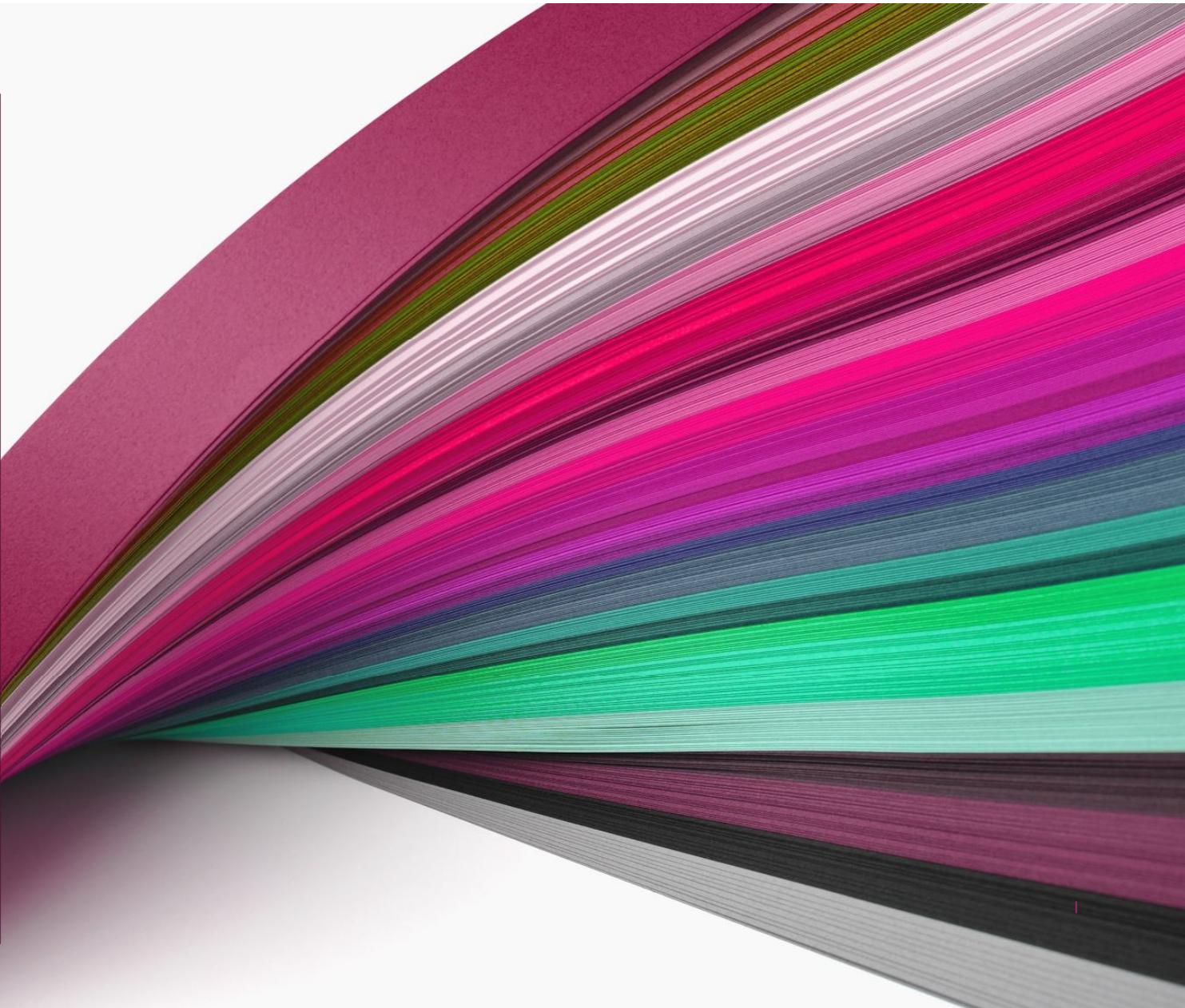


# KAIZEN

THE ULTIMATE GUIDE TO  
CONTINUAL IMPROVEMENT



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- Section 2: Benefits of Kaizen
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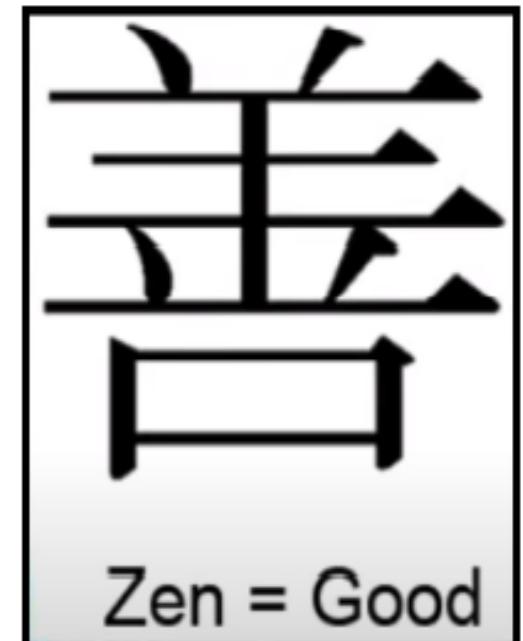
## SECTION - I

# What is Kaizen?

## DEFINITION OF KAIZEN

**“Kaizen” is the philosophy of continual improvement. Lean manufacturers use kaizen to help eliminate waste.**

With kaizen, manufacturers continually improve standardized processes, equipment, and other daily production procedures. The main requirement is that existing procedures be standardized and documented so that improvements can be evaluated objectively.



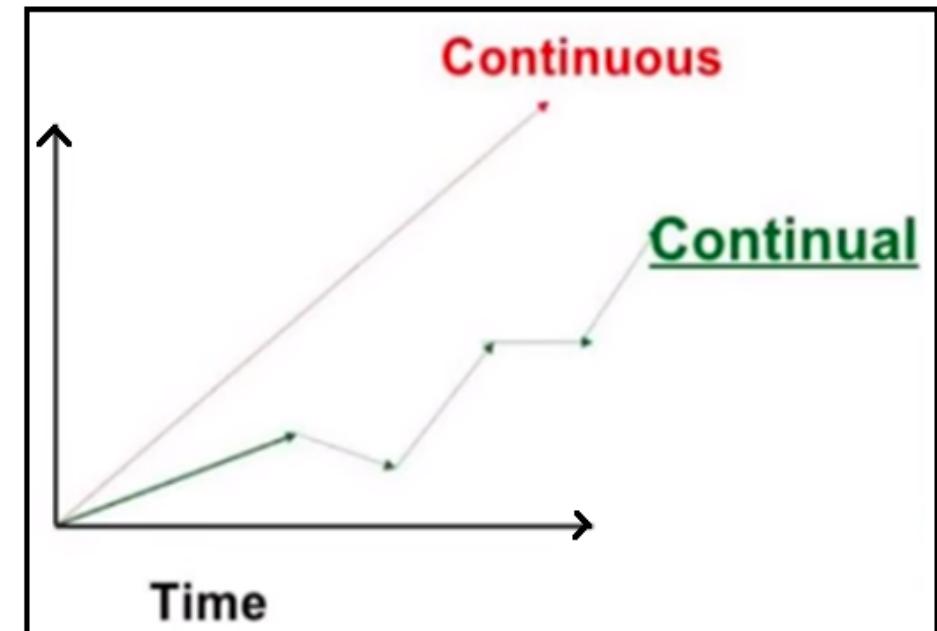
*In Japanese, kaizen translates to “changing something for the better.”*

## DEFINITION OF KAIZEN

**What is the difference between “Continuous” and “Continual”?**

**Continuously** describes an action that happens without ceasing.

**Continually**, on the other hand, describes an action that recurs frequently or regularly.



## HISTORY OF KAIZEN

- With kaizen, Translated from Japanese, the word “kaizen” translates to **“changing something for the better”**.
- It was originally used by Japanese businesses after World War II, influenced by teachings in American business and quality management, and became adopted by the Toyota Production System (also known as TPS), where employees are famously required to stop the line if an abnormality arises (known as Jidoka) and, along with their supervisors, suggest an improvement.



## TYPES OF KAIZEN

Kaizen can be of two types:

- **Yutori Kaizen** - Where people used to get relaxation directly. (e.g. In school on Saturdays, half day school and on other weekdays 1 hour for game playing)
- **Karakuri Kaizen** - Where no extra power or fuel will be required to run a system. In Japan there are tea serving key driven Karakuri dolls.





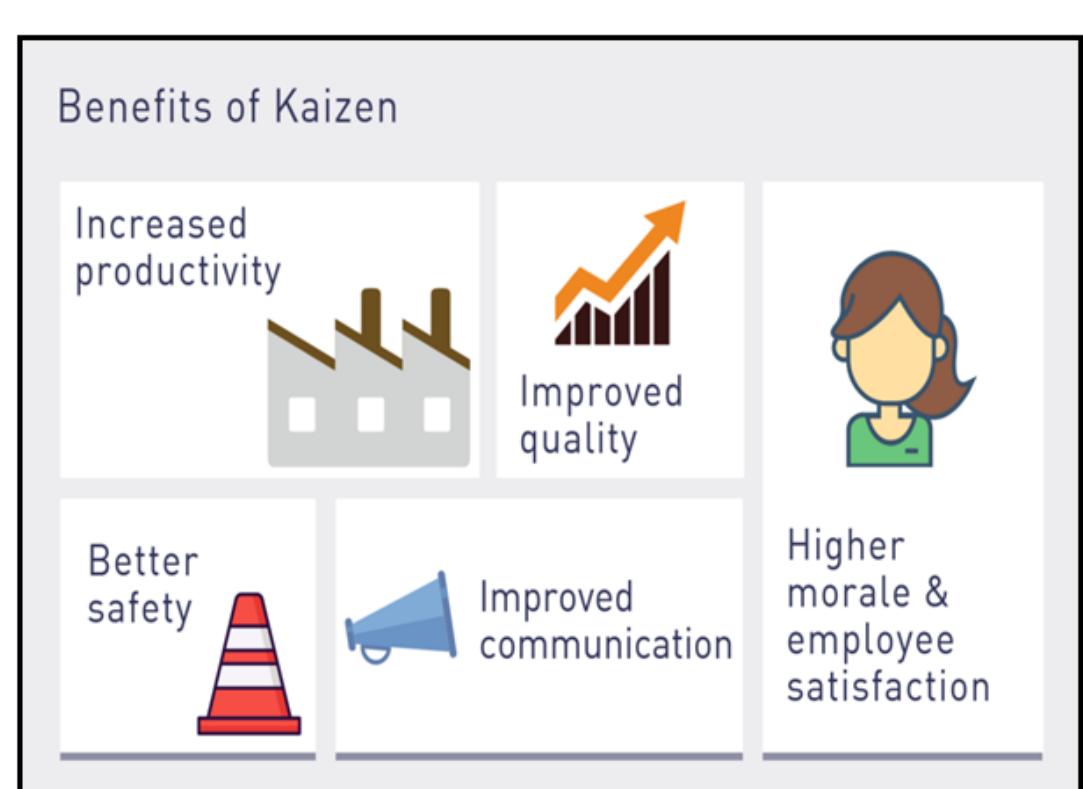
## SECTION - 2

# Benefits of Kaizen

## BENEFITS OF KAIZEN

Kaizen results in many benefits not only to a company's operations and output, but also to its overall culture and communication. As a result of improvements to workflows and eliminating wastes, some of the expected benefits are:

- **Increased productivity**
- **Improved quality**
- **Better safety**
- **Lower costs**
- **Improved customer satisfaction**





## SECTION - 3

# Kaizen Principles

# KAIZEN PRINCIPLES

There are 4 principles of “Kaizen”:

1. **Good processes create good results**
2. Improvements are based on small changes
3. Improvements must be measurable, standardized, and repeatable
4. Empowering the Employees



# KAIZEN PRINCIPLES

## 1. Good processes create good results

At its core, kaizen is concerned with continual improvement by reducing waste in processes. In lean manufacturing, the **8 wastes** (also known as **muda**, or any activity that consumes resources without creating value for the customer) are defined as:

1. **Defects:** When a product is not fit for use it must be scrapped or reworked, adding cost to the production process without adding value.
2. **Waiting time:** Unevenness in the work environment can lead to people waiting on material or equipment, or machines idling, and can result in overproduction or excess inventory.

# KAIZEN PRINCIPLES

## 1. Good processes create good results

At its core, kaizen is concerned with continual improvement by reducing waste in processes. In lean manufacturing, the **8 wastes** (also known as **muda**, or any activity that consumes resources without creating value for the customer) are defined as:

3. **Extra motion:** Unnecessary movement can place strain on personnel and not add additional value to the customer.
4. **Excess inventory:** Excess inventory can cause inefficiencies and cause delays in the detection of problems. Problems can accumulate, and with more inventory, problems take longer to solve.

## KAIZEN PRINCIPLES

### 1. Good processes create good results

At its core, kaizen is concerned with continual improvement by reducing waste in processes. In lean manufacturing, the **8 wastes** (also known as **muda**, or any activity that consumes resources without creating value for the customer) are defined as:

5. **Overproduction:** Producing too much before it is required obstructs a smooth flow of work, raises the costs of production and storage, hides defects inside work-in-progress, and increases lead time.
6. **Extra processing:** Excess activity as a result of poor tool or product design.

## KAIZEN PRINCIPLES

### 1. Good processes create good results

At its core, kaizen is concerned with continual improvement by reducing waste in processes. In lean manufacturing, the **8 wastes** (also known as **muda**, or any activity that consumes resources without creating value for the customer) are defined as:

7. **Unnecessary transportation:** Moving items that are not necessary for the process.
8. **Unutilized talents:** Under-utilizing skills or assigning tasks to employees with insufficient training.

## KAIZEN PRINCIPLES

If you improve by 1%  
every day, you'll have  
improved by 37 times by  
the end of the year...

## KAIZEN PRINCIPLES

**There are 4 principles of “Kaizen”:**

1. Good processes create good results
2. **Improvements are based on small changes**
3. Improvements must be measurable, standardized, and repeatable
4. Empowering the Employees

Rather than wait for a major change to be implemented to begin improving, change should be approached in small, incremental steps. This increases the speed to improvement and reduces the pressures of implementing a major change. In addition, small changes are often less costly and therefore less risky.

## KAIZEN PRINCIPLES

**There are 4 principles of “Kaizen”:**

1. Good processes create good results
2. Improvements are based on small changes
3. **Improvements must be measurable, standardized, and repeatable**
4. Empowering the Employees

In kaizen, it's important to “**speak with data and manage with facts**”. In order to evaluate improvements objectively, existing procedures must be standardized and documented. Further, improvements should be standardized, and all employees should be trained on new procedures associated with these improvements.

## KAIZEN PRINCIPLES

**There are 4 principles of “Kaizen”:**

1. Good processes create good results
2. Improvements are based on small changes
3. Improvements must be measurable, standardized, and repeatable
4. **Empowering the Employees**

Kaizen places emphasis on the value of employees at every level of an organization. Employees who are closest to the problem are the best-equipped to solve them. Further, engaging team members to identify problems and suggest improvements in their work areas encourages a sense of ownership over their work, which can improve overall motivation, morale, and productivity.



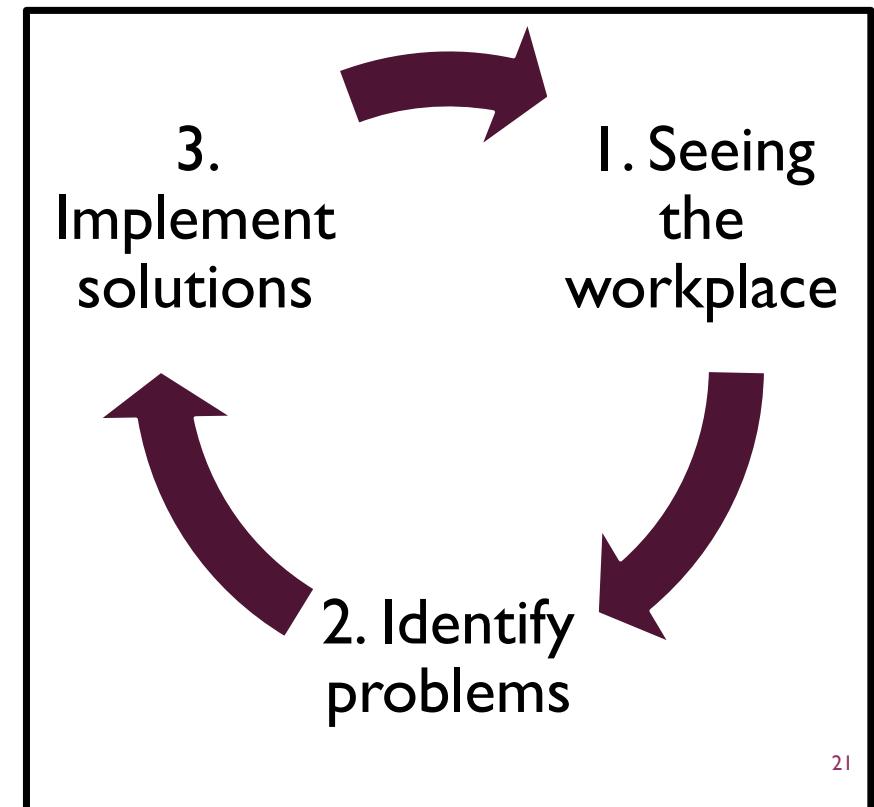
## SECTION - 4

# Implementing Kaizen Processes

## IMPLEMENTING KAIZEN PROCESSES

### The Continual Improvement Cycle and PDCA Cycle

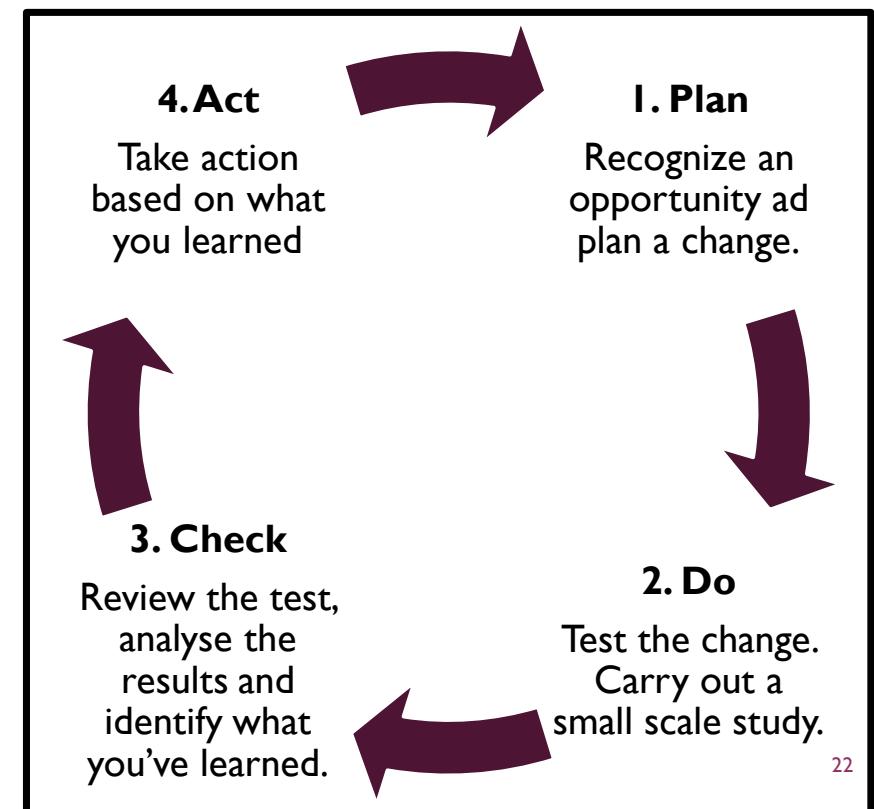
According to John Shook, chairman and CEO of the Lean Enterprise Institute, the Continual Improvement Cycle consists of three steps: **seeing the workplace, identifying problems, and implementing solutions.**



# IMPLEMENTING KAIZEN PROCESSES

## The Continual Improvement Cycle and PDCA Cycle

Another popular model is the PDCA cycle: plan, do, check, act. The American Society for Quality (ASQ) defines the PDCA cycle as follows:



## IMPLEMENTING KAIZEN PROCESSES

Before Kaizen



After Kaizen

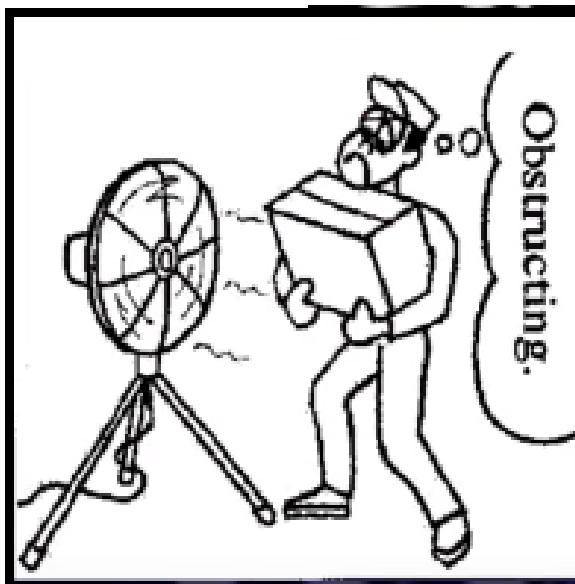


01

Saving the floor space...

## IMPLEMENTING KAIZEN PROCESSES

Before Kaizen



After Kaizen



02

Saving the floor space...

## IMPLEMENTING KAIZEN PROCESSES

Before Kaizen



After Kaizen



03

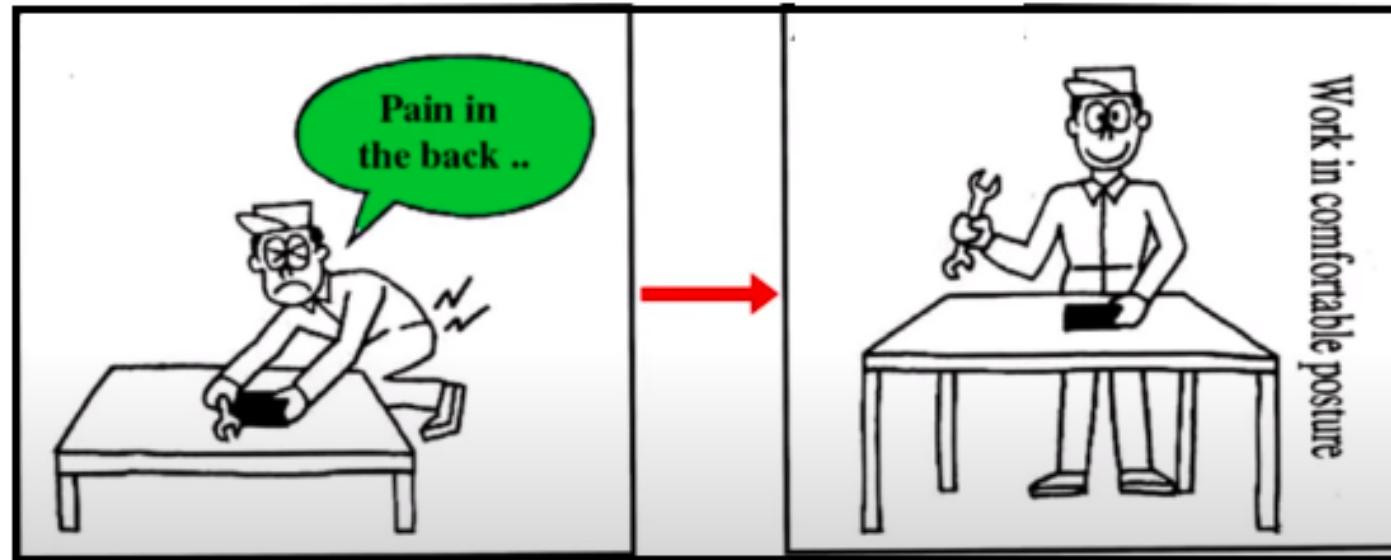
Trolley has become roller fitted to make easy material handling...

## IMPLEMENTING KAIZEN PROCESSES

Before Kaizen

After Kaizen

04



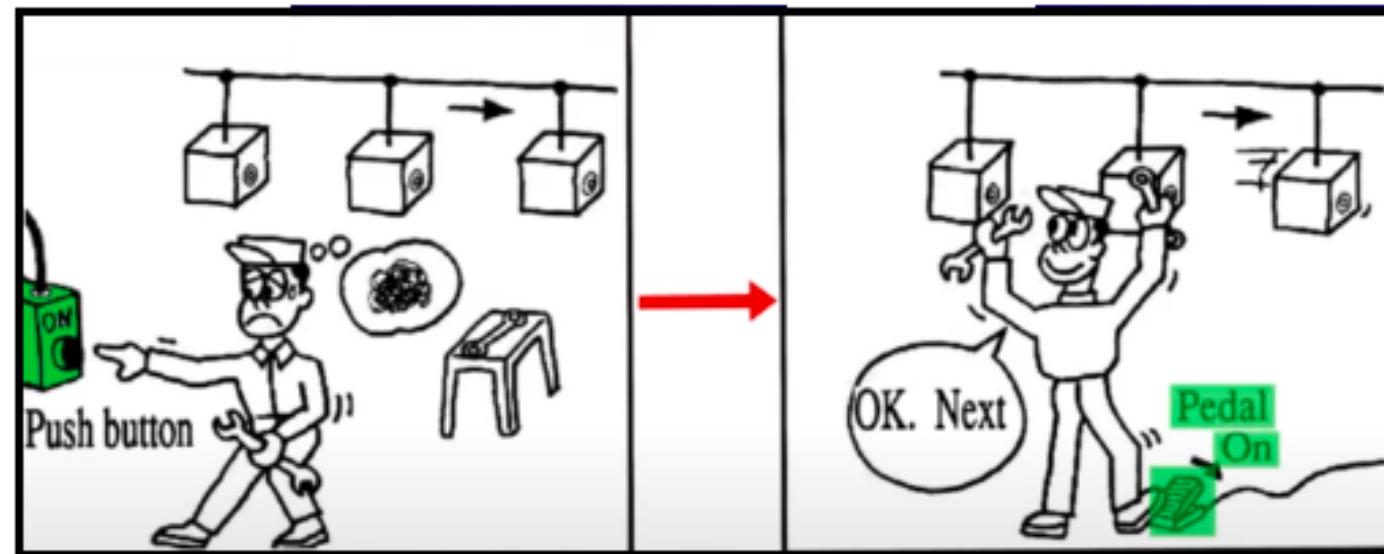
Solving the table height problem...

## IMPLEMENTING KAIZEN PROCESSES

05

Before Kaizen

After Kaizen



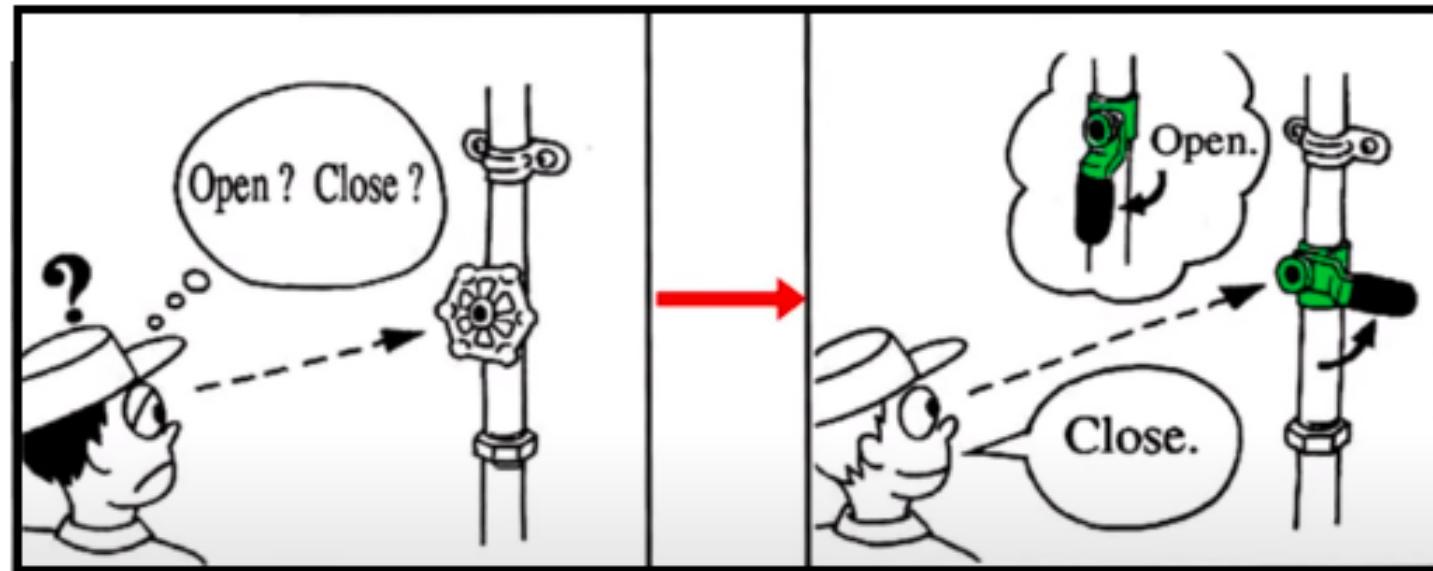
Ease to work with...

## IMPLEMENTING KAIZEN PROCESSES

Before Kaizen

After Kaizen

06



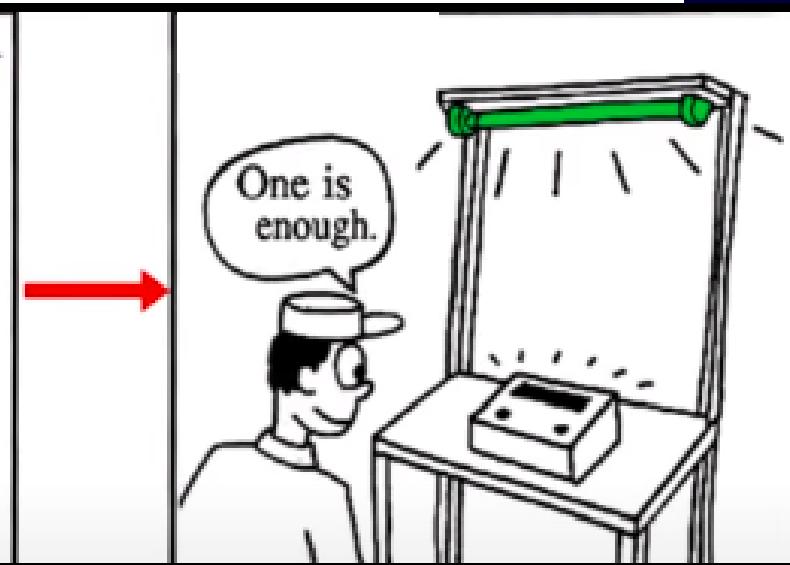
Easy identification of switch ON / OFF status...

## IMPLEMENTING KAIZEN PROCESSES

Before Kaizen



After Kaizen

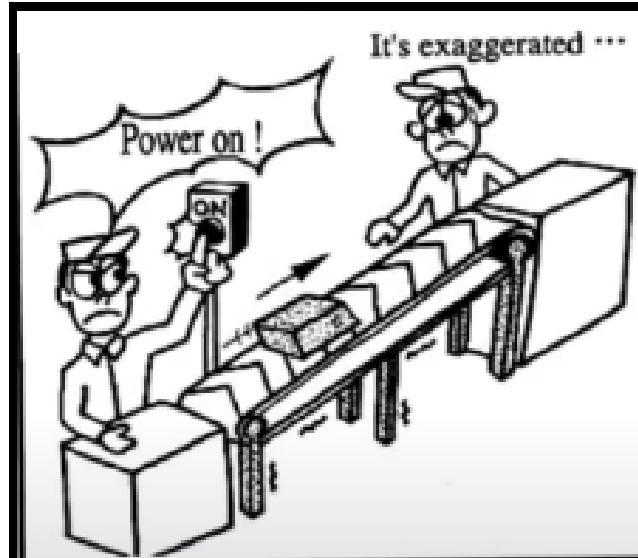


07

Fixing single light properly at nearer place replacing double lights to save more power...

## IMPLEMENTING KAIZEN PROCESSES

Before Kaizen



After Kaizen

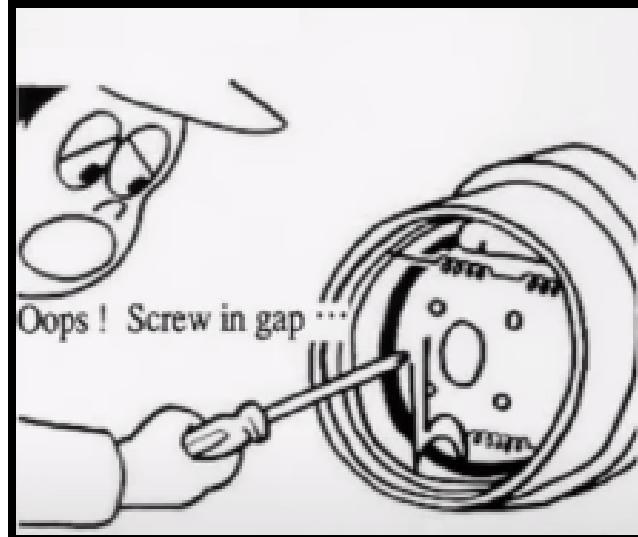


08

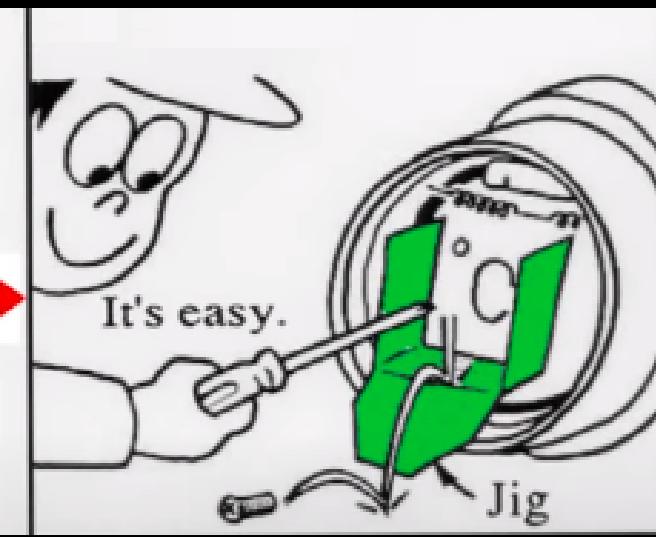
Fixing roller conveyer will save more power...

## IMPLEMENTING KAIZEN PROCESSES

Before Kaizen



After Kaizen

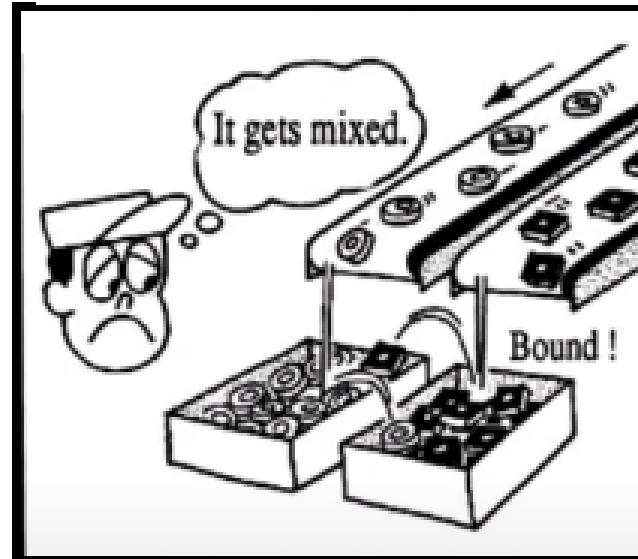


09

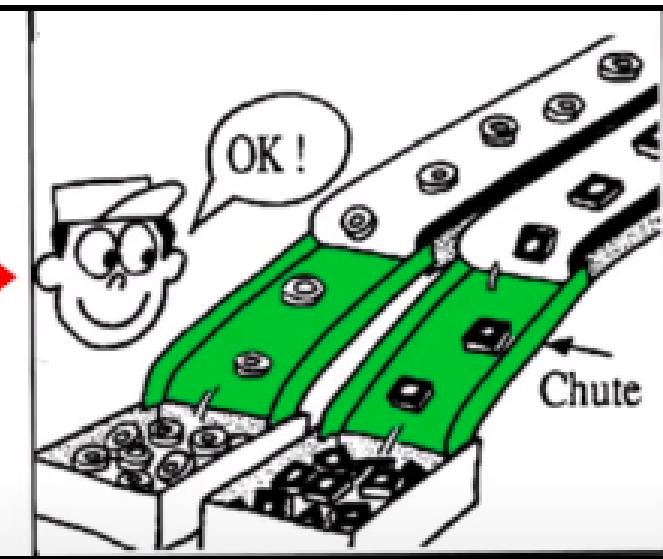
Easy access to loosen nuts...

## IMPLEMENTING KAIZEN PROCESSES

Before Kaizen



After Kaizen

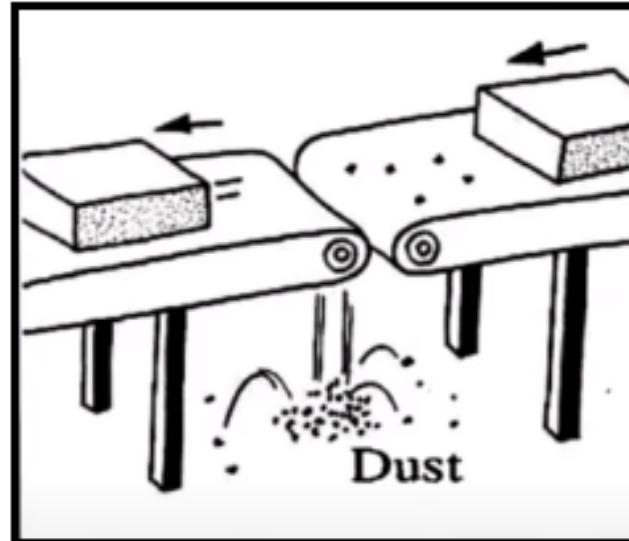


10

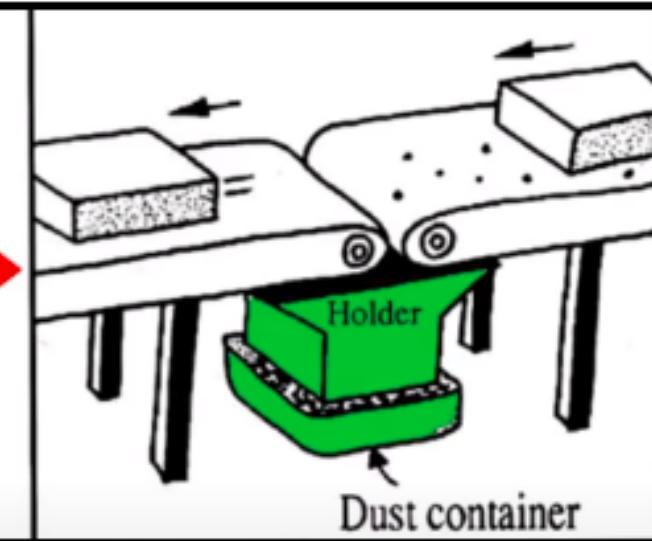
No mixing of items due to base guided path to bin for better quality...

## IMPLEMENTING KAIZEN PROCESSES

Before Kaizen



After Kaizen



11

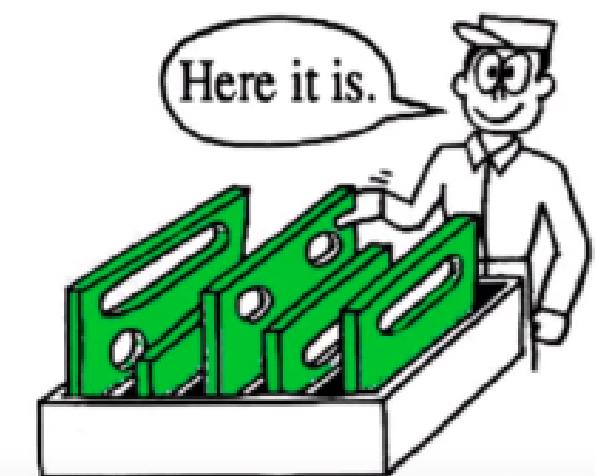
Dust collector will collect dusts between two conveyer belts...

## IMPLEMENTING KAIZEN PROCESSES

Before Kaizen



After Kaizen



Proper arrangement of articles for easy and faster access...

## IMPLEMENTING KAIZEN PROCESSES

### Everyday Kaizen and Kaizen Events

- Kaizen should be implemented on a day-to-day level in addition to holding periodic Kaizen events.
- On a day-to-day level, the team should gather on a regular basis to discuss potential solutions to resolve a previously identified issue. This practice should be incorporated into already-established meetings that already occur regularly.





## SECTION - 5

# Kaizen Events

## WHEN TO HOLD A KAIZEN EVENT

While the principles of Kaizen should be practiced by all members of an organization on a continual basis, scheduled Kaizen events may be necessary in order to tackle larger problems.

Also, maintaining a culture of solving the root cause of problems before they become bigger is key.



## WHEN TO HOLD A KAIZEN EVENT

Reasons to hold a Kaizen event include:

- Solving an urgent problem.
- Achieving a strategic goal that will impact KPIs.
- Identifying and solving the root cause of issues.
- Solving cross-functional challenges.
- Sustaining the practice of continual improvement in your company, especially if you haven't had a Kaizen event in a while.
- Introducing new team members to continual improvement techniques.



## BENEFITS OF HOLDING A KAIZEN EVENT

In addition to the primary benefits of improvement in your standard work processes, holding a Kaizen event can foster problem-solving, collaboration, and communication skills and allow employees to demonstrate leadership.

Engaging team members to identify problems and suggest improvements in their work areas encourages a sense of ownership over their work, which can improve overall motivation, morale, and productivity.



## HOLDING A KAIZEN EVENT

- Here is a typical outline for a week-long Kaizen event:
- **Day 1:** Define your goals for the event.
- **Day 2:** Consider root causes of wastes and identify possible solutions.
- **Day 3:** Implement the improvements.
- **Day 4:** Test the improvements.
- **Day 5:** Train employees on new standard work procedures.

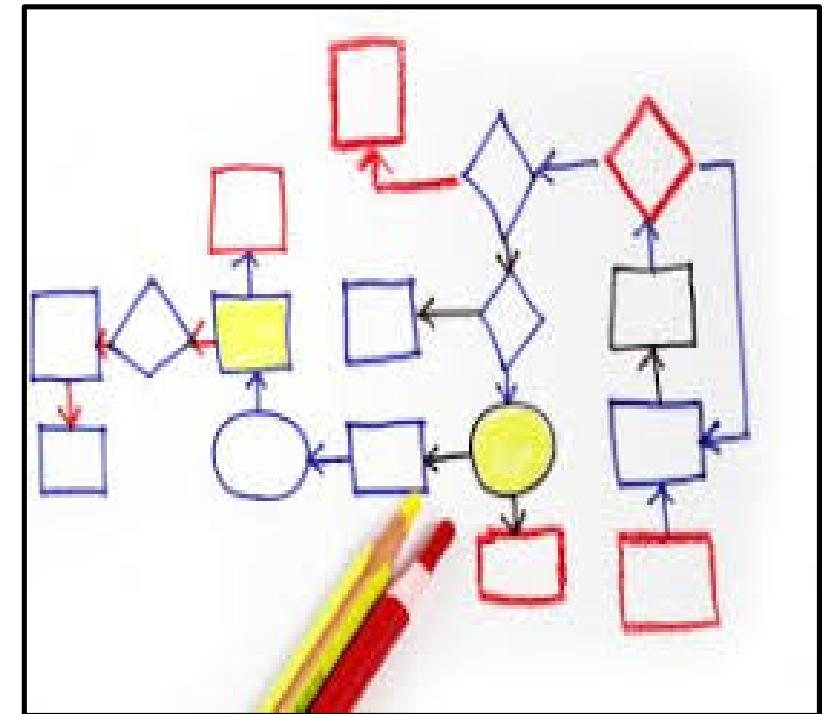


## SECTION - 6

# Continual Improvement

## MEASURING SUCCESS & REFLECTING ON YOUR KAIZEN EFFORTS

Reflection is an important part of the continual improvement cycle as well. Observe the workplace again after implementing kaizen. You'll probably still see some wastes. This is a good place to be: since you already know what the problem is and what needs to be done, this is your opportunity to try some new ideas.



THANKS FOR LISTENING !

