

## **ABSTRACT**

*PT XYZ is one of the manufacturing companies operating in the field of Telecommunications in Indonesia, engaged in various programs and projects. The execution of these programs and projects at PT XYZ is carried out by the unit ABC. One of these programs is the Solar Energy Development program distributed throughout Indonesia, which is experiencing delays. The progress achieved so far is only 55%. Delays are attributed to the emergence of non-value-added activities or waste, and other factors are due to the lack of knowledge within the team about program management and lean principles, as identified through the Kerzner and LESAT questionnaires.*

*To address these issues, the Lean Six Sigma approach (DMAIC) will be applied to help resolve the problems. Lean is a systematic approach to eliminate waste (Andersson et al., 2006) and can be used to assist an organization in increasing value and reducing waste in every activity to enhance effectiveness. Lean Six Sigma is one of the methods used to support continuous improvement. The Six Sigma methodology can help improve management system capability up to 99.9997% (Achibat et al., 2023). One of the commonly used methods or tools in Six Sigma to facilitate continuous improvement in a company is the DMAIC method (Define, Measure, Analyze, Improve, Control).*

*The results obtained through Lean Six Sigma (DMAIC) help to solve the problems and provide proposed designs using the 5S method to address waste issues based on the root causes. Additionally, an improvement road map period is developed to propose planning stages needed by the unit to enhance their understanding of program management and lean knowledge, enabling consistent implementation of both.*

**Keywords:** *Lean Six Sigma, DMAIC, self assessment, maturity level, Kerzner, LESAT.*