We are pleased with our rich history, serving our clients, while strengthening the KAIZEN™ community, through consulting, 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" February 2018 Issue.

Please enjoy reading our newsletter and share your feedback on crmaim@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 doubled our production in fine beans. We reduced our diesel cost by 50%. We improved our efficiency in various projects.

BUT the most important thing was…. IT CREATED TEAM WORK. Staff which believed that they were over worked, over pushed realized that the potential to achieve more than they can dream of is actually a possibility.

I know I am selling KAIZEN, but after the first workshop you will understand why as well.

**Peeush Mahajan, MD, Vegetable Farming**
Maintenance Planning and Scheduling (MPS)

WHY MPS?

One of the key areas of challenges and focus for today’s manufacturing and process industry is to improve equipment reliability and uptime. The purpose is to ensure that products are available to meet demand of the marketplace all the time. For continuous process plants, any loss of production due to unplanned shutdowns is invariably impossible to make up. Similarly, while it is very much possible for other companies not operating round the clock to cover up such production losses, they come at some extra cost.

While some effective programs are available to improve reliability and plant uptime these days, most of them require considerable time for implementation and the costs are equally high. Interestingly, Maintenance Planning and Scheduling (MPS) has been proven to be a unique program that beats these norms. It is a simple and yet a very effective methodology that provides major results at minimal costs within a relatively short time frame. Hence, more and more companies worldwide are successfully undertaking this program at their sites to reap major benefits.

WHAT IS MPS?

MPS is a systematic of approach for identifying, prioritizing and organizing work so that it can be executed in the most efficient manner. The purpose of maintenance planning and scheduling is to improve productivity i.e. ‘wrench time’ of the maintenance personnel. ‘Wrench time’ is defined as the actual time spent by the maintenance person in doing value added work on any equipment. In general, wrench time in

- Reactive maintenance work culture ~ between 22% & 30%
- Well-managed companies ~ 50%
- World class standard ~ 62%!

Thus, there is tremendous potential in most industries worldwide to improve productivity of their maintenance work force and one of the best, easiest and time-tested methods of accomplishing this is MPS.

WHAT DOES MPS DO?

MPS focuses on executing maintenance work the right way, using the right people, tools, spares, services, information; at the right place and right time.
A. Planning
Planning involves

i. Analysis of the work to be performed
ii. Sequencing of tasks
iii. Defining methods
iv. Arranging drawings & schematics
v. Determining resources including skills, size of the crew and labour hours
vi. Tools, spares, materials, supporting equipment
vii. Permits, safety & statutory requirements.

B. Scheduling
Scheduling is about who will do the work and when. It is a 7 step, documented allocation of resources for each of the jobs to be performed in a specific week, finalized in close agreement with Operations and Materials department.

Once put in place, effective planning and scheduling process ensures that all the maintenance work except emergency jobs is properly planned, scheduled and coordinated well in advance to facilitate quality execution.
BENEFITS OF MPS:

By following a systematic process of planning and scheduling,

i. Wrench time of the maintenance crew gets increased by 50% to 100% within a span of 9 to 18 months. With increase in wrench time, the maintenance execution team is able to focus on preventive and predictive work apart from carrying out the regular corrective, modifications & safety related jobs.

ii. As a thumb rule, emergency maintenance work costs 3 to 5 times and unplanned work costs 1.2 to 1.5 times the planned work. With implementation of effective planning and scheduling, there is a continual drop in all the emergency and unplanned work. Defect identification and elimination gains importance.

iii. Consequently, there is a momentum shift from reactive to planned and proactive work culture resulting in continuous reduction in equipment failures.

Some of the other major benefits of maintenance planning and scheduling are:

iv. Reduced asset downtime
v. Reduced manpower requirements
vi. Reduced overtime
vii. Reduced spares consumption
viii. Reduced spares and material inventories
ix. Improved asset integrity
x. Improved plant safety
xi. Improved maintenance and repair quality
xii. Improved employee morale
xiii. Improved work relations between departments
xiv. Improved work life balance
Upcoming Public Training Programs

- Five S - The First Step of Improvement
  - on 16th March @Ahmedabad
- Manage Visually, Manage Wisely
  - on 13th April @Vadodara
- Five S - The Five Pillars of the Visual Office
  - on 17th April @Pune
- Collaborative Problem Solving
  - on 23rd April @Pune
- Safety
  - on 16th & 17th May @Bangalore
- Kaizen Kata
  - on 18th May @Vapi
- Introduction to TPM
  - on 25th May @Vapi
- Lean Cell Design
Mr. Ishan Pawar

Joined as Executive - Accounts & Administration

6 Years in Atira

Accounting in Auditing

Gujarat University

Mcom

Pursuing CA

Completed PCC Group 1

Ms. Aashna Sheth

Joined as Executive Marketing & Business Development

2 years in Business Development

Agriculture Projects

Launched two Restaurants

Duke University, USA

MMS

BSC

Nottingham University Business School, UK

Mission Dantotsu: e-Newsletter by Kaizen Institute IndAf (India & Africa)
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 Senthivel, WCM Manager, HI-Tech Carbon Gummidipoondi on their journey of Operational Excellence.

Daily Kaizen Meeting

When used correctly, real photos from the Gemba (Real Place) tell 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 photo is the visual of Daily Kaizen Meeting. The purpose of this stand-up meeting, which lasts no longer than 15 minutes, is to examine the “exception” to the daily plan and then identify swift actions to self-correct and get back on track. The session focus is on key indicators that
are off target. Metrics that are on target, require no action at all! Sessions may be held in a designated room specifically posted with key metrics or in a cafeteria or common break area. All targets, schedules and actual performance goals are displayed for all to examine and act upon. Identification of issues and action item completion is key.

Examples of areas with key performance indicators may include, but not be limited to:

- Safety (Days lost/ Incidents/ Near misses/ Concerns etc)
- Quality (Warranty/ Scrap/ Rework)
- Speed – Late shipments (Special Issues – Hot Jobs, Customer emergencies)
- Manpower productivity/ Overtime/ Downtime
- Safety Performance
- Planning/ Execution/ WIP
- Inventory
- Supplier Performance

Daily metrics roll-up to weekly metrics, which in turn compile a Monthly performance record of accomplishment. Use of this system creates 'no end-of -the-month” surprises.

A3 Case Study

A3 case study offers a simple and structured approach to report solutions to a problem in one single sheet. This single sheet report on an A3 size paper may include a problem, journey to its' root cause, actions taken (or to be taken), photos (before/ after), and results/ benefits achieved.

Below is an A3 Case Study of one of our clients on "Flow in mending" in a Textile Company.
KAIZEN™ Story

A Butterfly’s Transformation

One beautiful afternoon, a young man was taking a stroll around his garden when he noticed a cocoon of a butterfly on a leaf. Thrilled to see an amazing transformation of nature, he sat and watched the butterfly for several hours as it struggled to force its body through a little hole of its cocoon.

After a while the butterfly seemed to stop making any progress. It was struggling so hard to get out! It looked like it couldn’t break free! It looked desperate! It appeared as if it had gotten as far as it could, and it could go no further. The kind-hearted man decided to help the butterfly. He got a pair of scissors and tweaked the cocoon to make a larger opening for the butterfly. The butterfly emerged easily without any struggle. But unlike any other butterflies in his garden, it had a swollen body with small and withered wings.

The man was happy that he made the butterfly come out of its cocoon without much struggle. He continued to watch the butterfly expecting that, at any moment, the wings would dry out, enlarge and expand to support the swollen body, which would contract in time.

Unfortunately, neither its wings expanded nor the swollen body reduced. The butterfly crawled around with shriveled wings and swollen body, never able to fly all through its life.

Although with the good intention the man hindered the growth of the butterfly. The continuous effort from the butterfly to come out of its cocoon would force out the fluid stored in the body to convert it into the wings. What the man, in haste to help the butterfly, did not understand was that the restricting cocoon and the struggle were the key to the butterfly’s beautiful body and wings.

Moral of the story:

- Sometimes struggles and challenges are exactly what we need to grow in our lives/organization.
- Like, the struggle to get out of the cocoon gives butterfly its beautiful wings, struggles in our life make us stronger and gives us wings to fly.