

# Lean Office - Kaizen

**Superfactory Excellence Program™**  
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# Outline

- What is Kaizen?
- History
- How to Kaizen
- The Kaizen Blitz
- Roadblocks

# What is Kaizen?

- Kaizen (Ky'zen)
- "Kai" means "change"
- "zen" means "good (for the better)"
- Gradual, orderly, and continuous improvement
- Ongoing improvement involving everyone

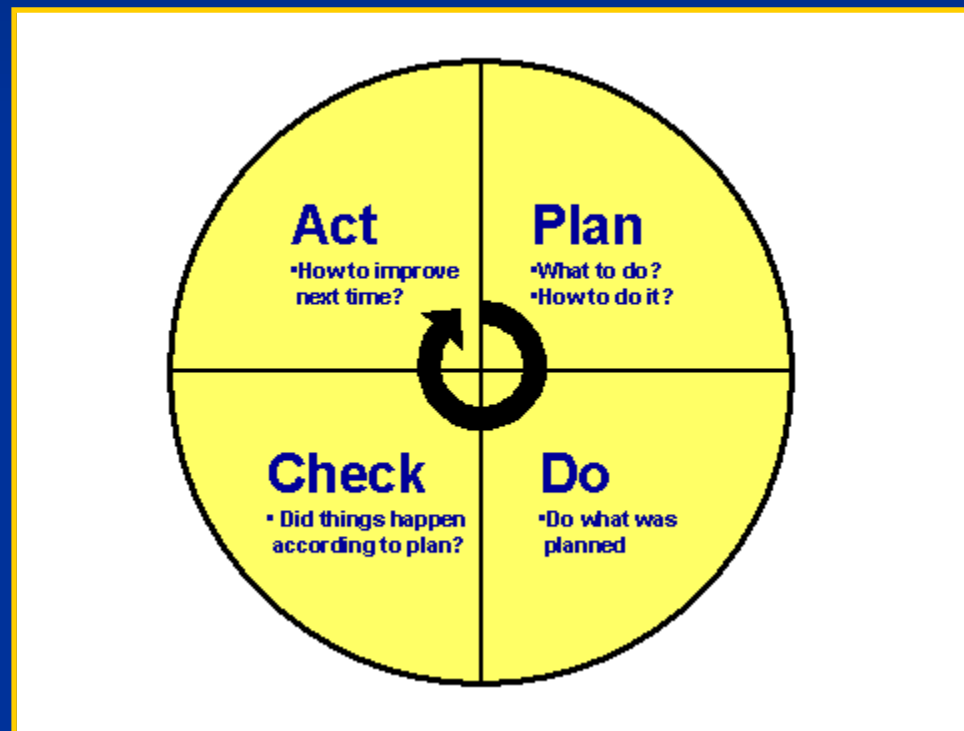
# History

- Modern Kaizen is based on the principles of the Toyota Production System (TPS).
- TPS is a system used in repetitive manufacturing, but the philosophy can be applied to all operations.

# How to Kaizen

- Identify the customer
- Deming Cycle
  - Plan – identify what to change and how to do it
    - Current state
    - Future state
    - Implementation plan
  - Do – execute the improvement
  - Check – ensure the improvement works
  - Act – future and ongoing improvements
  - Repeat

# Deming Cycle



# Identify the Customer

- Value added is always determined from the customer's perspective.
- Who is the customer?
- Every process should be focused on adding value to the customer.
- Anything that does not add value is waste.
- Some non-valued added activity is necessary waste ("NVA-R")
  - Regulatory
  - Legal