Jorge Luis García-Alcaraz
Midiala Oropesa-Vento
Aidé Aracely Maldonado-Macias

Kaizen Planning, Implementing and Controlling

(Springer)
# Contents

1 Kaizen and Lean Manufacturing .............................................. 1
  1.1 Lean Manufacturing .................................................. 1
  1.2 Lean Manufacturing Tools ........................................... 2
    1.2.1 JIT and the Eight Wastes ...................................... 4
    1.2.2 The “Pull” System Work Method .............................. 4
    1.2.3 Quality at Source or Jidoka .................................. 5
    1.2.4 Poka-Yoke ..................................................... 7
    1.2.5 Kanban ......................................................... 8
    1.2.6 5S ............................................................. 10
    1.2.7 Assembly Line Balancing ..................................... 12
    1.2.8 Standardized Components ................................. 13
    1.2.9 Value Stream Mapping ....................................... 13
    1.2.10 Total Productive Maintenance (TPM) ...................... 14
  1.3 Kaizen as a LM Tool .................................................. 15
    1.3.1 Kaizen Concepts ............................................. 16
    1.3.2 Kaizen ....................................................... 16
    1.3.3 Kaizen Benefits .............................................. 17
    1.3.4 Successful Kaizen Implementation. Reported Cases ...... 18
    1.3.5 Kaizen Traditional Process Implementation .............. 19
  1.4 Objective and Limitations of the Book ............................. 20
  1.5 Conclusions ........................................................ 21

2 Literature Review .......................................................... 23
  2.1 Category: Years of Publication .................................... 24
  2.2 Category: Journals .................................................. 25
  2.3 Category: First Author's Country of Origin ...................... 26
  2.4 Category: Universities and Research Groups .................... 27
  2.5 Kaizen by Implementation Sectors ................................ 28
  2.6 Conclusions ........................................................ 30
4.6.2 Convergent and Discriminant Validity, Average Variance Extracted ........................................... 70
4.6.3 Predictive Validity, Correlation Coefficients .......... 71
4.6.4 Dillon-Goldstein Rho Index, Composite Reliability ... 71
4.7 Stage 6. Latent Variables Modeling .......................... 71
4.7.1 Stage 7. Hypotheses and Models ......................... 73
4.7.2 Direct Effects ............................................. 74
4.7.3 Indirect Effects ........................................... 75
4.7.4 Total Effects .............................................. 76
4.7.5 Moderator Effects ........................................ 76
4.7.6 Effects Size .............................................. 76
4.8 Model Efficiency Indices ................................... 77
5 Descriptive Analysis of the Sample ............................ 79
5.1 Surveysed Industries ......................................... 79
5.2 Size of Companies .......................................... 80
5.3 Genre and Years of Experience ............................... 81
5.4 Work Positions ............................................ 81
5.5 Conclusion ................................................ 82
6 Descriptive Analysis of Items: Kaizen Planning Stage ..... 83
6.1 Improvement Groups Set Goals to Comply with Improvement Programs ........................................... 83
6.2 The Company is Seen as a Learning Organization ........ 84
6.3 The Company Sets Policies, Objectives, and the Structure of Kaizen Events ................................... 85
6.4 Customers’ Opinions are Taken into Consideration When Making Changes ................................... 85
6.5 Members of Improvement Groups are Skilled and Experienced .................................................. 86
6.6 Suggestion Groups are Organized in Order to Improve Products and Process and to Solve Problems ........ 86
6.7 The Management Department Plans the Acquisition of All the Resources Needed for Improvement Programs (Financial Resources, Physical Space, Time) ........... 87
6.8 The Company Develops a Continuous Improvement Culture .................................................... 87
6.9 The Company has a Structure to Detect Failures ......... 88
6.10 The Company Organizes Groups to Support Kaizen Execution .................................................. 88
6.11 Production Operators and Administrative Staff are Trained ..................................................... 89
6.12 The Management Department Is Trained in Teamwork and Problem-Solving Skills ....................... 89
6.13 Continuous Improvement Groups Are Heterogeneous ............................................................. 90
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.14</td>
<td>Work Teams Are Committed and Motivated</td>
<td>90</td>
</tr>
<tr>
<td>6.15</td>
<td>Conclusions</td>
<td>91</td>
</tr>
<tr>
<td>7</td>
<td><strong>Descriptive Analysis of Items: Kaizen Execution Phase</strong></td>
<td>93</td>
</tr>
<tr>
<td>7.1</td>
<td>Internal Processes are Efficient in Checking the Effectiveness of Proposed Solutions</td>
<td>93</td>
</tr>
<tr>
<td>7.2</td>
<td>Improvement Groups Include Representatives of Different Disciplines.</td>
<td>95</td>
</tr>
<tr>
<td>7.3</td>
<td>The Company is Customer-Focused</td>
<td>95</td>
</tr>
<tr>
<td>7.4</td>
<td>The Company Follows a Standard Operating Procedure (SOP)</td>
<td>96</td>
</tr>
<tr>
<td>7.5</td>
<td>The Company Has a Well-Defined Organizational Culture</td>
<td>96</td>
</tr>
<tr>
<td>7.6</td>
<td>The Company Follows Specific Methodologies to Understand Customers</td>
<td>97</td>
</tr>
<tr>
<td>7.7</td>
<td>The Company Relies on a Quality Management System to Achieve Customer Satisfaction</td>
<td>97</td>
</tr>
<tr>
<td>7.8</td>
<td>The PDCA Cycle (Plan-Do-Check-Act) is Used as a Kaizen Strategy</td>
<td>98</td>
</tr>
<tr>
<td>7.9</td>
<td>Managerial and Departmental Leadership</td>
<td>98</td>
</tr>
<tr>
<td>7.10</td>
<td>Job Rotation is Promoted</td>
<td>99</td>
</tr>
<tr>
<td>7.11</td>
<td>The Intelligence and Creativity of Workers are Used in a Productive Way</td>
<td>99</td>
</tr>
<tr>
<td>7.12</td>
<td>5S is Implemented as a Kaizen Strategy</td>
<td>100</td>
</tr>
<tr>
<td>7.13</td>
<td>The Improvement Approach is Consistent with the Organizational Culture</td>
<td>101</td>
</tr>
<tr>
<td>7.14</td>
<td>The Company Focuses on Critical Processes that Definitely Influence Kaizen Sustainability</td>
<td>101</td>
</tr>
<tr>
<td>7.15</td>
<td>An Internal or External Facilitator Helps Efficiently Coordinate the Improvement Program</td>
<td>102</td>
</tr>
<tr>
<td>7.16</td>
<td>Collaborators Eagerly Contribute to Continuous Improvement Changes</td>
<td>102</td>
</tr>
<tr>
<td>7.17</td>
<td>Administrative Staff and Operators are Self-Disciplined</td>
<td>103</td>
</tr>
<tr>
<td>7.18</td>
<td>Employees are Skilled and Experienced</td>
<td>104</td>
</tr>
<tr>
<td>7.19</td>
<td>Human Resources are Integrated</td>
<td>104</td>
</tr>
<tr>
<td>7.20</td>
<td>Kaizen Members are Acknowledged for Their Achievements and Efforts in Kaizen Events</td>
<td>105</td>
</tr>
<tr>
<td>7.21</td>
<td>Kanban is Implemented as a Kaizen Strategy</td>
<td>105</td>
</tr>
<tr>
<td>7.22</td>
<td>Employees are Committed and Motivated</td>
<td>106</td>
</tr>
<tr>
<td>7.23</td>
<td>Customer Satisfaction is Measured When Implementing Improvement Proposals.</td>
<td>106</td>
</tr>
<tr>
<td>7.24</td>
<td>Constraints to Implement the Proposed Improvement Changes</td>
<td>107</td>
</tr>
<tr>
<td>7.25</td>
<td>Conclusions</td>
<td>107</td>
</tr>
</tbody>
</table>
8 Descriptive Analysis of Items: Kaizen Control Phase

8.1 The Company has Security Programs
8.2 Processes are Standardized and Measured
8.3 Managers are Committed Until the End
8.4 Forms and/or Control Records are Used to Assess Activities Performance
8.5 Pending Issues are Documented and Monitored
8.6 Progress Towards the Objectives Is Continuously Measured
8.7 The Company Has an Organizational Structure to Detect Failures
8.8 The Company Applies Appropriate Control and Monitoring Techniques
8.9 Managers Inform Operators of Their Work Performance
8.10 Enhancers Take Kaizen Philosophy to the Level Sought
8.11 Value Chains are Mapped
8.12 Employees are Interviewed to Identify Their Needs
8.13 Conclusions

9 Descriptive Analysis of Kaizen Benefits

9.1 Kaizen Economic Benefits
9.1.1 Compliance with Product Delivery Times and Quantities
9.1.2 Maximized Profits
9.1.3 Increased General Productivity
9.1.4 Increased and Improved Economic Balance
9.1.5 Fewer Production Process Steps
9.1.6 Increased Work Productivity
9.1.7 Short Design and Operating Cycles
9.1.8 Improved Cash Flow
9.1.9 Machines Failures Reduction
9.1.10 Waste Reduction (Inventories, Waiting Times, Transport, Operator’s Movements)
9.1.11 Material Handling
9.1.12 Unit Manufacturing Cost Reduction
9.1.13 Defective Products Reduction
9.1.14 Order Lead Times Reduced as Close as Possible to Zero

9.2 Competitive Kaizen Benefits
9.2.1 The Company Has the Tools to Meet Customer Needs
9.2.2 The Company Meets Customer Needs
9.2.3 Experience in and Knowledge of Production Processes
9.2.4 Improved Product Quality
9.2.5 Improved Employee Skills. ........................................ 131
9.2.6 Strategic Advantage Toward Competitors .......................... 131
9.2.7 Improved Product Design ......................................... 132
9.2.8 Reduction of Changeover Times ................................... 133
9.2.9 Global Competition ............................................. 133
9.2.10 Continuous Adaptation to Sudden Market Changes .......... 134
9.2.11 New Products are More Often Introduced into the Market ... 134
9.2.12 Process-Oriented Thinking ...................................... 135
9.2.13 Internal Barriers are Easily Removed, and Authentic and Powerful Work Teams Emerge ... 135
9.2.14 Systemic and Holistic Corporate Vision ....................... 136

9.3 Human Resources Benefits of Kaizen ................................ 136
9.3.1 Increased Customer Satisfaction .................................. 137
9.3.2 Increased Employee Responsibility and Commitment ........... 138
9.3.3 Fewer Cumulative Trauma Disorders (CTDs) from Ergonomic Problems ............................................. 138
9.3.4 Attention is Focused on the Most Important Issues ............ 139
9.3.5 Improved Attitude and Skills to Address Continuous Improvement Changes ......................... 140
9.3.6 Improved Communication Among Administrative Levels .......... 140
9.3.7 Improved Attitude and Work Skills ................................ 141
9.3.8 Increased Participation ........................................... 141
9.3.9 Positive Influence on Individuals ................................ 142
9.3.10 Increased Motivation ............................................. 142
9.3.11 Participation and Collaboration to Build a New System ........ 143
9.3.12 Decreased Customer Attrition and Employee Turnover .......... 144
9.3.13 Increased Employee Self-esteem .................................. 144

9.4 Conclusions .................................................................. 145

10 Validation of Variables .................................................. 147
10.1 Variables at the Kaizen Planning Phase ......................... 147
10.1.1 Managerial Commitment ........................................... 148
10.1.2 Work Team Organization .......................................... 148
10.1.3 Human Resources Training ........................................ 149
10.2 Variables at the Kaizen Execution Phase ....................... 149
10.2.1 Successful Implementation of Proposals ...................... 150
10.2.2 Human Resources Integration .................................... 150
10.2.3 Customer Focus ..................................................... 151
10.3 Variables at the Kaizen Control Phase .................................. 152
10.3.1 Communication Process ............................................. 152
10.3.2 Documentation and Evaluation ................................... 152
10.3.3 Organizational Culture ............................................. 153
10.4 Kaizen Economic Benefits ............................................. 154
10.5 Kaizen Competitive Benefits ......................................... 154
10.6 Kaizen Benefits for Human Resources ............................... 155
10.7 Conclusions .............................................................. 156

11 Kaizen Planning Phase Models: Activities and Benefits .............. 157
11.1 Model 1—Kaizen Planning Phase ....................................... 158
   11.1.1 Hypotheses ...................................................... 158
   11.1.2 Model Evaluation ............................................. 162
11.2 Model 2—Kaizen Planning Phase ....................................... 169
   11.2.1 Hypotheses ...................................................... 169
   11.2.2 Model Evaluation ............................................. 172
11.3 Integrative Model—Kaizen Planning Phase ........................... 180
   11.3.1 Hypotheses—Integrative Model (Kaizen Planning Phase) .... 180
   11.3.2 Evaluation of Model 3—Kaizen Planning Phase ............... 184
11.4 Conclusion on Kaizen Planning ......................................... 191

12 Kaizen Execution Phase Models: Activities and Benefits ............ 193
12.1 Model 1—Kaizen Execution Phase ...................................... 194
   12.1.1 Hypotheses of Model 1—Kaizen Execution Phase ............. 194
   12.1.2 Evaluation of Model 1—Kaizen Execution Phase ............. 197
12.2 Model 2—Kaizen Execution Phase ...................................... 204
   12.2.1 Hypotheses of Model 2—Kaizen Execution Phase ............. 204
   12.2.2 Evaluation of Model 2—Kaizen Execution Phase ............. 207
12.3 Integrative Model—Kaizen Execution Phase ............................ 214
   12.3.1 Hypotheses of the Integrative Model—Kaizen Execution Phase ...................................................... 214
   12.3.2 Evaluation of the Integrative Model—Kaizen Execution Phase ...................................................... 217

13 Kaizen Control Phase Models: Activities and Benefits ............... 225
13.1 Model 1—Kaizen Control Phase ........................................ 226
   13.1.1 Hypotheses of Model 1—Kaizen Control Phase ............... 226
   13.1.2 Evaluation of Model 1—Kaizen Control Phase ............... 230
13.2 Model 2—Kaizen Control Phase ........................................ 237
   13.2.1 Hypotheses of Model 2—Kaizen Control Phase ............... 237
13.3 Model 3—Kaizen Control Phase ........................................ 247
   13.3.1 Hypotheses of the Integrative Model—Kaizen Control Phase ...................................................... 248
   13.3.2 Evaluation of the Integrative Model—Kaizen Control Phase ...................................................... 251