On Thursday 16th October 2014 Gränichen received a visit from one of the pioneers of modern business’ operational excellence, Masaaki Imai, founder of the Kaizen Institute. Despite being over 80, Mr Imai spent over two hours touring our production and asked a number of specific questions such as: how we used leakage statistics to improve our radiator quality; why he could see in process storage of collectors; and how the parameters of the painting line were controlled. He was interested to see how 5S had been applied at our reception and what improvement suggestions we were currently working on.

Mr Imai was kind enough to praise us on our progress with 5S and TPM (Total Production Maintenance), which has been the focus of Zmile in Gränichen. He suggested that our future focus should be on FSL (Flow, Synchronisation & Levelling) and that we need to set ambition goals to bring about a paradigm shift in our ways of working.

The essential message was as we know that good needs to be made even better on a daily basis.

Keep Zmiling