Fellow KAIZENers

We are pleased with our rich history, serving our clients, while strengthening the KAIZEN™ community, through consultation, training and certification programs, seminars and networking events (IndiZen), benchmarking tours, award programs (KMAX) and various publications, including books, training materials and online training.

We are pleased to release our bi-monthly newsletter "Mission Dantotsu"
December 2017 Issue.

Please enjoy reading our newsletter and share your feedback on dsoneji@kaizen.com

"KAIZEN" means improvement. Moreover it means continuous improvement in personal life, home life, social life, and working life.
KAIZEN™ means continuous improvement by Involving Everyone, Everyday, Everywhere.
“We have been Practicing Kaizen since 2007. The KAIZEN™ philosophy is a continual process towards improvement. We have been recognized by Kaizen Institute as Kaizen Practitioners and twenty of our staff has been awarded Certificates of Kaizen Practitioners. Indeed, this principle has brought a great and positive change in all our operations as well as positive change in attitude.

Our focus is to do Kaizen every day, as we understand that Kaizen is not separate from our daily work. With continual training and awareness, we have managed to stay ahead as Kaizen Practitioners. We have ensured continual improvement that is focused at eliminating non-value adding activities in our processes and systems.”

Mr. Chehar Shah, Executive Director, Kenafric Industries Limited
IndiZen 2018
9th National Convention on Operational Excellence
Theme: A Roadmap to Manufacturing Excellence (In support of 'Make in India')

20th & 21st Feb. 2018 | Suzlon One Earth, Pune, India

Three learning tracks to learn from

LEARN (Knowledge Sessions)
SEE (KAIZEN™ Benchmark Tours)
SHARE (National Case Study Competition)

Keynote speakers, 30+ Case study presentations, Benchmark tours, 200+ delegates to network with and Special interest knowledge sessions provide you with a transformational learning experience. Learning from the insights of world-class, highly successful OE/Lean practitioners who have been there and done that for several years, you will be provided with a trusted source of value-adding knowledge & wisdom that you can rely on to confidently make the changes needed to accelerate growth in your organization.

To know more
+919225527911, +917926407750
india@kaizen.com
Learn

via Knowledge Session. Supporting “Make in India”, this year we bring to you two important subjects that form the backbone of Manufacturing Excellence (ME): 1. Learn Factory Design. 2. Learn Project Management

See

via KAIZEN™ Benchmark Tours which will broaden your thinking & build your knowledge of manufacturing excellence principles. You’ll experience lean implementation in world class companies around Pune & develop an understanding necessary to implement lean.

Share

via National Case Study Competition which is an opportunity to get inspired and recognized nationally, showcase the work done by your organization in the domain of manufacturing excellence, compete on a national platform, and learn from leading case studies.

Apart from this you will also get an opportunity to learn & hear from expert speaker panel during IndiZen 2018.

Mission Dantotsu: e-Newsletter by Kaizen Institute IndAf (India & Africa)
PM Shri Narendra Modi has brought about a transformation in the day-to-day functioning of the Prime Minister's Office (PMO) in the last one year.

He has changed the work culture by introducing the practice of Kaizen, a time-tested Japanese system of 'continuous improvement' in quality, technology, processes, work culture, productivity, efficiency and leadership.

Click here to view the video where PM talks about the need of Kaizen.
Voice of Customer

Video Testimonial

Kaizen Institute provides consulting, training, and lean enterprise transformation services to companies in Europe, Asia-Pacific, Africa, Middle East and the Americas. Our service portfolio primarily focuses on consulting, training, benchmarking, and qualification (certification) areas.

Above given is a "Voice of our customer" of Mr. Bipin Odhekari, Head – Operational Excellence, Marico Ltd. on their journey of Operational Excellence.

Seeing is Believing

Photos

When used correctly, real photos from the Gemba (Real Place) tells a complete story of the transformation. This is an important tool that can be used to present the story. It really helps us to see something before we can accept that it was really like this.
Above given photo is the visual display of the key KPI's displayed in the Obeya room. It talks about KPI's related to SQDCEP, Short Terms (< 48 hours) and Long Term (> 48 hours). An obeya is set up to get employees out of their offices and cubicles and into a central location where they can meet, discuss key information, and solve pressing problems. Benefits of having such displays @ Obeya include:

**Efficiency:** Leaders can save time by bringing helpful visuals, necessary information, and vital resources together in one place i.e. Obeya room.

**Focus:** Focus on right issues increases by having key team members in the same room for collaboration and discussion.

**Collaboration:** It fosters an environment in which employees can work together across disciplines and in real-time, rather than via e-mail or SMS or Whatsapp in rushed meetings.

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### Lean Management

**A3 Case Study**

A3 case study offers a simple and structured approach to report solutions to a problem in one single sheet. This one sheet reports may include a problem, root cause, actions taken, or to be taken, photos (before/after), and results & benefits.

Essentially it leads to identification & elimination of wastes of big reports/ sheets in order to control processes. Below given is the A3 Case Study of one of our clients on “Improve adherence to TAT for AMT” in Pharma company.

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**Improve adherence to TAT for AMT (Analytical Method Transfer)**

**Preamble:**
- AMT is one of the critical processes in any Pharma company. Once a new molecule/product completes AMT process, then the company can start manufacturing Exhibit batches. AMT process decides suitability of tests for a given molecule during regular production.

**Problem:**
- In 2016 (Before Kaizen), the setup of exhibit batches was always delayed because of delay in completion of AMT process.
- % Adherence to AMT process TAT (Turn Around Time) was as low as 25%. Hence top management started a CPT to resolve the issue of delay.
- In 2016, the PNCs (Process Non-conformance) rate in AMT process was 22% which was adding to overall delay.

**Root causes & Solution approach:**
- The team collected the data on time taken for every AMT tests for different types of molecules released by R&D for the time-period Jan-Dec’16.
- The above data was used to prepare a Swim lane map for the AMT process. This map helped the team to visualize Muda/ NVA in the entire AMT process.
- The root causes - every activity was handled in a sequence leading to unwork delay.
- In addition, planning & coordination between R&D and AMT team was poor.
- Solutions: Many activities were changed from sequential to parallel because of which 15 to 25% time reduction was achieved in AMT process for many molecules.

**Sustenance/ SDCA:**
- Tracking the status of every test through a Gantt chart for every molecule on regular basis (Daily Kaizen) & taking corrective action helped the team to achieve a TAT adherence of almost 100%.
- During Daily Kaizen, team started discussing the reasons & root causes for PNCs because of which the PNCs came down from 22% to 2 – 5% by May-Jun 2017.

**Results & Benefits:**
- % adherence to AMT TAT is increased & for some molecules the TAT for AMT has been reduced by 10 to 15%.
GEMBAKAIZEN™ at Kaizen Institute?

Masaaki Imai, Founder of Kaizen Institute is known as father of Kaizen globally. He often says that "If you want to improve, shut up and Go-to-Gemba."

So when you go to gemba and observe the way your people work, the way materials are moved, and the way equipment is laid out, do you take everything for granted and accept it as satisfactory, or do you regard what you see as a starting point for kaizen and continuously look for opportunities to improve?

The Kaizen Institute has been conducting gemba kaizen sessions in the Europe, Americas, Asia-Pacific and many other parts of the world since the 1980s. The institute's consultants work together with Japanese consultants at the gemba of clients.

Following a visit by members of the Kaizen Institute to a client’s gemba, the institute and the company's management agree on a long-term schedule of consultations, which often covers a period of several years. Such consultations usually begin with a two-day lecture on kaizen basics to all managers, including top management, followed by gemba kaizen activities at one of the client’s gemba. The type of consultation selected—just-in-time gemba kaizen, total productivity maintenance (TPM)/5S, quality improvement, etc.—depends on the requirements of the gemba in question. (In most cases, JIT-type gemba kaizen is selected, the reason being that it offers a dramatic change within a few days and management can see how much room there is for improvement). Often, different locations within the same gemba are targeted for different kinds of kaizen efforts; the gemba kaizen sessions are held repeatedly to transfer know-how to the client’s management. Engaging in gemba kaizen also identifies cross-functional (interdepartmental) problems in the company. For instance, gemba kaizen often shows that customers’ quality requirements are not being properly communicated to gemba by its sales department because there is no formal communication channel between the sales staff and gemba. Identifying such inadequate internal procedures makes it possible for top management to address these problems and build better internal systems. Figure 13-1 shows an average of improvements by type among U.S. companies that have engaged in a weeklong gemba kaizen with the help of the Kaizen Institute of America.

One of the reasons the Kaizen Institute starts with gemba kaizen is that it helps to identify many inadequate upstream management systems in the company. Gemba is like a mirror that reflects the real capabilities of the company.
of the company: the problems encountered in gemba are often the result of poor support by various departments. Some examples include the following:

**Engineering Department**
- Poor layout design
- Inadequate equipment
- Inadequate preparation for production

**Inspection and Quality Department**
- Not enough failure mode and effect analysis (FMEA) studies before production
- Insufficiently detailed analysis of rejects
- Poorly prepared inspection criteria
- Lack of feedback

**Production Control Department**
- Failure to understand process capabilities of the line
- No grasp of inventory level
- Changing plans, ignoring gemba conditions
- Insufficiently precise production plan

**Purchasing Department**
- Ignorance of supplier capacity
- Inability to provide technical guidance to suppliers
- Insufficient quality audit to suppliers
- Inadequate management of incoming supply

**Sales Department**
- Failure to understand gemba’s capabilities
- Failure to provide vital customer information to gemba
- Insufficient liaison with customers

**Accounting Department**
- Requesting more information than actually needed

**Administrative Department**
- Introducing flavor-of-the-month programs that bear little relevance to the needs of gemba
- Inadequate training programs

**R&D and Product Development Department**
- Designing products that fail to take into account the capabilities of gemba
- Failure to advise gemba of anticipated changes in advance

Thus, gemba kaizen becomes a starting point for highlighting inadequacies in other supporting departments and identifies internal systems and procedures that need to be improved.

As 85 percent of the total cost of production is determined at planning stages upstream from gemba, and as the conditions for quality and delivery are also determined in the planning stages, improvement in upstream management is the key to achieving successful quality, cost, and delivery. Gemba Kaizen, therefore, is but a starting point for much more exciting, challenging, and beneficial change. However, unless the caliber of gemba is first elevated to internationally competitive, world-class standards, no matter what improvements are made upstream, gemba will not be able to reap the benefits.
KAIZEN™ Story

How to Sell Combs to Monks?

3 sales professionals applied to work for a huge company. As they were all evenly qualified, the interviewer decided to set a sales challenge and the person who sold the most would be awarded the job.

The challenge was to sell combs to monks of any temple up in the mountains. "You have 3 days, and the person who sells the most will get the job" said the interviewer.

After 3 days, the 3 applicants returned, and reported their results.

Candidate 1 said "I managed to sell one comb. The monks scolded me, saying I was openly mocking them. Disappointed, I gave up and left. But on my way back, I saw a junior monk with an itchy scalp; he was constantly scratching his head. I told him the comb would help him with his scratching and he bought one comb"

Candidate 2 said "That’s good, but I did better. I sold 10 combs." Excited, the interviewer asked "How did you do it?" Candidate 2 replied "I observed that the visitors had very messy hair due to the strong winds they faced while walking to the temple. I convinced the monk to give out combs to the visitors so they could tidy themselves up and show greater respect during their worship."

Candidate 3 stepped up "Not so fast, I sold more than both of them." "How many did you sell" asked the interviewer. "A Thousand Combs"

"Wow! How did you do it?" the interviewer exclaimed.

"I went to one of the biggest temples there, and thanked the Senior Master for serving the people and providing a sacred place of worship for them. He was very gracious and said he would like to thank and appreciate his visitors for their support and devotion. I suggested that the best way would be to offer his visitors a memento and the blessing of Buddha. I showed him the wooden combs which I had engraved words of blessings, and told him people would use the
combs daily and would serve as a constant reminder to do good deeds. He liked the idea, and proceeded to order a thousand combs”.

"You got lucky," one of the other candidates said bitterly.

"Not really, "the interviewer countered. "He had a plan, which was why he had the comb engraved prior to his visit. Even if that temple did not want it, another one surely would."

"There is more," the third candidate smiled. "I went back to the temple yesterday to check on the Master. He said many visitors told their friends and family about the comb with the Buddha's blessing. Now even more people are visiting every day. Everyone is asking for the comb, and giving generous donations too! The temple is more popular than ever, and the Master says he will run out of the combs in a month... and will need to order more!"

**Moral of the story:**

The three different candidates show us the different levels of sales performance:

- **Candidate 1** displayed the most basic level, which is to meet the prospect's personal needs. The monk with the itchy scalp had a personal need; it was specific to him only.

- **Candidate 2** shows the next level - anticipating and creating new needs for the prospect. Perhaps the monk doesn't have an obvious need for the comb, but how can it still be beneficial to him? When you can educate the prospect on new possibilities and benefits for his business, you are already outperforming your competitors.

- **Candidate 3** demonstrates the best level of all; an ongoing relationship, resulting in repeat sales and referrals. Everyone was a winner, the monk, the devotees, the 3rd candidate and the interviewer.

Help your prospects benefit their prospects, to create maximum value. View each prospect not as individuals, but also their contacts and network beyond them. See each customer as lifetime clients instead of one-time sales.

Our beliefs and thoughts shape our actions and ultimately our results.

When faced with a challenge, how do you respond? And how big do you think?