

KAIZEN

The Power Behind Lean

Background

Soft-Lite's Journey to World Class

- History
- Mission/Vision
- Strategy
- Cultural Change
- Performance Excellence
 - Lean Manufacturing
 - “Blast” KAIZEN Events

IMPACT

- Culture
- Narrowed Improvement Focus
- Improved Performance
- Results
- Created Empowered Employees
 - “Ordinary people doing extraordinary things”

OBJECTIVE

- Soft-Lite's approach to Lean
- What is KAIZEN
- Soft-Lite's "Blast" KAIZEN
 - Approach
 - Deployment
 - Content
 - Results

Approach

- Prepare the Culture
- Clear Definition/Focus – Who, What, When, Where, How
- Manage Expectations
- Hybrid Version
- Means to Capture Diverse Ideas
- Execute, Execute, Execute

Deployment

- “Blast” Version
- Low Hanging Fruit
- Train Leadership
- Review Business Conditions
- Rollout Plan
- Manufacturing or Administrative

Soft-Lite
Patio Door
Kaizen

What is Blast Kaizen?

- One day focus
- Cross functional
- Structured

Structure

- Leader
 - Runs meeting
- Facilitator
 - Stays on track
 - Not involved in improvement
 - Coordinates / Trains in tools
- Roles
 - Scribe
 - Timekeeper

Agenda

Patio Door Kaizen Agenda

Intro	7:00 - 7:10	Rich
Agenda	7:10 - 7:20	Rich
What is Kaizen / Forms of waste	7:20 - 7:50	Ken
Quality Processes	7:50 - 8:00	Ken
Tools; Brainstorm, 5S, Maps, Spaghetti	8:00 - 8:15	John
PB&J	8:15 - 9:00	John
Break	9:00 - 9:15	
Walkthrough	9:15 - 12:00	John Ken Rich
- Takt Times		
- Rolling Board		
- Maps		
- Spaghetti Chart		
- Brainstorm		
Lunch	12:00 - 12:30	
Tennisball	12:30 - 12:45	
- Standardized Work		
New Layout	12:45 - 3:15	SJR
- New map		
- Tape floor		
- Review		
Dismiss	3:30	

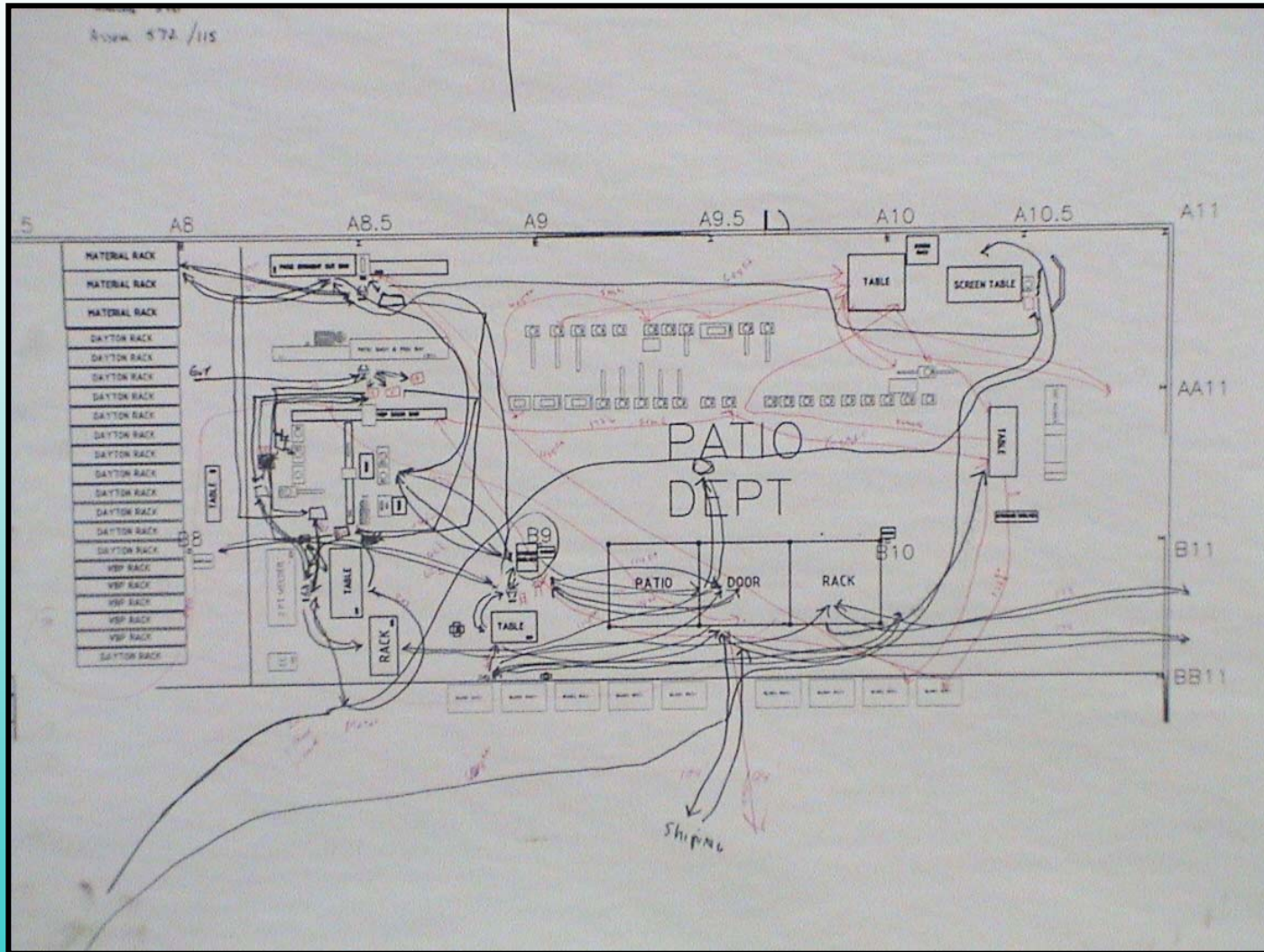
Patio Door Issues

- Inefficient
- Travel distance
 - Raw material
 - Assembly
- Quality
 - Squaring
 - Labeling

Kaizen Tools Used

- Spaghetti Chart

Spaghetti Chart (Before)



Kaizen Tools Used

- Spaghetti chart
- PB&J
- Tennis balls
- Force field analysis

Action Plan

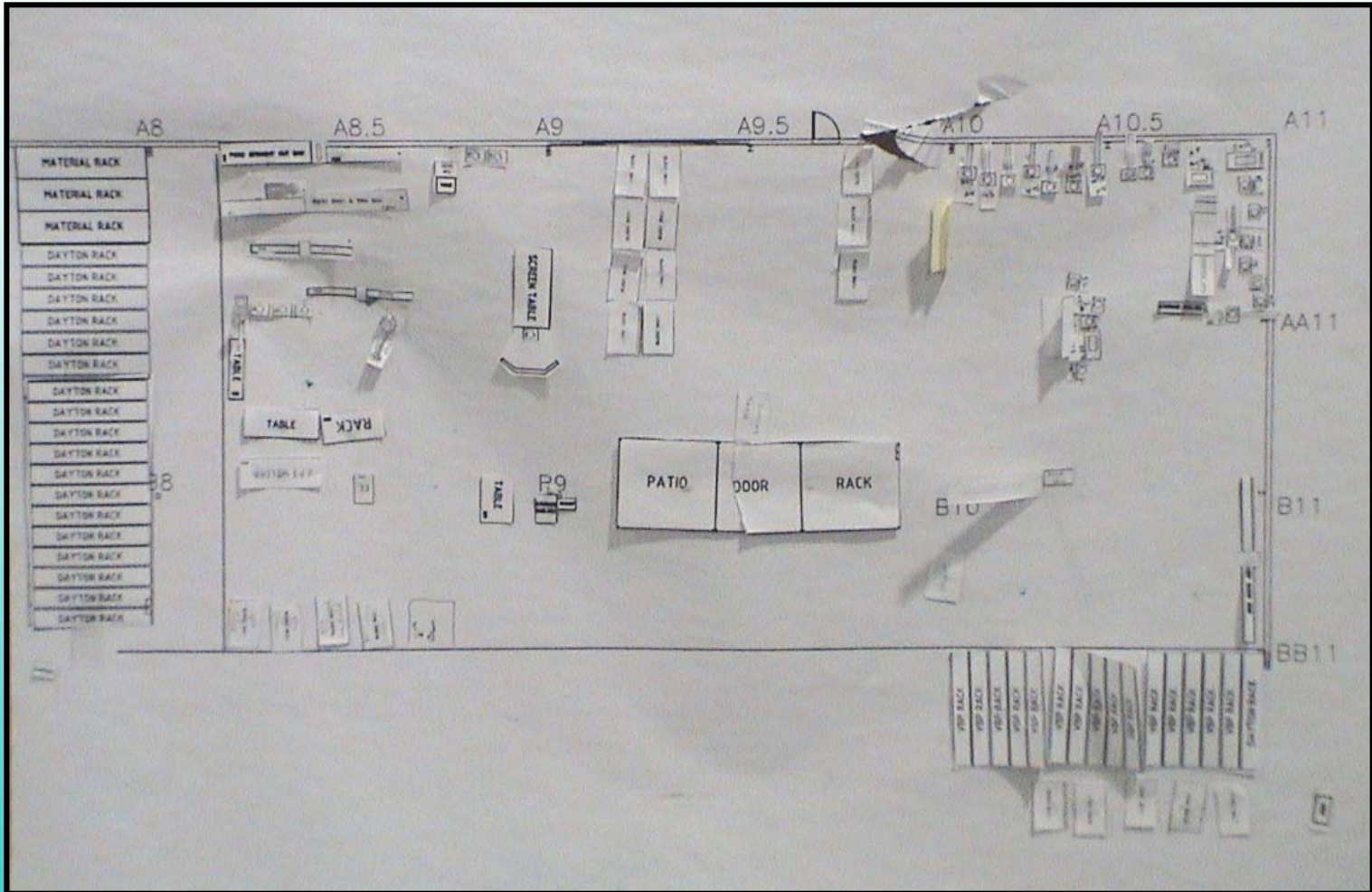
P.D. ACTION PLAN.

- 1) Smaller Carts for Dayton Doors (Guy G)
- 2) New Chop Saw (VBP)
- 3) 15 Line Gray Remake Rack to P.D. (MARY)
- 4) COVER TABLES w/ Plexiglass
- 5) VACUUM FOR CUT OFF SAW
- 6) REVISE PAPERWORK (SERVICE)
- 7) OPTIMIZE SO NOT TO FIGURE OUT MEASUREMENTS ON THEIR OWN
- 8) MORE FINAL ASSEMBLY RACKS?
- 9) REMOVE PUNCHES NOT BEING USED
- 10) MOVE SCREEN SAW AND MATERIAL TO P.D. AREA
- 11) CUSTOMIZE MARY'S TABLE FOR FURNISHING HARDWARE

Results

- Space saving
 - Travel distance
 - Divided product line

Spaghetti Chart (After)



Results

- Space saving
 - Travel distance
 - Divided product line
- Quality
 - Squaring racks
 - Labeling
 - Patio door glass
- Safety
 - Carrying glass
 - Moving cut material
- Efficiency
 - Dayton: 17% improvement
 - Bellemeade: 48% improvement

Barriers

- Resistance to Change
- Culture not Ready
- “We’re going to shut down the line?”
- Leadership
- Plan to Sustain Improvements

Results

KPI	Percent Improvement
Efficiency	21%
Quality	99%
COTD	7.4%
Scrap	32%
Absenteeism	89%
Turnover	87%