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Education

- 2008-2013 Doctor of Science (Industrial Eng.) Autonomous University of Baja California, México.
- 2005-2007 Master of Engineering (Industrial Eng.) Autonomous University of Baja California, México.
- 1997-2002 B.S. (Industrial Engineering) Technological Institute of Ciudad Juárez, Chihuahua, México.
- 2015-2018 Supply Chain Management (micromaster) Massachusetts Institute of Technology (MIT-EDX)
- 2004-2005 Special Training: Integrated Management Systems (ISO 9001 & ISO 14001). University of Technology, Business and Design, Wismar, Germany; and the *German Society for Quality*.

Experience

- 2011-present Associate Professor, Industrial Engineering; *Universidad Autónoma de Baja California*, Ensenada, México.
- 2007-2011 Assistant Professor, Industrial Engineering; *Universidad Autónoma de Baja California*, Ensenada, México.
- 2005-2007 Academic technician; *Universidad Autónoma de Baja California*, Ensenada, México.
- 2006 Consultant for Quality Management System, *Impression de México*, Ensenada, México.
- 2005 Quality and Environmental practitioner, *UWB Dr. Anke Schwan (Quality and environmental consulting)*, Berlin, Germany.
- 2002-2004 Production Supervisor, *Controles Electromecánicos de México*, Cd. Juárez, México.

Awards and Honors

National System of Researchers (**CONACYT-SNI** candidate 2014-2017, **level 1 2018-2020**)
PRODEP recognition (Mexican teaching/research 2009-2012, 2012-2015, 2015-2018, **2018-2024**)
Graduate School Award (UABC 2008)
Outstanding Intern Award (CELMEX, 2003)

Fellowships

Postdoc Research Stay in the U.S.A.: University of California, Irvine. Sep 2018 – Aug 2019
Grantors: National Council for Science and Technology of Mexico.

Technical Stay in Germany: Integrated Management Systems. May 2004 –April 2005
Grantors: Federal Ministry for Economic Cooperation and Development of Germany, and the National Council for Science and Technology of Mexico.

Research Interests

Quality and Productivity, Continuous Processes Improvement (lean manufacturing, lean healthcare, and six sigma), and Supply Chain Management.

Research Group and Collaboration

Responsible for the Research group *Quality and Productivity (Calidad y Productividad)*

2011 – present. Evaluated as consolidated by PRODEP since 2015

Responsible for the research network *Quality and Lean Manufacturing* 2016-present (New Mexico State University, Autonomous University of Ciudad Juárez, and Autonomous University of Baja California)

Member of the *Optimization of Industrial Processes Network (ROPRIN)* 2014-present (from Mexico Autonomous University of Ciudad Juárez, Autonomous University of Baja California, Technological Institute of Mexico at Orizaba; from Spain University of Zaragoza, University of La Rioja; from Colombia National University, Del Valle University)

Main Research Projects

- Mecanizado de formas complejas en una celda de manufactura avanzada. 2018 CONACYT-PEI (\$755,000.00 MX)
- Challenges for Process Improvement in Manufacturing Companies in the US-Mexico Border Area. 2016, PRODEP (\$300,000.00 MX)
- Determination of Implementation level of just in time and supply chain in the maquiladora industry in Baja California. 2015 UACJ (\$84,500.00 MX)
- Desarrollo de un Modelo de Justo a Tiempo para Empresas Maquiladoras del Norte de México. 2016, UABC.
- Thematic Network: Optimization of Industrial Processes. 2015 CONACYT (\$3,900,000.00 MX) organizing 7 universities UACJ, ITO and UABC from Mexico; U Valle, and UNAL from Colombia; U Zaragoza, U Rioja from Spain.
- Diagnosis of SMEs in the manufacturing industry in Baja California on the degree of implementation of six sigma tools and lean manufacturing, employed in successful projects worldwide. 2012-2013 PROMEP (\$239,000.00 MX)
- Reducción de la Variación de Procesos mediante el uso de Herramientas Estadísticas y no Estadísticas: una revision meta-analítica. 2012, UABC.
- Implementación de Lean-Healthcare en Servicios de Salud de Baja California. 2015-2016, UABC.

Associated to research projects

- Determinación de los Factores Críticos para la Implementación Exitosa de Seis Sigma en Instituciones de Educación Superior en México. 2016, PRODEP (\$166,660.00 MX)
- Optimización de Múltiples Variables de Respuesta Utilizando la Función de Deseabilidad y la Distribución Predictiva Bayesiana. 2015, UABC.
- Metodología Bayesiana para la Optimización Simultanea de Múltiples Respuestas. 2013, UABC.
- Optimización de la Prueba de Jalón Utilizando la Metodología Taguchi y Eliminación del Defecto por Coplanaridad en la Línea Prisma I. 2008, UABC.

Professional Memberships

Institute of Industrial and Systems Engineers. U.S.A. (role: member)
Optimization of Industrial Processes. Mexico (role: technical committee member)
Quality and Lean Manufacturing. Mexico-U.S.A. (role: chair)

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Personal website: <https://calidadyproductividad.com.mx/miembros>
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Journal Publications

- Effects of lean healthcare on Patient Flow: A systematic Review (2020). Diego Tlapa, Carlos Zepeda-Lugo, Guilherme Tortorella, Yolanda Baez-Lopez, Jorge Limon-Romero, Alejandro Alvarado, Ivan Rodriguez-Borbon. Value in Health. ISSN 1098-3015. <https://doi.org/10.1016/j.jval.2019.11.002>
- Towards the proposition of a Lean Automation Framework: Integrating Industry 4.0 into Lean Production (2020). Guilherme Tortorella, Rapinder Sawhney, Daniel Jurburg, Diego Tlapa, Istefani de Paula, Matthias Thurer. Journal of Manufacturing Technology Management. ISSN 1741-038X. <https://doi.org/10.1108/JMTM-01-2019-0032>
- Effects of contingencies on healthcare 4.0 technologies adoption and barriers in emerging economies (2020). Guilherme Tortorella, Flavio Fogliatto, Kleber Esposto, Alejandro Mac Cawley, Roberto Vassolo, Diego Tlapa, Gopalakrishnan Narayanamurthy. Technological Forecasting and Social Change Vo. 156(2020). DOI <https://doi.org/10.1016/j.techfore.2020.120048>
- ISO 9001 Standard: exploratory analysis in the manufacturing sector in Mexico (2020). Marcos Sanchez-Lizarraga, Jorge Limon-Romero, Diego Tlapa, Yolanda Baez-Lopez. DYNA. Vol. 87(213). ISSN: 0012-7353 DOI: <http://doi.org/10.15446/dyna.v87n213.83230>
- Working hours, Burnout and Musculoskeletal Discomfort in Middle and Senior Management of Mexican Industrial Sector (2020). Sharon Macias, Yolanda Baez, Aide Maldonado, Diego Tlapa, Jorge Limon, Juan Hernandez. IEEE Access. Vol. 8, ISSN 2169-3536. DOI <https://doi.org/10.1109/ACCESS.2020.2978687>
- An Empirical Investigation on Learning and Teaching Lean Manufacturing (2020). Guilherme Tortorella, Rogerio Miorando, Diego Fetterman, Diego Tlapa. Education and Training. ISSN: 0040-0912. <https://doi.org/10.1108/ET-11-2018-0232>
- Measuring Critical Success Factors for Six Sigma in Higher Education Institutions: Development and Validation of a Surveying Instrument (2020) Marco Maciel-Monteon, Jorge Limon-Romero, Carlos Gastelum-Acosta, Diego Tlapa, Yolanda Baez-Lopez, Hector Solano-Lamphar. IEEE Access. Vol. 8, pp 1813-1823, ISSN: 2169-3536. DOI: [10.1109/ACCESS.2019.2962521](https://doi.org/10.1109/ACCESS.2019.2962521)
- Improvement project in Higher Education Institutions: A BPEP-based model (2020) Marco Maciel-Monteon, Jorge Limon-Romero, Carlos Gastelum-Acosta, Yolanda Baez-Lopez, Diego Tlapa, Ivan Rodriguez-Borbon. Plos One. Vol. 15 (1), EISSN 1932-6203. <https://doi.org/10.1371/journal.pone.0227353>
- Burnout Syndrome in Middle and Senior Management in the Industrial Manufacturing Sector of Mexico (2019). Sharon Macias, Yolanda Baez, Aide Maldonado, Jorge Limon, Diego Tlapa. International Journal of Environmental Research and Public Health. Vol. 16, 1467. ISSN 1660-4601. <https://doi.org/10.3390/ijerph16081467>

- Lean supply chain practices: an exploratory study on their relationship (2018) Guilherme Tortorella, Ricardo Giglio, Diego Castro Fettermann, [Diego Tlapa](#). International Journal of Logistic Management. ISSN: 0957-4093 <https://doi.org/10.1108/IJLM-06-2017-0141>.
- Implementation of lean supply chain: an empirical research on the effect of context (2017) Guilherme Tortorella, Rogerio Miorando, [Diego Tlapa](#). The TQM Journal. Vol. 29 No. 4, pp. 610-623. ISSN: 1754-2731. <https://doi.org/10.1108/TQM-11-2016-0102>
- Multi-objective optimization of an aluminum torch brazing process by means of genetic programming and R-NSGA-II (2017) Alejandro Alvarado-Iniesta, [Diego Tlapa-Mendoza](#), Jorge Limón-Romero and Luis Méndez-González. International Journal of Advanced Manufacturing Technology. ISSN: 0268-3768 <https://doi.org/10.1007/s00170-017-0102-y>
- Six Sigma Enablers in Mexican Manufacturing Companies: A proposed Model (2016) [Diego Tlapa](#), Jorge Limon-Romero, Jorge Gacía-Alcaraz, Yolanda Baez-Lopez and Cuauhtémoc Sánchez. Industrial Management and Data System. Vol. 116 No. 5, ISSN: 0263-5577, <https://doi.org/10.1108/IMDS-06-2015-0265>
- Simulation software as a tool for supply chain analysis and improvement (2016) Cuauhtémoc Sánchez, Dulce López, Giner Hernández, Jorge García-Alcaráz, [Diego Tlapa](#). Computer Science and Information Systems. Vol. 13 No. 3, ISSN: 1820-0214. <https://doi.org/10.2298/CSIS160803039S>.
- Application of the Taguchi Method to Improve a Medical Device Cutting Process (2016). Jorge Limon-Romero, [Diego Tlapa](#), Yolanda Baez, Aide Maldonado-Macias, Leonardo Rivera-Cadavid. The International Journal Of Advanced Manufacturing Technology. Vol. 87 No. 9, ISSN: 0268-3768. <https://doi.org/10.1007/s00170-016-8623-3>
- Sentiment Classification of Spanish Reviews: An Approach Based on Feature Selection and Machine Learning Methods (2016). María Salas-Zarate, Mario Paredes-Valverde, Jorge Limon-Romero, [Diego Tlapa](#), and Yolanda Baez-Lopez. Journal of Universal Computer Science. Vol. 22 No. 5 ISSN: 0948-695X. DOI: [10.3217/jucs-022-05-0691](https://doi.org/10.3217/jucs-022-05-0691)
- Six Sigma in Mexican Manufacturing Companies (2013). [Diego Tlapa](#), Jorge Limón, Yolanda Báez, Julián Aguilar. International Journal of Mechanical, Industrial Science and Eng. Vol. 7 No. 10, ISSN 2010-376X.
- Factors Influencing Worker's Human Error at Manual Assembly Lines (2013). Yolanda Baez, Manuel Rodríguez, Enrique De La Vega, [Diego Tlapa](#). Información Tecnológica. Vol. 24, No. 6 ISSN: 0718-0764 DOI: [10.4067/S0718-0764201300060001](https://doi.org/10.4067/S0718-0764201300060001)
- Bayesian methodology for simultaneous optimization of multiple responses (2012). Jorge Limón, Manuel Rodríguez, Jaime Sánchez and [Diego Tlapa](#). Información Tecnológica. Vol. 23, Num. 2 ISSN: 0718-0764 DOI: [10.4067/S0718-07642012000200017](https://doi.org/10.4067/S0718-07642012000200017)
- A Robustness Evaluation of the Mahalanobis-Taguchi System to Different Factorial Arrays (2011). Jorge Limón, Manuel Rodríguez, Yolanda Báez and [Diego Tlapa](#). Información Tecnológica. Vol. 22, No. 4, ISSN: 0718-0764 DOI: [10.4067/S0718-076420110004000010](https://doi.org/10.4067/S0718-076420110004000010)
- Determination of the Critical Success Factors of Six Sigma by Meta-Analysis (2010). [Diego Tlapa](#), Jaime Sánchez, Guillermo Amaya, Jorge Limón and Yolanda Báez. International Journal of Industrial Engineering. ISSN: 1072-4761. Special issue.
- Implementing Six Sigma and Taguchi methods to obtain an increased resistance on a pull test of a light emitting diode (2010). Yolanda Báez, Jorge Limón, [Diego Tlapa](#) and Manuel Rodríguez. Información Tecnológica. Vol. 21, No. 1. ISSN: 0718-0764 DOI: [10.1612/inf.tecnol.4141it.08](https://doi.org/10.1612/inf.tecnol.4141it.08)

- A Robustness Evaluation of the Mahalanobis-Taguchi System using Fractional Factorial Designs (2009). Manuel Rodríguez, Jorge Limón, Iván Rodríguez, Diego Tlapa, Jesús Olguín, Yolanda Báez and Claudia Camargo. International Journal of Industrial Engineering. ISSN: 1072-4761. Special issue.
- Quality and Environmental Management in Higher Education Institutes by Integrating ISO 9001 and ISO 14001 (2009). Diego Tlapa, Jorge Limón and Yolanda Báez. Formación Universitaria. Vol. 2, No. 2. ISSN: 0718-5006 DOI: <http://dx.doi.org/10.4067/S0718-50062009000200006>

Book Chapters

- Integration of Design Thinking and TRIZ Theory to Assist a User in the Formulation of an Innovation Project (2019). Hugo Domingo García-Manilla, Jesús Delgado-Maciel, Diego Tlapa-Mendoza, Yolanda Angélica Báez-López and Leonardo Rivera-Cadavid. Managing Innovation in Highly Restrictive Environments. Publisher: Springer. DOI https://doi.org/10.1007/978-3-319-93716-8_14
- Burnout and Obesity in Middle and Upper Management in the Manufacturing Industry of Baja California (2019). Sharon Macias-Velasquez, Yolanda Baez-Lopez, Aide Maldonado-Macias, Jorge Limon-Romero, Diego Tlapa. Advanced Macroergonomics and Sociotechnical Approaches for Optimal Organizational Performance. Publisher: IGI Global. DOI: [10.4018/978-1-5225-7192-6.ch008](https://doi.org/10.4018/978-1-5225-7192-6.ch008)
- Anthropometry Devices: A Comparative Study (2018). Julian Aguilar-Duque, Guillermo Amaya-Parra, Victor Juarez-Luna, Diego Tlapa, Ulises Tamayo, Ana Tovar-Hernandez. Handbook of Research on Ergonomics and Product Design. Publisher: IGI Global. DOI [10.4018/978-1-5225-5234-5.ch010](https://doi.org/10.4018/978-1-5225-5234-5.ch010)
- Lean Manufacturing: A strategy for Waste Reduction (2018). Marina de la Vega, Yolanda Baez-Lopez, Dora-Luz Flores, Diego Tlapa-Mendoza, Alejandro Alvarado-Iniesta. New Perspectives on Applied Industrial Tools and Techniques. Publisher: Springer. ISBN 978-3-319-56870-6 DOI [10.1007/978-3-319-56871-3](https://doi.org/10.1007/978-3-319-56871-3)
- Impact of Human Resources on quality after Just-in-Time Implementation (2017). Teresita Molina, Jorge García-Alcaraz, Valeria Martínez, Nadia Tanino, Diego Tlapa. Handbook of Research on Manufacturing Process Modeling and Optimization Strategies. Publisher: IGI Global. Editors: Raja Das, Mohan Pradhan. ISBN 9781522524403 DOI: [10.4018/978-1-5225-2440-3.ch011](https://doi.org/10.4018/978-1-5225-2440-3.ch011)
- The Six Sigma Strategy: Tools and Techniques (2016). Jorge Limón, Yolanda Báez, Diego Tlapa, José Moreno, Iván Rodríguez. Handbook of Research on Managerial Strategies for Achieving Optimal Performance in Industrial Processes. Publisher: IGI Global. ISBN13: 9781522501305 DOI: [10.4018/978-1-5225-0130-5.ch021](https://doi.org/10.4018/978-1-5225-0130-5.ch021)
- The Use of Simulation Software for the Improving the Supply Chain: The Case of Automotive Sector. (2015). Cuauhtémoc Sánchez, Giner Alor Hernández, Jorge García-Alcaraz and Diego Tlapa. Book-Trends and Applications in Software Engineering. Vol. 405. Publisher: Springer. DOI [10.1007/978-3-319-26285-7](https://doi.org/10.1007/978-3-319-26285-7)
- Process Improvement: The Six Sigma Approach (2014). Diego Tlapa, Jorge Limón, Yolanda Báez, Jesús Salinas. Lean Manufacturing in the Developing World: Methodology, Case Studies and Trends from Latin America. Publisher: Springer. ISBN: 978-3-319-04950-2. DOI: [10.1007/978-3-319-04951-9_5](https://doi.org/10.1007/978-3-319-04951-9_5)
- Lean Manufacturing in Production Process in the Automotive Industry (2014). Jesús Salinas, Julián Aguilar, Diego Tlapa, Guillermo Amaya. Lean Manufacturing in the Developing World: Methodology, Case Studies and Trends from Latin America. Publisher: Springer. ISBN: 978-3-319-04950-2 DOI: [10.1007/978-3-319-04951-9_5](https://doi.org/10.1007/978-3-319-04951-9_5)

Conference Proceedings

- Critical Factors of Lean Healthcare: an Overview (2018). Carlos Zepeda-Lugo, Diego Tlapa, Yolanda Baez-Lopez, Jorge Limon-Romero. ICHSM 2018, Tsukuba, Japan. ISBN 978-1-4503-6435-5. DOI 10.1145/3242789.3242837
- Caracterización de Factores, Técnicas y Herramientas de la Metodología Seis Sigma en la Industria de Alimentos (2015). Andrea Insfrán, Diego Tlapa, Yolanda Báez, Jorge Limón y Guillermo Cortés. Congreso Internacional de Investigación. Colima, Col. ISBN 978-1-939982-17-9
- Factores y Herramientas Importantes en Lean Healthcare (2015). Carlos Zepeda, Diego Tlapa, Yolanda Báez, Jorge Limón y Aidé Maldonado. Congreso Internacional de Investigación. Córdoba, Veracruz. ISBN 978-1-939982-12-4
- Critical Success Factors of Six Sigma: An Overview (2014). Tlapa, Diego; Limón, Jorge; Báez, Yolanda; Valles-Rosales, Delia. The IEEE International Conference on Industrial Engineer and Engineering Management. Kuala Lumpur, Malaysia. DOI: 10.1109/IEEM.2014.7058752. pp 818-822.
- Model of Human Reliability for Manual Workers in Assembly Lines (2014). Báez, Yolanda; Rodriguez, Manuel; Limón, Jorge; Tlapa, Diego. The IEEE International Conference on Industrial Engineer and Engineering Management. Kuala Lumpur, Malaysia. DOI: 10.1109/IEEM.2014.7058878. pp 1448-1452.
- Determinación de Fuentes de Variación en el Corte de Tela en un Proceso Automotriz (2014). Tlapa, Diego; Díaz, Andrea; Báez, Yolanda; Limón, Jorge. Congreso Internacional de Investigación. Tuxtla Gutiérrez, Chiapas. Vol. 6, No. 4, ISSN: 1946-5351. Pp 1628-1632.
- Análisis Comparativo de Enfoques Utilizados para la Optimización Simultanea de Múltiples Variables de Respuesta (2014). Pory, Mitzy; Limón, Jorge; Báez, Yolanda; Tlapa, Diego. Congreso Internacional de Investigación. Tuxtla Gtz., Chiapas. Vol. 6, No. 4, ISSN: 1946-5351. pp 1237-1242.
- Mejora de Proceso de Mantenimiento en Industria Automotriz (2014). Godinez, Rene; Tlapa, Diego; Rodríguez, Iván; Báez, Yolanda. Congreso Internacional de Ingeniería, Arquitectura y Diseño. Ensenada, Baja California. ISBN: 978-0-615-98620-3. Pp 73-76.
- Seguimiento de la Norma ISO 9001:2008 en una Empresa de la Industria Automotriz (2014). Hernández, Sergio; Báez, Yolanda; Tlapa, Diego; Sánchez, Jaime. Congreso Internacional de Ingeniería, Arquitectura y Diseño. Ensenada, Baja California. ISBN: 978-0-615-98620-3. Pp 107-109.
- Reducción de Scrap utilizando la Metodología Seis Sigma (2014). Candelas, José; Limón, Jorge; Tlapa, Diego; Rodríguez, Iván. Congreso Internacional de Ingeniería, Arquitectura y Diseño. Ensenada, Baja California. ISBN: 978-0-615-98620-3. pp 100-103.
- An Exploration of Six Sigma's Tools and Techniques (2011). Diego Tlapa, Jaime Sánchez, Julián Aguilar, Jorge Limón and Enrique de la Vega. Proceedings of the 16th Annual International Conference on Industrial Engineering Theory, Applications and Practice. Stuttgart, Germany. ISBN: 97819346601-3-3
- Robust Optimization of Multiple Responses Using Bayesian Methods (2011). Jorge Limón, Manuel Rodriguez, Ivan Rodriguez, Jaime Sánchez and Diego Tlapa. 16th Annual International Conference on Industrial Engineering Theory, Applications and Practice. Stuttgart, Germany. ISBN: 97819346601-3-3
- Multidimensional Scaling Supported by Cluster Analysis For Productivity Increase (2011). Julián Aguilar, Jesús Salinas and Diego Tlapa. Proceedings of the 16th Annual International Conference on Industrial Engineering Theory, Applications and Practice. Stuttgart, Germany. ISBN: 97819346601-3-3

- **Six Sigma's Success Factors: A Meta-Analytic Review** (2010). Diego Tlapa, Jaime Sánchez, Guillermo Amaya, Jorge Limón and Yolanda Báez. Proceedings of the 15th Annual International Conference on Industrial Engineering Theory, Applications and Practice. Mexico, ISBN: 97809652558-6-8
- **Integrating ISO 9000 and ISO 14000 as a Competitive Tool** (2006). Diego Tlapa, Yolanda Báez, Jesús Olguín and Jorge Limón. XIII Convención científica de ingeniería y arquitectura, La Habana Cuba. ISBN: 959-261-248-X

Student Advising

Graduate Students

- Luisa Rosas Hernández (2019) “Eficiencia en Sector Salud a Través de la Implementación de Lean Six Sigma en un Hospital Público de México”. Doctor of Science, UABC.
- Marco Maciel Monteon (2019) “Factores Críticos para la Implementación Exitosa de la Metodología Seis Sigma en Instituciones Públicas de Educación Superior en México”. Doctor of Science, UABC.
- Carolina Velázquez Noeggerath (2018) “Lean Construction en México: un Estudio Exploratorio”.
- Ana Karen Peraza Muñoz (2018) “Lean Six Sigma en la Industria Aeroespacial de Baja California: contexto, prácticas y desempeño”.
- Cecilia Rodríguez García (2017) “Aplicación de la metodología DMAIC para reducir variación del proceso de lijado de cuerpos de guitarras eléctricas”.
- Carlos Alberto Zepeda Lugo (2016) “Evaluación de procesos de servicios de salud en Ensenada, Baja California para la implementación de Lean Healthcare”.
- Andrea Insfran Rivarola (2016), “Caracterización de la metodología lean six sigma en las industrias alimentarias en México”.
- Guillermo Amaya Parra (2010), “Determinación de los factores importantes para la implementación exitosa de la metodología seis sigma”.

Graduate Students in progress

- Carlos Alberto Zepeda Lugo. Doctor of Science, UABC.
- Andrea María Insfrán Rivarola. Doctor of Science, UABC.

Undergraduate Students

- Priscilla Sarabia Razo (2015), “Diseño de experimentos para implementación de nuevo proceso de empaque”
- Jesica Isel Reyes Granados (2015), “Implementación de la metodología DMAIC para reducción de defectos en un procesos de manufactura”.
- Rene Godínez Enríquez (2014), “Análisis de un proceso de mantenimiento en industria automotriz”
- Carlos García Horta (2013), “Aplicación de herramientas de seis sigma en un proceso de empaque de una empresa de manufactura”.
- Alfredo Flores Bejar (2011), “Análisis y generación de programa de seguridad laboral para la FIAD”.
- Gladys Beltrán Quiroz (2011), “Análisis y generación de programa de seguridad laboral para la FIAD”.