

Kaizen

Continuous Improvement System



In our Yusen Logistics Group Quality Policy and its Guiding Principles, Kaizen Activities is clearly defined as one of the commitments to delivering a better supply chain management service to our customers.



Kaizen is not a separate activity, rather it is ingrained in our daily actions. The Kaizen mindset is to 'do something the best way possible', and to 'try to make operations better'. Kaizen is a joint activity performed together with the stakeholders (e.g., customers, subcontractors) and Yusen Logistics Group members.

Kaizen Activity is not a corrective action, but it is an activity to make operations better than current standardized way of operating. While the operation process must be standardized for both Kaizen Activity and corrective actions, the purpose of corrective actions is mainly to 'solve' the problem that has occurred. Kaizen Activities focus more on 'finding an issue / problem before it happens' (that is, risk identification and taking preventive actions), 'looking for more efficient ways, more cost-effective ways, environmentally friendlier ways and easier way of operation for Gemba staff'.

Case Study : Improve Picking Efficiency

Problem Encountered / Root Caused

Operation unable to complete / cope with picking orders for big volume consignees (eg. Cold Storage, Redmart, Watson) due to current order issuance in Bulk Picking Process. To complete one consignee order is takes approximately 6 hours affected packing list generation

Target / Goal

To improve picking efficiency to increase productivity

Before Kaizen

Picking Productivity per month		
1 order	6 hours	
1 week	8 order x 6 hours	48 hour/week
1 month	48 hours x 4 weeks	192 hour / month
Productivity	192 hrs / 6 hrs	32 orders / month

After Kaizen

Picking Productivity per month			Improved Saved 128 hour / month to increase 200% on productivity
1 order	2 hours		
1 week	8 order x 2 hours	16 hour/week	
1 month	16 hours x 4 weeks	64 hour / month	
Productivity	192 hrs / 2 hrs	96 order / month	

Evaluation

1. WMS picking process study to split huge order quantity into few picking list to enable picking completion in system to generate packing list
2. Submit WMS system change request
3. Tested and Go Live

Effect

After one month implementation resulted saving total 128 hour that increases 200% on productivity