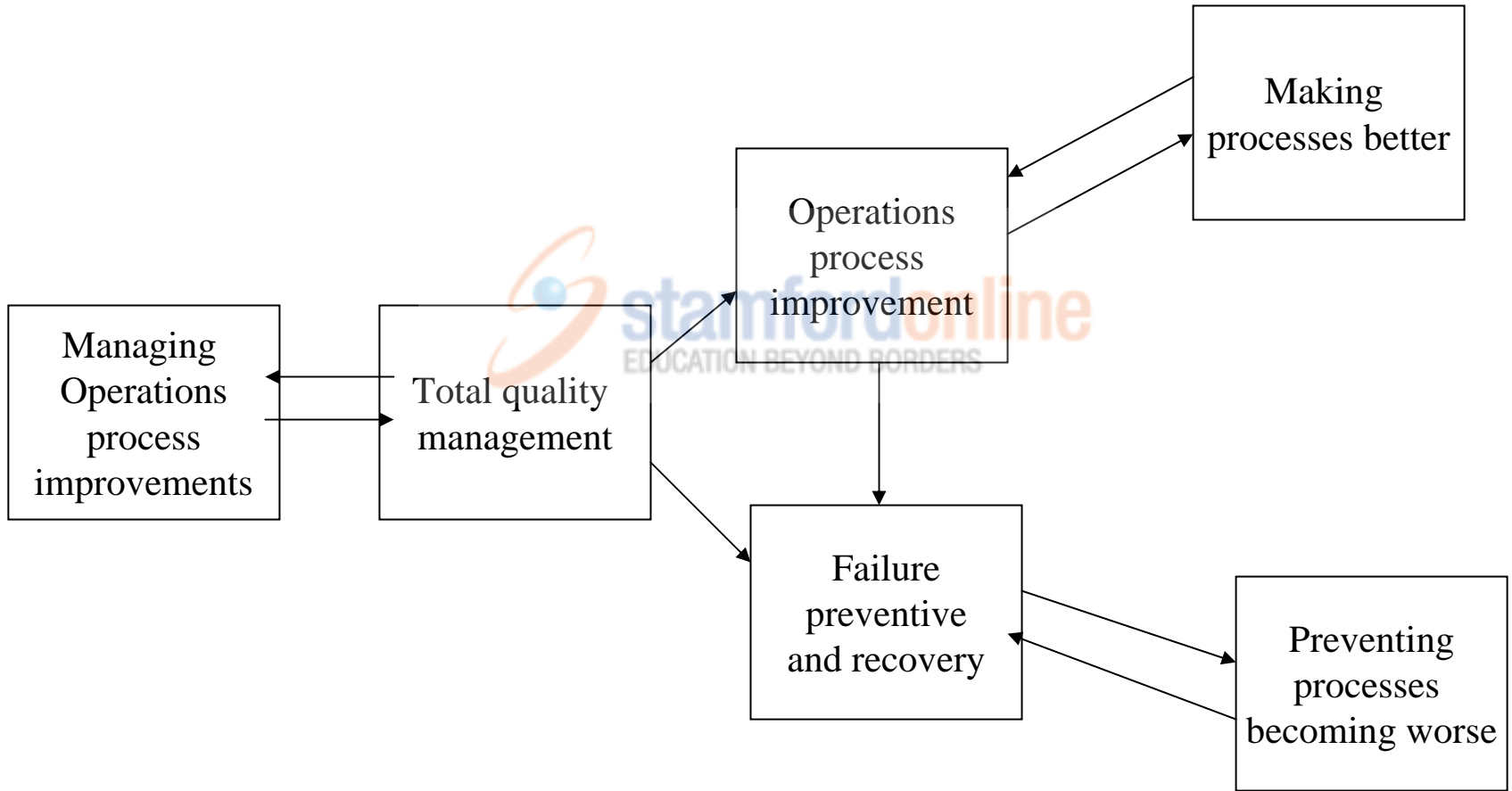


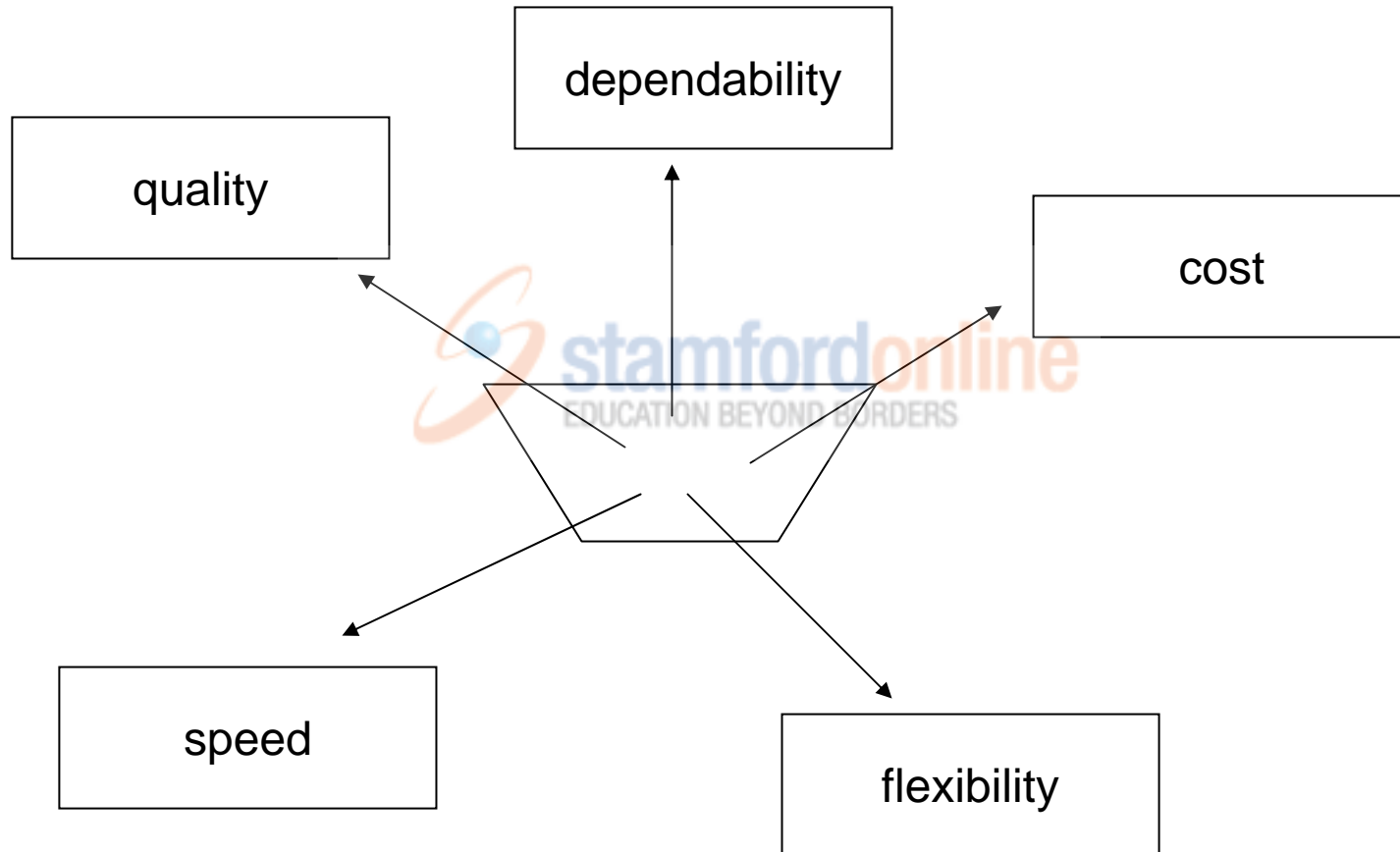


CONTINUOUS IMPROVEMENT

A model of operation improvement



How operation can measure performance



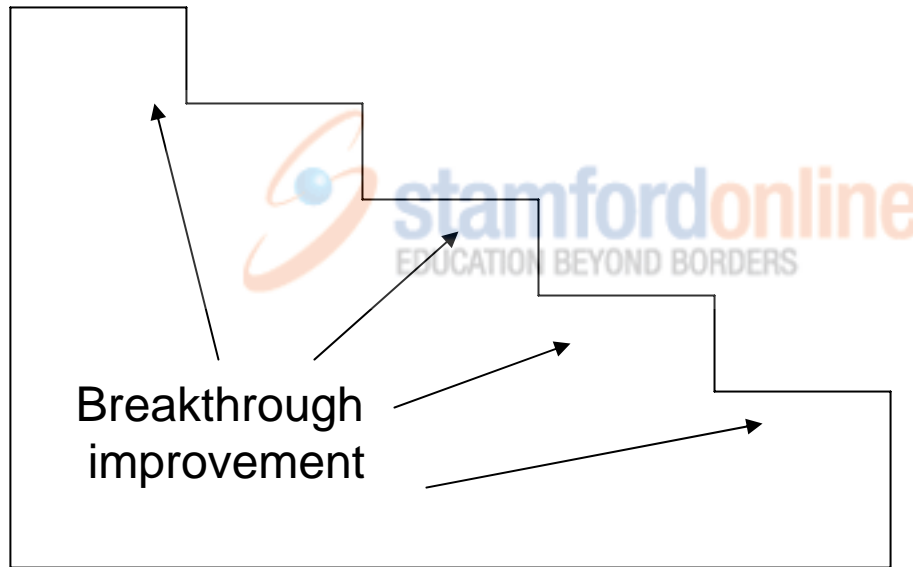
Innovation

- Short term, dramatic, large steps
- Intermitted, large investment
- Abrupt, volatile, few champions
- Individual ideas and effort
- Scrap and rebuild
- New inventions / theories
- Low effort, technology, profit

Kaizen

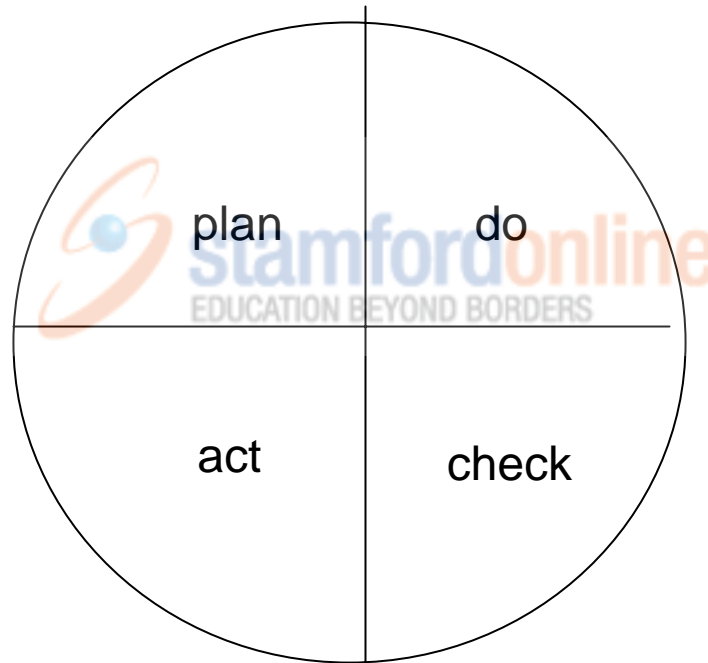
- Long term, undramatic, small step
- Continuous, incremental, gradual
- Consistent, group effort, systematic
- Protect and improvement
- Low investment, large maintenance effort, people and process

Intended performance

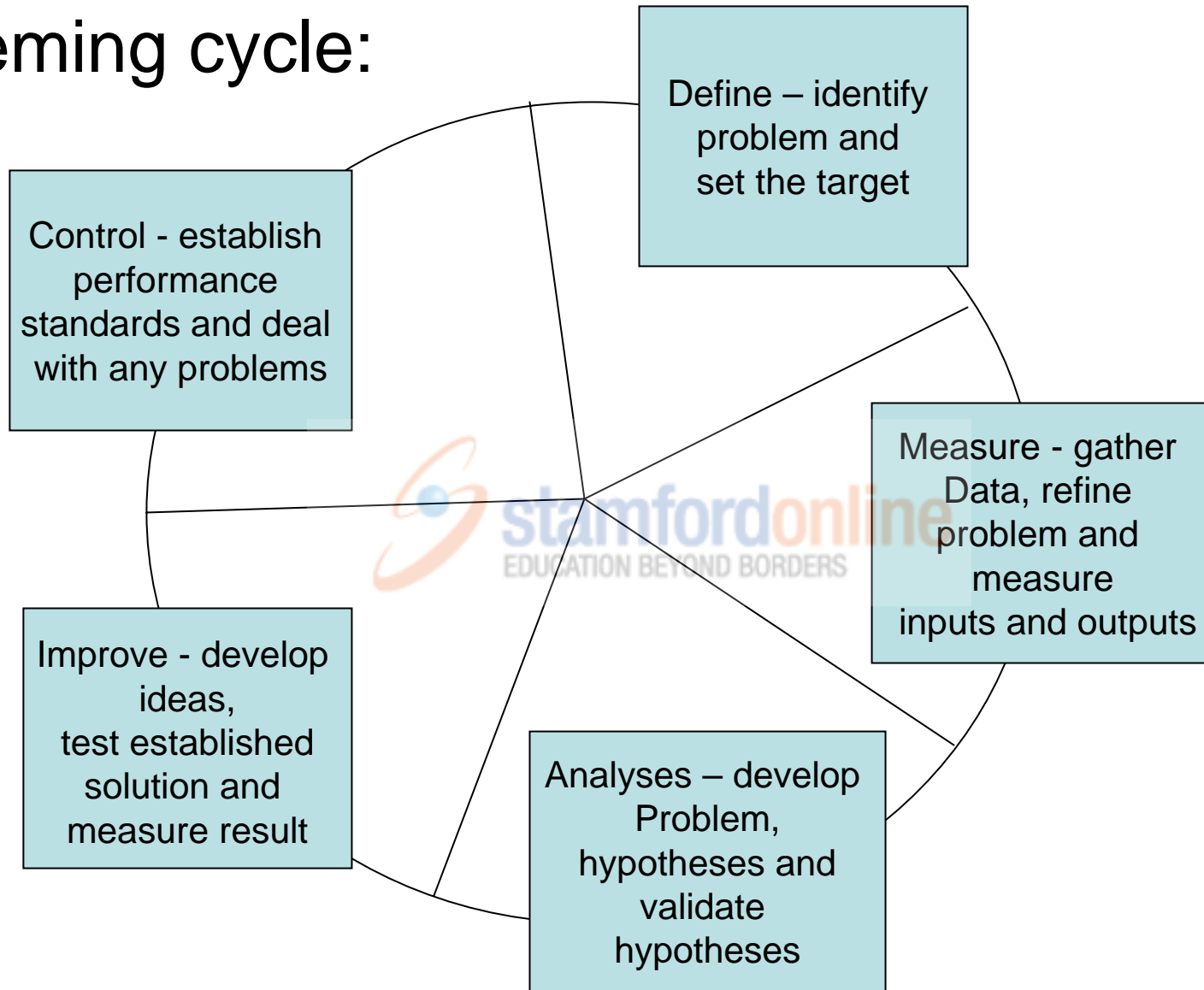


Deming wheel

Deming improvement cycle:



Deming cycle:



The five step kaizen movement

1. Seiri

- Straightening up the unnecessary tools, unusual machine, defective products

2. Seiton

- Put things in order
- Tools and parts in the right place



3. Sieso

- Keep the workplace clean

4. Seiketsu

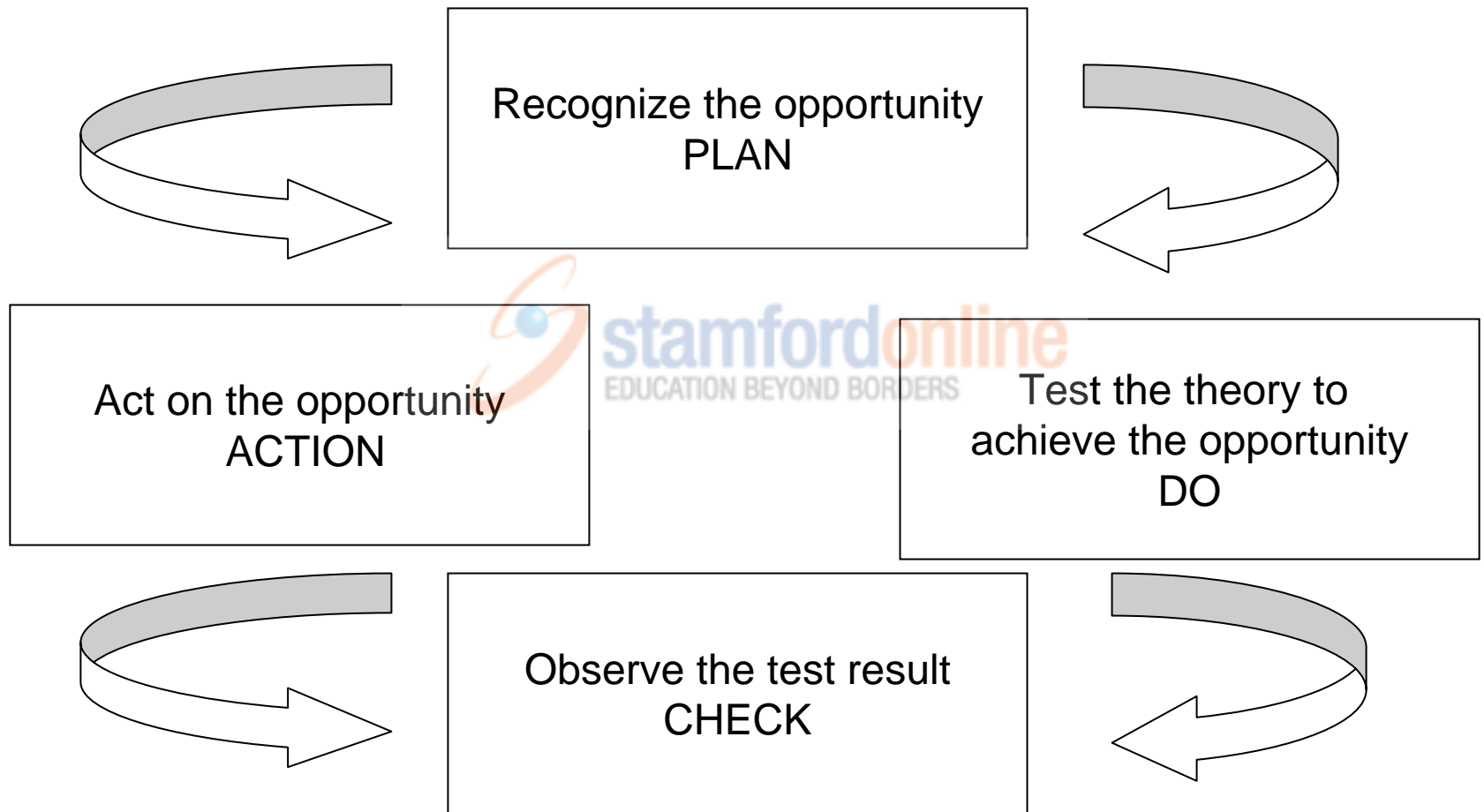
- Personal cleanliness
- Start with your own person

5. Shitsuke

- Discipline
- Follow agreed procedures

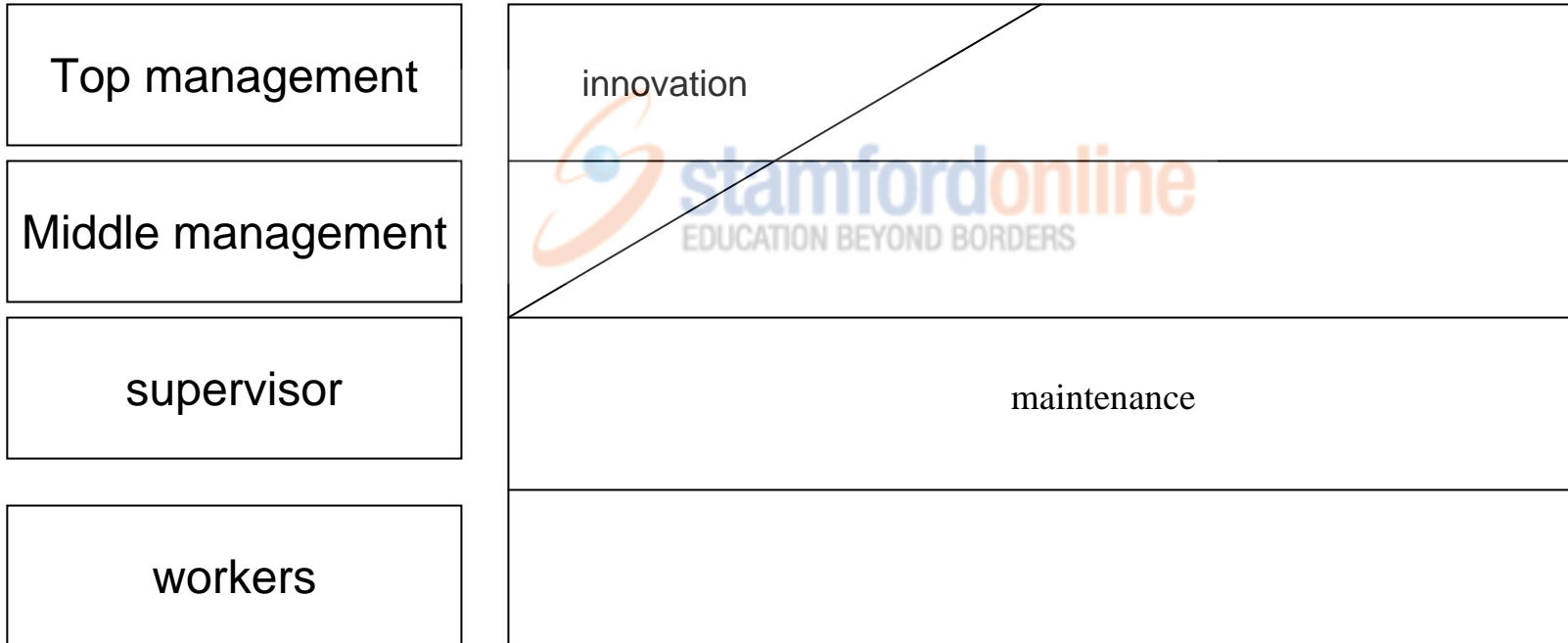


A four step approach to problem solving



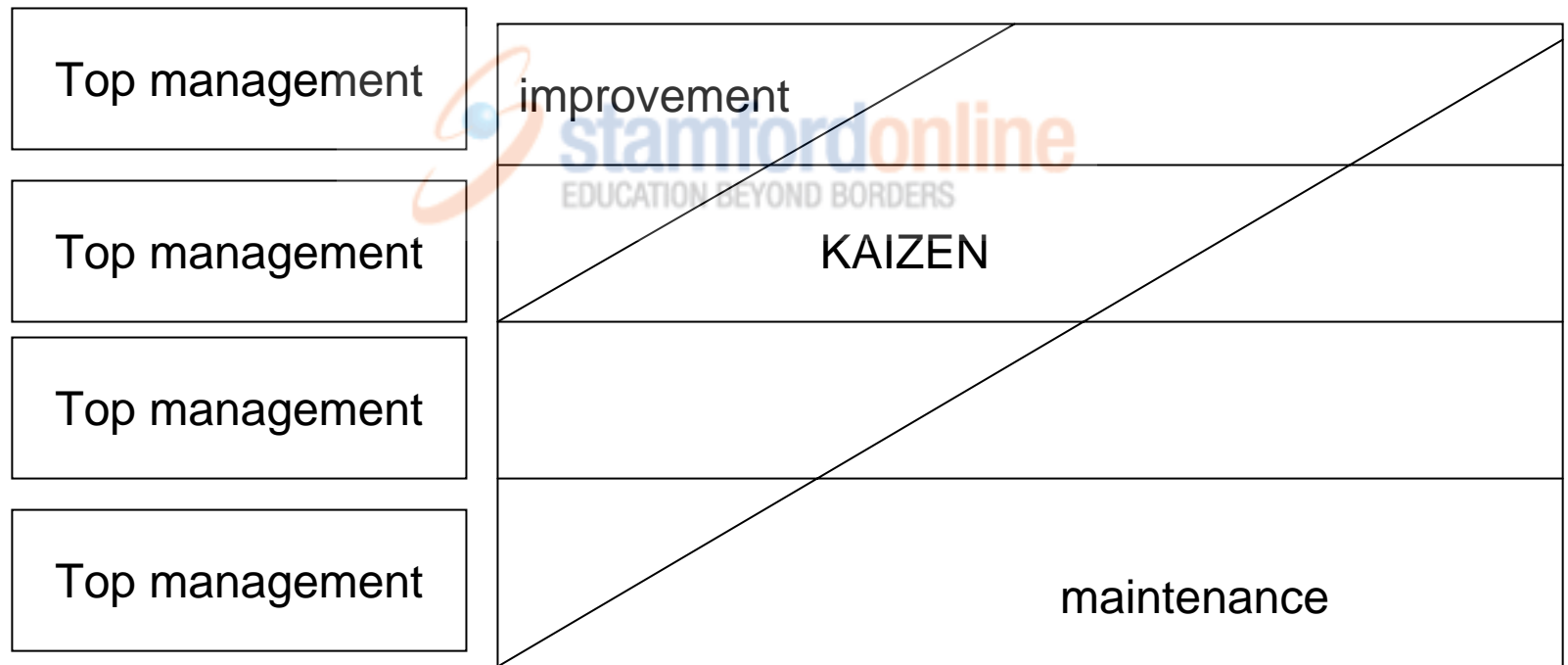
Traditional western perception

Perception of job function:



Japanese perception

Japanese perception of job function:



Prioritizing Competitive Objectives

Priorities should be determined by.....

The

IMPORTANCE

Of each
competitive
objective

Your

PERFORMANCE

In each
of competitive
objectives

IMPROVEMENT PRIORITIES



Summary

- Operation needs continuous improvement in order to fulfil the needs of customers.
- If there is no innovation it will be difficult for the company to sustain in a very competitive market.