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Title	CREATING GLOBAL COMPETITIVE ADVANTAGE BY SIX SIGMA Case: Wallac		
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Abstract	
<p>Quality and process improvement are recognised as major strategic issues for those who want to compete successfully and survive in the global markets in the 21st century. Understanding and fulfilling customer needs, possessing competences, building new relationships, creating innovative products and at the same time improving business processes are challenges that companies face in the 21st century. During the two decades of its era, six sigma has become a concept, a quality philosophy that is used by companies around the world in order to increase efficiency, quality and customer satisfaction. Multinational corporations such as GE, Motorola and ABB believe in six sigma like a religion, which have encouraged hundreds of companies to invest in training their people to become <i>Black Belts</i>, <i>Green Belts</i> and <i>Champions</i>.</p> <p>The main research problem of this research is to examine <i>how the implementation of six sigma can create global competitive advantage</i>.</p> <p>The main research problem has been divided into following sub-problems:</p> <ul style="list-style-type: none"> • <i>What are the main sources of global competitive advantage in the case company?</i> • <i>How should six sigma be implemented in order to most efficiently gain global competitive advantage?</i> <p>The research problems are examined through concepts and theories, such as quality management, global competitive advantage and business process change. This qualitative research was conducted using a case study of Wallac. The main research method was interviews.</p> <p>The main findings of the research were that six sigma offers a useful set of tools and a crucial philosophy of continuous improvement for companies, but solely it is not a provider of global competitive advantage. The implementation of business process change, which is a part of <i>six sigma</i>, is a combination of change management and process management practices that aim at creating a culture of continuous improvement which is the key to global competitive advantage today. The successful implementation of six sigma can create global competitive advantage for companies through improved efficiency, quality and customer satisfaction. It provides a framework for systematic improvement, which integrates human elements with the process elements. The most important thing in applying six sigma, is to understand it, and be able to integrate it into the organisational processes, and people.</p>	
Key words	Six sigma, global competitive advantage, business process change
Further information	

