**Lean Six Sigma**

**Jun 2025 Examination**

**Q1. A growing FMCG (Fast-Moving Consumer Goods) company in India is experiencing delays and inefficiencies in its order fulfillment process. Many distribution managers have raised concerns that the current manual methods for processing orders are causing significant delays and errors. The Operations Director, aware of your Lean Six Sigma training, has appointed you as the project leader to analyze and improve the order fulfillment process. Currently, the company relies mainly on emails and phone calls for order processing and does not have an integrated IT system in place. Create a flowchart using a SIPOC diagram to map out the order fulfillment process, clearly explaining the various steps and decision tasks involved in a typical order processing scenario. Also differentiate verification and validation with examples relevant to process design in order fulfillment, and list techniques commonly used in validation activities for new process design. (10 Marks)**

**Ans 1.**

**Introduction**

Order fulfillment is a critical function in any Fast-Moving Consumer Goods (FMCG) company as it directly impacts customer satisfaction and operational efficiency. In the current scenario, the FMCG company is facing substantial delays and errors due to a manual and fragmented order processing system. This not only increases the cycle time but also leads to inefficiencies and potential revenue loss. Applying Lean Six Sigma methodology helps identify non-value-added activities, reduce process variation, and streamline the end-to-end fulfillment system. A SIPOC diagram is a practical tool that helps map the current workflow and highlights areas that require improvement. This assignment analyzes the company's order fulfillment process,

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**Q2. Imagine you work in an organization that operates a chain of quick-service restaurants. Choose a specific process in your organization—such as the order processing and food preparation process—and break it down into smaller activities. Identify and classify these activities into Non-Value Added (NVA), Business Value Added (BVA), and Value Added (VA) categories. Also considering that you are the project leader of a Six Sigma project aimed at improving the order processing and food preparation process. List and describe the responsibilities of team members at various Six Sigma belt levels—Master Black Belt (MBB), Black Belt (BB), Green Belt (GB), Yellow Belt (YB), and White Belt (WB)—as they contribute to this project. (10 Marks)**

**Ans 2.**

**Introduction**

Quick-service restaurants (QSRs) operate in a highly competitive environment where speed, consistency, and quality are crucial. Among the key processes, the order processing and food preparation workflow directly impacts customer satisfaction and operational efficiency. To enhance performance, Lean Six Sigma methodology helps dissect the process into specific activities and classify them into Non-Value Added (NVA), Business Value Added (BVA), and Value Added (VA) segments. Simultaneously, the success of a Six Sigma project depends on the coordinated roles of individuals across various belt levels—from White Belt to Master

**Q3A. Imagine yourself as a Six Sigma project leader for an online food delivery service in India. Your goal is to improve operational efficiency and enhance customer satisfaction by identifying and addressing potential issues. Develop a fishbone (Ishikawa) diagram to outline five potential issues encountered by online food delivery services that accept customer orders via their mobile app. (5 Marks)**

**Ans 3a.**

**Introduction**

Online food delivery services in India are growing rapidly, driven by increasing smartphone usage and evolving customer preferences. However, with rising demand, service quality and operational efficiency often face challenges. As a Six Sigma project leader, one must identify root causes of recurring problems using quality tools. A fishbone (Ishikawa) diagram is particularly useful in categorizing and analyzing potential issues affecting service performance.

**Q3B. Imagine yourself as a Six Sigma project leader for an online food delivery service in India. Your goal is to improve operational efficiency and enhance customer satisfaction by identifying and addressing potential issues.Explain the sequential stages of Failure Mode and Effects Analysis (FMEA), providing illustrative examples for each step in the context of an online food delivery service. (5 Marks)**

**Ans 3b.**

**Introduction**

Failure Mode and Effects Analysis (FMEA) is a proactive tool used in Six Sigma to identify and address potential failures in a process before they impact the customer. It systematically evaluates where and how a system might fail and prioritizes actions based on risk. In the context of an online food delivery service in India, FMEA helps ensure smooth order fulfillment by preventing service breakdowns. It contributes to improved efficiency, customer satisfaction,