

LEAN KAIZEN News

Together we lean smarter

New Lean Production System Scores Big!

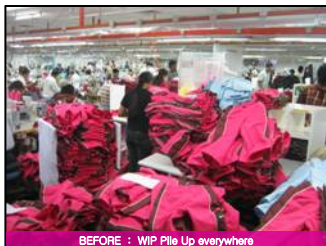


Lean concepts have been introduced for more than a year with partial success. However, employee, including certain managers and supervisors were still skeptical and reluctance to change, resulting failure in some of the earlier implementation.

A re-education program was launched by Pamalex Consulting with the aim to break the mindset. During the session, ground rules were set and group consensus was established. With the full support of management, Focus Kaizen workshops were conducted immediately to eliminate the waiting and inventory waste.

Creating Flow

A Focus Kaizen team set out to create single piece continuous flow production system. Takt time was determined and extensive re-balancing and method improvement studies were conducted. Operators were retrained with new skills. A new Group Incentive replaced the traditional piece rate work.

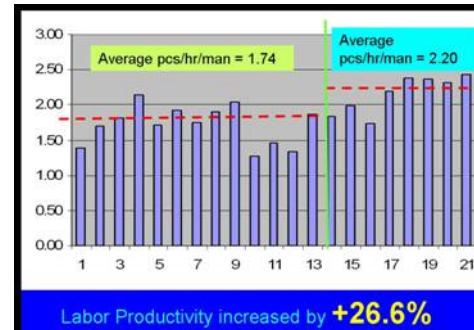


Removing Old Thinking Before the WIP

Removing old ways of thinking proven to be the toughest challenge. The long awaited LEAN success in a garment manufacturer in Malaysia, arrived after the core team reached a group consensus and try out new lean techniques as one united team.

Client success story

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The Result

Three key performance indicators were used to determine the success of the single piece flow system. Now better known as "Side By Side Line".

Productivity and Quality indicators showed immediate jump in performance. The most obvious changes were in reduction of WIP in the production floor.

"With the reduction of 10 days worth of WIP, we cut 10 days out of manufacturing lead times, straight forward logic." Said the factory manager. "This would make us more competitive by offering shorter lead time to customers." He added.

"Under the new system, the dependency on final inspection to detect defects is reduced. It is easy to detect and rectify defect immediately. This is a big plus!" Comments from the quality manager.

The IE department responsible for KPI, confirmed that the initial success can be sustained in the long run. The new system was validated and proven far more superior a month later. Plant wide implementation was then kicked off within 2 months.

This sweet success united the core team. More LEAN opportunities were discovered and subsequent Focus Kaizen are in the pipelines.