

26TH ANNUAL



26TH LCI CONGRESS
OCTOBER 22-25, 2024

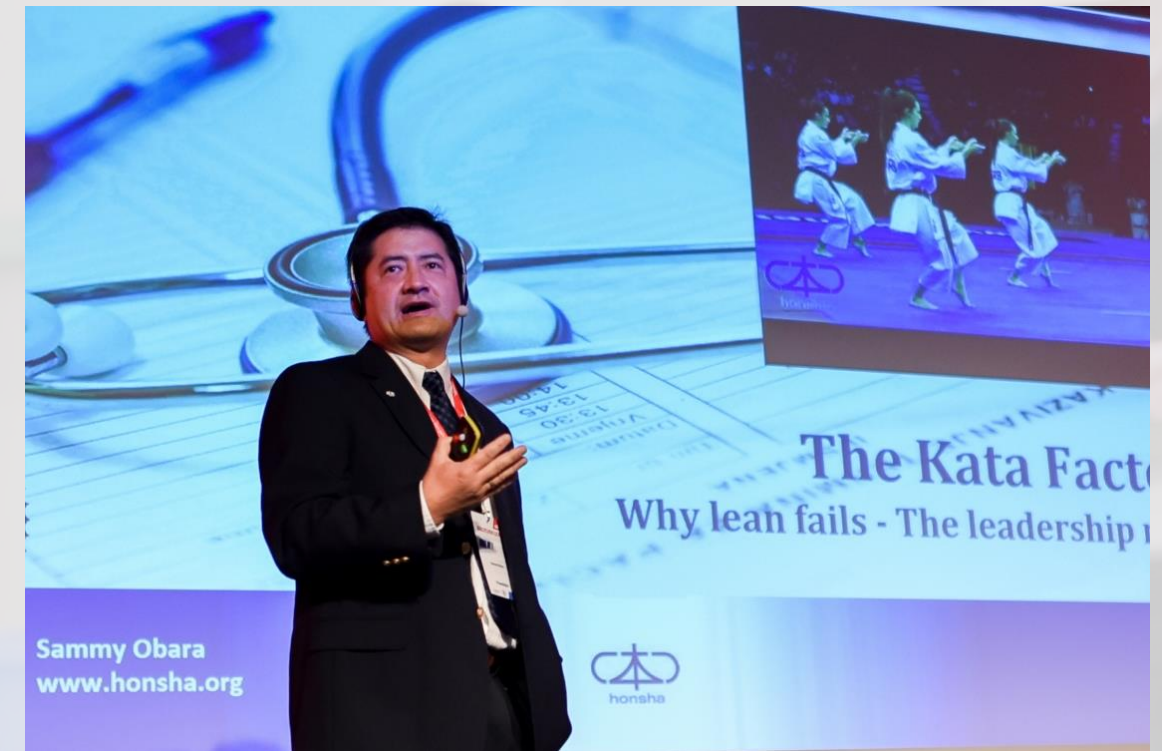
Kaizen Teian

The Culture of Continuous Improvement

Sammy Obara
Honsha.ORG

SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

10/22/2024



Sammy Obara





“To develop capability within organizations so they can achieve excellence while utilizing their own resources”



OUR ORIGIN



Honsha is a Japanese word that means Headquarters, or Origin.

HON = Origin
SHA = Organization

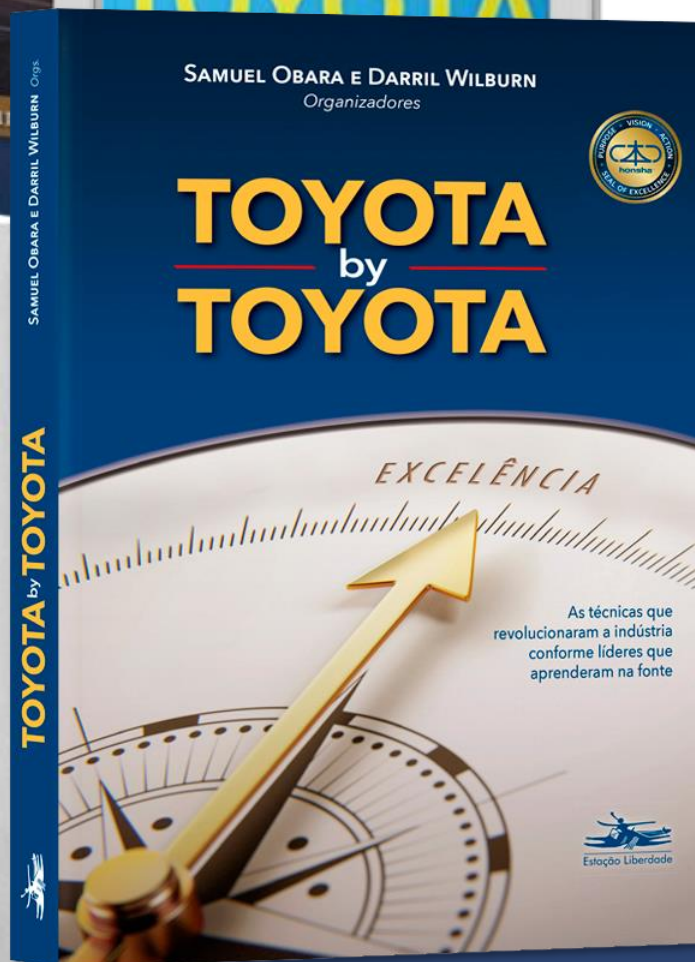
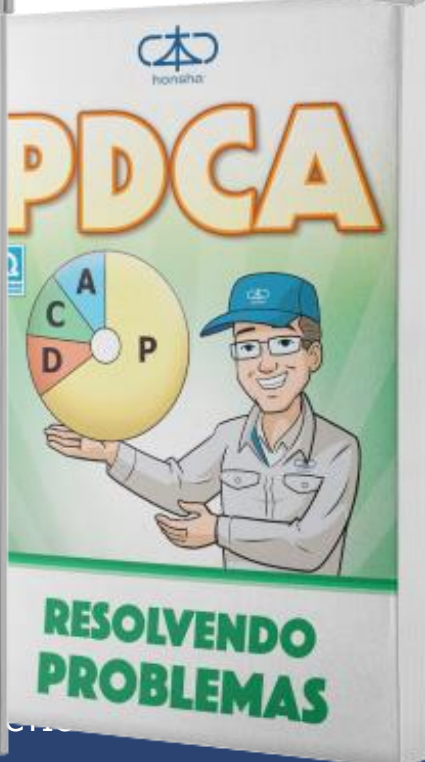
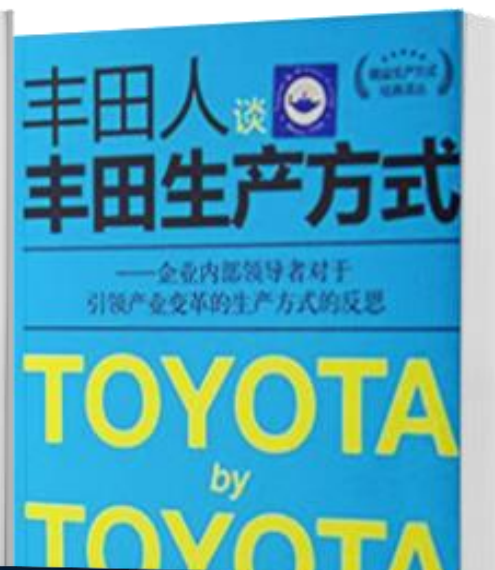
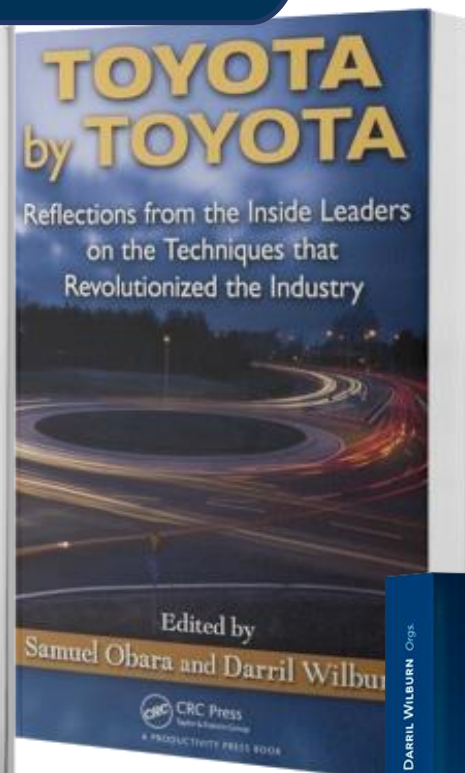
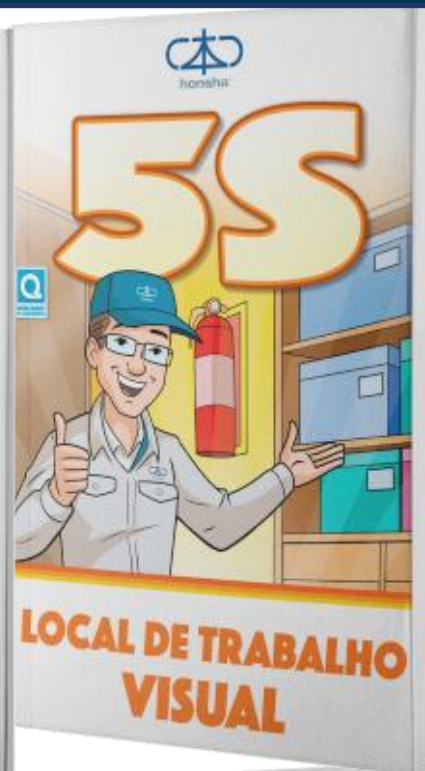
Inside TOYOTA, the corporate headquarters is called Honsha.

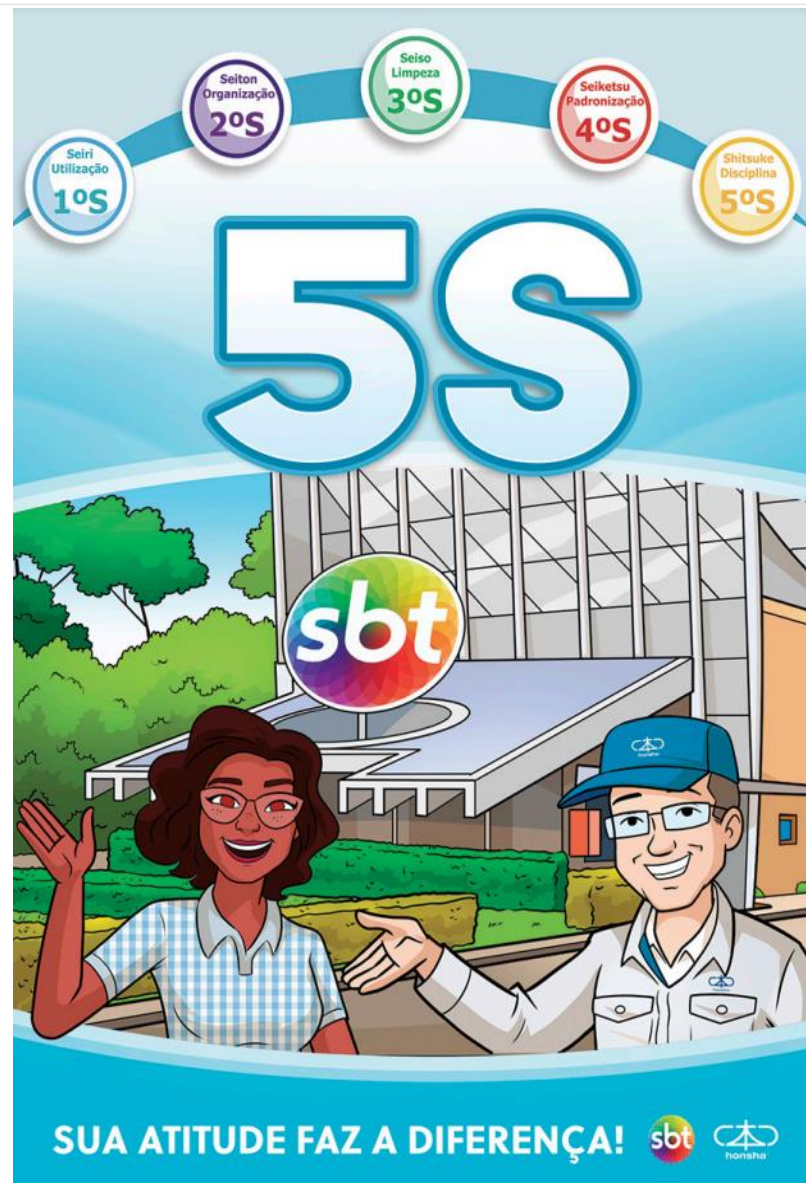
Most of our senseis were trained directly inside Toyota and by Toyota senseis, our experience came from the source of Lean, from TPS.



(Honsha Executive Development Mission, Japão)







5S - 5 Sensos

1º S - Seiri
Senso de Utilização

2º S - Seiton
Senso de Organização

3º S - Seiso
Senso de Limpeza

4º S - Seiketsu
Senso de Padronização

5º S - Shitsuke
Senso de Disciplina

+ + + SER+ + + TRABALHO PADRONIZADO



MELHORAR
SEMPRE
MELHORAR
JUNTOS

raízen



SER+ KAIZEN



MELHORAR
SEMPRE
MELHORAR
JUNTOS

raízen



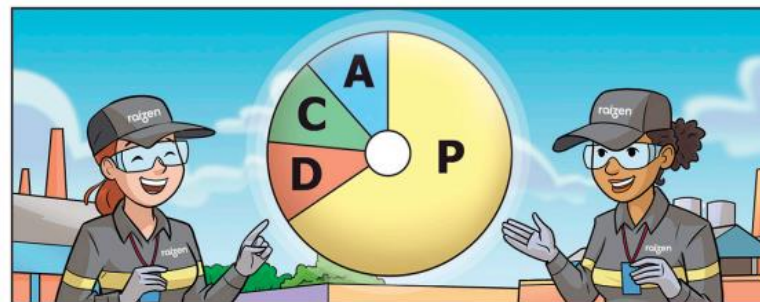
KAIZEN SER+



SER+

8

SER+ PDCA

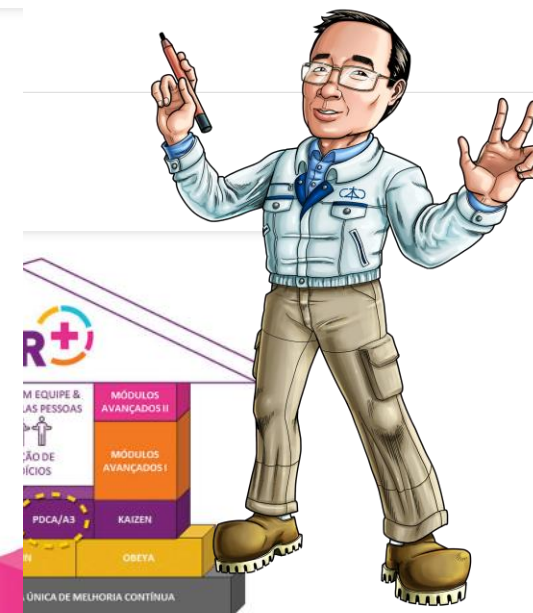


MELHORAR
SEMPRE
MELHORAR
JUNTOS

raízen

- D** 6. Implementar as Contramedidas.
- C** 7. Monitorar Resultados e Processos.
- A** 8. Padronizar os Processos Bem-Sucedidos.

SER+



E NOS PERMITE
A CAUSA RAÍZ,
A ACONTECER.



2

Mombasa



East Timor



Venezuelans



Nairobi



Ethiopia



Amazon





LEAN FOR HOPE

LEAN FOR HOPE



235 km
146 miles
43h58m
Ultramarathon
Dos Anjos

LEAN FOR HOPE



Kaizen and its origins



改

KAI
change

善

ZEN
better

Continuous Improvement

Paradigm Shift

Can you change the
way you think?

FORTUNE

THE WORLD'S MOST ADMIRABLE COMPANIES



1. General Electric
2. Toyota
3. Procter & Gamble
4. FedEx
5. Johnson & Johnson
6. Microsoft
7. Dell
8. Berkshire Hathaway
9. Apple Computer
10. Wal-Mart

■ Toyota hopes its full-sized truck, the Tundra, will lead a category dominated by Detroit.

No surprise here: General Electric is the World's Most Admired Company—years. But the breakout performer on our global list is Toyota. By rising the Wal-Mart as No. 2, Toyota became the highest-ranking non-U.S. company in the nine-year history of the international Most Admired list. Japan's top carmaker is churning out profits in a tough industry, earning \$11.4 billion in 2005—more than the next 12 carmakers combined. By the end of 2006, Toyota is set to overtake GM as the world's biggest producer of cars and trucks.

As in past years, the global list was dominated by American companies, which took 16 out of the top 20 positions and 32 of 50 overall. The survey's 8,645 executives, directors, and analysts in 23 countries and at 351 companies (211 outside the U.S.) rewarded companies that delivered results. Europe's top company, BMW (No. 13), is the world's luxury-car leader—overall sales volume grew 5.5% to set a new record. Singapore Airlines (No. 19) jumped nine spots. Nokia hung in there at No. 20, making it the highest-ranking telecom company. And South Korean consumer electronics leader Samsung (No. 27) jumped 12 spots. For the first time that put it ahead of archrival Sony, which fell 19 places to No. 34. — *Telis Demos*

\$11.4 billion in 2005—more than the next 12 carmakers combined.

Toyota gives Virginia Mason docs a lesson in lean

At Virginia Mason Medical Center, doctors are required to understand firsthand how Toyota manufactures cars.

First, Virginia Mason's senior executives traveled to Japan to work on Toyota's manufacturing floor. Then a contingent of doctors and managers did the same thing.

Maximizing Hospital Outcomes with Tips from Toyota: Using Less to Do More

Virginia Mason Medical Center has incorporated its hospital's philosophy by taking a page from Toyota's manufacturing system. The goal: to gain a quality, safety, and performance edge. Can the plan work in your institution?

"We've done two trips to Japan, and will do another in the near future," said Virginia Mason's CEO, Dr. Gary Kaplan.

It's all about learning the techniques of what's called "lean manufacturing," and then applying them to health care.

"Lean" means doing without what's not needed, said VM president Mike Rona. "It's taking out the unnecessary stuff in processes," so that everything's more efficient.

"Eliminating waste, things that add no value, that's what this is about," said Kaplan, who sometimes refers to Virginia Mason not as a

hospital and clinic network but as "the company."

According to mathematician and consultant W. Edwards Deming, as much of 40 percent of a company's expenses result from waste -- systems and processes that are poorly designed, Kaplan said.

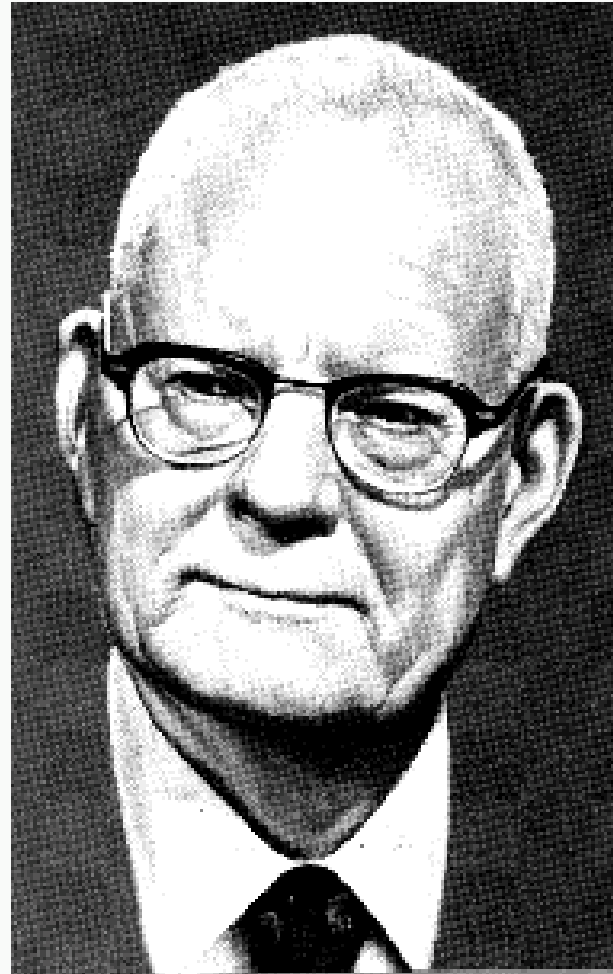
Waste and the quality of health care are linked, Kaplan said. Waste is directly related to low patient and employee satisfaction, poor customer service and errors in medical treatment.

Virginia Mason's been working to eliminate waste in all its forms during the past few years. It's paid off.

The dollar value of respiratory-care inventory supplies, for instance, has been slashed 45 percent. Savings on space have accrued as well.

Radiation oncology staff cut the time from patient check-in to leaving the department from 42 minutes to 15.

W. Edwards Deming



“40% of what we do is pure waste”



Lead Time

Time between the receipt of an order to the receipt of the payment for it.

Where can you help eliminate waste to shorten the lead time?

here?

here?

here?

here?

here?

here?

here?

here?

Order

Processing

Processing

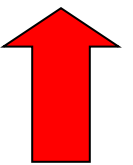
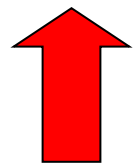
Processing

Processing

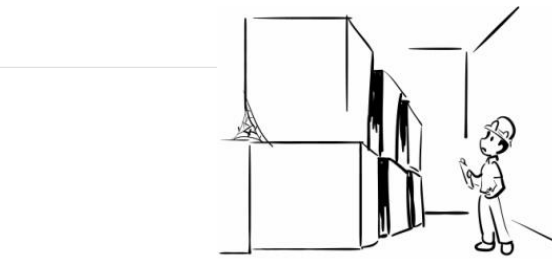
Shipping

Delivery

Receive \$



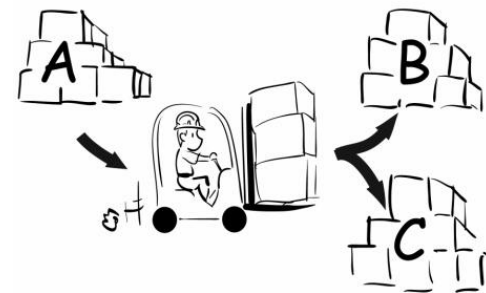
The Seven Wastes



INVENTORY



MOTION



TRANSPORT



OVER-PRODUCTION



CORRECTION



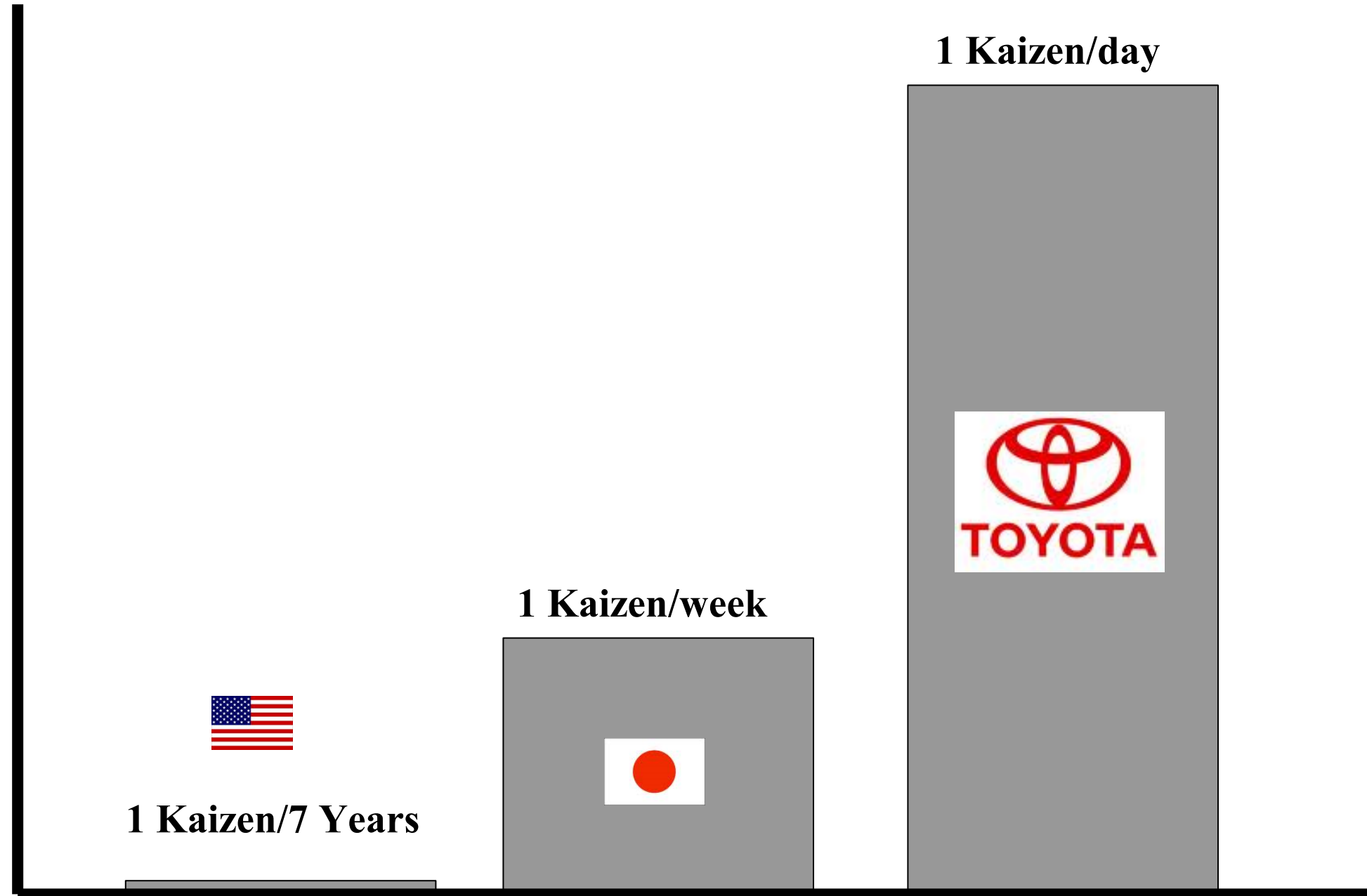
WAITING



OVER-PROCESSING

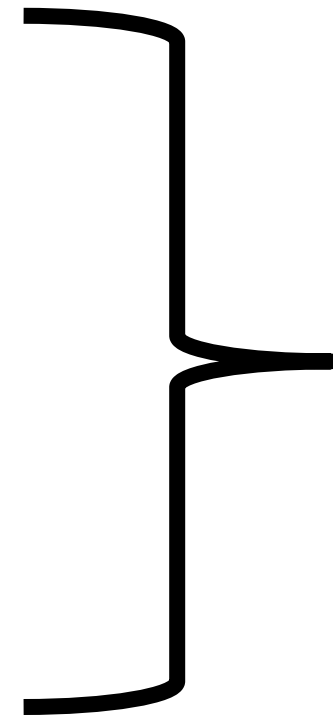


Employee Engagement



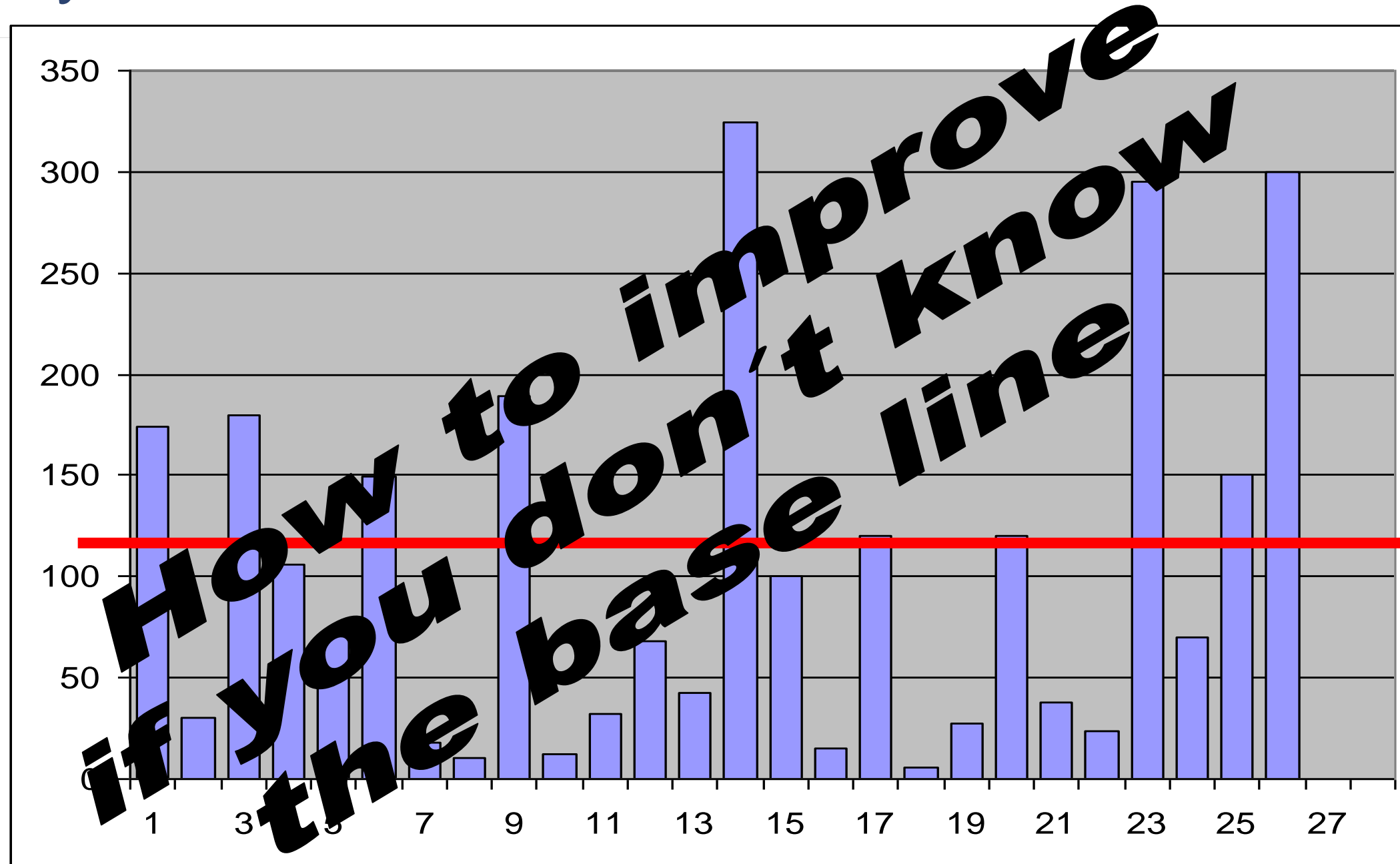
Kaizen Teian

- Kaizen Event
- Kaizen Blitz
- Kaizen Breakthrough
- Kaizen Week
- Kaizen ...



Kaizen in Batches

Where is your base line?





- Doubled its productivity
- Reduced scrap by over 80%,
- Lead time reduction in over 75%
- 256+ warehouse locations
- Over 10,000+ pairs of glasses a day.



- **Training to 10,000 associates**
- **Savings of over \$27MM**



HONSHA.ORG
**EXECUTIVE DEVELOPMENT
MISSION - JAPAN**

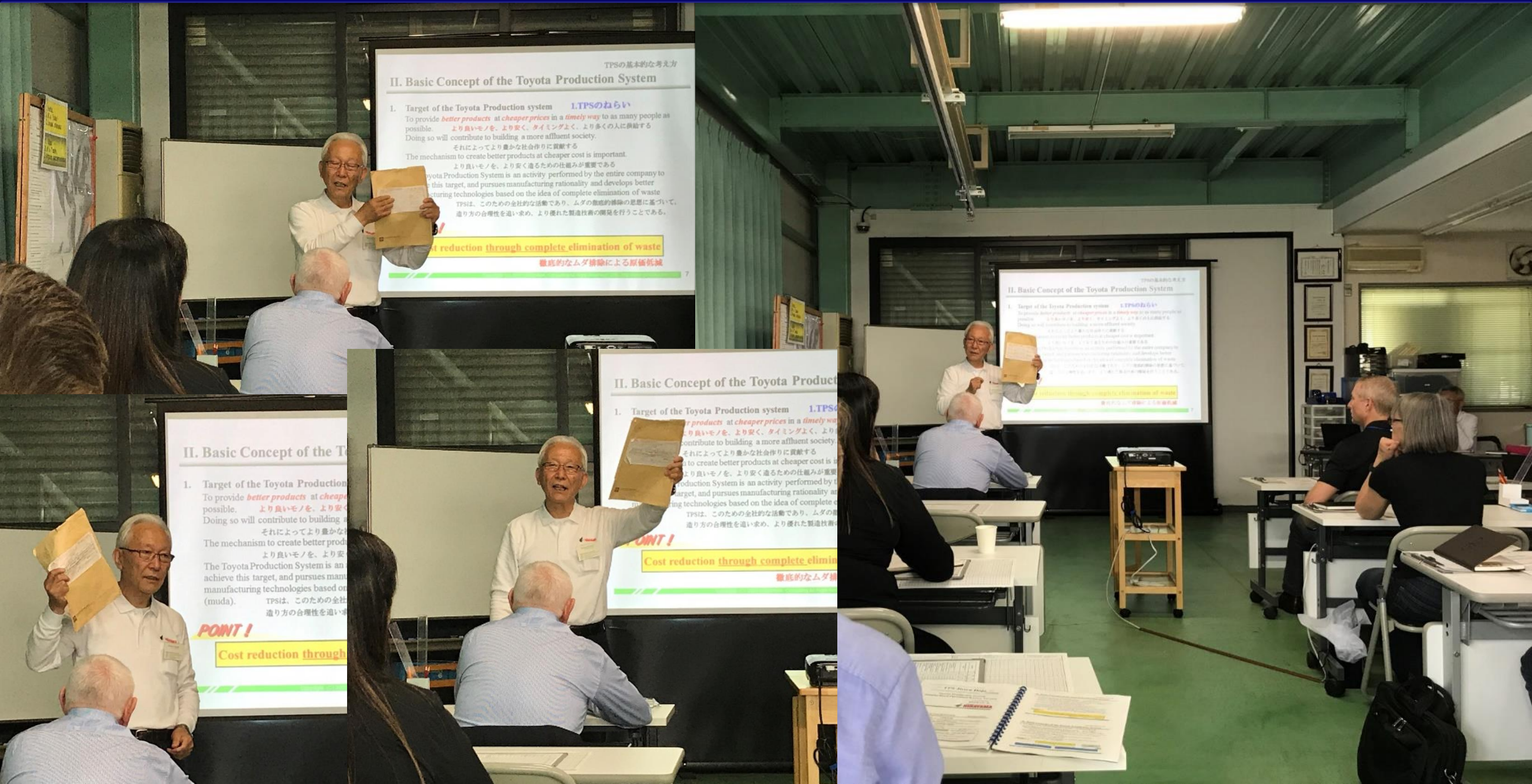
NEXT MISSION | May 12 - 17, 2019



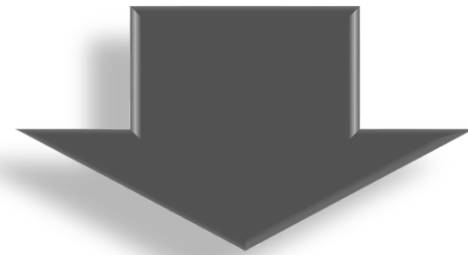
EXECUTIVE DEVELOPMENT MISSION LEARN LEAN IN JAPAN

www.honsha.org/jpexecutivemission

Toyota Sensei - Ishigaki san



**Why would a ~~\$300,000,000,000~~
company need to save 1 cent?**



**Why should any company need to
waste an extra cent?**

Purpose: the key for Kaizen



What is the Purpose of Kaizen?

Don't start it if you
don't have a
purpose



The Most Studied Company in The World

PURPOSE

MONDAY, MAY 6, 2013

➔ Top 10 Reason Why Lean Transformation Fails

Why lean fails so often

Why LEAN Fails 98% of the Time

By Philip Beyer

May 8, 2017

Forbes

Why Lean Programs Fail -- Where Toyota Succeeds: A New Culture of Learning

FEB 5, 2011

By Steve Denning

Methodology > Lean > Why Lean Manufacturing Fails

Why Lean Manufacturing Fails

 Mike Thelen 10

During both prosperous and difficult times, successful businesses naturally look for new ways to improve. However, in recent years, as the world economy suffered through one of the worst recessions in history, many companies turned in droves to Lean and other variations of continuous improvement programs to rescue their sagging bottom lines. But do they really learn during this process?

Why Lean Programs Fail



By Jeffrey Liker and Mike Rother

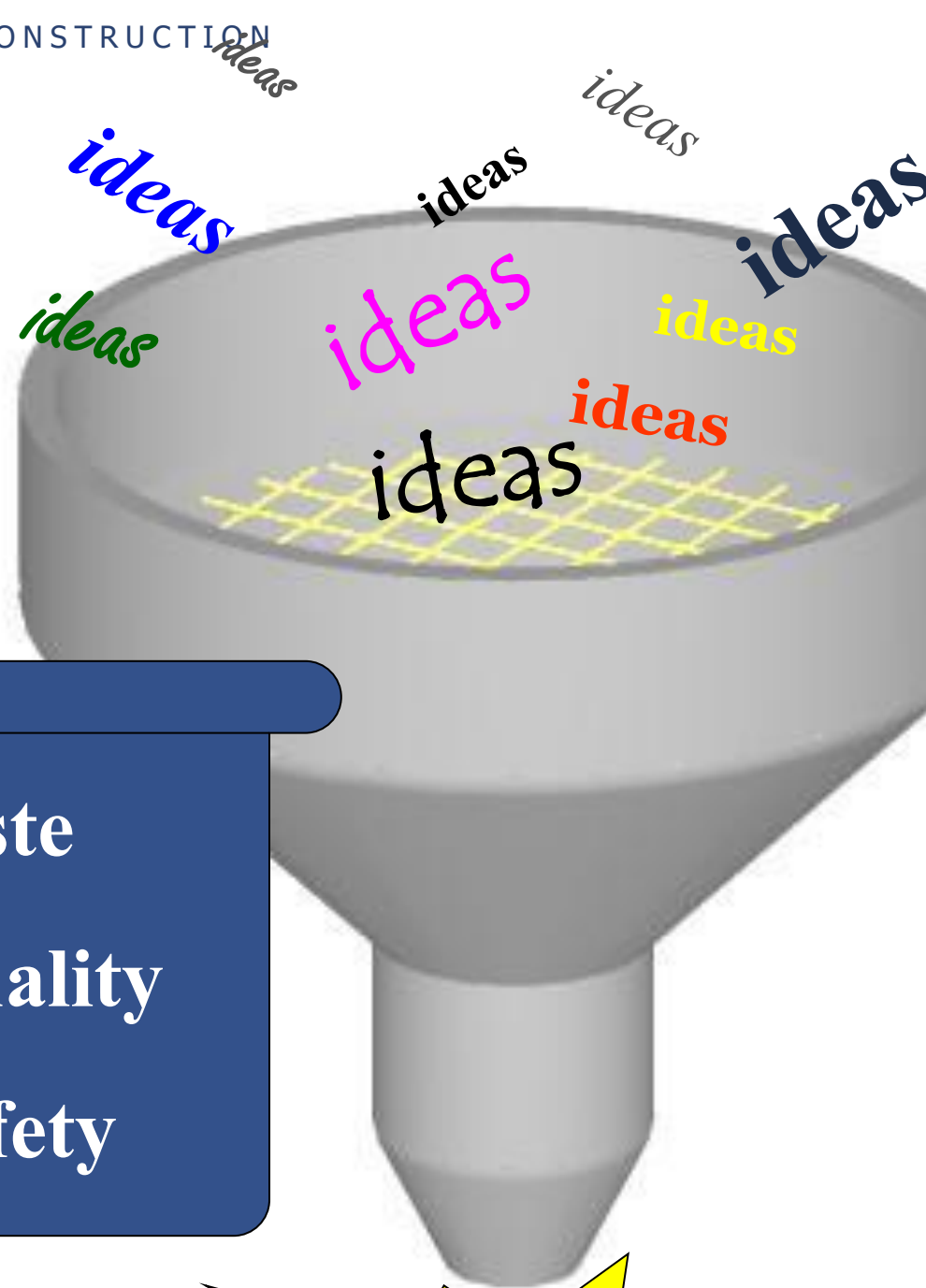
Toyota's success has inspired tens of thousands of organizations to adopt some form of a lean program. The term was introduced in *The Machine That Changed the World* and later in *Lean Thinking* as a new paradigm that was as monumental as the shift from craft-style to mass production. The focus of lean is on the customer and the value stream. You can say it is a pursuit of perfection by constantly eliminating waste through problem solving. Certainly an organization that is truly dedicated to becoming lean is on a path toward excellence.

Yet a large [survey conducted by Industry Week in 2007](#) found that only 2 percent of companies that have a lean program achieved their anticipated results.¹ More recently, the Shingo Prize committee, which gives awards for excellence in lean manufacturing, went back to past winners and found that many had not sustained their progress after winning the award.

"We have both concluded from our different journeys and experiences with companies that people have had a fundamental misunderstanding of what the Toyota Production System is in practice."

The three Purposes

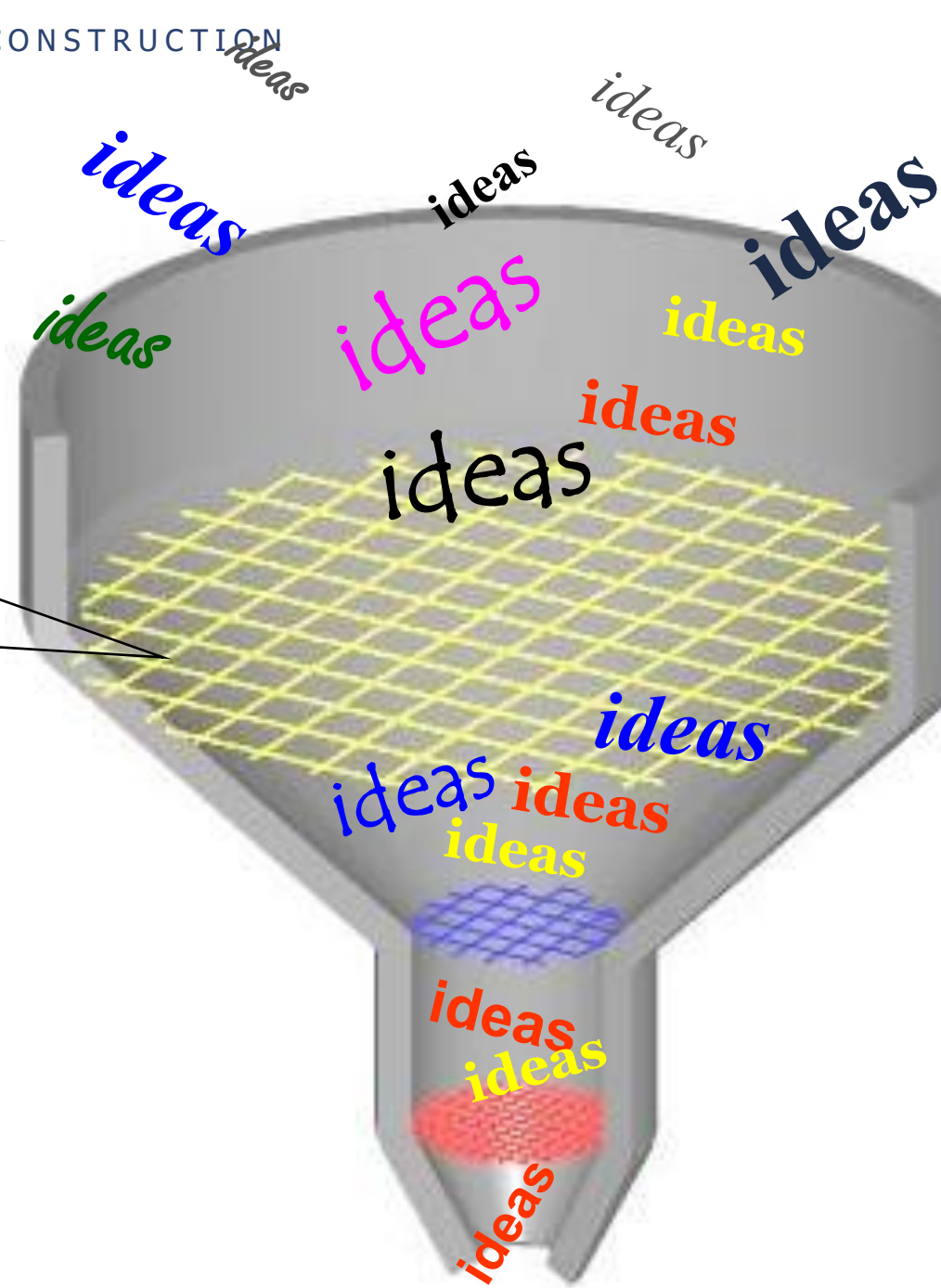
- Reduce Waste
- Improve Quality
- Improve Safety



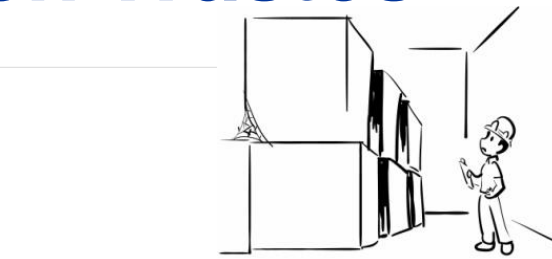
KAIZEN



1) Reduce waste?
Improve quality?
Increase safety?



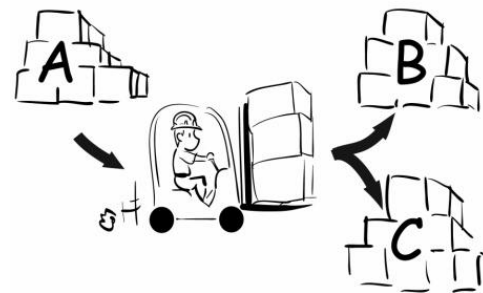
The Seven Wastes



INVENTORY



MOTION



TRANSPORT



OVER-PRODUCTION



CORRECTION



WAITING



OVER-PROCESSING

WASTE

A perfect place for waste to hide

An organized and clean place.

We don't look for waste in organized and clean places. We think they won't fit there.

Thus it becomes the best place for waste to hide. Nobody will look for them there.





**Enough supplies to
last 7 years**

Paradigm Shift

Can you change the
way you think?

To eliminate waste, you need to see it.

To see it, you need 5S

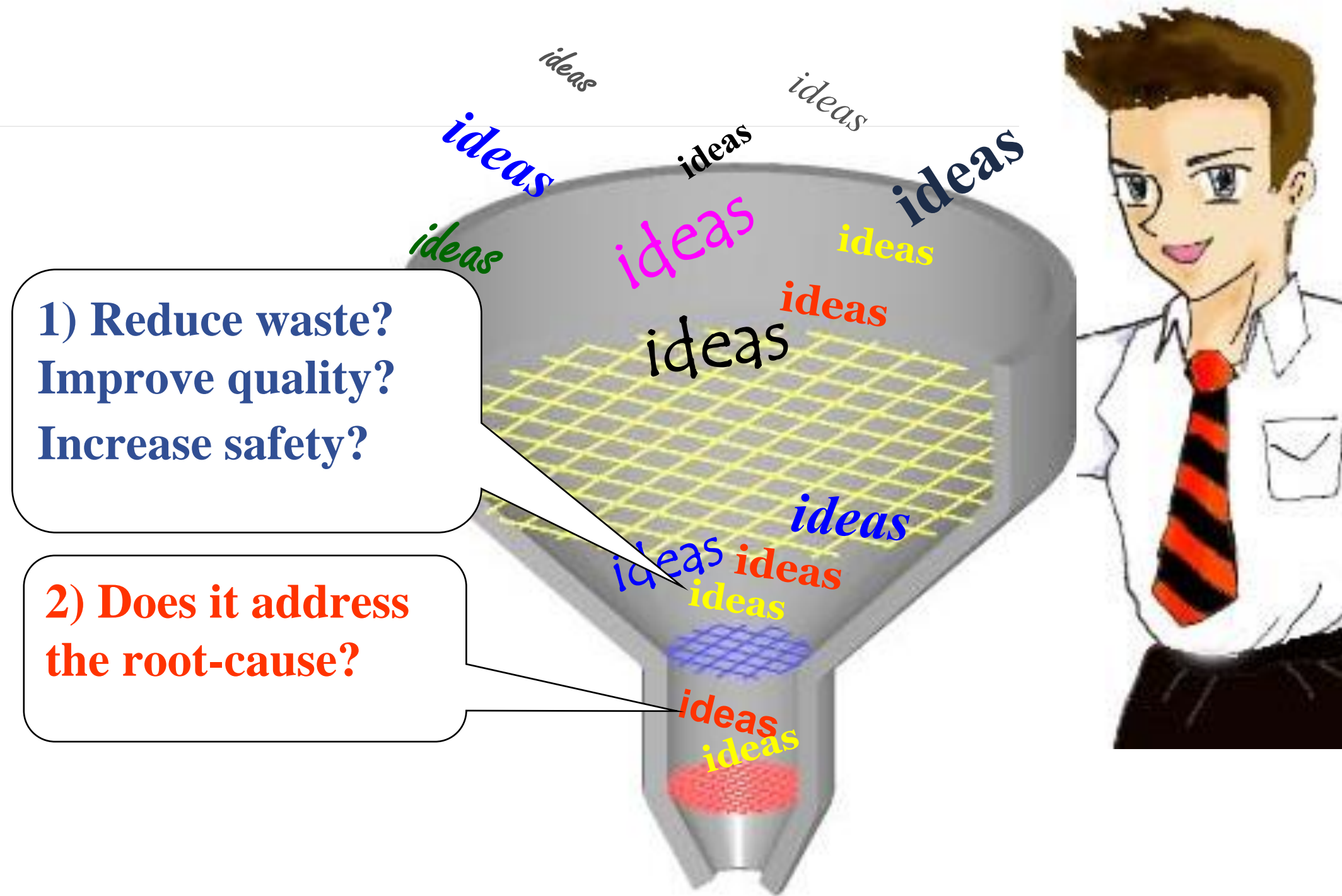
Paradigm Shift

Can you change the
way you think?

PURPOSE COMES FIRST!

The Root Cause Factor



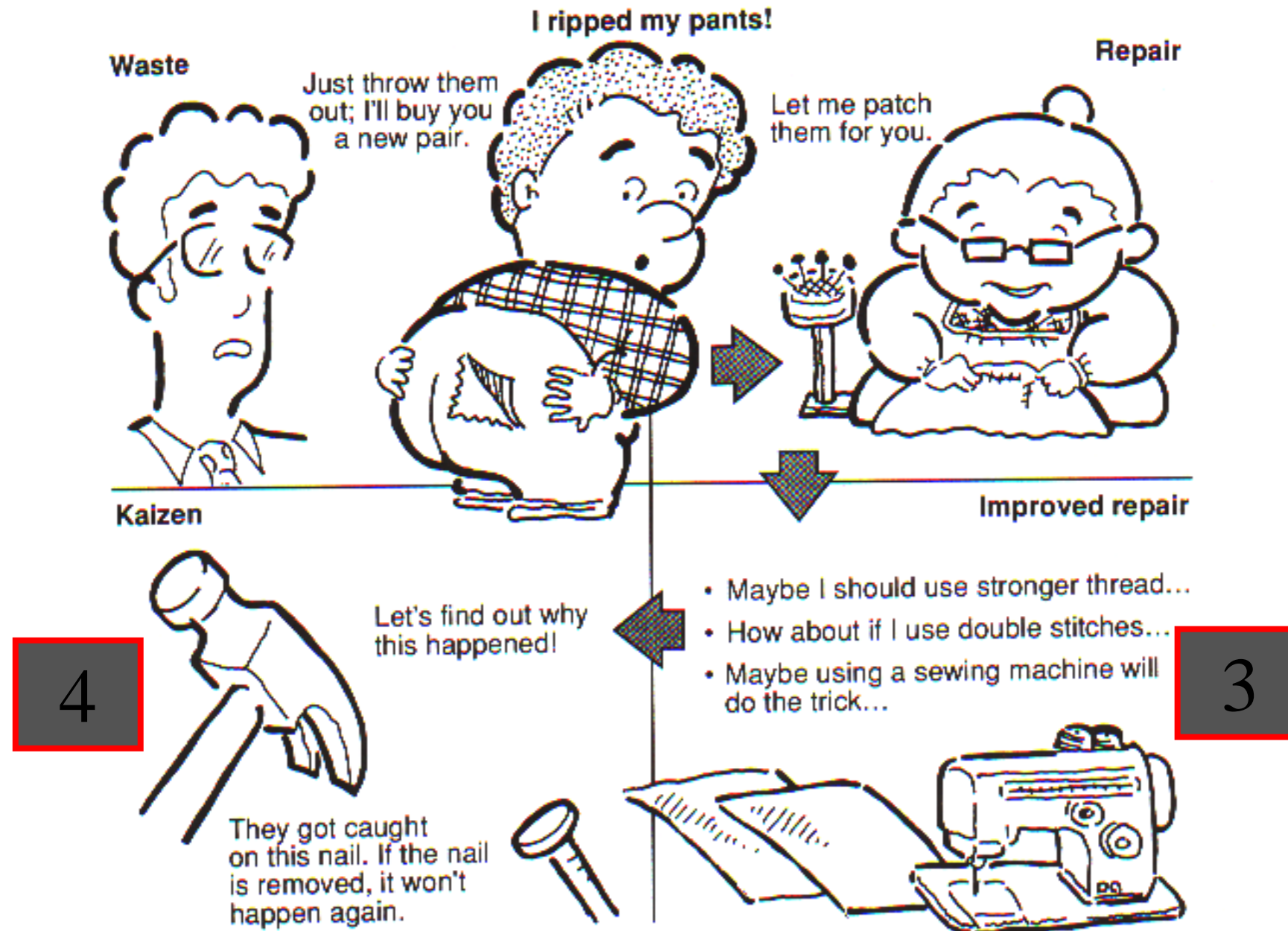


ROOT-CAUSE

1

Repair versus Kaizen

2



4

3

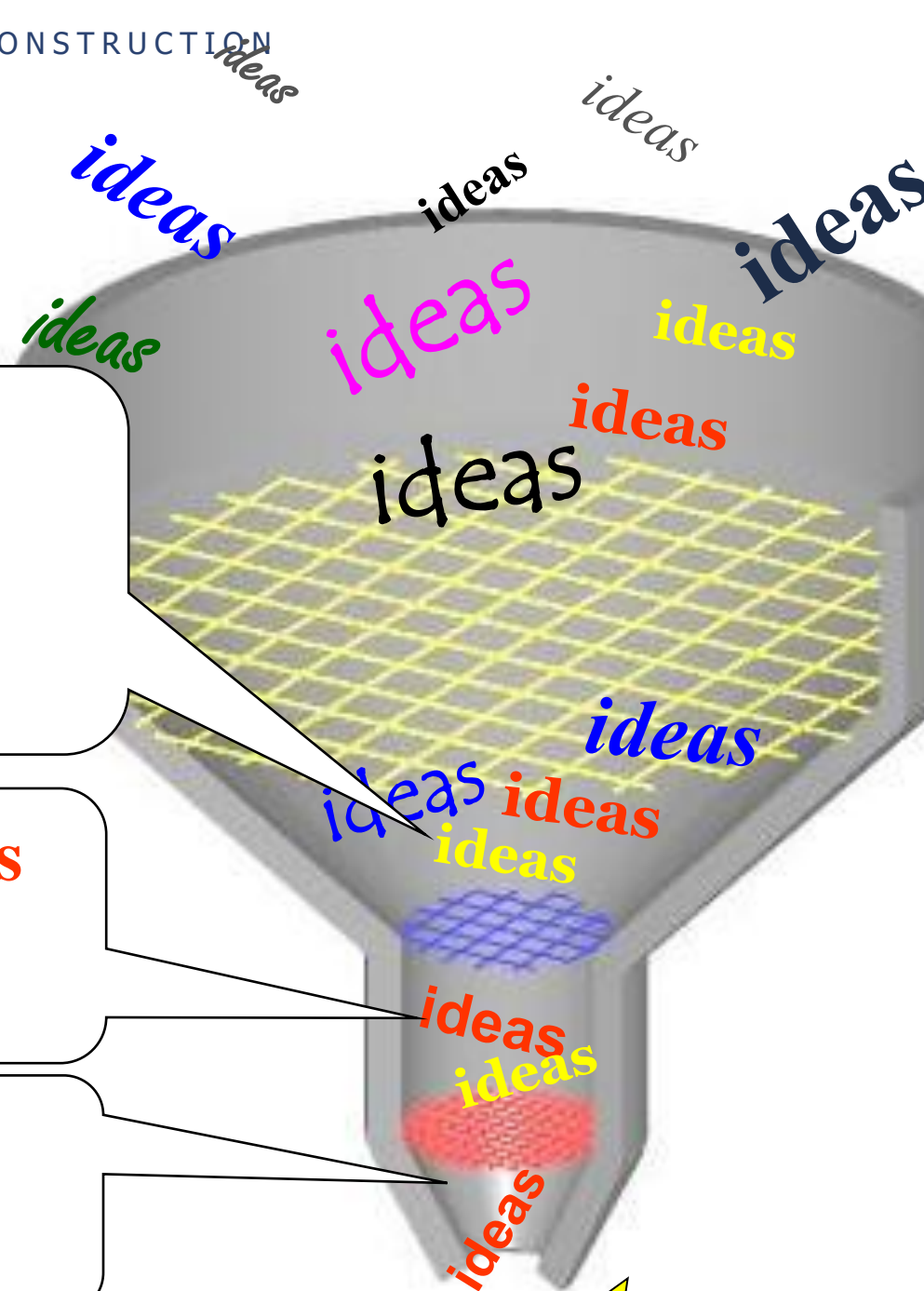
Sustaining Through Standardization



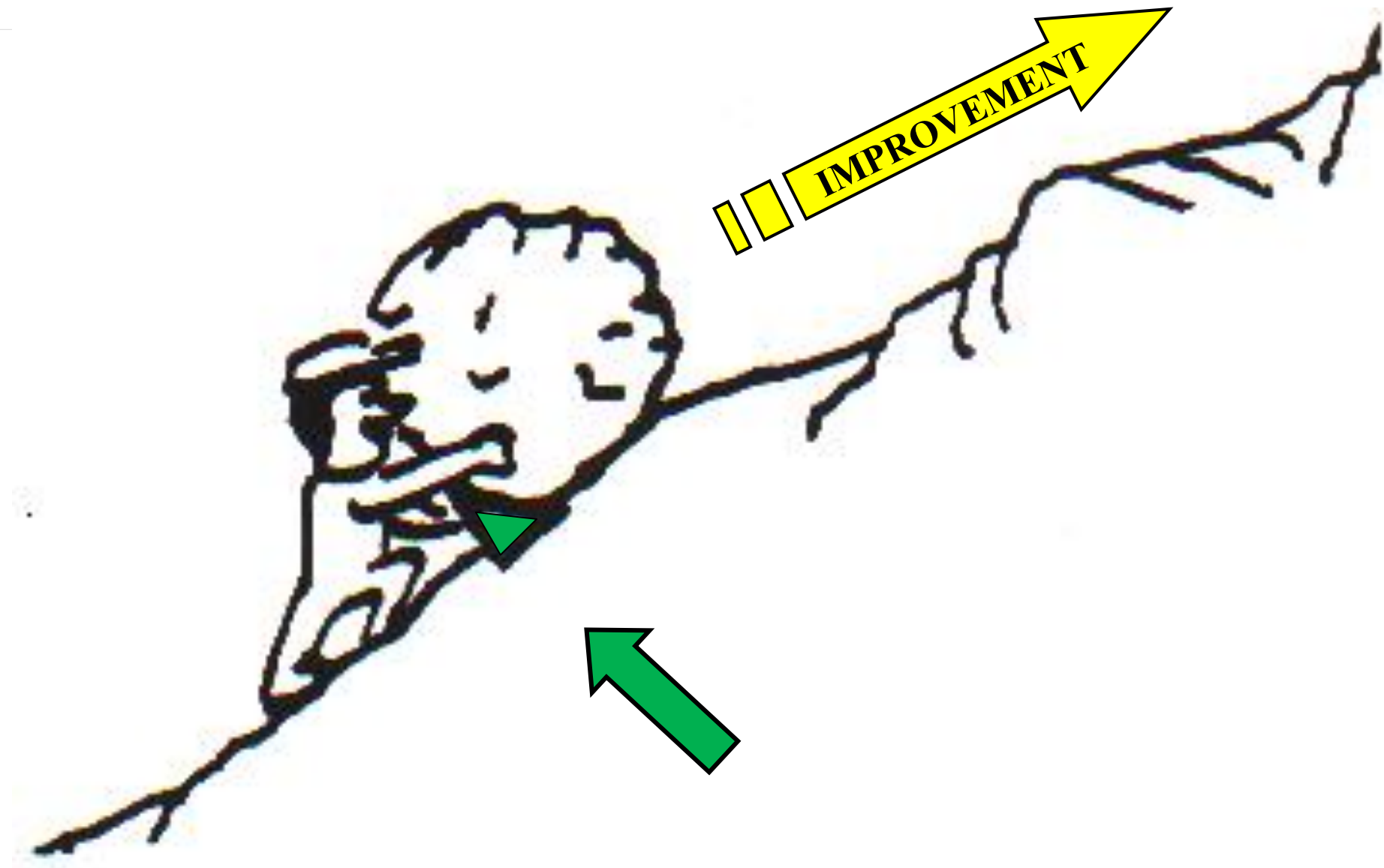
**1) Reduce waste?
Improve quality?
Increase safety?**

**2) Does it address
the root-cause?**

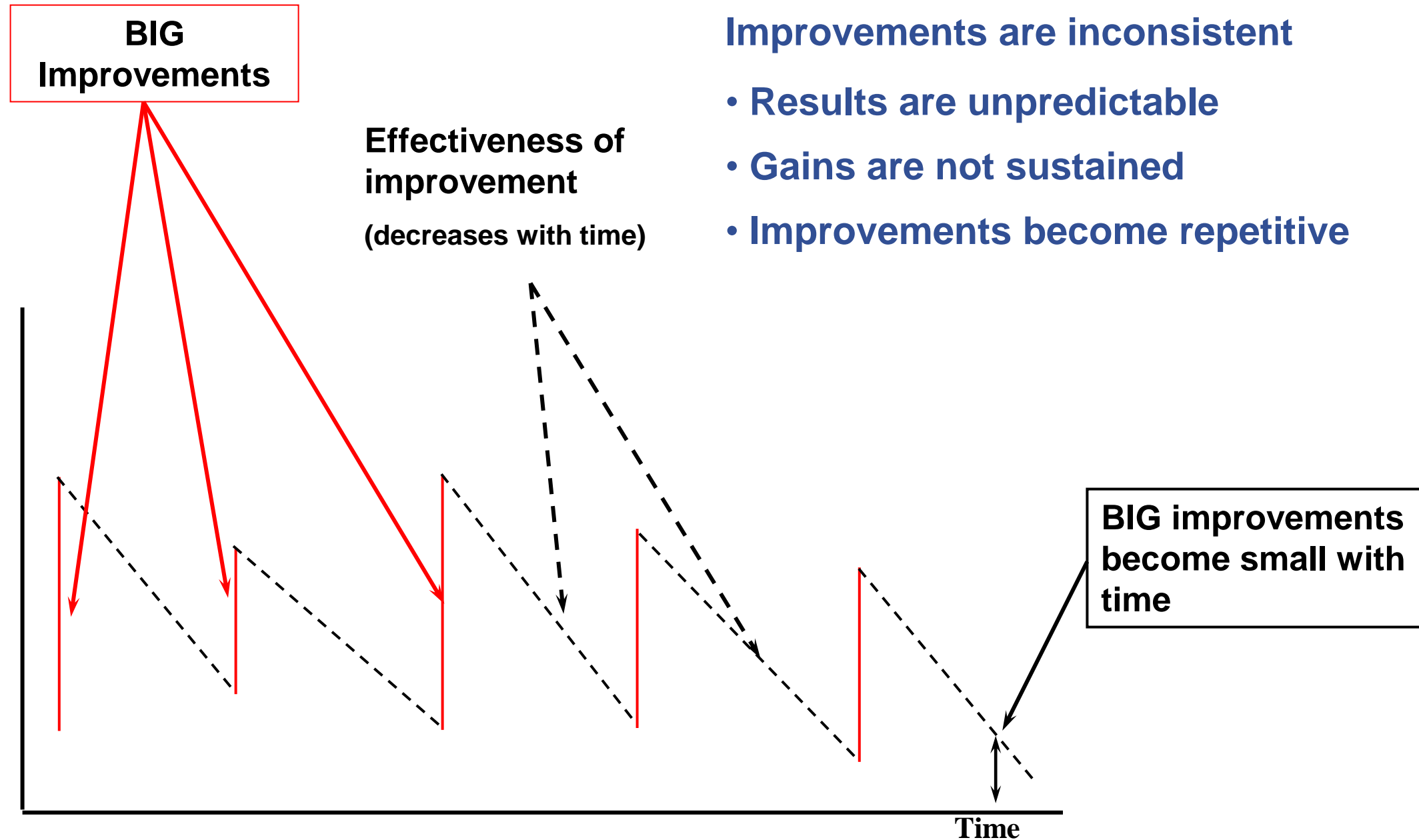
**3) Is it
standardized?**



KAIZEN

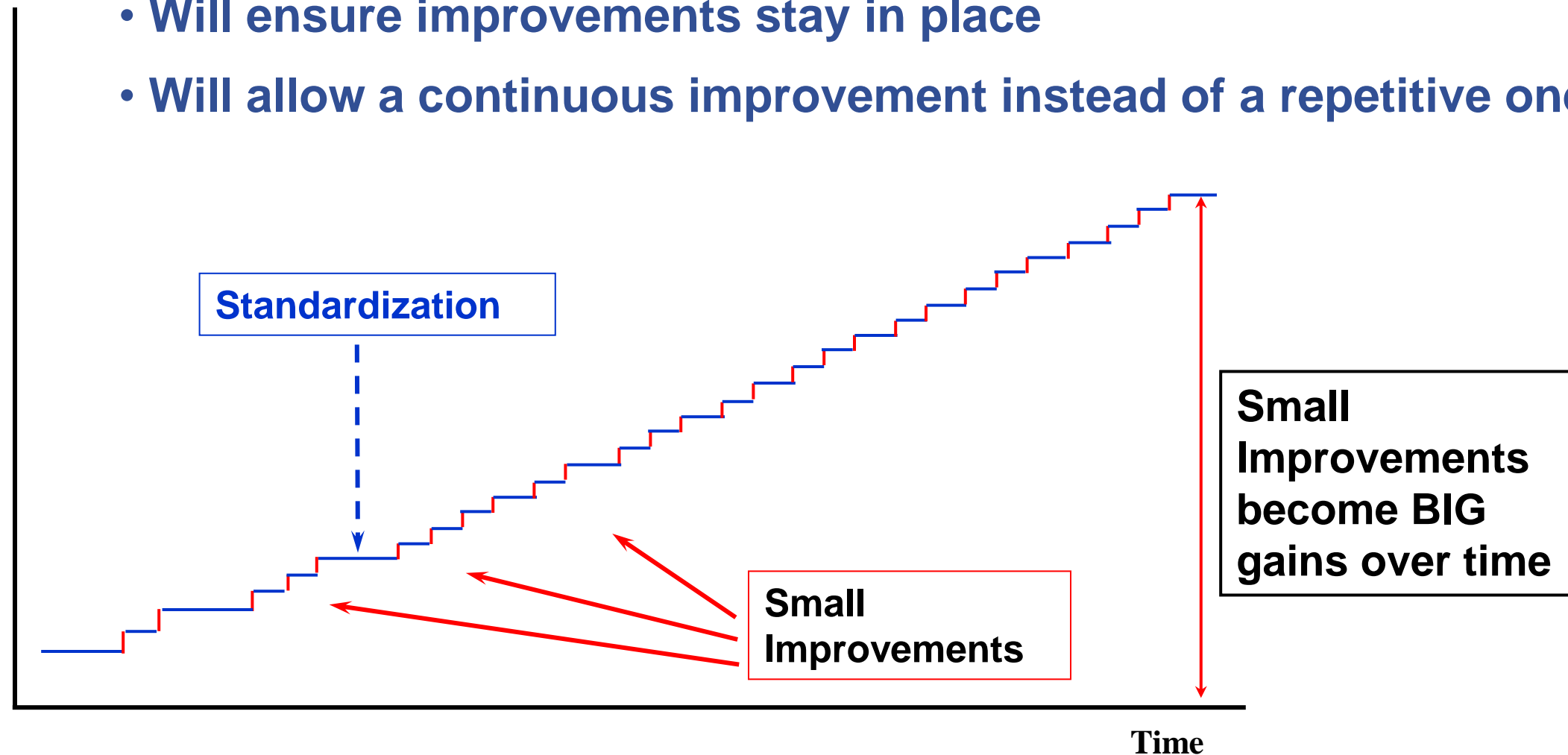


Without Standardization:



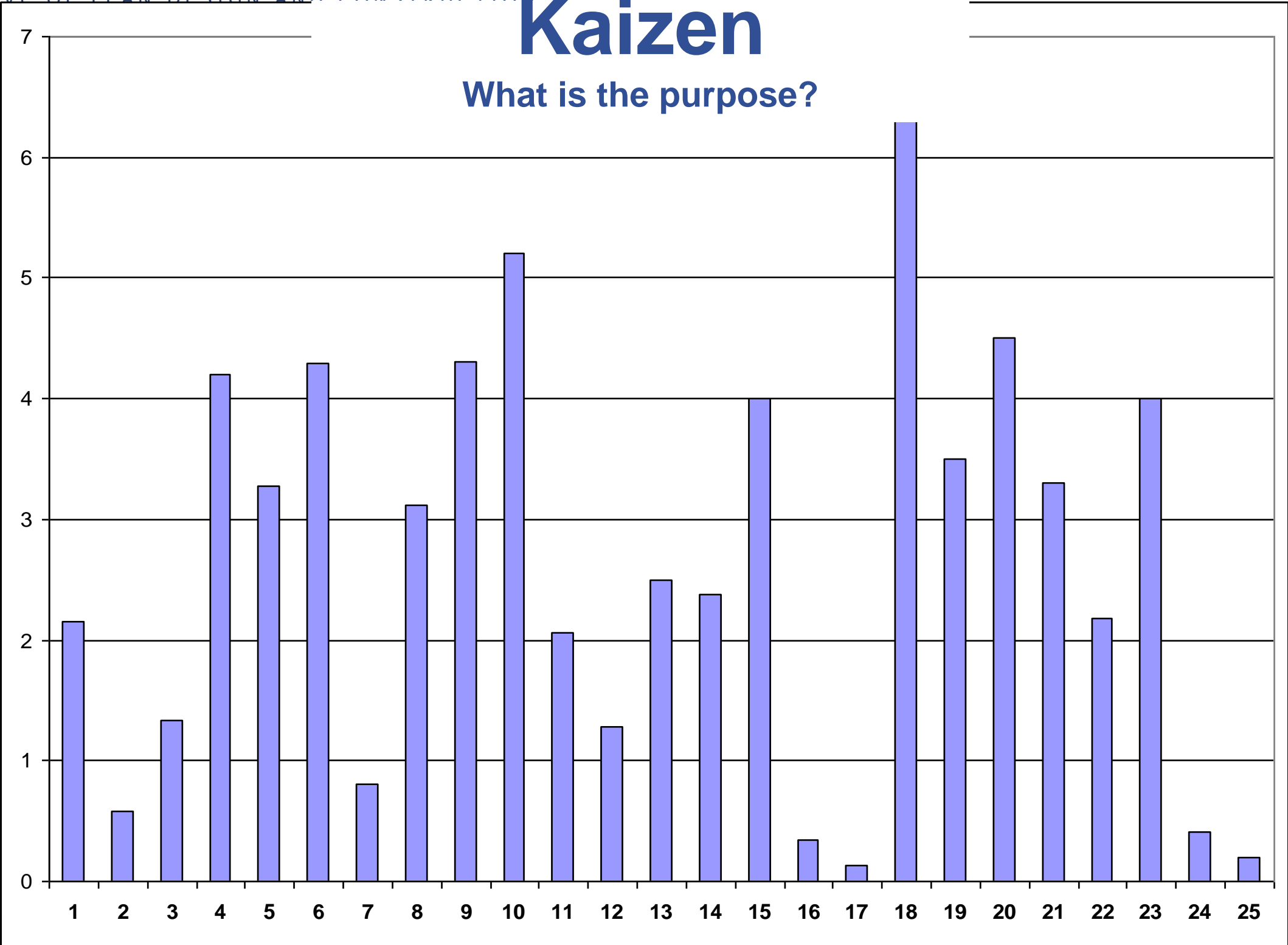
Standardization:

- Will make improvements consistent
- Will make results predictable
- Will ensure improvements stay in place
- Will allow a continuous improvement instead of a repetitive one

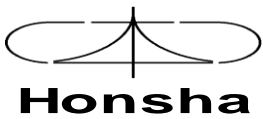


Kaizen

What is the purpose?



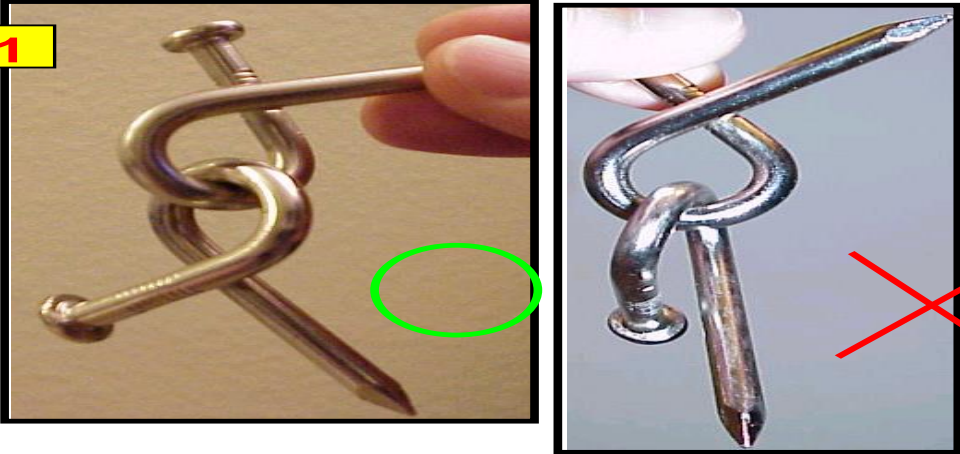
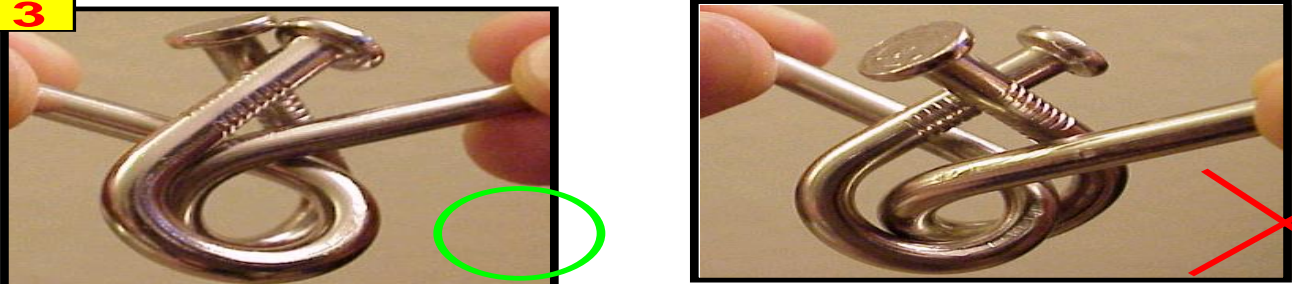
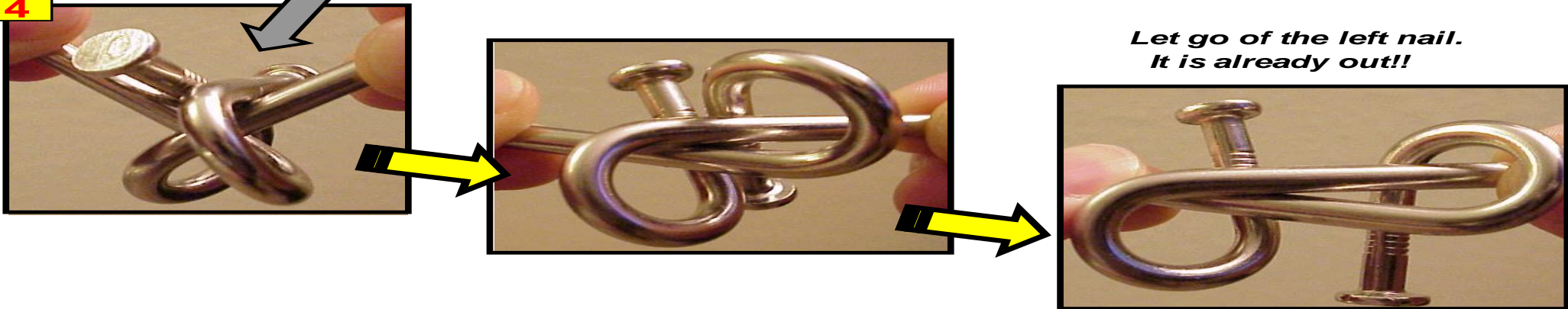
STANDARDIZED WORK
INSTRUCTION SHEET



PROCESS NAME:
Separation of Nails

NUMBER:
REVISION:

1
1

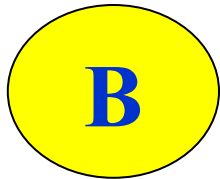
SEQ. #	ELEMENTS OF OPERATION	KEY POINTS	JOB LAYOUT (details)
1	Hold end of the nail WITH RIGHT HAND.		END OF THE NAIL. NOT HEAD OF THE NAIL
2	Hold the other nail with LEFT hand		
3	Twist: LEFT head OVER right head.		 NO RIGHT HEAD OVER LEFT. WRONG
4	Keep twisting by moving the LEFT NAIL		 Let go of the left nail. It is already out!!

SWIS simulation - Honsha Associates

WWW.HONSHA.ORG

= CONTROL = STANDARD = SAFETY = VISUAL

EFFECTIVE DATE:
ORIGINATION DATE: OWNER:
APPROVED BY:



SMALL BUT INCREMENTAL GAINS

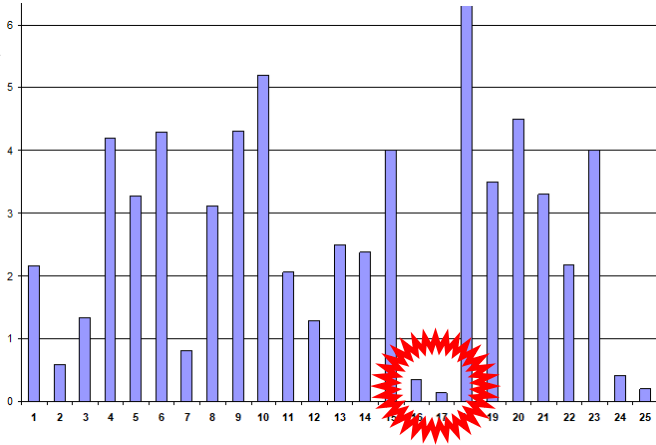
Mon	Tue	Wed	Thu	Fri	Sat	Sun
1	2	3	4	5	6	7
\$0.01	\$0.02	\$0.04	\$0.08	\$0.16	\$0.32	\$0.64
8	9	10	11	12	13	14
\$1.28	\$2.56	\$5.12	\$10.24	\$20.48	\$40.96	\$81.92
15	16	17	18	19	20	21
\$163.84	\$327.68	\$655.36	\$1,310.72	\$2,621.44	\$5,242.88	\$10,485.76
22	23	24	25	26	27	28
\$20,971.53	\$41,943.04	\$83,886.08	\$167,772.16	\$335,544.32	\$671,088.64	\$1,342,177.20
29	30	31				
\$2,684,354.40	\$5,368,708.80	\$10,737,417.60				



RESULTS X PROCESS

The structure behind Kaizen Teian





Luck



PROCESS

PROCESS



LEARN

RESULTS



Discussion

The structure behind Kaizen Teian

Kaizen Board

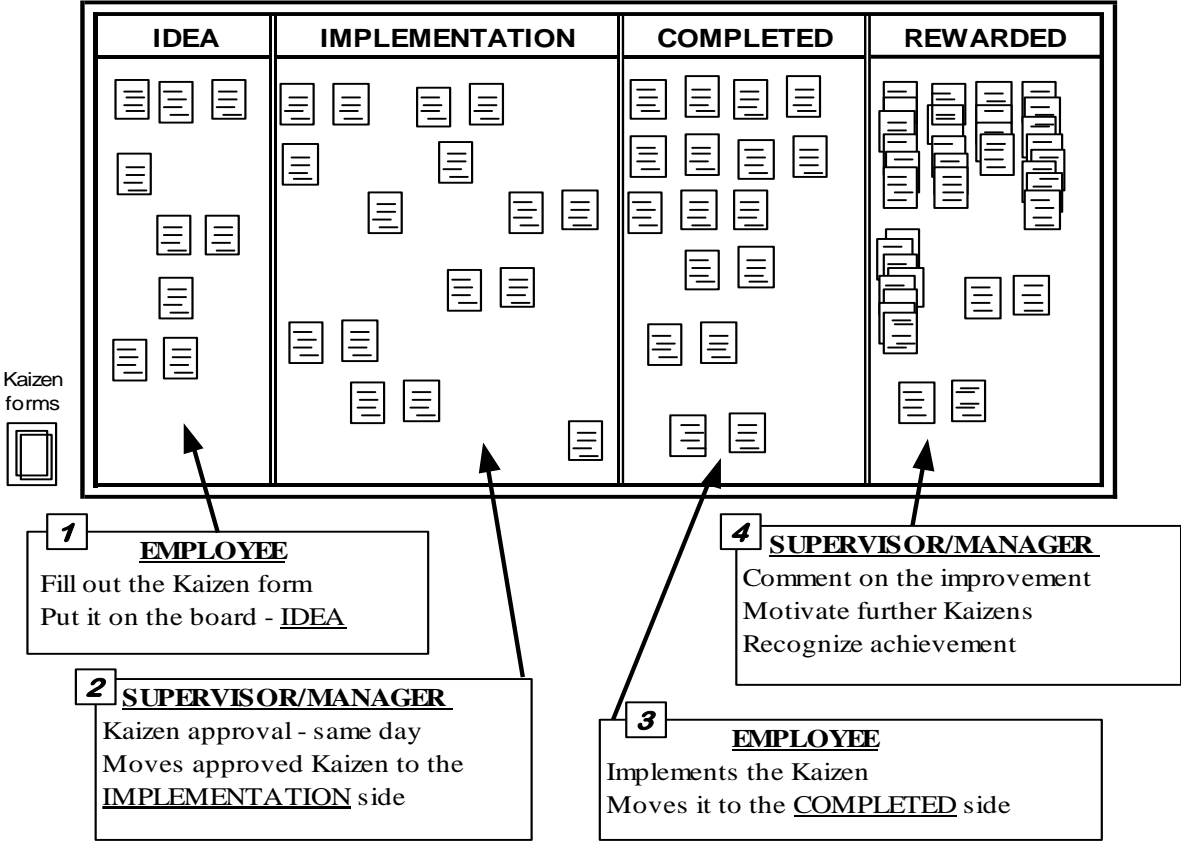


BOARD SAMPLE

The Kaizen board: To be used for display and sharing of the Kaizens in progress and completed.

This is a learning tool and team promotion opportunity. It is the responsibility of management to create an environment of sharing and participation.

KAIZEN BOARD



“The task of the leader is to get his people from where they are to where they have not been.”

Henry Kissinger

Kaizen Board

Kaizen
forms



IDEA	IMPLEMENTATION	COMPLETED	REWARDED
<div><div><div></div><div></div><div></div></div><div><div></div></div><div><div></div><div></div></div><div><div></div></div><div><div></div><div></div></div></div>	<div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div></div><div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div></div></div>	<div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div></div>	<div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div></div>

Kaizen Board



Kaizen Board



Kaizen Board

Gerência Senior

Fábrica

Departamentos

Escritórios

Kaizen Board

Implementación de ideas que eliminen la causa raíz de problemas ligados a Seguridad, Medioambiente, Calidad y Desperdicios, a través de la estandarización de las mejoras realizadas

KAIZEN TEIAN KZI

	Idea			Implementación			Concluido			Reconocimiento			
Azul													
Rojo													
Verde													
Blanco													
Gris													



Kaizen Board



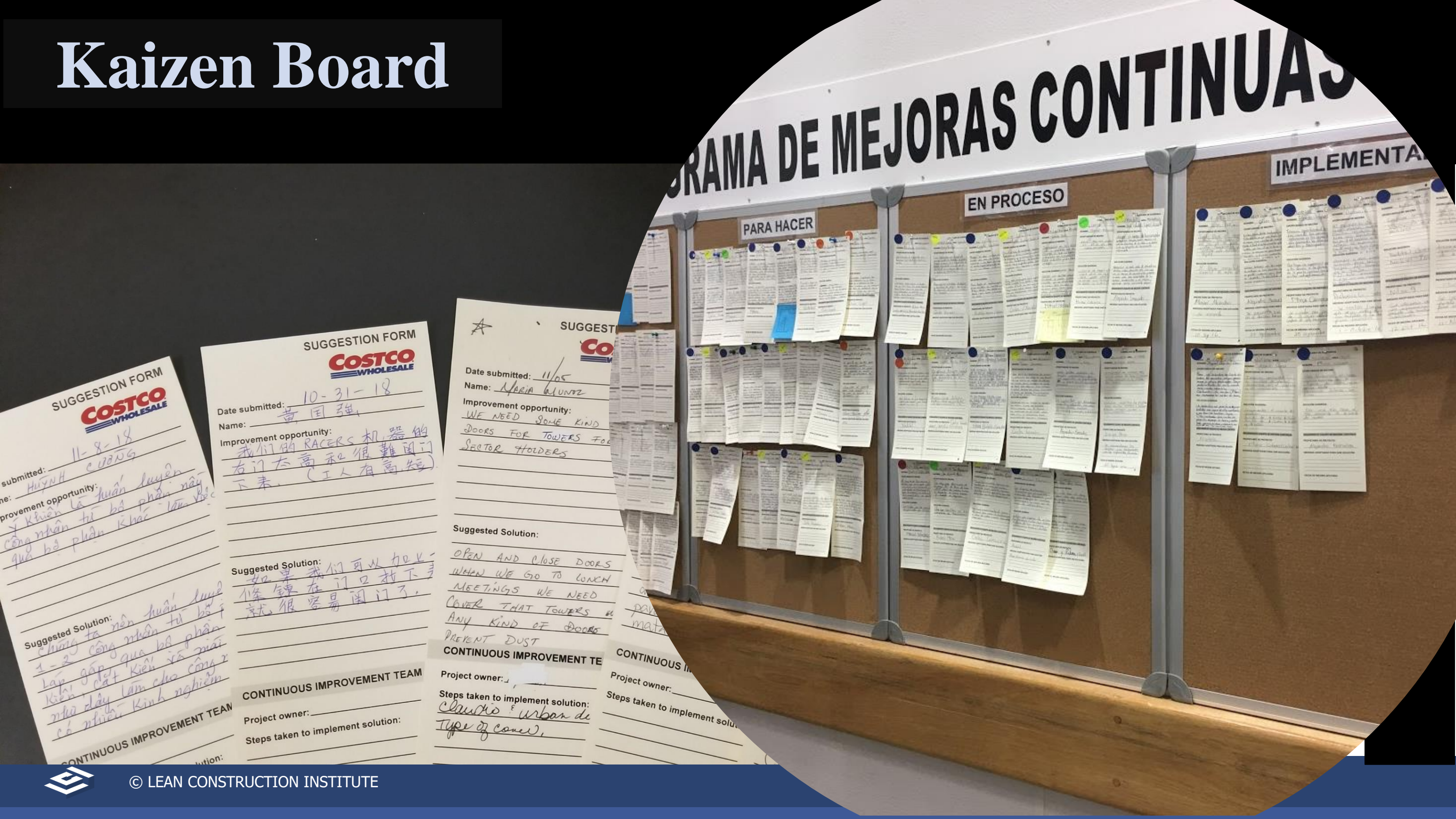
Kaizen Board



Kaizen Board



Kaizen Board



SUGGESTION FORM
COSTCO WHOLESALE

Date submitted: 11-8-18
Name: HUYNH CUONG

Improvement opportunity:
Khiến là huấn luyện công nhân từ bỏ phân này qua bộ phận khác làm việc

Suggested Solution:
Chúng ta nên huấn luyện 1-2 công nhân từ bỏ phân này, đặt kiến thức mới nhà máy làm cho công nhân có nhiều kinh nghiệm

CONTINUOUS IMPROVEMENT TEAM

Project owner:

Steps taken to implement solution:

SUGGESTION FORM
COSTCO WHOLESALE

Date submitted: 11/05
Name: MARIA BLONZ

Improvement opportunity:
WE NEED SOME KIND DOORS FOR TOWERS FOR SECTOR HOLDERS

Suggested Solution:
OPEN AND CLOSE DOORS WHEN WE GO TO LUNCH MEETINGS WE NEED COVER THAT TOWERS ANY KIND OF DOORS PREVENT DUST

CONTINUOUS IMPROVEMENT TEAM

Project owner:

Steps taken to implement solution:
Claudio & urban de Type of cover,

CONTINUOUS IMPROVEMENT TEAM

Project owner:

Steps taken to implement solution:



The structure behind Kaizen Teian

Recognition






<div>Level</div> <div>Dimension</div>	So-so △	Good ○	Very Good ◎
Implementation/ effect	¥200	¥500	¥1,000 or more
Countermeasure (idea conception)	Participation bonus	¥200	¥500
Problem identification	Rejected	Participation award	¥200

Kaizen Evaluation Metrics

CRITERIA	X	1	2	3	4	5
LABOR TIME Savings per month	2	Less than 6 hours	6 ~ 39	40 ~ 169	170 ~ 849	Over 850 hours
<u>EFFECTIVENESS</u> Sustainability Deals with root causes	2	Effective to implementer only	Effective to trained team members	Effective to any operator, no training necessary.	All root causes have been eliminated. Non-trained operators can perform the task easily.	Error-proofing, documentation and other standardization techniques will ensure sustainability
<u>IDEA</u> Use of internal resources Low implementation cost	1	Payback in 2 years ~	Payback in 1~2 years	Payback in 6 ~ 12 months	Payback in less than 6 months	Use of existing resources Zero Implementation Cost
<u>EFFORT</u> Thorough implementation	1	Single implementation Not duplicated in other areas	Duplicated in more than one area	Duplicated all over the plant	Duplicated in other plant(s)	Implemented in all potential areas 100% of plants reached
<u>INITIATIVE</u>	1	Suggested by the supervisor	Copied from other areas	Copied from Kaizenland	Improved from Kaizenland	Original solution shared with Kaizenland

Kaizen Evaluation Metrics

Criteria	X	1	2	3	4	5
Labor/hour reduction per month	2	Less than 6 hours	6 - 39	40 - 169	170 - 849	Over 850 hours
<u>Effectiveness of Implementation</u>	2					Poka-Yoki - Error-proofing, documentation and other standardization techniques will ensure sustainability
Sustainability & Deals with root causes 		Effective to Implementer only	Problem addressed through training of employees	some root causes not investigated; problem partially solved.	All root causes identified; problem solved	
<u>Idea</u>	1					
Low implementation cost, quick to implement 		Payback in 2 yrs	Payback in 1-2 yrs	Payback in 6-12 mos.	Implementation < 3 months; zero cost	Immediate Implementation; Zero implementation cost
<u>Effort</u>	1					
Thorough Implementation 		Single Implementation not duplicated in other areas.	Duplicated in more than on dept/cell	Duplicated in one location Mia or Ven	Duplicated throughout the division	Implemented in all potential areas 100% of loc. reached
<u>Resourcefulness</u>	1		Improvement over existing idea			
Ingenuity		Suggested by supervisor / co-worker	not found in Database; Improving Safety & Quality	Copied from Kaizen Database	Improved from Kaizen Database	Original solution shared in Kaizen Database

Kaizen Evaluation Metrics originally developed

Sept. 2000; 5th modification May 2001

Originally developed September 2000; 5th modification: May 2001

CRITERIA	X	1	2	3	4	5
<u>SAVINGS</u> Savings per month; can be labor or material savings	2	< \$50	\$50-499	\$500-1,499	\$1,500-2,500	> \$2,500
<u>EFFECTIVENESS</u> Sustainability; deals with root causes	2	Effective to implementer only	Effective to trained team members	Effective to any operator No training necessary	All root causes eliminated Nontrained operators can perform task easily	Error-proofing, documentation, standardization techniques ensure sustainability
<u>PAYBACK</u> Use of internal resources; low implementation cost	1	Payback in 2 years	Payback in 1-2 years	Payback in 6-12 months	Payback in less than 6 months	Use of existing resources; falls within monthly budget
<u>EFFORT</u> Thorough implementation	1	Single implementation, not duplicated in other areas	Duplicated in more than one area	Duplicated all over the plant	Duplicated in other plant(s); Minimum (1) one plant reached.	Duplicated in all plants. 100% of US plants reached
<u>INITIATIVE</u>	1	Suggested by supervisor	Copied from Kaizenland	Original solution, not shared with Kaizenland	Original solution, shared with Kaizenland	Teamwork, original solution shared with Kaizenland

No rewards for:

- * Partial implementation
- * Ideas not implemented; intentions are not rewarded
- * Changes that do not improve safety, quality, or waste reduction

Notes:

1. Kaizen bonus replaced with evaluation metrics procedure.
2. Kaizen board looks at kaizens assigned an A or B before they are counted and rewarded. All levels of kaizens are board-reviewed for export selection.
3. Two reward systems. First, immediate dollar reward based on kaizen level; reward is divided between contributors of each kaizen.
4. Second, each contributor of a single kaizen will be awarded the total kaizen points received during evaluation (points will not be divided). Points will accumulate to 50 points. Those who have accumulated 50 points will be awarded \$0.50 for each kaizen point; that is, \$25 (50 points x \$0.50). Awards will be gift certificates. * * *

LEVEL	POINT RANGE	\$ VALUE
A	35	300
B	26-34	100
C	15-25	15
D	8-14	10
E	Up to 7	5



MORE AND BETTER KAIZENS

BETTER RECOGNITION

X

HIGHER REWARDS



Level	POINT RANGE	\$ VALUE
A	35	300
B	26 ~ 34	100
C	15 ~ 25	15
D	8 ~ 14	10
E	Up to 7	5

EVALUATION METRICS				
Originally developed September, 2000; 5th modification: May 2001				
CRITERIA	X	1	2	3
SAVINGS Savings per month; can be labor or material savings	2	< \$50	\$50-499	\$500-1,499
EFFECTIVENESS Sustainability; deals with root causes	2	Effective to implementer only	Effective to trained team members	Effective to any operator No training necessary
PAYBACK Use of internal resources; low implementation cost	1	Payback in 2 years	Payback in 1-2 years	Payback in 6-12 months
EFFORT Thorough implementation	1	Single implementation, not duplicated in other areas	Duplicated in more than one area	Duplicated all over plant
INITIATIVE	1	Suggested by supervisor	Copied from Kaizenland	Original solution shared with others
to rewards for:				
Partial implementation				
Ideas not implemented; intentions are not rewarded				
Changes that do not improve safety, quality, or waste reduction				
Notes:				
Kaizen bonus replaced with evaluation metrics procedure.				
Kaizen board looks at kaizens assigned an A or B before they are counted and rewarded. All levels of kaizens are board-reviewed for expert selection.				
Two reward systems. First, immediate dollar reward based on kaizen level; reward is divided between contributors of each kaizen.				
Second, each contributor of a single kaizen will be awarded the total kaizen points received during evaluation (points will not be divided). Points will accumulate to 50 points. Those who have accumulated 50 points will be awarded \$0.50 for each kaizen point; that is, \$25 (50 points x \$0.50). Awards will be gift certificates. * * *				
PPS/Kaizen/Evaluation Metrics, 4th modification.xls				
Revised 5-16-2001				

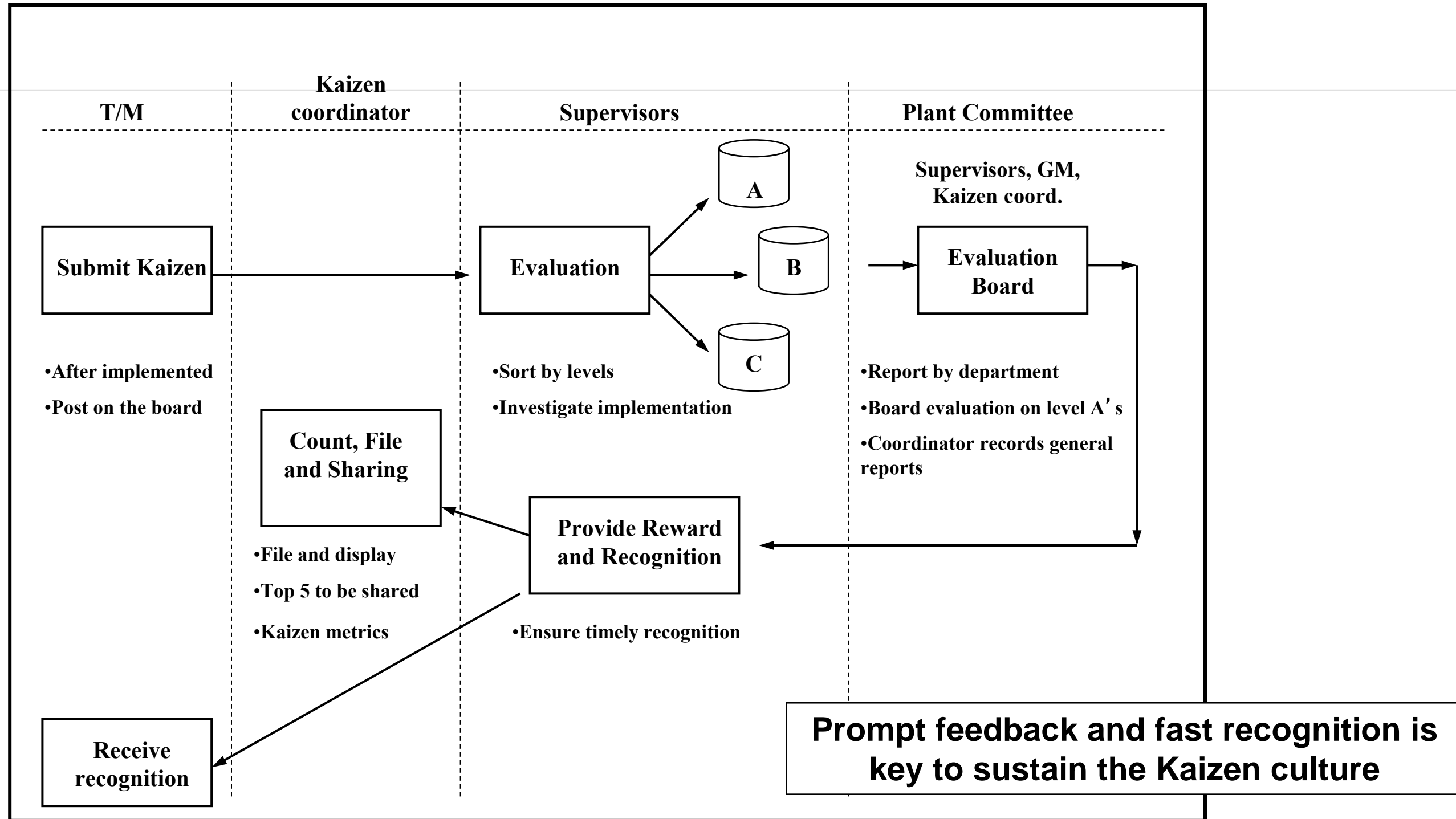
Cumulative amount

Shared amount

\$ 25
Gift certificate



Kaizen Results Evaluation Procedure



How Good is Your Kaizen?

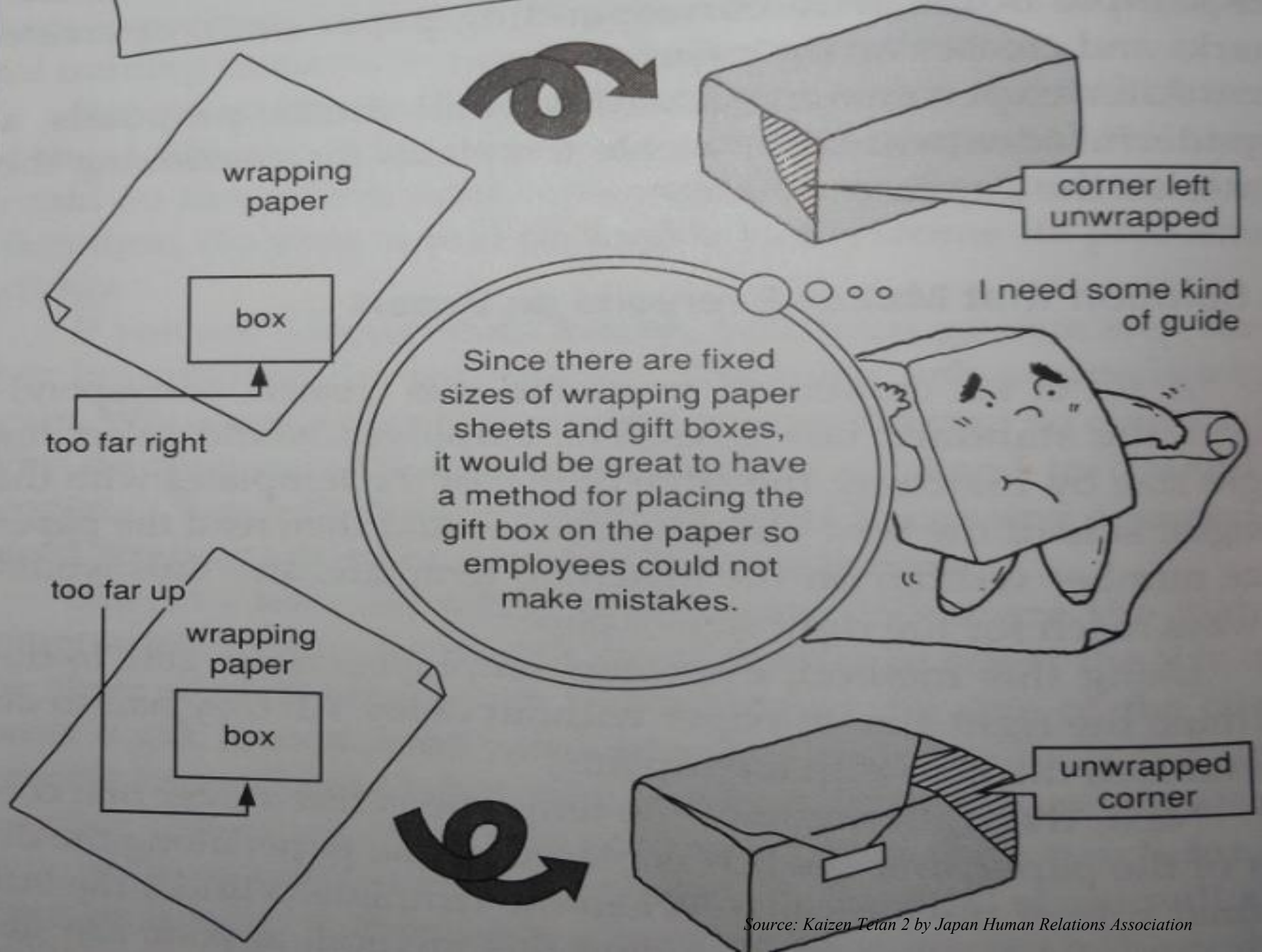


**How you coach will determine the future
of the Kaizen System**









The structure behind Kaizen Teian

Form and Yokoten



<div>Kaizen Type</div> <div><input checked="" type="checkbox"/></div> <div>Check all that apply</div>	<div><input type="checkbox"/> SAFETY</div> <div><input type="checkbox"/> QUALITY</div>	<div>WASTE:</div> <div><input type="checkbox"/> Overproduction</div> <div><input type="checkbox"/> Inventory</div>	<div><input type="checkbox"/> Waiting</div> <div><input type="checkbox"/> Motion</div> <div><input type="checkbox"/> Overprocessing</div>	<div><input type="checkbox"/> Correction</div> <div><input type="checkbox"/> Conveyance</div> <div><input type="checkbox"/></div>
-------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------

Before

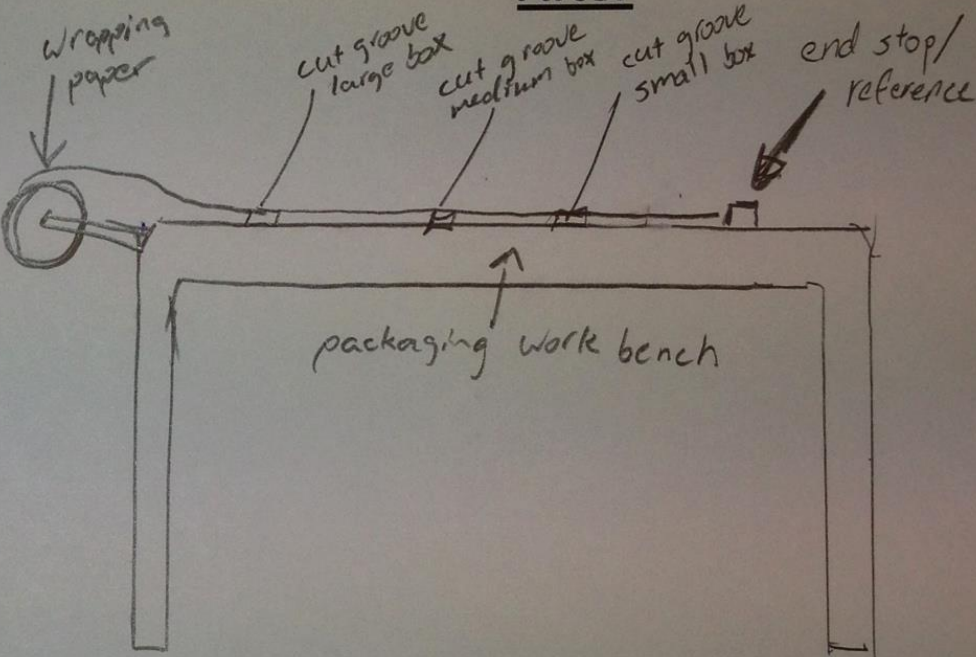
After

Standardization

Kaizen Type <input checked="" type="checkbox"/> Check all that apply	<input type="checkbox"/> SAFETY	WASTE: <input type="checkbox"/> Overproduction <input checked="" type="checkbox"/> Inventory	<input type="checkbox"/> Waiting	<input checked="" type="checkbox"/> Correction
	<input type="checkbox"/> QUALITY		<input type="checkbox"/> Motion	<input type="checkbox"/> Conveyance
			<input type="checkbox"/> Overprocessing	<input type="checkbox"/>

Before

After



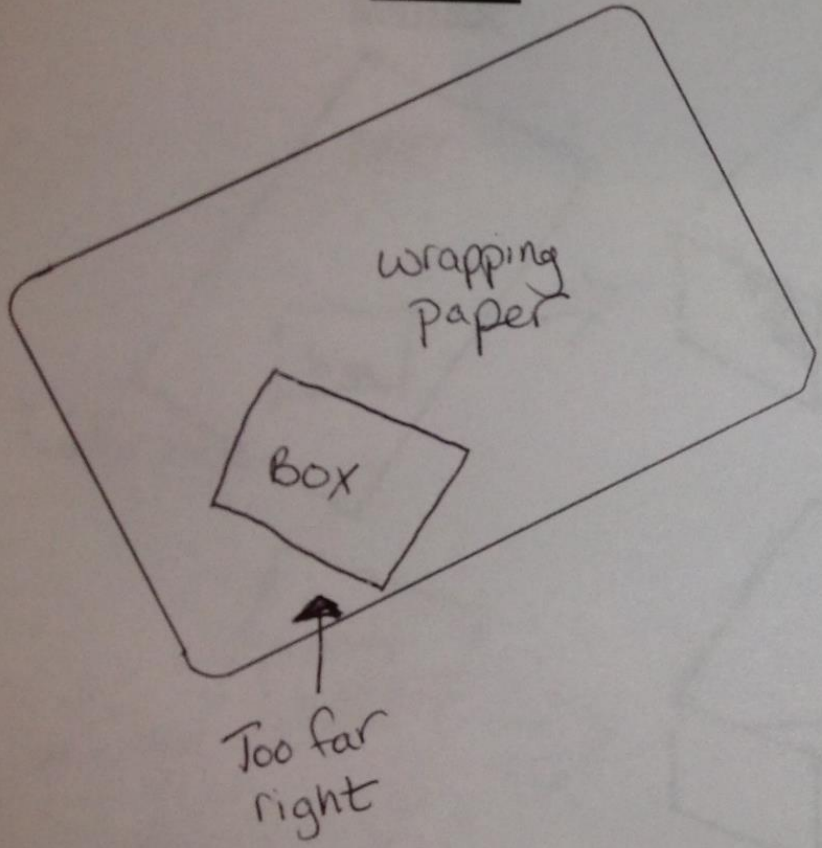
Standardization

Wrapping paper is always advanced to end stop. paper is cut by a knife that follows a reference groove in table.

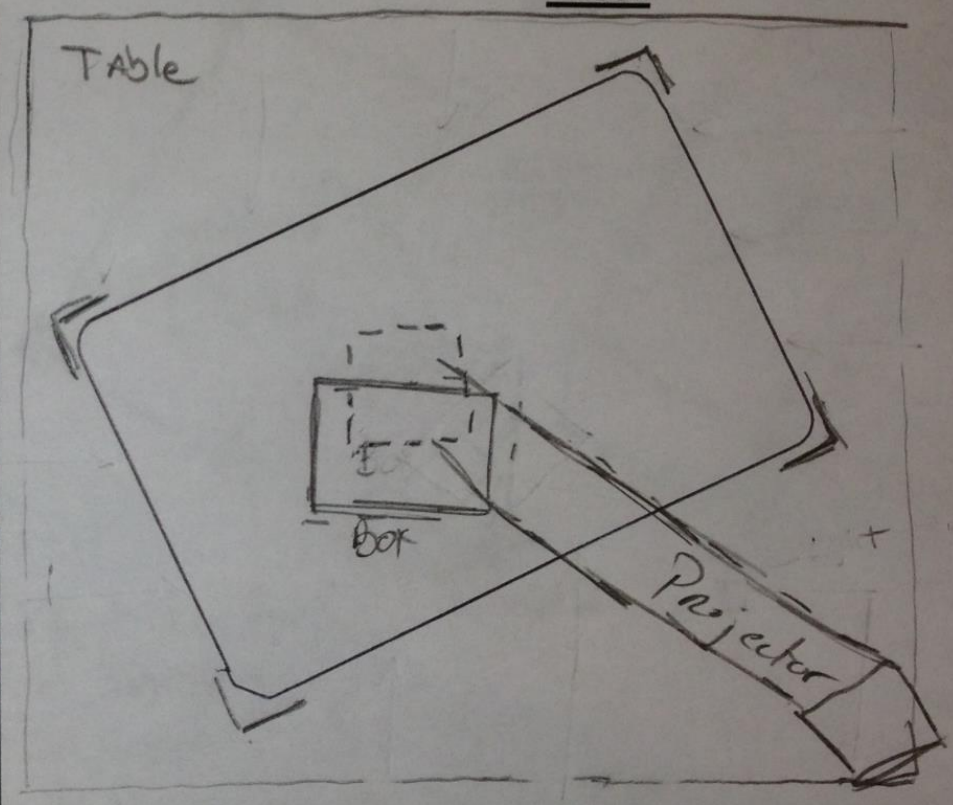
lauren/kevin

Kaizen Type <input checked="" type="checkbox"/> Check all that apply	<input type="checkbox"/> SAFETY	WASTE: <input type="checkbox"/> Overproduction <input checked="" type="checkbox"/> Inventory	<input checked="" type="checkbox"/> Waiting	<input checked="" type="checkbox"/> Correction
	<input checked="" type="checkbox"/> QUALITY		<input type="checkbox"/> Motion	<input type="checkbox"/> Conveyance
			<input type="checkbox"/> Overprocessing	<input type="checkbox"/>

Before



After

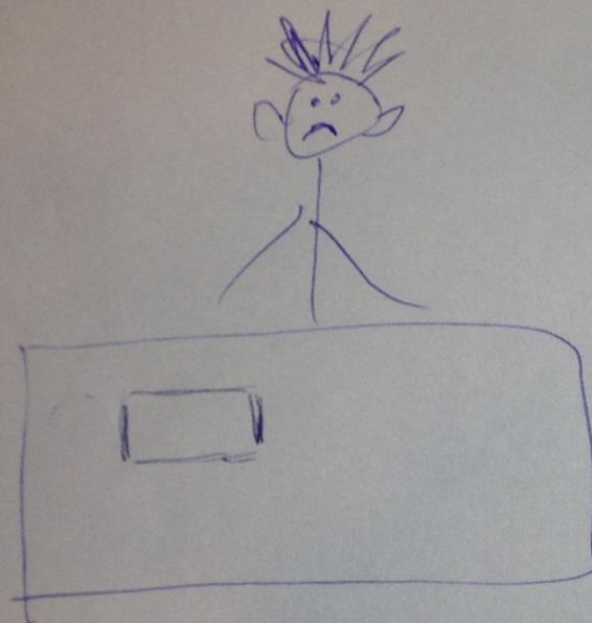
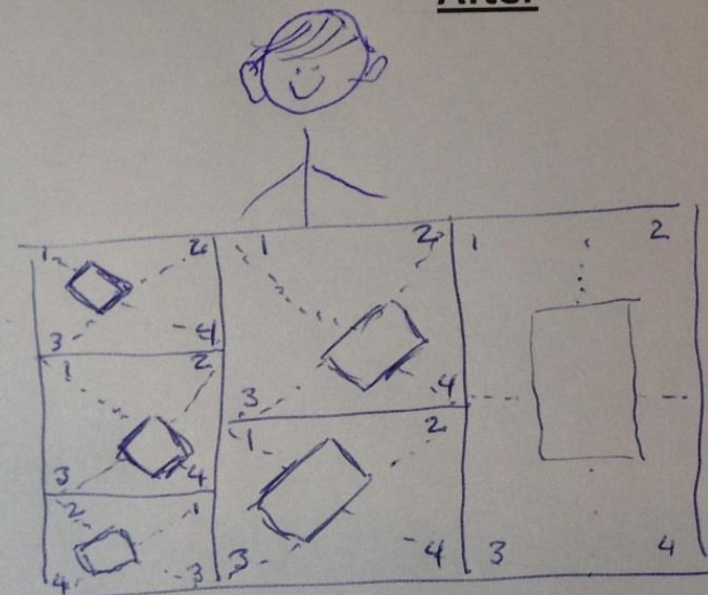


Standardization

Assumptions

- 1. ~~Box~~ Standard paper: box size
- 2. Paper comes pre-cut

Kaizen Type <input checked="" type="checkbox"/> Check all that apply	<input type="checkbox"/> SAFETY	<u>WASTE:</u> <input type="checkbox"/> Overproduction <input type="checkbox"/> Inventory	<input type="checkbox"/> Waiting	<input checked="" type="checkbox"/> Correction
	<input checked="" type="checkbox"/> QUALITY		<input checked="" type="checkbox"/> Motion <input checked="" type="checkbox"/> Overprocessing	<input type="checkbox"/> Conveyance

BeforeAfter

Standardization

3 sizes

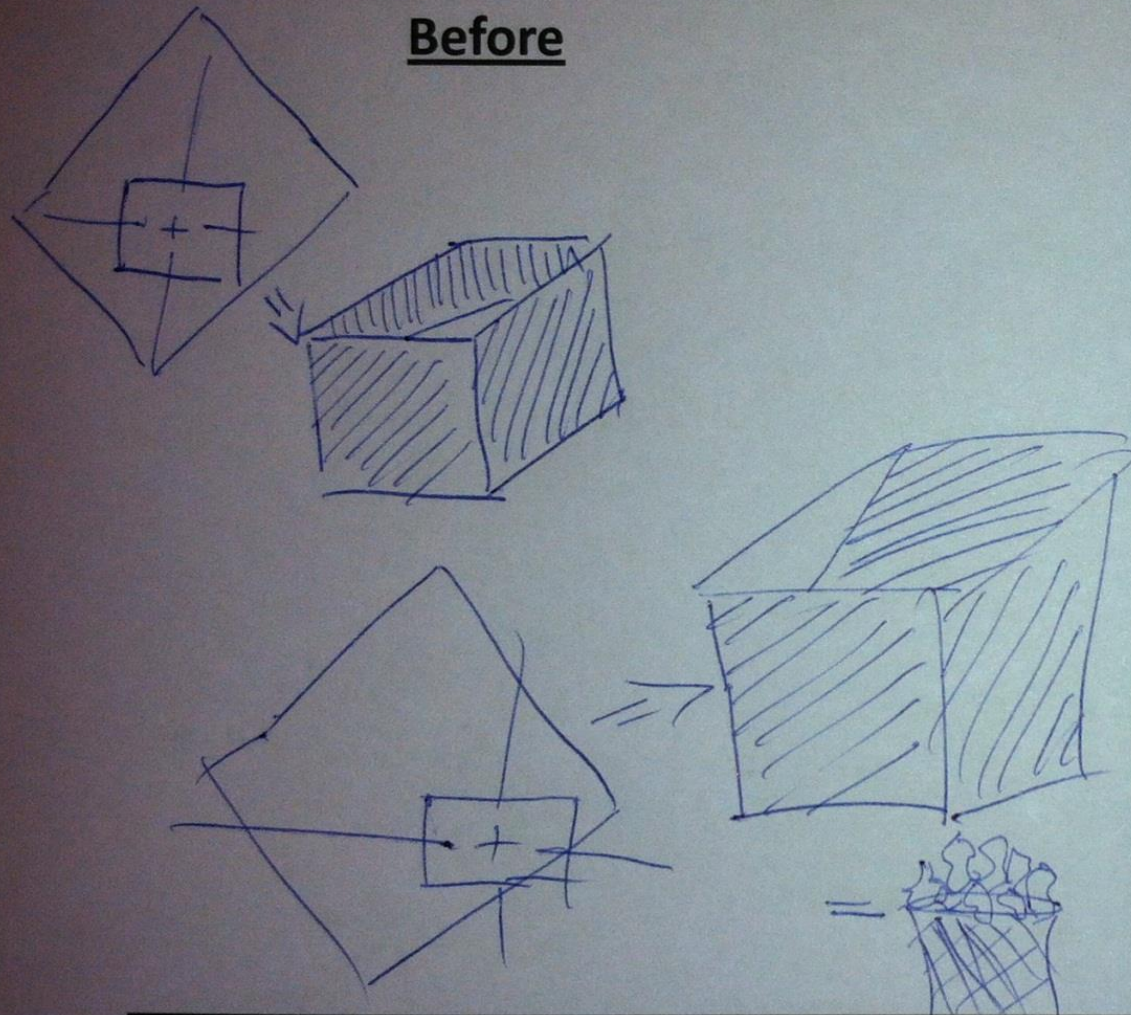
6 DIFFERENT SHAPES OF BOXES

REDUCE WASTED PAPER

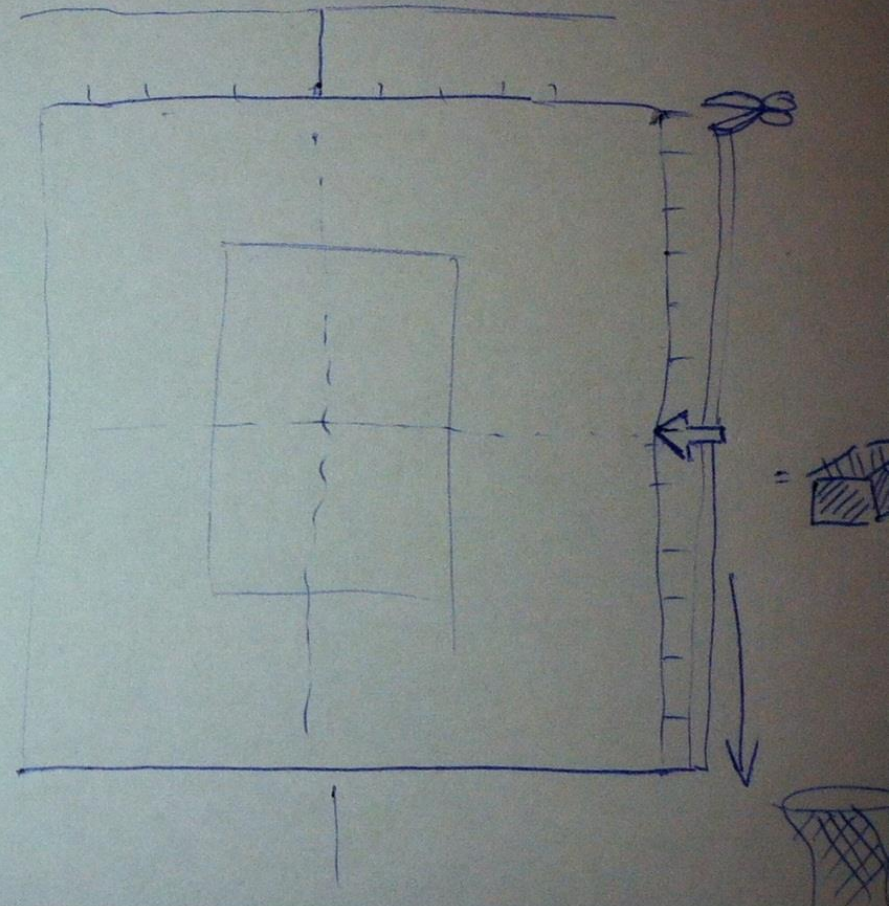
PRE-PRINT THE INSIDE SIDE (PLAIN) WITH THE BOX
 PLACEMENT AND A DOTTED LINE TO USE AS GUIDE
 FOR FOLDING PAPER

Kaizen Type <input checked="" type="checkbox"/> Check all that apply	<input type="checkbox"/> <u>SAFETY</u>	<u>WASTE:</u> <input type="checkbox"/> <i>Overproduction</i> <input type="checkbox"/> <i>Inventory</i>	<input type="checkbox"/> <i>Waiting</i> <input type="checkbox"/> <i>Motion</i> <input type="checkbox"/> <i>Overprocessing</i>	<input checked="" type="checkbox"/> <i>Correction</i> <input type="checkbox"/> <i>Conveyance</i> <input type="checkbox"/>
	<input checked="" type="checkbox"/> <u>QUALITY</u>			

Before



After

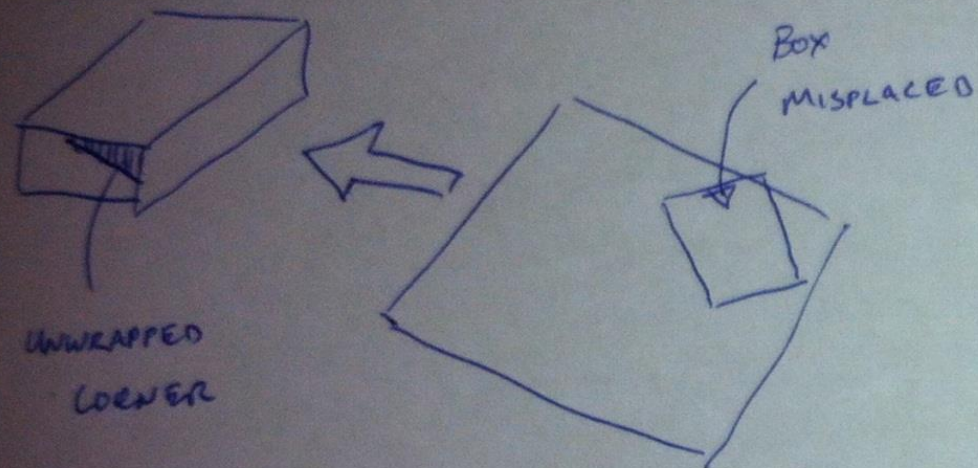


Standardization

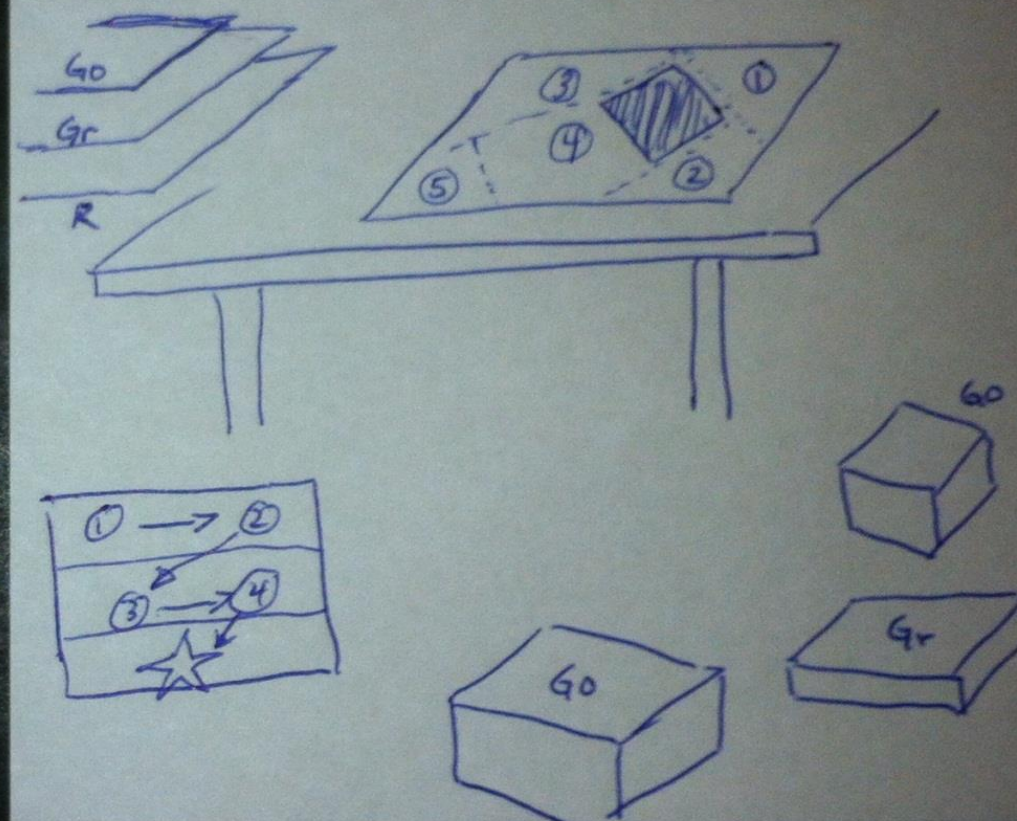
VISUAL WORK INSTRUCTIONS

Kaizen Type <input checked="" type="checkbox"/> Check all that apply	<input type="checkbox"/> SAFETY	WASTE: <input type="checkbox"/> Overproduction <input type="checkbox"/> Inventory	<input type="checkbox"/> Waiting <input type="checkbox"/> Motion <input type="checkbox"/> Overprocessing	<input checked="" type="checkbox"/> Correction <input type="checkbox"/> Conveyance <input type="checkbox"/>
	<input checked="" type="checkbox"/> QUALITY			

Before



After

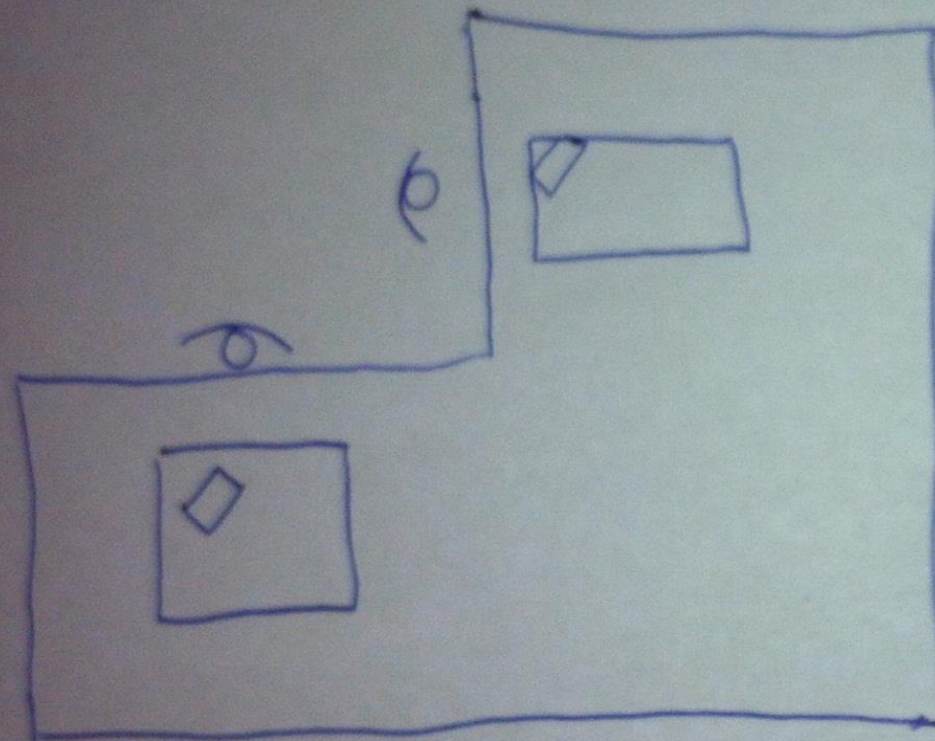


Standardization

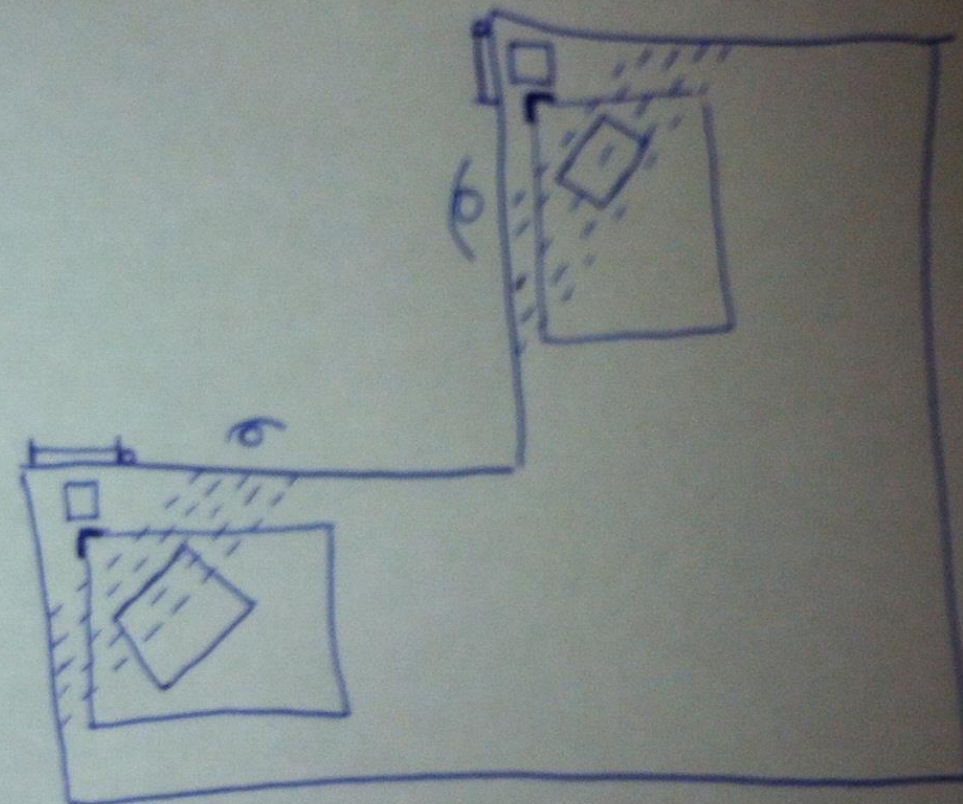
- BOX LOCATION SHADOW ON BACK-SIDE OF PAPER
- (3) SHEET SIZES
- (3) BOX SIZES
- STEPS INDICATED ON BACK-SIDE OF PAPER

Kaizen Type <input checked="" type="checkbox"/> Check all that apply	<input type="checkbox"/> SAFETY	WASTE: <input type="checkbox"/> Overproduction	<input type="checkbox"/> Waiting	<input checked="" type="checkbox"/> Correction
	<input checked="" type="checkbox"/> QUALITY	<input checked="" type="checkbox"/> Inventory	<input type="checkbox"/> Motion <input type="checkbox"/> Overprocessing	<input type="checkbox"/> Conveyance

Before



After



Standardization (5 different box sizes)

Instruction for standard paper to box size ratio

Paper on roll with measurement clicker to determine length.

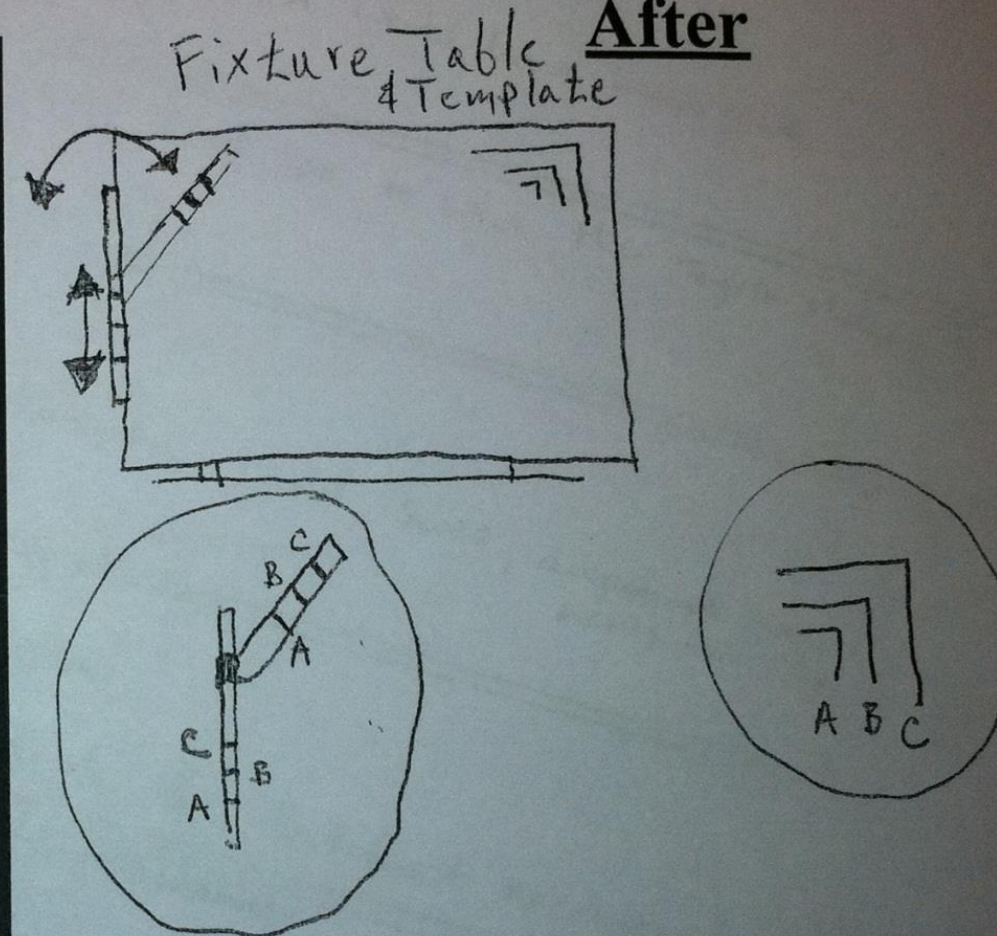
Footprint table for placement/alignment of box edge.

Kaizen Type <input checked="" type="checkbox"/> Check all that apply	<input type="checkbox"/> SAFETY	WASTE: <input type="checkbox"/> Overproduction <input type="checkbox"/> Inventory	<input type="checkbox"/> Waiting	<input checked="" type="checkbox"/> Correction
	<input type="checkbox"/> QUALITY		<input type="checkbox"/> Motion	<input type="checkbox"/> Conveyance
			<input type="checkbox"/> Overprocessing	<input type="checkbox"/>

Before



After



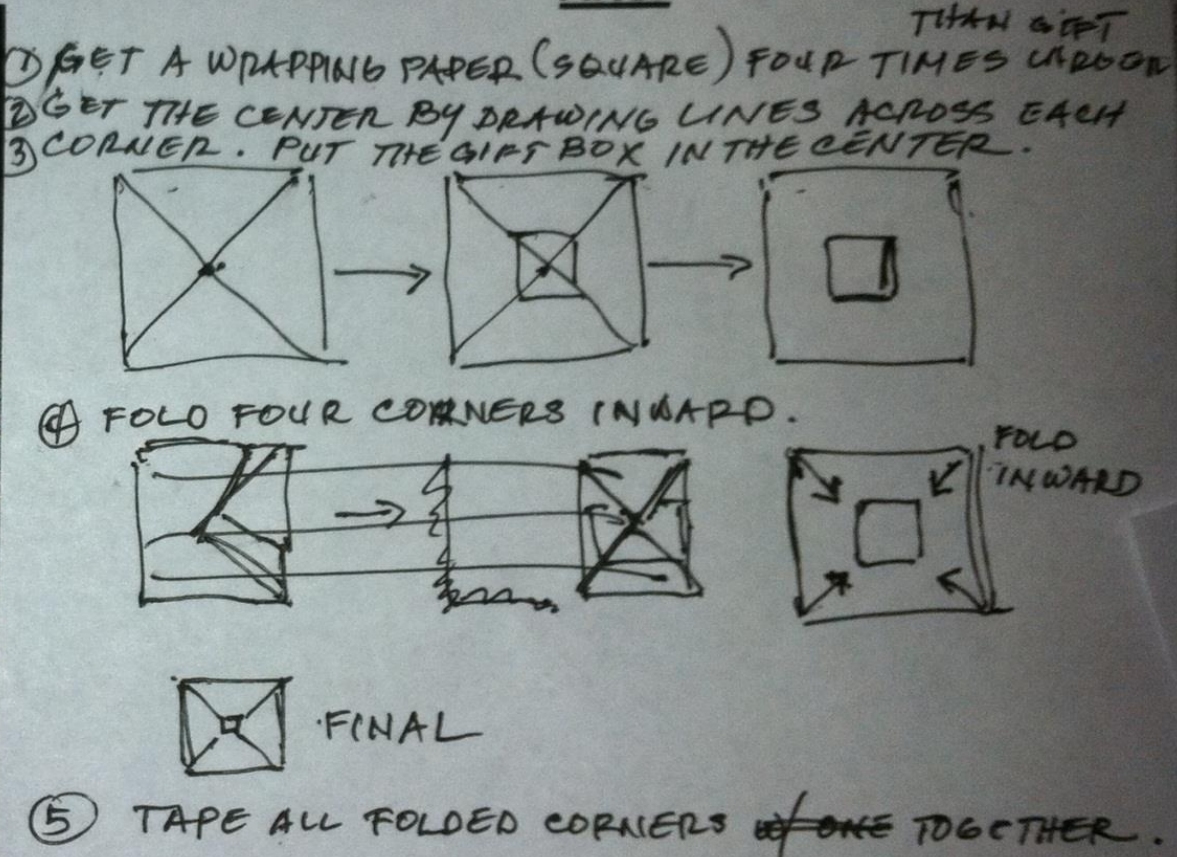
Standardization

Kaizen Type <input checked="" type="checkbox"/> Check all that apply	<input type="checkbox"/> SAFETY	WASTE: <input type="checkbox"/> Overproduction <input type="checkbox"/> Inventory	<input checked="" type="checkbox"/> Waiting	<input checked="" type="checkbox"/> Correction
	<input checked="" type="checkbox"/> QUALITY		<input checked="" type="checkbox"/> Motion	<input type="checkbox"/> Conveyance
			<input checked="" type="checkbox"/> Overprocessing	<input type="checkbox"/>

Before



After



Standardization

BEFORE



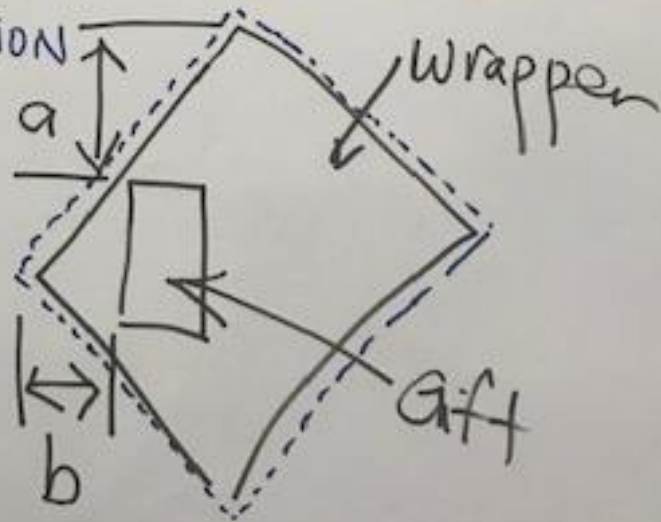
AFTER



STANDARDIZATION

$a =$ — cm

$b =$ — cm



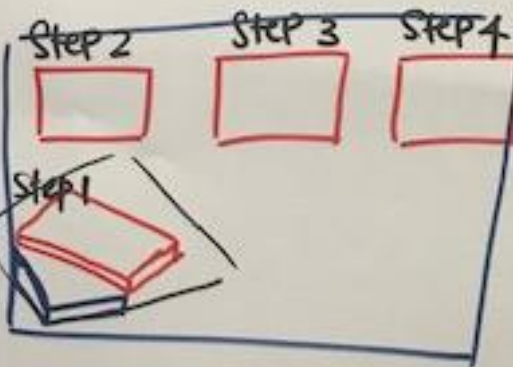
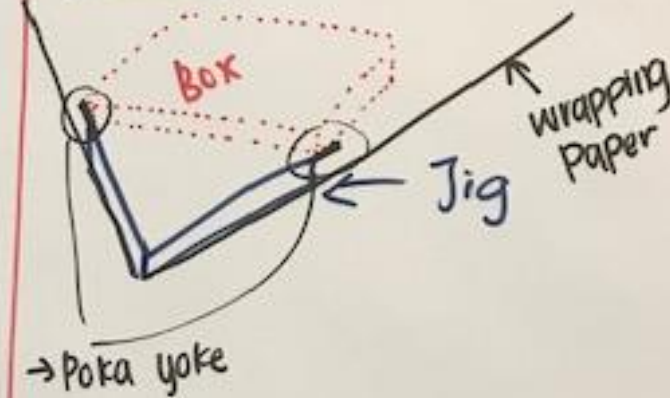
BEFORE



1. Where should I start?
2. Where is the suitable location?
3. # Is this length enough?

AFTER

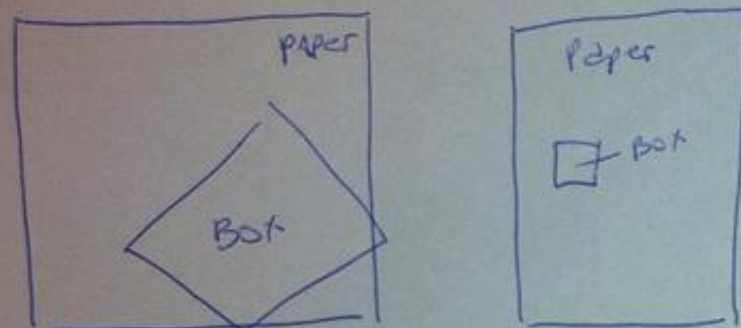
Step 1



Standardization:

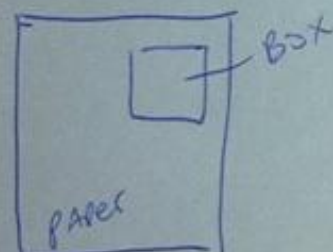
1. Use the jig follow pictorial SOP.

Kaizen Type <input checked="" type="checkbox"/> Check all that apply	<input type="checkbox"/> SAFETY	<u>WASTE:</u>	<input type="checkbox"/> Waiting	<input checked="" type="checkbox"/> Correction
	<input type="checkbox"/> QUALITY	<input type="checkbox"/> Overproduction	<input checked="" type="checkbox"/> Motion	<input type="checkbox"/> Conveyance
		<input checked="" type="checkbox"/> Inventory	<input type="checkbox"/> Overprocessing	<input type="checkbox"/>

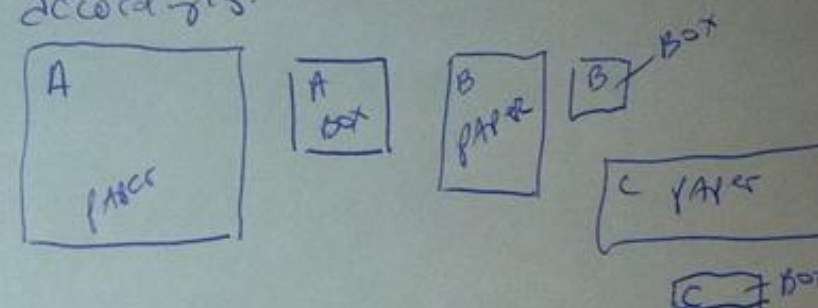
Before

Various size
boxes (3)

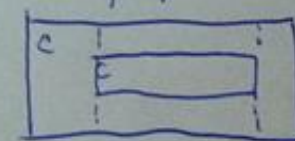
Various size paper (3)

After

align proper box with
proper size paper and mark
accordingly.



ADD Template
on paper (white side) for
proper starting point of wrapping

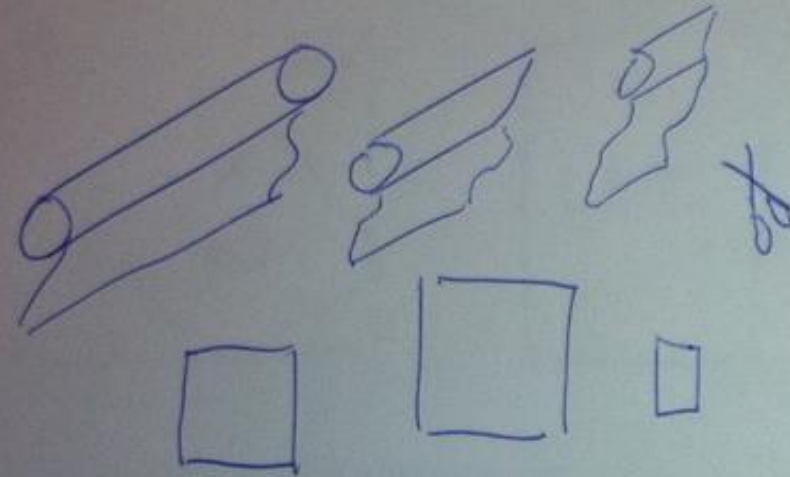


And dotted
lines for
folds

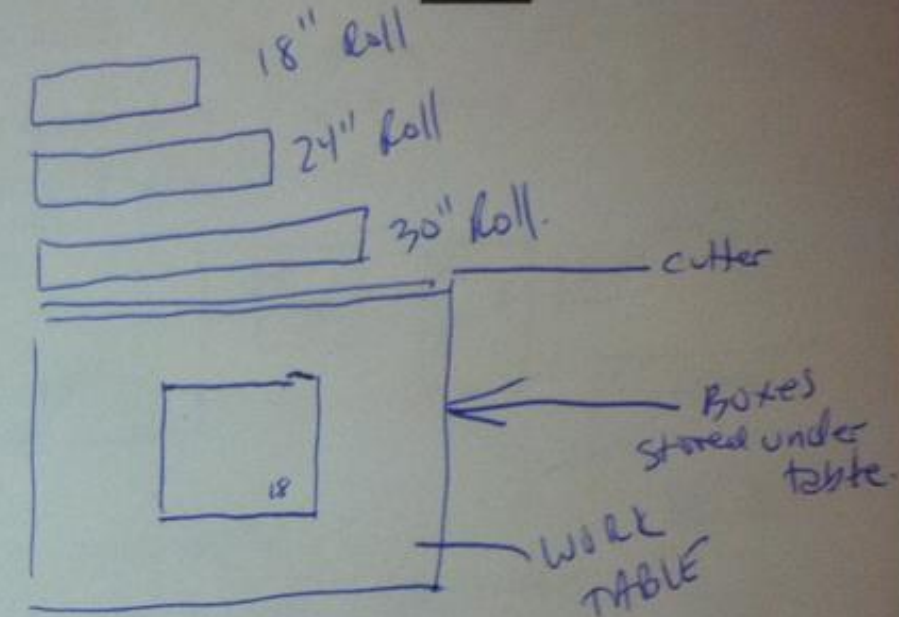
Standardization

- All 3 different papers and boxes will be numbered accordingly.
- wrapper knows where to place box.
- wrapper knows where to fold first.
- no waste - all paper used.

Kaizen Type <input checked="" type="checkbox"/> Check all that apply	<input checked="" type="checkbox"/> SAFETY	WASTE: <input type="checkbox"/> Overproduction <input type="checkbox"/> Inventory	<input type="checkbox"/> Waiting <input checked="" type="checkbox"/> Motion <input checked="" type="checkbox"/> Overprocessing	<input type="checkbox"/> Correction <input checked="" type="checkbox"/> Conveyance
	<input type="checkbox"/> QUALITY			

Before

No knowledge of which width paper is for which box

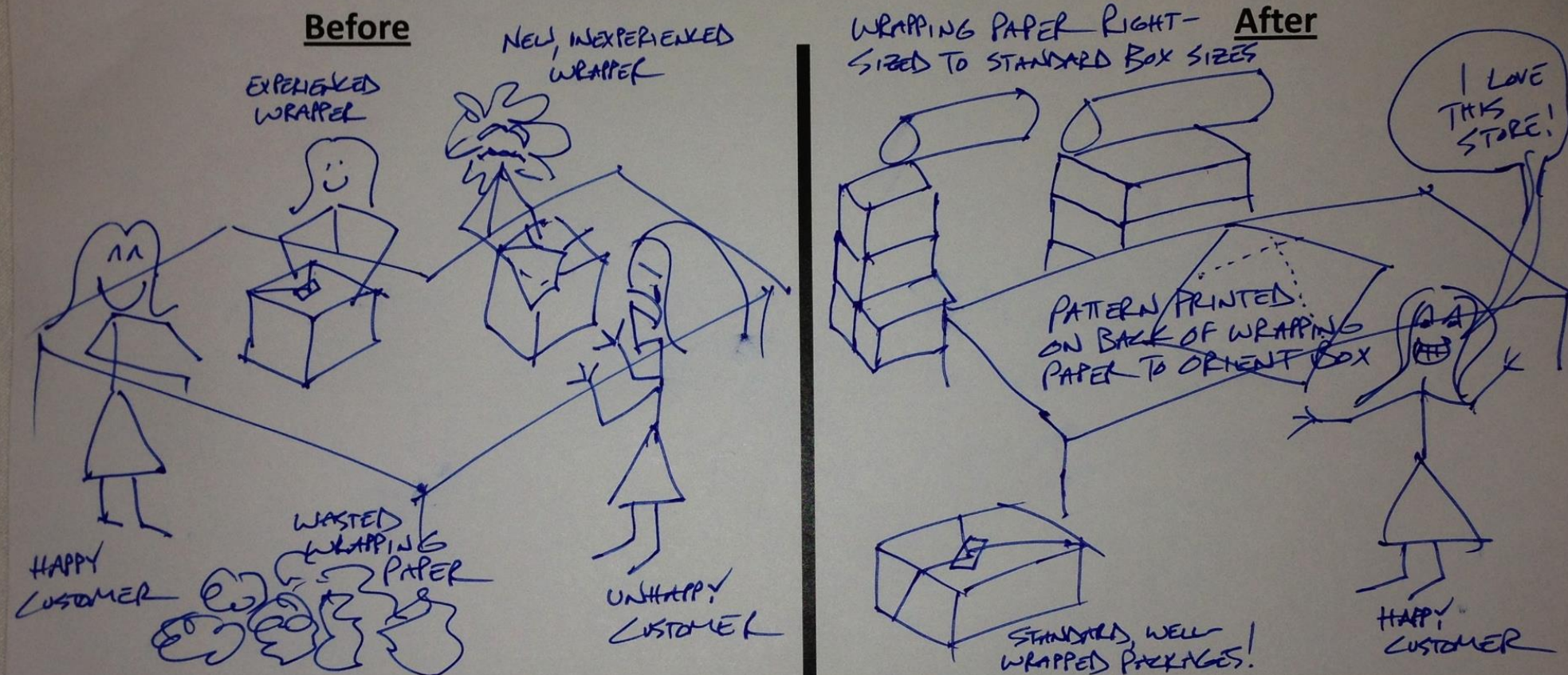
After

Boxes marked with paper width.
and wrapper selects paper from roll.
Cutter incorporated below rolls.

Standardization

- Larger rolls of paper can be used (lower cost)
- Box # and paper width match.
- cutter blade is not exposed (safety)
- all tools/materials in one place

Kaizen Type <input checked="" type="checkbox"/> Check all that apply	<input type="checkbox"/> SAFETY	<u>WASTE:</u>	<input type="checkbox"/> Waiting	<input checked="" type="checkbox"/> Correction
	<input checked="" type="checkbox"/> QUALITY	<input type="checkbox"/> Overproduction <input type="checkbox"/> Inventory	<input type="checkbox"/> Motion <input type="checkbox"/> Overprocessing	<input type="checkbox"/> Conveyance



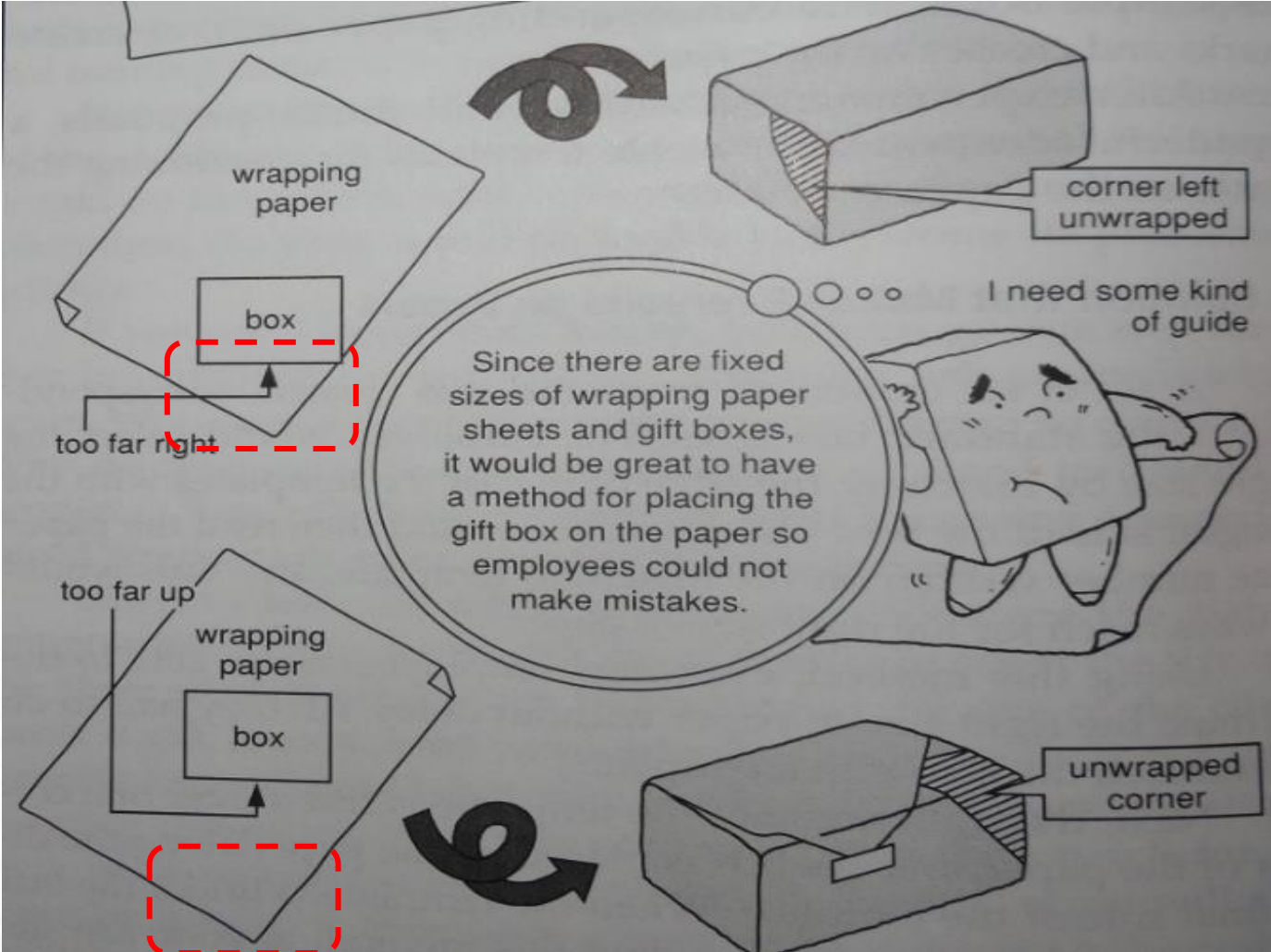
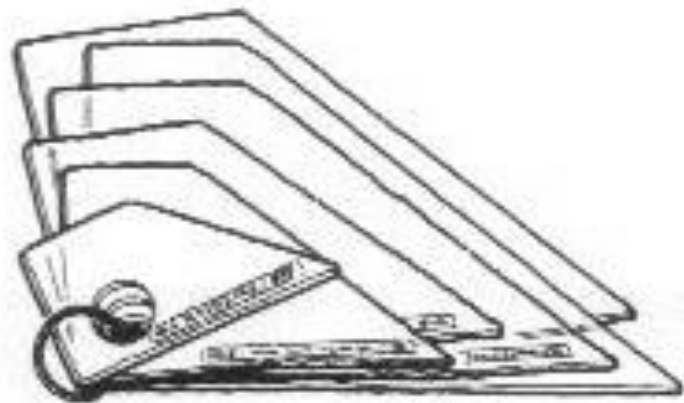
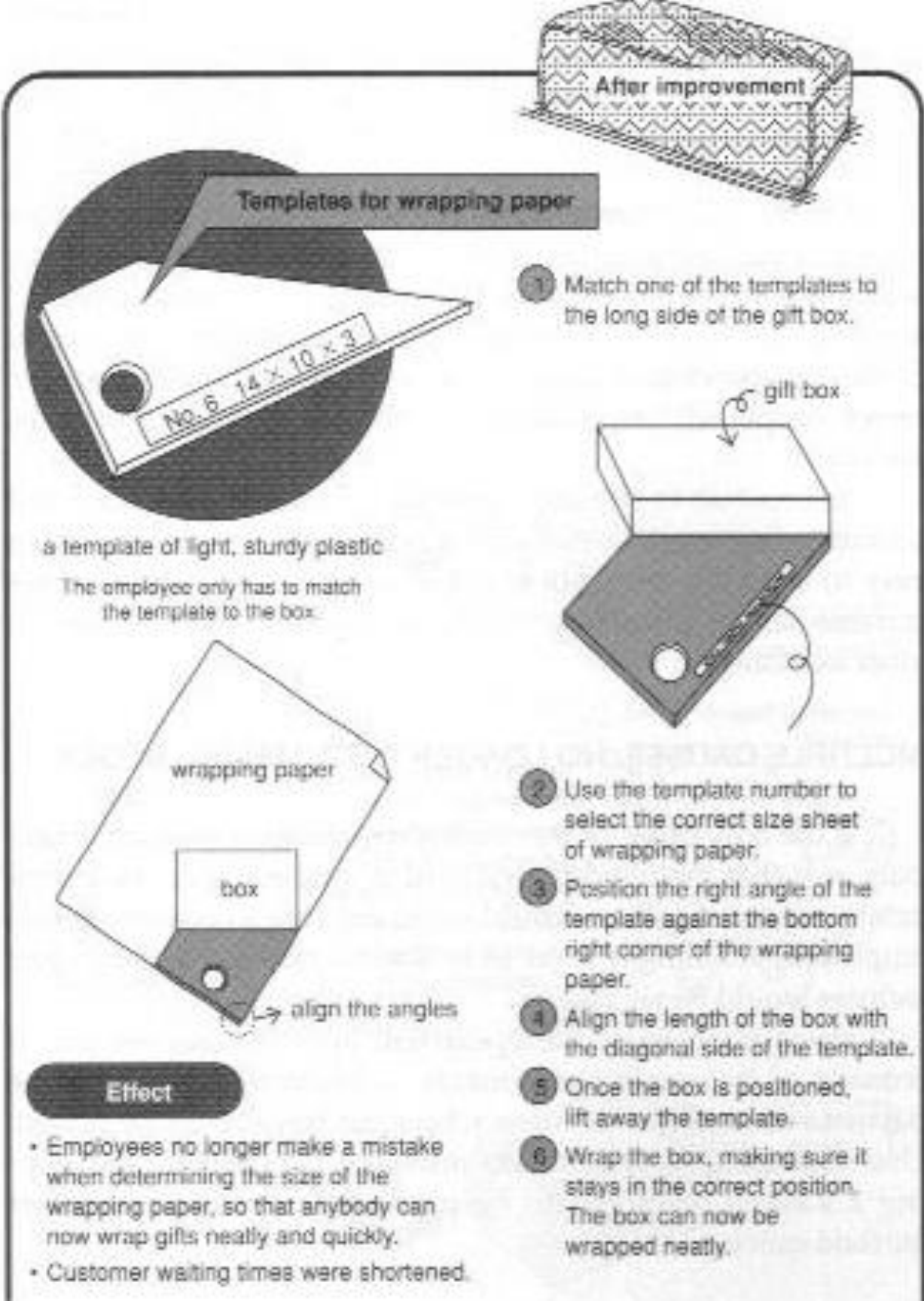
Standardization

NO LONGER OPERATOR-DEPENDENT (ONLY THOSE THAT KNOW HOW TO WRAP WELL).

PAPER IS ^{RIGHT-}SIZED FOR BOX SIZE, NOT EXTRA ^{EXCESS} PAPER THROWN AWAY.

PATTERN ON BACK SIDE OF PAPER SHOWS CORRECT ORIENTATION/PLACEMENT TO START WRAPPING

WRAPPERS ARE INSTRUCTED IN PROPER METHOD.

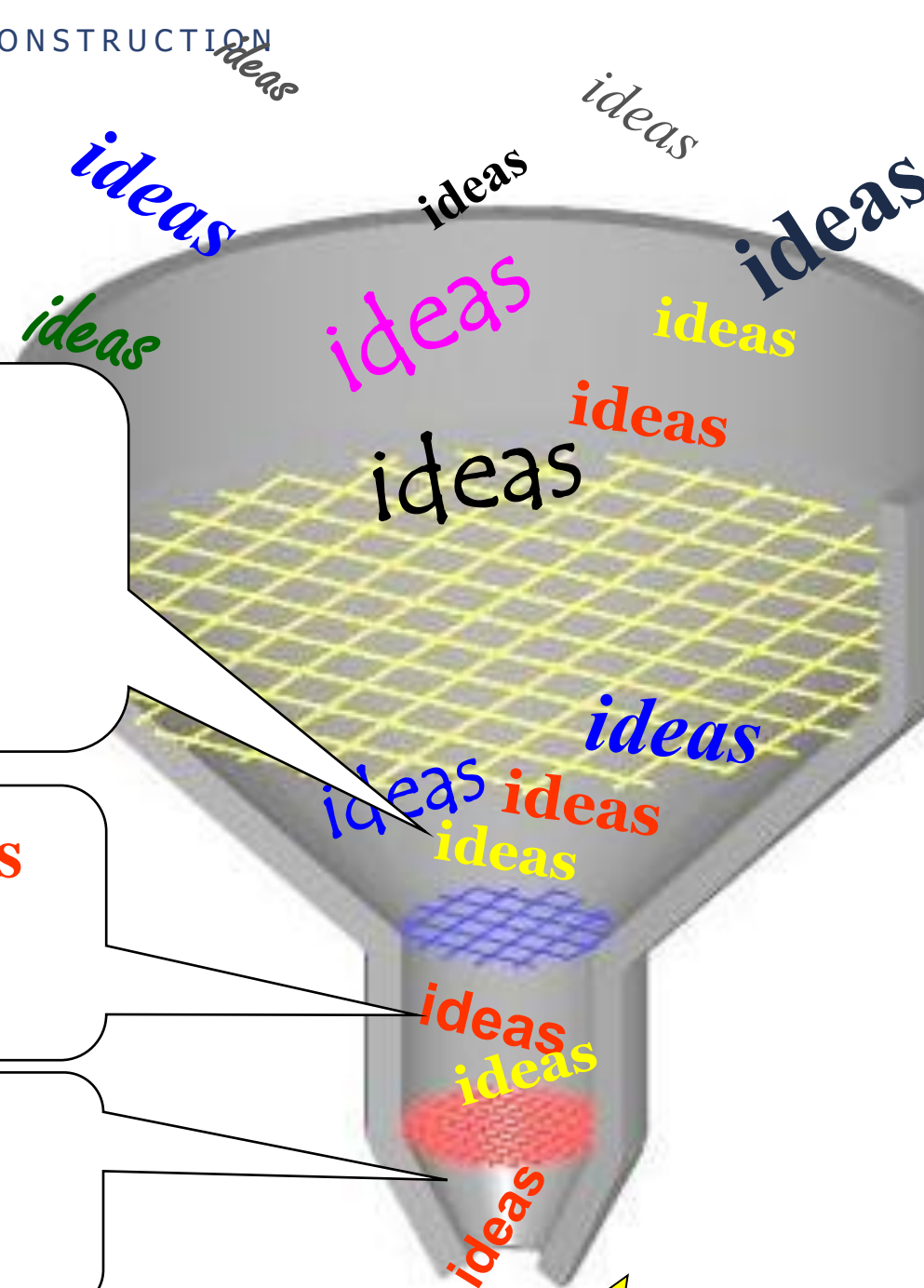


Source: Kaizen Teian 2 by Japan Human Relations Association

**1) Reduce waste?
Improve quality?
Increase safety?**

**2) Does it address
the root-cause?**

**3) Is it
standardized?**



KAIZEN

3K Principle

And why Kaizen fails so frequently..



3K Principle

1. Kangae = Think

2. Kodo = Action

3. Kaizen = Improvement + standardization

3K PRINCIPLE

Six way intersection in Miami, FL

(cause was assumed to be lack of traffic lights)



•Before improvement:

13 accidents in one year.

•After improvement:

16 accidents in one year.

Is This a Kaizen?



1

Check if it addressed **AT LEAST** one of these areas:

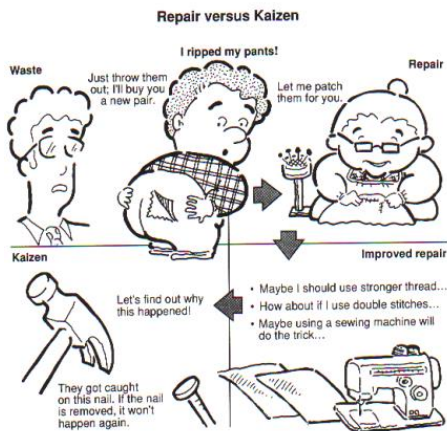


Problem Type <input checked="" type="checkbox"/> Check all that apply	<input type="checkbox"/> SAFETY	WASTE: <input type="checkbox"/> <i>Overproduction</i> <input type="checkbox"/> <i>Inventory</i>	<input type="checkbox"/> <i>Waiting</i>	<input type="checkbox"/> <i>Correction</i>
	<input type="checkbox"/> QUALITY Kaizen = improvement + standardization		<input type="checkbox"/> <i>Motion</i> <input type="checkbox"/> <i>Overprocessing</i> Kaizen deals with root causes	<input type="checkbox"/> <i>Ideas not used</i> <input type="checkbox"/> <i>Conveyance</i>

A Kaizen must address Safety, Quality or Waste. If you can quantify the benefits, chances are you improved the issue.

Check if it addressed the **ROOT-CAUSE**:

2



A Kaizen **MUST** go after the real causes of the problem. Superficial remedies result in unpredictable results.

Check if it is **STANDARDIZED**:

3



A Kaizen will not roll-back with time. It will be sustained through standardization techniques.

Coaching is key

Key to start a Kaizen culture



How Good is your Coaching?



Cheering Works

(But it is not coaching!)

How Good is your Coaching?





Good Coaching, Good Kaizens

Effectiveness

Savings

Idea

Effort

<h1 style="margin: 0;">KAIZEN</h1>				Official Use Only
Date: 02/24/2001		Plant: Guadalajara		<input type="button" value="Click on gray arrow to select plant"/>
Name(s):				
Topic: New box design (Cereal type closure)		copies: 4		
Problem Type <input checked="" type="checkbox"/> Check or X all that apply.	<input type="checkbox"/> SAFETY <input checked="" type="checkbox"/> QUALITY	<input checked="" type="checkbox"/> WASTE <input type="checkbox"/> Overproduction <input type="checkbox"/> Inventory	<input type="checkbox"/> Waiting <input checked="" type="checkbox"/> Motion <input type="checkbox"/> Overprocessing	<input checked="" type="checkbox"/> Correction <input type="checkbox"/> Ideas not used <input type="checkbox"/> Convenience
		<<Kaizen - Improvement + Standardization>> <<Kaizen Deals with Root-Causes>>		
Don't cut or staple Polaroid. Alkali may cause permanent eye damage.				
				
1 BEFORE Kaizen Observations Situation: Due to excessive heat or mishandling, some boxes would open during transit to the customer's warehouse. PPI-LA would get several complaints for this situation.		2 AFTER Kaizen Description Improvement: We modified the box lids to close like a cereal package. Now even if the tape comes off, the box remains closed. Standardization: New box specifications have been registered under ISO.		
Root Cause(s):				

Effectiveness

Savings

Idea

Effort

Date: 01 / 10 / 94

Name(s): BILL

Theme: ELIMINATE OIL ON THE FLOOR

Problem Type

☒ SAFETY

☐ QUALITY

WASTE:

☐ Overproduction

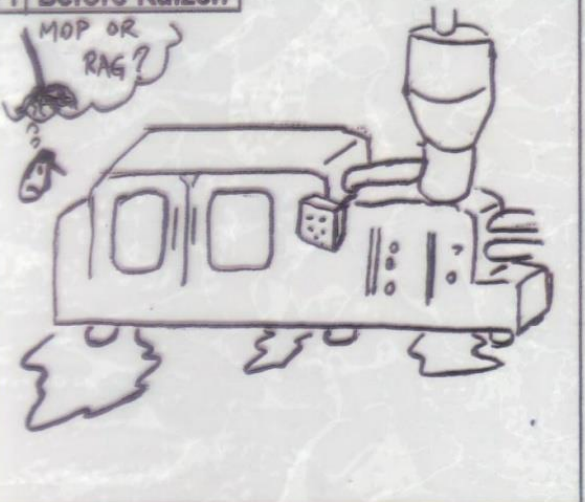
☐ Inventory

☒ Wait☒ Motion☒ Overprocessing

☐ Correction☐ People not used☐ Conveyance

1) Before Kaizen

MOP OR RAG?



2) Kaizen:

PUT A TRAY UNDER THE MACHINE.

3) Kaizen Effects

Implemented in: 1 / 1

ELIMINATE THE WASTE OF MOPPING, AND CLEANING UNDER THE MACHINE. NO OIL ON THE FLOOR = SAFER WORKPLACE

1) Observations / Data:

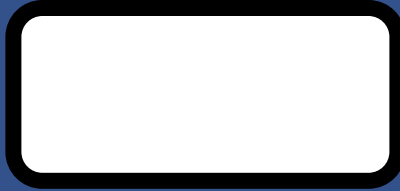
Find Waste → Identify Root Cause → Implement Countermeasure → Confirm Results

Include Data and Results of Any Investigations Performed. Implement Before Submitting.

Effectiveness



Savings



Idea



Effort



Kaizen Proposal Form

Kaizen is any planned improvement, large or small, that increases safety, is preventative, or reduces/eliminates waste.

Date: 7/9/2004 **Location:** Miami
Submitted by: Rosmaria Correla
Contributors: Extra Bre

Topic: HP Printer Extra Page

Problem Type

☒ Check all that apply

☐ Safety

☐ Quality


Waste

☐ Overproduction
☐ Motion
☐ Inventory


☐ Waiting
☐ Correction
☐ Overprocessing

☐ Idea not used
☐ Conveyance

Kaizen = Improvement + standardization



Error Message



2500 sheets/month

1 BEFORE Kaizen Observations

Situation:
 HP Printer prints an error message on a separate page with every invoice, Ack, and P.O.'s. The error message is two line code fit. The extra page generates approximately 5 reams (2500 sheets) of wasted paper per month.

Root Cause:
 HP Printer is used to print configured form only, Ack, p.o.'s. The printer cannot be configured to support new forms and is not supported by Corp IT.

3 Kaizen Effect(s)

- Eliminated the need to purchase writing pad tablets.
- Paper is recycled. Alcohol bottles are donated free of charge, drink wrapped and banded.
- Writing pad are available immediately in variety of sizes.

Level	Points	Reward Value
A	35	\$150. or day off*
B	28 - 34	\$80
C	16 - 27	\$25
D	Up to 15	\$5

*Reward will be issued as "Parker Dollars" and can be traded in for Walmart gift Certificates (purchase of \$50; Visa Gift Card for purchase of \$25 or higher)
 50 point trigger = 1 hour off
 *Days off must be pre-approved by supervisor

Official Use Only:

Contact Us

Sammy Obara

Honsha.org

s.obara@honsha.org



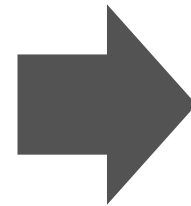
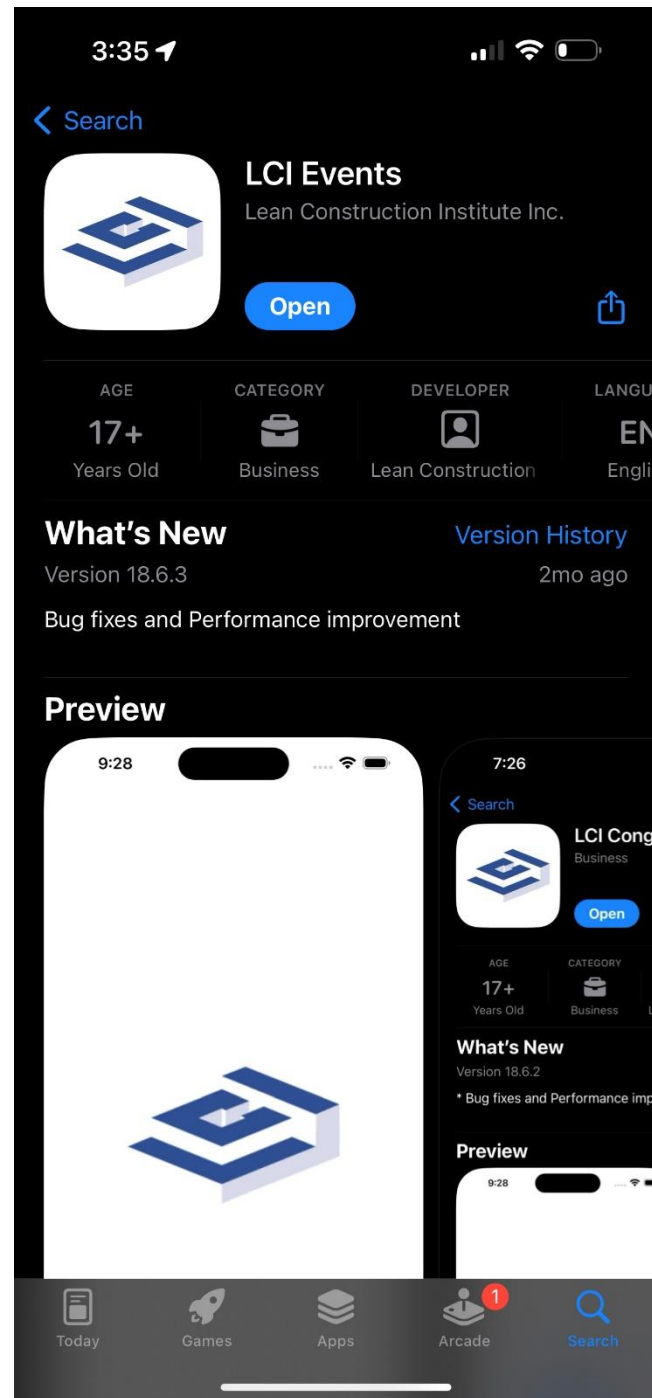


26TH LCI CONGRESS
OCTOBER 22-25, 2024

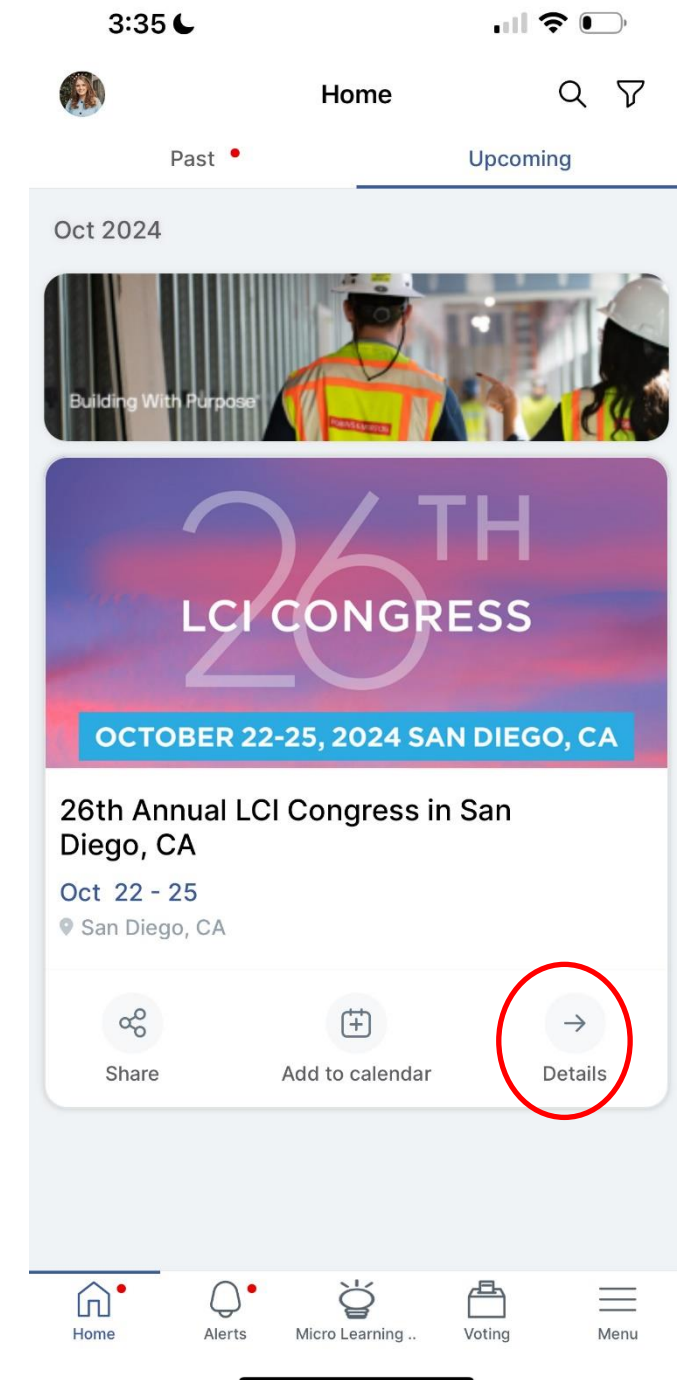
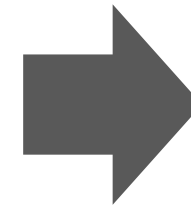


In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.

Download the Congress event app



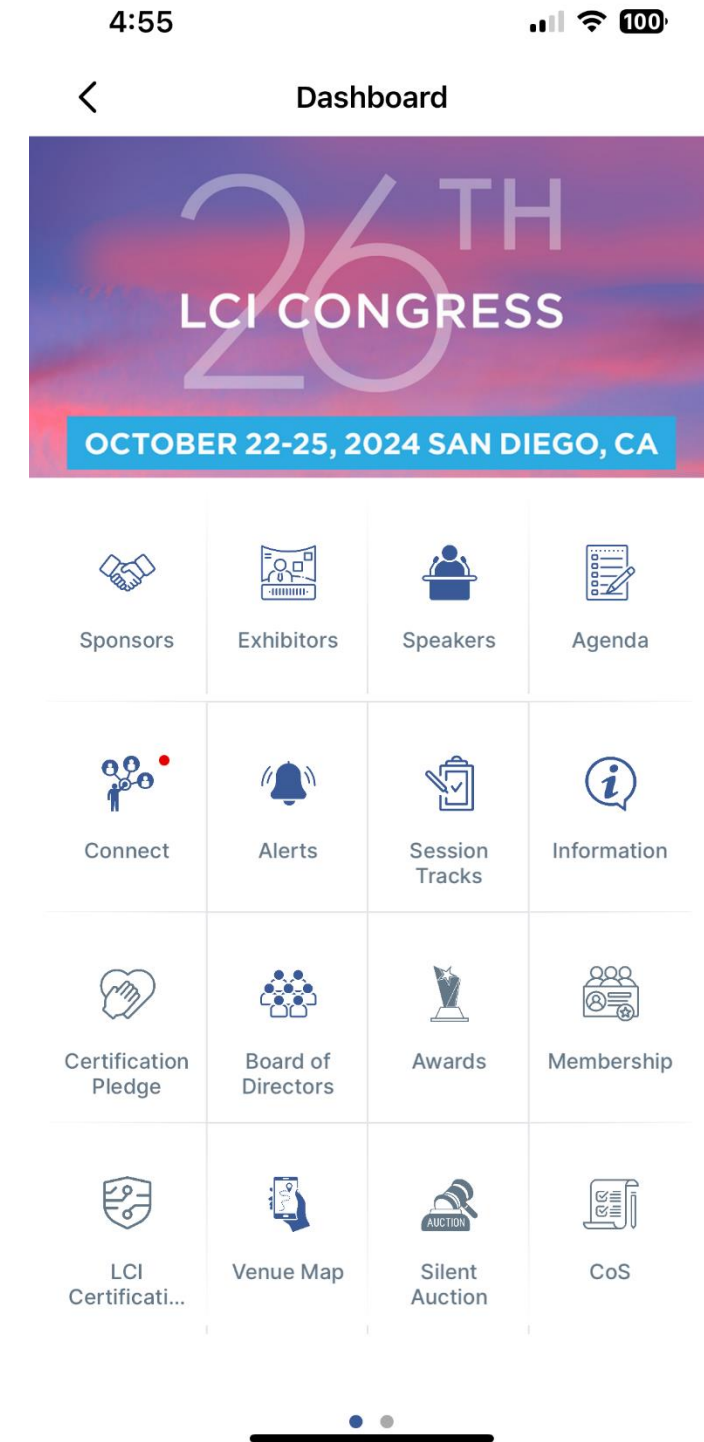
A screenshot of the app's login screen. At the top is the LCI logo. Below it are two input fields: 'Login ID' and 'Password'. A 'Login' button is below the password field. A link 'Need help logging in? | Create new account' is below the button. At the bottom, there is a button labeled 'Login with a One Time Password (OTP)' which is highlighted with a red arrow.



Download the Congress event app

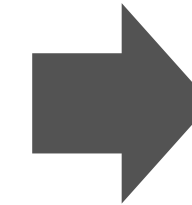
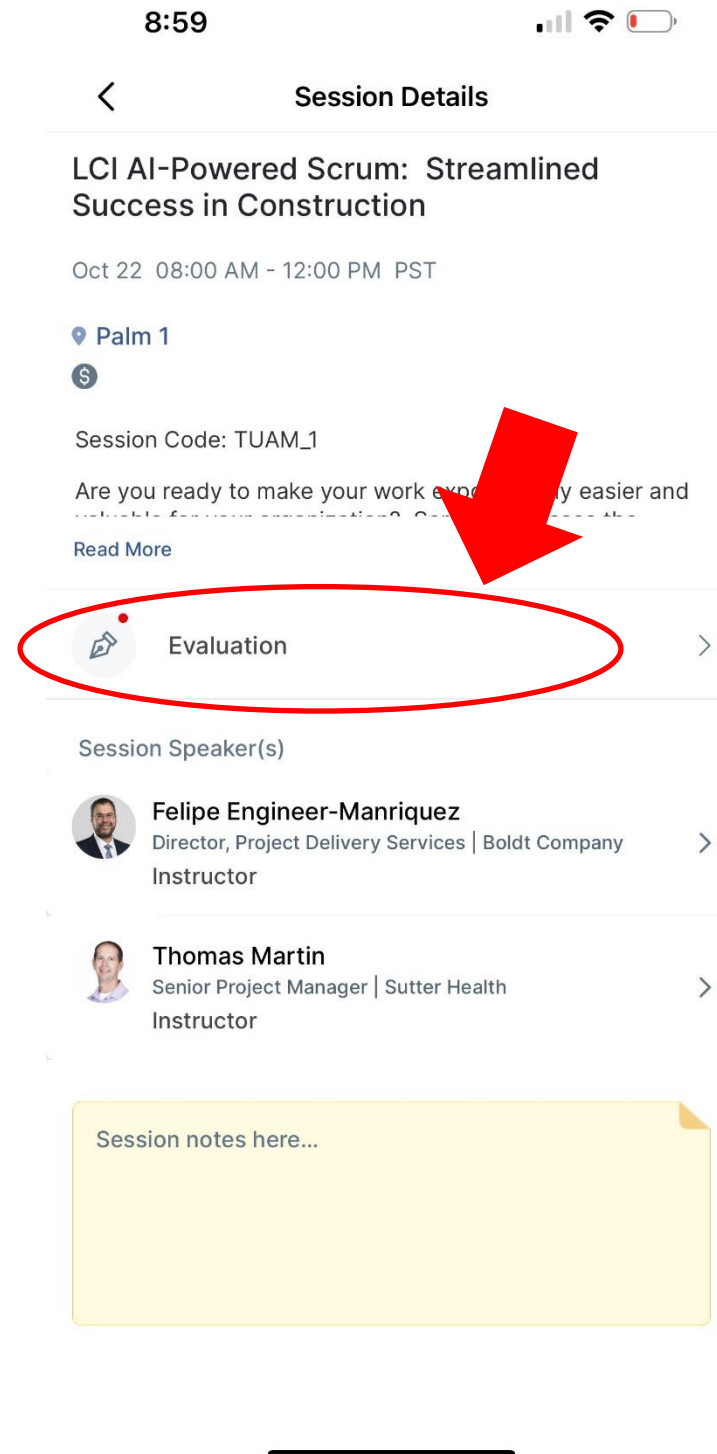
- Plan your schedule in your personal agenda
- Browse all available sessions
- Read speaker profiles
- Navigate to your session on the venue map

Scan this QR Code to
download the app



Rate Session In Event App

Plan to evaluate
each session you
attend in the
event mobile app!



8:59

< LCI

2024 Congress Learning Day Evaluation

If you participated in two courses today, please fill out an evaluation for each one.

* 1. Which course are you evaluating?

* 2. I learned new knowledge and skills from this course

☐ 5 - Strongly agree

☐ 4 - Agree

☐ 3 - Somewhat agree

☐ 2 - Disagree

< > ✕ ↺