



PO BOX 23156
KITWE
ZAMBIA

KAIZEN JOURNEY AT STRONGPAK THEME

“ Opportunities of Kaizen in Africa , Now and Future”

PRESENTED BY: BONAVENTURE MOONGA

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INDUSTRY

Manufacturing

CORE BUSINESS

Manufacturer of Polypropylene Woven Sacks

Laminated Block Bottom bags for Cement & Lime



VISION

To be the Pioneer of Excellence in African Continent, inspired
by Best in Class People



MISSION

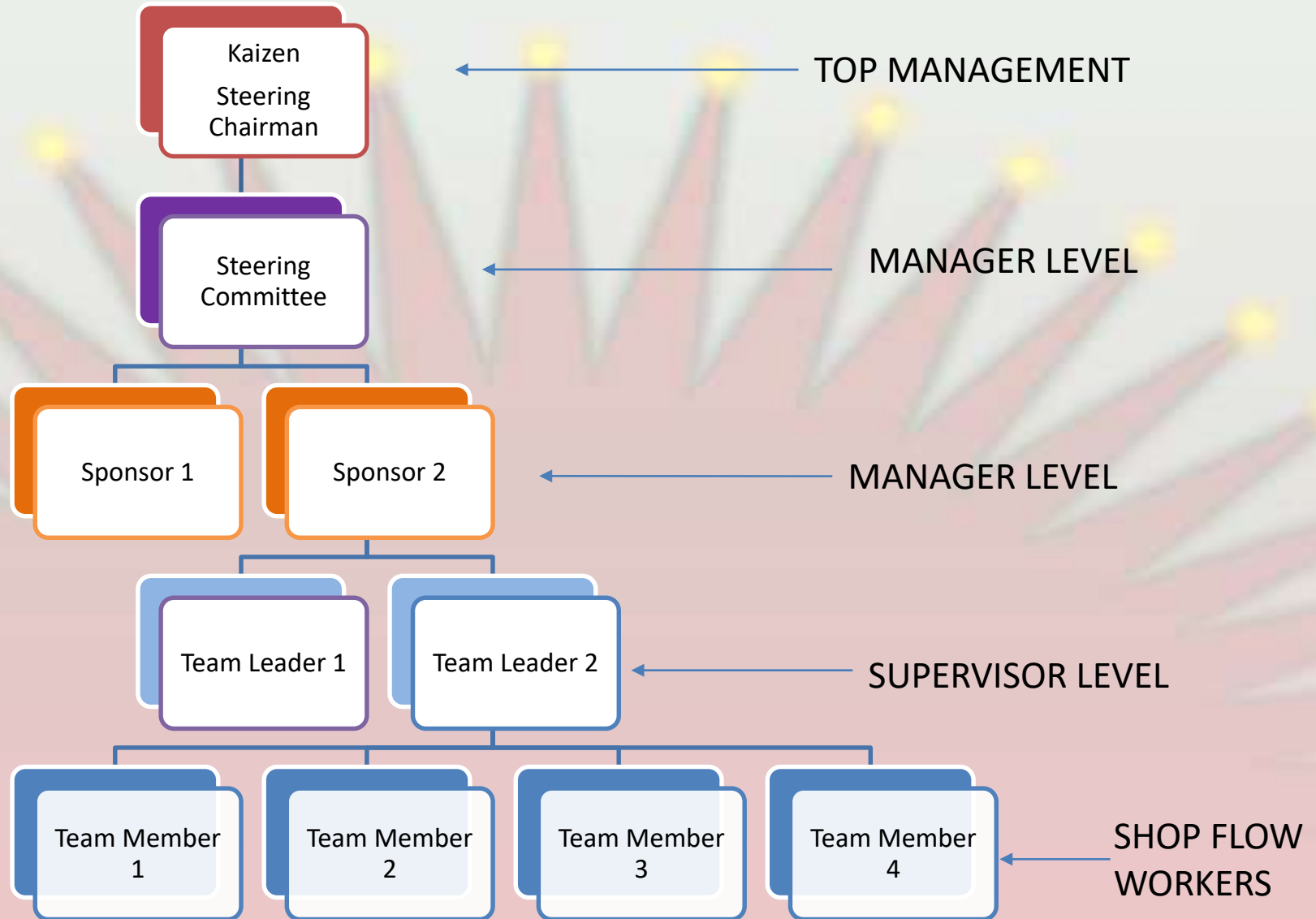
Lift Value through Affordable Packaging



TOP MANAGEMENT COMMITMENT

- **Kaizen at Strongpak is a company wide practice which has been imbedded across all departments and we has been practicing it for the past 8 years.**
- **All Kaizen activities are headed by the Plant Manager who is supported by a full time Kaizen Manager.**
- **We recognize and appreciate the support and guidance we have been receiving from JICA and Kaizen Institute of Zambia.**

STRONGPAK KAIZEN PROJECT TEAM STRUCTURE



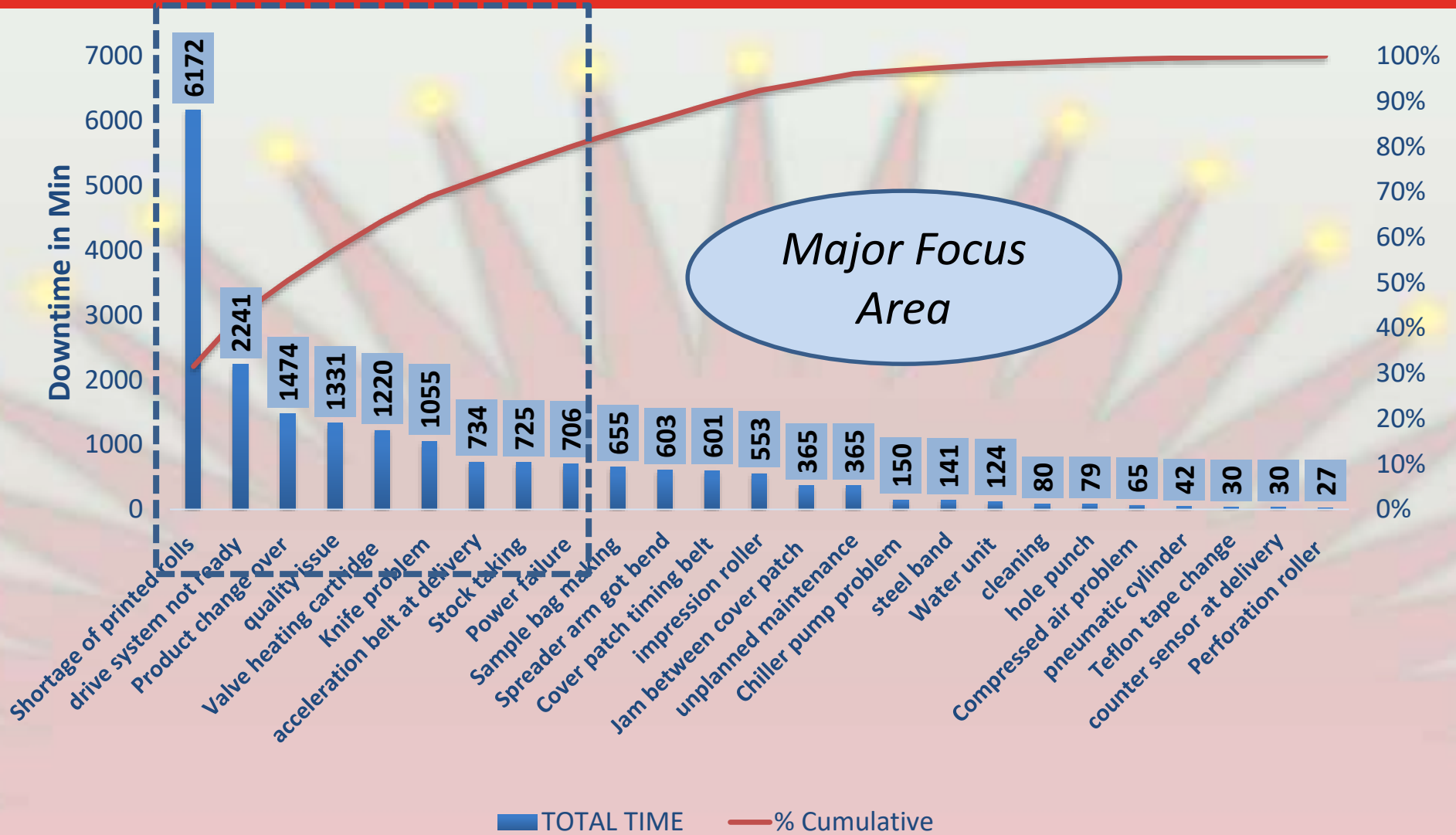
UBUYANTANSHI WITH KAIZEN PROJECTS

PROJECT NO.	PROJECT	TARGETS	
		BASE	TARGET
BTP001	Wastage Reduction due to Convertex 1 and 2	2.33%	1.17%
BTP002	Wastage Reduction due to Convertex 2	3.79%	1.89%
BTP003	Wastage Reduction due to Looms U2	2.03%	1.01%
BTP004	Wastage Reduction due to Printing U2	1.36%	0.68%
BTP005	Wastage Reduction due to Tape Plant 1 and 2	1.36%	0.68%
BTP006	OEE Improvement for Convertex 1	67%	75%
BTP007	OEE Improvement for Convertex 2	60%	75%
BTP008	OEE Improvement for Printing 2	66%	75%
BTP009	OEE Improvement for Looms U1	72%	80%
BTP010	OEE Improvement for Looms U2	68%	85%
BTP011	Wastage Reduction due to Slitex	8.21%	4.11%

INTERNAL KAIZEN CONFERENCE

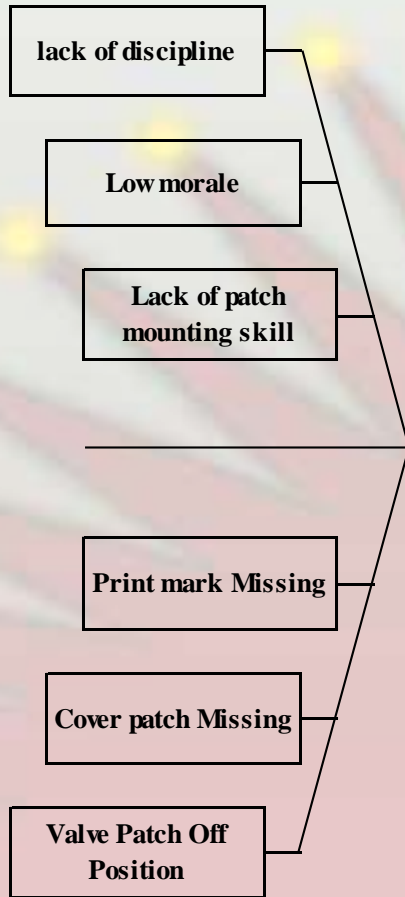


PARETO ANALYSIS FOR DOWNTIME

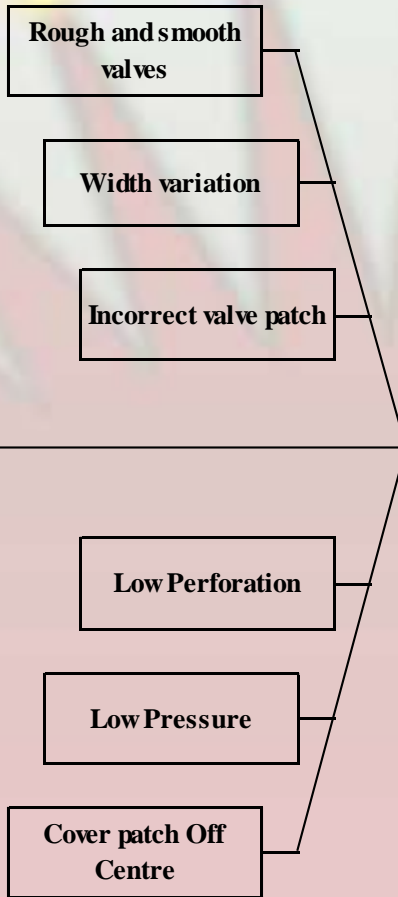


ISHIKAWA DIAGRAM

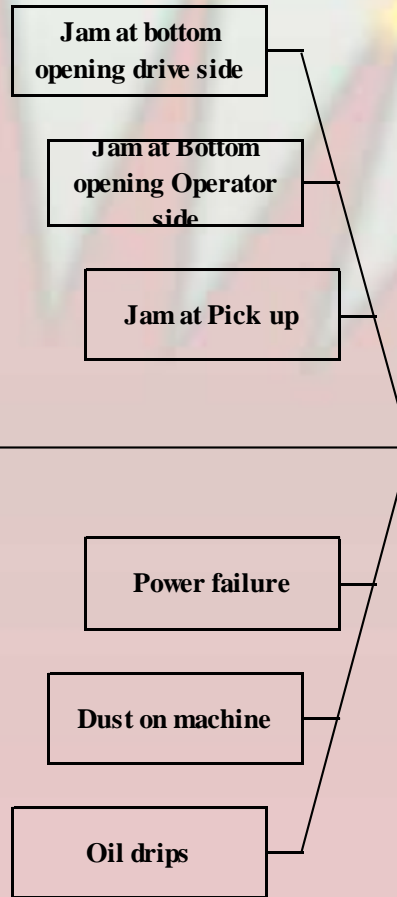
Manpower



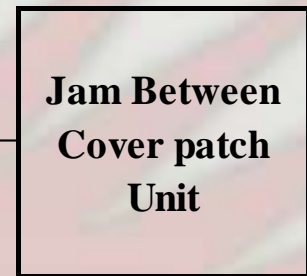
Materials



Machine



Problem Statement



Method

Measurement

Mother Nature

WHY – WHY ANALYSIS

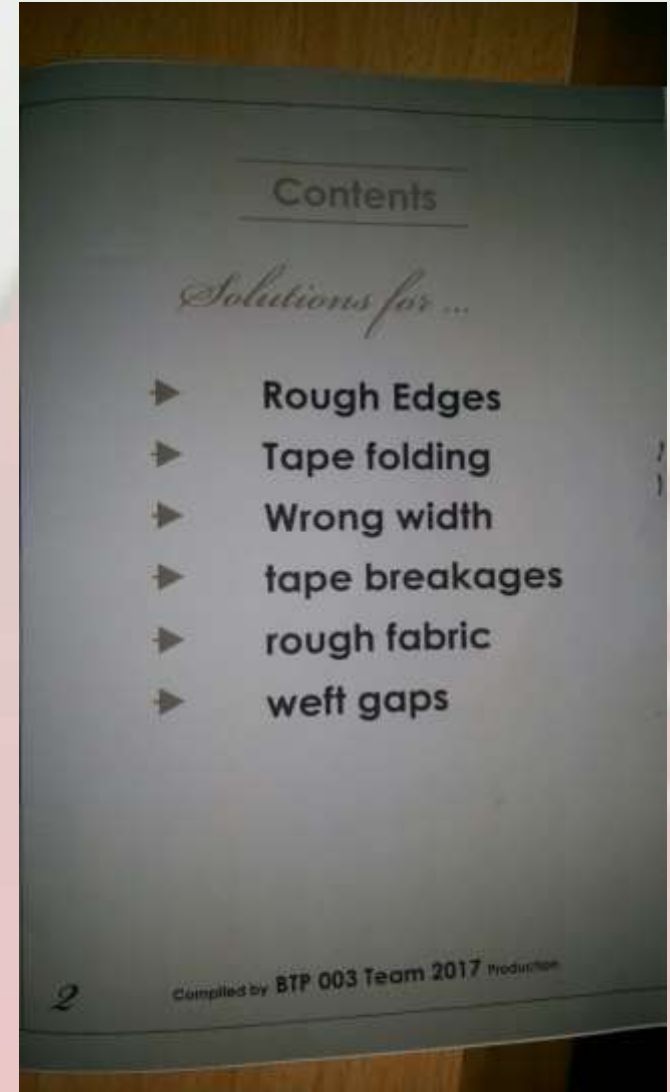
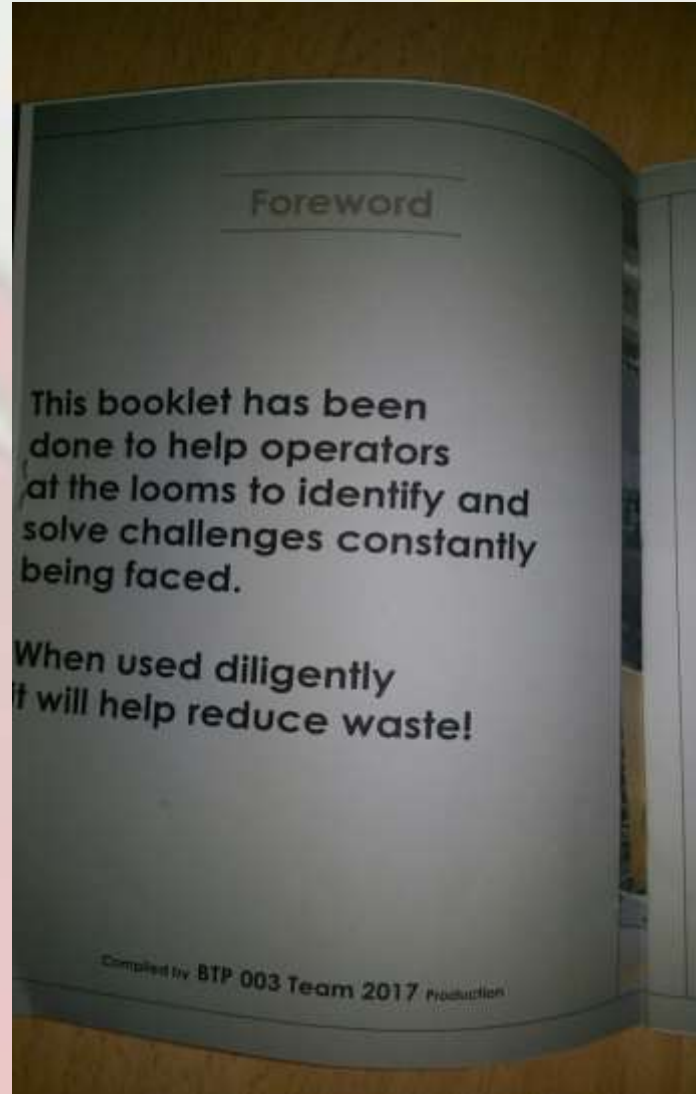
WHY WHY ANALYSIS

Location	Printing unit 2	Manager		Supervisor	
Machine No	Machine 1	Problem Statement		Leader	Kandebeka
Date	26 October 2016	Doctor blade holder			
What is the Final Action	To do a skill index and plan for training of operators				
Status of machine after the action					
	Why	Answer		Action	
1 Why	Doctor blade holder worn out	Wear and tear of blades		1. Follow up of action plan 2. Standard operating procedures 3. Training calendar made and use	
2 Why	Wear and tear of blades	Wrong adjustment of holders			
3 Why	Wrong adjustment of holders	Lack of skill			
4 Why	Lack of skill	Lack o operating procedure			
5 Why					
6 Why					
Countermeasure	Temporary Countermeasure Develop a OPL	Permanent Countermeasure Operator training			
Exactly what need to be done					
Checkpoints					
Recurrence Prevention					
OPL	Yes	No			
Authorised Person's Signature	UBUYANTANSHI <i>With</i> KAIZEN				

HIGHLIGHTS OF KAIZEN ACTIVITIES

FRUITS OF 5s





KAIZEN INNOVATION TO REDUCE WASTE

7,000 METRES BOBBINS
FINISHING WITHIN 2 DAYS
AND CAUSING WASTE
DUE TO MANY
CHANGEOVERS

33,000 METRES BOBBINS
FINISHING AFTER 10 DAYS ON
THE MACHINE RESULTING IN
LESS CHANGEOVERS



WASTE REDUCTION KAIZEN ACTIVITY

STOPPING THE MACHINE
WHEN MAKING A CHANGE
OVER HENCE HIGH WASTE

AUTOMATIC ROLL CHANGE
RESULTING IN REDUCTION OF
WASTE



BEFORE KAIZEN

AFTER KAIZEN

VISUAL INVENTORY MANAGEMENT

SPARES WERE PLACED IN SACKS , DIFFICULT TO IDENTIFY



PLACE FOR EVERYTHING AND EVERYTHING IN ITS PLACE



MAKING A PRODUCT FROM WASTE

SLITEX MACHINE WASTE



FROM TEAM INNOVATION
A NEW PRODUCT WAS
LAUNCHED IN STRONGPAK



TEAM INVERTED A MECHANIZED LUBRICATION SYSTEM

BEFORE

Lubrication container



AFTER

Lubrication switch

Lubrication pipe



BEFORE AND AFTER PHOTOS

BEFORE

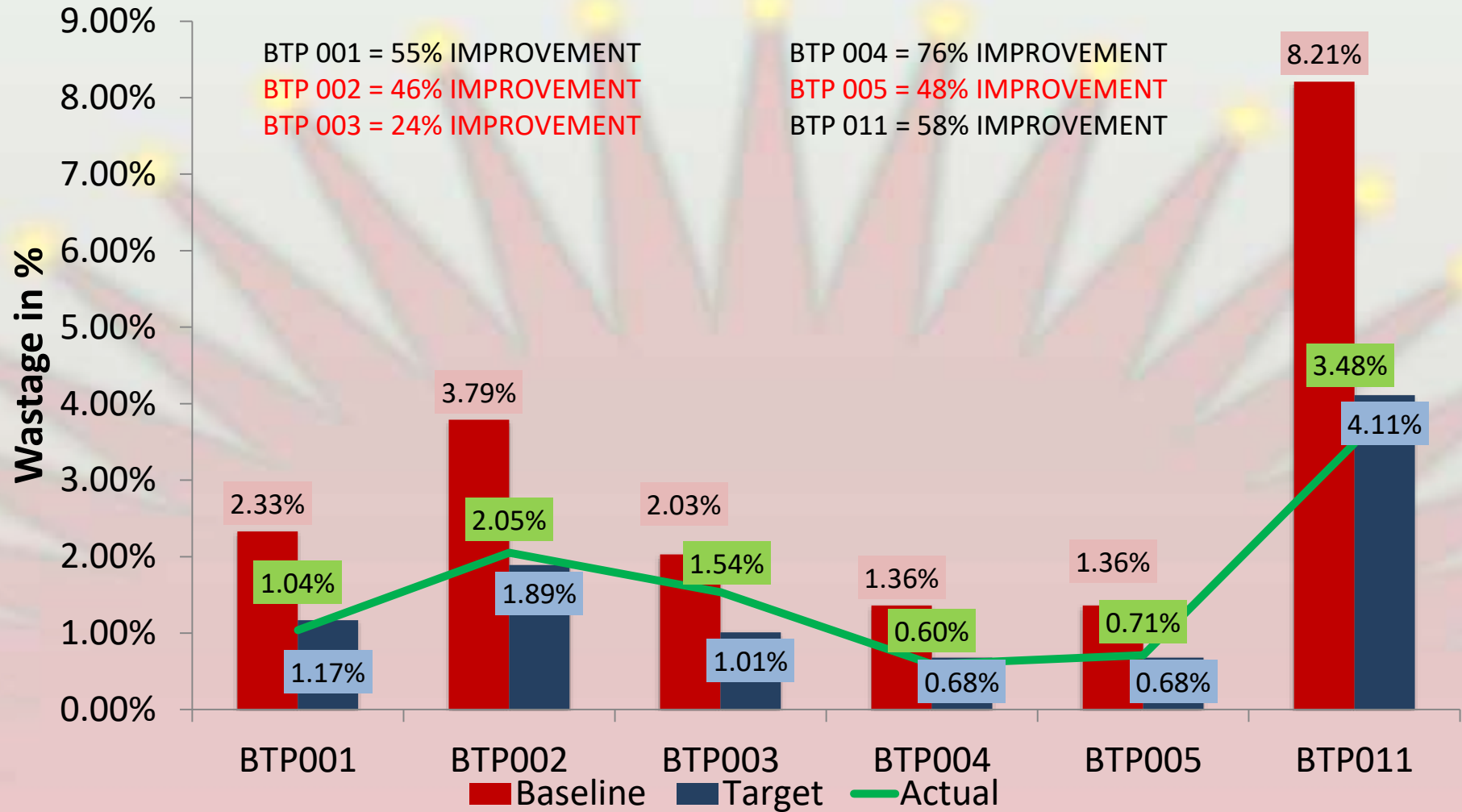


AFTER



RESULTS OF KAIZEN ACTIVITIES

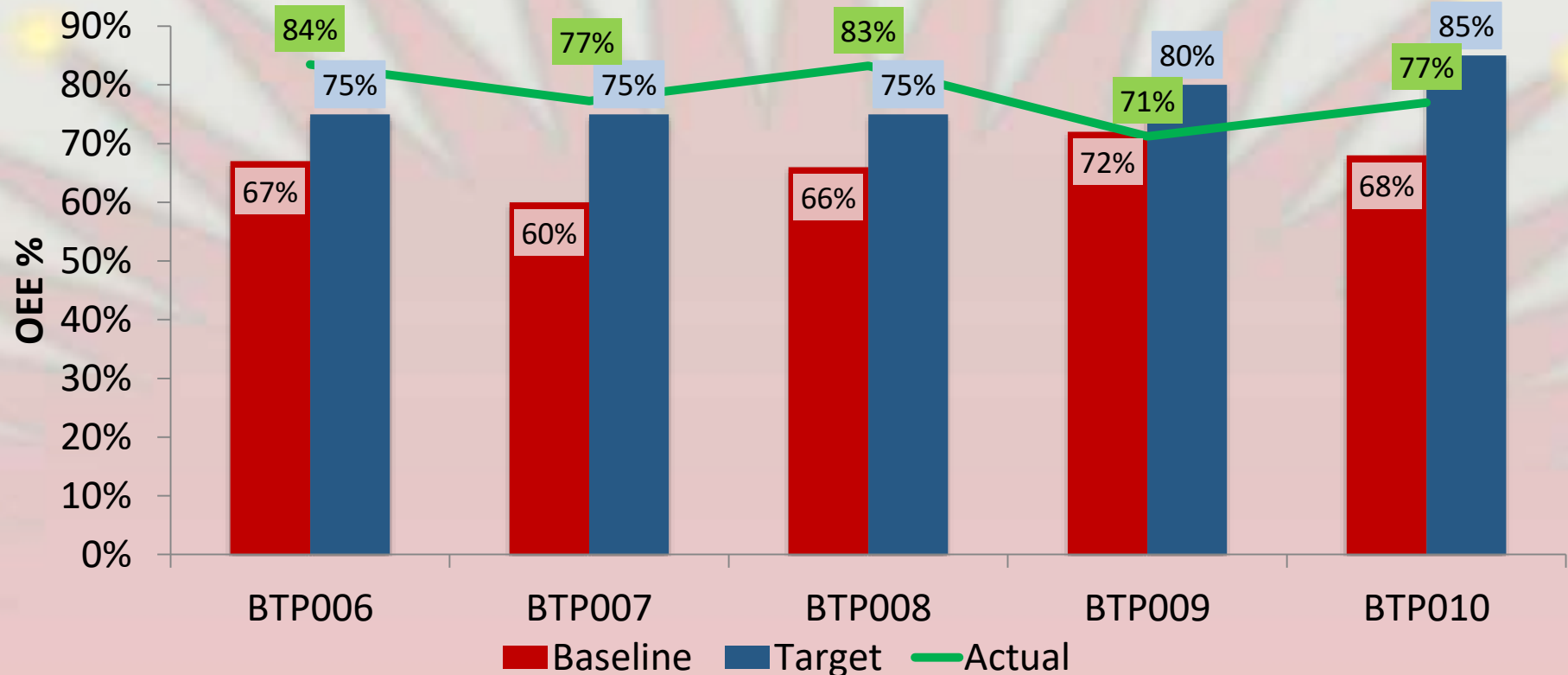
TRENDS FOR WASTE REDUCTION PROJECTS BEFORE AND AFTER KAIZEN



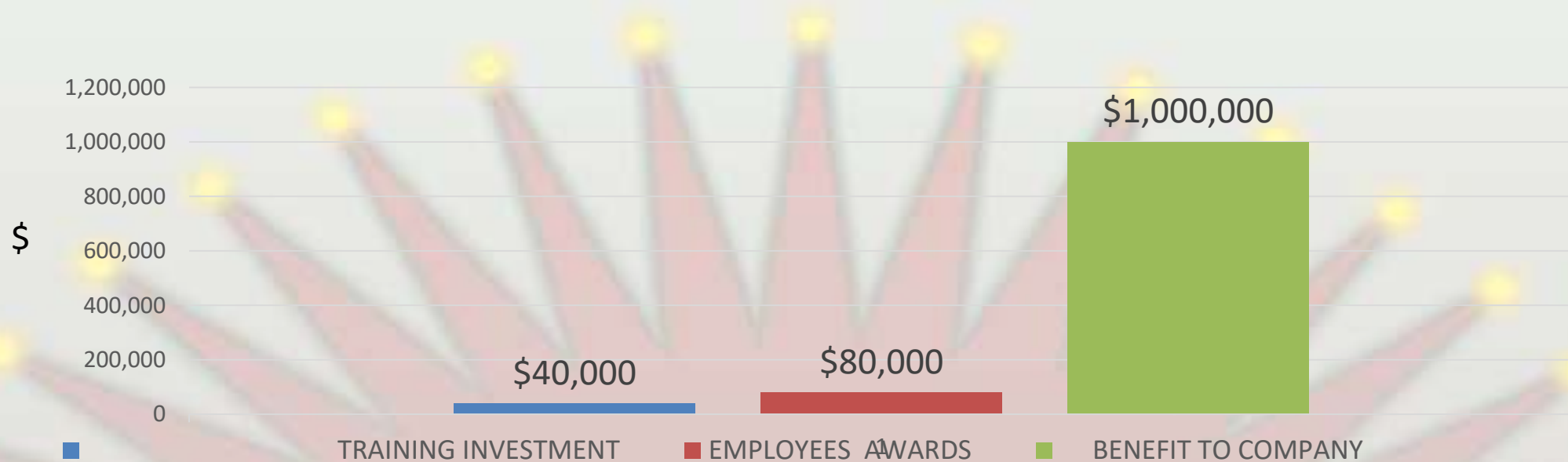
TRENDS FOR OEE PROJECTS BEFORE AND AFTER KAIZEN

BTP 006 = 25% IMPROVEMENT
BTP 007 = 28% IMPROVEMENT
BTP 008 = 26% IMPROVEMENT

BTP 009 = 1.4% REDUCTION
BTP 010 = 13% IMPROVEMENT



JUSTIFICATION FOR DOING KAIZEN AT STRONGPAK



- INCREASED PRODUCTION LEVELS
- REDUCTION IN WASTE
- INCREASED EQUIPMENT AVAILABILITY
- REDUCTION IN CUSTOMER COMPLAINTS

MANAGEMENTS' ATTENTION TO THE KAIZEN ACTIVITY



BICYCLE TO EACH MEMBER PLUS \$ 50



SEWING MACHINE PLUS \$ 50 EACH MEMBER



\$350 AWARD TO EACH MEMBER OF 6 TEAMS



32 INCH TV PLUS \$ 70 EACH MEMBER

- Kaizen is a philosophy and methodology for promoting quality and productivity improvement
- If applied consistently and determination your organisation can achieve huge benefits
- Kaizen has a lot of benefits both to the organisation and to the employee.
- As Strongpak kaizen is our way of doing things and we have integrated it in all our operations .

- For kaizen to succeed in an organisation it requires the involvement and support of top management.
- In determining which projects you must embark on as an organisation consider the challenges you are facing.
- Setting the project targets consider the cost benefit analysis
- The size of each team should not be relatively small to ensure that the team leader is able to account for each of them
- The members of the team must be drawn across departments to be inclusive
- Employees need to be motivated for them to participate positively in kaizen activities
- Periodical reviews are vital in ensuring that you can assess each team.
- Each and every project should have a time frame.
- External support from Kaizen expert like KIZ and JICA should be considered because these organization are pillars in Kaizen.

2018 ZAMBIA KAIZEN GOLD WINNERS

 Kwacha House Annex,
First Floor, Cairo Road, Lusaka, Zambia

"Customer First, All Hands Together."



END!!!!!!!!!!!!!!!



- **IF YOU FAIL TO ACHIEVE YOUR DREAM CHANGE YOUR WAYS NOT YOUR PRINCIPLES, REMEMBER TREES CHANGE THEIR LEAVES NOT ROOTS...**

UBUYANTANSHI *With* **KAIZEN**