

Kaizen Blitz

ASQ

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Kaizen Blitz

Breakthrough Strategies
for Lasting Results

Kaizen Blitz*

KAI + ZEN

Change For the better

KAIZEN

Continuous Improvement

BLITZ

“Flash” or “Lightning”

*Service Marked by AME (Association for Manufacturing Excellence)

What is Kaizen Blitz?

- Kaizen Blitz is a combination of the Japanese word Kaizen for “continuous improvement” and the German word Blitz for “lightning”. It means lightning fast improvement
- It is a focused, typically up to a week long project where a cross-functional team reviews a process, identifies and eliminates waste, thereby achieving dramatic & tangible **BREAK-THROUGH** (rather than incremental) improvement

What is Kaizen Blitz?

- It is treated more as a “Project” (and not as an open-ended “Process”)
- Kaizen Blitzes are aligned with company’s strategy for remaining competitive
- “Creativity before Capital” is the motto

Continuous Improvement vs. Kaizen Blitz

- **Continuous Improvement** (C.I.) is an evolutionary technique where a process is reviewed and incremental improvements made continuously
- **Kaizen Blitz** (KB) is a **focused (3 to) 5 day** project which uses process improvement tools to achieve dramatic benefits

What does Kaizen Blitz do for the organization?

- Kaizen Blitzes help our organization become competitive in the way it makes/delivers its products and services through the expenditure of little money in a very short time. It allows us to:
 - Reduce **space-use**
 - Reduce **inventory**
 - Reduce overall **cost**
 - Reduce **motion or transportation** wastes
 - Cut **lead time**
 - Make optimal use of **peoples' skills**
 - Maintain **high quality** (or improve quality)
 - Implement **fast response strategies**

Who will be involved?

- **Kaizen Blitz teams** that come together typically for up to one week to implement improvements
- **Cross - functional** teams (10 persons, max.)
- **Hourly and Salaried** personnel
- For shop-floor Kaizen Blitz projects the team could include: operators, engineers, supervisors, maintenance persons, managers, technical experts, material handlers, quality personnel, participants from the outside

Some Core Concepts

- Make use of the improvement ideas, experience and creativity of people working in the process
- A solution that is not so perfect implemented today, is better than a “perfect” solution that is late
- Kaizen Blitz projects specifically focus on reducing or eliminating the eight Lean wastes

Kaizen Blitz Steps

- Select a bottleneck situation
- Understand the “Current State” of the bottleneck
- Brainstorm the “Future State” to set improvement goals.
- Implement within the five days
- Then use the 30 day opportunity log to finish up any items requiring more time

How to select a project?

VALUE STREAM MAP

Other sources???

Non-manufacturing Kaizen Blitz Projects

- RFQ to order entry
- Order to cash cycle
- Engineering/Design
- Purchasing/Supplier control
- Customer service/Complaints>Returns
- Shipping/Delivery/Logistics

Teams

Understanding of Kaizen by Team Members of:

- Goals and objectives
- Team rules and guidelines
- Team performance evaluation
- Team reward and recognition

Teams

Kaizen Event Teams:

- 4-10 member is typical
- Use people who know the process
- Include people working in the process – Ask for volunteers, first
- Others with specialized knowledge are helpful
- One member can be an impartial outsider with little knowledge about the process, who can question “sacred cows”

Setting Goals

State the **desired output** (goal) of the process:

- The team must define the purpose/objective and set aggressive **stretch goals**
- Goals should be **clearly defined** and quantifiable (e.g. Reduce machine set up time by 75%)

Simple Team Problem Solving Tools for Kaizen Blitz Projects

- Benchmarking
- Pareto Charts
- Cause and Effect diagrams
- Brainstorming
- Process Mapping
- Spaghetti Diagrams
- Internal vs. External time/steps
- Root Cause Analysis (5 Whys)

Typical Agenda - Day 1

- Introduction of team members and Objectives 8 - 9 a.m.
- Kaizen Blitz Training 9 - 10 a.m.
- Break 10 minutes
- Mock Class exercise 1 10:10 - 11:10 a.m.
- Mock Class exercise 2 11:10 a.m. - 12:00 p.m.
- Lunch as a team 12 - 12:30 p.m.
- Set up walkthrough (Plant tour, Historical data interpretation) 12:30 - 1:30 p.m.
- Review of video and breakdown on tasks 1:30 - 4 p.m.
- Break 10 minutes at 2:30 p.m.

Typical Agenda - Day 2 and 3

Two breaks at 10 a.m. and 2:30 p.m. for 10 minutes each.
Lunch at 12 noon for 30 minutes on both days.

- Review of data and breakdown of tasks & draw Spaghetti diagram
- Calculate time and distances
- Walk through plant and observe production line and understand the process under study
- Start brainstorming opportunities for improvement
- Build team consensus

Typical Agenda - Day 4 and 5

Two breaks at 10 a.m. and 2:30 p.m. for 10 minutes each.
Lunch at 12 noon for 30 minutes on both days.

- Select other top opportunities
- Brainstorm improvement ideas (solutions) for the top opportunities identified
- Simulate if experimentation takes a long time
- Document improvements
- Identify action items to address in order to continue Kaizen Blitz effort
- Calculate savings
- Presentation to company personnel

Presentation to Company Personnel

- “Current” State before the Kaizen Blitz
- “Future” State after the Kaizen Blitz
- Spaghetti diagram
- Standard worksheet
- Cost-benefit analysis
- 30 day opportunity log
- Training plan

Benefits

- Capacity increased
- Profits improved
- Waste minimized
- Costs reduced
- Inventory reduced
- Cycle time reduced

Capturing the Gains of Kaizen Blitz Projects – “Standardization”

Immediately after the Kaizen Blitz project:

- Revise the S.O.P. and/or “Standard Work” sheet
- Re-train employees
- Poka-yoke (error proof) where possible
- Revise check-lists, logs, records to reflect improved condition.
- Mentor, audit, supervise until new improved way becomes integral to daily work-life

Example

Tube Mill Changeover SMED-type Kaizen Blitz Project

- Reduced changeover time from 4 hours, 40 minutes to 2 hours, 11 minutes

Example

Trailer truck shipping Kaizen Blitz project

- Goal: Reduce loading time from 8 hours to 4 hours per trailer, with no errors

Example

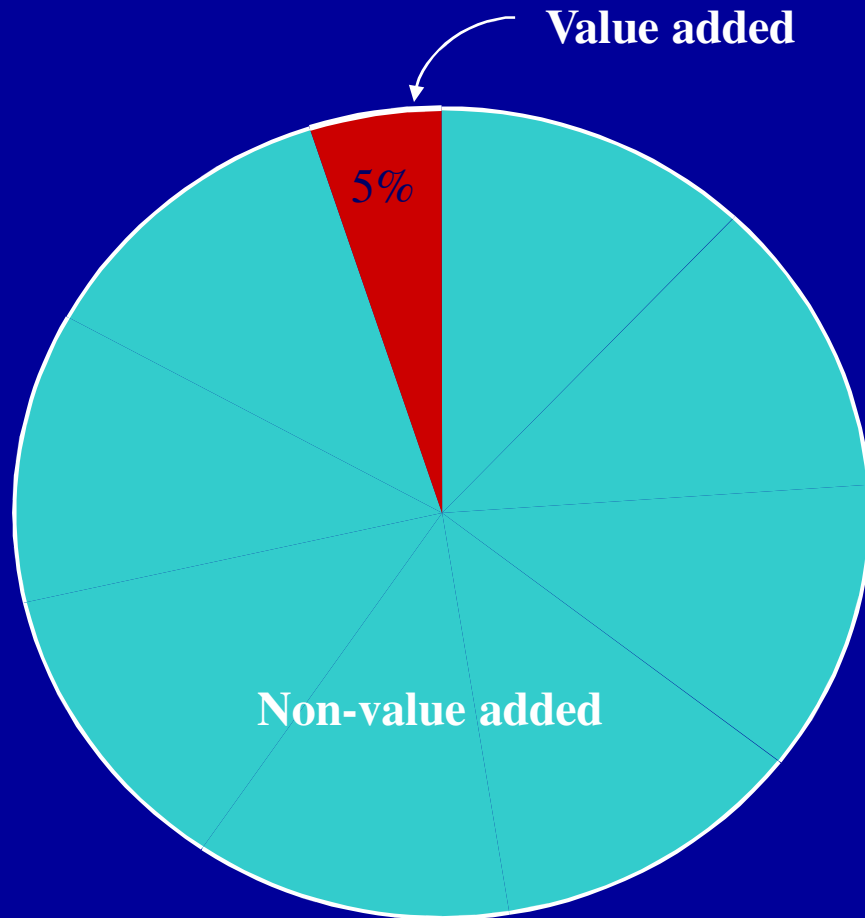
Mini-Kaizen Blitz to reduce search time for samples in an office

- Goal: to reduce search time for test samples from 1 hour per week to 15 minutes per week

Review

- Use Kaizen Blitz when you need immediate results – Do it Now!
- Creativity before capital
- Plan-Do-Check-Act Method
- Current State – How it is now
- Future State – How we want it to be

Kaizen = Eliminating the waste



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

Typically 95% of Total Lead Time is Non-Value Added!!!

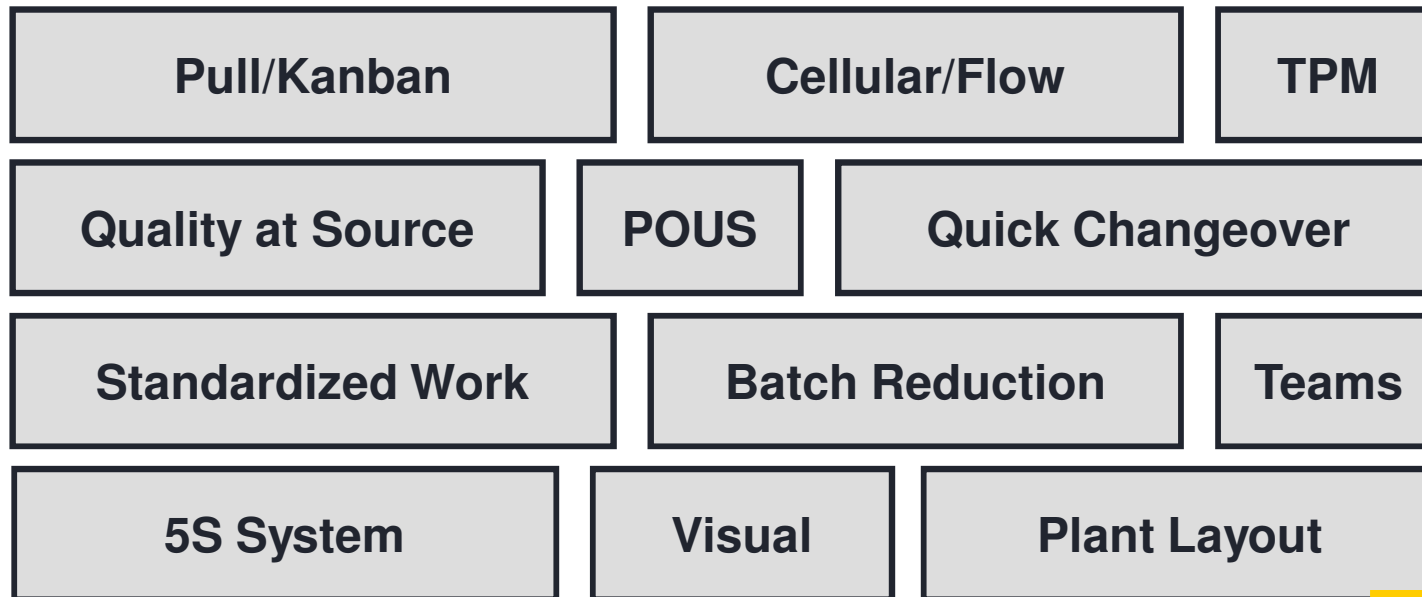
Defining Lean

“A systematic approach to identifying and eliminating waste (non-value-added activities) through continuous improvement by flowing the product at the pull of the customer in pursuit of perfection”

-- The MEP Lean Network

Lean Organization

Continuous Improvement



Change Management

**Value
Stream
Mapping**

Kaizen Blitz Success Factors

- Unyielding Leadership and Management commitment to the technique
- Strategic vision based on Lean as part of company strategy
- Record team successes and lessons learned
- Ability to question the current ways
- Self-discipline

Questions

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