

# **Perceptions of the Implementation of Lean Six Sigma: A case of the U.K. and Nigerian Manufacturing Industries**

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## **Abstract**

Finding its roots from the manufacturing industry, substantial literature has buttressed the factors required for successful implementation of the Lean Six Sigma (LSS) initiative. However, researches show differences in characteristics in terms of understanding and the acceptability of LSS between different countries, particularly within the divide of Developing and Developed economies. This study was conducted in the manufacturing industries of both countries of Nigeria and the United Kingdom, representing Developing and Developed countries respectively. This research examines stages organizations encounter in their LSS journey, exposing attributes peculiar to each of the cases. Employing a qualitative methodological approach, a thorough case analysis comprising of Eight (8) manufacturing companies and 23 interviewees is seeking to expose attributes per case, as they affect the implementation of the Lean Six Sigma initiative. Findings from this study highlight three (3) main themes of *Organizational readiness to LSS*, *LSS Roll-out plan*, and *Sustainability of LSS* as major factors to be considered in the Lean Six Sigma implementation journey. This research further contributes to the body of knowledge relating to implementation issues faced between companies, as findings could aid LSS practitioners on their journey.

## **Keywords**

Lean Six Sigma, Continuous Improvement, United Kingdom, Nigeria, Developing Countries

## **Biography**

**Umude-Igbru Oviri C.** received his B.Eng. in Mechanical Engineering from the Federal University of Technology Owerri, Nigeria in 2008 and obtained his Master degree in Engineering and Management in 2012 from Coventry University, United Kingdom. He is currently pursuing his PhD in Engineering Systems and Management at Aston University, United Kingdom. His area of interest includes Continuous Improvement, Lean Manufacturing, Six Sigma and Operations Management.

**Brian Price** is a lecturer in the Department of Engineering Systems and Management at Aston University. He has about 25 years industrial experience, holding a variety of senior engineering leadership positions, including responsibilities for engineering development, project execution and business leadership, with consultant and manufacturing companies. His research interests include areas of; Product development decision making, Engine architecture analysis, Engineering project management best practice, Product user profiles and duty cycle development.