

Kaizen

1

What is Kaizen?

- Kaizen (Ky'zen)
- "Kai" means "change"
- "zen" means "good (for the better)"
- Gradual, orderly, and continuous improvement
- Ongoing improvement involving everyone

2

How to Kaizen

- Identify the customer
- Deming Cycle
 - Plan – identify what to change and how to do it
 - Current state
 - Future state
 - Implementation plan
 - Do – execute the improvement
 - Check – ensure the improvement works
 - Act – future and ongoing improvements
- Repeat

3

Identify the Customer

- Value added is always determined from the customer's perspective.
- Who is the customer?
- Every process should be focused on adding value to the customer.
- Anything that does not add value is waste.
- Some non-valued added activity is necessary waste ("NVA-R")
 - Regulatory
 - Legal

4

Types of Waste

- Overproduction
- Excess inventory
- Defects
- Non-value added processing
- Waiting
- Underutilized people
- Excess motion
- Transportation

5

Identify the Current State

- Crucial first step in process improvement
- Deep understanding of the existing processes and dependencies
- Identify all the activities currently involved in developing a new product
- Observe the process first hand
- Identify Value Added (VA), Non-Value Added Required (NVA-R), and Non-Value Added (NVA)
- Generally creates more questions than answers

6

Brainstorm and Analyze

- Kaizen team brainstorming to develop new process
- Post improvement ideas on map or by category
 - Workflow
 - Technology
 - People / Organization
 - Procedures
- Develop detailed future state map
 - New workflow
 - Value Add and Non-Value Add
 - Cycle times
 - Identify Kaizen "bursts" (immediate radical change)

7

Implementation Plan

- Think global / systems optimization
- Maximum impact to process
- Speed of implementation – create small victories
- Cost-benefit analysis

8

Execute

- Develop a concise, achievable milestone plan
- Communicate the plan to everyone
 - Suppliers
 - Team members
 - Customers
- Track activities in public
- Celebrate small victories and publicly analyze failures

9

Check and Sustain

- Meet regularly (weekly?) to review status of open implementation items
- Re-evaluate Future State regularly (quarterly?) for additional improvement
- Track results on a public Kaizen Board

10

Kaizen Blitz

- Total focus on a defined process to create radical improvement in a short period of time
- Dramatic improvements in productivity, quality, delivery, lead-time, set-up time, space utilization, work in process, workplace organization
- Typically five days (one week) long

11

Kaizen Blitz - Agenda

- Day 1: Setting the scene
 - Meet the team, training
- Day 2: Observe the current process
 - Flowchart, identify waste, identify root causes
- Day 3: Develop the future state process
 - Brainstorm and flowchart (typically the longest day!)
- Day 4: Implement the new process
 - Plan, communicate, implement, modify
- Day 5: Report and analyze
 - Performance vs expectations

12

Roadblocks

- Too busy to study it
- A good idea but the timing is premature
- Not in the budget
- Theory is different from practice
- Isn't there something else for you to do?
- Doesn't match corporate policy
- Not our business – let someone else analyze it
- It's not improvement – it's common sense
- I know the result even if we don't do it
- Fear of accountability
- Isn't there an even better way?

13