

**MANUFACTURING INSIGHTS**

**Breakthrough Kaizen Events**

SCENE 1.

CG: FBI warning  
white text centered on black to  
blue gradient

WARNING

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SCENE 2.

**tape 40, 01:00:00-01:00:12**  
SME logo, with music

SCENE 3.

Before and after drawings on the  
walls

**MUSIC UP AND UNDER**

**NARRATION (VO) :**

MANUFACTURING INSIGHTS, MANUFACTURING

ENGINEERING'S VIDEO SERIES FOR PROCESS

IMPROVEMENT.

THIS PROGRAM DOCUMENTS WHAT HAPPENS WHEN A

MANUFACTURING COMPANY HOLDS A KAIZEN EVENT AND

WHAT IT TAKES TO MAKE THE EVENT SUCCESSFUL.

SCENE 4.

CG: KAIZEN EVENT  
PEOPLE MAKING CHANGES 4 SHOTS

GC: TAKE APART  
THINK ABOUT  
MAKE NEW

**NARRATION (VO) :**

TO BEGIN, WHAT IS A KAIZEN EVENT? KAIZEN IS A

JAPANESE WORD THAT MEANS "GOOD CHANGE." A BROADER

DEFINITION WOULD BE TO 1. TAKE APART, 2. THINK

ABOUT, AND 3. MAKE NEW. SO EVERY IMPROVEMENT YOU

MAKE CAN BE CALLED A KAIZEN.

SCENE 5.

MANY PEOPLE IN ASSEMBLE AREA

**NARRATION (VO) :**

IN SOME CASES, MANUFACTURING COMPANIES FIND IT

NECESSARY AND BENEFICIAL TO PLAN A THREE TO FIVE

DAY ACTION-ORIENTED TEAM EVENT TO FOCUS THE ENERGY

TRAINING ROOM BRAINSTORM  
CG SOLVE PROBLEMS  
ELIMINATE WASTE

OF MANY PEOPLE ON A SPECIFIC AREA. THESE EVENTS  
HAVE TWO ESSENTIAL GOALS, TO SOLVE PROBLEMS AND  
ELIMINATE WASTE. THESE EVENTS ARE CALLED  
**BREAKTHROUGH KAIZEN EVENTS** AND ARE THE SUBJECT OF  
THIS PROGRAM.

SCENE 6.  
08.11.56 - 08.12.06

**NARRATION (VO) :**

TO HELP YOU UNDERSTAND WHAT HAPPENS DURING A  
KAIZEN EVENT, SME DOCUMENTED A FOUR DAY EVENT HELD  
AT THE LANTECH CORPORATION IN LOUISVILLE, KY.  
LANTECH CORPORATION DESIGNS AND BUILDS STRETCH  
WRAPPING MACHINES AND OTHER PACKING PRODUCTS, THAT  
ARE USED IN THE FOOD, BEVERAGE, AND CHEMICAL  
PACKAGING INDUSTRIES.

08.12.53 - 08.13.13  
MACHINE DEMO

SCENE 7.  
TRAINING ROOM  
ASSEMBLY AREA

**NARRATION (VO) :**

LANTECH HAS A GREAT DEAL OF EXPERIENCE HOLDING  
KAIZEN EVENTS. THE AREA OF FOCUS FOR THIS KAIZEN  
HAS ALREADY UNDERGONE MORE THAN 40 PREVIOUS KAIZEN  
EVENTS, BUT LANTECH KNOWS THEY CAN ALWAYS FIND  
IMPROVEMENTS.

SCENE 8.  
ED 01.26.30  
ED 01.29.29/45

**NARRATION (VO) :**

EVEN THOUGH LANTECH HAS HELD HUNDREDS OF KAIZEN  
EVENTS OVER THE YEARS, THEY STILL FIND IT  
BENEFICIAL TO HIRE AN OUTSIDE CONSULTANT TO RUN  
SOME EVENTS. THIS PARTICULAR EFFORT WAS LEAD BY  
ED RADIEL FROM THE TBM CONSULTING GROUP.

SCENE 9.  
RON TALKING 01.07.06 ZOOM OUT

**NARRATION (VO) :**

TO DEMONSTRATE THEIR SUPPORT OF THE EVENT, RON

STEVE 15.13.50 / 14.03

HICKS, PLANT MANAGER AND STEVE POLLOCK, PRODUCTION  
MANAGER STAYED INVOLVED IN MOST IMPROVEMENT  
BRIEFINGS.

SCENE 10.

**NARRATION (VO) :**

TRAINING ROOM FULL

AS WITH ANY KIND OF EVENT, SOME IMPORTANT

WELDING AREA

PREPLANNING NEEDS TO BE DONE. FOR A KAIZEN, YOU

POWDER COATING

MUST SET THE SCOPE OF THE EVENT TO DECIDE WHAT

AREA OF THE PRODUCTION PROCESS NEEDS IMPROVEMENT.

SCENE 11.

**NARRATION (VO) :**

SHIPPING THE STRETCH WRAP

IN THIS EXAMPLE, LANTECH NEEDED TO INCREASE THE

MACHINE 07.02.51 / 03.06

NUMBER OF STRETCH WRAPPING MACHINES IT ASSEMBLED.

THEY SET A GOAL OF INCREASING PRODUCTIVITY BY 10%.

SCENE 12.

**NARRATION (VO) :**

BUILDING A NEW MACHINE

LANTECH HAD JUST RUN A PROMOTION ON THIS MACHINE

07.05.55 / 6.18

SO, LANTECH WANTED TO DO WHAT EVER THEY COULD TO

MEET THE CUSTOMER DEMAND.

SCENE 13.

**NARRATION (VO) :**

QUALITY PROBLEM (FINDING THE BAD

OTHER GOALS THAT WERE SET FOR THE EVENT INCLUDED

ROLLER) 15.26.48 / 27.05

FINDING AND ELIMINATING TWO ERGONOMIC AND SAFETY

CONDITIONS, AND THE ELIMINATION OF ONE, RE-

OCCURRING QUALITY ISSUE.

SCENE 14.

**ED COMMENT 06.09.21 TO 06.09.49**

If you don't set specific goals what you tend to do is you don't hit anything. Its kind of like if you decide your going to go out and chop down trees, and you make up your mind you are going to get 10 today. If you just go out and cut trees you may only cut three. So what you want to do is set a specific goal with a specific target and a specific range that you would want to get to by a certain time and so they would set that and it is usually a percentage value. Ok we would like to get a decrease in this or an increase in that.

SCENE 15.

**NARRATION (VO) :**

AS PART OF THE PRE-PLANING FOR THIS EVENT, THE INVITATIONS FOR THIS KAIZEN WERE SENT TO ALL LANTECH ASSOCIATES.

SCENE 16.

03.25.43 / 26.01

TEAM IN TRAINING

ASSEMBLY PEOPLE IN TRAINING

THE LEADERS RUNNING THIS EVENT WERE RESPONSIBLE FOR ALL LOGISTICS LIKE INVITATIONS, DATES, MEETING ROOMS, SUPPLIES, AND A PREPARING A FORMAL AGENDA.

SCENE 17.

**RON Hicks 14.08.02/14.09.00**

It certainly was not intuitive to me why you would want to pull someone out of HR or accounting when we might be doing a kaizen in a welding area, what does an accountant know about welding, what does a welder know about accounting? But that is part of the value, because they go through this process and they observe and they see what is going on and they are the ones who are likely to, who are not ashamed, number one, to ask the why questions. No one expects them to know, why are you doing that? Why would you want to do that anyway? You know. Where other individuals who may be very close to the process and have been close to it for years, will take that as a given or something that has to be part of the process. It tends to be that those people outside the process ask the why questions.

SCENE 18.

PEOPLE TALKING ON THE FLOOR

PEOPLE IN MEETINGS

**NARRATION (VO) :**

BECAUSE LANTECH MAINTAINS A POSITIVE WORKPLACE CULTURE AND EVERYONE IN THE COMPANY UNDERSTANDS THE IMPORTANCE PLACED ON THESE KAIZEN EVENTS, THERE IS NEVER A PROBLEM ATTRACTING VOLUNTEERS FOR THE KAIZEN TEAMS.

SCENE 19.

**TERRY 06.23.44 - 24.03.**

We got a team, we sent out invitations via email, to all the factories, this includes accounting our hr group, our field service group, our marketing

**group it covers all of Lantech. We invite any participants to come back and join us for the kaizen.**

SCENE 20.

**NARRATION (VO) :**

TEAM LEADER AT FLIP CHART  
WRITING  
PEOPLE IN SMALLER MEETINGS

TWO WEEKS BEFORE THE KAIZEN EVENT, A TEAM CAPTAIN WERE ASSIGNED TO LEAD EACH OF THE TWO IMPROVEMENT TEAMS. WITH THIS KAIZEN EVENT, EACH TEAM HAD FROM FIVE TO SEVEN PEOPLE, AND BECAUSE OF THE GOALS SET FOR THE EVENT, IT WAS SCHEDULED TO LAST 3½ DAYS.

SCENE 21.

**NARRATION (VO) :**

DAY ONE  
1 PM  
01.09.14

DAY ONE LASTED ONLY A HALF DAY AND CONSISTED OF CLASSROOM TRAINING. THIS TRAINING INCLUDED ALL THE ASSEMBLY LINE EMPLOYEES WHERE THE IMPROVEMENTS WERE TO BE MADE, ALONG WITH THE VOLUNTEER MEMBERS RECRUITED FOR THE EVENT.

01.09.49

SCENE 22.

**NARRATION (VO) :**

01.19.55

AS A FIRST STEP, CLASSROOM TRAINING COVERED THE BASICS OF WHAT EVERY PRODUCTION ASSOCIATE NEEDED TO KNOW ABOUT ERGONOMICS, SAFETY, SINGLE PIECE FLOW, QUALITY, AND CUSTOMER SATISFACTION.

01.20.18

SCENE 23.

**NARRATION (VO) :**

01.21.00

THIS TRAINING ALSO TAUGHT DIFFERENT WAYS TO LOOK FOR WASTE. THE OBSERVERS AND ASSEMBLY LINE WORKERS WERE INSTRUCTED TO LOOK FOR DUPLICATION IN THE WORK PROCESS AND FOR NON-STANDARD WORK PROCEDURES THAT MAY HAVE CREPT INTO THE ESTABLISHED STANDARDIZED WORK.

01.26.49

SCENE 24.

**NARRATION (VO) :**

02.10.50 / 11.10

THIS INFORMATION, ALONG WITH A GENERAL UNDERSTANDING OF LEAN MANUFACTURING, IS TAUGHT BEFORE EACH KAIZEN.

SCENE 25.

**NARRATION (VO) :**

02.19.20 / 19.40

WITH THIS CORPORATE WIDE UNDERSTANDING OF LEAN PRODUCTION TECHNIQUES, IT IS EASIER TO SUSTAIN THE PRODUCTIVITY GAINS EARNED DURING A KAIZEN EVENT.

SCENE 26.

**NARRATION (VO) :**

05.04.23 / 04.31 WIDE SHOT TIME  
FORM

SINCE THE AREA OF FOCUS FOR THIS KAIZEN WAS AN EXISTING ASSEMBLY LINE, LANTECH HAD ALREADY WRITTEN A STANDARD WORK DESCRIPTION FOR EACH ASSEMBLY TASK.

SCENE 27.

**NARRATION (VO) :**

05.04.43 / 05.04.49  
STANDARD WORK FORM CLOSE UP

EACH TASK HAD BEEN FURTHER DIVIDED INTO DISCREET WORK ELEMENTS. THIS LIST OF TASKS IS POSTED AND AUDITED THROUGHOUT THE YEAR.

SCENE 28.

**NARRATION (VO) :**

CLOSE UP STOP WATCH

LANTECH FEELS THAT THEY SHOULD NOT MAKE ANY PROCESS CHANGES UNLESS THEY ARE JUDGED TO BE AN IMPROVEMENT. AND HOW WOULD THEY KNOW IF IT'S AN IMPROVEMENT, IF THEY NEVER HAD A STANDARD IN THE FIRST PLACE?

SCENE 29.

06.13.11 06.13.21 ED RADIEL

ED ON CAMERA

**I go back to Taishi Ohno saying, without a standard there can be no kaizen and what he is basically saying is kind of like, if you don't know what you are doing, how are you going to change it?**

SCENE 30.

**NARRATION (VO) :**

04.11.53 / 12.07

SINCE MUCH OF THE IMPROVEMENT TEAM'S WORK WILL BE MEASURING THE CURRENT STATE OF THE ASSEMBLY PROCESS, DETAILED INSTRUCTIONS ARE GIVEN ON HOW TO PERFORM A TIME OBSERVATION.

SCENE 31.

**NARRATION (VO) :**

ED WALKING

04.04.44 START

04.05.16 END

TO PRACTICE TIME OBSERVATION, THE CLASS MEASURED ED AS HE STOOD UP FROM HIS CHAIR,.. WALKED TO THE BOARD....., UNCAPPED THE MARKER, WROTE THE WORD KAIZEN ON THE BOARD...., PUT THE CAP BACK ON THE MARKER, THEN WALKED BACK TO HIS SEAT..... AND SAT DOWN.

SCENE 32.

**NARRATION (VO) :**

WORK FORM IN CLASS

04.14.37 / 54

THESE METHODS OF TIMING EACH WORK ELEMENT ARE TAUGHT SO EACH OBSERVER AND THE PEOPLE BEING OBSERVED UNDERSTAND THE IMPORTANCE OF MEASURING CORRECTLY.

SCENE 33.

GEN. ASSEMBLE 07.13.19

WELD 07.10.30 / 40

FADE TO BLACK (END OF DAY 1)

**ron comment 14.11.25 -1 4.11.43 I have often had to tell people, slow down, this is not about working fast, work at comfortable pace, work at the pace you are going to work at all day. This is about taking out those steps and those things that are not necessary so that you are only doing the value added steps or the things the customer wants to pay for.**

SCENE 34.

**NARRATION (VO) :**

CG: 6:30 AM DAY TWO

AT THE START OF DAY TWO, ARMED WITH THE PRINTED

FADE UP FROM BLACK,  
TEAM WALKING DOWN STAIRS

05.00.41

STANDARDS FOR EACH JOB, THE NEWLY TRAINED  
OBSERVERS HEADED FOR THE ASSEMBLY LINE.

SCENE 35.

05.01.43

**NARRATION (VO) :**

FOR THE NEXT FEW HOURS, THE EMPLOYEES ASSEMBLED,  
WHILE THE OBSERVERS JUST OBSERVED.

SCENE 36.

05.02.13 / 02.26

05.22.50 / 23.09

**NARRATION (VO) :**

THE CYCLE TIME IN THIS PRODUCT CELL IS ABOUT 30  
MINUTES, SO IT TOOK SEVERAL CYCLES FOR THE  
OBSERVERS TO GET SIGNIFICANT DATA.

SCENE 37.

TEAM IN TRAINING ROOM

08.03.03 / 03.14

08.11.01 / 08.11.15

**NARRATION (VO) :**

THE NEXT STEP OF THE KAIZEN TOOK PLACE BACK IN THE  
MEETING ROOM. HERE, PARTICIPANTS BROUGHT ALL THE  
OBSERVATIONS OF THE CURRENT STATE OF THE PROCESS,  
AND THEN BRAINSTORMED IDEAS TO ELIMINATE WASTE AND  
IMPLEMENT A REVISED WORK PLAN.

SCENE 38.

ON THE AFTERNOON OF DAY TWO, THE TEAM CAME UP WITH  
IDEAS FOR BETTER LAYOUTS, METHODS TO LOWER WORK IN  
PROCESS, AND MANY OTHER POTENTIAL IMPROVEMENT  
SUGGESTIONS.

SCENE 39.

THIS BRAINSTORMING IS DONE BY THE TEAM WITH THE  
TEAM LEADERS FACILITATING THE MEETING AND  
DOCUMENTING EACH IDEA.

SCENE 40.

**NARRATION (VO) :**

BY THE END OF DAY TWO, EACH TEAM HAD BEGUN TO  
FORMULATE A PLAN FOR WHAT TYPES OF CHANGES NEED TO

HAPPEN AT EACH WORKSTATION.

SCENE 41. CG: 6 AM DAY 3

09.28.26

09.19.28

09.20.07 / 20.16

ON THE MORNING OF DAY THREE, DRAWINGS, PLANS, AND  
LISTS OF IMPROVEMENTS WERE POSTED ON THE WALLS OF  
THE MEETING ROOM. AT LANTECH, THESE POSTERS ARE  
CALLED THE KAIZEN NEWSPAPERS, WITH EACH LISTING  
PROBLEMS THAT WERE IDENTIFIED BY THE OBSERVERS,  
THE CORRECTIVE ACTION REQUIRED, WHO IS GOING TO  
MAKE THE CHANGE, AND WHEN THE CHANGE WILL HAPPEN.  
THE LAST COLUMN IS LEFT OPEN AND IS FILLED IN WITH  
THE RESULTS OF THE ACTION.

SCENE 42.

15.04.44 / 05.03 ASSEMBLY

**NARRATION (VO) :**

BECAUSE OF THE CONSTANT DEMAND FOR LANTECH  
PRODUCTS, THE ASSEMBLY LINE WAS OPERATIONAL DURING  
MOST OF THIS KAIZEN EVENT. THE LINE WAS ONLY DOWN  
FOR TWO TRAINING SESSIONS THAT LASTED A FEW HOURS.  
HOWEVER, DURING THESE PRECIOUS HOURS, OVER 100  
DIFFERENT KAIZENS WERE ACTED ON.

SCENE 43.

**NARRATION (VO) :**

BEFORE THE END OF DAY THREE, THE ASSEMBLY PROCESS  
RESUMED WITH THE IMPROVEMENTS IN PLACE AND WITHOUT  
ANY MAJOR PROBLEMS.

SCENE 44.

**NARRATION (VO) :**

THE REMAINDER OF THE THIRD DAY CONSISTED OF  
CONTINUED OBSERVATION AND MINOR ADJUSTMENTS. BUT  
NOW, OBSERVERS WERE TIMING THE NEWLY DESIGNED WORK  
PROCESS.

SCENE 45.

**NARRATION (VO) :**

CG: DAY FOUR

THE FOURTH AND FINAL DAY OF THE KAIZEN EVENT STARTED BY FINISHING THE OBSERVATION OF EACH WORK CELL USING THE NEW PROCESS. DURING THIS LAST DAY, MINOR REFINEMENTS WERE MADE TO THE ASSEMBLY PROCESS AND ANY LINGERING PROBLEMS WERE DEALT WITH.

SCENE 46.

**NARRATION (VO) :**

AFTER THE OBSERVERS GOT TIMINGS FOR THE NEW STANDARD WORK, THE RESULTS SHOWING THE EFFECTIVENESS OF THE KAIZEN WERE QUANTIFIED AND MADE INTO A CHART.

SCENE 47.

**NARRATION (VO) :**

IN THE CASE OF THIS KAIZEN, PRODUCTIVITY IMPROVED 12%, THREE QUALITY ISSUES WERE ELIMINATED, SEVEN SAFETY ISSUES WERE RESOLVED, AND EIGHT ERGONOMIC PROBLEMS WERE FIXED.

SCENE 48.

**NARRATION (VO) :**

ADDITIONALLY, THE GOAL OF RE-BALANCING THE ASSEMBLY LINE WAS COMPLETED SO EACH OPERATOR'S CYCLE TIME WAS AT OR LESS THAN TAKT TIME.

SCENE 49.

**NARRATION (VO) :**

IT'S IMPORTANT TO COMMUNICATE THE RESULTS OF EACH KAIZEN EVENT TO EVERYONE INVOLVED.

SCENE 50.

**NARRATION (VO) :**

LANTECH DOES THIS BY HAVING THE OBSERVERS AND TEAM LEADERS MAKE A PRESENTATION AT THE END OF THE LAST

DAY OF THE EVENT.

SCENE 51.

**NARRATION (VO) :**

THIS PRESENTATION IS BASED ON THE LIST OF PROBLEMS THEY OBSERVED, WHAT ACTIONS WERE TAKEN, AND THE RESULTS OF IMPLEMENTING THE CHANGES.

SCENE 52.

**NARRATION (VO) :**

PART OF THIS END-OF-EVENT PRESENTATION IS A QUICK RUNDOWN OF SOME THE MOST IMPORTANT KAIZENS.

SCENE 53.

16.24.50 - 16.25.54 (HOW THE WHEEL COCK IS USED TO STOP THE CART)

SCENE 54.

17.02.57 - 17.03.49 MARY TALKING ABOUT THE FIXTURE USED TO ALIGN THE STICKERS ON THE PANEL

SCENE 55.

MANY OTHER IMPROVEMENTS WERE ALSO EXPLAINED TO THE TEAM SO THEY COULD HAVE AN UNDERSTANDING OF THE SUCCESS OF THE EVENT.

SCENE 56.

**NARRATION (VO) :**

SOMETIMES IT IS NOT POSSIBLE TO ACCOMPLISH EVERY IMPROVEMENT IDEA DURING THE KAIZEN EVENT. THESE PROCESS CHANGES ARE PLACED ON A FOLLOW UP LIST AND BECOME THE RESPONSIBILITY OF THE TEAM LEADER TO ACCOMPLISH.

SCENE 57.

**NARRATION (VO) :**

PIZZA LUNCH

ON THE LAST DAY OF THE EVENT, A PIZZA LUNCH WAS PROVIDED AS A WAY OF SAYING THANKS FOR THE HARD WORK DURING THE KAIZAN EVENT.

SCENE 58.

**NARRATION (VO) :**

NOW THAT YOU HAVE AN OVERALL UNDERSTANDING FOR WHAT HAPPENS DURING A KAIZEN EVENT, IT WOULD BE HELPFUL TO UNDERSTAND SOME OF THE KAIZEN COMMANDMENTS THAT LANTECH FOLLOWS TO INSURE A SUCCESSFUL EVENT.

SCENE 59.

**NARRATION (VO) :**

WHEN DOING A KAIZEN EVENT, REMEMBER TO:

\*KEEP AN OPEN MIND

\*SEEK THE WISDOM OF TEN RATHER THAN THE KNOWLEDGE OF ONE

\*GAIN EMPLOYEE INVOLVEMENT

\*KEEP A POSITIVE ATTITUDE AND HAVE FUN

\*THINK CREATIVITY BEFORE CAPITAL

SCENE 60.

ED COMMENT ON GREY MATTER BEFORE GREEN MONEY

06.10.36

SCENE 61.

**NARRATION (VO) :**

OTHER KAIZEN COMMANDMENTS ARE:

\*NEVER LEAVE IN SILENT DISAGREEMENT

\*THINK OF HOW TO DO IT, INSTEAD OF WHY IT CAN'T BE DONE

\*IF YOU DO SPEND MONEY, ALWAYS SIMULATE IT FIRST

\*CREATE A BLAMELESS ENVIRONMENT

\*ASK LOTS OF QUESTIONS, AND REMEMBER THERE ARE NO  
DUMB QUESTIONS

SCENE 62.

**NARRATION (VO) :**

THE CHANGES MADE TO THE WORKPLACE THROUGH A KAIZEN  
EVENT WILL BE WELCOMED BY SOME PEOPLE, BUT SOME  
OTHER ASSOCIATES MAY FIND THESE CHANGES  
TERRIFYING.

SCENE 63.

**NARRATION (VO) :**

DURING THE KAIZEN, DIFFERENT EMOTIONAL SITUATIONS  
ARISE BECAUSE PEOPLE ARE SENSITIVE ABOUT THEIR  
WORK. PEOPLE WILL OFTEN START OFF FEELING ANXIOUS,  
DISCOURAGED, AND DISORIENTED.

SCENE 64.

**NARRATION (VO) :**

BUT AS THE EVENT CONTINUES AND THE TEAM BEGINS TO  
ACCOMPLISH THEIR GOALS, THEIR MOOD USUALLY  
CHANGES, LEAVING THEM MORE HOPEFUL, EXCITED, AND  
SATISFIED.

SCENE 65.

MOST EMPLOYEES AT LANTECH FIND IT ENERGIZING TO BE  
PART OF A KAIZEN EVENT. THEY LOOK FORWARD TO THE  
OPPORTUNITY TO MAKE IMPROVEMENTS.

SCENE 66.

Ron Hicks 14.13.13 - 14.13.59

**Its often seen as more as, GREAT, we are having a  
kaizen, finally, I have had some ideas and now I  
can get those ideas on the table. Oh I hate  
turning around for this tool, or oh I really hate  
having to bend over and work down low, may be now  
it gives them a chance to, in the right setting,  
to get their ideas blended in with other ideas and  
they know they can come out with a work  
environment that they will enjoy more and be more**

comfortable with. While we have had our times in the past when they were feared and had all the anxiety you might imagine about, like what does this mean to me or that my job is being watched and changed. Generally now it seen much more positive and a chance to improve the job and the work environment and that is part of the evolutionary process.

SCENE 67.

KAIZEN EVENTS ARE A WAY OF LIFE AT LANTECH AND MANY OTHER MANUFACTURING COMPANIES. THESE COMPANIES HOLD KAIZEN EVENTS BECAUSE THEY ENERGIZE PEOPLE TO ACTION.

SCENE 68.

Ed Raidel 06.20.28 - 06.20.55

its quick, its not something you drag out for 6 months, or a year, it done in a one week basis and its done its finished. There maybe a few stragglers hanging on there where is something we could just not get done in a week and we put them on the thirty day list, but for the most part it is 100% through the week and it is done. So, very successful I know a lot of companies that have made great successes out of it, Lantech being one of them, and I think that there is many more around. I can't tell you all the success stories that there are with it. It is a good tool.

SCENE 69.

Ron Hicks 14.04.52 - 14.05.34

That is part of the methodology of a kaizen event is you go out and you actually watch the cycle with your own eyes and actually observe and write down the steps and you see so much more. Some times you can't believe what you see when you really stop and see it. So to go to the discipline to really document the process in detail, understand how it is being done now, so the whole team can come back with a good understanding, not just what they thought it was, but an understanding of what it really is, and say OK now we understand what waste is, we understand the

**principles of lean, we have observed it real well.  
Where is the waste and what can we do to improve  
it?**

SCENE 70.

NO MATTER WHAT TYPE OF MANUFACTURING PROCESSES  
YOUR BUSINESS IS BASED ON, RUNNING A BREAKTHROUGH  
KAIZEN EVENT IS A PROVEN METHOD OF ELIMINATING  
WASTE AND IMPROVING YOUR WORKPLACE CULTURE.

SCENE 71.

THE 12% INCREASE IN PRODUCTIVITY AND THE  
ELIMINATION OF SEVERAL ERGONOMIC AND QUALITY  
PROBLEMS HAVE ALREADY HAD A POSITIVE IMPACT ON THE  
BOTTOM LINE AT LANTECH AND HAVE HELPED EVERY  
ASSOCIATE IMPROVE THEIR PERFORMANCE.

SCENE 72.

PRODUCED BY:

CG: CREDIT ROLL

THE SOCIETY OF MANUFACTURING ENGINEERS

WHITE TEXT ON BLACK, FADE UP

EXECUTIVE PRODUCER:

MID-SCREEN

ROBERT KING

PRODUCER/DIRECTOR/WRITER

STEVEN BOLLINGER

TECHNICAL & EDITORIAL CONSULTING:

ED RADIEL, TBM CONSULTING GROUP

RON HICKS

SCENE 73. **TAPE 40, 01:00:00-**

**01:00:12** SME LOGO