

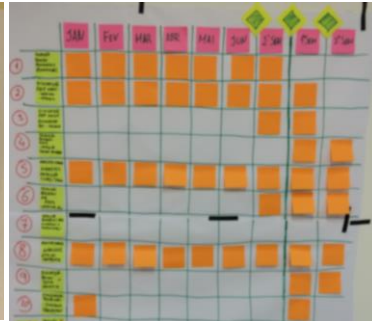
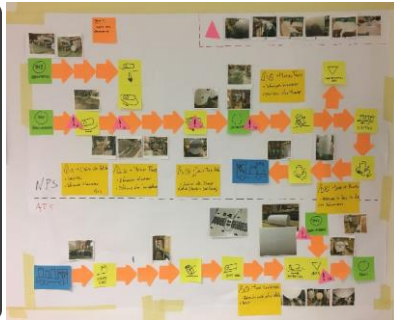
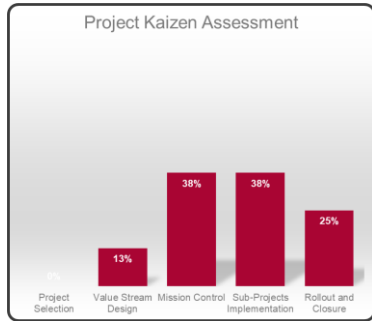
Value Stream KAIZEN™ in Process Industry

PICTURES BEFORE

Management Diagnosis of Improvement Projects

Improvement Opportunity Mapping

Prioritisation of Projects to be Implemented



PICTURES AFTER

Mission Control Room



OPL Standards and Process Confirmation



A3 Projects and Implementation Plan



Benefits Tracking & Issue Kanban



Value Review every 6 months



Problem

- Company used to improving results with CAPEX investment
- Dense and highly complex organisational structure

Root Causes

- Continuous Improvement Culture neglected in terms of investments
- Numerous simultaneous projects in progress, with several departments involved
- Lack of focus and method for identifying opportunities in the workplace
- Non-standard Project Management, with ad-hoc meetings and weak Visual Management

Solutions

- Value Stream Analysis to identify and prioritise necessary projects
- Mission Control Room (Obeya) for Project Management and Steering Committee
- KAIZEN™ Events workshop, following the A3 Thinking methodology
- Stabilisation Process of Improvements using Standardisation and Process Confirmation with Kamishibai
- Value Review process every 6 months and planning of the next cycle

Benefits

