**Paper Title**

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**Paper Title**

* 18 font with bold and center justification
* All titles should be in standard mixed case, where the first letter of each word is capitalized and followed by lower case letters, as noted below:

**Lean Manufacturing, Operations Management and Six Sigma Applications**

**Authors and Affiliations**

* Author name – 12 font with bold and center justification
* Affiliation – 12 font with center justification
* Authors with same affiliation should be together
* Authors with different affiliation should be listed separately with one space in between
* Email can be added for each author
* Single space between affiliation and abstract title

**Abstract (12 font)**

Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract Abstract (10 font).

* Abstract title  – 12 font with bold and center justification
* Abstract text – 10 font with full justification
* Not exceeding 250 words.

**Keywords (12 font)**

Keyword 1, Keyword 2, Keyword 3, Keyword 4 and Keyword 5. (10 font)

* No more than five keywords (10 font)

## 1. Introduction (12 font)

## Add introduction here including motivation of the research (why this research is important / why this research is needed), and problem statements. (10 font)

## 1.1 Objectives (11 font)

## Add research objectives here. Make sure to fulfil all the research objectives at the end and articulate in the conclusion. Focus on key unique research contributions (10 font)

## 2. Literature Review (12 font)

## Add literature review here (10 font)

## 3. Methods (12 font)

## Add methods here (10 font)

## 4. Data Collection (12 font)

## Add data collection here. (10 font)

## 5. Results and Discussion (12 font)

## 5.1 Numerical Results (11 font)

## Add numerical results here. Make sure to describe all tables and add inferences (10 font)

## 5.2 Graphical Results (11 font)

## Add graphical results here. Make sure to describe all figures and add inferences. If needed, add statistical analysis here. (10 font)

## 5.3 Proposed Improvements (11 font)

## Add propose improvements write here including additional numerical and graphical results (10 font)

## 5.4 Validation (11 font)

## Add any validation here including improvement with statistical hypothesis tests write here (10 font)

## 6. Conclusion (12 font)

## Add conclusion here. Make sure to address that all objectives are met and emphasize of unique research contribution (10 font)

## References (12 font)

## Add references here. Make sure to follow IEOM reference format. See details at the end. (10 font)

Rahman, M. A., Sarker, B. R. and Escobar, L. A., Peak demand forecasting for a seasonal product using Bayesian approach, *Journal of the Operational Research Society*, vol. 62, pp. 1019-1028, 2011.

Reimer, D., Entrepreneurship and Innovation, Available: http://www.ieomsociet.org/ieom/newsletters/, July 2020.

Reimer, D. and Ali, A., Engineering education and the entrepreneurial mindset at Lawrence Tech, *Proceedings of the 3rd Annual International Conference on Industrial Engineering and Operations Management*, Istanbul, Turkey, July 3 – 6, 2012, pp. xx-xx.

Reimer, D., Title of the paper, *Proceedings of the 5th North American International Conference on Industrial Engineering and Operations Management*, Detroit, Michigan, USA, August 10-14, 2020, pp. xx-xx.

Shetty, D., Ali, A. and Cummings, R., A model to assess lean thinking manufacturing initiatives, *International Journal of Lean Six Sigma*, vol. 1, no. 4, pp. 310-334, 2010.

**Biography (12 font)**

Add each author biography – limited to 250 words. (10 font)

## Page Layout

* 8 1/2" X 11" paper
* All margins: 1.00"
* Full justification
* Times New Roman font
* Maximum 12 pages
* Single space for entire manuscript
* Each paper should have abstract, introduction, literature review with minimum 15 citations including some recent publications, methods, data analysis, numerical and graphical results, statistical analysis, validation, conclusion and references.
* Conference name as a header and copyright information as footer must be used. Copyright information implies that IEOM Society International has right to publication the paper

**1. Headings (12 font)**

* 12 font size with bold and left justification
* Header should have numbering

## 1.1 Sub-Headings (11 font)

* Title – 11 font with sub-numbering
* Text – 10 font with no indexing
* One space between paragraphs

**Literature Review**

If author is mentioned at the beginning for the citation:

Rener (2020) developed the SC network with uncertainty. - For Single author

Rener and Ali (2020) developed the SC network with uncertainty. - For two authors

Rener et al. (2020) developed the SC network with uncertainty. - For more than two authors

or if author is mentioned at the end for the citation:

SC network was developed with uncertainty (Rener 2020). - For single author

SC network was developed with uncertainty (Rener and Ali 2020). - For two authors

SC network was developed with uncertainty (Rener et al. 2020). - For more than two authors

**Full details should be provided at the end for Reference Section:**

Rener, A., Optimization of the supply chain network using uncertainty, *International Journal of Industrial Engineering and Operations Management*, vol. xx, no. xx, 2020.

Rener, A. and Ali, A., Optimization of the supply chain network using uncertainty, *International Journal of Industrial Engineering and Operations Management*, vol. xx, no. xx, 2020.

Rener, A., Ali, A. and Reimer, D., Optimization of the supply chain network using uncertainty, *International Journal of Industrial Engineering and Operations Management*, vol. xx, no. xx, 2020.

**Few aspects to be considered to prepare a literature review:**

* Introductory write up for literature review
* Make sure to add some recent references
* Avoid paper-by-paper review. It should be based on category. Similar topics, applications or tools could be added in one paragraph. Few citations should be in a paragraph.
* A summary paragraph should be added.

**Figures**

* Texts of figure should be readable
* Original high quality pictures
* Center justification
* Title of Figure should be in center and it must be mentioned as “Figure x: …”
* Title of figure should be sentence case with center justification and 10 font
* Title should be after figure
* All figure numbers must be mentioned in the body of the paper.
* One space between texts and figure, figure and title of the figure and title of the figure and texts.

Figure 1. Name of the figure

**Tables**

* Texts of table should be readable
* Center justification
* Title of table should be in center and it must be mentioned as “Table x: …” It should be added before table.
* Title of table should be sentence case with center justification and 10 font size
* All table numbers must be mentioned in the body of the paper.
* One space between texts and table, table and title of the table and title of the table and texts.

Table 1. Name of the table

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**Equations**

Equation numbering is optional.

## Acknowledgements

Add acknowledgement if needed

**IEOM Reference Format**

**Citation Styles**

If author is mentioned at the beginning for the citation, use the below format:

Rener (2020) developed the SC network with uncertainty. - For Single author

Rener and Ali (2020) developed the SC network with uncertainty. - For two authors

Rener et al. (2020) developed the SC network with uncertainty. - For more than two authors

If author is mentioned at the end for the citation, use the below format:

SC network was developed with uncertainty (Rener 2020). - For single author

SC network was developed with uncertainty (Rener and Ali 2020). - For two authors

SC network was developed with uncertainty (Rener et al. 2020). - For more than two authors

**Full details should be provided at the end for Reference Section:**

Rener, A., Optimization of the supply chain network using uncertainty, *International Journal of Industrial Engineering and Operations Management*, vol. xx, no. xx, 2020.

Rener, A. and Ali, A., Optimization of the supply chain network using uncertainty, *International Journal of Industrial Engineering and Operations Management*, vol. xx, no. xx, 2020.

Rener, A., Ali, A. and Reimer, D., Optimization of the supply chain network using uncertainty, *International Journal of Industrial Engineering and Operations Management*, vol. xx, no. xx, 2020.

## References Guidelines

* References title – 12 font with bold and left justification
* References texts – 10 font
* Use single space
* No empty line between two references
* No numbering should be used for references
* Last name and year should be used for any reference citation. Last name and year should be used for single author and double authors. For more than two authors, last name of the first author and “et al.” with year should be used. For examples: Reimer (2009), (Reimer 2009), Reimer and Ali (2009), (Reimer and Ali 2009), Reimer et al. (2009) and (Reimer et al. 2009). Number is not allowed in the reference citation.
* All references must be cited in the paper.
* Journal and conference names should in italic.
* Title of the book should be in italic.
* All lines after the first line of references list should be indented one-fourth (1/4) inch from the left margin. This is called hanging indentation.
* Below are some examples.

**For journal papers**

One author

Last name, first initial., Title of the paper, *Journal Name*, vol., no., pp., year.

Lee, J., Measurement of machine performance degradation using a neural network model, *International Journal of Modelling and Simulation*, vol.16, no. 4, pp. 192-199, 1996.

Two author (more authors will have similar format with addition authors)

Last name, first initial. and last name, first initial., Title of the paper, *Journal/Conference Name*, vol., no., pp, year.

Cook, V. and Ali, A., End-of-line inspection for annoying noises in automobiles: trends and perspectives, *Applied Acoustic*, vol. 73, no. 3, pp. 265-275, 2012.

Rahman, M. A., Sarker, B. R. and Escobar, L. A., Peak demand forecasting for a seasonal product using Bayesian approach, *Journal of the Operational Research Society*, vol. 62, pp. 1019-1028, 2011.

Reimer, D., and Ali, A., Engineering education and the entrepreneurial mindset at Lawrence Tech, *Proceedings of the International Conference on Industrial Engineering and Operations Management*, Istanbul, Turkey, July 3 – 6, 2012.

Shetty, D., Ali, A. and Cummings, R., A model to assess lean thinking manufacturing initiatives, *International Journal of Lean Six Sigma*, vol. 1, no. 4, pp. 310-334, 2010.

**For conference papers**

One author

Last name, first initial. Title of the paper, *Conference Name*, pp. xx-xx, city, country, dates, year.

Reimer, D., Entrepreneurship learning experiences, *Proceedings of the 12th Annual International Conference on Industrial Engineering and Operations Management*, pp. xx-xx, Istanbul, Turkey, March 7-10, 2022.

O’Neill, E., Introduction to Improving Adaptive Snow-Sports through Engineering Design, Ergonomic Form and Function, *Proceedings of the 4th North American International Conference on Industrial Engineering and Operations Management*, pp. 1486-1487, Toronto, Canada, October 23-25, 2019.

Two author (more authors will have similar format with addition authors)

Last name, first initial. and last name, first initial., Title of the paper, *Conference Name*, pp. xx-xx, city, country, dates, year.

Aghimien, D. and Aigbavboa, C., Performance of selected funding schemes used in delivering educational buildings in Nigeria, *Proceedings of the 3rd North American International Conference on Industrial Engineering and Operations Management*, pp. 108-119, Washington DC, USA, September 27-29, 2018.

Motsepe, Y. A., Makhanya, B. and Pretorius, J.H.C., Exploring the impact project definition readiness index on capital projects for coal-fired power station projects, *Proceedings of the First African International Conference on Industrial Engineering and Operations Management*, pp. 638-649, Pretoria, South Africa, October 29 – November 1, 2018.

**For books**

Last Name, First Initial. and Last Name, First Initial., *Title of the book*, edition, publisher, year.

Chang, T., Wysk, R. and Wang, H., *Computer-Aided Manufacturing*, 3rd Edition, Prentice Hall, New Jersey, 2006.

**For website**

Last Name, First Initial. and Last Name, First Initial., Article title article title article title article title article title, Available: http://www.ieomsociety.org/Details.aspx?id=xxx, May 21, 2019. If the author's name is not listed, begin with the title of the article for citation.

Name of the website, Available: http://www.ieomsociety.org/Details.aspx?id=xxx, Accessed on May 21, 2019.

**For Newspaper**

Last Name, First Initial. and Last Name, First Initial., Newspaper article title, date of publication, URL. Accessed Month Day, Year. If the author's name is not listed, begin with the title of the newspaper article for citation.

**All references should be organized alphabetically**

**References**

Aghimien, D. and Aigbavboa, C., Performance of selected funding schemes used in delivering educational buildings in Nigeria, *Proceedings of the 3rd North American International Conference on Industrial Engineering and Operations Management*, pp. 108-119, Washington DC, USA, September 27-29, 2018.

Ali, A. and Rener, A., Optimization of the supply chain network using uncertainty, *International Journal of Industrial Engineering and Operations Management*, vol. xx, no. xx, year.

Chang, T., Wysk, R. and Wang, H., *Computer-Aided Manufacturing*, 3rd Edition, Prentice Hall, New Jersey, 2006.

Cook, V. and Ali, A., End-of-line inspection for annoying noises in automobiles: trends and perspectives, *Applied Acoustic*, vol. 73, no. 3, pp. 265-275, 2012.

Krstovski, S., Quality index, www.ieomsociety.org/newsletter/. Accessed May 21, 2020.

Lee, J., Measurement of machine performance degradation using a neural network model, *International Journal of Modelling and Simulation*, vol.16, no. 4, pp. 192-199, 1996.

Masud, A.S.M. and Whitman, L.E., Educating future engineers: An example, *Proceedings of the First International Conference on Industrial Engineering and Operations Management*, pp. 175-179, Dhaka, Bangladesh, January 9 – 10, 2010.

Motsepe, Y. A., Makhanya, B. and Pretorius, J.H.C., Exploring the impact project definition readiness index on capital projects for coal-fired power station projects, *Proceedings of the First African International Conference on Industrial Engineering and Operations Management*, pp. 638-649, Pretoria, South Africa, October 29 – November 1, 2018.

O’Neill, E., Introduction to Improving Adaptive Snow-Sports through Engineering Design, Ergonomic Form and Function, *Proceedings of the 4th North American International Conference on Industrial Engineering and Operations Management*, pp. 1486-1487, Toronto, Canada, October 23-25, 2019.

Rahman, M. A., Sarker, B. R. and Escobar, L. A., Peak demand forecasting for a seasonal product using Bayesian approach, *Journal of the Operational Research Society*, vol. 62, pp. 1019-1028, 2011.

Reimer, D., and Ali, A., Engineering education and the entrepreneurial mindset at Lawrence Tech, *Proceedings of the International Conference on Industrial Engineering and Operations Management*, Istanbul, Turkey, July 3 – 6, 2012.

Reimer, D., Entrepreneurship learning experiences, *Proceedings of the 12th Annual International Conference on Industrial Engineering and Operations Management*, pp. xx-xx, Istanbul, Turkey, March 7-10, 2022.

Reimer, D., Entrepreneurship, innovation and experiential learning, Available: http://www.ieomsociety.org/id=xxx, May 21, 2019.

Rener, A., Ali, A. and Reimer, D., Optimization of the supply chain network using uncertainty, *International Journal of Industrial Engineering and Operations Management*, vol. xx, no. xx, year.

Rener, A., Optimization of the supply chain network using uncertainty, *International Journal of Industrial Engineering and Operations Management*, vol. xx, no. xx, year.

Retnanto, A., Parsaei, H.R. and Parsaei, B., The role of program advisory board in elevating the degree program content *Proceedings of the 9th International Conference on Industrial Engineering and Operations Management,* pp. 739-741, Bangkok, Thailand, March 5-7, 2019.

Shetty, D., Ali, A. and Cummings, R., A model to assess lean thinking manufacturing initiatives, *International Journal of Lean Six Sigma*, vol. 1, no. 4, pp. 310-334, 2010.

# Biography / Biographies (for single author – biography and multiple authors- biographies) – 12 font bold

* Include bio of each author at the end of the paper
* Limited to 250 words

**Dr. Mario Chauca** is a professor at Ricardo Palma University, Santiago de Surco, Peru. He teaches at the postgraduate and undergraduate level, with 30 years of experience. He graduated as an Electronic Engineer from Ricardo Palma University in Lima Peru, obtained his Master’s Degree in Business Administration with a mention in “Business Management” and his Doctorate in Education from San Luis Gonzaga National University. Dr. Chauca is an Executive Committee Member of IFEES and was a Director of the AOTS-Kenshu Kiokay-Peru (2010-2014), member of the technical committees since 2010, invited by the University of Washington IEEE, in 2010 joined the Steering Committee of the IEEE-MWSCAS, and has participated in more than 30 committees in the European Union, Asia, Africa, America and Australia. Dr. Chauca was participant as speaker and Chair Session at WEE2019-Chennai (India), IEM2019-Toronto (Canada), WEEF2018-Albuquerque (USA), ICIMA2018-Penang (Malaysia), WEEF2017-Kuala Lumpur (Malaysia), CONeGOV2016-Florianopolis (Brazil), ISIT2014,17-Guanajuato (Mexico), MWSCAS2010-Washington (USA), JAIIO2009-Mar del Plata (Argentina), CONIELECOMP2007,9,10-Puebla (Mexico), SIE2004-Santa Clara (Cuba). He obtained a scholarship from the AOTS Tokyo (Japan), from the NIPA and Ministry of Science, ICT and Planning of the Future of Korea Seoul (Korea). He is a Consultant in Information and Communication Technologies, he was consultant in the project of United Nations-Inter-American Development Bank-Congress of the Republic of Peru and the Ministry of the Interior of Peru. He is a researcher by RENACYT-CONCYTEC in the Peruvian Government, adviser first award paper CONEIMERA2018, adviser of the First General Award Project for more than 5000 projects in the contest from the Romero Group, adviser for first projects in congress INTERCON, CONEIMERA, and was nominated for the Graña y Montero Prize for Research in Peruvian Engineering. Nominated Peruvian Research Southern Prize 2019 and nominated research award 2018 MEXICO. As author and advisor of papers he has more than 50 letters of acceptance, served organizer of international academic events, editor of proceedings, and advisor to the IEEE chapters at the National University of Callao and the Ricardo Palma University.

**Martín Fidel Collao-Diaz** at ESAN University and Industrial Engineer from the University of Lima specialized in supply chain management and operations. A leader with more than 25 years of local and international experience in national and multinational companies in the industrial, hydrocarbon, and mass consumption sectors. Broad experience in supply chain management (purchasing, inventory, suppliers and supply sources management, logistics: transport, distribution, and warehouse management), operations (planning and control of production and maintenance), and integrated system management (ISO 9001, ISO 14001, and OHSAS 18001). Business alignment based on sales and operations planning (S&OP). Besides, continuous search for improvements in profitability based on process optimization and saving projects using tools such as Six Sigma methodology, among others, focused on being a High-performance Organization (HPO). Development of a high-performance team. Member of IEEE and CIP (College of Engineers of Peru).

**Juan Carlos Quiroz-Flores** is an MBA from Universidad ESAN. Industrial Engineer from Universidad de Lima. Ph.D. in Industrial Engineering at Universidad Nacional Mayor de San Marcos, Black Belt in Lean Six Sigma. Current is Undergraduate teaching at Universidad de Lima. Expert in Lean Supply Chain and Operations with over 20 years of professional experience in the direction and management of operations, process improvement, and productivity; specialist in implementing Continuing Improvement Projects, PDCA, TOC, and Lean Six Sigma. Leader of transformational projects, productivity, and change generator. Capable of forming high-performance teams aligned to company strategies and programs for "Continuous Improvement”. “He has published journal and conference papers. His research interests include supply chain management and logistics, lean manufacturing, lean six sigma, business process management, agribusiness, design work, facility layout design, systematic layout planning, quality management, and Lean TPM. He is a member of IEOM, IISE, ASQ, IEEE, and CIP (College of Engineers of Peru).

**Ahad Ali** is an Associate Professor and Director of Industrial Engineering Program in the A. Leon Linton Department of Mechanical, Robotics and Industrial Engineering at the Lawrence Technological University, Southfield, Michigan, USA. He earned B.S. in Mechanical Engineering from Khulna University of Engineering and Technology, Bangladesh, Masters in Systems and Engineering Management from Nanyang Technological University, Singapore and PhD in Industrial Engineering from University of Wisconsin-Milwaukee. He has published journal and conference papers. Dr Ali has completed research projects with Chrysler, Ford, New Center Stamping, Whelan Co., Progressive Metal Manufacturing Company, Whitlam Label Company, DTE Energy, Delphi Automotive System, GE Medical Systems, Harley-Davidson Motor Company, International Truck and Engine Corporation (ITEC), National/Panasonic Electronics, and Rockwell Automation. His research interests include manufacturing, simulation, optimization, reliability, scheduling, manufacturing, and lean. He is member of IEOM, INFORMS, SME and IEEE.

**Donald M.** Reimer is the managing member of The Small Business Strategy Group, L.L.C and serves as an adjunct professor at Lawrence Technological University**.** Mr. Reimer holds a Bachelor of Science degree in Industrial Management from Lawrence Technological University and a Master of Arts degree in Political Science from University of Detroit/Mercy. He has been recognized as a professional management consultant with over 45 years of experience in working with closely-held businesses. He has taught courses in entrepreneurship, management and corporate entrepreneurship and innovation for engineers. Mr. Reimer served as member of the Minority Economic Development Committee of New Detroit. He has served as a KEEN Fellow for The Kern Family Foundation. He is member of the Lawrence Tech Alumni Board of Directors and has elected a Fellow of the IEOM Society International. Mr. Reimer is a faculty advisor of the Student Chapter of the IEOM Society at Lawrence Tech.