The Continuous Improvement Model

What is It

Continuous Improvement is a never-ending strive for perfection in everything we do, also known as **Kaizen.** It seeks to improve every process in a business by **focusing** on enhancing the activities that generate the most **value for the customer** while removing as many **waste activities** as possible.

When

- To support **operational excellence** improving customer value.
- To reduce or eliminate **8 Wastes** (DOWNTIME).
- **DMAIC** is the framework for CI.

Goals

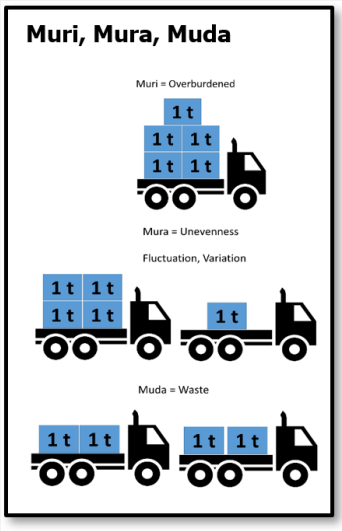
- **Build** Culture of Excellence.
- Reduce **costs and sustain them.**
- To support innovation across the organization.

How

Kaizen Culture gives:

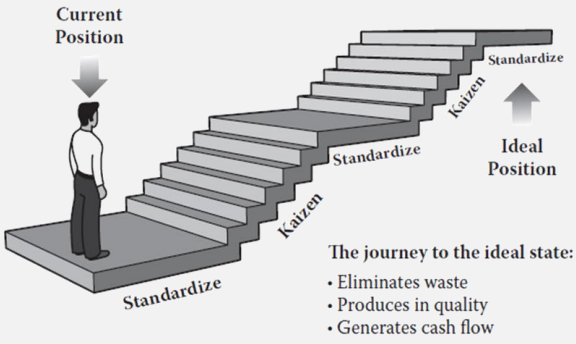
1. Everyone speaks the same language
2. Creates a Growth Mindset
3. Increases Motivation
4. Better acceptance of New Ideas

Focus on:



Journey:

Build **Momentum** and **Stabilization.**



Hints

- **"Lowering the water"** will **expose our problems**. A problem that is not exposed can never be fixed.
- **Upper/Senior management** Support is Paramount.
- Not all projects will be **successful;** learn, try again.

Example

PathStone Group

CI QUICK WIN INITIATIVE (KAIZEN PROJECT)

Project Title:	Packaging 45- Granola Line	Start Date:	23/Feb/2022
Process Area:	Cold Cereal	Implementaiton date:	05/Dec/2022
Project Lead:	Lulu Ho	On Call Support Person:	Ed Lopez

Problem or Improvement Opportunity Description

Pack 45 - Labour Layout Optimization. The team is tasked to rearrange the layout depending on the product and reallocate labor where needed.

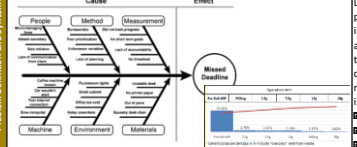
Project Scope/Project Focus

In Scope: Labor Allocation (crew optimization), Layout Changes for all SKUs packed

Out Scope: Process automation, machine requisition, production scheduling, downtime reduction

Problem Definition and Syntoms

Sketch or Illustrate the problem



Syntoms (What, where, when and how is affecting the problem)

During the month of May to July, Pack 3 has seen an increase labor from 13 people to 15 people. With the increase in people, there has been little improvement in throughput for all product lines processed in Pack 3. In addition, there has been drastic decrease in labor productivity indicating that the addition of the extra people provided little value if not negatively decreased the overall operation. The expectation with adding more resources to a room is to increase the throughput significantly despite the increase in labor cost.

Key Metrics involved (What to move and how is going to be measured))

OEE

Labour Productivity

Solving this case will help with:

☑ COST REDUCTION ☐ REDUCE "8 WASTES" ☑ IMPROVE PROCESS CONTROLS

☐ QUALITY IMPROVEMENT ☐ IMPROVE OPERATIONAL FLOW ☐ PEOPLE PERFORMANCE

Improvement Tools to Apply:

☐ 5S ☐ POKA-YOKE ☑ LINE BALANCING ☐ PARETO / SPAGHETTI

☑ TRAINING ☐ SOP / SSOP / SWI ☐ VA/NVA ANALYSIS ☐ KPI IMPLEMENTATION

Financial Benefit (Ask for Support with the Calculations)

Cost to Implement:	$34,400	Total Saving:
Hard Benefits:	$375,500	$341,100