

LEAN CASE STUDY: BREAKTHROUGH KAIZEN



Client: Publicly traded medical device manufacturer of quality control and calibration solutions.

Challenge: Facilitating a results-focused week long breakthrough kaizen event with 5 different teams and 45 people focused on improving: productivity, lead-time, quality, and revenue growth.

The Approach:

- Conducted pre-work sessions to scope kaizen charters and problem statements
- Delivered Standard Work, Setup Reduction, 6S, and Heijunka training to 45 associates.
- Facilitated / coached 5 teams to achieve stretch kaizen goals to deliver real results by the end of the week.

LEAN CASE STUDY: KEY ROOT CAUSES



Before



After



Lean Tools Used:

- Value stream mapping, setup reduction, 8 wastes observations, takt time, heijunka, 1 piece flow, 3P & try-storming, visual management, standard work, 6S, spaghetti flow mapping.

Accomplishments:

- 55% productivity improvement
- 58% floorspace reduction
- 74% reduction in walking
- 66% reduction in lead-time

Simple of example of using 3P tools and Try-storming during the kaizen to achieve breakthrough results.

LEAN CASE STUDY: RESULTS



Results: The client achieved:

Team 1: 40% lead-time, 58% setup reduction, 25% scrap

Team 2: 66% lead-time, 55% productivity, 45% setup reduction

Team 3: 50% lead-time, 5 rooms reduced to 2 rooms (floorspace)

Team 4: 65% increase gross margin

Team 5: 40% productivity

Key Findings:

- New Customer & Existing Customer pricing strategy needed to be assessed & standardized

Next Steps:

- Scheduling of additional Breakthrough kaizen weeks in another division of the company.
- Sustainment of kaizen results tracked and monitored through the installation of Daily Management processes.
- Further development of kaizen team leaders in org.