

Problem Solving Throughout Kaizen Event Implementation: Study in a Wood Industry

Pablo Burneo

Universidad San Francisco de Quito
Quito, Ecuador

Abstract: The lean production system is structured on the premise of waste reduction and continuous improvement. The implementation of Lean techniques need immediate actions and continuous monitoring of progress. This is possible to achieve if solutions focus to solve well defined problems at a time. Kaizen Events provide the right methodology to manage problem solving and promote organizational change throughout involving the human factor, the main actor in cultural change. Well trained employees become an essential part of the problem solving process. The improvement events selection must follow an organizational strategy. Operational objectives and indicators, defined in the VSM, set the path to define Kaizen Event priorities. Waste, overload, and variability indicators trends are monitored during problem solving and crossed with the Value Map. This study will discuss the implementation of Kaizen Events involving training, improvement sessions selections and results over time. Quality improvements not performed throughout Kaizen Events will be compared.

Keywords: Lean, Kaizen, problem solving, VSM