



■ Critical Issues

■ In our current delivery work and storage, we don't know where waste is occurring.

Although we need to eliminate waste and improve productivity, we don't have an understanding of what kind of methods we can use to find the waste and problems. We don't actually know where, what kind, and how much waste there is.

■ We don't know much about the concepts and methods for making improvements.

Because we don't know much about the viewpoints, improvement process, and methods for structuring the promotion organization, our improvements are not proceeding.

■ We cannot see the results of the distribution improvement.

Since the linkage between the results of the improvement activities and the evaluation indexes is unclear, we don't know if the result of the distribution improvement is increasing or not.

■ JMAC Concept

■ JMAC carries out "distribution site improvement" based on IE techniques.

Using IE analysis techniques for the "distribution site improvement", JMAC quantitatively understands the problems and their importance, and proceeds with the improvements.

■ JMAC clarifies the purpose of the "distribution site improvement".

To motivate and unify the project members, JMAC clarifies what are the aims (purpose, targets) for carrying out the "distribution site improvement".

■ JMAC builds up a promotion organization and processes that achieve the business results.

If there is no appropriate promotion organization, the various roles will be unclear and the speed of improvement will be slowed. Further, if improvement is not carried out with the correct processes, the targeted result can not be acquired. JMAC builds up an appropriate organization and processes, and carries out the implementation.

■ JMAC quantitatively captures the results of the improvement activities

When proceeding with the improvement activities, if the results of the activities can not be quantitatively grasped, the state of progress of the activities will be unclear, causing a drop in improvement awareness and a reduction in the speed of progress. JMAC links the responses of the improvement measures and the evaluation indexes to gain a quantitative understanding of the results, and uses this to proceed with the improvement activities.

■ JMAC also conducts enlightenment and education activities at the site.

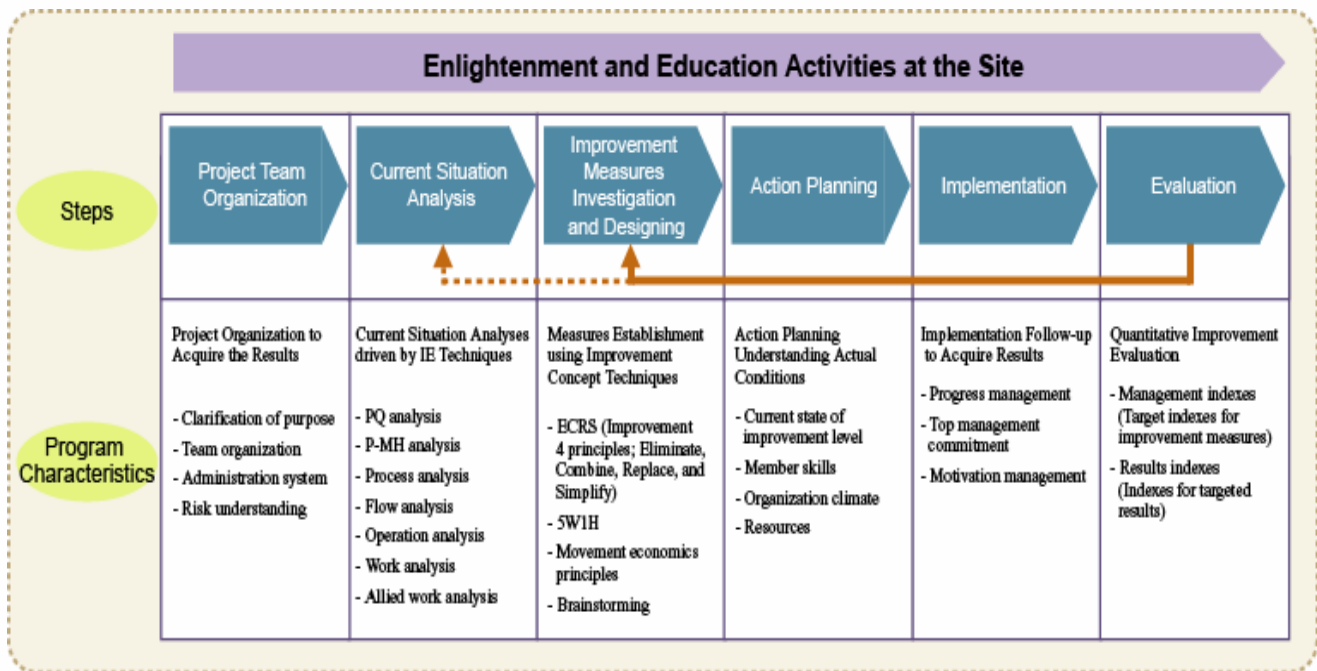
By conducting improvements together with the site members, the improvement methods and procedures are transferred. This builds up an organization in which the improvement procedures can be carried out on its own initiative.



JMAC Features

Features of the “distribution site improvement using IE” program

◆ Regarding “distribution site improvement using IE”, a “distribution site improvement project team” is organized, consisting of several members of the client and JMAC consultants, for carrying out the activities. The “distribution site improvement project” conducts analyses of the current situation based on IE techniques to clarify the problems. Improvement targets are set based on the problems, and the project steps are designed to match these targets.



◆ A problem often seen in sites where improvement activities are not proceeding favorably is that the “recognition of targets is not common between the site members and the managers”. If activities are conducted in a situation where the people in the worksite are not convinced of the targets, the activities will not be adopted. The improvement activities will be carried out just for appearances, and continuous improvement will not be possible. When JMAC conducts site improvement, it pays attention to “the continuous participation of managers in the activities”, “site motivation improvement by utilizing methods such as explanatory meetings and wall newspapers”, and “improvement activity activation by showing visible results of improvement at an early period”.

Results

Program results

- ◆ Productivity improvement
- ◆ Adoption of improvement activity processes in the organization
- ◆ Acquisition of site improvement knowledge using IE

Consulting implementation subjects

- ◆ IE education for fostering distribution improvement proposing capability
- ◆ Space productivity and layout improvement
- ◆ Factory distribution improvement
- ◆ Inventory reduction (Inspection LT shortening, production plan standards review)