

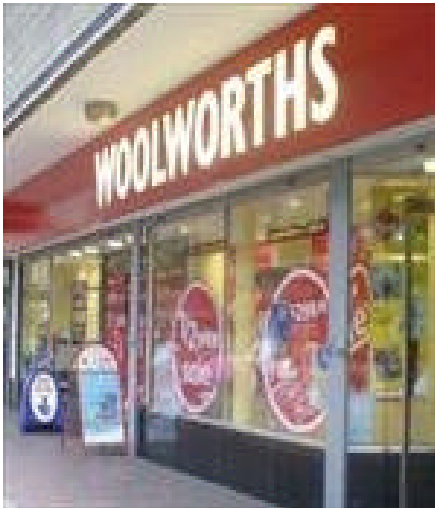


TouchStone

DAVID HUTCHINS INTERNATIONAL e-MAGAZINE

Have a great Christmas but afterwards Don't be the next 'Woolworths!'

You do not need to be - Blitz Teams to the rescue!



For many of us it will be hard to be happy this Christmas worried about our jobs and not knowing what the future holds. However, this is not a doom laden article, it is a message of hope because we are totally convinced that even in the most dire situations failure is **NOT** inevitable. There is **ALWAYS** a better way. All we have to do is to find it.

Have you tried Blitz Teams?

These can produce dramatic improvements almost in front of your eyes if they are properly trained, well facilitated and know what they are doing. More on this on Page 2 and the following pages.

If you have already focussed on Continuous Improvement through Lean and Six Sigma you might be thinking that to make any further improvements is like trying to wring water out of a dry towel. Do not believe it – Blitz Teams will find more.

Consider Toyota (again – sorry but it is unavoidable) – They started what is probably the most intensive Lean and Continuous Improvement programme in the world as long ago as 1950. In that year they removed 50% of their workers from the production line and demanded that the foremen produced the same number of vehicles using the reduced resource. When they managed that they removed another 50%.

Since then they have never given up squeezing harder and harder and even harder.

Every year from at least 1970 onwards, possibly earlier, in their plants in Japan, from a labour force of 40000, they have consistently identified an annual average of 2600000 improvement proposals of which more than 96% have been implemented. If anyone seems to be trying to wring water out of a dry towel it is them but they never give up and it is this mentality that has made Toyota number one in the automotive world and why GM is on the very brink of bankruptcy but you knew that already so why do so few companies do it?

The stupid thing is that none of this is difficult. All that is required is the will to do it and then never give up.

More>>>>

Issue 10 Contents:

- P1. Blitz Teams
- P2, 3 and 4. More about Blitz teams
- P4 and 5. Kraft Foods
- P6. QFD Blitz teams
- P7. World Quality Day
- P8. Hoshin Kanri course
- P10. Hoshin Kanri new book
- P11. Registration Form

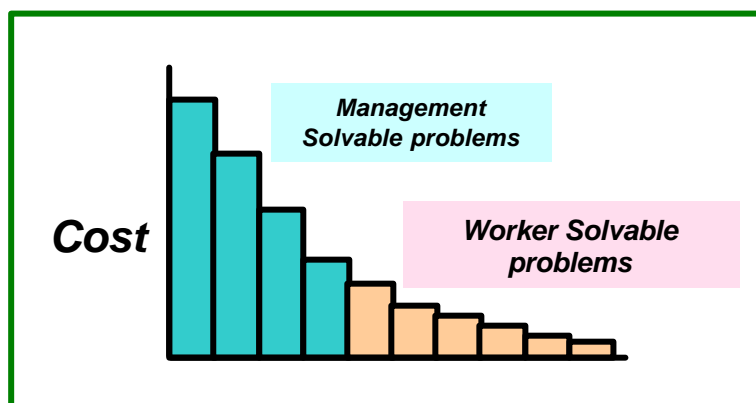
Why is there no limit?

For one thing, as Dr Juran said on many occasions, there has never been an end to man's creativity, always we can find better ways of doing things.

Also, our circumstances are continually changing, markets change, technology changes, global economics change (as is the case now!) and all of these changes bring with them their own unique challenges. It is those who respond quickest and most effectively to these challenges who will be the winners.

Also, there are always a myriad of hidden costs throughout every organisation most of which are unaccounted for. Amongst them will be a few that are individually quite large, but the majority will be small, in some cases very small but they add up - see the following Pareto Diagram. However, to include them individually in the accounts would be uneconomic because the cost of collecting the data would be greater than the individual cost of the problems. Collectively they are likely to be the equivalent of more than 30% of total sales income. In some cases more than 50%!

Pareto Analysis



Blitz Teams

Some will know this as Kaizen Blitz others simply as Blitz Teams. We prefer the latter because it is all embracing and there should be no limit on what can be Blitzed. For example, we can use the tools of Quality Function Deployment to Blitz customer related needs for product design improvements or for the rapid and effective design of new products and services.

Alternatively we may wish to blitz a process to make it more effective or even to abandon it altogether substituted by an alternative resulting from a Re-engineering Blitz.

Ultimately there is no limit on what can be blitzed.

What is Blitz?

When we use the term in the context of Business Performance Improvement, it implies that a specialist team of individuals has been selected to blast a problem or a whole range of problems out of existence in the least amount of time possible. There is nothing gentle about a Blitz programme. The Blitz team might be a group of specialists or it might be a whole department, it could even be everyone in the entire organisation. From the start of the Blitz activities, the participants abandon their normal duties and focus solely on the objectives of the Blitz. They have no other responsibilities during that time. It is quite dramatic.

More>>>>

Examples of Blitz

Some of these were not called Blitz teams because the term is relatively recent.

Bones in Fish Fingers

Back in the early 1990s one famous fish products manufacturer was forced to make a very expensive product recall from Supermarkets over a wide region of the country in which it operated because somebody had choked on a fish finger due to a bone becoming lodged in their throat.

If this ever happened again it could have had catastrophic consequences for the company. As a consequence the company formed what today we would call a Blitz team to find the causes and to implement a remedy that made it impossible for the problem to reoccur. The team was selected from a spectrum of personnel who each had some expertise in different aspects of the process and they were taken off their normal duties completely until the problem was resolved. We understand that they were totally successful!

Foundry purchase

Again a story from way back but very dramatic.

A Japanese company bought an Iron Foundry in the USA. Typically in the West many Iron Foundries are about as filthy as it can get (in most but not all cases). This one was no exception apparently and also it was so inefficient that its costs were horrific hence the sale of the business. However, in Japan, most Foundries especially those that supply Toyota, Honda etc. are almost clean enough to eat a meal from the floor.

After purchasing the Foundry, it was closed for 3 months. During that time the whole workforce which had been retained, cleared out everything and it was completely repainted from top to bottom. Even the Japanese Company Chairman participated in the cleaning and painting. Imagine the impression that this made on the workforce! After that, everyone was retrained in the latest and best practices before production recommenced. It is not surprising that the cost of the shut down was paid for in improved efficiency within months of start up. This was a factory wide Blitz.

New UK Japanese Car Plant.

This is a different type of Blitz because it took place before the start up of a new factory. It was the Nissan Plant at Washington in the UK.

When the Plant was ready for production to commence, they did not just press the button and go into full scale production. Instead, in the first month they produced just 10 vehicles. They then systematically stripped them down to the individual components and minutely examined everything noting every assembly defect they could find. The cars were then reassembled but all of the defects were labeled and marked up on the assembled products. They then apparently did the same with a number of their rivals vehicles and marked them in the same way but with the slogan 'this is what we have to beat'!

They then carried out appropriate training and problem solving before sending another 10 vehicles down the track the following month. They then repeated the investigation and again highlighted the faults that they had discovered. There was more training and more problem solving before repeating the exercise again in month 3. After a further investigation management was then satisfied that the difference in finished product quality of the Nissan cars was sufficiently superior to that of their rivals that they went into full scale production. As a consequence the Nissan Plant in the UK quickly became the most productive Nissan Plant in the world.

Blitz therefore does not have to be conducted solely on existing processes it can equally be carried out on new ones.

More>>>>

Examples of Blitz - continued

New Product development

A medical products company was struggling to continue to compete against other products which had superior design features and the situation was sufficiently dire for there to be a need for a crash redesign programme.

Without giving too much away the products were electro mechanical devices and used in an Operating Theatre environment.

The existing product had taken more than 4 years to design but nobody was sure about that, it could have been much longer because the early prototypes and mock ups had been redesigned so many times that the original records had become vague. Even with such a long history and after a succession of updates, the current product was still unreliable and expensive to produce.

The company then decided to form a Blitz team to completely redesign the product and DHI facilitated the process at the outset. After a short while the team was able to continue its work without the need for further direct assistance although we were never far from the scene with other work in the company.

In less than one year, the final design of a completely new product was accepted by the customer on field trials. Later, after several months of use, it was agreed that this was a far superior design than its predecessor and included considerable innovation in function and the manufacturing processes. It contained many fewer parts was simpler to produce and its price very competitive.

The company said that they could not possibly have achieved such a result without the use of QFD and the Blitz team approach enabled them to bring a new superior product to market in record time.

Summary

There are a myriad of examples that we could have used. The reason being that our whole approach to training right from the origins of DHI in the late 1970s has unwittingly initially been a forerunner of this method. Even in the initial training programmes for clients, teams have actually blitzed problems whilst undergoing training, this includes the training of Facilitators, Team Leaders and Team Members. There a huge number of examples of incredible breakthroughs.

In the current economic climate, we believe that the Blitz team approach is the only way in which survival can be assured and we hope that we have given you food for thought. Talking about food, please take a look at the story starting below and on the next page regarding Kraft Foods in Venezuela, Columbia and Peru.

Continuous Improvement (CI) Facilitator Training at Kraft Foods

Conducting a training course for Kraft Foods in Venezuela was a first time for David Hutchins and for DHI in that country and with participants from Columbia and Peru as well, it was an uplifting experience.

It is also the main reason why we have combined the November and December editions of our Newsletter. We simply ran out of time!

Facilitator training has always been at the heart of DHI activities whether it has been for Quality Circles, Lean Manufacture, Six Sigma or any other Continuous Improvement activity.

In the case of our work at Kraft Foods it was to train CI Facilitators who would be involved in all of these so it covered a wide spectrum of experience in the 11 participants on the course.

The course covered the usual four days and was conducted on site which is our preference especially where the course involves problem solving because the participants have access to live data.

More>>>>

Kraft Foods continued.....



Finding the theories of causes

*Root Cause Analysis
Finding the true causes*



Preparing the Presentation

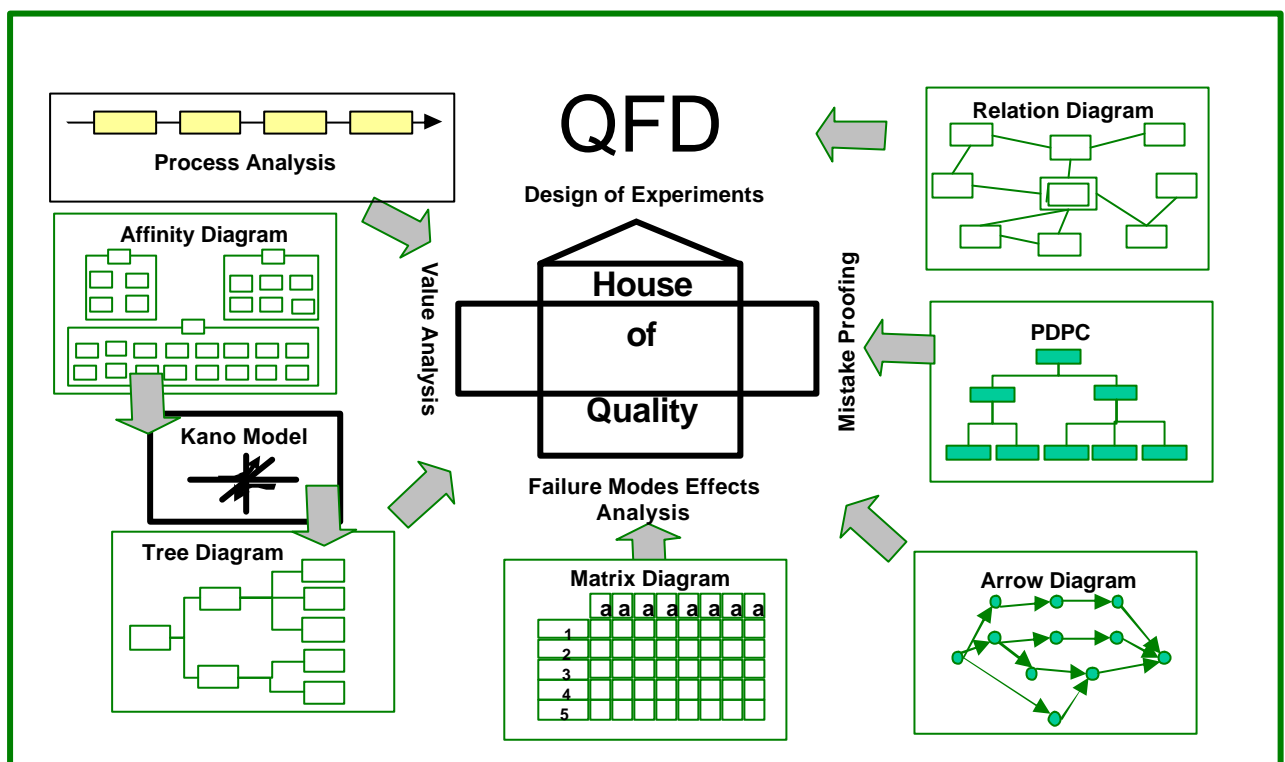
The team!



Need new markets and new customers?

If you are losing customers even with cost reduction then you need to find out why and quickly. Also, this is the time to search for new markets. Are there other ways in which we can use our core competencies? How can we find out. One way is to use the tools and techniques of **Quality Function Deployment (QFD)**. We can design a course for you now!

QFD enables you to look at your business from a completely different perspective. Of course we can assist you with this and the subject is covered in David Hutchins latest book '**Hoshin Kanri – The Strategic Approach to Continuous Improvement**' but there is also a great deal of material on the internet too. Especially check out the methods described by Drs Kano and Shiba.



Blitz Teams training

You do not have to panic and harm your future business. The likelihood is that your organisation is riddled with waste and challengeable costs but how to identify them and rip them out?

One way is to use Blitz Teams. These use the principles of Root Cause Analysis, Process Mapping and Process Analysis in a systematic function by function basis and also across functions in a way that leaves no stone unturned.

If you are managing along the lines of a Hoshin Kanri Management System you will be well placed to challenge the biggest costs first, if not, they will still be located by a well organised Blitz programme.

Let us Facilitate your Blitz Process, call DHI now.

Organising your Blitz events

There are a number of fundamentals that make up a successful blitz event.

1. Everything is based on fact not opinion. Opinion data has no place in a Blitz but it is a problem if the data does not exist which is often the case. Decisions to make changes are made based on real hard data gained from the current state. This will almost certainly involve developing value stream or process maps and an analysis of where value is created. This can be very productive.
2. Develop a vision of the future, but this is difficult to do in the same week as the blitz. Better it is done beforehand. Having defined what is happening now a future state map is created which defines what should be happening in an ideal world. Quick wins are identified that can be achieved in the one week event. This should ideally be done during or prior to the blitz.
3. Involve the whole department. Nobody should be left out. This will often require shutting down a complete line or a department for the period. Prior Planning and communicating what is to be done is essential for the whole organisation.

Prior to the blitz the participants should be given an clear overview of what will happen and how it works. If it is well facilitated, the training can be given 'on the job'.

World Quality Day 13 November 2008

CQI maintains the tradition

World Quality Day which now takes place every year in the second week in November has grown from the conduct of a single event at headquarters to include a number of presentations at supporting organisations throughout the country.

We took part in two of these, the first being a presentation by David Hutchins at Network Rail introduced by Teresa Folkes of the CQI. Network Rail have embarked on a multi billion Pound scheme to extend and improve a number of railway stations and track around the Capital in time for the Olympic Games in 2012. David's paper was entitled 'Making Quality Happen' and emphasised the power of the Quality Sciences and Disciplines to ensure completion of capital projects on time and to cost.

The second event was the John Loxham Lecture which was this year given by Dr Shoji Shiba. Dr Shiba also conducted a one day course the following day at CQI Headquarters on the topic of Managerial Breakthrough in Innovation.

Dr Shiba has been a popular speaker on his visits to Europe for more than 30 years now and he is best known for his interpretation of the use of Quality Function Deployment.

At a time of Global recession it was a timely reminder that to rely just on Standardisation and Compliance would be a foolhardy strategy. Even Continuous incremental improvement is insufficient. Instead it is necessary to break through and create new markets with new products and services. Just satisfying existing customers is insufficient. It is necessary to develop new products and services and ever to seek new customers.

Origins of World Quality Day.

World Quality Day was first held in the 1980s as a response to Japanese competition and recognition of the impact of Japan's Quality Month concept.

Japan's Quality Month was first launched in 1950 and proved an extremely effective way of raising awareness of the importance of Quality throughout Japan.

Hoshin Kanri

What it is and how it works

**Spend one day with the author of
Hoshin Kanri – The Strategic Approach to Continuous Improvement**

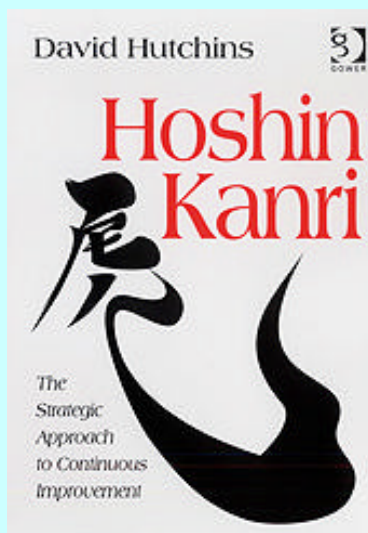
Hoshin Kanri is proven to be the most devastatingly successful management concept to have emerged since World War 2. Companies have experimented with Six Sigma, TQM, Quality Circles, Benchmarking , Lean Manufacture but all with mediocre results – why? Because none of them stands alone. All of them are an intrinsic part of Hoshin Kanri.

David Hutchins will carefully explain how all of these fit together, how they can be organised and how your organisation can benefit from this powerful concept without the need for expensive management consultants which by itself can save literally millions for a large organisation.

If you can send your whole management team it would be far more beneficial to run the event in house. In this case we can actually assist you to begin the process of implementation during the event.

It will take place at a number of venues around the country during the winter months of 2008/9. Please contact us to find the dates and a venue local to you.

Fee: £280 plus VAT including refreshments, lunch and a free copy of David's book – see below



The public event will include a free copy of David Hutchins latest book. Hoshin Kanri – The Strategic Approach to Continuous Improvement – Cover price - £75.00 see also special offer on page 7

International Quality College

Benchmarking

During this event, managers will learn how and when to use Benchmarking techniques to bring their Strategic Business Plan into focus. Through group work and case study material, participants will learn the steps involved, addressing why, what, when, where and how to Benchmark. Using Hoshin Management Principles participants will understand how to Deploy strategy and policy throughout the Organisation.

**2 days £450 Non residential
£520 Residential**

Just in Time

Just in Time provides a philosophy that if applied properly could revolutionise industry. The concept - making nothing until needed and then producing to the highest level of quality - sounds simple, but it can cut a company costs by up to 60% of sales revenue.

The presenter draws on his experience of those organisations already working Just in Time, particularly in Japan.

JITs can only be achieved by company wide dedication to improve the predictability of processes and to achieve dramatic cycle time reduction.

1 day £220

Hoshin Kanri

In an age where both customers and competitor knowledge and information is freely available, even small differences in approach can make big differences to business performance.

One technique being used by leading organisations is Hoshin Kanri. This is particularly the case with those organisations apply Six Sigma management and developing knowledge Based Management Systems.

Today, it is vital to be able to deploy clear goals down through the organisation in quantifiable form. All too frequently in the past, these non financial measures have been deployed in qualitative rather than quantitative form.

The Hoshin Kanri Scorecards provide effective solutions to this problem by providing managers at all levels through to front line supervision with clear quantified non financial goals for each of the relevant parameters.

1 day £280

Hoshin Kanri Lead Auditor course

This course which was originally based on ISO 9001:2000 has been extensively revised to meet the requirements of Hoshin Kanri. All of the case material and exercises will relate to real world situations.

**5 days £750 Non residential
£1030 Residential**

Quality Function Deployment and it's Metatools

Quality Function Deployment (QFD) had long been used in design and development to ensure that Customer's requirements are paramount, understood and pursued throughout the design process. The versatility of this tool enables it to be used beyond design into every aspect of an organisation for planning and implementing focused change.

What QFD is used with its "metatools", it becomes a major technique for all aspects of Business Performance Improvement and Planning.

The "metatools" used are adaptations of:
Design of Experiments
Mistake proofing
Value analysis
FMEA (Failure modes and effects analysis)

This course is designed to give delegates practical guidance and training to enable them to apply this technique in their workplace.

1 day £220

Next month

Along with our regular features, LET'S HEAR FROM YOU. We will print appropriate e-mails or letters about:

Your views on Quality.

Your views about us.

Quality of Supplies and Suppliers

2 day intensive workshop/seminar

The dramatic changes that are taking place in Supply Chain Management are resulting in a major rethink about business policy by both suppliers and their customers alike.

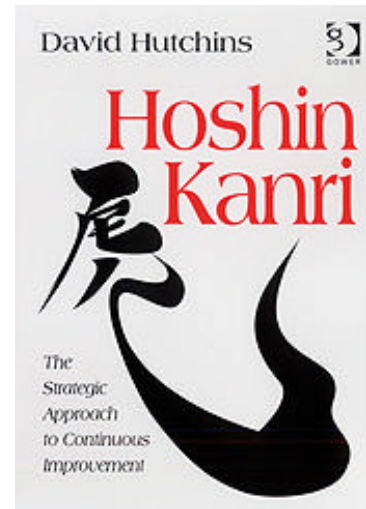
The seminar considers the impact of Hoshin Kanri, e-Supply Chain Management (e-SCM), QS 9000, ISO 9001:2000, Six Sigma and SPC, Vendor rating and Vendor Appraisal, the use and limitations of Sampling inspection.

2 Days £550 plus VAT.

Hoshin Kanri

The Strategic Approach to Continuous Improvement

- **Imprint:** Gower
- **Published:** September 2008
- **Format:** 244 x 172 mm
- **Extent:** 308 pages
- **Binding:** Hardback
- **ISBN:** 978-0-566-08740-0
- **Price :** £75.00 » **Online: £67.50 or as a member of our data base quote G8ALC35 for a 35% reduction in the full price**
- **BL Reference:** 658.4'013
- **LoC Control No:** 2007051242



•David Hutchins

•The results of the quality revolution have been mixed. Global competition has elevated the most successful companies, in terms of providing goods and services, but even then initiatives such as total quality, business process re-engineering and Six Sigma have been heralded as the solution, only to have been replaced with the next 'big thing' when it came along. Hoshin Kanri is not the next big thing in quality, it is a strategic approach to continuous improvement that provides a context for all of the individual elements such as Six Sigma or Lean Manufacturing.

David Hutchins' Hoshin Kanri shows you how to develop a dynamic vision for continuous improvement; to implement effective policies to support it; to link key performance indicators to Six Sigma, Lean Manufacturing and Kaizen and to sustain a strategy-led programme for improving business performance.

•**Contents:** Preface; Hoshin Kanri an overview; Creating the vision; Strategy and tactics; Driver policies, becoming fit, fast, lean and hungry!; Driver measures to KPIs; Benchmarking; Prioritizing KPIs and cost of poor quality; Risk management; The loose brick; Hoshin policy deployment and control; The voice of the customer; Supply chain management; Six Sigma; Lean manufacturing; Process analysis and process re-engineering; The principles of continual improvement; Quality circles; Business management systems; Quality function deployment; Education; Suggestions for performance indicators; Implementation plan; Index.

•**About the Author:** David Hutchins has a Masters Degree in Quality and Reliability from Birmingham University UK. He is a Chartered Mechanical and Electrical Engineer, Fellow of the Chartered Quality Institute (CQI), Senior Member of the American Society for Quality and author of several books and many articles. In David's early career he was Chief Production/Industrial Engineer in the Automotive Components Industry before becoming Works Manager followed by 10 years teaching and consulting in Business Management prior to founding David Hutchins International. David Hutchins has over forty years of continuous experience in all aspects of the Quality-related sciences on a world-wide basis. He co-presented with the unchallenged World leading expert, Dr Juran, who died in 2008, on all his annual courses in the UK from 1983 until Dr Juran's retirement from international travel in 1992. He was a personal friend of the late Professor Ishikawa and was the only European to be invited to contribute material for the book which commemorated his life. He has been a key note speaker at conferences all over the world including many seminars organised by the Union of Japanese Scientists and Engineers (JUSE) in Japan and to this day works with the well known specialist in Concept Engineering, Dr Kano.

•Extracts from this title are available to view:

Full contents list and list of figures

http://www.gowerpublishing.com/pdf/SamplePages/Hoshin_Kanri_Cont.pdf

•Preface

http://www.gowerpublishing.com/pdf/SamplePages/Hoshin_Kanri_Preface.pdf

•Chapter 1 - Hoshin Kanri - an overview

http://www.gowerpublishing.com/pdf/SamplePages/Hoshin_Kanri_Ch1.pdf

Registration Form

Course Title:	<input type="text"/>
<input type="text"/>	
Title:	<input type="text"/>
Forename:	<input type="text"/>
Surname:	<input type="text"/>
Position:	<input type="text"/>
Company:	<input type="text"/>
Address:	<input type="text"/>
<input type="text"/>	
<input type="text"/>	
<input type="text"/>	
Tel:	<input type="text"/>
Fax:	<input type="text"/>
Email:	<input type="text"/>
VAT No:	<input type="text"/>
No of Delegates:	<input type="text"/>
Names:	<input type="text"/>
<input type="text"/>	
<input type="text"/>	
<input type="text"/>	
Course Price	£ <input type="text"/>
10% Group discount (3 or more people)	£ <input type="text"/>
VAT @ 17.5%	£ <input type="text"/>
Total	£ <input type="text"/>

Booking details

The course fees are plus VAT at 17.5%, which includes all documentation, refreshments and luncheon.

Group bookings

There will be a discount of 10% on bookings of 3 or more people from the same company. Payments must be made at the same time.

Payment

Payment may be made by Sterling Cheque (made payable to DAVID HUTCHINS INTERNATIONAL LTD) To ensure admission payment must be received prior to workshop.

How to Register

Please complete and return the attached booking form to: David Hutchins International Ltd, Orchard House, Hillway, Charlton Mackrell, Somerton, Somerset TA11 6AN

Tel: + 44 (0) 01458 224040 Fax: + 44 (0) 01458 224050 email: excel@hutchins.co.uk

Cancellations

If you cannot attend, a substitute delegate may attend in your place but it is regretted that refunds, in respect of any cancellation, cannot be made unless notice is received in writing 10 working days before the date of the event. Cancellations prior to this will be refunded less an administrative charge of £50.

Enquiries

Enquiries, telephone bookings, and changes to delegate information should be made to: Margaret Jarvis
Tel: + 44 (0) 1458 224040

Special Meals

Special dietary requirements can normally be catered for but please inform us no later than 3 days prior to the event.