

KAIZEN and LEAN

Practice and Evolution: the view of a global consulting firm

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Who is Kaizen Institute?



MASAAKI IMAI
 Founder and
 President

- Local KAIZEN Offices
- Countries where we operate
- Global Office

What is the meaning of Kaizen?

改

KAI

Change

善

ZEN

for the better

改善

KAIZEN = Continuous Improvement

What is the meaning of Kaizen?



What is the The Kaizen Spirit?

Go to Gemba

Change the shop floor to change Habits (mental & physical)

Check Gembutsu

Manpower, Machine, Material, Methods

Search for

**Muda (waste), Mura (variability),
Muri (difficulty)**

Make KAIZEN®

Create Pull Flow and Install Countermeasures

What is a Gemba Kaizen Workshop?

Gemba Kaizen Workshops

Equipment

- Efficiency
- Reliability

Flow

- Muda Elimination
- Effectiveness

Product

- Quality
- Cost

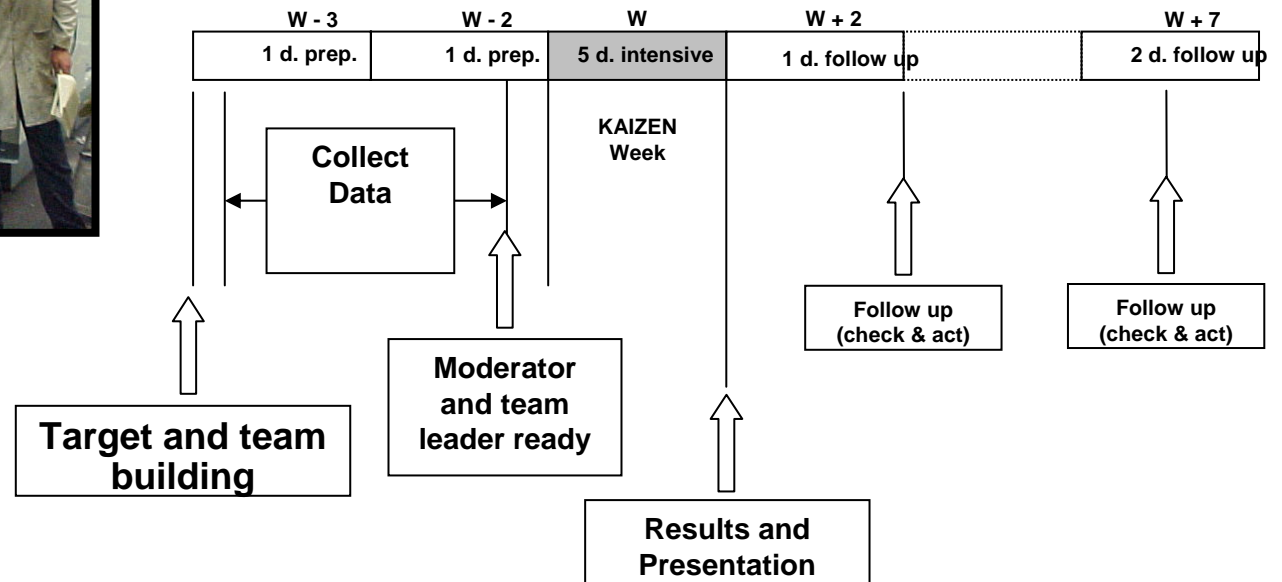
Office

- Productivity
- Quality



- Done on the Gemba;
- Using a standard methodology;
- To obtain results with low cost, through Muda elimination.

- Team Work;
- An issue to improve;
- A target to achieve;
- A limited duration.



A Worldwide Trend to Develop CI Systems

The KMS - Kaizen Management System

World Class Performance

S
u
p
p
l
i
e
r
s

C
u
s
t
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m
e
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s

2) Kaizen Mission (purpose, targets)

“A New Operations System Paradigm”

Lean Support
Systems

Flow
Management
TFM

Asset
Management
TPM

Quality
Management
TQM

Service
Management
TSM

3) Kaizen Tools (way of acting, what and how)

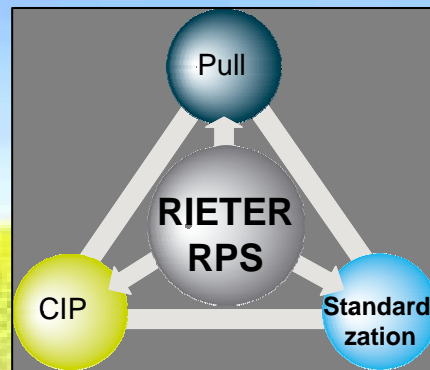
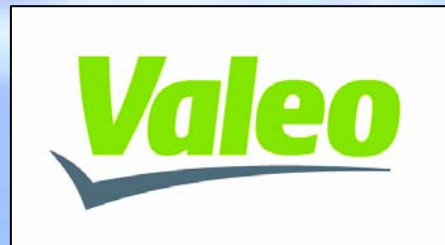
Change Management
TCM

Build up a solid basis with:

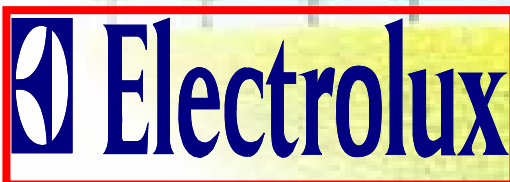
1) Kaizen Values and Beliefs (way of thinking, mindset)

Examples of CI – Continuous Improvement Models

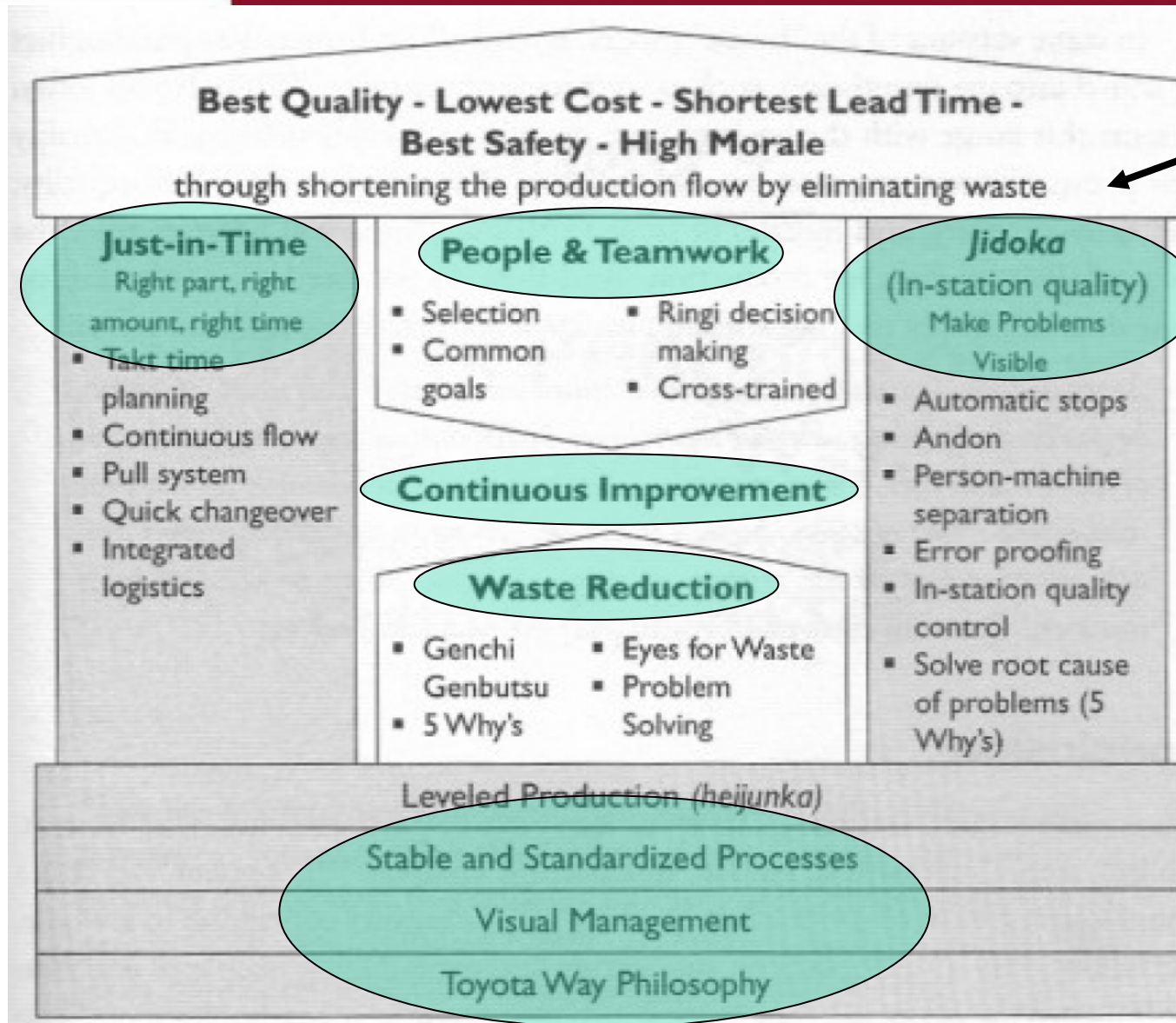
TOYOTA



DAIMLERCHRYSLER



The Toyota Way – Using Operational Excellence as a Strategic Weapon



A New Operations System Paradigm:

“All we are doing is looking at the time line from customer order to cash collection...

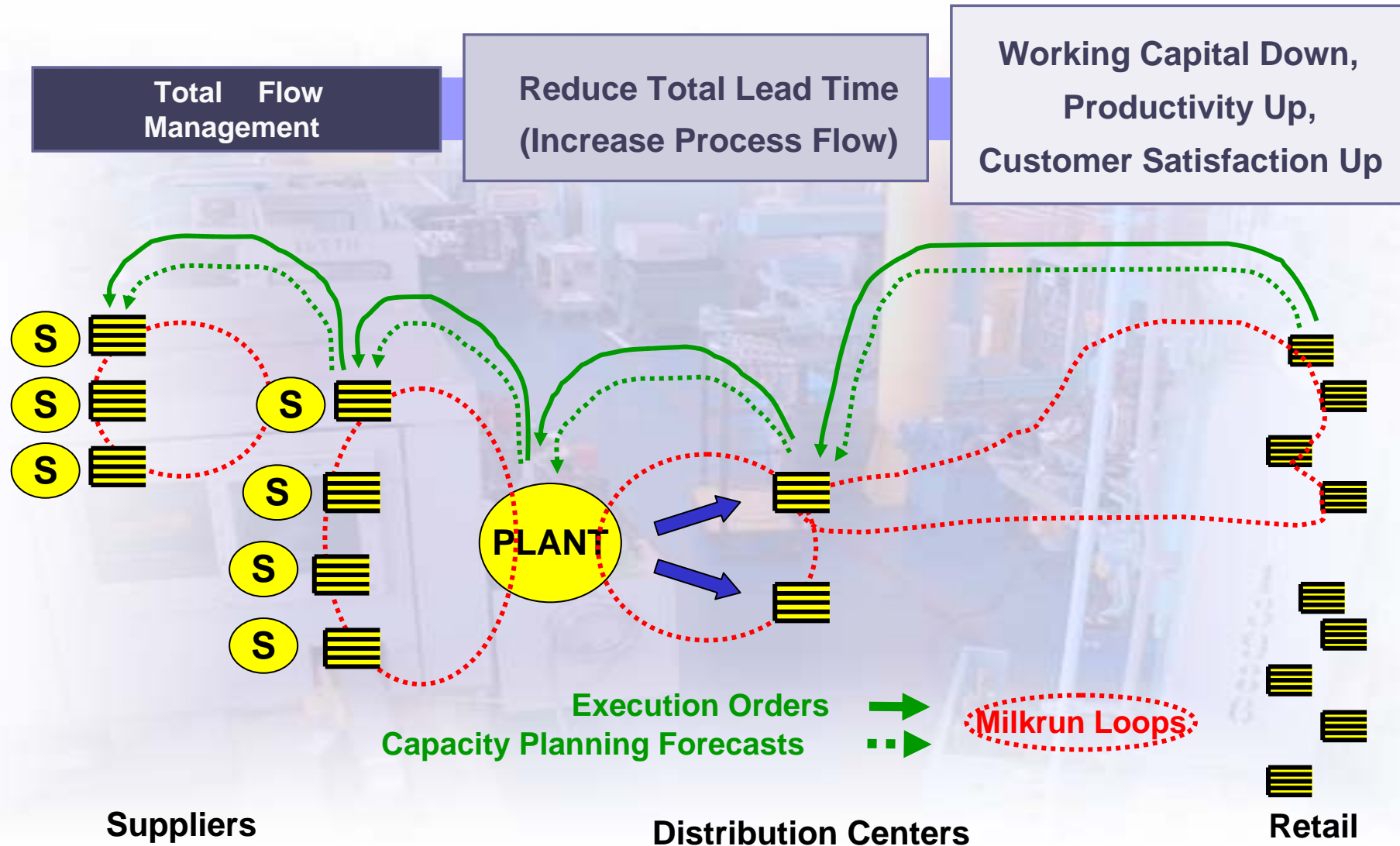
And we are reducing that time line by removing the non-value-added wastes”

(Ohno, 1988)

Source: Toyota Way, Liker

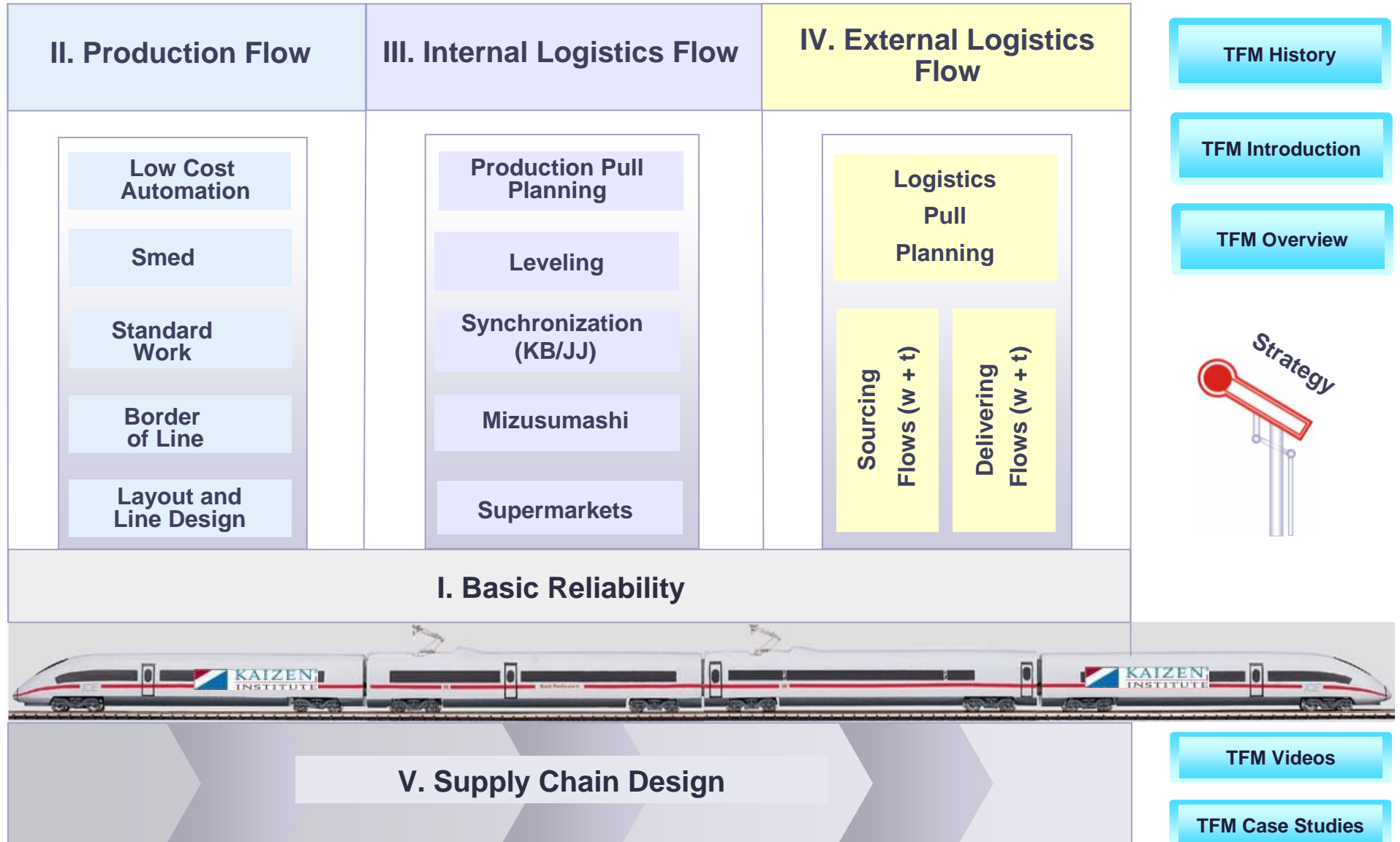
The Essence of CI Systems

The TFM – Total Flow Management Model



The Essence of CI Systems

The TFM – Total Flow Management Model



The Essence of CI Systems

The TFM – Total Flow Management Model



“The true discovery consists, not in searching for new lands, but in looking through new eyes.” (Proust).