

## MANAGING INNOVATION USING DESIGN FOR SIX SIGMA (DFSS) APPROACH IN HEALTHCARE SERVICE ORGANIZATIONS

YUDI AZIS\*

*Graduate School of Innovation Management  
Tokyo Institute of Technology, Japan and  
Department of Management and Business  
Faculty of Economics and Business  
Padjadjaran University, Indonesia  
Campus Innovation Center, 9F, 3-3-6 Shibaura  
Minato-Ku, Tokyo, 108-0023, Japan  
yudiazis@yahoo.com  
yudi.azis@fe.unpad.ac.id*

HIROSHI OSADA

*Department of Management of Technology (MOT)  
Graduate School of Innovation Management  
Tokyo Institute of Technology  
Japan Campus Innovation Center  
9F, 3-3-6 Shibaura, Minato-Ku  
Tokyo 108-0023, Japan  
hosada@mot.titech.ac.jp*

Received 11 December 2010

Revised 20 May 2011

Accepted 25 May 2011

Published 10 May 2013

Nowadays, healthcare service organizations have been using Design for Six Sigma (DFSS) for managing innovation to create new products, services and business processes. This paper is intended to demonstrate the effectiveness of DFSS on managing innovation in healthcare service organizations. The research is conducted on five leading US healthcare service organizations. Furthermore, roadmap for managing innovation is proposed. The result confirms that the DFSS strengthens two factors in managing innovation: (1) finding an innovative idea, (2) guiding and realizing an innovative idea. In addition, DFSS plays a critical role in shifting paradigm from subjective to objective judgment. Moreover, DFSS provides a platform for strategic critical measurement.

*Keywords:* Design for Six Sigma (DFSS); managing innovation; healthcare service; critical success factors.

\*Corresponding author.