

## KAIZEN: A Case study in small scale organizations

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### ABSTRACT:

This paper entitled "Kaizen : A case study in small scale organizations" concerns with the cost reduction by some modification in processes of small scale industries. The Paper also focuses on the improvements that can give the minimum rejection level of the products. In this paper some data's are collected by experimenting specially in the wire harness manufacturing companies for automotive vehicles. Here are some modifications by implementing these in the same industries the quality of the products can be improved. By adapting these Kaizen techniques the processes can be made more efficient and effective.

**Key words:** Kaizen, cost reduction, Minimum rejection, continuous improvements

### 1. INTRODUCTION:

Kaizen is a Japanese word for the philosophy that defines management's role in continuously encouraging and implementing small improvements involving everyone. It is the process of continuous improvements in small increments that make the process more efficient, effective, under control and adaptable. Improvements are usually accomplished at little or no expenses, without sophisticated techniques or expensive equipments. It focuses on the simplification by breaking down complex processes into their sub-processes and then improving them.

For the paper we have completed some experiments before and after the improvements and modifications in process, data are collected before and after modifications and on the basis of these information's the cost and rejection levels of the products are identified. Then we did calculations on standards cost basis. After calculations some conclusions are find out that are represented with the help of graph and tables. Some examples of kaizen improvements in wire harness manufacturing companies and their effect on cost and rejections levels are shown with the graphs and tables. To find out the results the certain procedure is followed.

Procedure applied for Cost reduction:

- |                                      |                         |
|--------------------------------------|-------------------------|
| 1. Identification of problems        | 7. Data analysis        |
| 2. Selection of the problem          | 8. Action               |
| 3. Objective                         | 9. Developing solutions |
| 4. Defining the problem              | 10. Achievements        |
| 5. Data collection: Before and after | 11. Effectiveness       |
| 6. Root cause analysis               | 12. Tangible benefits   |

### 2. IMPROVED ACTIVITIES FOR BETTER:

**2.1. PROBLEM:** Excessive cycle time and poor quality in resistor leg bending for resistor assembly and irrax tube cutting and slitting.

This problem is generally found in the wire harness and CDI Unit companies on small scale. After receiving, the flow diagram generally used is :

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