

Lean Transformation Methodologies

*Making your move toward
a Lean Enterprise*



Introduction



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Pamalex Consulting

We specialize in Lean Transformation for both Manufacturing and Service sectors.

For over 14 years, we've helped our clients to improve their operations and accelerate performance.

For more information, please visit us at www.pamalex.com

Key Points Summary

LEAN TRANSFORMATION METHODOLOGIES

1

**3 Approaches of
Lean Improvement**

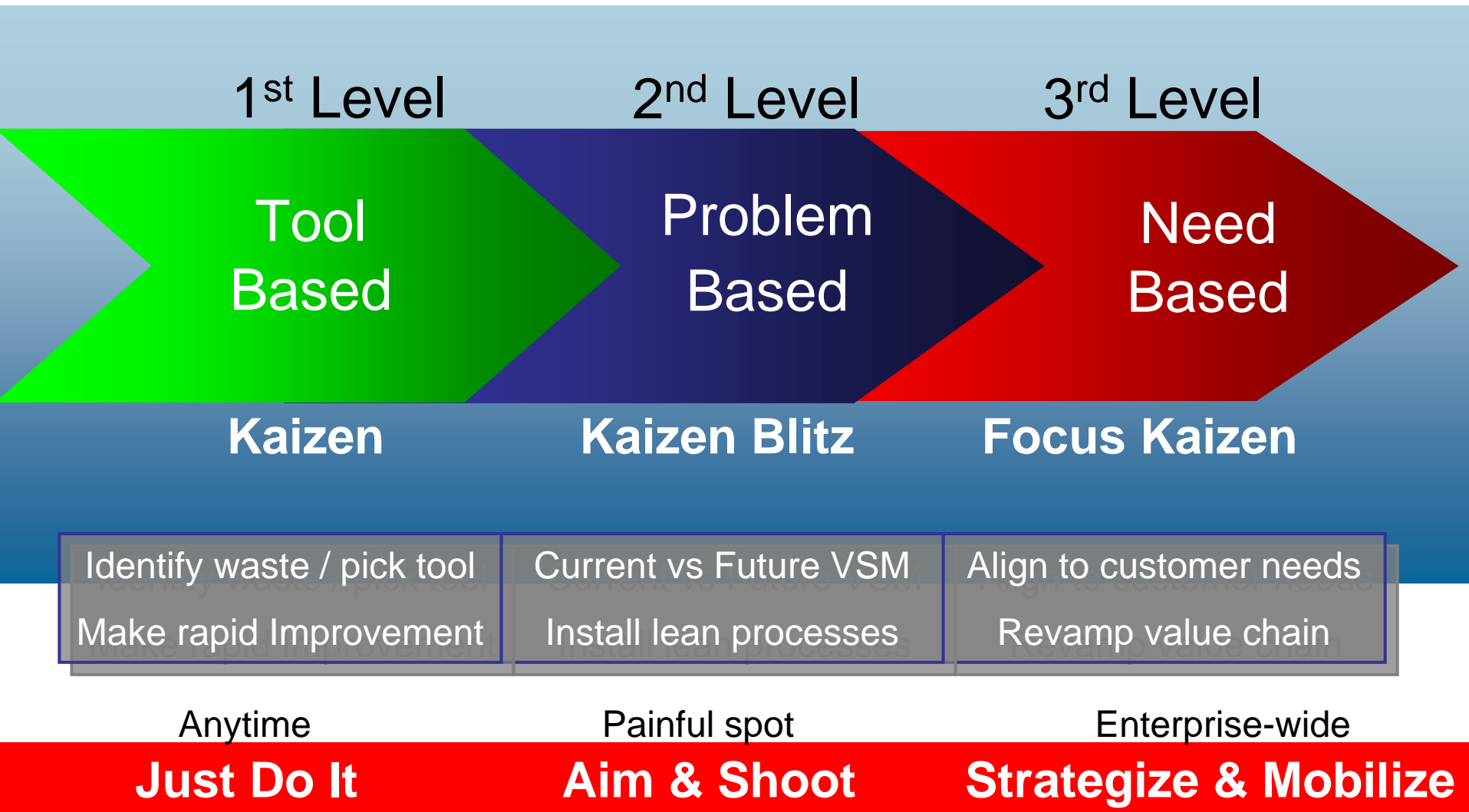
**Tools Based
Solution Based
Need Based**

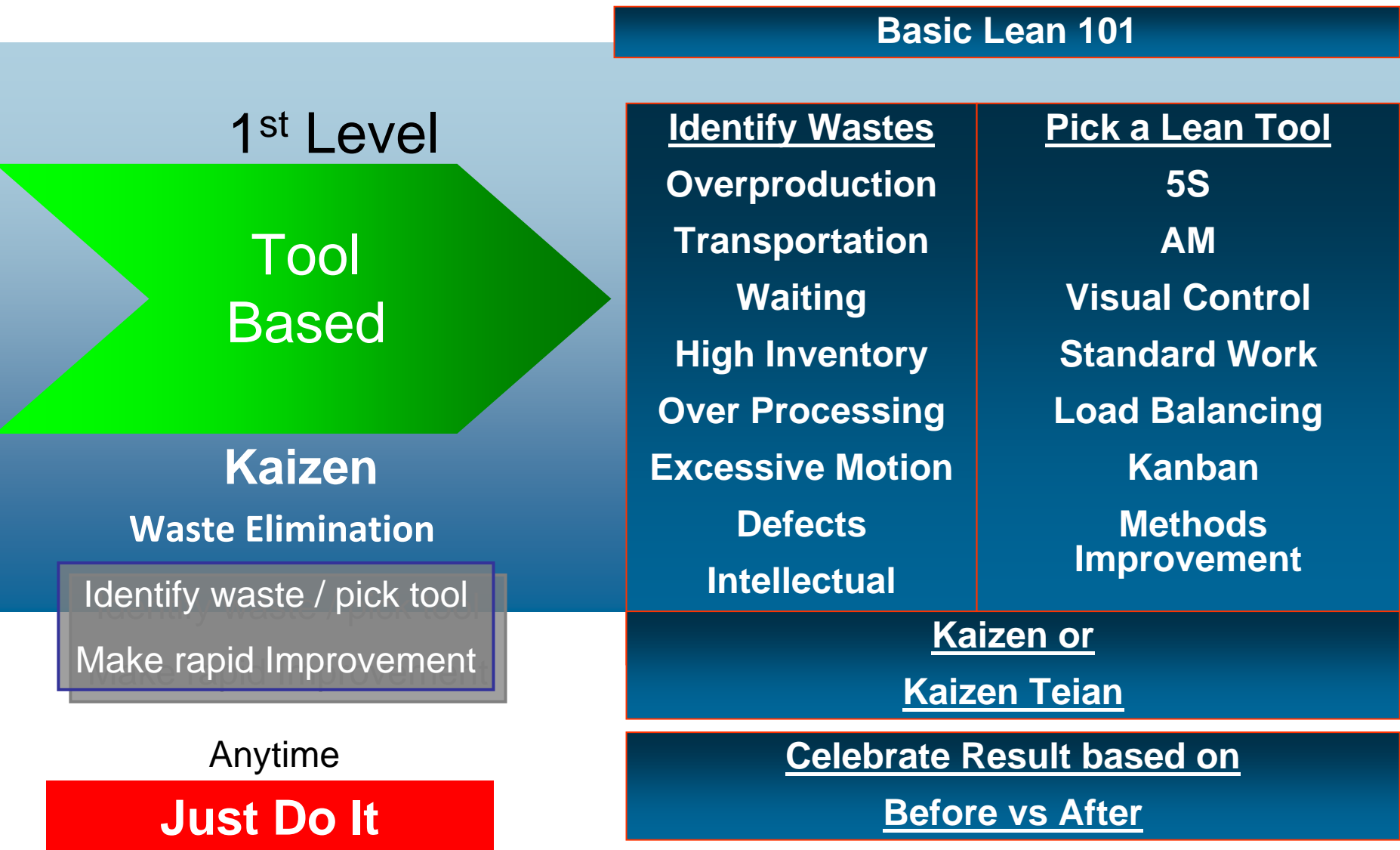
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**Talent for Lean
Transformation**

**Right Mixture of Talent
Effectiveness of Changes
Foundation to Lean Culture**

Part 1: Approaches in Lean Improvement





KAIZEN ACTION SHEET

Manager Or Team Leader	Area Or Process Name	Team Doing This Sheet
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Problem Description: Ink flow out from hydraulic nozzle and dirty machine after shutting off valve. Nozzle swing from side to side.	Actions Taken/To Be Taken: Direct Supply of ink through fixed location. No more swinging of nozzle. Equipment Right Sizing	Results/Expected Results: No more Ink spillage on machine top after modifying piping hose to be on top of roller.
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Before Improvement (draw picture):



After Improvement (draw picture):



Outputs Measured/To Be Measured To Determine Impact Of Changes:

- 15min saved from cleaning per shift.
- Total 15min x2x360day =180 hrs/year/machine
- Total Saved = 180 hrs x 12 machines = 2160 hr /year

**Lean Thinking & Lean Principles
Structure Problem Solving (A3 or DMAIC)**

2nd Level

**Problem
Based**

Kaizen Blitz

Identify Problems

Find Solutions

Painful spot

Aim & Shoot

Problem Solving

- 0: ID Problem & Need
- 1: Current Condition
- 2: Root Cause Analysis
- 3: Countermeasures
- 4; Target Condition
- 5: Implementation Plan
- 6: Follow Up Plan
- 7: Discuss with Users
- 8: Obtain Approval
- 9: Implement Solution
- 10: Evaluate Result

Popular Lean Tools & Techniques Used

VSM

Process Map

5W

Fishbone

FMEA

Poka Yoke

Continuous Flow

Kaizen Blitz

or

Lean Project

5 days workshop

4 weeks

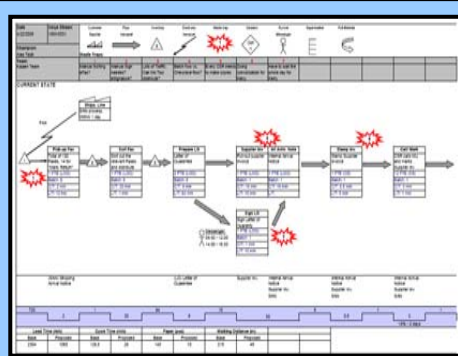
Track post implementation Result

Lean Metric : Before vs After

Background

Excessive port demurrage charges incurred as logistic department often delay in issuing shipping document within the allowable free storage time. Total Charges = X.X mio past 12 months

Current Condition



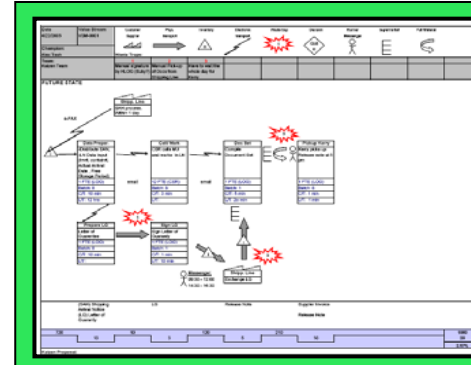
KPI : 12% with DC
 KPI : Cycle Time
 20% >2 days
 45% <5days
 Ave 60 SN/days
 8 process steps, 3 Dept
 HOffs15CS,30MU,6LOG

Cause Analysis

Delay in issuing Shipping Document

- 1st Why : Customer Service Slow in Process SN
- 2nd Why: Customer Service wait for MU to Mark SN
- 3rd Why: MU out in field, SN arrive late to MU
- 4th Why SN late: SN receive by individual CS first and then pass to clerk to individual MU
- 5th Why : No standard in receive, distribute and no approval time window

Target Condition



KPI: 5% with DC
 KPI : Cycle Time
 50% <2 days
 0% >5days
 6 process steps, 3 Dept
 HOffs: 15CS,4MU,3LOG

Implementation Plan

What	Who	When
1. Use Efax	SP	date
2. Fixed Time Clear SN fax	PU	date
3. Parallel Processing SOP briefing	SH	date
4. Go Live	SP	date

Follow Up

What	Who	When
1. Last min Brief		
2. Day 1 Monitor		
3. Week 1 Audit		
4. Week 2 Audit		
5. Week 4 Audit		

Actual Results

	KPI : Cycle Time		failure
	>2 days	<5days	DC
Wk 1	35%	12%	7%
Wk 2	76%	0%	0%
Wk 3	56%	5%	0%
Wk 4	62%	0%	0%
Verified by:		Date:	

Lean Thinking & Lean Principles Change Management

3rd Level



Need
Based

Focus Kaizen

Align to customer needs
Revamp value chain

Enterprise-wide

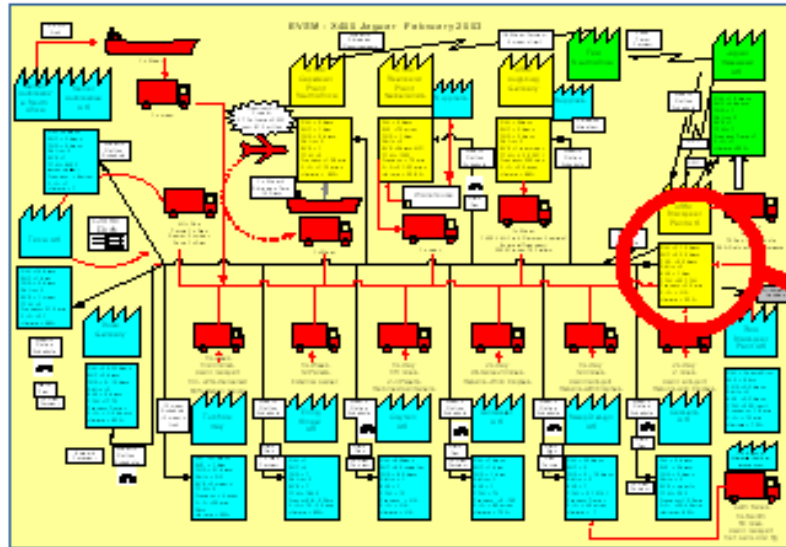
Strategy & Mobilize

<u>Need Based Approach</u> <u>Enterprise –Wide</u>	<u>Tools</u>
<p>Step 1: What customer needs</p> <p>Step 2: Current Stage Assessment</p> <p>Step 3: Develop Future Stage</p> <p>Step 4: Direction, Target & Benefit</p> <p>Step 5 : Get Organize & Equip Talent</p> <p>Step 6: Develop Road Map</p> <p>Step 7: Roll Out & Implement</p> <p>Step 8: Track & Sustain</p> <p>Step 9: Review & CI</p>	<p>Voice of Customer VSM</p> <p>Process Map</p> <p>Cascading Mapping</p> <p>Lean Process Flow</p> <p>Lean Product Flow</p> <p>Integrated Pull System</p> <p>Demand Leveling</p> <p>Lean Supply Chain</p> <p>Lean Management</p>

Order to Cash	Make to Order	Procure to Pay
Demand to Fulfill	Concept to Market	Supply Chain

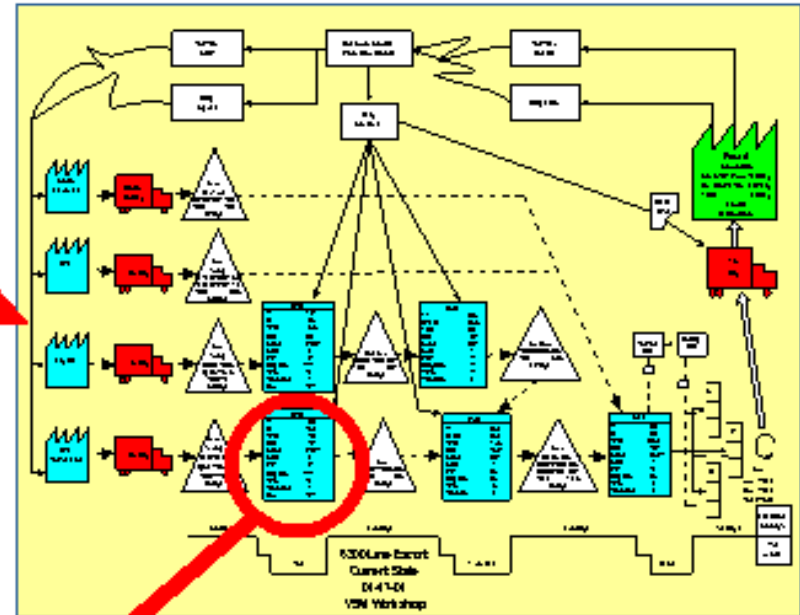


Cascading Mapping: Create Flow of Value in and between Work Units, Factories, Supply and Production Partners.

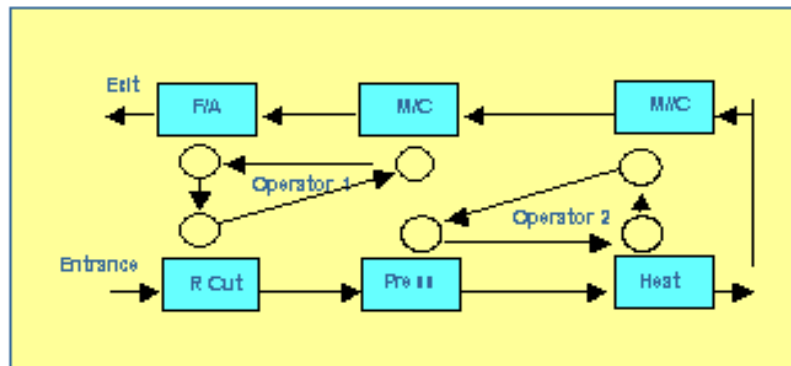


Production Partners

Work Unit

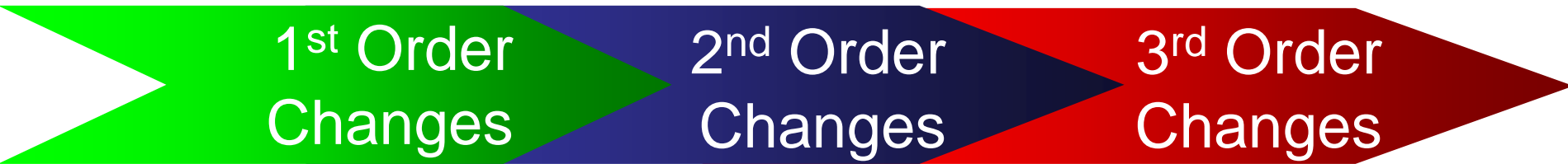


Factory



Objective: Understand the Value Chain through it's Value Streams to improve the Business System

Part 2: Talent for Transformation

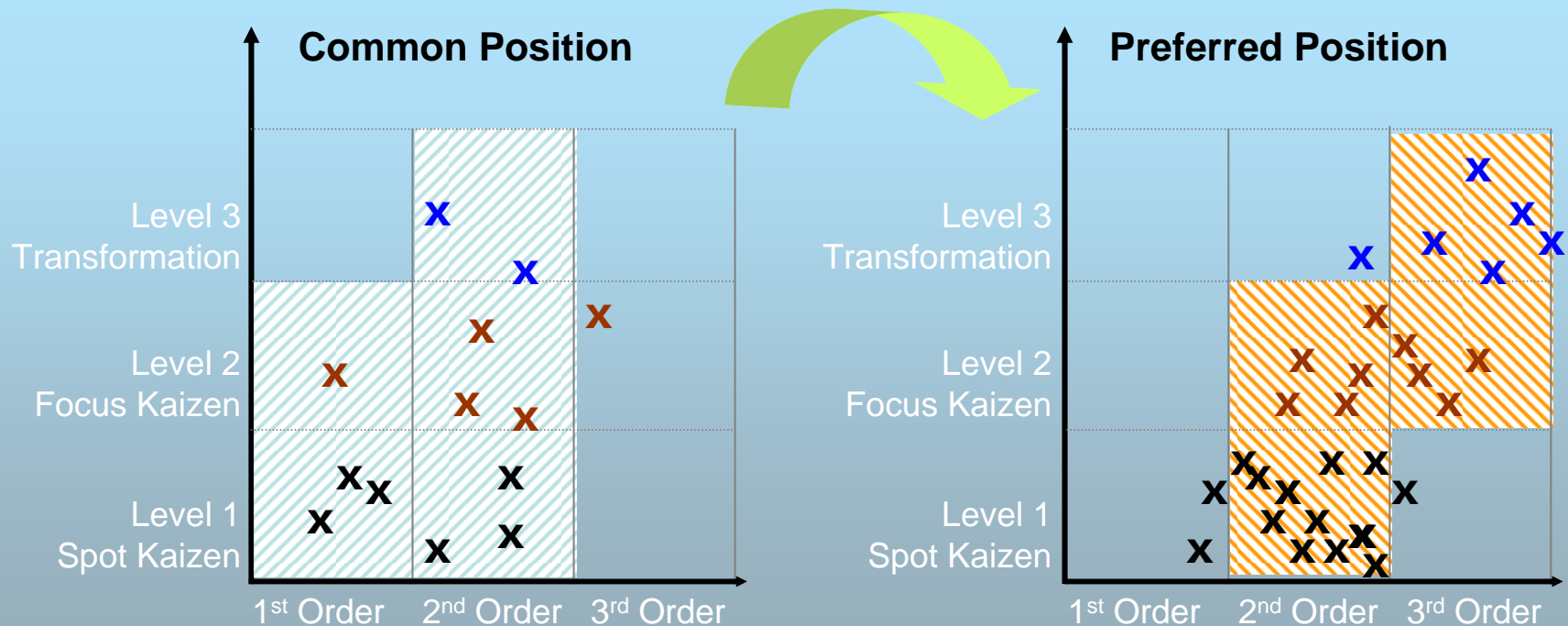


	1 st Order Changes	2 nd Order Changes	3 rd Order Changes
Significant in Business Op	Low	Medium	High
Target Pre-determined	No	Yes	Yes
Measure Impact	No	Yes	Yes
Standardize improvement	No	Yes	Yes
Continuous Improvement	By chance	Driven by Top	Self Driven
Ease in Sustaining	Low	Medium	High

What is need for Successful Lean Transformation?

Insufficient capable talent

Sufficient well equipped talent



ENGAGED MORE PEOPLE
At all level across enterprise
increase Kaizen Efforts 5-10 fold

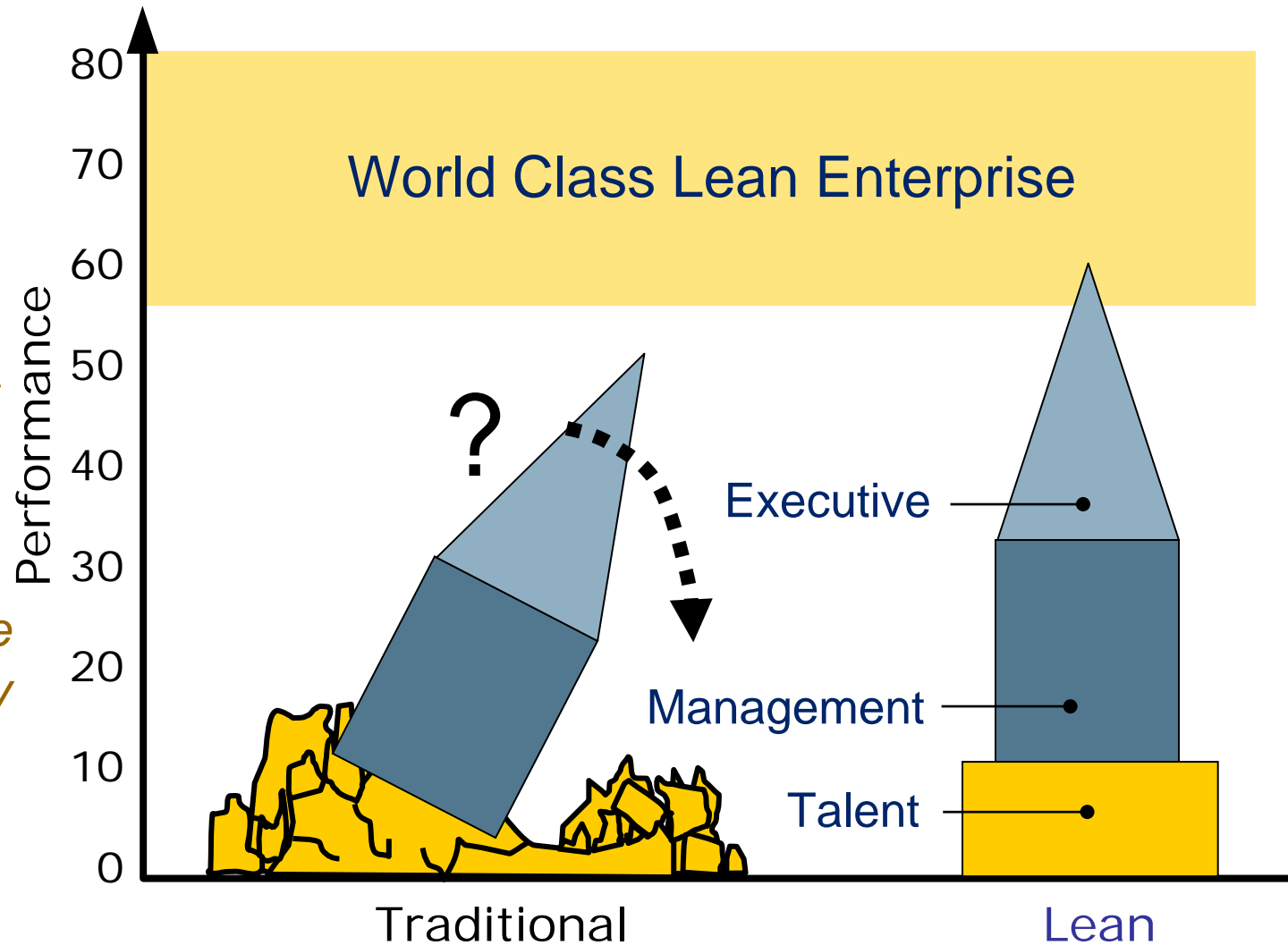
RAISE THE ORDER OF CHANGE
Improve quality of Kaizen
Transform: Top Driven, Kaizen: Self Driven

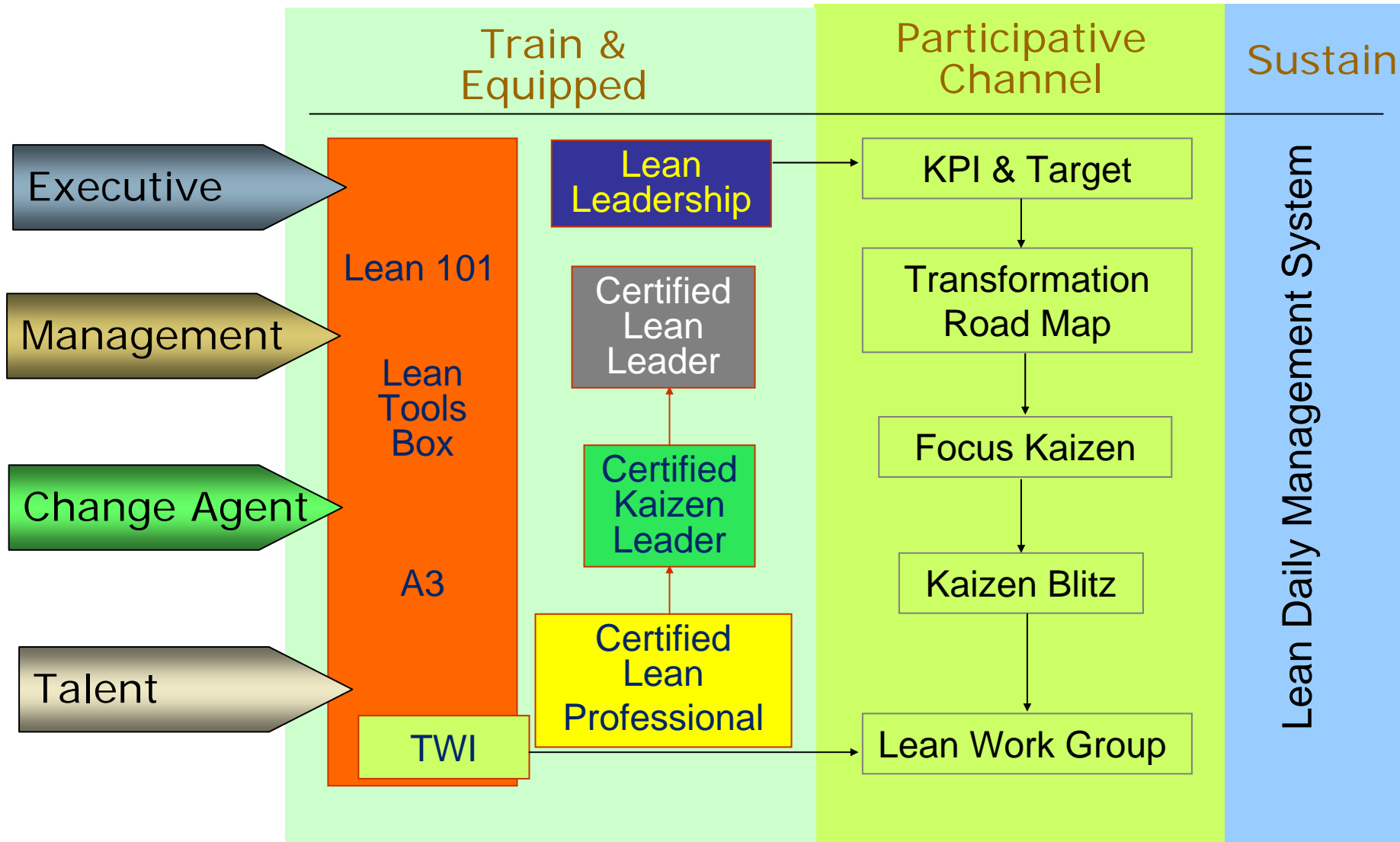
Sustaining Lean Success

The reality:

*Different levels
need different
enable programs
and training.*

*Lean program
and training to the
mass are critically
lacking*





Thank You.

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LEAN TRANSFORMATION

Lean Process

Lean Culture

Build a lean enterprise & withstand crisis

A3

Problem-Solving Report

Secret of making good kaizen DAMALEX

CHANGE CAN HAPPEN

are you dare?

CERTIFIED KAIZEN LEADER

DAMALEX