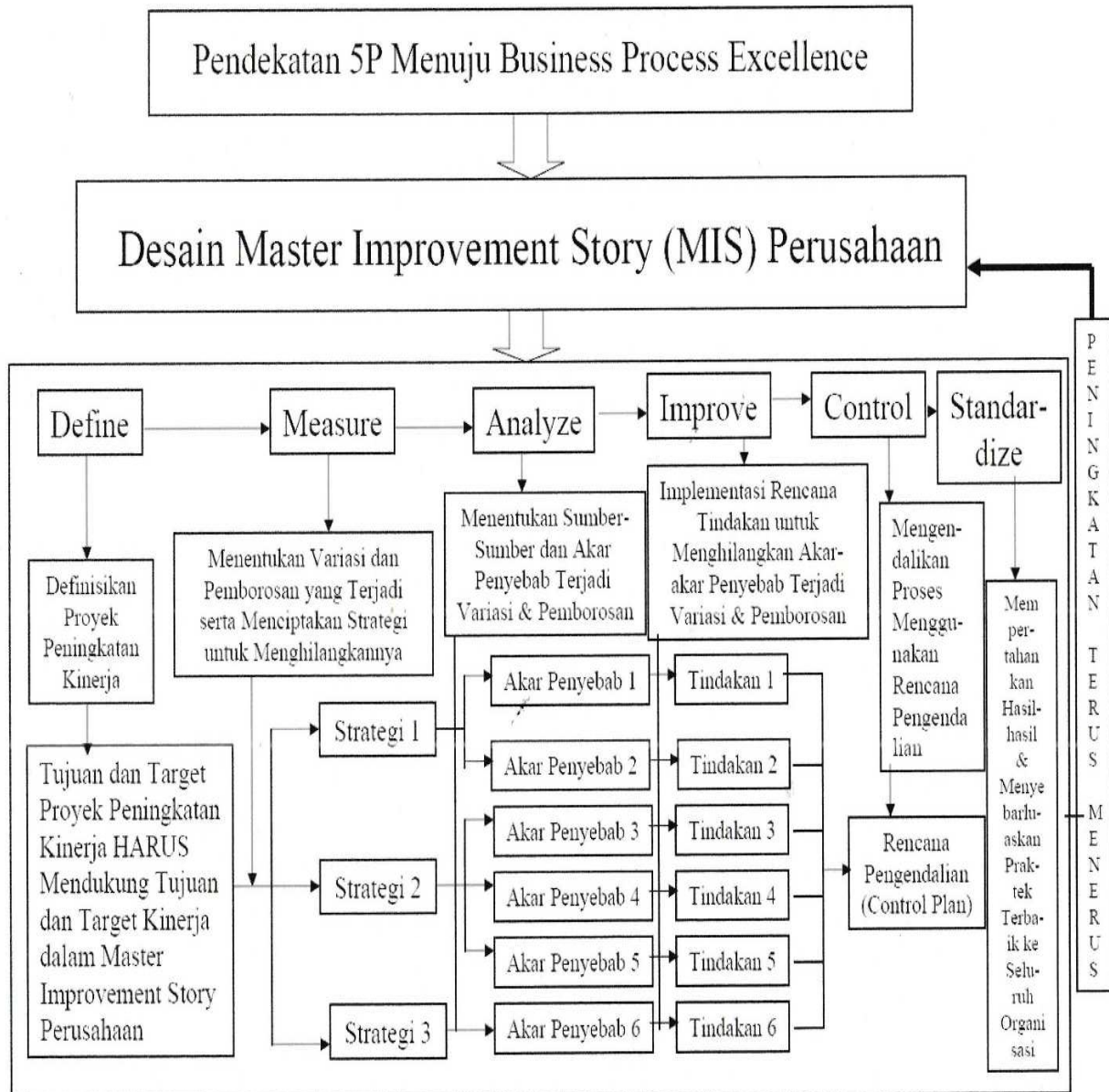
Top Management Commitment and Involvement (Komitmen dan Keterlibatan Manajemen Puncak)



Approach of Lean Six Sigma Methodology (DMAICS)

I have published DMAICS (Define, Measure, Analyze, Improve, Control, and Standardize) methodology in Bahasa Indonesia (Indonesian Language) to help Indonesian companies in order to be world class organizations as shown below.

Continual Improvement in World Class Organization



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Notes:

1. 5P is an acronym of: People, Processes, Products (goods and/or services), Profitability, and Performance improvement.

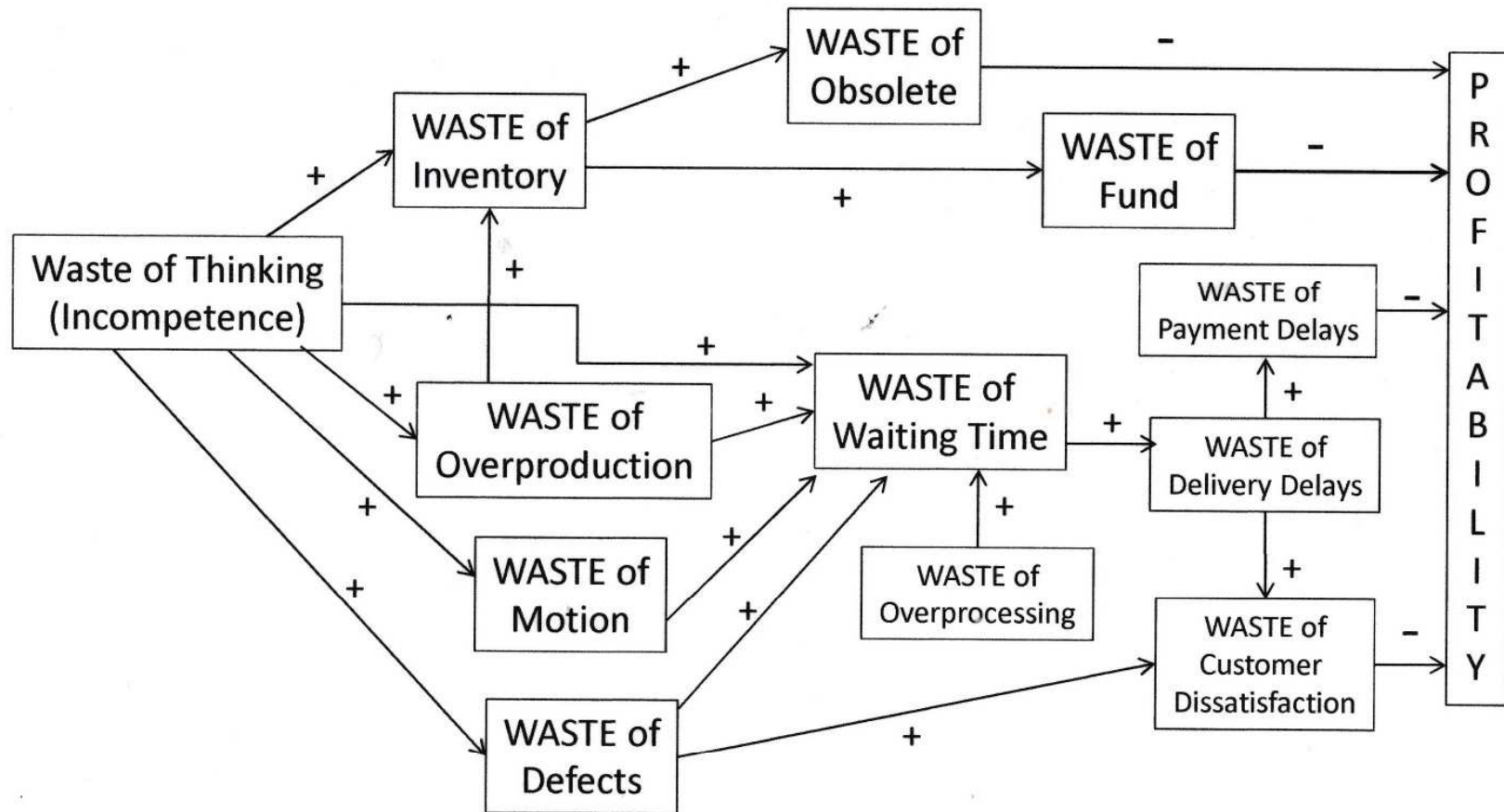
2. MIS (Master Improvement Story) is like a Master Planning for 5-year period (long-term planning) that consists of vision/mission/values, and SMART goals (specific, measurable using key performance indicators/KPIs, achievable through actionable, results oriented and relevant to strategic goals, time-bound/timely, evaluation/empowerment, and review/reward & recognition).
3. DMAICS is a methodology of Lean Six Sigma projects/programs that consists of:
 - Define (D): to define the Performance improvement projects/programs, setting strategic objectives and targets in order to support MIS (Master Improvement Story) in point 2.
 - Measure (M): to identify and measure all types of waste (DOWNTIME waste: Defect, Overproduction, Waiting, Not utilizing people knowledge, skills, attitude, Transportation, Inventories, Motion, Excess processing/steps in processes) and processes capability in terms of sigma unit of measures, and followed by seeking the strategies to eliminate all DOWNTIME waste in supply chains from suppliers to customers (SIPOC—Suppliers, Inputs, Processes, Outputs, Customers) and improving processes capability in terms of sigma unit of measures.
 - Analyze (A): to analyze the sources of variations and wastes in order to know the root causes of problems, and followed by designing the appropriate action plan to eliminate all wastes and improving the processes' capability in terms of sigma unit of measures (uom).
 - Improve (I): to implement the appropriate action plan in order to eliminate the root causes of problems in supply chains from suppliers to customers (value chain of SIPOC—Suppliers, Inputs, Processes, Outputs, Customers) and improve processes' capability in terms of sigma unit of measures (uom).
 - Control (C): to control the processes using control plan (statistical processes control, etc.).
 - Standardize (S): to standardize the processes using standard operating procedures (SOPs), deploy all best practices throughout the organization, and go back full circle to the Define (D) step in DMAICS methodology.

Application of Lean Thinking in WASTE Mapping and its Relationship (Positive or Negative) to Company Profitability

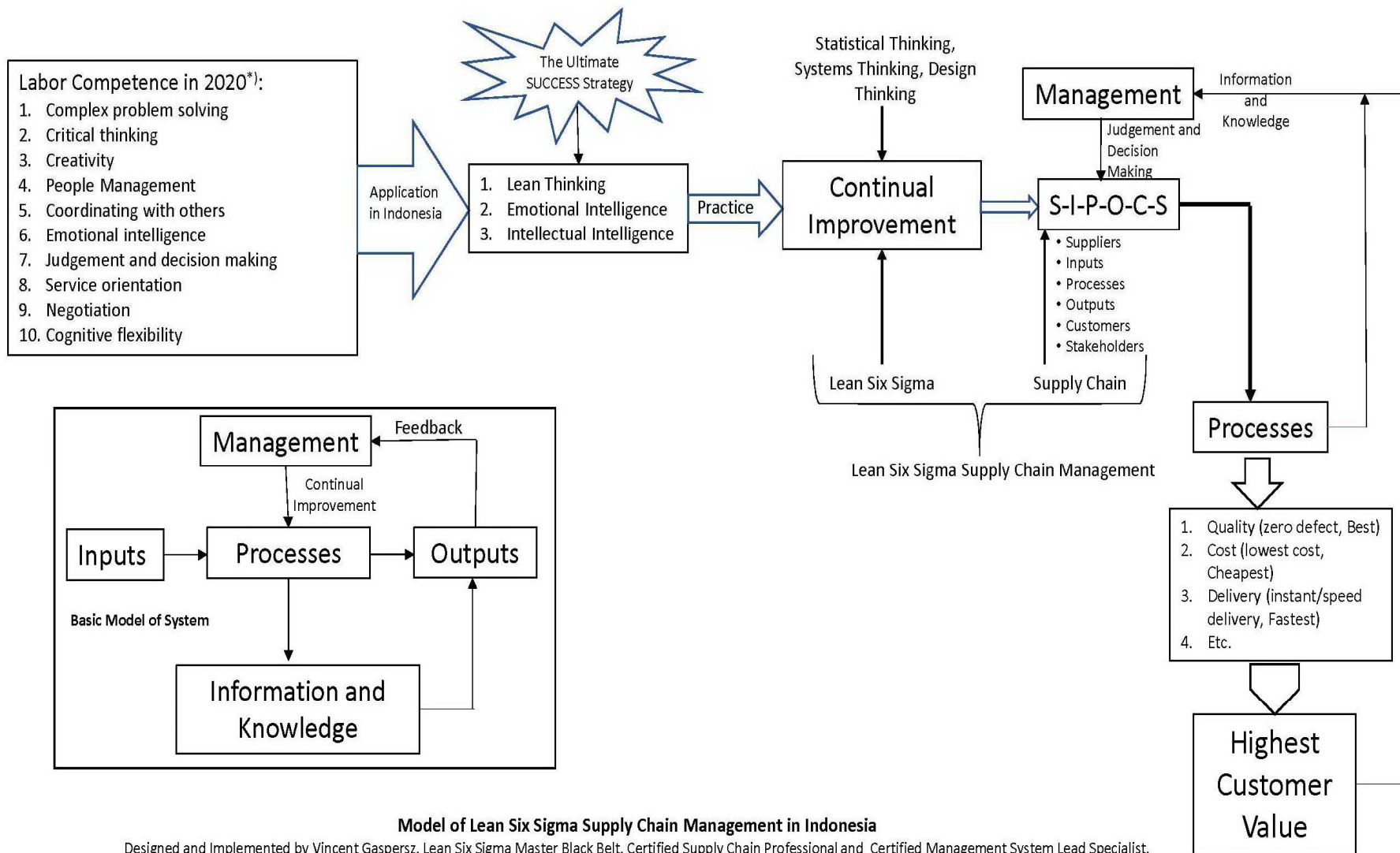
Vincent Gaspersz has conducted the WASTE mapping and its relationship to company profitability as shown in the following figure.

Application of Lean Six Sigma Supply Chain Management Concept in Indonesia

Vincent Gaspersz has published a framework of Lean Six Sigma Supply Chain Management in Indonesia in order Indonesian companies to achieve the world class organization as shown in the following figure.



Note: Effectiveness of Competence (EC) = Knowledge (K) x Skills (S) x Attitude (A)



Model of Lean Six Sigma Supply Chain Management in Indonesia

Designed and Implemented by Vincent Gaspersz, Lean Six Sigma Master Black Belt, Certified Supply Chain Professional and Certified Management System Lead Specialist.

*) Labor Competence in 2020 based on the World Economic Forum, 2016 Report. The Future of Jobs: Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution—Top 10 Skills Important in the Workforce