

History and background of lean kaizen



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Chapter 1

Introduction

World class manufacturing (WCM) is a collective term for most effective methodologies and techniques to realize these objectives. WCM also is the result of many centuries of production knowledge and ability (What is World Class Manufacturing, 2010). One of the techniques is lean manufacturing. Lean manufacturing or lean production, which is often known simply as “Lean”, is a production practice that considers the expenditure of resources for any goal other than the creation of value for the end customer to be wasteful, and thus a target for elimination (Lean manufacturing, 2010). It can simplify that lean manufacturing is a approach to running a process, business or organization with eliminate waste, minimized inventory, reduced lead time, reduced overhead and also the amount of resources required are reduced.

Lean manufacturing concepts were developed over the last five to six decades and it's primarily in Japan. At the first, it was developed by Toyota and after that it's became known as Toyota Production System (TPS). Toyota Production System is not the only approach to lean. Other methods can be also used to create a lean business, such as Six Sigma which was developed by Motorola. Lean incorporates methods such as Kaizen, 5S (seiri, seiton, seison, seiketsu, shitsuke) and also Kanban. The method that interesting to further our studies is about Kaizen.

The historical and background of Lean Kaizen

Kaizen was formed in Japan following World War II. After World War II, to help restore the nation of Japan, American occupation forces brought in American experts of statistical control methods that were familiar with the War Department's Training Within Industry (TWI) training programs. TWI programs included Job Instruction (standard work) and Job Methods (process improvement). In conjunction with the Shewhart cycle taught by W. Edwards Deming, and other statistics-based methods taught by Joseph M. Juran, these became the basis of the kaizen revolution in Japan that took place in the 1950s (Kaizen, 2010).

Kaizen come from kanji word. In Japanese, kaizen are divide by kai which is means change or the action to correct. Meanwhile, zen give means good. In Chinese, it is pronounced by gai shan. Gai shan means changes for the better or improve which is also divide gai and shan. Gai give means change or the action to correct and shan means good or benefit. In Japanese, Kaizen is the one of the key to competitive success and most important concept in management. The kaizen philosophy has been implemented in all organization around the world because of Japan's success in improvement production value. In the United State (US), kaizen is often known as “ Kaizen Blitz” or “ Kaizen Event”.

Chapter 2

2. 0 Definition

There are several definitions about lean Kaizen event:

“ Kaizen (Ky ‘ zen) is a Japanese term that means continuous improvement, taken from words ‘ Kai’, which means continuous and ‘ zen’ which means improvement. Some translate ‘ Kai’ to mean change and ‘ zen’ to mean good, or for the better”

Kaizen: the key to understand Japanese success

“ Kaizen (Japanese for “ improvement” or “ change for the better”) refers to a philosophy or practices that focus upon continuous improvement of processes in manufacturing, engineering, supporting business processes, and management.”

Kaizen(2010)

“ Kaizen is a system of continuous improvement in quality, technology, processes, company culture, productivity, safety and leadership”

“ Kaizen mean ongoing improvement involving everyone including both managers and worker”

Maasaki imai (1986) Kaizen: The key to Japan’s competitive success

“ Taken from the Japanese words kai and zen where kai means change and zen means good. The popular meaning is continuous improvement of all areas of a company not just quality”

<http://thequalityportal.com/glossary/k.htm>

“ Continuous incremental improvement of an activity to eliminate waste”

www.qlic.ca/glossary.htm

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“ A Japanese management philosophy typically translated as “ continuous improvement.” Using this concept, employees are given the authority and resources to solve problems to make improvements. In kaizen events, teams of managers, employees and others are brought together to improve an entire process. These process-improvement methods are often introduced into a company in conjunction with a lean manufacturing philosophy.”

<http://www.windowanddoor.com/article/resource/industry-glossary>

2. 1 Concept of Lean Kaizen

Kaizen means improvement. Basic principle of kaizen is a process for identify waste and reduced or eliminating it. Therefore, it means always continuing improvement in every aspect such as in personal life, home life, social life and working life. It is involving everyone in organization who is from top management until manager and workers or we can say from upper management to the cleaning crew.

2. 1. 1 Implementation

The Toyota Production System is known for kaizen, where all line personnel are expected to stop their moving production line in case of any abnormality and, along with their supervisor, suggest an improvement to resolve the abnormality which may initiate a kaizen.

The PDCA cycles

The cycle of kaizen activity can be defined as:

Standardize an operation

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Measure the standardized operation (find cycle time and amount of in-process inventory)

Gauge measurements against requirements

Innovate to meet requirements and increase productivity

Standardize the new, improved operations

Continue cycle ad infinitum

This is also known as the Shewhart cycle, Deming cycle, or PDCA.

Masaaki Imai made the term famous in his book *Kaizen: The Key to Japan's Competitive Success*.

Apart from business applications of the method, both Anthony Robbins and Robert Maurer have popularized the kaizen principles into personal development principles.

In their book *The Toyota Way Fieldbook*, Brijesh Rawat, Jeffrey Liker, and David Meier discuss the kaizen blitz and kaizen burst (or kaizen event) approaches to continuous improvement. A kaizen blitz, or rapid improvement, is a focused activity on a particular process or activity. The basic concept is to identify and quickly remove waste. Another approach is that of the kaizen burst, a specific kaizen activity on a particular process in the value stream.[6]

Key elements of kaizen are quality, effort, involvement of all employees, willingness to change, and communication.

[edit] The five main elements of kaizen

Teamwork

Personal discipline

Improved morale

Quality circles

Suggestions for improvement

In the implementation of Kaizen strategy, the company needs to assess for evidence of logical and practical. One of the basic parameters of Kaizen is the total duration of a production cycle. By learning how long it takes for one cycle of production, management interface in a position that efficiency will be determined and where there is none. Be eliminated as inefficient process that improves the overall productivity of an enterprise. Another key indicator is Kaizen Flow task. This applies to working relationships between employees of different grades and departments. Efficient production could be achieved only if all segments do their respective tasks. Follow-up meetings are also essential for Kaizen, as what operations are assessed and evaluated. The development of kaizen Scorecard is a key task of management, because it shows and describes how the concept of continuous improvement of its business activities and processes are integrated. Kaizen, by its nature, is a continuous process, necessary changes must be made from time to time. However, with the correct implementation of Kaizen can hope to improve organizational productivity and profitability.

<http://kaizeninfo.net>

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Suggestions are not limited to a specific area such as production or marketing. Kaizen is based on making changes anywhere that improvements can be made. Western philosophy may be summarized as, “ if it ain’t broke, don’t fix it.” The Kaizen philosophy is to “ do it better, make it better, improve it even if it isn’t broken, because if we don’t, we can’t compete with those who do.”

Chapter 3

3. 0 Application

3. 0. 1 Kaizen at Fleetwood

3. 0. 2 Kaizen at Sony

3. 1 Problem in apply Lean Kaizen Event

Kaizen is not only most commonly used words in Japan but around the world. In Japan, all activity in organization, business or daily day, the society is very familiar with statements regarding the Kaizen of almost anything. Even though, the understanding of Kaizen concept is different between how change is understood in Japan and how it is viewed in the West. According to Maasaki Imai (1986) this concept is so natural and obvious to many Japanese managers that they often do not even realize that they possess it! This explains why companies are constantly changing in Japan. The Kaizen concept is very weak in Western companies, where it is often rejected without knowing what it really entails. This explains why American and European factories may go years without changing. So that, understanding in concept of Kaizen is very important in order to make sure the problem can overcome.

We discuss more about what problem will come in applying Kaizen in organization or business. One of them is overcoming middle management resistance and overcoming union fears (Sony and Taj Hotel: Kaizen in Japan, 2009). The middle level feel threatened that their role will be eliminated in very many countries due to the over authority of the middle level management. In fact, the changes would help managers to know the daily routine and also give more responsibility or power. In many cases, Kaizen was applied after some of managers took work they wanted comfort that there would be no job loss.

In overcoming union fears, again in case of company has a strong unions has to change its traditional to modern approach. In fact in a Kaizen company, due to an open environment there is hardly any difference. The aim of a union is workers welfare which can be satisfied in case of an open environment. Some of the disagreement that the union voice on are employees have to work for more whereas the benefits are not considerable and older employees are edged out by younger ones. Another disagreement, employees tend to work for themselves rather than the job. It can divide by time lapse and maintaining the momentum. Time lapse in apply Kaizen is very high. It is very difficult to change attitude, belief and culture the employees that has developed over a period of time. Furthermore, it requires a lot of training and communication to reach the aim the philosophy that applies. Kaizen is about continuous improvement so that organization must maintain the momentum. In many cases, sometimes it's difficult to keep working in improvement of process due to slowdown of economics, financial or other than that.

Chapter 4

4.0 The advantages of Lean Kaizen Event

Kaizen involve every employee in making change whether in most cases small or incremental changes. These continual improvements add up to major benefit for the organization. It more focuses on identifying problems at their source, solving that problem and changing standards to ensure the problem fully solved. Although only small improvement it will give major benefits for the organization. The benefit that will get by implementation improvement in product which is improved productivity, improved quality, better safety, faster delivery, lower costs, and greater customer satisfaction. Other than that, it also gives benefits to the company. One of that, employees working in companies that apply Kaizen generally find work more easier and enjoyable. Because of that, it wills higher resulting in employe e morale and job satisfaction and lower turnover.

Another advantage that we get in applying kaizen which is kaizen reduces waste in many areas such as inventory, waiting times, transportation worker motion, employee skills, over production, excess quality and also in processes. It is because we identify waste in product and immediately reduce it. Kaizen also improves space utilization, product quality, use of capital, communication, production capability and employee retention. Improvement in the business will lead to changes in the business quality, cost and delivery of product. Besides that, improvement also can see in level of customer satisfaction and business growth. Improved quality and efficient standard processes is yield consistent result.

Kaizen provides immediate results. It focuses on creative investments that continually solve large numbers instead of focusing on large and capital intensive improvements. Kaizen still improve the capital projects process, but to be more specific kaizen is more making small improvements that improves process and reduce waste.

4. 1 The disadvantages of Lean Kaizen Event

The training is necessarily shallow. It is because it not enough time for deep learning of principle, exchange and design methodology. There is simply no time to talk or train because it is a blitz. Another disadvantage of kaizen when it applies in organization is the overall process may suffer as a result. Everyone tend to like immediate results and can develop pockets of efficiency, while at the same time the entire operation is spoil.

Kaizen does not allow the time to develop important result element of Lean manufacturing. Therefore, it does not allow full overview of lean manufacturing program to be understood. It may be seen as disconnected part of program since it is one-time event. For example in Total Quality management, it takes time to introduce and produce results. To properly develop, it may take month or year. During that time, it will be often forgotten in implement it. A Kaizen blitz is not a substitute for Manufacturing Strategy. Like the infamous 1941 Blitz at Pearl Harbor, a successful tactic can lead to ultimate disaster without sound underlying strategy (Dangers in the Blitz, 2010). Kaizen is no substitute for an overall strategy. Rather than the event that is, there may be a tendency to see the blitz as entire program.

The other disadvantages of apply kaizen concept is it require a complete change in attitude and culture, and needs commitment of all employees. It is because to achieve or apply kaizen will more difficult. Finally, continuous improvement is not sufficient on its own. It is need also needed major innovation. Moreover, business will be more danger if we only make evolutionary rather than revolutionary.

Chapter 5

5. 0 Conclusion

For a business to realize the true benefits of Kaizen it should form a long-term strategy, which accepts that by involving employees in making their processes better, we all benefit. Getting employees to believe that they are the real experts from which we can achieve ' a change for the better'

Short-term Kaizen does not work. It could be stated that new quality policies such as Six Sigma, are an extension of Kaizen. If your business is serious about implementing Kaizen into the workplace, then it has to a long-term strategy.

[www. improvingexcellence. org/](http://www.improvingexcellence.org/)

fac. swic. edu/turnerke/Kazien-Guide. pdf

kaizen(2010)