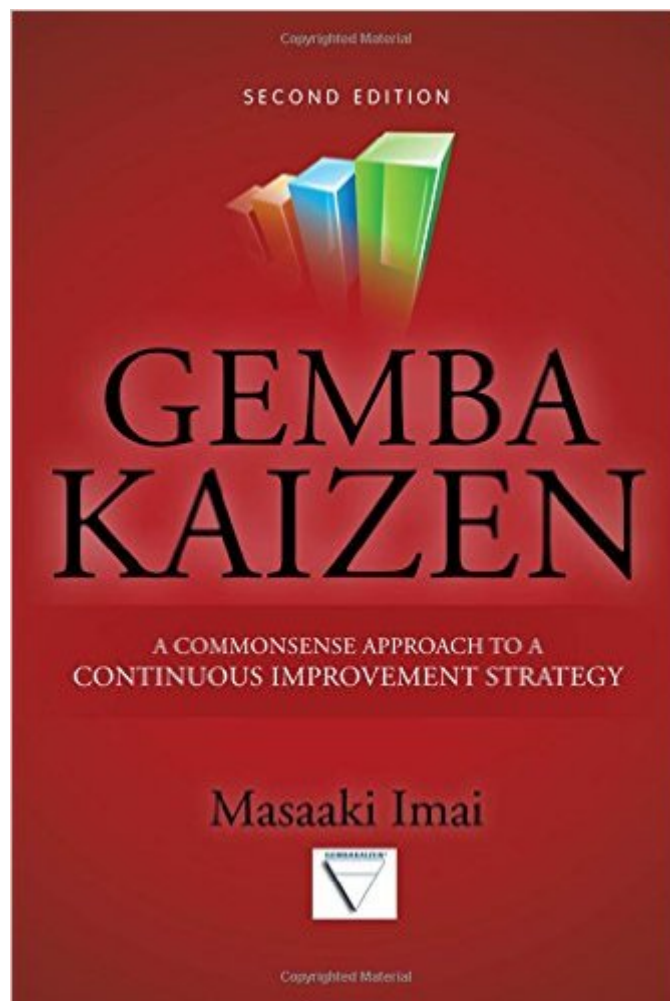


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# Gemba Kaizen: A Commonsense Approach To A Continuous Improvement Strategy, Second Edition



## Synopsis

The definitive, fully up-to-date guide to continuous improvement in the workplace "An updated version of a classic book that shares a wealth of new healthcare examples and case studies from around the world. The methods in this book will help you improve quality and safety, reduce waiting times, and improve the long-term financial position of your organization. Highly recommended!"

--Mark Graban, author of *Lean Hospitals* and coauthor of *Healthcare Kaizen* "Every business faces the iron triangle of quality, cost, and delivery. Conventional thinking claims you cannot have all three. Not only does Mr. Imai turn that thinking on its head, but he shows you exactly how to do it."

-- Matthew E. May, author of *The Elegant Solution* and *The Laws of Subtraction* "Masaaki Imai has done it again. The second edition of his famous book not only describes all the tools necessary for any type of business to implement a lean strategy but also includes a large number of excellent case studies." -- Art Byrne, author of *The Lean Turnaround* Written by Masaaki Imai, pioneer of

modern business operational excellence and founder of the Kaizen Institute, *Gemba Kaizen, Second Edition* is an in-depth revision of this renowned, bestselling work. The book reveals how to implement cost-effective, incremental improvements in your most critical business processes.

Global case studies from a wide range of industries demonstrate how gemba kaizen has been successfully used to: Maximize capacity and reduce inventory at Unga Limited, one of Kenya's largest flour-milling operations Change the IT culture at Achmea, a large European insurance firm Exceed customer expectations at Walt Disney World in the United States Improve quality at Inoue Hospital in Japan Transform retail processes at Sonae MC, Portugal's largest employer Practice daily kaizen at Tork Ledervin, a weaving plant in Brazil Stamp out muda at Sunclipse, an industrial packaging distributor in the United States Manage quality improvement by total workforce involvement at Xuji Group Corporation, an electrical manufacturer in China Implement gemba kaizen at many other companies worldwide To thrive in today's competitive global economy, organizations need to operate more effectively and profitably than ever before. Developing problem solvers, increasing productivity, improving quality, and reducing waste are essential success factors. Proven strategies for achieving these goals are included in this pioneering guide. This comprehensive resource offers detailed coverage of important gemba kaizen topics, including: Quality, cost, and delivery in the gemba The five steps of workplace organization Identifying and eliminating muda--any non-value-adding activity Visual management Supervisors' roles in the lean workplace Gemba managers' roles and accountability in sustaining high performance Just-in-time and total flow management The CEO's role in leading a kaizen culture The methods presented in *Gemba Kaizen, Second Edition* reveal that when management focuses on implementing kaizen

(incremental, continuous improvement) in the gemba (the worksite) unique opportunities can be discovered for increasing the success and profitability of any organization.

## **Book Information**

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## **Customer Reviews**

Gemba Kaizen, Second Edition (McGraw-Hill, 2012) is an in-depth revision of Imai's best-selling work explaining how to implement cost-effective, incremental improvements in the most critical business processes. Masaaki ImaiGemba Kaizen has two parts. The first half is a general theory where Masaaki describes all the tools necessary for any type of business to implement a lean strategy. Readers will have a better understanding of the "Why" and the "How" in the application of the tools. Imai lays out the lean philosophy and tools in a very simple way so that business leaders not only understand them but more importantly so they can apply them. The second half of the book focuses on more than 20 different case studies of successful lean projects led by the Kaizen Institute. They highlight a wide range of industries where Lean has been applied successfully including: Medical, Logistics, Electronics and even Transportation (airports.) While the book's title may make one think the book is only about kaizen methods, The book "Gemba Kaizen" talks about moving beyond kaizen (continuous improvement) to an approach that is also "gemba" focused (gemba meaning the "actual place" or the place where the work is actually done). These are fundamental concepts in the Lean management approach. Imai's perspective is that Kaizen is the umbrella concept encompassing all efforts to improve not just factories but all businesses. In his

view, TQC/TQM, the Toyota Production System, TPM, Hoshin planning, suggestion systems and small-group activities are all "Kaizen Systems. I don't know if I buy into his all-encompassing view of Kaizen but that doesn't change the impact of the book. It is still a powerful resource to improving your organization.

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