

unlock your productivity™
PFSA Consulting Services

kaizen initiatives

Background

Team Lead: Panasonic Factory Solution Company of America's (PFSA) Kaizen, Lean and Six Sigma-certified professionals

Objective: Provide domain knowledge, broad experience, proficiency, mentoring, metrics, tools, technology, and teamwork skills necessary to maximize the results of your Kaizen initiatives.

Area of Focus

PFSA can participate in or perform a Kaizen event to address challenges in several areas of the manufacturing process:

- SMT
- Pre-SMT assembly operations
- NPI
- Warehouse
- Training
- Quality & Inspection
- Material Management
- Programming
- Engineering
- SOPs / Documentation
- Shipping / Receiving
- Final Assembly / Back-end processes
- Maintenance

Current Condition

Examples of typical conditions that PFSA can assist in identifying and improving:

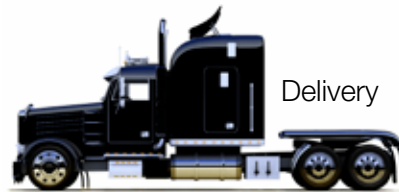
- Quality issues
- High Scrap cost
- No TPM program (Total Productive Maintenance)
- Excessive NPI / debugging time
- Excessive WIP
- Low Overall Equipment Effectiveness
- High Changeover times
- Excessive unplanned downtime
- High Labor cost
- High Employee Turnover
- On-Time Delivery issues
- Long Lead times



Quality



Cost



Delivery

Target Condition

PFSA can assist in establishing achievable targets with emphasis on the seven causes of Muda (waste):



Root Cause Analysis

Problem: A company is not meeting their strategic goals.

- Why? They continue to have too much waste and inefficiency.
- Why? Their staff is too focused on day-to-day specific tasks.
- Why? Their time is heavily consumed by putting out fires.
- Why? They do not have the resources available to fix the root causes of the problems.
- Why? Their resources are not able to address those tasks and/or they do not have enough resources to dedicate to those tasks.



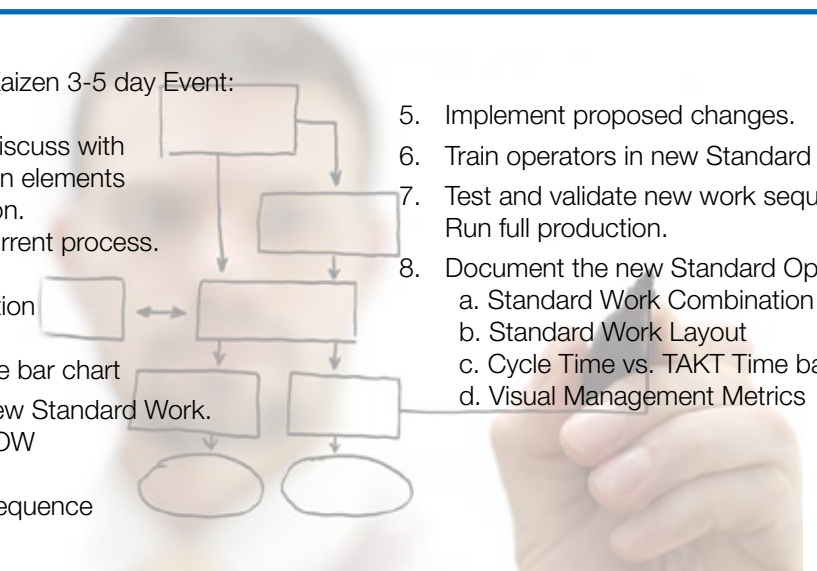
Root Cause: Insufficient bandwidth, skills, domain knowledge, process knowledge, and/or troubleshooting expertise to effectively and efficiently make ongoing improvements.

Where can I obtain the talent to assist? PFSA Consulting Services

Implementation Plan

Example of a typical Operational Kaizen 3-5 day Event:

1. Establish a TAKT Time.
2. Observe current processes, discuss with operators, determine operation elements and perform a time observation.
3. Analyze and document the current process.
 - a. Process Capacity Table
 - b. Standard Work Combination
 - c. Standard Work Layout
 - d. Cycle Time vs. TAKT Time bar chart
4. Eliminate waste & establish new Standard Work.
 - a. Establish ONE-PIECE FLOW
 - b. Implement improvements
 - c. Revise layout and work sequence
5. Implement proposed changes.
6. Train operators in new Standard Operation.
7. Test and validate new work sequence. Run full production.
8. Document the new Standard Operation.
 - a. Standard Work Combination Sheet
 - b. Standard Work Layout
 - c. Cycle Time vs. TAKT Time bar chart
 - d. Visual Management Metrics



Plan

Panasonic's Kaizen professionals can assist in your Kaizen event in properly assembling a plan for:

- Improving Equipment Reliability
- Streamlining Continuous Flow Processes
- Developing a Pull Production Environment
- Advanced OJT & Specialized Training
- Value Stream Mapping
- Quality at the source
- Workplace Organization: 5S
- TPM (Total Productive Maintenance)
- Visual Management
- Set-up Reduction
- Batch Size Reduction (one-piece flow)
- Cellular Manufacturing
- Standardized Work
- Work Balancing (TAKT-time)
- Production Leveling / Smoothing
- Point-of-use Systems
- Kanban
- Mistake Proofing (Poka-yoke)

Do

After developing the proper plan, Panasonic has the expertise to provide:

Action		
Program Management	Advanced Metrology Systems	Production Scheduling Services
Factory Development and Planning	Lean Manufacturing Initiatives	Component / Part Inventory Tracking
Global Data Management Systems	Feeder Allocation Analysis	Line Utilization Projects
Strategic Asset Allocation Planning	File Management System Standardization	

Check

After making changes, they must be validated to determine their success. Our team can validate through:

- ✓ Post-Factory Analysis
- ✓ Observation and Time Studies Events
- ✓ Value Stream Mapping & Process Mapping Exercises
- ✓ Quality Verification with AMS / PIMS

Act

Once change has been made, processes must be in place to sustain that change. We can assist in sustaining by providing:

Future Actions	Date
Kaizen Blitz	Quarterly
Kaizen Events	Monthly
Regular Tracking and Follow-up Engagements	Daily/Weekly

Future Steps

Panasonic's services provide value beyond just SMT equipment, establishing a long-term relationship. Listening to customers helps us better position our products and services to meet your needs.





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enterprise with global solutions
from Panasonic**



Panasonic's Enterprise Consulting Group offers the services and expertise of a global manufacturing leader to assist in or run your company's Kaizen initiatives.

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